

World Food Programme (WFP)

Multilateral Aid Review (MAR) Update 2013 progress rating:



MAR 2011: Good Value for Money for UK Aid









Progress assessment	
Summary	Reasonable progress. Demonstrates a strong commitment at headquarters to reforms, increased focus on results, and commitment to greater transparency. Needs to consider added value as it shifts from food aid to broader range of programmes.
Baseline	
<p>WFP is the world's largest humanitarian organisation with two-thirds of its resources channelled through humanitarian interventions. It is a voluntarily funded organisation and the scale of its operations is driven by fluctuating humanitarian need and funding.</p> <p>The MAR highlighted several strengths:</p> <ul style="list-style-type: none">• WFP has an ability to deliver emergency food assistance at scale in difficult and often dangerous environments.• It provides essential logistic support to the humanitarian system.• It has strong financial management systems.• There is a strong corporate emphasis on cost efficiencies, coupled with business model improvements. It drives cost control with delivery partners and seeks value for money through local procurement.• It demonstrates good partnership behaviours. <p>The MAR also highlighted several weaknesses:</p> <ul style="list-style-type: none">• WFP needs to achieve a results-based culture across the organisation.• Its programme tools do not always represent value for money in comparison with non-food alternatives.• Accountability to partners and beneficiaries remains weak.• Value for money and cost control are not as strong as they should be. <p>DFID's reform priorities for the MAR Update were:</p> <ul style="list-style-type: none">• Continuing to focus on improving its emergency response capacity – assessed under <u>critical role in meeting development objectives</u>;• Strengthening its performance on results and value for money – including improving programme design, appraisal, monitoring and reporting – assessed under <u>contribution to results</u>;• Becoming a more strategic player in transition contexts, building capacity on disaster preparedness and risk management in regions and in developing countries – assessed under <u>strategic and performance management</u>;• Improving transparency and accountability to beneficiaries – assessed under <u>transparency and accountability</u>.	

Summary of overall progress

WFP is committed to addressing the MAR reforms and has taken a number of positive steps at headquarters, which is in line with expectations. WFP's new Executive Director is driving forward many of these reforms, which gives confidence that there will be significant progress in the coming years. Specific improvements since the MAR include:

- Initiatives to improve the impact of WFP's work in transition and development settings: increased focus on preparedness, resilience and under-nutrition;
- Improved emergency response capacity: established new mechanisms to decrease response times, streamlined decision making and increased staff capabilities;
- Improved results reporting and strong commitment from management to embed a results culture across the organisation;
- A willingness to pilot new and innovative approaches including using geographic information systems (GIS) to provide updates on logistics routes, camps and food security;
- A commitment to greater transparency through signing up to the IATI;
- A stronger commitment to risk management: a new corporate risk register in place and new risk management systems piloted in developing countries.

Progress against reform priorities

MAR reform component	MAR 2011 score	Progress rating	MAR update score, if any change
Critical role in meeting development objectives WFP has continued to play an important role in humanitarian response and begun to improve its work in more stable settings. Investments have been made in policies and guidance.		 Reasonable progress	
Contribution to results It has improved reporting and new approaches to improve delivery of assistance, for example the Forward Purchasing Facility. It is actively working to improve the more challenging parts of its portfolio and address problem areas.		 Reasonable progress	
Strategic and performance management There is increased focus on risk, results and evaluation. Whilst the impacts are being felt in some countries, in others these have yet to be realised.		 Reasonable progress	
Transparency and accountability There has been reasonable progress on transparency. Accountability to stakeholders remains strong at Board level; initiatives are underway to improve accountability in the field. We expect to see consistent evidence of impact in future.		 Reasonable progress	