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Annual Evaluation Report

2018



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Introduction

This is the third annual evaluation report produced under WFP's Evaluation Policy (2016–2021)¹.

Part 1 explains the purpose of evaluation and how it is evolving in line with WFP's strategic direction and trends in WFP's operating environment. It gives an overview of centralized and decentralized evaluations completed, conducted and planned in the period 2018 to 2019 and highlights the various types of evaluation evidence available for supporting WFP's strategic priorities.

Part 2 examines the performance of WFP's evaluation function. It reports major developments in the function in both centralized and decentralized evaluations and assesses the key performance indicators (KPIs) for measuring progress against the outcomes identified in the Evaluation Policy (2016–2021) in the areas of evaluation coverage, quality and use of evaluation reports, evaluation partnerships and joint evaluations, and financial and human resources for the evaluation function.

Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in the coming years. Building on the positive assessment of the evaluation function issued by the Multilateral Organization Performance Assessment Network (MOPAN) in February 2019, priorities are identified for each of the objectives of the evaluation policy.

Andrea Cook
Director of Evaluation





Part 1
Evaluation – What is it for?
WFP evaluations for evidence-based
decision-making

Part 1 explains the purpose of evaluation and how it is evolving in line with WFP's strategic direction and trends in WFP's operating environment. It gives an overview of centralized and decentralized evaluations completed, conducted and planned in the period 2018 to 2019 and highlights the various types of evaluation evidence available for supporting WFP's strategic priorities.

1.1 WFP centralized evaluations

WFP adheres to the United Nations definition of evaluation: evaluation serves the dual purpose of accountability and learning; these two objectives are mutually reinforcing.

The programme of centralized evaluations is conducted by the Office of Evaluation (OEV). It is designed to be as relevant as possible to WFP's dynamic programming. All centralized evaluations and management responses are presented to the Executive Board.

Decisions regarding what, when and how to evaluate are based on considerations of strategic relevance, demand, timeliness for decision making, risks, knowledge gaps, feasibility and evaluability. Care is taken to ensure complementarity between centralized and decentralized evaluations, and consultations are also held with WFP's external and internal audit services.

To support the phased adoption of the coverage norms set out in the Evaluation Policy (2016–2021), evaluation planning and resourcing are embedded in the WFP Strategic Plan (2017–2021)², WFP's Policy on Country Strategic Plans (CSPs)³, its financial framework⁴ and its revised Corporate Results Framework (2017–2021)⁵.

OVERVIEW OF CENTRALIZED EVALUATIONS, 2018–2019

In 2018, 15 evaluations were completed or ongoing (table 1) and a new impact evaluation "window" was initiated. While centralized evaluations were funded largely from the programme support and administrative (PSA) budget, funding for critical corporate initiatives was used to increase the number of strategic evaluations.

Following consultation with the Executive Board and management, work on 21 evaluations and two impact evaluation windows will continue or start in 2019 (table 2).

Table 1: Centralized evaluations completed or ongoing in 2018

TYPE	SUBJECT OF EVALUATION	EXECUTIVE BOARD SESSION
POLICY	Humanitarian principles and access in humanitarian contexts Humanitarian protection policy (completed in 2017) Update of WFP's safety nets policy WFP People Strategy	2018 annual session 2018 annual session 2019 annual session 2020 first session
STRATEGIC	Pilot country strategic plans WFP's support for enhanced resilience WFP's capacity to respond to emergencies	2018 second session 2019 first session 2020 first session
COUNTRY PORTFOLIO	Central African Republic Mali Somalia Ethiopia	2018 annual session 2018 second session 2018 second session 2019 first session
CORPORATE EMERGENCY RESPONSE	WFP regional response to the Syrian crisis WFP response in northern Nigeria Inter-agency humanitarian evaluation of the response to El Niño in Ethiopia	2018 second session 2019 second session
SYNTHESIS	WFP's country portfolio evaluations in Africa	2019 annual session
IMPACT	Cash-based transfers and gender impact evaluation window	2021 (tbc)

Source: OEV database

Table 2: Ongoing and new centralized evaluations in 2019

TYPE	ONGOING	NEW
POLICY	Update of WFP's safety nets policy WFP People Strategy	Gender
STRATEGIC	WFP's capacity to respond to emergencies	Funding of WFP's work Effects of school feeding on hunger and nutrition
COUNTRY STRATEGIC PLAN		Bangladesh CSP Cameroon CSP Democratic Republic of the Congo interim CSP Lebanon CSP Indonesia CSP Islamic Republic of Iran interim CSP Timor Leste CSP
CORPORATE EMERGENCY RESPONSE	WFP response in northern Nigeria Inter-agency humanitarian evaluation of the response to El Niño in Ethiopia	Rohingya refugee crisis (Bangladesh and Myanmar) Yemen WFP emergency response Inter-agency humanitarian evaluation on gender equality and empowerment of women and girls Inter-agency humanitarian evaluation (tbc)
SYNTHESIS	WFP's country portfolio evaluations in Africa	Lessons from policy evaluations
IMPACT	Cash-based transfers and gender impact evaluation window	Climate and resilience impact evaluation window

Source: OEV database

POLICY EVALUATIONS

Policy evaluations examine particular WFP policies and the systems, guidance and activities that are in place for implementing them. They seek to generate insights and evidence to help policy-makers improve future policies and assist programme staff in policy implementation.

At the Board's 2018 annual session, OEV presented two policy evaluations related to core elements of WFP's humanitarian mandate – one on WFP's humanitarian protection policy⁶ and one on its policies on humanitarian principles⁷ and access in humanitarian contexts⁸. These separate but related evaluations coincided with the recent adoption of United Nations Security Council Resolution 2417 (2018) on protection of civilians in armed conflict⁹ and were timely and relevant in a context of more complex, protracted, conflict-related crises, greater politicization of the aid environment and increasing obstacles to humanitarian access. They assessed the quality of the policies, the results achieved and factors affecting the results observed.

The protection policy helped WFP to define its role in protection, but a narrow operational focus prevented systematic attention to strategic protection issues. Some significant results were achieved, such as reduced safety risks, heightened respect for beneficiaries and strong institutional awareness of the importance of avoiding discrimination. The WFP resources invested were inadequate for meeting protection needs in the increasing number of complex operations. The evaluation concluded that there is considerable scope for increasing the policy's impact through more systematic and sustained institutional commitment, including to the addressing of strategic protection issues. The evaluation made six recommendations: five were agreed and one was partially agreed by WFP management.

The policies on humanitarian principles and access are largely coherent and still relevant. However, WFP has not invested sufficiently in their dissemination and implementation, leading to

variable understanding of humanitarian principles and aspects of WFP's approach to access to people in need. In certain settings, WFP's strong access through partners and its related high performance on the principle of humanity at times came at the expense of compromises on the principles of impartiality, neutrality and operational independence. Factors affecting policy implementation included WFP's mandate and organizational culture, its relationships with partners, host governments and armed non-state actors, its institutional processes and capacities and its security management. The evaluation concluded that humanitarian principles and access require increased institutional attention and support. The evaluation made eight recommendations: five were agreed and three partially agreed by WFP management.

The update of WFP's safety nets policy¹⁰ was approved in 2012. The evaluation is of particular strategic relevance in light of the expansion of safety nets, sustained interest in social protection, increased experience of strengthening social protection systems in response to shocks and global increase in the use of cash-based modalities in the humanitarian context. The evaluation assesses both the support provided by WFP to governments and other partners implementing safety nets and WFP's direct implementation of safety nets. The evaluation report will be presented to the Board for consideration at its 2019 annual session.

The WFP People Strategy¹¹ was approved by the Board in 2014 as a "People Management Framework for Achieving WFP's Strategic Plan 2014–2017". OEV initiated the evaluation in late 2018, focusing on the extent to which the strategy achieved its goal of providing the "blueprint for how WFP intends to reinforce, build, retain and recruit its workforce, creating a more people-centred organization that focuses on the development and welfare of its employees so that they can better serve its beneficiaries". The evaluation report will be presented to the Board for consideration at its 2020 first regular session.

In 2019, OEV will commence an evaluation of the gender policy (2015–2020), which will be presented to the Board in 2020. In its 2019–2021 workplan, in accordance with evaluation policy coverage norms, OEV had also included evaluations of the policy on

peacebuilding in transition settings (2013) and of WFP's HIV and AIDS policy (2010 with updates in 2015, 2017 and 2018). Because of budget constraints, however, these evaluations will be postponed.



STRATEGIC EVALUATIONS

Strategic evaluations are forward-looking and assess strategic, systemic or emerging corporate issues and programmes and initiatives with global or regional coverage that are of particular relevance to WFP's strategic direction.

In 2017, OEV commenced two strategic evaluations on topics central to the WFP Strategic Plan (2017–2021):

The evaluation of pilot CSPs was well received by management and Board members, who strongly agreed that the lessons learned should inform the strategic direction, planning and implementation of future CSPs. The evaluation found that the adoption of CSPs as the framework for planning,

managing and delivering WFP's contributions to the achievement of zero hunger was a significant step forwards for WFP. The task of introducing and stabilizing CSPs and their supporting systems is far from complete, however, and further years of intensive, focused commitment from WFP at all levels will be needed in order to achieve the objectives of the Integrated Road Map (IRM) and the policy on CSPs. The evaluation made 11 specific recommendations under five overarching themes: ten were agreed and one was partially agreed by WFP management.

The evaluation of WFP's support for enhanced resilience was formative in nature, meaning that the emphasis was on learning, and a "theory of delivery" approach was followed to assess how and to what extent WFP's concepts, strategies,



guidance, systems, programmes, people, partners and information work together in strengthening WFP's support for enhanced resilience. The evaluation team concluded that WFP has the foundations for and high-level strategic commitment to supporting the enhancement of resilience in order to avoid recurrent crises. It determined that these commitments need to be grounded in operational realities and matched by demands for better guidance, measurement and systems if WFP is to make a significant contribution in this area. The evaluation made seven recommendations: six were agreed and one was partially agreed by WFP management.

In 2018, OEV commenced an evaluation of WFP's capacity to respond to emergencies, which explores the effectiveness of WFP's policies, procedures and people in terms of the scale, coverage, speed and quality of WFP emergency response. The evaluation is being conducted in a context where emergency response is the largest part of WFP's portfolio and where leadership in emergency preparedness and response is one of WFP priorities¹². The evaluation report will be presented to the Board for consideration at its 2020 first regular session.

New strategic evaluations planned for 2019 include an evaluation of the funding of WFP's work, which began early in the year and analyses WFP's funding strategy, direct and indirect factors influencing WFP's ability to attract funding, including internal and external financial mechanisms for resource mobilization, and the allocation of funding. In addition, given the renewed focus on school feeding reflected in the priorities of WFP's leadership for 2017–2022, a strategic evaluation of the effects of school feeding on hunger and nutrition will start in 2019, encompassing WFP's revised school feeding policy¹³.

COUNTRY PORTFOLIO EVALUATIONS

Country portfolio evaluations are complex evaluations commissioned and managed by OEV to assess WFP's strategic positioning in a country, the quality of strategic decision making and the performance and results of the entire portfolio of WFP's work in the country over a multi-year period.

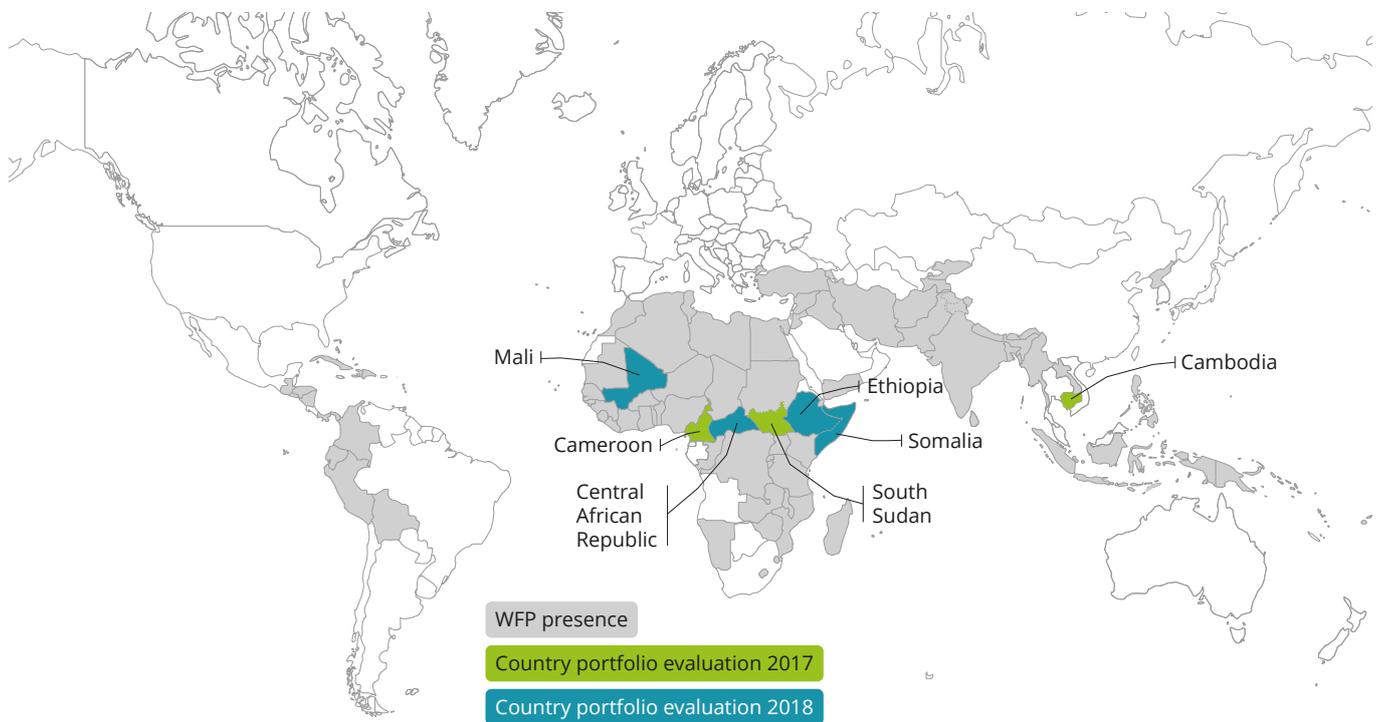
Since 2017, OEV has completed seven country portfolio evaluations (figure 1), assessing operations valued at USD 7.2 billion and reaching about 85 million beneficiaries.

To accompany the shift to country strategic planning, OEV prioritized countries where evaluation evidence could be used in the design of a CSP. This was the case for four country portfolio evaluations completed in 2018 in the Central African Republic, Ethiopia, Mali and Somalia.

The Central African Republic is a landlocked country with a population estimated to be between 4.6 and 4.9 million people. Its political, economic and social situation has steadily deteriorated since the early 1990s as a result of a long ongoing conflict. The protracted humanitarian crisis receives little international attention and is chronically underfunded. In this extremely challenging operational setting, WFP's focus on responding to emergency needs was found to be relevant and appropriate. The 2017 interim country strategic plan (ICSP) was an important step in recalibrating the balance between emergency response and support for early national recovery in WFP's work. The evaluation informed the design of a CSP and made eight recommendations, all of which were agreed by WFP management.

