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Strategic Evaluation of Funding WFP's Work

Evaluation Report: Volume I

Commissioned by the
WFP Office of Evaluation



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The designation employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

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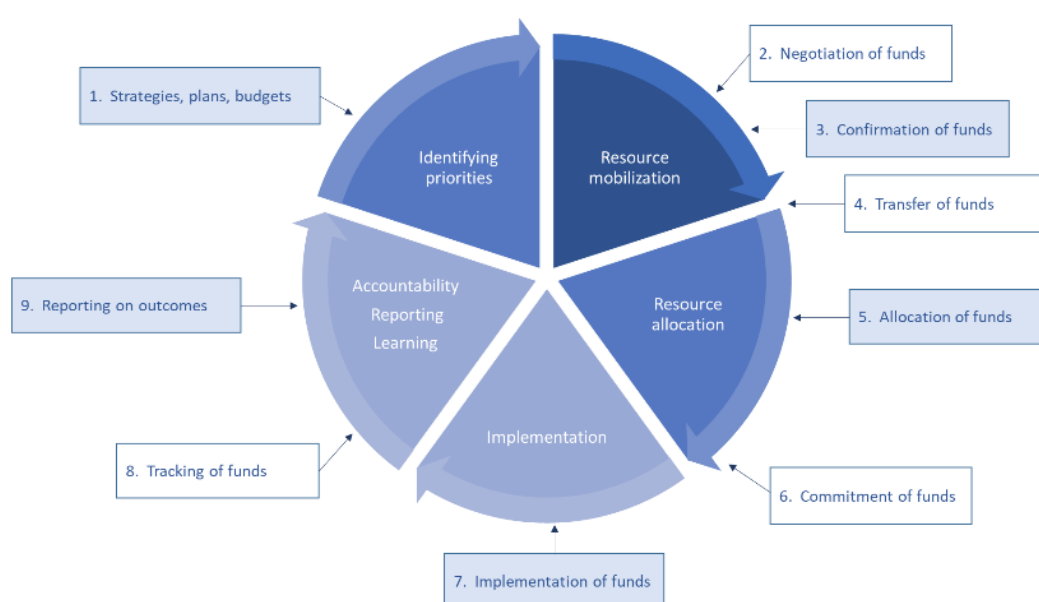
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Executive summary

INTRODUCTION AND EVALUATION FEATURES

1. This strategic evaluation was commissioned by the WFP Office of Evaluation. It assessed the quality and results of the efforts made by WFP between 2014 and 2019 to secure adequate and appropriate funding for its work towards achieving zero hunger, and it sought to determine why WFP has or has not been able to fund its work in order to draw lessons for the future.
2. The evaluation serves the dual purposes of learning and accountability. The evaluation covered all types of WFP funding and resourcing for all areas of its work.¹ It set out to answer four main evaluation questions:
 - Has WFP developed a comprehensive, coherent and effective policy framework, strategy and organizational structure to ensure adequate and appropriate funding for its work?
 - Has WFP successfully implemented the tools, approaches, incentives and individual capacities to attract adequate and appropriate funding for its work, including from private sources?
 - Has the move to the Integrated Road Map (IRM) helped or hindered the mobilization of adequate and appropriate resources, and what opportunities are there for the future?
 - Have WFP's internal resource allocation mechanisms helped it to meet its priority needs on time?
3. A conceptual framework (see summary in figure 1) was designed to guide the evaluation. It was used alongside the evaluation questions to focus on the most important processes, activities, actors and expected outcomes involved in funding the work of WFP.

