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Evaluation reports

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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Summary evaluation report of the strategic evaluation of the pilot country strategic plans (2017–mid-2018)

Executive summary

The strategic evaluation described in this summary report assesses WFP's progress in formulating and implementing country strategic plans within the framework of the Integrated Road Map. It is based on comprehensive inquiries and analysis across WFP and other stakeholders, and it takes into account global and national considerations, including the ongoing United Nations reform process. The evaluation was conducted early in the process of implementing the country strategic plans framework with a limited number of countries piloting the new approach.

By December 2018, 57 percent of WFP country offices are expected to have country strategic plans or interim country strategic plans. In general, the introduction of country strategic plans has aligned WFP's work more closely with national policies and priorities. Country strategic cycles are only partially synchronized with those of United Nations development assistance frameworks, however, and there is scope for much greater harmonization. The introduction of country strategic plans has not harmed WFP's emergency response capacity, although initial data suggest that the time required for the approval of new emergency response funding has increased.

The structure of country strategic plans demonstrates the organization's programmatic commitment to combining humanitarian and development interventions in mutually reinforcing ways. Country strategic plans do not, however, quickly transform WFP's work or funding or the conditions attached to the funding. To date there has been little progress towards the objective of more flexible and predictable resource allocation, which depends on donor decision making and will take time to achieve.

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In line with the Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

In the intentionally rapid transition to country strategic plan structures and systems, not all country strategic plans constituent elements, or the corresponding guidance, were ready when needed. Unsurprisingly, transaction costs, many of them short-term, rose as the new arrangements were introduced. Yet the strain on systems and staff was heavier than it needed to be because of inconsistency and gaps in coordination. Recognizing these challenges, WFP has embarked on a drive to simplify procedures.

There have been delays in revising the Corporate Results Framework (2017–2021) to clarify the links between resources and results and thus improve reporting. A revised and tested corporate results framework will facilitate comprehensive reporting on country strategic plans with programmes that focus on capacity strengthening and policy support.

The evaluation concludes that the adoption of the country strategic plan as the framework for planning, managing and delivering WFP's functions was a significant step forward. At this early stage, the contribution of country strategic plans to the intended organizational outcomes has been positive on balance, even though results differ among outcomes and countries. The evaluation led to a recommendation that WFP continue its commitment to making the country strategic plan approach fully fit for purpose, with more systematic learning processes and a comprehensive review in 2020. It calls for continuing strong engagement with the United Nations reform process and the continued strengthening of the performance monitoring and reporting system based on a revised corporate results framework. It recommends that WFP and its Executive Board continue to address constraints to more flexible and predictable financing, exploiting the opportunities for better management and reporting that the country strategic plan offers.

Draft decision*

The Board takes note of the summary report on the strategic evaluation of the pilot country strategic plans (2017–mid-2018) set out in document WFP/EB.2/2018/7-A and the management response set out in document WFP/EB.2/2018/7-A/Add.1 and encourages further action on the recommendations presented in the report, taking into account the considerations raised by the Board during its discussion.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Background and context

1. In November 2016, the Executive Board approved a transformative package of instruments and actions known as the Integrated Road Map (IRM). The IRM changes WFP's strategy, programme structure, financial management and reporting, transforming its ability to help countries achieve the Sustainable Development Goals (SDGs) by 2030, prioritizing SDGs 2 and 17. The IRM links four interrelated corporate components – the Strategic Plan (2017–2021), the Policy on Country Strategic Plans, the Financial Framework Review and the Corporate Results Framework (2017–2021). The transformation is taking place at a time of renewed impetus for the United Nations reform process.

