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برنامج الأغذية العالمي

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## Annual evaluation report for 2019

### Introduction

This is the fourth annual evaluation report produced under WFP's Evaluation Policy (2016–2021).<sup>1</sup>

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 2019 and 2020 and highlights the 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 and assesses the key performance indicators 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 evaluation.

Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in the coming years, along with strategic priorities identified for each of the objectives of the evaluation policy.

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<sup>1</sup> WFP/EB.2/2015/4-A/Rev.1.

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

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### Focal point:

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**Draft decision\***

The Board takes note of the annual evaluation report for 2019 (WFP/EB.A/2020/7-A) and the management response (WFP/EB.A/2020/7-A/Add.1), and encourages further action, taking into account considerations raised by the Board during its discussion.

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

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

1. Part 1 looks at how the evaluation function is evolving in line with WFP's strategic direction and trends in WFP's operating environment.
2. It provides an overview of centralized and decentralized evaluations completed, ongoing and planned in 2019 and 2020 and highlights the types of evaluation evidence available for supporting the strategic priorities of WFP.

### **1.1 WFP centralized evaluations**

3. WFP adheres to the United Nations definition of evaluation: evaluation serves the dual purpose of accountability and learning; these two objectives are mutually reinforcing.
4. 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.
5. 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.
6. 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),<sup>2</sup> WFP's Policy on Country Strategic Plans<sup>3</sup> (CSPs), its financial framework<sup>4</sup> and its revised Corporate Results Framework (2017–2021).<sup>5</sup>

### ***Overview of centralized evaluations, 2019–2020***

7. In 2019, 17 evaluations were completed or ongoing (table 1) and two impact evaluation "windows" were ongoing or initiated. Twelve centralized evaluations were funded from the programme support and administrative (PSA) budget and five CSP evaluations were funded from country portfolio budgets.

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<sup>2</sup> WFP/EB.2/2016/4-A/1/Rev.2.

<sup>3</sup> WFP/EB.2/2016/4-C/1/Rev.1.

<sup>4</sup> WFP/EB.2/2015/5-C/1.

<sup>5</sup> WFP/EB.2/2018/5-B/Rev.1.

**TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2019**

Type	Subject of evaluation	Evaluation reference period	Executive Board session
Policy	Update of WFP's Safety Nets Policy	2012–2017	2019 annual session
	WFP People Strategy	2014–2019	2020 first session
	WFP Gender Policy (2015–2020)	2015–2019	2020 annual session
Strategic	WFP's Capacity to Respond to Emergencies	2011–2018	2020 first session
	Funding of WFP's work	2014–2019	2020 annual session
	School feeding contributions to the SDGs	2014–2020	2021 first session
Country strategic plan	Bangladesh CSP	2017–2020	2020 second session
	Cameroon CSP	2018–2020	2020 second session
	Democratic Republic of the Congo ICSP	2018–2020	2020 second session
	Indonesia CSP	2017–2020	2020 second session
	Timor-Leste CSP	2018–2020	2020 second session
Corporate emergency response	WFP's corporate response in northeast Nigeria	2016–2018	2019 second session
	Inter-agency humanitarian evaluation of the drought response in Ethiopia	2015–2018	
	Inter-agency humanitarian evaluation of the response to Cyclone Idai in Mozambique	2019	
	Inter-agency humanitarian evaluation on gender equality and empowerment of women and girls	2017–2019	
Synthesis	Synthesis of country portfolio evaluations in Africa	2016–2018	2019 annual session
	Synthesis of evidence and lessons from WFP's policy evaluations	2011–2019	2020 annual session
Impact <sup>6</sup>	Cash-based transfers and gender window	2018–2023	
	Climate change and resilience window	2019 onwards	

Abbreviations: ICSP = interim country strategic plan; SDGs = Sustainable Development Goals.

8. Following consultation with the Executive Board and WFP management, work on 29 confirmed evaluations and two confirmed impact evaluation windows will continue or start in 2020 (table 2).

<sup>6</sup> A list of impact evaluations is presented in annex III.