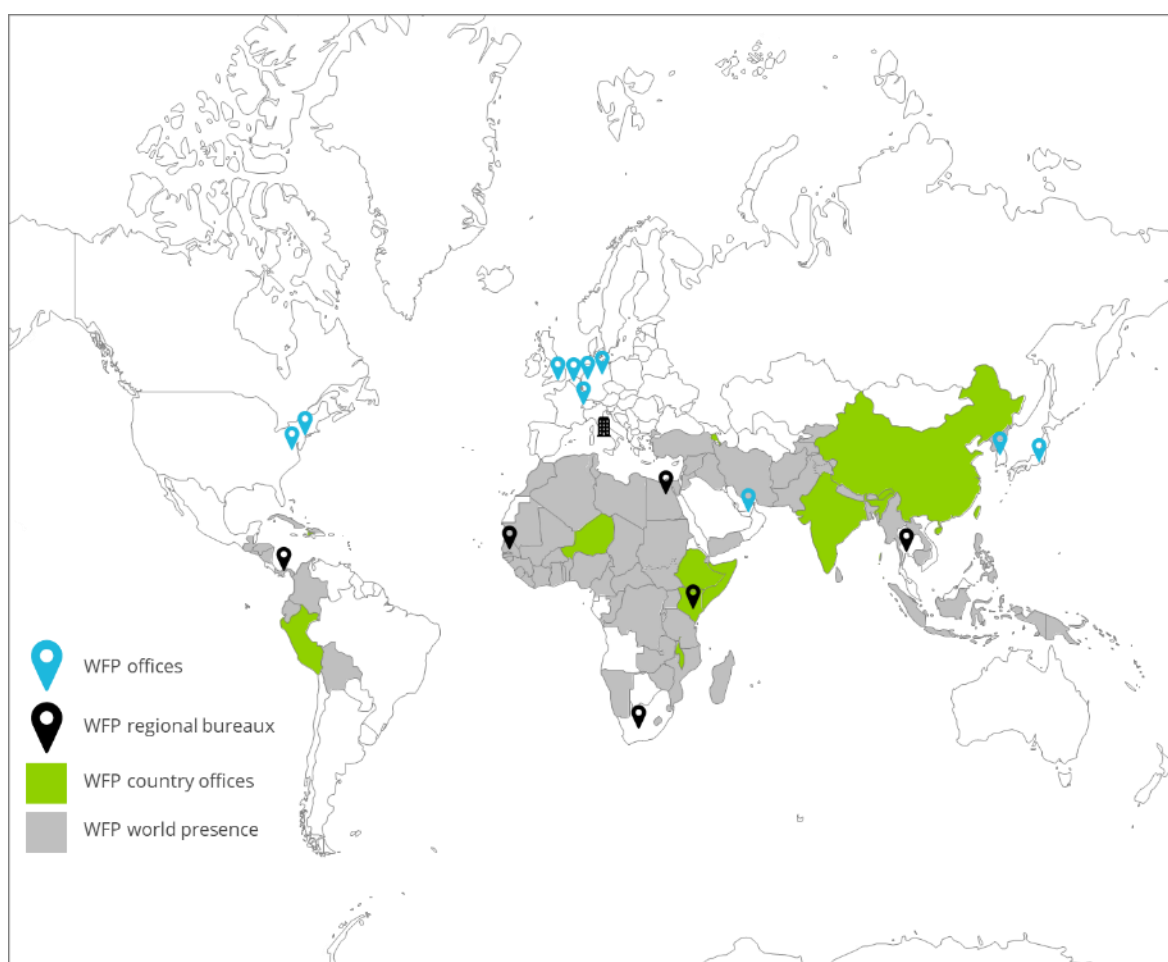
Figure 1: Summary of evaluation conceptual framework



¹ For the purposes of the evaluation, WFP's work is broadly defined as its programme of work and its support functions, as the latter directly enable and support the quality of programming.

4. The evaluation was conducted between May 2019 and March 2020. An inception phase was followed by data and document reviews. Nearly 400 stakeholder interviews were conducted at headquarters and in eight country offices, all six regional bureaux and ten donor capitals (figure 2). A comparative study covered nine other organizations, drawing on publicly available quantitative data, documents and interviews. Evaluation data was triangulated across methods and sources, analysed and validated during a global debrief and a one-day consultative workshop.