Ethiopia's population exceeds 100 million people and despite rapid economic growth, millions of these people remain poor and vulnerable to shocks. WFP played a substantial role in responding to emergencies in Ethiopia, including in preventing the 2015/16 El Niño crisis from becoming a

Figure 1: Country portfolio evaluation coverage, 2017–2018



Source: OEV country portfolio evaluation reports

catastrophe, through support for national systems and logistics as well as its own delivery of assistance. WFP also saw its overall role in humanitarian response change as it became increasingly focused on the more challenging Somali and Afar regions. The country office suffered practical drawbacks and loss of reputation from a lack of continuity in its leadership and a perceived lack of strategic focus. The evaluation made eight recommendations, all of which were agreed by WFP management.

Mali has a population of 18.9 million, people of whom 20 percent need humanitarian aid because of worsening security issues and drought. The evaluation found that WFP's response to the complex emergency in the north and centre of Mali was adequate, despite initial challenges to the scale up of operations. The evaluation made eight recommendations: five were agreed and three were partially agreed by WFP management.

Somalia is a low-income country with a population of 12.3 million people, 6 million of whom live below the poverty line. Three decades of civil war have caused population displacements and created complex challenges for protection and humanitarian access. The evaluation found that WFP positioned itself strategically and well for responding to needs. The country portfolio was highly relevant and effective in providing life-saving assistance to meet humanitarian needs and could plausibly be credited with contributing to the prevention of famine in 2017. The evaluation informed the design of an ICSP and made eight recommendations, all of which were agreed by WFP management.

Two other country portfolio evaluations were due to start in 2018: Madagascar and Malawi. Unfortunately, practical challenges made it impossible for OEV to deliver them in time for their results to be used in the preparation of CSPs.

Table 3: Completed country portfolio evaluations, 2017–2018

	CAMBODIA	CAMEROON	CENTRAL AFRICAN REPUBLIC	ETHIOPIA	MALI	SOMALIA	SOUTH SUDAN	TOTAL
REFERENCE PERIOD	2011–2017	2012–mid-2017	2012–mid-2017	2012–2017	2013–2017	2012–2017	2011–2016	
EXECUTIVE BOARD SESSION	EB.1/2018	EB.1/2018	EB.A/2018	EB.1/2019	EB.2/2018	EB.2/2018	EB.2/2017	
PLANNED BENEFICIARIES	5 325 195	4 511 591	5 479 951	48 566 623	7 741 308	10 056 622	16 453 373	98 134 663
ACTUAL BENEFICIARIES	3 580 736	3 641 196	5 364 644	38 790 120	6 396 719	13 692 284	13 853 850	85 319 549
BENEFICIARIES (AS % OF PLANNED)	 67%	 81%	 98%	 80%	 83%	 136%	 84%	 87%
REQUIREMENTS (APPROVED BUDGET) USD	204 159 843	402 839 505	869 253 896	3 958 254 893	829 290 736	1 978 048 196	3 848 422 131	12 090 269 200
CONTRIBUTIONS RECEIVED USD	120 328 412	230 637 391	555 330 996	2 246 222 400	425 798 206	995 466 428	2 642 072 566	7 215 856 399
FUNDING LEVEL (AS % OF REQUIREMENTS)	 59%	 57%	 64%	 57%	 51%	 50%	 69%	 60%

Source: OEV country portfolio evaluation reports.

Beneficiary numbers are cumulative; they represent the sum of annual beneficiaries over the entire duration of the evaluation period and might include double counting: for example, someone receiving assistance in kind and in cash will be counted twice.

According to the policy on CSPs approved in 2016, all CSPs require an evaluation in the penultimate year of implementation. Therefore, from 2019, country strategic plan evaluations (CSPEs) become the primary accountability instruments and learning tools for CSPs. They will be complemented by decentralized evaluations, which assess specific

activities, transfer modalities or themes within a country portfolio. In 2019, planned CSPEs for informing the next cycle of CSPs will cover Bangladesh, Cameroon, the Democratic Republic of the Congo, Indonesia, the Islamic Republic of Iran, Lebanon and Timor Leste.

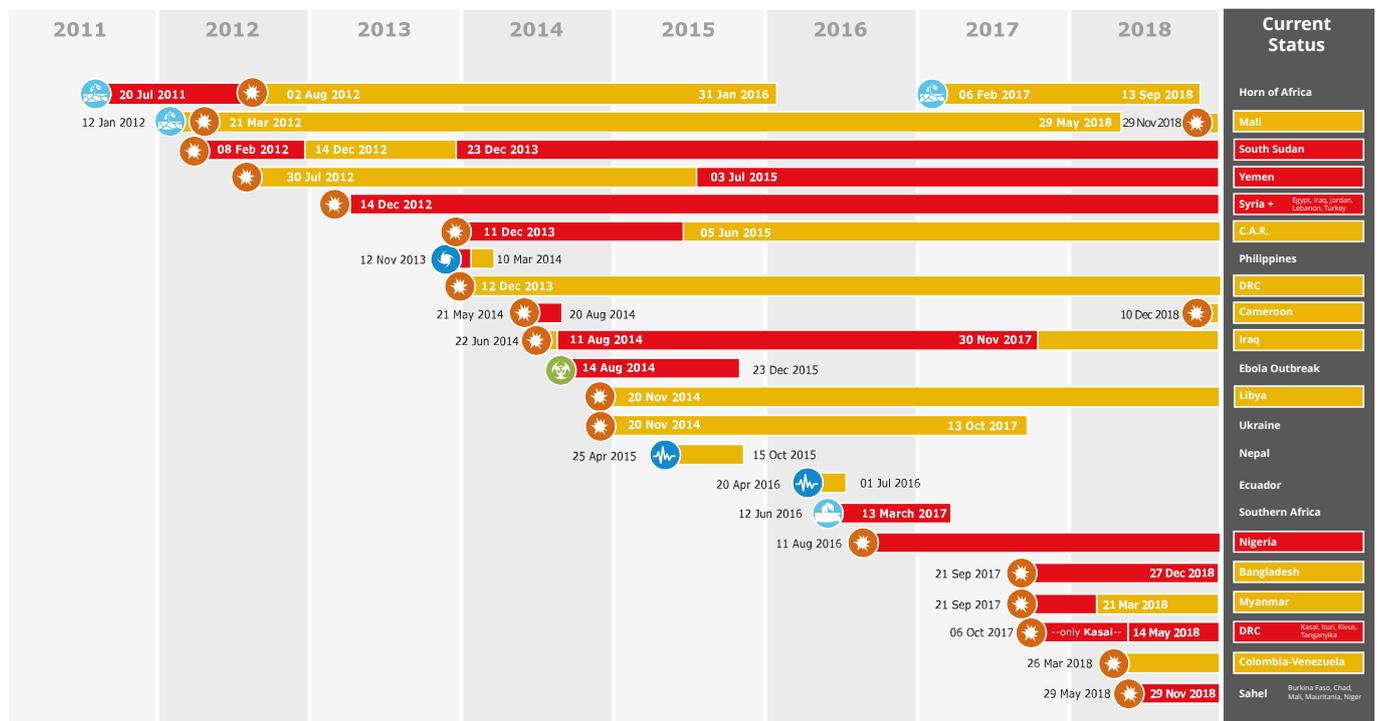
EVALUATIONS OF CORPORATE EMERGENCY RESPONSES

Evaluations of corporate emergency responses examine the humanitarian context and principles, assessing the coverage, coherence and connectedness of the response. In 2018, complex and protracted emergencies continued to challenge WFP and the international community. This is largely reflected in the allocation of 80 percent of WFP's implementation plan to Strategic Result 1 – Access to food in line with Sustainable Development Goal (SDG) 2¹⁴. Figure 2 shows the main emergency responses since 2011, highlighting the complex and protracted nature of most of these crises.

In 2018 OEV completed a corporate emergency evaluation of the WFP regional response to the Syrian crisis. This evaluation found that WFP executed a high-powered, professionally adept and technically sophisticated response to humanitarian needs of an unprecedented scale in a politically sensitive environment. The basic food needs of millions of people were met through WFP's innovation and adaptation and, where necessary, leading on behalf of the humanitarian community. While being time- and cost-efficient, WFP operations, particularly the use of cash-based transfers, were carried out at a scale and involved a technological complexity that were new to the humanitarian community. In responding at scale, however, resources and institutional energy were focused on the supply and delivery of assistance, reducing the line of sight to beneficiaries. In the response, insufficient attention was paid to gender



Figure 2: Major emergency responses, 2011–2018



Source: WFP Emergency Preparedness and Support Response Division (OSE)

and protection issues and mechanisms for ensuring accountability to affected populations, and the concerns, needs and expectations of beneficiaries were not adequately met. The evaluation raises the question of how WFP and the wider humanitarian community define a successful humanitarian response, particularly when balancing the challenges of scale with sensitivity to beneficiaries' needs. The evaluation made six recommendations; all were agreed by WFP management.

An evaluation of the corporate Level 3 emergency response in north eastern Nigeria started in 2018 and is expected to inform the design and delivery of future corporate responses and implementation of the Nigeria CSP for 2019–2022. In addition, two Level 2 emergency responses in the Sahel region were evaluated through country portfolio evaluations: Central African Republic and Mali. New

evaluations planned to start in 2019 will cover the WFP emergency responses in Yemen and the Rohingya refugee crisis (Bangladesh and Myanmar).

WFP also contributes to inter-agency humanitarian evaluations. In 2018, an inter-agency humanitarian evaluation of the response to El Niño in Ethiopia was launched with a view to informing strategic planning in the country and providing lessons for global level policy discussions in the Inter-Agency Standing Committee. WFP will participate as a member of the management group for the first of these thematic inter-agency humanitarian evaluations, on gender equality and the empowerment of women and girls, which will be launched in 2019. Commencement of another crisis-specific inter-agency humanitarian evaluation is under discussion.

EVALUATION SYNTHESSES

In 2018, OEV continued piloting the use of qualitative analysis software (Atlas.ti) to build a repository of evaluation evidence. The summary reports of 13 country portfolio evaluations were coded for inclusion in a database and their findings provided the basis for the drafting of analytical reports on school feeding, financial resources and gender, which were used to test the methodology and utility of the approach.

OEV commissioned a synthesis of WFP's country portfolio evaluations in the Sahel and the Horn of Africa in order to identify findings and lessons, particularly those applicable in fragile contexts and conflict settings. The synthesis covers eight country portfolio evaluations completed between 2016 and 2018 in Burundi, the Central African Republic, Cameroon, Ethiopia, Mali, Mauritania, Somalia and South Sudan. The synthesis report will be presented to the Board for consideration at its 2019 annual session. Plans for 2019 include a synthesis of lessons from policy evaluations.





IMPACT EVALUATIONS

Following completion of a series of impact evaluations on moderate acute malnutrition in 2018, OEV decided to adopt a new “window” approach to its management of portfolios of impact evaluations¹⁵. Impact evaluation windows are developed in partnership with WFP programme teams and are co-funded by participating country offices. The aims of the window approach are to

stimulate demand for impact evaluations in WFP’s priority areas and enable OEV to dedicate the necessary time and resources to prepare portfolios of impact evaluations that provide the evidence that WFP needs.

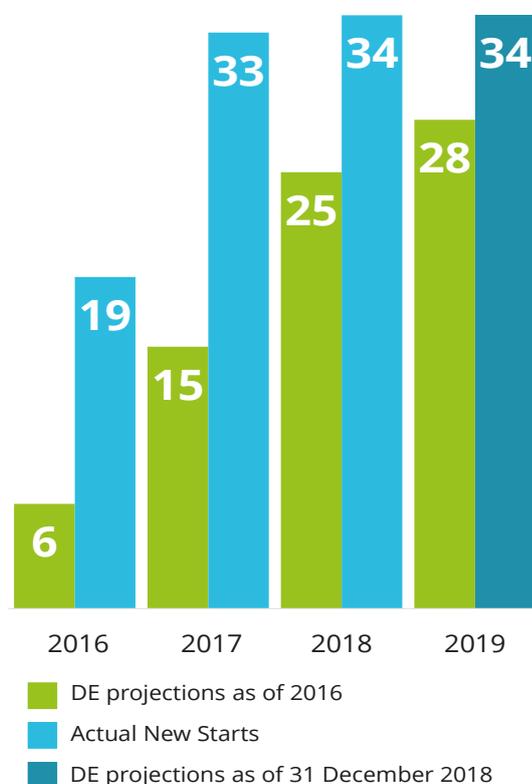
Preparations for the first impact evaluation window, on cash-based transfers and gender, began during the second half of 2018. A second window, on climate and resilience, will be launched later in 2019.



1.2 WFP decentralized evaluations

According to the evaluation policy, decentralized evaluations are “demand-led”: commissioning units (predominantly country offices) select a topic or intervention to be evaluated and time the evaluation so that the results can be used to inform programming decisions. The planning of decentralized evaluations is based on learning needs and the desire to generate evidence and demonstrate results, with requests from donors and partners also taken into account. The shift to country strategic planning through the policy on CSPs provides an opportunity for country offices to develop long-term evaluation plans aimed at generating timely evidence for filling knowledge gaps and improving performance while adhering to the minimum coverage norms set out in the evaluation policy.

Figure 3: Projected numbers of decentralized evaluations and new starts, 2016–2019



Source: OEV

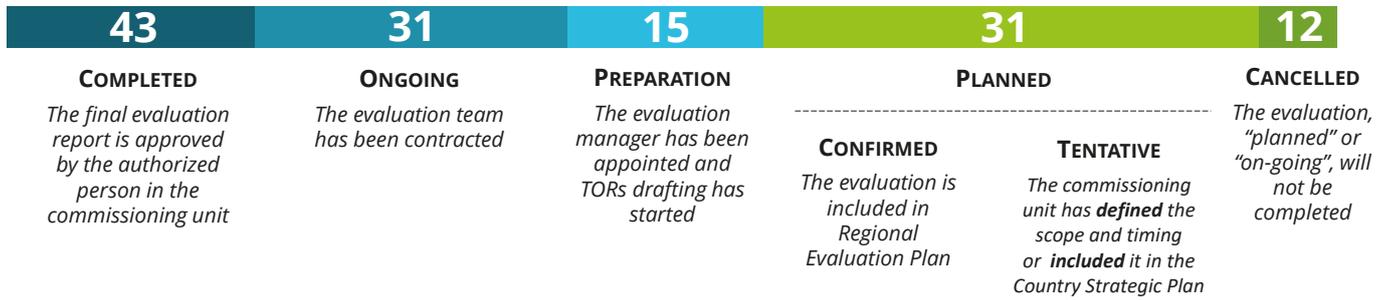
OVERVIEW OF DECENTRALIZED EVALUATIONS, 2016–2019

The trend already observed in the 2017 annual evaluation report is confirmed in the 2018 report. As shown in figure 3, the number of decentralized evaluations scheduled for 2016–2019 is higher than the number originally projected in early 2016. This demonstrates a higher demand for decentralized evaluations than anticipated at the time the evaluation strategy was developed. It is important to acknowledge that the overall number and timing of decentralized evaluations evolve over time in line with adjustments in the CSP implementation timelines of country offices.