**TABLE 2: CENTRALIZED EVALUATIONS ONGOING OR NEW IN 2020**

Type	Subject of evaluation	Status
Policy	WFP Gender Policy (2015–2020)	Ongoing
	South–South and Triangular Cooperation Policy	New
Strategic	Funding of WFP's work	Ongoing
	School feeding contributions to the SDGs	Ongoing
	Use of technology in constrained environments	New
	Managing organizational change (pending funding)	New
Country strategic plan	Bangladesh CSP	Ongoing
	Cameroon CSP	Ongoing
	Democratic Republic of the Congo ICSP	Ongoing
	Indonesia CSP	Ongoing
	Timor-Leste CSP	Ongoing
	Afghanistan CSP	New
	China CSP	New
	Democratic People's Republic of Korea ICSP	New
	Gambia CSP	New
	Honduras CSP	New
	Islamic Republic of Iran ICSP	New
	Lebanon CSP	New
	Morocco CSP	New
	Mozambique CSP	New
	Syrian Arab Republic ICSP	New
Zimbabwe CSP	New	
Corporate emergency response	Corporate emergency response evaluation (topic to be specified)	New
	Inter-agency humanitarian evaluation of the responses to Cyclone Idai in Mozambique	Ongoing
	Inter-agency humanitarian evaluation on gender equality and empowerment of women and girls	Ongoing
	Inter-agency humanitarian evaluation of the response to the humanitarian situation in Yemen	New
	Inter-agency humanitarian evaluation (topic to be specified)	New
Synthesis	Synthesis of evidence and lessons from WFP's policy evaluations	Ongoing
	Synthesis report (topic to be specified)	New
Impact <sup>7</sup>	Cash-based transfers and gender window	Ongoing
	Climate change and resilience window	Ongoing
	School-based programming window (tbc)	New
JOINT	Rome-based agency collaboration	New

Abbreviations: ICSP = interim country strategic plan; SDGs = Sustainable Development Goals.

<sup>7</sup> A list of impact evaluations is presented in annex III.

### ***Policy evaluations***

9. Policy evaluations examine particular WFP policies and the systems, guidance and activities that are in place to implement them. They seek to generate insights and evidence to help policymakers improve future policies and assist programme staff in policy implementation.
10. At the 2019 annual session of the Board, OEV presented the evaluation of the update of WFP's safety nets policy<sup>8</sup> approved in 2012. The evaluation is of particular strategic relevance in the light of the expansion of safety nets, sustained interest in social protection, increased experience in strengthening social protection systems to respond to shocks, and global increase in the use of cash-based modalities in humanitarian settings. The evaluation assessed both the support by WFP to governments and others in providing safety nets as well as WFP's direct provision of safety nets. The evaluation made five recommendations; all were agreed to by WFP management. The Safety Nets and Social Protection Unit is actively engaged in implementing key recommendations that include the development of a social protection strategy on which the unit is in consultation with OEV for guidance and learning.
11. The Board considered the WFP People Strategy,<sup>9</sup> with the subtitle "A People Management Framework for Achieving WFP's Strategic Plan 2014–2017", at its 2014 second regular session. OEV initiated the evaluation of the strategy in late 2018 with a focus on the extent to which it had 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 had a high degree of stakeholder engagement and participation. The evaluation also sought to give due consideration to findings from an external review of the workplace culture and ethical climate at WFP.<sup>10</sup> The evaluation report was presented to the Board at its 2020 first regular session. The evaluation made six recommendations; all were agreed to by WFP management.
12. The WFP Gender Policy (2015–2020) was approved by the Board in 2015 and had the aim of making gender equality and women's empowerment "everybody's business". OEV initiated the evaluation of the policy in 2019 with a view to presenting findings and recommendations at the 2020 annual session of the Board, in time to feed into the process for developing a new policy or updating the existing one.
13. In 2020, OEV will initiate the evaluation of the Policy on South–South and Triangular Cooperation, and the evaluation report will be presented to the Board at its 2021 annual session.

### ***Strategic evaluations***

14. Strategic evaluations are forward-looking and assess strategic, systemic or emerging corporate issues, programmes and initiatives with global or regional coverage, and are selected for their relevance to WFP's strategic direction.
15. In 2019, OEV undertook three new strategic evaluations:
  - The strategic evaluation of WFP's capacity to respond to emergencies examined WFP's work since 2011, a period in which the number, complexity and duration of humanitarian crises grew substantially. The evaluation covered the full range of emergencies to which WFP responds in terms of location, scale and type and was based on a logic model organized around the contribution that WFP's capacity makes to the quality of its emergency response. The evaluation concluded that although WFP

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<sup>8</sup> WFP/EB.A/2012/5-A.