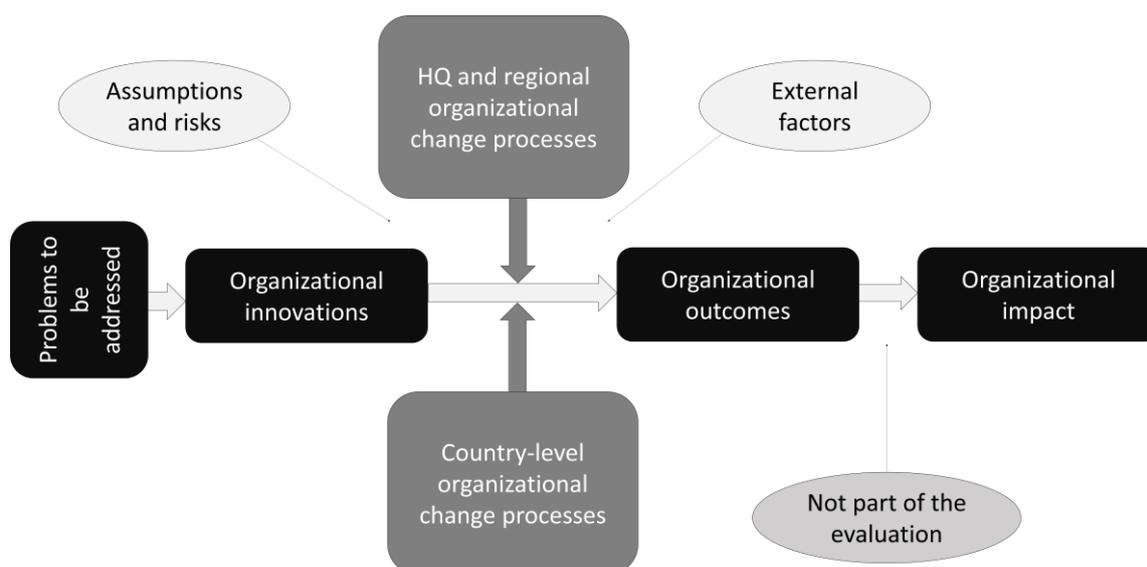
Evaluation features

2. The strategic evaluation described in this summary report comes at an early stage in WFP's process of learning from its initial implementation of elements of the IRM and the 'pioneer' Country Strategic Plans (CSPs) (table 1). It took place between January and July 2018.

EB session	Wave	Regional bureau					
		Bangkok	Cairo	Dakar	Johannesburg	Nairobi	Panama
EB.1 Feb. 2017	Original pilots	Bangladesh Indonesia			Zimbabwe		Colombia
EB.1 Feb. 2017	Other Wave 1a	China Lao Dem. Rep.					Ecuador El Salvador
EB.A June 2017	Wave 1b		Sudan* Lebanon	Cameroon	Mozambique Namibia Tanzania		

* Interim CSP.

3. The evaluation focused on: progress towards the intended organizational change set out in the CSP policy and the other documents of the IRM; the extent to which WFP headquarters and regional bureaux worked effectively to develop the CSP framework and provided adequate support to country offices in the formulation and implementation of the 2017 CSPs; country-level factors exerting positive or negative influence on achievement of the intended organizational change; whether WFP adequately captured and used lessons from the formulation and implementation of the CSPs; opportunities and risks encountered; and the likelihood that WFP will achieve the intended organizational change through the CSPs. The forward-looking topics reflect the conduct of the evaluation at an early stage of the transition process combined with the long-term objectives that the CSP framework is expected to achieve.