Since 2016, 43 decentralized evaluations have been completed (figure 4), compared to 17 as of the end of 2017. Most decentralized evaluations completed to date (95 percent) were commissioned by country offices. OEV and regional evaluation officers worked with country offices on ensuring that decentralized evaluations address their main learning needs and support decision making. Of the decentralized evaluations planned for 2016–2019, 12 have been cancelled, mainly because of a need to adjust plans in view of other exercises, such as mid-term reviews, and the timing of country portfolio or country strategic plan evaluations. Most evaluations take place over two calendar years; some take three, for instance impact evaluations, while those that require several data collection exercises (baseline, midline and end line) can last up to four years.

A closer look at the distribution of decentralized evaluations by region for the period 2016 to 2018 (figure 5) shows that 26 evaluations were completed in 2018 compared with ten in 2017. The Asia and the Pacific, Eastern and Central Africa and West Africa regions have completed the most decentralized evaluations since 2016.

Figure 4: Implementation status of decentralized evaluations by start year, 2016–2019



Source: OEV

Evaluations are presented by start year while their implementation status at 31 December 2018 is reported. In the case of evaluations requiring multiple data collection exercises, start year corresponds to the start of the baseline. However, only midline and endline are counted as evaluations

Figure 5: Completed decentralized evaluations by region and year of completion, 2016–2018



Source: OEV

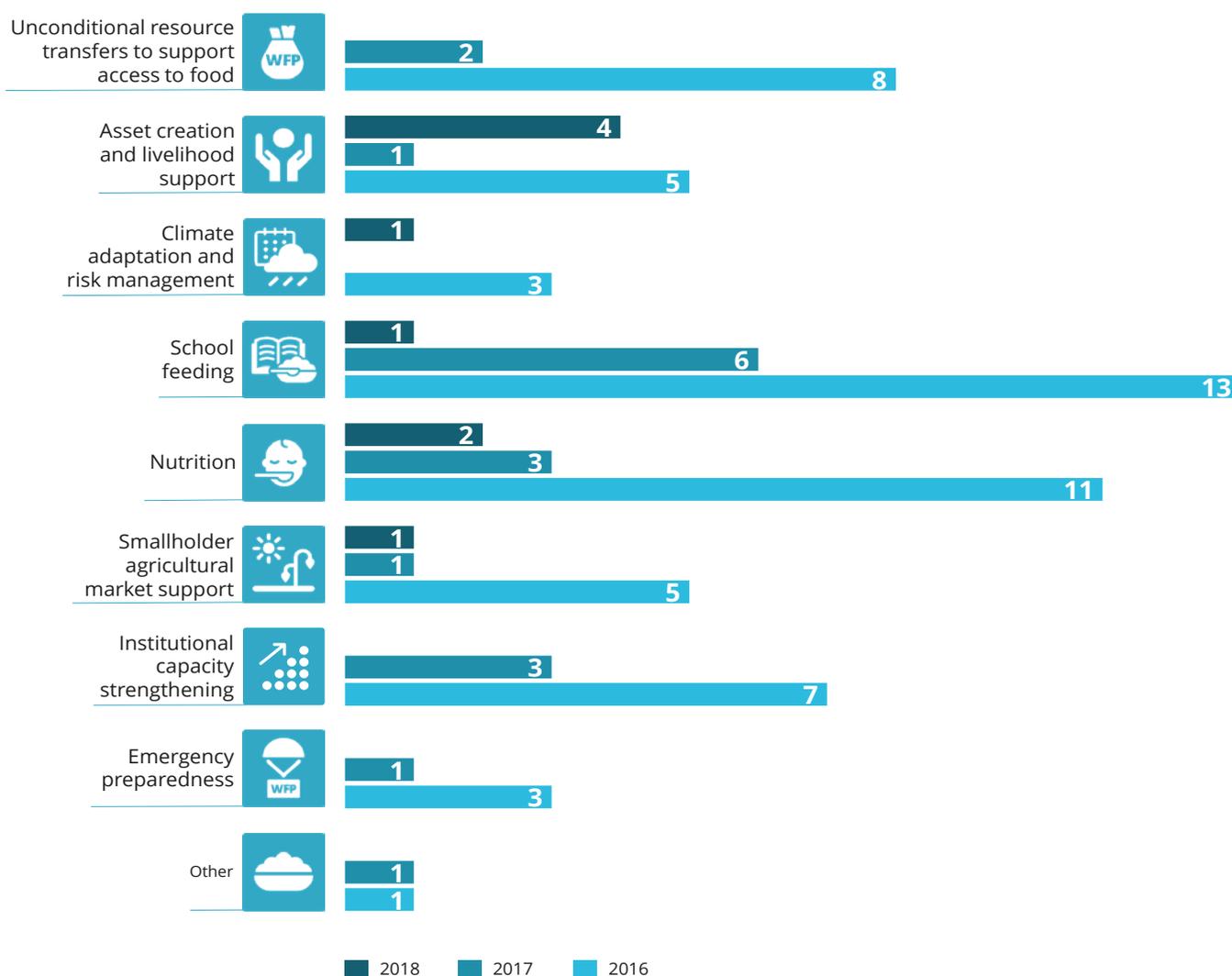


Two decentralized evaluations were completed in 2017 by headquarters divisions other than OEV. In 2018, one decentralized evaluation was ongoing; in addition, four were under preparation as part of a series of evaluations on school feeding programmes in emergency settings covering the Democratic Republic of the Congo, Lebanon, the Niger and the Syrian Arab Republic.

Figure 6 shows that the majority of the decentralized evaluations completed during the period 2016 to 2018 were focused on school feeding programmes. This reflects the evaluation requirements of specific donors and the status of school feeding as WFP's second largest programme in terms of number of beneficiaries. The second largest set of decentralized evaluations focused on

nutrition programmes. Unconditional transfers and capacity strengthening were the third and fourth largest areas of focus, while asset creation and livelihood support and smallholder agricultural market support were tied for fifth. As the regional bureaux set the priorities for decentralized evaluations through their regional evaluation strategies and plans, the range of themes covered is expected to broaden, with increasing attention to smallholder agriculture market support, emergency preparedness, climate adaptation and asset creation and livelihood support. The Evaluation Function Steering Group (EFSG) will monitor geographic and programmatic coverage and identify opportunities and priorities over time for enhancing evidence creation and learning in strategic thematic areas.

Figure 6: Completed decentralized evaluation by programme area, 2016–2018*



Source: OEV

*Decentralized evaluations can cover more than one programmatic area.





मिठान
वृ. २३३
पटन २३३
किमी १०४
किटोना १२३
खोना १२३
रेटाना का बा १०४

गर्जने तरीका
कारणामा ४४ वा बेल तलबन व
पिटका मिनट भन्ने उमालेकी धारी
मिनट २-१० मिनट पकाउने।

गर्जने तरीका
कोपल हाथ प्रवाह हुने
कारणमा टोन्ड बाया



Part 2

Evaluation – How well is WFP's evaluation function performing?

Part 2 examines the performance of WFP's evaluation function. It reports major developments in the function in both centralized and decentralized evaluations and assesses the key performance indicators (KPIs) for measuring progress against the outcomes identified in the Evaluation Policy (2016–2021) in the areas of evaluation coverage, quality and use of evaluation reports, evaluation partnerships and joint evaluations, and financial and human resources for the evaluation function.

2.1 Major developments in evaluation

This section reports the major developments in WFP's evaluation function that contributed notably to the effective operationalization of the evaluation policy in 2018.

CHANGE MANAGEMENT PROCESS

As observed in the first part of this report, the numbers of centralized and decentralized evaluations are increasing. This trend is expected to continue in coming years as WFP follows its phased approach to the resourcing and implementation of the Evaluation Policy (2016–2021). In 2018, OEV launched a restructuring process aimed at ensuring that it had the necessary resources for flexible and scalable management of evaluations and coherent implementation of related activities such as capacity development, quality assurance, research and analytics and communication of evaluation evidence. A change management process has been developed to support the restructuring, which is expected to be completed during the first part of 2019.

LAUNCH OF A MANAGEMENT INFORMATION SYSTEM FOR THE EVALUATION FUNCTION REPORTING

2018 saw the launch of the corporate evaluation management information system for managing core information on both centralized and decentralized evaluations and facilitating corporate reporting against KPIs for the WFP evaluation function, which was approved in the Evaluation Policy (2016–2021) and the Corporate Evaluation Strategy (2016–2021). Following a test period from June to November 2018 the system was successfully rolled out in OEV and all six regional bureaux in December.

Currently, the evaluation management information system allows automated reporting against key performance indicators related to evaluation coverage norms, post-hoc quality assurance and scores and ratings against the gender evaluation performance indicators of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP), evaluation completion rates against the work plan and gender parity and geographical diversity among evaluation team members. The launch of the evaluation management information system represents a significant step forwards in assuring

the quality of data on evaluation processes, streamlining and reducing transactional costs and significantly enhancing reporting capabilities in order to ensure that the evaluation function is “fit for purpose” throughout WFP. Further enhancements will be made in 2019.

STAFFING OF THE EVALUATION FUNCTION

In 2018, OEV and the Performance Management and Monitoring Division joined forces on strengthening WFP’s monitoring and evaluation workforce so that it can address both monitoring and evaluation requirements throughout WFP, particularly in country offices. Two major exercises were initiated with support from the Human Resource Division: joint monitoring and evaluation workforce planning, and the development of a Future International Talent (FIT) pool for monitoring and evaluation. These complementary exercises are taking place in parallel:

- ▶ Joint monitoring and evaluation workforce planning. The WFP Corporate Monitoring Strategy 2018–2021 recommends adopting workforce planning as a priority for this functional area, and there is growing understanding of the need for evaluation expertise at decentralized levels. The

Performance Management and Monitoring Division and OEV embarked on joint analysis and planning for a more stable and competent monitoring and evaluation workforce that meets the growing needs at the global level. New generic job profiles have been developed for both monitoring and evaluation roles, mainly at the country level. These profiles are consistent with the evaluation competency framework developed by the United Nations Evaluation Group (UNEG) in 2016¹⁶. This work will continue in 2019 with a view to clarifying appropriate operating models for the monitoring and evaluation function in country offices, including by ensuring appropriate staffing.

- ▶ Joint monitoring and evaluation FIT pool. WFP introduced the FIT pool approach as a way of anticipating and responding to staffing needs through the rapid deployment of previously vetted, qualified candidates, thereby reducing the time required to fill international professional positions and minimizing staffing gaps. Although the establishment of a FIT pool is usually an outcome of a workforce planning exercise, the monitoring and evaluation needs in country offices are such that it was decided to carry out both processes simultaneously. The FIT pool is expected to be fully operational by the autumn of 2019.



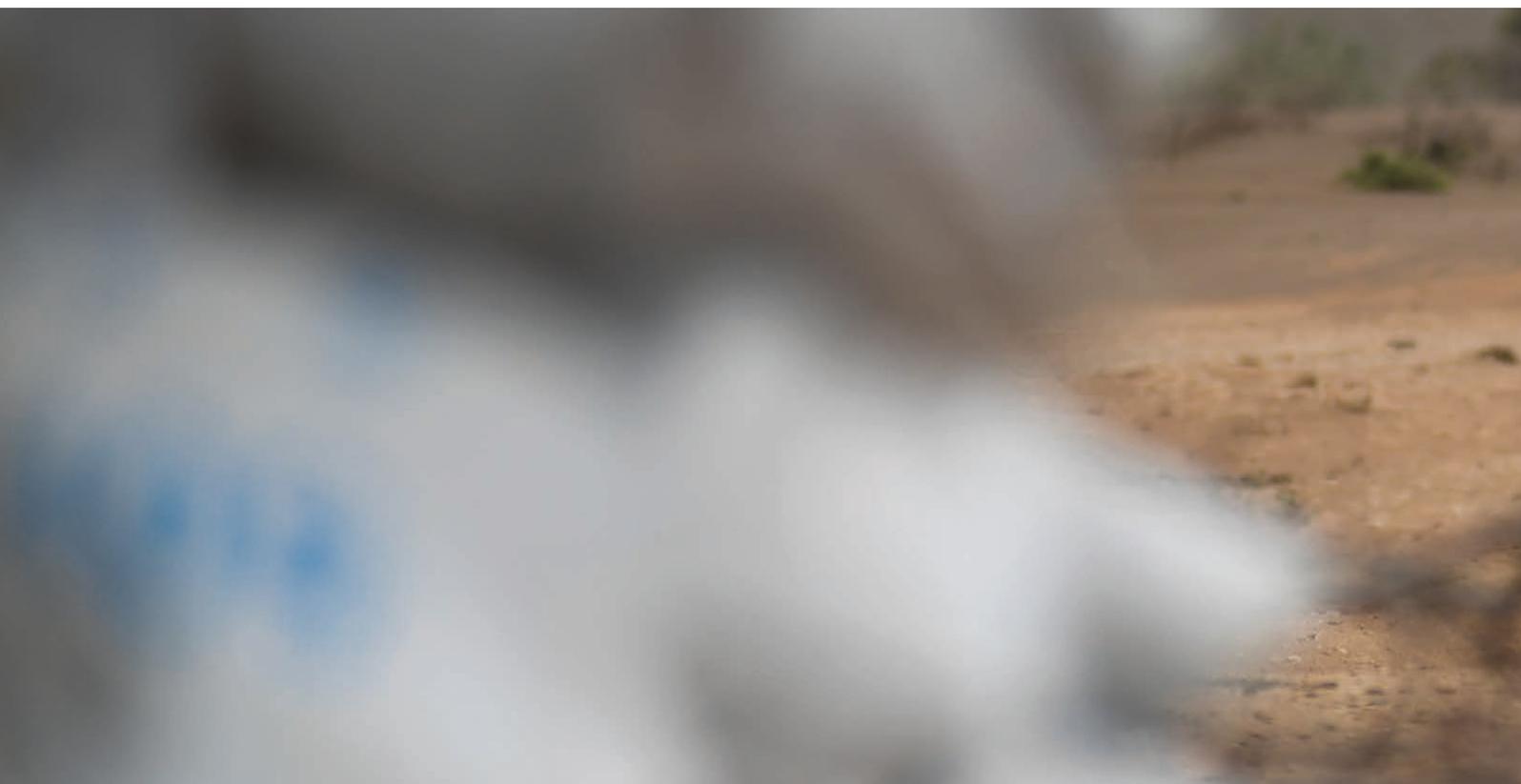
In addition, WFP worked with the United Nations Population Fund, United Nations Volunteers, EvalYouth, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme the United Nations Children's Fund and the Department of Peacekeeping Operations on the development of a joint United Nations partnership funding proposal in 2018 for the deployment of young evaluation and monitoring professionals as United Nations Youth Volunteers throughout the United Nations system in order to support delivery on the 2030 Agenda for Sustainable Development and enhance the development of national evaluation capacities. WFP identified the potential for establishing 21 such positions at the country, regional or headquarters level: one of these positions has been filled using self-financing by the office concerned.