<sup>9</sup> WFP/EB.2/2014/4-B.

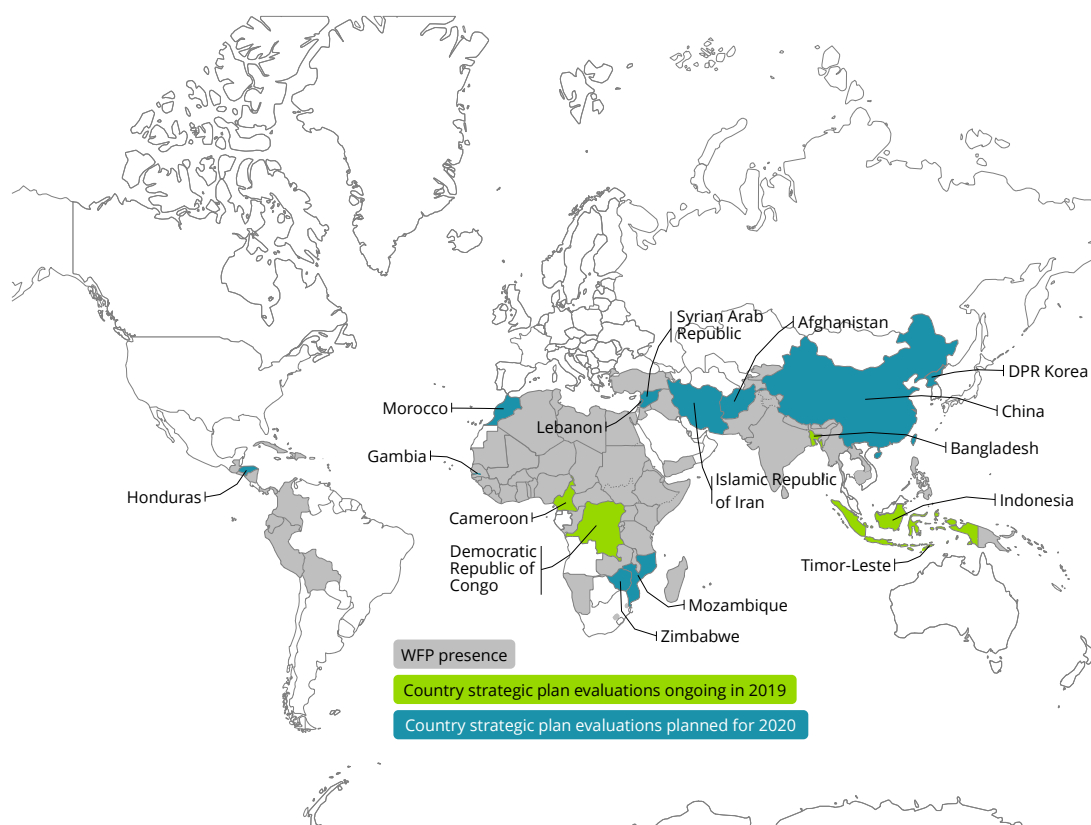
<sup>10</sup> Willis Towers Watson. 2019. External Review of Workplace Culture and Ethical Climate at WFP. <https://docs.wfp.org/api/documents/WFP-0000108824/download/>.

has built response capacity to address the growing number and scale of emergencies, significant challenges confront its ambition to enhance the quality of responses in a diversifying range of contexts. The evaluation recommended urgent investment in building a long-term approach to enable sustained access to the skills and expertise needed in all phases and types of response and effective corporate oversight of the quality of responses over time and in all locations. The evaluation report was presented to the Board at its 2020 first regular session. The evaluation made ten recommendations; six were agreed and four were partially agreed by WFP management.

- The strategic evaluation of funding WFP's work (2014–2019) will be presented at the Board's 2020 annual session. Shortages of funds compared with needs have been a longstanding challenge for WFP and have become more acute in recent years in the light of rising needs. The evaluation will examine all sources of funding, including governments (donor and host country), multi-donor funds and multilateral organizations, private donors (individuals, corporations and foundations) and innovative sources of financing.
  - The strategic evaluation of school feeding contributions to the SDGs was initiated in late 2019 and the evaluation report will be presented to the Board during its 2021 first regular session. The evaluation will assess the continued relevance of the WFP School Feeding Policy (2013) and its results, as well as the strategic positioning of school feeding within WFP's programmes and the capacity of WFP to deliver effective school feeding and provide support to governments in the development and implementation of their own programmes. The evaluation will feed into the implementation of the new school feeding strategy (2020–2030) and the development of a potential new school feeding policy.
16. The evaluation of WFP's use of technology in constrained environments, to be initiated in 2020, will assess how WFP makes use of the most appropriate technologies for targeting, providing and monitoring assistance in hard-to-reach areas. The planned evaluation of organizational change has been postponed owing to a lack of funding in 2020.