Figure 1: Thematic overview of the theory of change

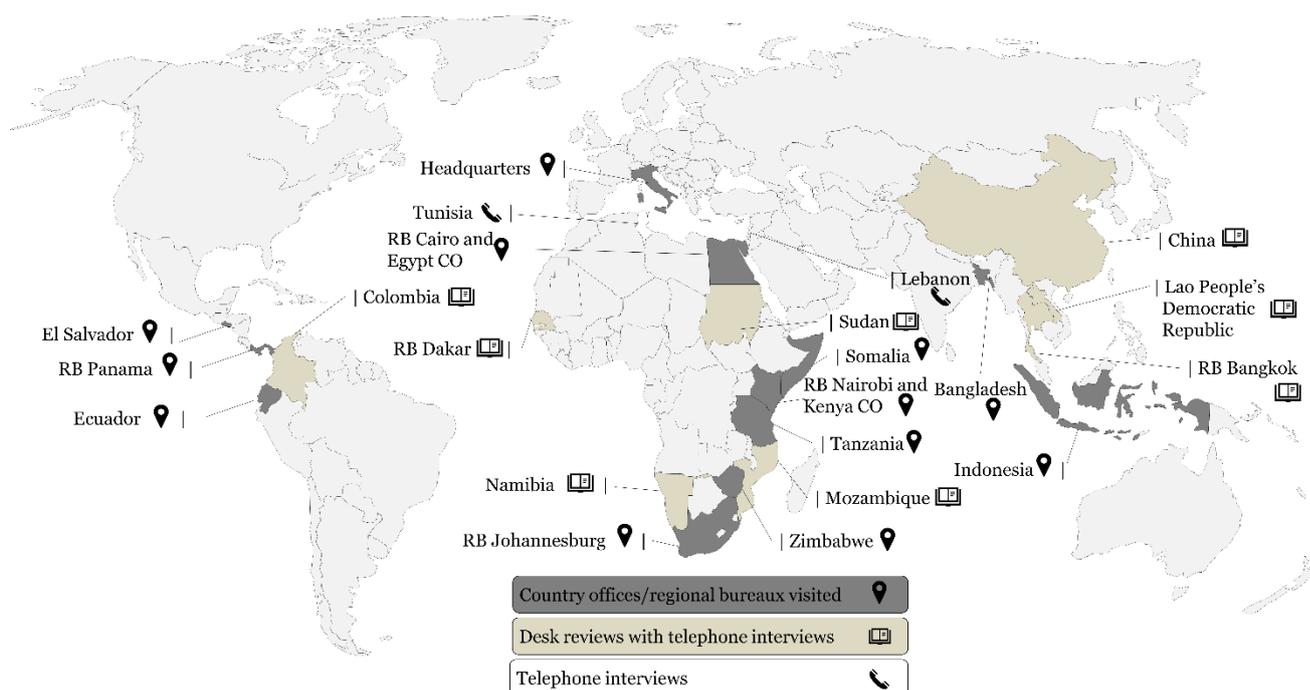
4. Both the data analysis framework and the evaluation report were structured to focus on ten organizational outcomes¹ that summarize the core purpose of the CSP policy and related initiatives under the IRM. These outcomes are the result of organizational innovations (representing relevant elements of the IRM) and organizational change processes, as illustrated in figure 1.² The presentation of the findings below refers to each of the ten outcomes. The data collection process included visits to nine countries and four regional bureaux; desk reviews with telephone interviews for a further six country offices and two regional bureaux; analysis of administrative data; a document review; and an online survey of WFP staff at all levels. Interviews were conducted with over 400 people, 59 percent of whom were women and 33 percent of whom were from other stakeholder organizations. Figure 2 illustrates the countries covered.

Implementation of the CSP framework

5. Despite its dual humanitarian and development mandate, in recent decades WFP has focused more on short-term humanitarian operations. Like its humanitarian work, its operations to promote resilience were implemented through a range of mostly short-term projects without a formal coordinating strategy at the country level. The CSP framework represents an explicit commitment to strategically driven performance management in pursuit of the SDGs as part of the wider United Nations community.

¹ The ten outcomes were identified in consultation with the internal reference group established for the evaluation (consisting of divisions at headquarters and all regional bureaux).

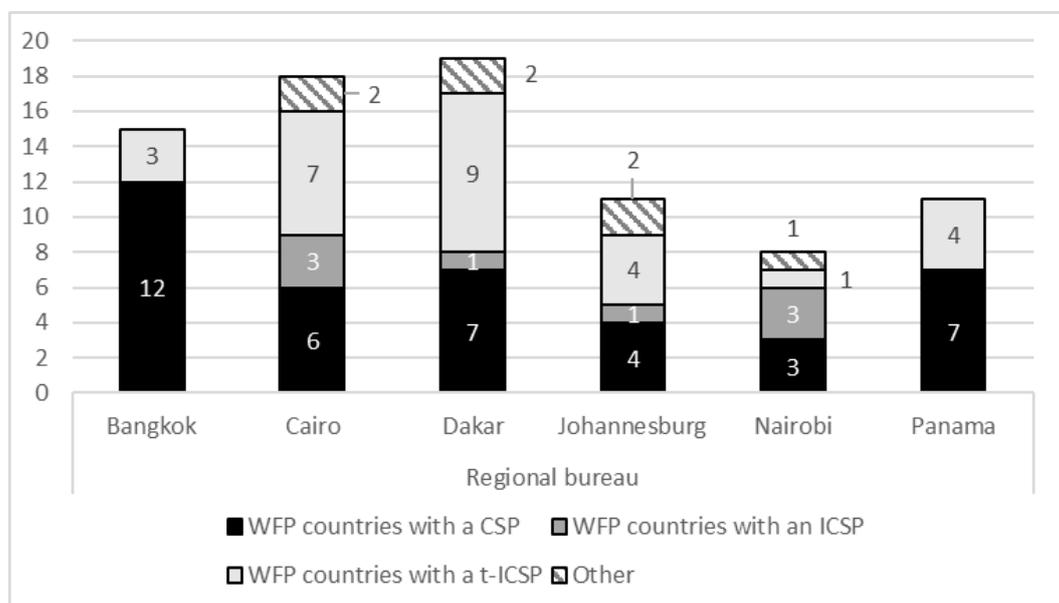
² The evaluation did not assess the links between organizational outcomes and organizational impact.