EVALUATION CAPACITY DEVELOPMENT

Strong evaluation capacities at the country and regional levels are fundamental to ensuring high-quality and useful decentralized evaluations. Regional evaluation officers play a central role in providing direct support and coaching to country office staff. In 2018, the evaluation learning

programme EvalPro benefited 28 offices, bringing to 62 the total number of offices that have been trained through this initiative since its launch¹⁷. The programme uses a blend of online learning, face-to-face sessions, webinars and individual coaching. A review of the pilot phase was undertaken in early 2018 and led to recommendations for further improvements to the programme's content and delivery modalities. In response, new learning products have been developed tailored to the specific needs of WFP senior management and programme staff and aimed at strengthening their engagement in evaluation processes. EvalPro has been complemented by regional learning events at which particular topics are examined in detail. Some of these events have been open to the participation of government counterparts, thereby contributing to the development of national evaluation capacities.

In 2018, WFP also increased its engagement in wider partnerships by contributing to efforts at the regional and global levels related to evaluation capacity development and professionalization of the evaluation function. In particular, OEV organized a round table meeting on evaluation standards, competency frameworks and accreditation with partners from UNEG and voluntary organizations for professional evaluation



(VOPE). WFP evaluation staff also participated in the Global Parliamentarians Forum for Evaluation held in Sri Lanka, the Asian Evaluation Week hosted by the Government of China, the Middle East and North Africa Evaluation Network (EVALMENA) forum and other events, playing an active role in regional and national voluntary organizations for professional evaluation and in regional evaluation conferences.

RESOURCING THE EVALUATION FUNCTION

As observed in part 1 of this report, the number of decentralized evaluations is increasing. While efforts are made to ensure that evaluation costs are embedded in country portfolio budgets and country offices are able to manage decentralized evaluations, regional bureaux will continue to provide close support and oversight. In 2018, the EFSG requested OEV to coordinate the preparation of a consolidated investment case for providing an additional USD 1.69 million in multilateral funding to support the implementation of regional evaluation strategies. The investment case was included in the OEV work plan for 2019, which was approved by the Board in November 2018, and WFP management has allocated funding from multilateral sources.

Launched in 2017, the contingency evaluation fund (CEF) provides stop-gap funding for country offices that have planned a decentralized evaluation and face funding shortfalls despite having budgeted for evaluation. The fund is incentive-based and is meant to support and reinforce the desired behaviour change by country offices, i.e., to adequately plan and budget for evaluation at the CSP formulation stage, thus fostering good evaluation planning practices while recognizing the uncertainty faced by many country offices. In 2018, it supported nine decentralized evaluations commissioned by country offices.

In 2018, the EFSG established a cross-divisional task force tasked with developing a strategic approach to ensuring sustainable financing of the evaluation function, especially at the country and regional levels. Chaired by the Director of Budget, the main objectives of the task force are to resolve issues, especially cross-divisional ones, provide strategic guidance, and steward and support the resourcing mechanisms that underpin the evaluation policy. One of the first activities of the task force has been to clarify the financing mechanism through which CSPEs will be financed through the country portfolio budget.



2.2 Performance of the evaluation function

This section reports progress towards the outcomes set out in the Evaluation Policy (2016–2021) in the following areas: evaluation coverage, quality of evaluation reports, use of evaluations, evaluation partnerships and joint evaluations, and financial and human resources. The section ends with a brief overview of centralized evaluations delivered versus plans. KPIs have been developed to support systematic reporting over time. Results for 2018 are presented, together with an explanation of the progress made.

EVALUATION COVERAGE¹⁸

This subsection presents progress towards the evaluation coverage norms set out in the Evaluation Policy (2016–2021)¹⁹ and the changes made to the coverage norms for decentralized evaluations, country portfolio evaluations and evaluations of corporate emergency responses, which were agreed with the Board at its 2018 annual session²⁰ (table 4). Annex I shows progress against coverage norms since 2016. The revised coverage norms will form the basis for reporting in 2019 and subsequent annual evaluation reports.



Table 4: Minimum Evaluation Coverage Norms

CENTRALIZED EVALUATION	DECENTRALIZED EVALUATION
<ul style="list-style-type: none"> ▶ Strategic evaluations providing balanced coverage of WFP's core planning instruments, including elements of the WFP Strategic Plan (2017–2021) and related strategies ▶ Evaluation of policies 4–6 years after the start of implementation^b ▶ Country portfolio evaluations: <ul style="list-style-type: none"> ○ every 5 years for the 10 largest country offices^c; and ○ every 10–12 years for all other country offices^d. <p>Revised coverage norm: a) For every CSP^e: A country strategic plan evaluation is required in the penultimate year of the CSP; b) for ICSPs: the original Evaluation Policy (2016–2021) coverage norm set out for country portfolio evaluations applies (as above).</p> <ul style="list-style-type: none"> ▶ Evaluation of all corporate emergency responses, sometimes jointly with the Inter-Agency Standing Committee. <p>Revised coverage norm: Evaluation of corporate Level 3 and protracted Level 2 crisis responses, including multi-country crises, will be conducted by WFP or inter-agency humanitarian evaluations (in accordance with revised inter-agency humanitarian evaluations guidelines) or country strategic plan evaluations together with decentralized evaluations of certain aspects as appropriate.</p> <ul style="list-style-type: none"> ▶ Centrally managed operation evaluations providing balanced coverage (phased out) 	<ul style="list-style-type: none"> ▶ Evaluation of at least 50% of each country office's portfolio of activities within a 3-year period. ▶ Interim norm: All country offices have to complete at least one decentralized evaluation within a 3-year period. <p>Recommended:</p> <ul style="list-style-type: none"> ▶ before the scale up of pilots, innovations and prototypes; ▶ for high-risk^a interventions, and before the third application of an intervention of similar type and scope. <p>Revised coverage norm: At least one decentralized evaluation is planned and conducted within each CSP and ICSP cycle. Should the CSP or ICSP be extended beyond 5 years, the country office should conduct an additional decentralized evaluation.</p>
<p>ALL COUNTRY PROGRAMMES (BEING PHASED OUT UNDER THE IRM, WITH 2018 AS THE LAST REPORTING YEAR)</p>	

a Enterprise risk management policy (WFP/EB.A/2015/5-B).

b WFP policy formulation (WFP/EB.A/2011/5-B).

c To ensure the greatest possible accuracy in the evaluation coverage of WFP's interventions, country offices are categorized according to the size in United States dollars of the WFP portfolio of activities per country as recorded in the programme of work.

d To ensure consistency with the 2017 annual evaluation report, a KPI has been calculated using the same methodology that was used for the corresponding indicator in 2017.

e This norm was amended by the WFP Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

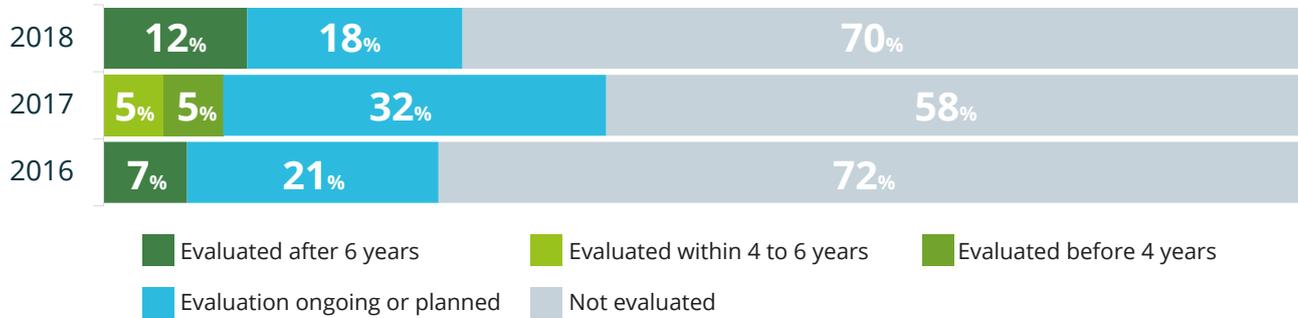
Policy evaluations

The norm for minimum evaluation coverage of WFP policies requires that all policies approved since 2011 are evaluated between four and six years after the start of implementation. Older policies are evaluated subject to their relevance and OEV's capacity.

One policy evaluation was completed in 2018 covering two policies (humanitarian principles and

humanitarian access), which were approved before 2011, and reducing the backlog of policies to be evaluated. In 2018, work commenced on two new policy evaluations (update of WFP's safety nets policy and the WFP People Strategy 2014–2017). An evaluation of the gender policy (2015–2020) is planned to start in 2019. Figure 7b shows that four policies approved between 2012 and 2014 currently need to be evaluated, including the two for which evaluations started in 2018 (the update of WFP's safety nets policy and the WFP People Strategy).

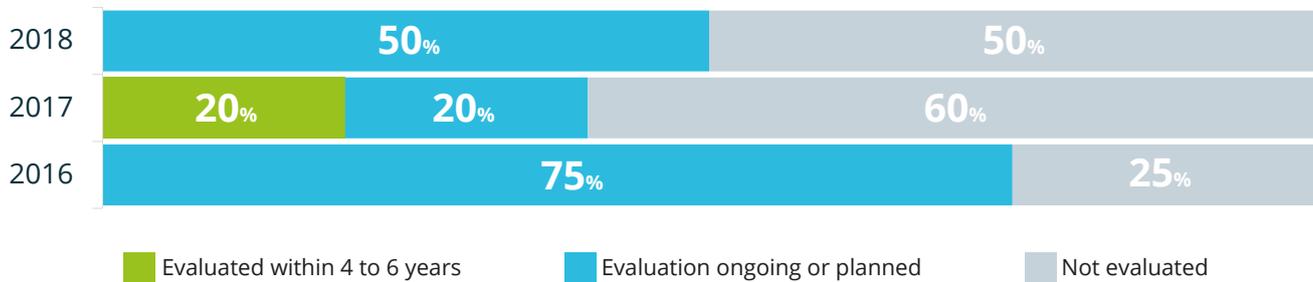
Figure 7a: Percentages of active* policies to be evaluated which have been evaluated or whose evaluation is planned or ongoing



Source: OEV.

* An overview of active policies and policy evaluation coverage is provided in annex II

Figure 7b: Percentage of active policies to be evaluated within 4–6 years after the start of implementation which have been evaluated or whose evaluation is planned or ongoing



Source: OEV

Country portfolio evaluations

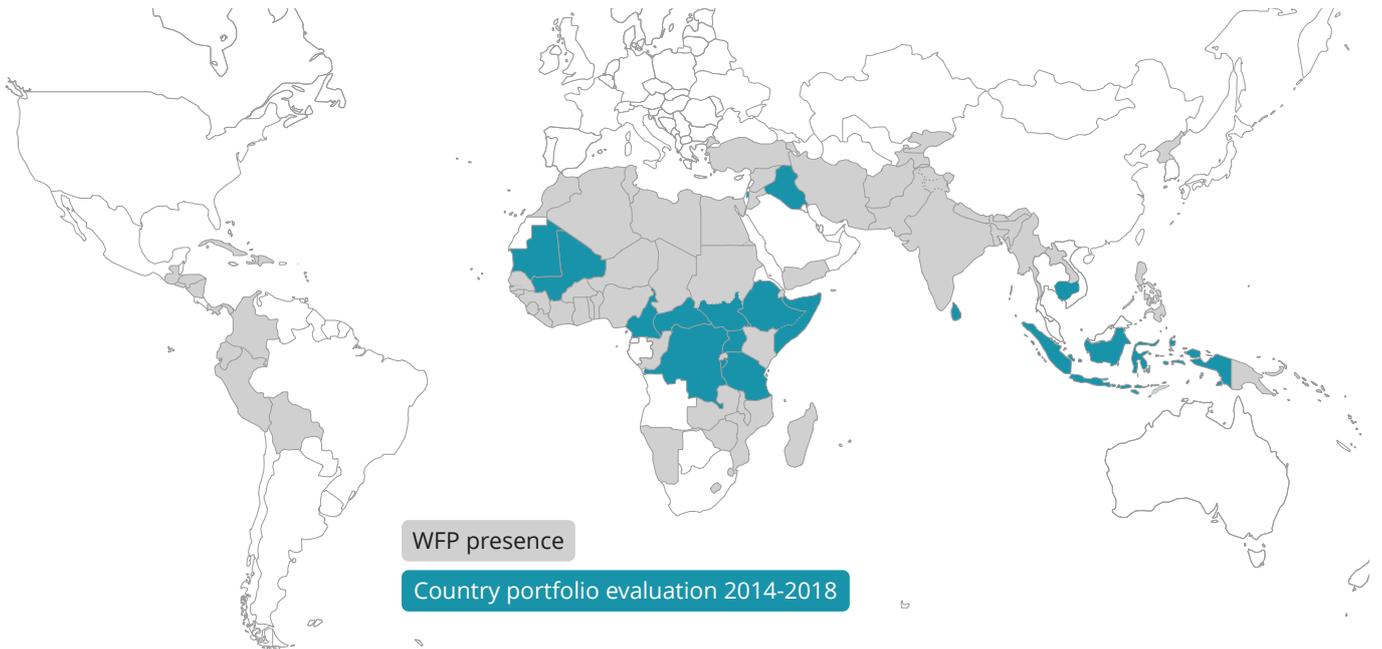
In 2018, OEV completed four country portfolio evaluations – Central African Republic, Ethiopia, Mali and Somalia – one more than in 2017.

By the end of 2018, 40 percent of the ten largest country portfolios for the period 2013– 2017 had been evaluated (figure 9): Ethiopia, Iraq, Somalia

and South Sudan. The Syrian Arab Republic portfolio was covered by two OEV-managed evaluations of the corporate emergency response in 2015 and 2018²¹.

Figure 10 presents the results achieved in meeting coverage norms for all other country portfolios, which should be evaluated every ten years. From 2009 to 2018, 32 percent of these portfolios were covered by a country portfolio evaluation.

Figure 8: Map of country portfolio evaluation coverage, 2014–2018



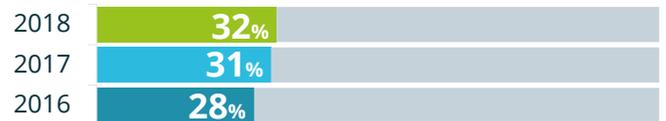
Source: OEV

Figure 9: Percentage of WFP’s ten largest portfolios covered by a country portfolio evaluation in the previous five years



Source: OEV

Figure 10: Percentage of WFP’s portfolios (excluding the ten largest) covered by country portfolio evaluations in the previous ten years



Source: OEV

Evaluations of humanitarian emergency responses

According to the norm set in the Evaluation Policy (2016–2021), all corporate emergency responses (Level 3) must be evaluated every three years through either an inter-agency humanitarian evaluation of the collective response or an OEV-managed evaluation of WFP’s response alone.

In the three-year period 2015–2017, there were ten active corporate emergency responses, 50 percent of which have been evaluated²² (figure 11). An OEV-managed evaluation started in 2018 in Nigeria.

Figure 11: Percentage of active corporate emergency responses ongoing during the period 2015–2017 that have been evaluated

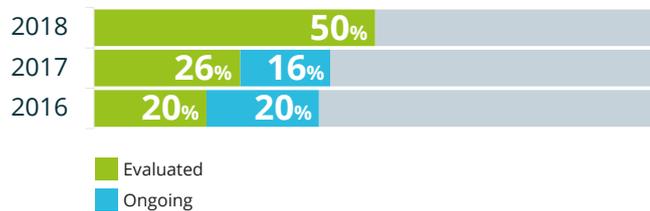


Source: OEV

Country programme evaluations

The Evaluation Policy (2016–2021) requires that all country programmes be evaluated. Figure 12 shows that 50 percent of country programmes ending in 2018 were evaluated in 2017 or 2018. Once the transition to the IRM is complete in 2019, country programmes will no longer exist and this coverage norm will lapse.