### ***Country strategic plan evaluations***

17. A CSP evaluation is required in the penultimate year of implementation of each CSP, in line with the CSP policy approved in 2016. CSP evaluations focus on assessing WFP's contributions to strategic outcomes at the country level in respect of the WFP strategic plan and the 2030 Agenda for Sustainable Development. Serving the dual functions of accountability and learning, CSP evaluations are designed to feed into the CSP development process and to enhance the visibility of and accountability for WFP's work at the country level. They are meant to assess and explain progress towards expected results by addressing four questions: To what extent are WFP's strategic position, role and specific contributions based on country priorities, people's needs and WFP's strengths? What are the extent and quality of WFP's specific contributions to CSP strategic outcomes? To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? What factors explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?

**Figure 1: Country strategic plan evaluation coverage, 2019–2020**

Source: OEV.

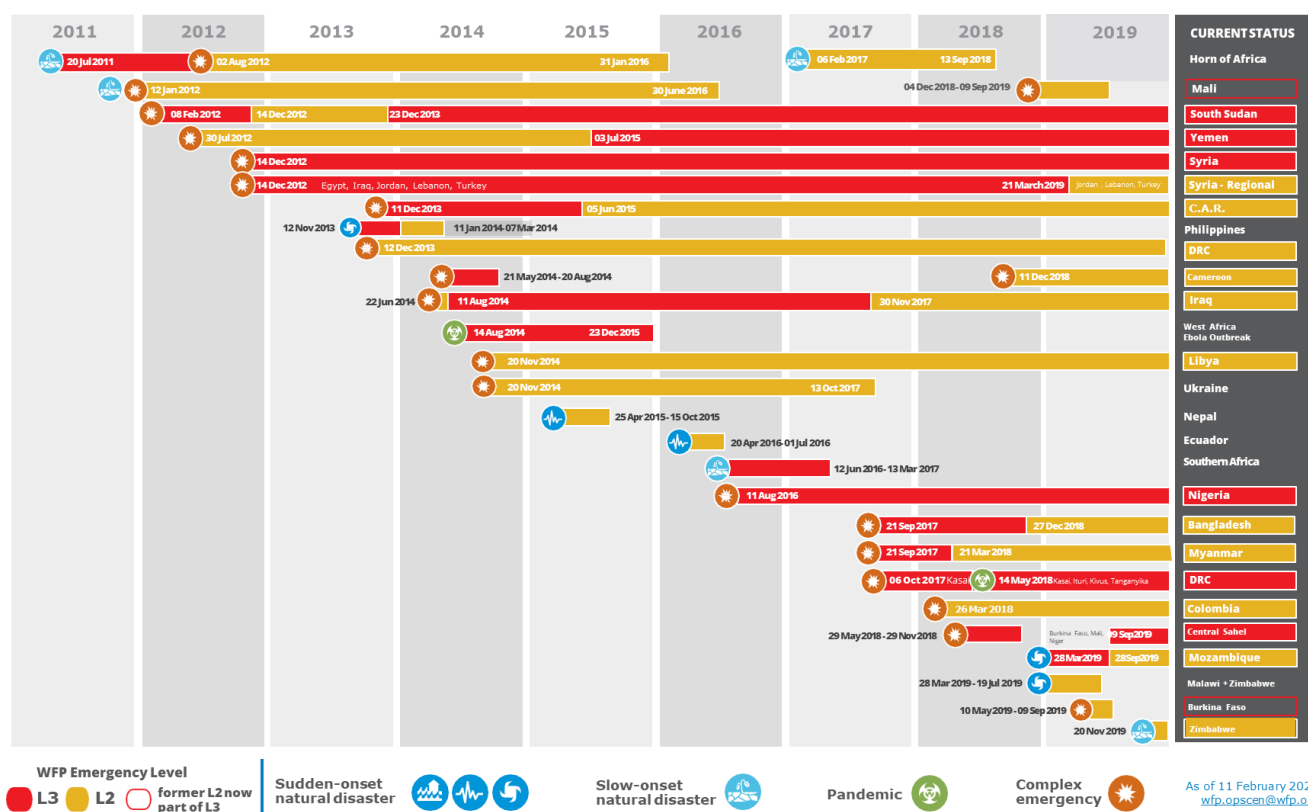
18. Eight CSP evaluations were planned for 2019: Bangladesh, Cameroon, the Democratic Republic of the Congo (interim country strategic plan, or ICSP), Indonesia, the Islamic Republic of Iran (ICSP), Lebanon, the Syrian Arab Republic (ICSP) and Timor-Leste. Five of them (for Bangladesh, Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste) are progressing as planned and will be completed in the first quarter of 2020. The scope of the Bangladesh CSP evaluation has been expanded to cover the WFP response to the Rohingya emergency. Three CSP evaluations (for the Islamic Republic of Iran, Lebanon and the Syrian Arab Republic) have been postponed to 2020 in view of the extension of the ICSP and CSP cycles for those countries.
19. Thirteen CSP evaluations were planned for 2020, but three of these – for Colombia, El Salvador and Guatemala – have been waived because the duration of the CSP cycles was shortened, making it impossible to conduct the evaluations in time. The cycles of another two CSPs, for Ecuador and the United Republic of Tanzania, have been extended by one year in accordance with the programme cycle of the countries' United Nation sustainable development cooperation frameworks (UNSDCFs), resulting in postponement of the evaluations to 2021.
20. In 2020, OEV will deliver 11 CSP evaluations for Afghanistan, China, the Democratic People's Republic of Korea (ICSP), the Gambia, Honduras, the Islamic Republic of Iran (ICSP), Lebanon, Morocco, Mozambique, the Syrian Arab Republic (ICSP) and Zimbabwe.