Figure 2 : Map of data collection locations



5. The primary intended users of the evaluation are the WFP Executive Board; senior management; staff in headquarters, global offices, regional bureaux and country offices; donor partners; government partners; private sector partners; and other interested parties.

CONTEXT

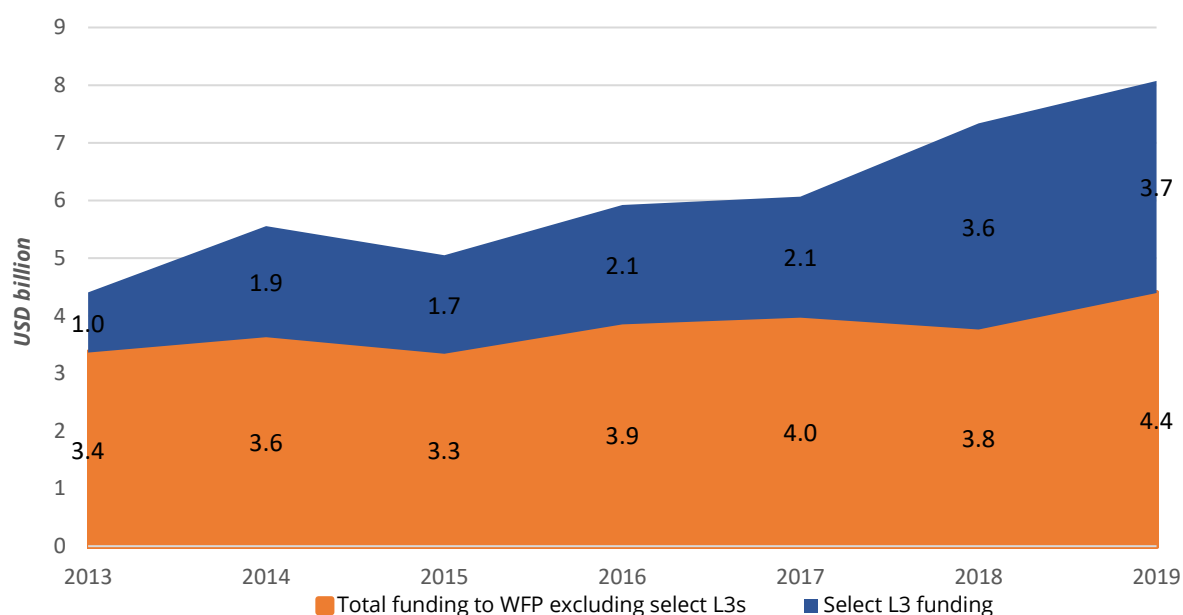
6. Following decades of steady decline, world hunger increased in 2018 for the third consecutive year, with more than 821 million people chronically undernourished² and

² Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2019. *The State of Food Security and Nutrition in the World 2019. Safeguarding against economic slowdowns and downturns*. <https://www.wfp.org/publications/2019-state-food-security-and-nutrition-world-sofi-safeguarding-against-economic>.

over 113 million people in 53 countries experiencing acute hunger, with around two thirds of the latter living in areas affected by conflict or insecurity.³

7. The United Nations Secretary-General's Strategy for Financing the 2030 Agenda for Sustainable Development (2018–2021) estimates that between USD 5 and USD 7 trillion will be needed⁴ and concludes that raising that amount will require broader partnerships, new financing models and additional funding from the public and private sectors.
8. In response to development challenges, official development assistance from members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development rose to a high of USD 152.8 billion in 2019, although the pace of growth in official development assistance in recent years has slowed. International humanitarian assistance increased by USD 28.9 billion in 2018; while that was the fifth consecutive annual increase, the rate of increase was lower, than in previous years.⁵
9. Funding for WFP's work has increased dramatically over the course of the last two decades in response to increasing humanitarian needs, driven by contributions to responses to large-scale and high-profile emergencies (figure 3). Nonetheless, a large funding gap remains.

Figure 3: Volume of contributions to WFP and selected Level 3 emergencies



Source: WINGS data as of 31 January 2020

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