Figure 12: Percentage of country programmes ending in 2018 that had an evaluation in 2017 or 2018



Source: OEV

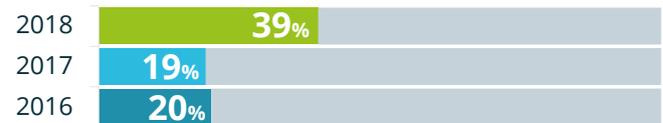
Decentralized evaluations

As part of the phased implementation of the Evaluation Policy (2016–2021) and in the context of a demand-led decentralized evaluation function

and the transition to the IRM by 2019, the minimum coverage norm for decentralized evaluations has evolved to ensure that decentralized evaluations are planned and conducted on the basis of existing evidence needs, with a clear purpose and in complementarity with other evaluations.

Analysis of decentralized evaluations conducted by country offices indicates that 39 percent of WFP’s 83 country offices completed at least one decentralized evaluation between 2016 and 2018, compared with 19 percent in 2017: a clear indication of progress in the strategic direction set out in the evaluation policy for embedding evaluation as an integral part of WFP’s work at all levels.

Figure 13: Percentage of country offices that have completed at least one decentralized evaluation in 2016, 2017 or 2018*



Source: OEV

* Percentages do not include decentralized evaluations commissioned by headquarters divisions, which covered five countries.



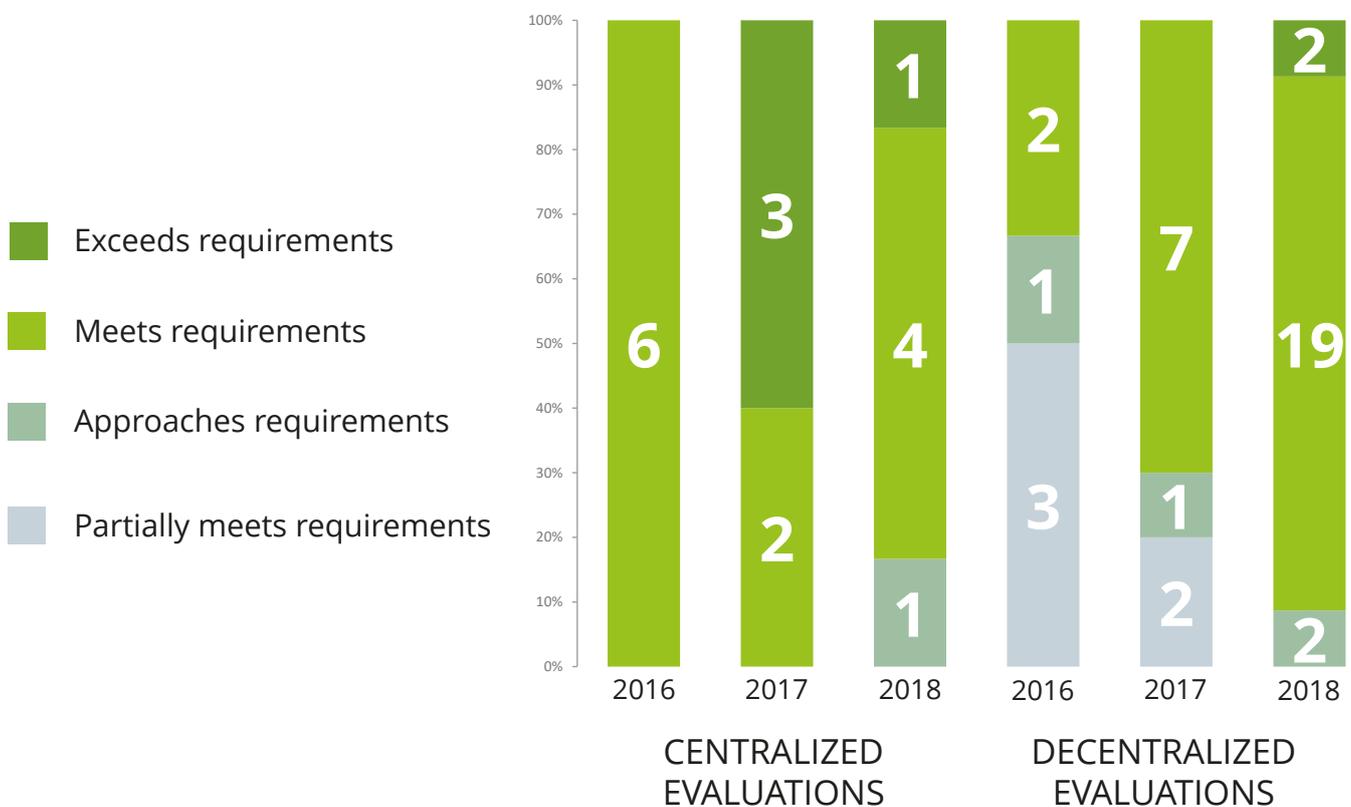
EVALUATION QUALITY

In 2016, OEV set up an outsourced post-hoc quality assessment mechanism through which independent assessors rate the quality of all completed WFP evaluation reports (centralized and decentralized) against WFP’s own evaluation quality standards, which are based on international professional evaluation standards and include the requirements for evaluation set by UN SWAP. The mechanism also indicates whether WFP’s evaluation quality assurance and support mechanisms are delivering the intended results.

Ninety percent of all evaluations were assessed as “meeting requirements” or “exceeding requirements”. The quality of decentralized evaluations has clearly improved since 2016 as shown in figure 14.

Following adoption of the UN SWAP 2.0 evaluation performance indicator by UNEG in April 2018, WFP adapted its assessment templates to meet gender-related quality standards in evaluations. The UN SWAP evaluation performance indicator for WFP evaluations completed in 2018 was rated as part of the integrated post-hoc quality assessment but reported separately to UN-Women. In 2018, WFP received an overall rating of “exceeding requirements”. 66 percent of WFP’s evaluations were assessed as “meeting requirements” and 34 percent as “approaching requirements”, indicating that there is still room for improvement. Applying the UN SWAP scorecard, however, the average UN SWAP rating for all evaluation reports was “meeting requirements”, and given that WFP commissioned a gender policy evaluation in 2013²³, its aggregate UN SWAP rating moved into the category of “exceeding requirements”²⁴.

Figure 14: Post-hoc quality assessment of evaluation reports completed, 2016–2018



Source: OEV

USE OF EVALUATION

In 2018, OEV continued to invest in evaluation knowledge, learning and communications with the aim of engaging various audiences by providing the right information in the right way at the right time to increase the use of WFP evaluations and broaden WFP’s culture of accountability and learning.

The formulation of CSPs and ICSPs provided an unprecedented opportunity to use evaluation evidence in the design of programmes and long-term adjustments to them. Regional evaluation officers and OEV continued to map evidence from recent global and country-level evaluations and identified ways of strengthening the evidence base

for informing decisions regarding future programme design and implementation. For instance, four regional bureaux produced summaries of evaluation findings aimed at supporting country offices with evaluative evidence for the design of their new CSPs.

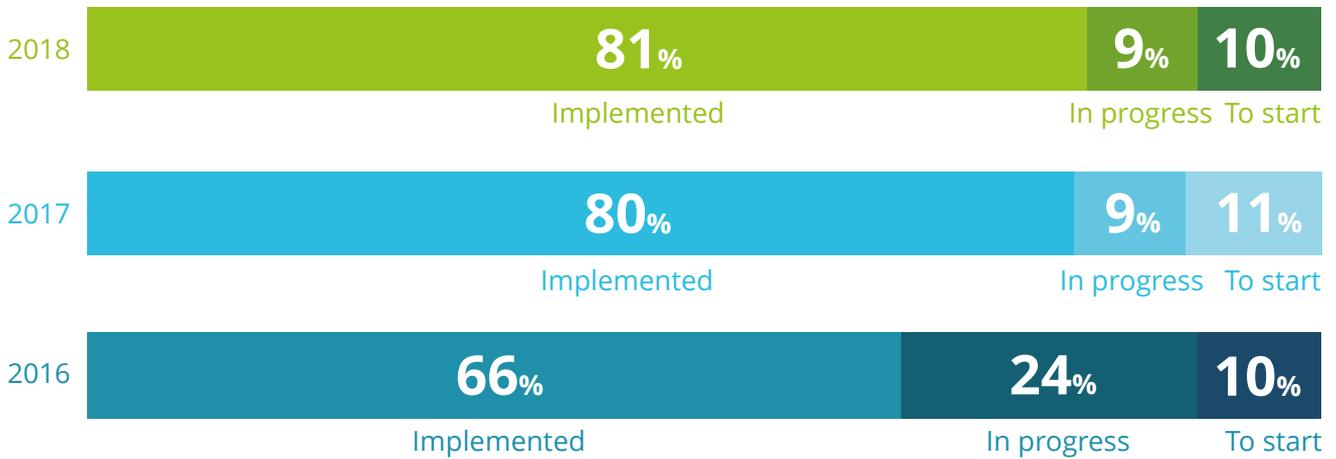
Figure 15 shows that OEV provided comments on all draft concept notes for CSPs, ICSPs and transitional ICSPs issued in 2018. These comments were focused mainly on the planning and budgeting of centralized and decentralized evaluations and the use of evaluation evidence to inform the design of the CSPs.

OEV engaged in other activities for enhancing the use of evaluation evidence. With financial support

Figure 15: Percentage of draft country strategic plan concept notes reviewed and commented on by OEV



Figure 16: Implementation status of actions within evaluation recommendations due for implementation



Sources: RMP and OEV

from OEV, regional evaluation officers supported innovative initiatives for the dissemination of decentralized evaluation reports and participated in regional workshops by sharing evaluation findings on specific themes. Funds were provided to four country offices: Colombia, Lesotho, Senegal and Zambia. Activities included interactive, participatory workshops, including at the community level with indigenous people, production of videos and infographics, innovative use of social media and storytelling. The Director of Evaluation and staff of OEV participated in regular internal meetings to highlight evidence from recent evaluations on central topics of interest including resilience, safety nets, protection, humanitarian principles and access, and nutrition.

All centralized evaluation reports are uploaded on to the WFP, UNEG and active learning network for accountability and performance in humanitarian action (ALNAP) websites, ensuring wide dissemination of evaluation results to both humanitarian and development communities at the global level. OEV has also presented existing evaluation products in new ways, including the 2017 annual evaluation report, which was produced in interactive, online and infographic versions. USB brochures on the annual evaluation report were shared with all country offices and regional

bureaux in order to enhance access to and use of evaluation information, particularly in locations with poor telecommunications connectivity. OEV has also started to release newsflashes informing internal and external stakeholders about the latest released centralized and decentralized evaluation reports, and five of WFP's six regional bureaux produce regular regional evaluation bulletins providing information on the status of and progress in the WFP evaluation function in the region.

Figure 16 gives an overview of the implementation status of WFP management's response to discrete actions included in evaluation recommendations that were due to be implemented by the end of 2018 or earlier. Data cover all centralized evaluations only. Overall, 81 percent of actions were implemented.

OEV has been engaged in the design of WFP's governance, risk and compliance system led by the Resource Management Division and defining basic requirements for the enhancement of management responses to evaluations and follow-up systems for both centralized and decentralized evaluations with the aim of fostering the integration of all evaluation recommendations into corporate enterprise risk management mechanisms.

STRENGTHENING EVALUATION PARTNERSHIPS AND JOINT EVALUATIONS

WFP contributed to the work of UNEG with OEV staff and regional evaluation officers convening or participating in a range of UNEG working groups on decentralized evaluation, gender, humanitarian evaluation, ethics, evaluation professionalization, knowledge management, the SDGs and the use of evaluation, and the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC). WFP and the other Rome-based agencies constituted the organizing

committee for UNEG’s annual general meeting and evaluation week hosted at FAO premises in Rome with WFP playing an active role in the design and management of an evaluation practice exchange to support capacity strengthening. A new development in 2018 has been the work that WFP’s Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia carried out with other United Nations agencies on creating the Interagency Regional Evaluation Network for Arab States (IRENAS) for promoting cooperation in evaluation. WFP is also a member of the steering committee for promoting engagement with the wider humanitarian community of the active learning network for accountability and performance in humanitarian action (ALNAP).

Figure 17: Number of joint and inter-agency humanitarian evaluations in which WFP participated, 2016–2018



In light of United Nations reform, WFP engaged in discussions on the future United Nations development assistance framework (UNDAF) evaluations through UNEG's UNDAF evaluation task force. WFP country offices continue to engage in UNDAF evaluations at the country level. The Regional Bureau for Asia and the Pacific is a member of the United Nations development evaluation group for Asia and the Pacific (UNEDAP), working in areas that include the planning of UNDAF evaluations, the training of United Nations country teams in conducting UNDAF evaluations and the sharing of good practices.

In 2018, WFP explored further opportunities for joint decentralized evaluations with other United Nations agencies, NGOs and government partners.

During the year, five joint evaluations were completed and another five were ongoing, representing a significant increase in joint decentralized evaluations since 2016. In November, OEV and the Regional Bureau for Southern Africa organized a learning workshop with eight partner organizations aimed at informing the further development of WFP guidance on joint evaluations in 2019 and contributing to the improvement of joint evaluation practices.

OEV has been a very active member of the inter-agency humanitarian evaluation steering group since the group's inception and plays a central role in positioning the group in the updated inter-agency standing committee structure. Inter-agency humanitarian evaluations are expected to play an



Source: OEV

increasingly critical role in the context of the system-wide humanitarian evaluations for strengthening learning and enhancing accountability to affected people, national governments, donors and the public.

To foster knowledge management and networking on evaluation as a way of contributing to the achievement of SDG 2, OEV contributed to the launch of EvalForward, a community of practice for evaluation in food security, agriculture and rural development that promotes the exchange of experiences and the strengthening of capacities for evaluation at the country level.

STRENGTHENING NATIONAL EVALUATION CAPACITY

Following up on the United Nations' system-wide commitment to supporting the strengthening of country-level capacities in evaluating development activities²⁵, OEV and regional evaluation officers identified priority areas for WFP action in each region, which are reflected in regional evaluation strategies.

In 2018, decentralized evaluations provided an important opportunity to contribute to the strengthening of national evaluation capacities by engaging national partners in evaluation processes and raising their awareness of international

evaluation standards and good practices. Partners' involvement ranged from membership of evaluation reference groups to full participation in the management of joint decentralized evaluations.

The evaluation of the national school feeding programme in Lesotho²⁶ serves as an example of excellent practice demonstrating that close engagement of national counterparts as early as the evaluation design stage has positive effects on the level of uptake of evaluation findings in government decision making for national programmes. Similar approaches were followed in other countries, such as Benin, Eswatini, Namibia and Tunisia. The provision of technical assistance for evaluation constituted an innovative practice in Peru, with WFP evaluation staff providing back-up technical support for an evaluation commissioned by the Peruvian Ministry of Social Inclusion to assess the impact of its own school feeding programme.