## Evaluations of corporate emergency responses

21. Evaluations of corporate emergency responses assess the coverage, coherence and connectedness of the response. In 2019, complex and protracted emergencies continued to challenge the international community. Emergency responses account for approximately two thirds of WFP's estimated total operational requirements for 2020 – a 20 percent increase since 2019.<sup>11</sup> Figure 2 shows the main emergency responses since 2011, highlighting the complex and protracted nature of most of the related crises.

Figure 2: Major emergency responses, 2011–2019



Source: WFP Operational Information Management and Operations Centre Unit (<https://docs.wfp.org/api/documents/WFP-0000072501/download>), as of 31 December 2019.

22. In 2019, OEV completed a corporate emergency evaluation of the WFP Level 3 emergency response in northeastern Nigeria,<sup>12</sup> which informed the implementation of Nigeria's first CSP. The evaluation found that WFP's ability to scale up rapidly from zero to 1 million beneficiaries in 2016 was impressive, although it occurred after famine-like conditions had already arisen, despite early warning of the deteriorating food and nutrition situation. The effective scale-up was underpinned by efficient recruitment of national staff and effective supply chain and common services. WFP was slower to deliver a high-quality response, however, and the evaluation found persistent challenges in beneficiary targeting, choice of cash transfer delivery mechanisms and gender-sensitive programming. In addition, frequent changes in senior leadership in the country office resulted in a lack of programmatic oversight. In common with the United Nations response as a whole, WFP struggled to adhere to humanitarian principles in its response. The complexity and scale of the crisis present opportunities for further development and strengthening of coordination and partnership approaches. Limited progress in building national capacities calls for greater investment, and a more robust approach is needed to provide beneficiaries with

<sup>11</sup> WFP Management Plan (2020–2022). WFP/EB.2/2019/5-A/1.

<sup>12</sup> WFP/EB.2/2019/6-A.

sustainable livelihood opportunities. Life-saving assistance continues to be a priority that WFP needs to advocate vigorously. The evaluation made seven recommendations; four were agreed and three were partially agreed by WFP management.