Figure 2: Countries covered by data collection

6. As core instruments in the implementation of the WFP Strategic Plan 2017–2021, CSPs prioritize: SDG 2 on achieving zero hunger, and SDG 17 on partnering to support implementation of the 2030 Agenda for Sustainable Development – while contributing to other SDGs in accordance with national circumstances and priorities. The CSP for each country will be WFP's strategic, programmatic and governance instrument in the country for up to five years and will replace the current collection of project documents.
7. The CSP policy recognizes the humanitarian-development nexus (which is now understood to encompass peace as well) and the importance of linking all aspects of WFP's work in a single holistic and strategic document while also improving its response in emergency and crisis situations. CSPs provide a line of sight from resources to results and map results to relevant SDG 2 and SDG 17 targets.
8. WFP now supports country-led national zero hunger strategic reviews (NZHSRs) – inclusive consultative exercises providing comprehensive analysis of the challenges faced in achieving SDG 2. NZHSRs aim to provide context for the design of CSPs. Wherever an NZHSR has not been completed, WFP operations will be delivered through an interim CSP (ICSP). To ensure that as many country offices as possible are functioning under the IRM framework by the end of 2018, 28 will have transitional ICSPs,³ pending the development of full ICSPs and CSPs. A more flexible approach to implementation was introduced in April 2017, and by the end of 2018 57 percent of WFP country offices are expected to have CSPs or ICSPs (figure 3).

³ The CSP framework consists of CSPs, ICSPs, transitional ICSPs and limited emergency operations, the last of which are outside the scope of this evaluation.

Figure 3: Number of country offices with CSPs, ICSPs and transitional ICSPs by the end of 2018*



* "Other" refers to country offices continuing under the project system in 2018, which will move to the IRM framework by early 2019.

- The introduction of the IRM has required organizational changes at all levels of WFP. To facilitate the monitoring of progress, IRM dashboards and tools have been developed. In addition, WFP has provided regular updates to the Executive Board and is engaged in an ongoing process of lesson learning and review of procedures, tools and guidance.

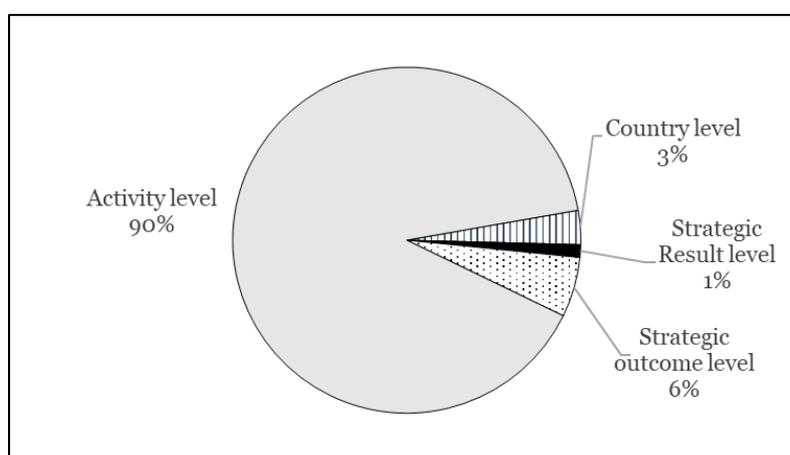
Findings

- Alignment with national policies and priorities.** The introduction of a CSP or ICSP in each country, linked to an NZHSR, has generally strengthened the alignment of WFP's work with national policies and priorities. Continuing commitment will be required to sustain that alignment. While serving their national purposes, many NZHSRs have also been important foundations for CSP design. Some, however, have failed to meet the standards set, and the scope of others has been too narrow. The feasibility and value of NZHSRs – and the challenges of identifying and aligning WFP's work with national policies – naturally vary with the economic, political and food security conditions of each country.
- Harmonization with United Nations entities and processes.** Alignment of CSP and ICSP cycles with those of United Nations development assistance frameworks (UNDAFs) has been partially achieved: just 45 percent of the 29 CSPs and ICSPs approved in countries with UNDAFs terminate on the same dates as their corresponding UNDAFs. Harmonization clearly goes beyond aligning cycles, and many United Nations and WFP staff interviewed for the evaluation saw potential for increased harmonization through the CSP process in the context of the current United Nations reform initiative, which is expected to strengthen UNDAFs significantly. These changes might ultimately lead to closer integration of CSPs with UNDAFs and of NZHSRs with national policy review processes.
- Maintaining and enhancing emergency response capacity.** A key intended outcome of the CSP policy is to increase the efficiency and effectiveness of WFP's already high standards and strong systems for emergency response. Valuable experience was gained from the response to floods and a later large-scale refugee influx under the Bangladesh CSP.