WFP's contribution to the strengthening of national evaluation capacities has also included inviting the staff of national counterparts to participate in WFP training and learning at the corporate, regional and national levels, thereby enabling emerging national evaluators and evaluation teams to gain on-the-job experience; contributing to evaluation seminars and conferences; and offering support to national and regional evaluation associations.



FINANCIAL RESOURCES FOR WFP'S EVALUATION FUNCTION

In 2018 a continued commitment to supporting decentralized evaluations resulted in continuation of the six regional evaluation officer positions established in 2017, while contributions to the conduct of decentralized evaluations from country programme sources, the continuation of the CEF

and funding for OEV brought the total resources available for the function in 2018 to USD 16.76 million²⁷.

To ensure balanced progress on the four interdependent outcomes of WFP's Evaluation Policy (2016–2021) through phased implementation in accordance with the Corporate Evaluation Strategy (2016–2021), OEV's needs-based budget for 2018 was USD 9.23 million, of which USD 8.32 million was approved: USD 7.42 million from the PSA budget, USD 0.5 million from multilateral

Table 5: Resources available for the evaluation function, 2016–2019 (USD million)

	FUNDING SOURCE	2016	2017	2018	2019
OEV WORK PLAN	PSA base total	6.12	6.88	7.42	10.39
	PSA base staff costs	2.40	3.05	3.00	5.66
	Established staff positions	12	15	15	29
	PSA base other costs	3.72	3.83	4.42	4.73
	PSA equalization account investment case		1.50	0.40	
	Multilateral ^[1]			0.50	0.59
SINGLE OPERATION EVALUATIONS^[2]	Programme sources	2.84			
COUNTRY STRATEGIC PLAN EVALUATION FROM CSP BUDGETS^[3]	Programme sources				2.00
OEV SUBTOTAL		8.96	8.38	8.32	12.98
REGIONAL EVALUATION OFFICERS	PSA		1.60	1.61	1.64
CONTINGENCY EVALUATION FUND^[4]	PSA		1.50	1.50	1.50
DECENTRALIZED EVALUATIONS^[5]	Programme sources		2.96	5.33	4.76
REGIONAL INVESTMENT CASE	Multilateral				1.69
OUTSIDE OEV SUBTOTAL			6.06	8.44	9.59
GRAND TOTAL		8.96	14.44	16.76	22.57
As % of WFP CONTRIBUTION INCOME^[6]		0.15	0.24	0.23	0.33

Source: OEV work plan for 2019–2021, annexed to the WFP Management Plan (2019–2021) (WFP/EB.2/2018/6-A/1)

[1] Multilateral funding for support for the decentralized evaluation system.

[2] In 2016, constitutes project funds for the operation evaluations series.

[3] From 2019, constitutes programme funds from country portfolio budgets for country strategic plan evaluation.

[4] Contingency Evaluation Fund - top up funding for decentralized evaluations.

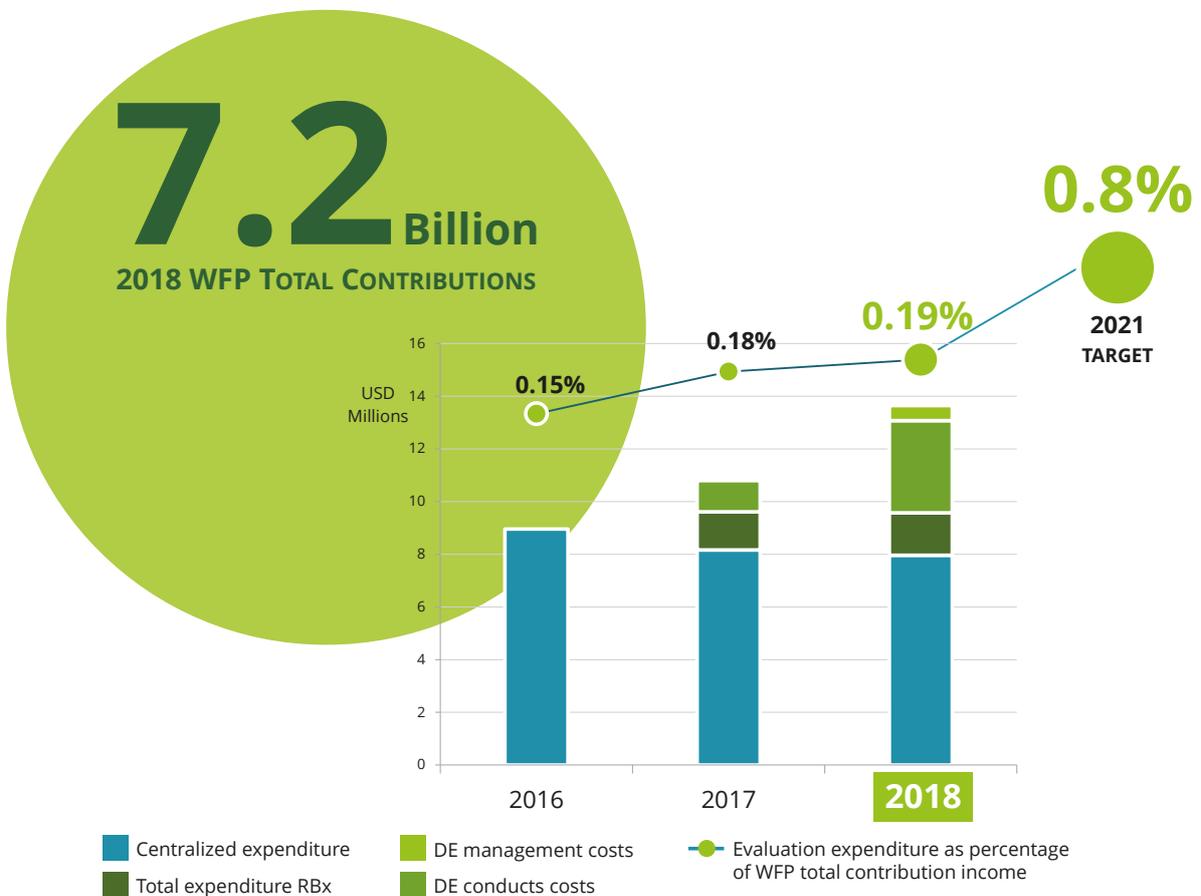
[5] Figures for 2017 are based on the number of decentralized evaluations that started (preparation phase) in 2017. Figures for 2018 are based on the number of decentralized evaluations that started or are expected to start in 2018. Figures for 2019 are projections based on the planned number of decentralized evaluations.

[6] Figures for 2016 and 2017 based on actual contributions income; 2018 based on final contribution revenue; and 2019 based on projected contributions income (6.8 million). Source: presentation to the Executive Board at the first informal consultation on the Management Plan (2019–2021), on 25 July 2018

resources for capacity development and decentralized evaluation quality support and 0.4 million from critical corporate initiative funding. In view of the gap between its needs-based budget and available resources, in 2018 OEV prioritized activities that constitute the most time-sensitive building blocks for sustainably achieving the goal of the evaluation policy and for the ensuring progress towards compliance with the minimum evaluation coverage norms. For 2019, OEV requested a significant increase in its budget according to the management plan for 2019–2021 approved by the Board in 2018, but despite growing resources available for the central evaluation function, shortfalls led to the postponement in two policy evaluations and delayed the start of one strategic evaluation, which will have implications for the level of resources required in 2020.

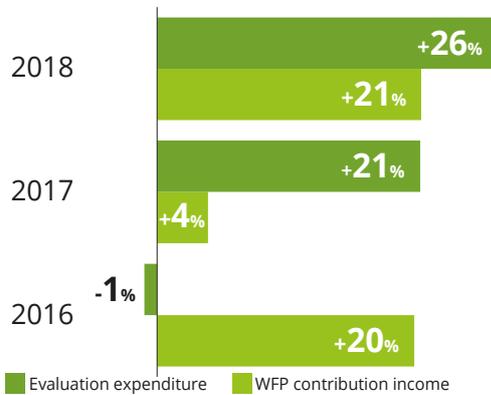
Table 5 presents the resources available to the evaluation function and figure 18.a shows the expenditures of the function. In 2018, progress was made in reporting more precisely on the full range of expenditures pertaining to the evaluation function: expenditures for the centralized evaluation function, evaluation expenditures at regional bureaux, and estimated expenditures for the conduct of decentralized evaluations²⁸. Expenditure figures for decentralized evaluations refer only to the evaluations completed during the year in order to avoid double counting. In addition, this annual evaluation report for 2018 includes estimates of average management expenditures for decentralized evaluations (figure 18.a)²⁹. The difference between the proportion of WFP contribution income made available to evaluation (0.23 percent) and the proportion of contribution

Figure 18a: Expenditure on evaluation as a percentage of WFP total contribution income



Sources: OEV; Audited Annual Accounts; estimates from General Accounts Branch (2018)

Figure 18b: Growth rate of WFP total contribution income and evaluation expenditure, 2016-2018

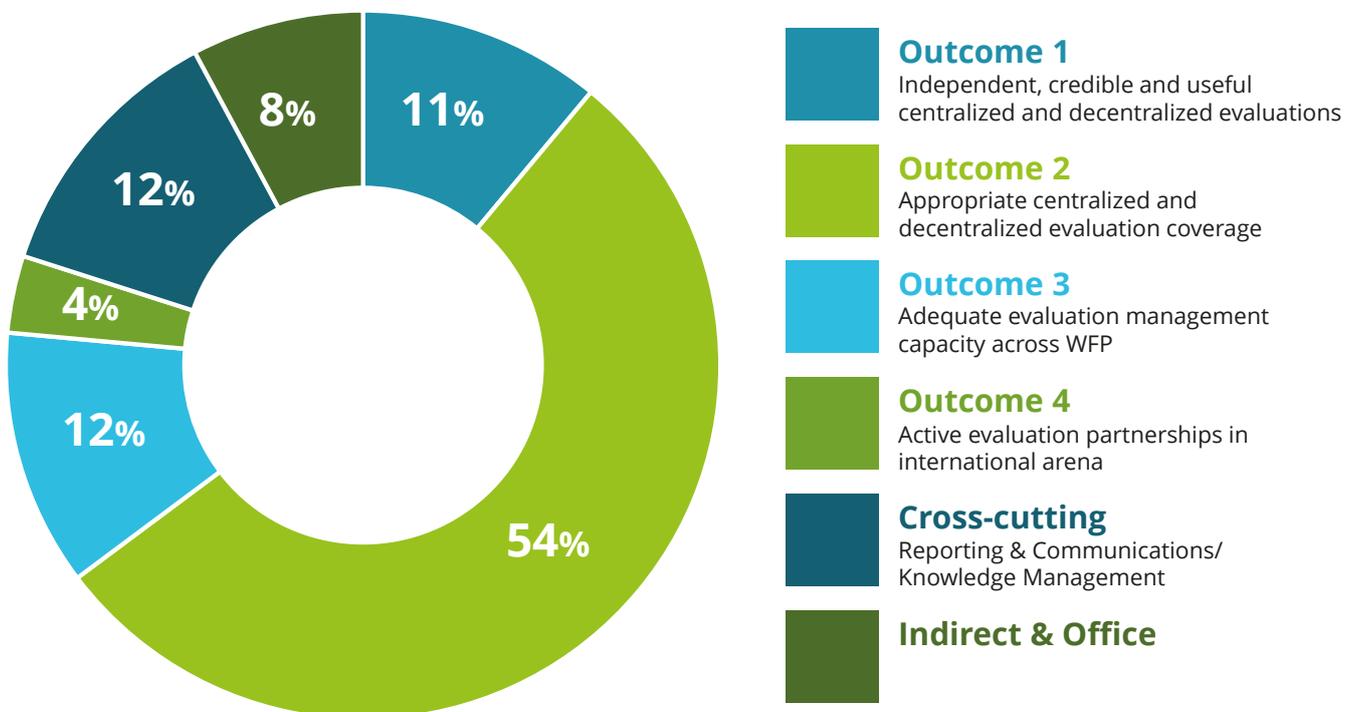


Sources: OEV; Audited Annual Accounts; estimates from General Accounts Branch (2018)

income spent on evaluations (0.19 percent) is mainly explained by the difference between the number of planned and started decentralized evaluations (table 5) and the number completed (figure 18.a). However, as proportions of total contribution income, evaluation expenditure increased more rapidly than the contribution income allocated to evaluation, demonstrating WFP’s continued commitment to strengthening the evaluation function (Figure 18.b). In 2019, further increases expenditures for both centralized and decentralized evaluations are expected.

In 2018 OEV’s expenditure was 96 percent of its allocated resources for the year³⁰. Figure 19 shows the distribution of those resources among the four outcomes of the Corporate Evaluation Strategy (2016–2021) and its cross-cutting work streams.

Figure 19: OEV other costs expenditure by outcome of the Evaluation Policy (2016–2021), 2018



Source: OEV

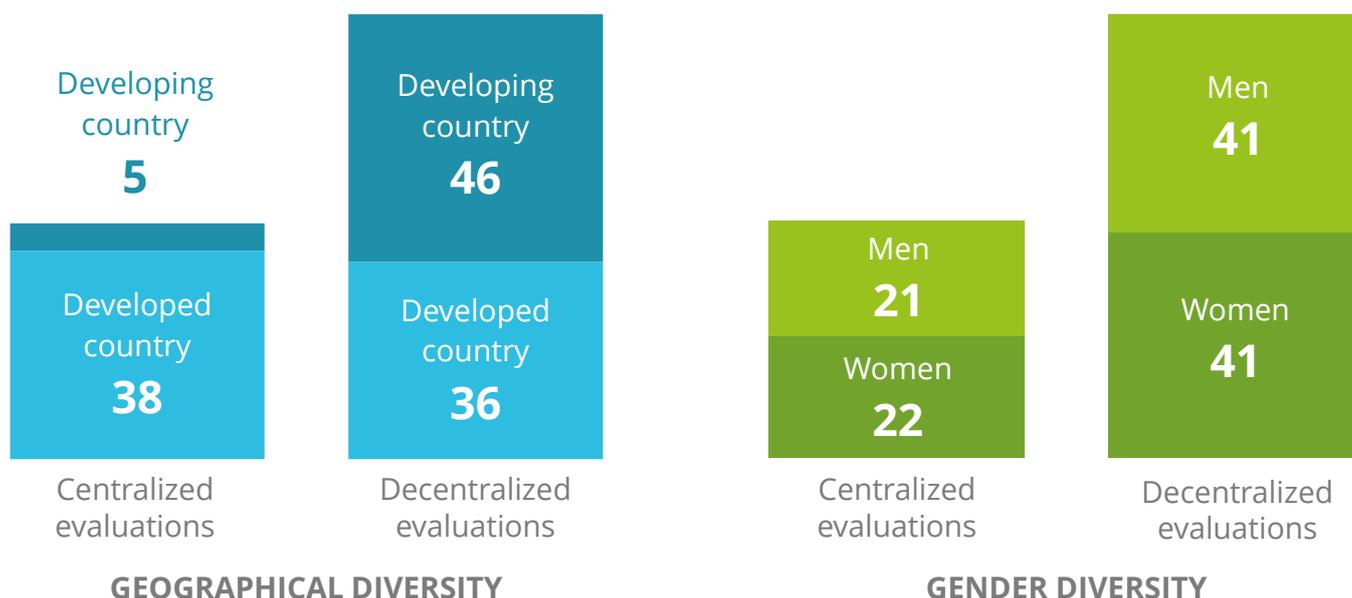
HUMAN RESOURCES

In 2018, a new organizational structure and staffing plan were developed for OEV in order to ensure that it had appropriate human resources for the expansion of the evaluation function. These changes were reflected in the 2019 management plan and budget, approved by the Board at its 2018 second regular session.

