Strategic Evaluation of the Country Strategic Plan Pilots

WFP Office of Evaluation

November 2018
Context

Saving lives.
Changing lives.
Feeding dreams.

SUSTAINABLE DEVELOPMENT GOALS

2 ZERO HUNGER

17 PARTNERSHIPS FOR THE GOALS
Organizational outcomes

- Alignment with national policies and priorities
- Harmonization with UN entities and processes
- Maintaining and enhancing emergency response capacity
- Links between humanitarian and development work
- Predictability and flexibility of funding
- Visibility and communications
- Gender and other cross-cutting issues
- Transaction costs
- Partnerships
- Performance management, reporting and accountability
Findings (part 1)

Alignment with national policies and priorities: positive progress through the NZHSR

Harmonization with UN entities and processes: alignment to UNDAF cycles still a work in progress but potential for greater harmonization

Maintaining and enhancing emergency response capacity: emergencies captured in the framework but mixed evidence on approval times

Links between humanitarian and development work: some progress within CSP framework but challenges
Findings (part 2)

**Predictability and flexibility of funding:** CSP has not led to a decrease of earmarking or longer term financing as expected; both of these changes will take time.

**Visibility and communications:** improved visibility but not clear that it has resulted in greater opportunities for dialogue.
Findings (part 3)

**Gender and other cross-cutting issues:** CSPs have not always adequately captured gender and other cross-cutting issues.

**Partnerships:** CSPs create good opportunities for strengthening partnerships and opportunities for collaboration.

**Transaction costs:** these have increased in the short-term and it is too early to judge the longer-term prospects.

**Performance management, reporting and accountability:** better linkages for resources to results but slow progress on developing appropriate systems.
Conclusions

- A significant step forward for the organization with, on balance, positive results
- CSPs have often been a catalyst for change but still face many challenges
- Potential for increased transparency and accountability has not led to more flexible and predictable funding
- The rapid process increased transaction costs in the short term
- Need to balance flexibility and standardization
- The task of introducing and stabilizing CSPs is far from complete
Recommendations

1. Management of the CSP framework: Strengthen existing management structures and the process of systematic learning; undertake a comprehensive review in 2020

2. CSP processes and guidance: Complete simplification process; update existing guidance; define and address cross-cutting issues

3. UN reform: Continue engagement in UN refrom process; develop strategies to align CSPs with UNDAF cycles

4. Monitoring and reporting performance: Realign the comprehensive system of monitoring and reporting to revised CRF; ensure a central role for Country Portfolio evaluations

5. Funding: Address constraints to more flexible and predictable financing