Although the response to the crisis in Bangladesh was not delayed, available data on the initial emergency responses under other CSPs suggest that the CSP framework has increased the time required to obtain approval of funding for such a response. Procedures have therefore been improved to speed up the revision of CSPs. CSPs are seen as emphasizing WFP's commitment to building countries' own response capacity and strengthening WFP's ability to integrate preparedness, response, rehabilitation and resilience efforts.

13. **Links between humanitarian and development work.** The three focus areas of CSPs – crisis response, resilience-building and response to the root causes of vulnerability – reflect the organization's commitment to combining humanitarian and development interventions in mutually reinforcing ways that should reduce the need for humanitarian interventions and enable national governments in countries where recurring crises are caused by natural phenomena to handle them on their own. Nevertheless, CSPs do not quickly transform WFP's work or funding. Some WFP work in the development sphere, such as food assistance for assets, is already well established – although CSP frameworks should make it more effective. CSPs do not eliminate the need for WFP staff to have capacities and skills in new areas of intervention and new approaches. WFP's organizational readiness strategy and toolkit have not yet achieved the enhanced, restructured workforce needed for successful CSPs. Another pre-existing challenge is convincing donors to fund WFP's work on resilience and the root causes of vulnerability.
14. **Predictability and flexibility of resource allocation.** WFP expected funding to be more readily available for use at the CSP strategic outcome level or across the CSP as a whole. To date, there has been little progress towards these objectives, which depend on donor policies and decision making and are bound to take time. Recent data show that, of 241 grants to WFP countries operating under the IRM framework, 90 percent of total funding was earmarked for use at the CSP activity level, a figure similar to pre-IRM estimates (figure 4). In addition, although some donors have extended the period during which WFP could make use of their contributions, this often reflects a general evolution in their policies rather than a reaction to the CSP approach. So far, confirmed commitments for multi-year funding for 2018 represent just 22 percent of the total commitments for all countries over the same period and 20 percent for CSP/ICSP countries. Short-term funding continues to pose multiple longstanding challenges to country office capacity and performance, as documented in other evaluation reports.

Figure 4: Percentage of total funding by level of allocation



15. **Visibility and communication.** Through the CSPs, governments, development partners and other stakeholders have a greater understanding of WFP's overall programme. Combined with the broad engagement undertaken through the NZHSR process, this has raised WFP's visibility at the country level. There is little evidence, however, that as a result governments are "increasingly involving WFP in policy and programme dialogue across the humanitarian–development spectrum", an objective of the CSP policy. WFP is developing stronger communications approaches for country offices, and annual country reports should help to sustain momentum and keep WFP visible. Better visibility and communication depend on comprehensive performance monitoring and increase opportunities for scrutiny of WFP performance.
16. **Gender and other cross-cutting issues.** The CSP policy does not make new commitments on gender or other cross-cutting issues but does say that they will be incorporated into CSPs and addressed in line with WFP policies. Beyond gender, it is not clear what WFP's priority cross-cutting issues are. Intensive work has been done to ensure that gender is appropriately addressed in CSPs. There has been no comparable effort for other cross-cutting issues. The challenge that remains in preparing, implementing and monitoring CSPs is to move beyond the quantitative aspects of gender (and other cross-cutting issues) into substantive transformational action.
17. **Transaction costs.** In the intentionally rapid transition to CSP structures and systems, not all constituent elements of those structures and systems and their corresponding guidance were ready when needed. Pilot initiatives inevitably encounter problems and, unsurprisingly, country office transaction costs rose as the new arrangements were introduced. Yet the strain on systems and staff was heavier than it needed to be because of inconsistency and gaps in coordination. Following a year of learning in 2017, administrative systems and procedures are in the process of being fully standardized or stabilized within the CSP framework. It is too early to judge the long-term impact of CSPs on transaction costs, especially as several parts of the new system are still evolving. Recognizing these challenges, WFP has embarked on a drive to simplify procedures, including those related to CSP preparation and approval processes.
18. **Partnerships.** The CSP policy is well aligned with WFP's strong commitment to partnerships. The preparation of CSPs has generally created good opportunities for country offices to engage with existing and potential partners at many levels, although the "whole of society" approach advocated in CSP guidance has not gained much traction. The introduction of CSPs has stimulated private-sector partnerships in several countries. It has strengthened collaboration with the other Rome-based agencies, particularly the Food and Agriculture Organization of the United Nations. The main hope of implementing partners (often non-governmental organizations) is that CSPs will lead to longer contracts, but there has been limited progress on this so far. It remains to be seen how the initial promise of the CSP process will translate into a sustained increase in the scope and value of existing and new WFP partnerships, particularly more strategic partnerships (including the private sector). Much will depend on the effective integration of partnership, profiling, communication and resource mobilization strategies.
19. **Performance management, reporting and accountability.** CSPs are intended to articulate the links between resources and results more clearly, which is expected to lead to a focus on high-level results (strategic outcomes and above) and greater accountability to stakeholders. The implementation of country operations management plans and country portfolio budgets will support this process, together with a revised corporate results framework, which will be presented to the Executive Board in November 2018. There have been delays in revising the current corporate results framework to support these intentions.