OEV maintains 24 long-term agreements with consultancy firms and research institutions

providing evaluation services in the technical and geographical areas required for delivery of planned centralized and decentralized evaluations. For all evaluations completed in 2018, a total of 125 independent evaluator consultants were hired, of whom 50 percent were men and 50 percent were women. The proportion of consultants from developing countries was higher for decentralized evaluations (56 percent) than for those managed by OEV (12 percent).

Figure 20: Number of independent evaluator consultants hired: gender and geographical diversity, 2018



Sources: OEV

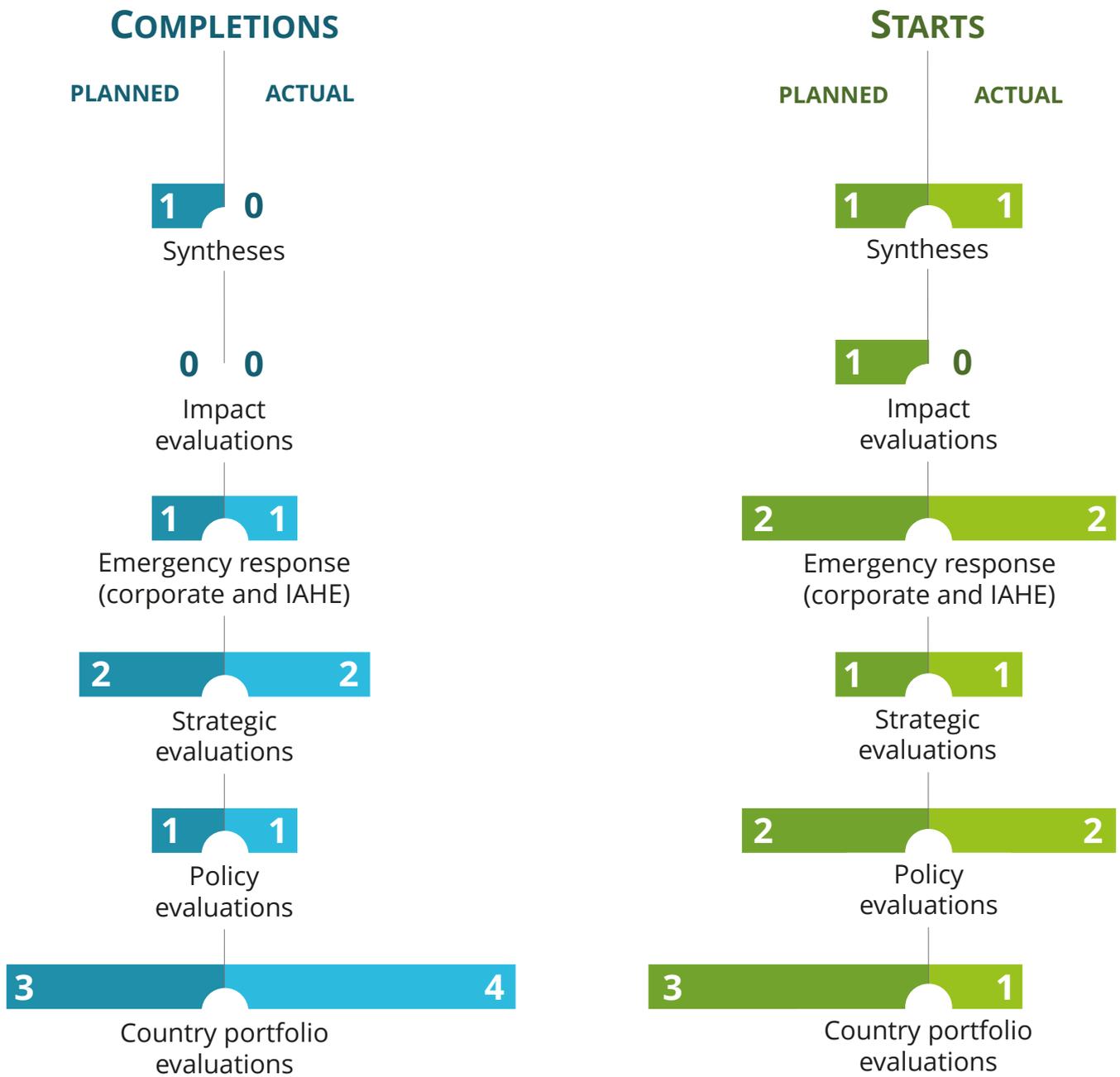


OEV PERFORMANCE TO PLAN

In 2018, OEV delivered on its work plan, completed one more country portfolio evaluation³¹ than anticipated at the start of the year and prepared a synthesis report to be presented to the Board's 2019 annual session (figure 21). Two planned country portfolio evaluations could not be started as planned (Madagascar and Malawi) and the timeline for the start of new impact evaluations was modified to allow the preparation and launch of two impact evaluation windows in 2018 and 2019.



Figure 21: Implementation of the 2018 OEV work plan (planned versus actual)



Source: OEV



Part 3

Evaluation – how is it evolving at WFP?



Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in the coming years. Building on the positive assessment of the evaluation function issued by the Multilateral Organization Performance Assessment Network (MOPAN) in February 2019, priorities are identified for each of the objectives of the evaluation policy.

At the end of 2018 implementation of the Evaluation Policy (2016–2021) was at mid-course. As reported in parts 1 and 2 of this document, substantial progress has been made towards each of the four objectives of the policy. The Multilateral Organization Performance Assessment Network (MOPAN) assessment of WFP in 2017/18 came at a very timely moment and found that WFP has robust oversight and evaluation structures and functions. WFP's evaluations have good coverage, and WFP reports annually to the Board on the implementation of evaluation recommendations.

While these features are a traditional strength of WFP, the organization has invested in improving them further, such that independent assessment bodies such as the Joint Inspection Unit rate WFP highly in these functions (see following box)³².

Building on results so far, WFP has identified key priorities for 2019 for ensuring continued progress towards achievement of the objectives set out in the Evaluation Policy (2016–2021).

WFP's strong evidence base is increasingly used in planning and programming, although further development is needed in some areas, such as a more consistent approach to knowledge management. The organisation has invested significantly in generating a substantive and relevant evidence base for its work. A highly strategic independent corporate evaluation function oversees the production of high-quality centralised and decentralised evaluations and syntheses of findings that feed into planning processes. A system to ensure that management responses to all evaluations and the implementation of recommendations is publicly tracked has been developed for roll out in 2019. WFP has undertaken considerable effort to ensure that the evidence base is used, and while there are still gaps in the system, a culture of using evaluation evidence in planning and programming is emerging. The main gaps are the lack of a systematic approach to knowledge management to ensure more effective use and sharing of lessons learned, and capacity to track poorly performing interventions. In the latter case, monitoring systems are still being rolled out and require further development.

WFP has a strong independent evaluation function, which aims to ensure full coverage and quality of both corporate and decentralised evaluations, and

guarantees responses to evaluations. The Director of the Office of Evaluation (OEV) provides overall leadership for both central and decentralised evaluations, and reports directly to the Executive Director. Centralised evaluations are presented directly to the Executive Board. The Director has full discretion in planning the evaluation programme and the OEV has a separate budget line.

The OEV has demonstrated a strategic approach to planning corporate evaluations, ensuring that both corporate evaluations and syntheses of decentralised evaluations are available to feed into WFP's reporting and planning processes. A highly effective quality assurance system for centralised evaluations is in place, in addition to a separate and developing system to ensure the quality of decentralised evaluations.

Since 2016, OEV has used an outsourced ex-post quality assessment mechanism, through which independent assessors rate the quality of all completed WFP evaluations (centralised and decentralised) against WFP's own evaluation quality standards. Results are published in the Annual Evaluation Report presented to the Executive Board. All evaluations are made public along with management responses to any recommendations, and there is a system to track follow-up³³.

PRIORITIES FOR ENSURING CONTINUED INDEPENDENT, CREDIBLE AND USEFUL CENTRALIZED AND DECENTRALIZED EVALUATIONS

New approach for evaluating CSPs. The evaluation of pilot CSPs included a recommendation³⁴ for ensuring that country portfolios are at the centre of the performance management system in order to facilitate better assessment of WFP's contribution to development results through the following actions:

- ▶ **Adaptation of the current country portfolio evaluation model to CSPs.** The adoption of a new coverage norm as part of implementation of the 2016 policy on CSPs and WFP's transition to the IRM framework calls for a shift from country portfolio evaluations to CSPEs. Changes to the evaluation quality assurance system will align with the CSP policy, ensuring that CSPs are evaluated in a timely manner in order to inform the design of new CSPs. With 35 CSPEs planned for the period from 2019 to 2021, this objective is particularly important. Over time increased

evaluation coverage will result in a body of evidence on CSPs in different settings, thereby enhancing learning and accountability to stakeholders. The revised approach will be tested during 2019 and revised as needed in 2020.

- ▶ **Sustainable financing for CSPEs.** A mechanism for ensuring that CSPEs are financed from country portfolio budgets and that complementary measures are in place when country offices face funding shortfalls is being developed.
- ▶ **Rating system for gauging CSP performance.** The evaluation of pilot CSPs also called for the introduction of a rating system for CSPEs. As the CSPE model is adopted in 2019 and 2020, OEV will pilot the rating system. If it is found feasible, OEV will use it in all CSPEs, starting with those of the second generation of CSPs.

Syntheses of evaluation evidence. To help fill the gap in knowledge management mentioned in the MOPAN report, OEV has been developing and testing an approach to the preparation of evaluation synthesis reports and to producing short reports on topics of interest. OEV will continue to develop capacities for synthesizing evaluative evidence in order to enhance its use and



will build on its experience by producing further products specifically to address evidence gaps and meet learning needs.

Impartiality provisions. In addition to existing mechanisms for safeguarding impartiality and ethics provisions in line with the WFP Evaluation Policy (2016–2021), in 2019 OEV will further strengthen its approach to centralized and decentralized evaluations by developing an integrated package of measures aimed at preempting and facilitating prompt resolution of situations where impartiality and ethics are at risk.

Systematic approach to management response. In line with the MOPAN assessment report, OEV will continue to contribute to the initiative led by the Resource Management Division for ensuring systematic and coherent monitoring of the implementation of all oversight recommendations, including those from WFP centralized and decentralized evaluations. The design of a governance, risk and compliance system is planned for 2019, with the system expected to become operational during the second part of the year.

Once operational, the system is expected to facilitate enhanced tracking of the implementation of actions in response to recommendations from both centralized and decentralized evaluations and allow qualitative analysis of evaluation recommendations and of management's follow-up actions.

PRIORITIES FOR STRENGTHENING CENTRALIZED AND DECENTRALIZED EVALUATION COVERAGE

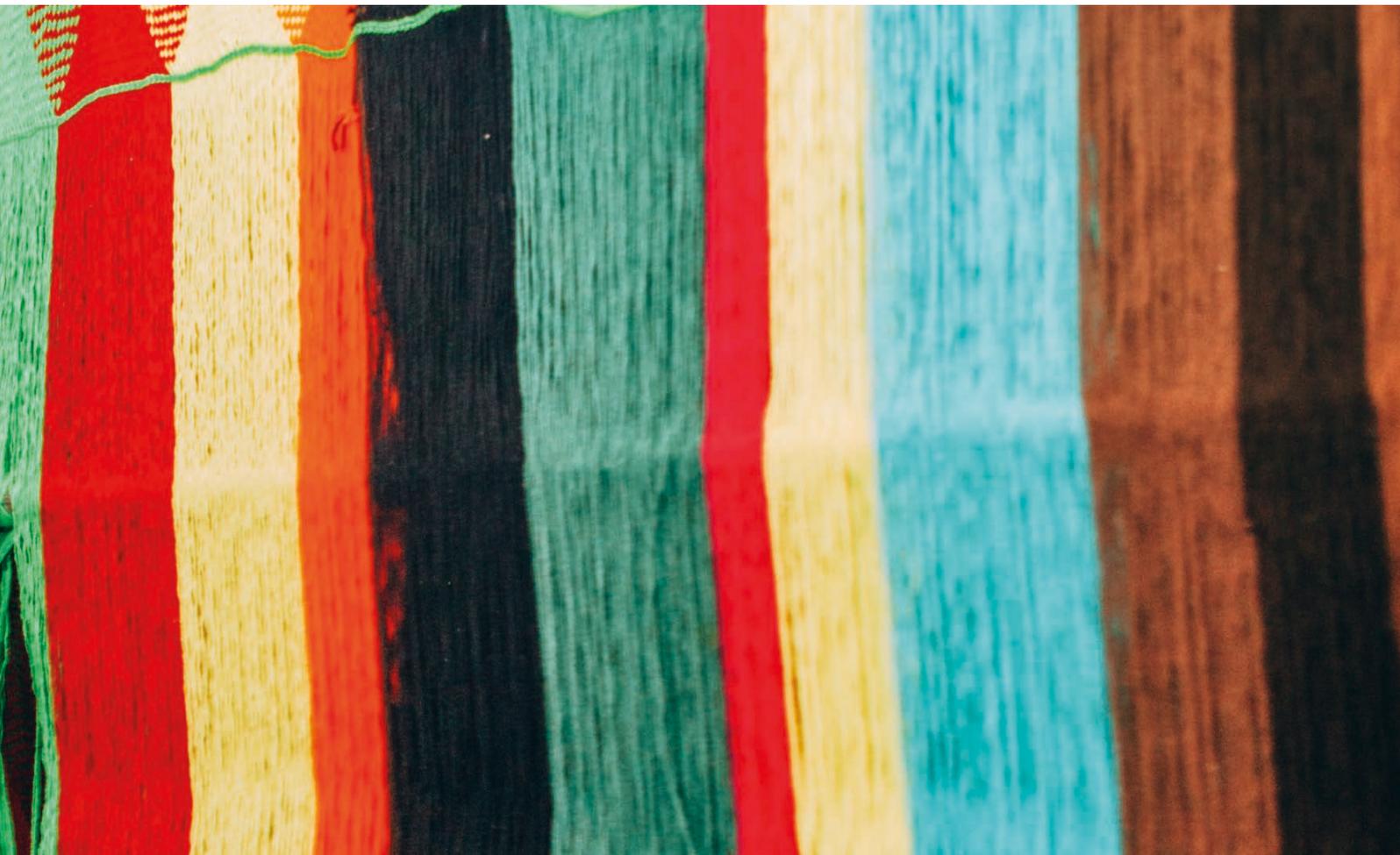
Impact evaluation strategy. Impact evaluations play an increasingly important role in WFP's generation of knowledge and evidence. The impact evaluation series completed in 2017 explored issues related to the Nutrition Division's directive on minimum standards for nutrition in emergency preparedness and response settings. Given the importance of evidence in optimizing interventions and benefitting from past experiences and lessons



learned, in 2018 OEV started to develop an impact evaluation strategy that sets out the vision, approach, partnerships and resources for supporting WFP in scaling up its work on impact evaluation. This will help to harness the full potential of impact evaluations in generating evidence for informing global efforts to end hunger, in priority areas where there are evidence gaps. OEV led consultations at which the following priority areas were identified: cash-based transfer modalities, outcomes related to gender equality and women's empowerment, climate change interventions and resilience outcomes, nutrition outcomes, and school feeding. In line with these priorities, in 2018 OEV launched a new impact evaluation window on cash-based transfers and gender and plans to launch a window on climate change and resilience in 2019.