23. An additional three emergency responses will be covered by CSP evaluations that started in 2019, for Cameroon (Level 2), the Democratic Republic of the Congo (Level 3) and Bangladesh, for the Rohingya refugee crisis (Level 3). The emergency responses in Mozambique, the Syrian Arab Republic and Zimbabwe will be covered by CSP evaluations planned for 2020.
24. WFP continues to invest significantly in inter-agency humanitarian evaluations<sup>13</sup> by allocating staff time and financial contributions each year. Inter-agency humanitarian evaluations play an increasingly critical role in the system-wide humanitarian evaluations for strengthening learning and enhancing accountability to affected people, national governments, donors and the public. They also contribute to ensuring evaluation coverage of WFP corporate emergencies efficiently through the assessment of collective inter-agency action. The findings of inter-agency humanitarian evaluations are presented to the Inter-Agency Standing Committee and reports are posted publicly on the committee's website.
25. Three inter-agency humanitarian evaluations were ongoing in 2019. An evaluation of drought responses in Ethiopia was completed. The evaluation concluded that the responses had been successful and well-coordinated in many respects and that they contributed to the identification of challenges in areas including needs assessment, planning, early warning and mechanisms for accountability to affected people. The report on the evaluation of the system-wide scale up of the humanitarian response to Cyclone Idai in Mozambique will be completed in 2020, and the first thematic inter-agency humanitarian evaluation on gender equality and the empowerment of women and girls was launched in 2019, with WFP as a member of the management group.
26. WFP is also a member of the management group for the inter-agency humanitarian evaluation of the response to the Yemen crisis, which will start in 2020. One other inter-agency humanitarian evaluation is planned for 2020, with the topic yet to be decided.

### ***Evaluation syntheses***

27. In 2019, OEV finalized the first synthesis of WFP's country portfolio evaluations – for the Sahel and the Horn of Africa – which had the aim of identifying findings and lessons that are applicable to other fragile contexts and conflict settings. The synthesis covered eight country portfolio evaluations completed between 2016 and 2018, those for Burundi, Cameroon, the Central African Republic, Ethiopia, Mali, Mauritania, Somalia and South Sudan. It concluded that WFP generally worked well in partnership but faced barriers to operational coordination. Reconciling the diverse priorities of donors is an ongoing challenge, requiring advocacy for multi-year funding. Protection was well-integrated into interventions, but accountability to affected populations was inconsistent. WFP's commitment to a "shift in gear" in the mainstreaming of gender was not evident. The synthesis was presented to the Board for consideration at its 2019 annual session. Its findings and recommendations were found by WFP management and Board members to be applicable to all regions where WFP

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<sup>13</sup> Inter-agency humanitarian evaluations are managed by a steering group composed of the Active Learning Network for Accountability and Performance in Humanitarian Action, the Food and Agriculture Organization of the United Nations (FAO), InterAction, the International Council of Voluntary Agencies, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Refugees, the Steering Committee for Humanitarian Response, the United Nations Development Programme, the United Nations Population Fund, WFP and the World Health Organization (WHO).

operates. The synthesis made six recommendations; four were agreed and two were partially agreed by WFP management.

28. A new synthesis of evidence and lessons from policy evaluations was commissioned in 2019 with a view to building on the OEV document “Top 10 Lessons for Policy Quality in WFP”<sup>14</sup> and to providing evidence for learning by the WFP policy cycle task force. Evaluative evidence from 2011 to 2019 will be synthesized in order to identify recurrent findings within and among policy areas, highlight key themes of strategic relevance for WFP, highlight factors that enable or inhibit the quality of policy-making and the uptake of policies, build understanding of how to enhance learning from policy evaluations, and explore the extent to which WFP management responses to policy evaluation recommendations are implemented. The report will be presented to the Board at its 2020 annual session. An additional evaluation synthesis is also planned for 2020, with the topic yet to be decided.