Longstanding challenges persist in the development of, and training on, appropriate indicators for qualitative matters such as capacity strengthening. Indicators for WFP's still maturing areas of work, such as activities related to Strategic Results 5–8,⁴ require further refinement. The existing corporate results framework was used for reporting on performance in 2017; comprehensive reporting on CSPs that focus on capacity strengthening and policy support using the revised and tested corporate results framework will be possible from 2019. Annual country reports linked to corporate results framework outputs have been launched. Progress is being made in determining the role of the mandatory mid-term reviews and in designing country portfolio evaluation approaches that can demonstrate WFP's contributions to the strategic outcomes set out in CSPs.⁵

Conclusions

20. **Conclusion 1.** Adopting CSPs as the framework for planning, managing and delivering WFP's contributions to the achievement of zero hunger was a significant step forward. At this early stage of implementation, the contribution of the CSP to the intended organizational outcomes has, on balance, been positive, but it varies significantly across the ten organizational outcomes reviewed and across countries. The CSP process has often strengthened WFP's alignment with national policies and priorities. CSPs have not yet made WFP more effective in achieving its gender equality goals and tackling other cross-cutting issues. So far, there is no evidence that CSPs have improved WFP's capacity to respond to sudden onset emergencies; however, the structure of CSPs may strengthen long-term efforts to build resilience and tackle the root causes of vulnerability, and CSPs have strengthened the focus on capacity strengthening, highlighting the human resources challenges that WFP faces. Overall, achievement of the intended long-term organizational change is not yet assured and will depend in part on factors outside WFP's direct control in a dynamic global policy environment, including the response of donors and partner governments and the results of the United Nations reform process.
21. **Conclusion 2.** By building on a comprehensive review of national needs, the CSP has often helped WFP move to a new strategy and approach at the country level. It has also offered WFP opportunities to move from "deliverer" to "enabler" (and back again when necessary) and to develop better conceptual links between humanitarian and development work. Yet the conceptual and structural improvements of the CSP approach do not automatically create stronger operational linkages or ensure the implementation of plans. The move to new ways of working poses the challenge of maintaining expertise in humanitarian response while convincing partners that WFP is able to work effectively in other areas to address long-term issues. Working in these areas will require the development of strategic partnerships, especially with the other Rome-based agencies but also within the broader United Nations family and beyond.
22. **Conclusion 3.** CSPs have not yet resulted in the expected gains from the increased transparency and accountability that the framework offers, specifically a move to more flexible and predictable funding. The development of an effective performance management system has not kept pace with the other components of the IRM. Such a system is necessary if WFP is to demonstrate the benefits of the CSP approach with a view to influencing donor behaviour in the long term.

⁴ These relate to WFP Strategic Goal 2: Partner to support implementation of the SDGs (SDG 17) and involve capacity strengthening, policy support, access to funding, knowledge-sharing and partnerships.

⁵ The first country portfolio evaluations of CSPs will start in 2019.