Sustainable funding mechanisms for the evaluation function throughout WFP. Over the years, the main source of funding for the evaluation function has been the PSA budget. The country portfolio budget is the main source of funding for decentralized evaluations. From 2019 onwards, the country portfolio budget will provide the source of funding for CSPEs. In addition, some multilateral funding is allocated every year for evaluation capacity development initiatives across WFP. In 2019 multilateral funding has been allocated to support the scaling up of evaluation work at the regional level in response to a consolidated investment case coordinated by OEV in 2018.

The diversification of funding sources over time will be essential in supporting the growth of the evaluation function without placing undue pressure on the PSA budget as progress is made towards achievement of the evaluation policy target of dedicating 0.8 percent of WFP's total contribution income to the evaluation function.



PRIORITIES FOR ENSURING ADEQUATE EVALUATION MANAGEMENT CAPACITY THROUGHOUT WFP

Building a cadre of evaluation staff. As part of WFP's corporate workforce 2020 initiative, OEV's ongoing collaboration with the Performance Management and Monitoring Division and the Human Resources Division on strengthening WFP's monitoring and evaluation workforce will continue to be a core priority in 2019. This work will include completion of a monitoring and evaluation workforce analysis initiated in 2018 in order to inform a plan for establishing a more stable and competent monitoring and evaluation workforce at the global level. At the same time, establishment of the monitoring and evaluation FIT pool will enable WFP to respond promptly to future staffing needs, providing previously vetted, qualified candidates ready for immediate deployment.

In view of the increasing number of evaluations to be delivered and of the other evaluation-function-related activities required, in line with the OEV work plan approved by the Board in 2018, a number of positions at various levels have been created in OEV for recruitment during 2019, including through an external competitive process. Further growth in OEV staffing will be needed in 2020 to manage the continued expansion of centralized evaluation coverage (particularly of policy and country strategic plan evaluations). In addition to existing positions at the regional level, larger country offices and some headquarters divisions are also expressing an interest in creating evaluation officer positions to support increasing evaluation activities. This should help to avoid the overstretching of monitoring and evaluation

staff capacity in units with significant evaluation portfolios.

Corporate evaluation capacity development strategy. In order to define a wider approach to the development of evaluation capacities throughout WFP, OEV will develop a corporate strategy for evaluation capacity development, which will be rolled out during 2019. The strategy is aimed at addressing the growing need for professional development of WFP evaluation staff in line with the UNEG competency framework. As the EvalPro initiative is now well developed, OEV is moving to an in-house delivery model and 2019 will be dedicated to enhancing evaluation staff capacities in OEV and in the regional bureaux to ensure a professional delivery of EvalPro.

PRIORITIES FOR STRENGTHENING PARTNERSHIPS IN INTERNATIONAL FORUMS

UN reform. The reform of the United Nations development system currently under way presents an important opportunity to contribute to joint and system-wide evaluations, including evaluations at the country level; however, this will need to be balanced with the need to assure appropriate coverage of WFP-specific evaluations to meet accountability and learning needs of WFP management and funders.

OEV is actively engaged with other members of UNEG on UNDAF evaluations in relation to joint decentralized evaluations in support of the 2030 Agenda. Building on the progress made in 2018, OEV will develop guidance to joint evaluation in 2019 and contribute to improved practice in joint evaluations.



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Annexes

Annex I. KPI Dashboard

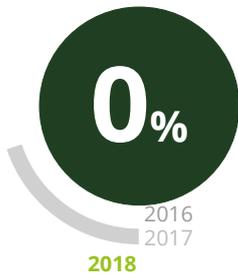
1

Evaluation coverage KPIs

active policies evaluated



active policies evaluated within 4 to 6 years after start of implementation



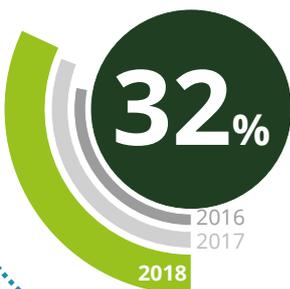
WFP ten largest portfolios, covered by a CPE in the previous 5 years



active corporate emergency responses ongoing in the previous 3 years evaluated



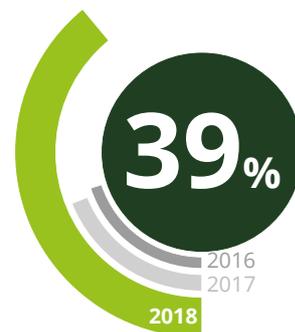
WFP portfolios (excluded 10 largest), covered by a CPE in the previous 10 years



country programmes that ended in 2018 had an evaluation that year or the previous one



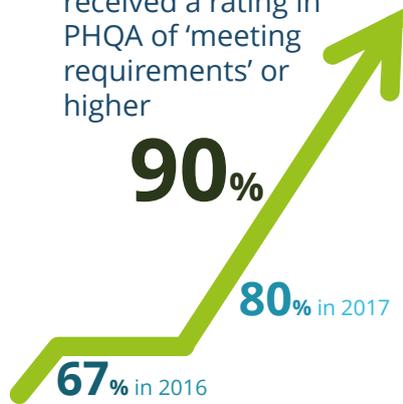
country offices have completed at least one decentralized evaluation within a 3 year period



2

Evaluation quality KPI

evaluation reports received a rating in PHQA of 'meeting requirements' or higher

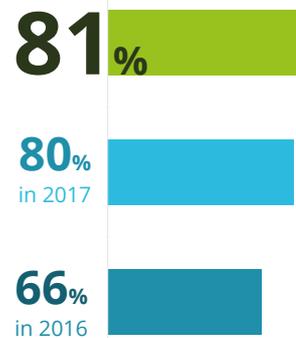


3

Evaluation use KPIs

strategic programme review documents commented on by OEV

Implementation of actions within management responses



4

5

Evaluation funding KPI

0.19% is the expenditure on evaluation as a percentage of WFP total contribution income



0.18% in 2017
0.15% in 2016

6

Evaluation partnerships KPI

5 joint and inter-agency humanitarian evaluations in which WFP participated



Annex II. Overview of WFP policies current in 2018 and evaluation coverage

APPROVAL DATE	POLICY AREA AND TITLES OF DOCUMENTS IN WHICH POLICIES ARE SET OUT	YEAR OF EVALUATION START/ PRESENTATION TO THE EXECUTIVE BOARD
2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>	
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>	
2003	Food aid and livelihoods in emergencies <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>	
2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>	2007 second session ³⁵
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>	2018 annual session
2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>	
2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>	
2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>	
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>	2018 annual session
2006	Food procurement in developing countries <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>	
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>	
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>	2015 first session ³⁶
2009	Capacity development <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>	2017 first session ³⁷
2010	HIV and AIDS ³⁸ <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>	
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)</i>	

Subject to completed, ongoing and planned strategic evaluations

New policy planned to be presented to the Executive Board

Evaluated

Evaluation ongoing

Evaluation planned

APPROVAL DATE	POLICY AREA AND TITLES OF DOCUMENTS IN WHICH POLICIES ARE SET OUT	YEAR OF EVALUATION START/ PRESENTATION TO THE EXECUTIVE BOARD
2012	Humanitarian protection <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>	2018 annual session
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>	2019 annual session
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>	
2013	School feeding ³⁹ <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	
2014	Corporate partnership ⁴⁰ <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>	2017 annual session
2014	Workforce management <i>WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B)</i>	2020 first session
2015	Gender ⁴¹ <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>	2020 annual session
2015	Building resilience for food security and nutrition <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>	
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>	
2015	Fraud and corruption <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>	
2015	Evaluation ⁴² <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>	
2016	Country strategic plans <i>Policy on CSPs (WFP/EB.2/2016/4-C/1/Rev.1)</i>	
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>	
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>	
2017	Nutrition ⁴³ <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>	
2017	Emergency preparedness <i>Emergency preparedness policy - Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>	
2018	Enterprise risk management <i>Enterprise risk management policy (WFP/EB.2/2018/5-C)</i>	
2018	Oversight <i>WFP Oversight Framework (WFP/EB.A/2018/5-C)</i>	

Source: OEV

Endnotes

- 1 WFP/EB.2/2015/4-A/Rev.1.
- 2 WFP/EB.2/2016/4-A/1/Rev.2.
- 3 WFP/EB.2/2016/4-C/1/Rev.1.
- 4 Financial Framework Review (WFP/EB.2/2015/5-C/1).
- 5 WFP/EB.2/2018/5-B/Rev.1.
- 6 WFP/EB.1/2012/5-B/Rev.1.
- 7 WFP/EB.A/2004/5-C.
- 8 WFP/EB.1/2006/5-B/Rev.1.
- 9 <http://unscr.com/en/resolutions/doc/2417>.
- 10 WFP/EB.A/2012/5-A.
- 11 WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017)
WFP/EB.2/2014/4-B.
- 12 WFP leadership priorities for 2017–2022 are leadership in emergency; programme excellence in the humanitarian–development–peace nexus; digital transformation of WFP and the people it serves; funding and partnerships for zero hunger; and unlocking WFP's potential – simplification, efficiency and impact.
- 13 WFP/EB.2/2013/4-C.
- 14 WFP Management Plan (2018–2020) (WFP/EB.2/2017/5-A/1/Rev.1).
- 15 OEV introduced the concept of an evaluation “window” as a way of maximizing the value and use of findings from impact evaluations. A “window” is the process followed for the preparation of a series of evaluations on the impacts of WFP activities in a given thematic area. To open a window, OEV works with programme teams and external stakeholders to assess evidence priorities in a thematic area and then invites country offices to express interest and co-fund evaluations of their activities to meet these evidence needs. For further information please see <https://executiveboard.wfp.org/meeting/881>.
- 16 UNEG. 2016. Evaluation Competency Framework. www.unevaluation.org/document/detail/1915.
- 17 Fifty-two country offices, six regional bureaux and four headquarters divisions.
- 18 The methodology for calculating some of the KPIs was adjusted in 2018 and the figures presented in this report show the results using the new methodology.
- 19 WFP/EB.2/2015/4-A/Rev.1, with the exception of the norm governing the evaluation of WFP's policies which is set in WFP/EB.A/2011/5-B.
- 20 WFP/EB.A/2018/7-A/Rev.1.
- 21 The main operations in WFP's portfolios in Malawi and Pakistan were evaluated in 2014 and a country portfolio evaluation in Kenya was conducted in 2011.
- 22 South Sudan: an evaluation of WFP's portfolio (2011–2015); evaluation of the WFP regional response to the Syrian crisis (January 2015–March 2018); Central African Republic: an evaluation of WFP's portfolio (2012–2017); Iraq: an evaluation of WFP's portfolio (2010–2015); and an evaluation of WFP's response to the Ebola virus disease (EVD) crisis in West Africa.
- 23 Summary Evaluation Report of the WFP Gender Policy (2008–2013) (WFP/EB.1/2014/5-A). An evaluation of the gender policy for 2015–2020 is planned to start in 2019.
- 24 Information on the calculation method and scorecard for the UN SWAP gender evaluation performance indicator is available at <http://www.unevaluation.org/document/detail/1452>.
- 25 United Nations General Assembly resolution 69/237 of 19 December 2014.
- 26 Evaluation of the National School Feeding Programme in Lesotho, in consultation with the Lesotho Ministry of Education and Training, May 2018, available at <https://www.wfp.org/content/lesotho-national-school-feeding-programme-evaluation>.
- 27 OEV work plan for 2019–2021, annexed to the WFP Management Plan (2019–2021) (WFP/EB.2/2018/6-A/1).
- 28 To calculate the costs of conducting decentralized evaluations in 2018, average costs per decentralized evaluation were applied to all

- the decentralized evaluations completed in 2018: non-impact evaluations – USD 130,000; and impact evaluations – USD 250,000. For 2017, actual expenditures were available for the ten decentralized evaluations completed that year. This explains much of the main difference between the two years. In 2019, efforts will be made to collect the costs of conducting decentralized evaluations more systematically through the evaluation management information system, which is now operational.
- 29 Estimation of management costs was based on the average time needed for one category C, step VI (the median step), national officer to manage a decentralized evaluation – four months. Information on the salaries and allowances of national officers is available at https://www.un.org/Depts/OHRM/salaries_allowances/salaries/gs.htm. Salaries and allowances vary from country to country and are paid in the local currency converted into United States dollars using the United Nations exchange rate of December 2018.
 - 30 Multilateral funding for capacity development was extended into 2019 and therefore not fully committed by 31 December 2018.
 - 31 An evaluation of WFP's Ethiopia portfolio (2012–2017).
 - 32 MOPAN 2017–18 assessments, February 2019.
 - 33 Extract of the MOPAN assessment of WFP for 2017/18, February 2019. <http://www.mopanonline.org/assessments/wfp2017-18/index.htm>.
 - 34 WFP/EB.2/2018/7-A/Add.1 – recommendation 4.b.
 - 35 Evaluation of WFP's Strengthening Emergency Needs Assessment Implementation Plan (WFP/EB.2/2007/6-A).
 - 36 Summary Evaluation Report on WFP's Cash and Voucher policy (2008–2014) (WFP/EB.1/2015/5-A).
 - 37 Summary Evaluation Report on the policy on Capacity Development (WFP/EB.1/2017.6-A/Rev.1).
 - 38 A Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa was presented at the second regular session in 2008 (WFP/EB.2/2008/6-A/Rev.1).
 - 39 An evaluation of the WFP School Feeding policy was presented at the first regular session in 2012 (WFP/EB.1/2012/6-D).
 - 40 Summary Evaluation Report on the Corporate Partnership Strategy (WFP/EB.A/2017/7-B).
 - 41 An evaluation of the WFP Gender Policy (2008–2013) was presented at the first regular session in 2014 (WFP/EB.1/2014/5-A).
 - 42 A Peer Review of the Evaluation Function at the World Food Programme was presented at the annual session in 2014 (WFP/EB.A/2014/7-D).
 - 43 An evaluation of the Nutrition policy (2012–2014) was presented at the second regular session in 2015 (WFP/EB.2/2015/6-A).

Acronyms

CSP	country strategic plan
CSPE	country strategic plan evaluation
FAO	Food and Agriculture Organization of the United Nations
FIT	Future International Talent
ICSP	interim country strategic plan
IRM	Integrated Road Map
MOPAN	Multilateral Organization Performance Assessment Network
OEV	Office of Evaluation
PSA	programme support and administrative (budget)
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UNEG	United Nations Evaluation Group
UN SWAP	United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women

Disclaimer

The boundaries and names shown and the designations employed and the presentation of material on the maps in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

A dotted line represents approximately the Line of Control in Jammu and Kashmir agreed on by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed by the parties.

The final boundary between the Republic of Sudan and the Republic of South Sudan has not yet been determined.

The final status of the Abyei area is not yet determined.

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