### ***Impact evaluations***

29. In 2019, a strategy for impact evaluation was finalized with the aim of guiding efforts to enhance WFP’s capacity to deliver and use impact evaluations in ways that support organizational learning and contribute to global evidence, in line with the identified organizational priorities for the generation of impact evaluation evidence on cash-based transfer modalities, gender equality and women’s empowerment interventions, climate change and resilience activities and nutrition interventions and school feeding programmes.
30. The circumstances in which WFP operates require that impact evaluations respond to evolving contexts, harnessing the best possible tools for capturing and analysing data in ways that generate relevant insights into what works best in humanitarian and development interventions.
31. The main delivery mechanism for impact evaluations is the design and implementation of thematic impact evaluation “windows”, which have the aim of shaping the demand for impact evaluations throughout WFP and maximizing the value and use of findings from coordinated portfolios of such evaluations. In addition to windows, OEV also supports the delivery of other carefully selected impact evaluations outside windows on behalf of WFP country offices; whenever possible, evidence from these impact evaluations will be combined with evidence from ongoing and future windows.
32. OEV has launched two impact evaluation windows. The cash-based transfers and gender window was launched in February 2019, with 11 country offices submitting expressions of interest. Of these country offices, eight were invited to a workshop in Rome in May. Four country offices were selected for impact evaluations: Burundi,<sup>15</sup> El Salvador, Kenya and the Syrian Arab Republic. The climate change resilience window was launched in December 2019 and proposals will be selected and developed in early 2020. Work has started on the design of four impact evaluations included in multi-year programmes funded by Germany, which will be integrated into the climate change and resilience window; detailed designs of impact evaluations are being prepared with the country offices for Mali and the Niger for commencement in 2020 and impact evaluations are integrated into the design of two joint projects: a WFP-FAO-United Nations Children’s Fund (UNICEF) project in the Democratic Republic of the Congo, and a WFP-UNICEF project in South Sudan, for which activities will start in early 2020. A full list of ongoing impact evaluations can be found in annex III.

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<sup>14</sup> <https://docs.wfp.org/api/documents/WFP-0000002715/download/>.

<sup>15</sup> The Burundi country office subsequently concluded that its current programming made an impact evaluation unfeasible. OEV will engage with the Burundi country office at a more suitable time in the future.

33. OEV and a team from the School-based Programmes Service (SBP) are exploring the possibility of opening a third impact evaluation window in the second half of 2020.

### ***Joint initiatives***

34. OEV participated in the internal reference group for the synthesis of evaluative evidence related to SDG target 4.5 (equality and inclusion in education) led by the United Nations Educational, Scientific and Cultural Organization (UNESCO). Evidence from 20 evaluations of WFP school feeding interventions was included in the sample of 147 studies. The strongest evidence in the synthesis related to the benefit of conditional cash-based transfers on improved school attendance among children in poor households and to the positive effect that school feeding programmes have on primary school enrolment. OEV and SBP co-organized a learning event in October 2019 to present and discuss findings from the synthesis.
35. In October 2019, the WFP and UNICEF evaluation offices held a one-day workshop in order to reflect together, exchange experiences and identify areas for concrete collaboration such as joint decentralized evaluations, impact evaluations and capacity development.
36. Joint work with UNESCO and UNICEF to evaluate country-specific evidence related to SDG 4 is envisaged for 2020, as is work on a WHO-led initiative to assess the evaluability of a health-related SDG global action plan partnership.<sup>16</sup> OEV is also involved in discussions with other agencies contributing to SDG 2 on a joint study aimed at mapping the support provided to countries working towards SDG 2 targets. Preparation has started for a joint evaluation of collaboration among the Rome-based agencies, which will be conducted with FAO and the International Fund for Agricultural Development (IFAD) and concluded in 2021.

## **1.2 WFP decentralized evaluations**

37. According to the Evaluation Policy (2016–2021), decentralized evaluations are “demand-led”: commissioning units (predominantly country offices) select topics or interventions to be evaluated and time the evaluations so that the results can be used to inform programming decisions. The planning of decentralized evaluations is based on learning needs and the aim 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 (2016–2021).

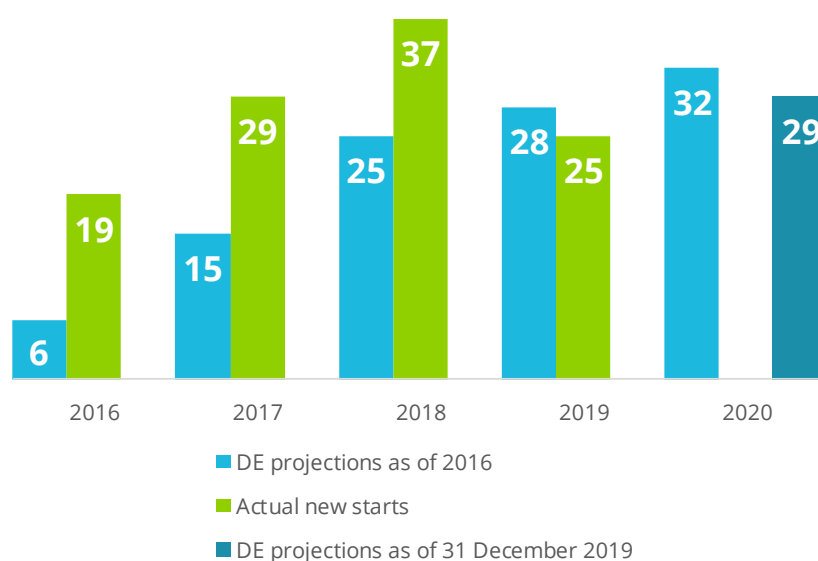
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<sup>16</sup> Global Action Plan for Healthy Lives and Well-being for All: Strengthening collaboration among multilateral organizations to accelerate country progress on the health-related Sustainable Development Goals.  
<https://www.who.int/sdg/global-action-plan>.