23. **Conclusion 4.** It is impossible to say whether a more gradual reform process would have made a stronger contribution to achieving the intended organizational outcomes in the long term. But the high speed at which the elements of the IRM have been implemented has heightened the challenges of coordination, staff capacity strengthening, learning and the application of lessons learned. These challenges have not been fully overcome. This has led to increased transaction costs and a heavy burden at all levels of the organization. Many of these issues have been caused by the transition itself and are short term. Ongoing efforts to simplify processes across the whole of the IRM framework must address the long-term issues.
24. **Conclusion 5.** In responding to national needs, WFP recognizes that one size does not fit all: CSPs need to be flexible and diverse in implementing the Strategic Plan (2017–2021) in multiple, shifting circumstances. A major positive feature of the CSP process has been the ability to better align WFP work with national priorities. Operational and administrative standardization around core systems and procedures is also essential, however, and has not yet been fully achieved. WFP therefore needs to balance flexibility and standardization (not uniformity) in CSP design and delivery while maintaining the ability to adapt CSPs to shifts in the national and global policy environments and institutional frameworks in which it operates.
25. **Conclusion 6.** The task of introducing and stabilizing CSPs and their supporting systems is far from complete, and multiple adjustments lie ahead. If 2017 was the year of learning, 2018 represents the finalization of the roadmap and the beginning of the journey. By the end of 2019, all countries will have moved to the CSP framework, and by the end of 2020 the first CSP cycle will be completed. All of this is taking place against a backdrop of uncertainty and change in the humanitarian context, donor strategies and United Nations reform. Years of intensive, focused commitment at all levels of the organization will therefore be needed to achieve the goals of the IRM and the CSP policy.

Recommendations

Management of the CSP framework

Recommendation 1(a): From now until 2021, mainstream IRM-specific structures while strengthening all existing structures to ensure effective coordination of the IRM and effective operationalization of the CSP approach in a transparent and inclusive manner. (IRM Steering Committee; IRM Implementation Office (IRMO); Executive Management Group).

- Maintain implementation of the CSP framework as a top management priority for WFP until the end of 2021.
- Continue to dedicate senior staff time to CSPs at headquarters and the regional bureaux.
- Ensure the continuation of an active, carefully coordinated effort to optimize the efficiency and complementarity of all relevant systems and procedures, as well as the ongoing strategic monitoring of the fitness of the current CSP model for its many diverse purposes.

Recommendation 1(b): By the end of June 2019, strengthen the process of systematic learning from the implementation of the CSP framework and strengthen implementation process monitoring to support learning across all areas. (IRMO; Policy and Programme Division (OSZ); Performance Management and Monitoring Division (RMP); Partnerships and Governance Department (PG); Nutrition Division (OSN); Office of Evaluation (OEV); regional bureaux; country offices).

- Incorporate high-level elements of the CSP monitoring system and the existing performance management system.
- Systematically monitor the development of partnerships.
- Strengthen the capacity of country offices to learn from their experiences and adapt as necessary.

- Encourage the exchange of information and experience from country office to country office and from regional bureau to regional bureau.

Recommendation 1(c): In the first quarter of 2020 carry out a comprehensive review of experience with the CSP format and systems to generate recommendations for improving the CSP framework and other elements of the IRM. (IRMO; OSZ; Strategic Coordination and Support Division (STR); PG; OSN).

- The review should cover a full implementation cycle of the pilot CSPs (which will include the formulation of the second-generation CSPs in the pilot countries).
- The review should build on all existing efforts, including those of the regional bureaux.
- The process should be linked to the mid-term review of the WFP Strategic Plan (2017–2021).
- The review should focus on areas that are relatively difficult to assess, such as alignment with national priorities and the development of strategic partnerships. It should also include updates on the extent and nature of the earmarking of contributions and the alignment of CSPs with UNDAFs (in terms of both content and cycles).

CSP processes and guidance

Recommendation 2(a): Building upon existing efforts, ensure that the simplification process is complete by 1 January 2019. (IRMO; OSZ; Emergency Preparedness and Support Response Division (OSE); Gender Office (GEN); PG, Resource Management Department (RM)).

- Ensure that country offices have systems that are fit for purpose.
- Reduce transaction costs as far as possible.
- Keep staff workloads within acceptable limits.

Recommendation 2(b): By the end of the first quarter of 2019, update existing guidance related to the development and implementation of CSPs and prepare a single and comprehensive set of new guidance that reflects the need to undertake differentiated processes according to national context. (IRMO to coordinate; other units at headquarters including OSZ, RMP, PG, OSN, OEV).

