



World Food
Programme



Strategic Evaluation of Funding WFP's Work

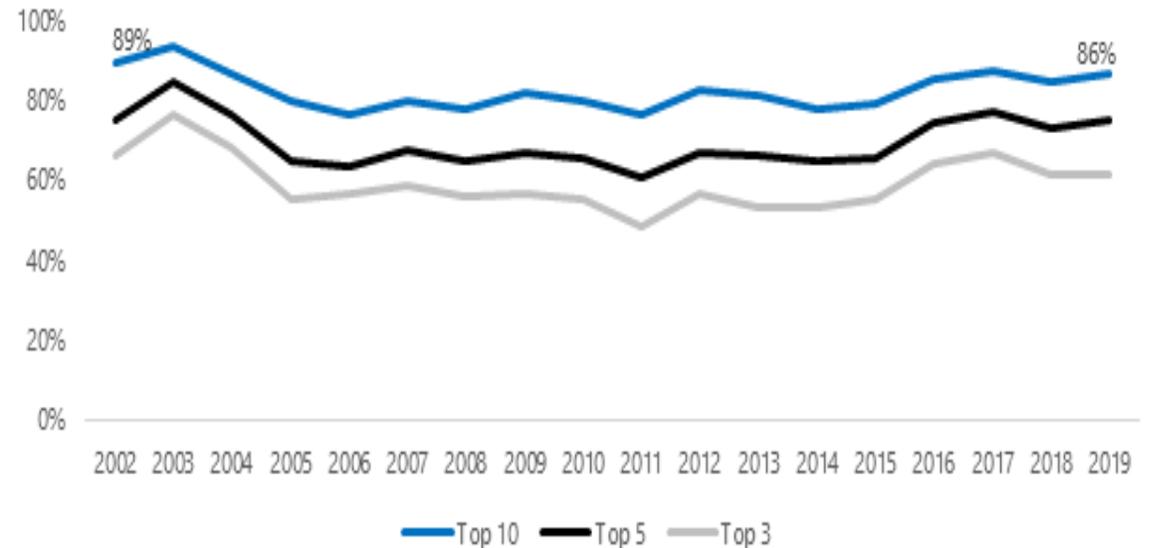
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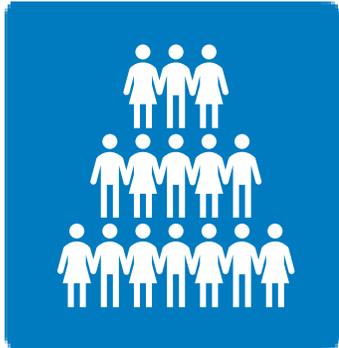
June 2020

Findings – policy framework, strategy and organizational structure

- Budget has been driven upwards but continuity of funding is uncertain
- Donor reactions to the funding gap are mixed
- Internal stakeholders are split on priorities across the mandate
- No overarching strategy on funding exists
- Approaches to resource mobilization have largely been successful



Findings – tools, approaches, incentives and individual capacities



- Not yet successful in tapping into development funding at scale
- Success in private fundraising has been limited
- Approaches to innovative financing have been piecemeal
- New fundraising tools have potential to support private fundraising ambitions
- Capacity gaps prevent a more effective approach to attracting funding

Findings: IRM and internal resource allocation



- Expected benefits of the IRM not yet fully experienced
 - flexibility, continuity and predictability of funding
 - comprehensive donor support across work in emergencies, resilience and development



- Prioritization within funding needs when communicating with donors has at times been left open to interpretation
- Inability to apply flexible indirect support cost rates has made it less competitive

Conclusions



WFP has performed well but the positive trend in total funding masks disparities



WFP's funding model is risky and not fully suited to the changing funding environment



The Integrated Road Map has heralded a shift but funding for the organization has not yet fully aligned with this approach

Conclusions



WFP's funding ambitions are not realistic and often not backed up by commensurate efforts to achieve them



Internal capacity for partnerships, resource mobilization and related functions is strained, particularly at the country office level



Limited opportunities to allocate resources internally, frustrate ambitions for strategic priorities to drive funding decisions

Recommendations

- 1** Articulate with one voice WFP's full mandate and priorities
- 2** Strengthen funding for changing lives
- 3** Diversify WFP's sources of funding
- 4** Invest in critical resource mobilization and related personnel
- 5** Invest in the necessary tools, products, processes and protocols related to funding
- 6** Achieve relevant ambitions envisioned in the IRM
- 7** Improve corporate resource allocation processes
- 8** Strengthen WFP's advance financing mechanisms