- All existing guidance related to the implementation of the CSP framework and the WFP Programme Guidance Manual should be replaced by a new comprehensive CSP manual that will guide all aspects of the formulation and implementation of CSPs.
- WFP should now confirm that the CSP is a dynamic model and that the next generation CSPs (and their supporting procedures, notably NZHSRs) may vary more according to local conditions – while all adhering to core systems that facilitate standardized management, monitoring and reporting procedures. All guidance should specify what is mandatory, where there should be flexibility and where waivers can be obtained.
- NZHSR processes should better reflect national needs and provide opportunities to use the approach in areas beyond SDG 2.
- There should be a light option for the mandatory mid-term review for countries with CSP cycles of less than five years.
- Mid-term review and country portfolio evaluation processes should be aligned in sequence and method.
- Guidance should take the United Nations reform process into account, and the revision of guidance should be designed accordingly.

Recommendation 2(c): By the end of the first quarter of 2019, define cross-cutting issues and provide guidance on how to address them in the context of CSPs. (GEN; OSZ to define cross-cutting issues; OSN and other units depending on how the issues are defined.)

- Review the WFP policy compendium and streamline it to reflect the findings and recommendations of recent OEV policy evaluations.
- Incorporate gender equality and other cross-cutting issues in all other CSP guidance.

United Nations reform

Recommendation 3(a): Continue strong engagement with the United Nations reform process and participate in the practical work of developing a new generation of UNDAFs, including by introducing WFP innovations and experiences into the process. (STR; United Nations System, African Union and Multilateral Engagement (NYC), Rome-based agencies and Committee on World Food Security (PGR)).

- Tailor lesson-learning documents to United Nations reform work streams, especially those related to developing the new generation of UNDAFs.
- Options may include joint country strategic reviews and planning with the Rome-based agencies and possibly other United Nations entities, or the whole United Nations country team.

Recommendation 3(b): By mid-2019, develop strategies to ensure that all CSP cycles match UNDAF cycles as quickly as possible. (Regional bureaux; country offices; OSZ; NYC; PGR).

- For each ongoing CSP that does not match the corresponding UNDAF cycle, examine opportunities to shorten or extend the CSP cycle to align with that of the UNDAF.
- Include a short section on the strategy for UNDAF alignment (or an explanation for the absence of such a strategy) in all concept notes for CSPs.

Monitoring and reporting performance

Recommendation 4(a): By the second quarter of 2019, ensure that the comprehensive system for monitoring and reporting performance is aligned with the revised corporate results framework (RMP).

- Gender-responsive monitoring and reporting systems based on a revised corporate results framework should be tested. Once confirmed workable, they should be adopted by country offices after adequate training and should be in place to support the comprehensive monitoring and reporting of all CSP results.
- In the meantime, WFP will need to confirm to donors and other stakeholders that it will not be able to report in full on all activities under certain CSPs for the first one or two years of implementation because indicators and a supporting methodology were not in place when the CSPs were launched.

Recommendation 4(b): By mid-2019, ensure country portfolio evaluations are at the centre of the performance management system to ensure better assessment of WFP's contribution to development results. (RMP; OEV; RMB; PG.)

- OEV to review and revise the current country portfolio evaluation model and adapt it to CSPs (by end 2018).
- Ensure the sustainable financing of country portfolio evaluations.
- Introduce a rating system in country portfolio evaluations that gauges CSP performance in terms of contribution of CSP activities to strategic outcomes.
- Incorporate the results of country portfolio evaluations into annual performance reporting using the rating system.

Funding

Recommendation 5: By mid-2019, address constraints on more flexible and predictable financing. (IRMO; PGB; Government Partnerships Division (PGG); RM).

To ensure more flexible and predictable financing, WFP should:

- Undertake strategic dialogue with the Executive Board on multilateral funding and earmarked funding.
- Strengthen engagement with donors on adapting to the new model.
- Make greater effort to demonstrate the gains in efficiency and effectiveness that predictable and flexible funding delivers in the context of the long-term CSP framework.
- Make special efforts to reduce earmarking by strengthening staff negotiating skills.
- Set clear and time-bound targets for more flexible and predictable funding.

Acronyms used in the document

CSP	country strategic plan
GEN	Gender Office
ICSP	interim country strategic plan
IRM	Integrated Road Map
IRMO	IRM Implementation Office
NZHSRs	national zero hunger strategic reviews
OEV	Office of Evaluation
OSN	Nutrition Division
OSZ	Policy and Programme Division
PG	Partnerships and Governance Department
PGR	RBAs and Committee for World Food Security (CFS) Unit
RM	Resource Management Department
RMP	Performance Management and Monitoring Division
SDG	Sustainable Development Goals
STR	Strategic Coordination and Support Division
UNDAF	United Nations development assistance framework