### Overview of decentralized evaluations, 2018–2019

38. During the first three years of implementation of the Evaluation Policy (2016–2021), the actual number of decentralized evaluations started in each year was far higher than the initial 2016 projections (see figure 3). In 2019, an additional 25 decentralized evaluations were begun – slightly fewer than the 28 originally projected in early 2016 when the Corporate Evaluation Strategy (2016–2021) was developed. While the demand for decentralized evaluations remains high, the number of decentralized evaluations starting each year is expected to stabilize because of the greater attention being paid to the strategic planning of such evaluations in order to ensure balanced coverage and adequate sequencing of various types of evaluation during the CSP cycles. The aim is to minimize overlaps and avoid overburdening stakeholders while ensuring that evidence from decentralized evaluations informs CSP evaluations.

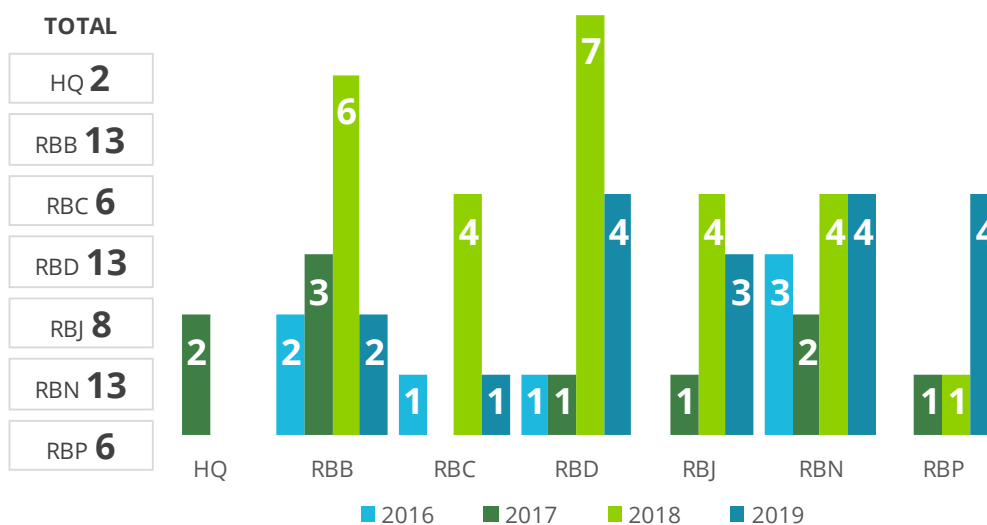
**Figure 3: Projected decentralized evaluations and new starts, 2016–2020**



Source: OEV.

39. Since 2016, 61 decentralized evaluations have been completed (figure 4), compared with 43 at the end of 2018. Most decentralized evaluations completed to date (97 percent) were commissioned by country offices. Of the decentralized evaluations planned for 2016–2020, 16 have been cancelled; in three countries with relatively focused portfolios (the Democratic People’s Republic of Korea, Indonesia and the Islamic Republic of Iran) this decision was taken in order to minimize overlaps between the decentralized evaluations and CSP evaluations planned for the same period; in other instances, WFP and partners jointly decided to turn the evaluations into reviews because of limited time and resources; elsewhere, the intervention for which an evaluation was originally planned had a very low level of implementation, giving rise to evaluability issues; and the Iraq country office was forced to cancel its evaluation because of challenges in sourcing a robust evaluation team willing to travel in Iraq given the volatile security situation.
40. A closer look at the distribution of decentralized evaluations by region for the period 2016–2019 (figure 4) shows that 18 evaluations were completed in 2019 compared with 26 in 2018. The East Africa, West Africa, and Asia and the Pacific regions have completed the most decentralized evaluations since 2016.

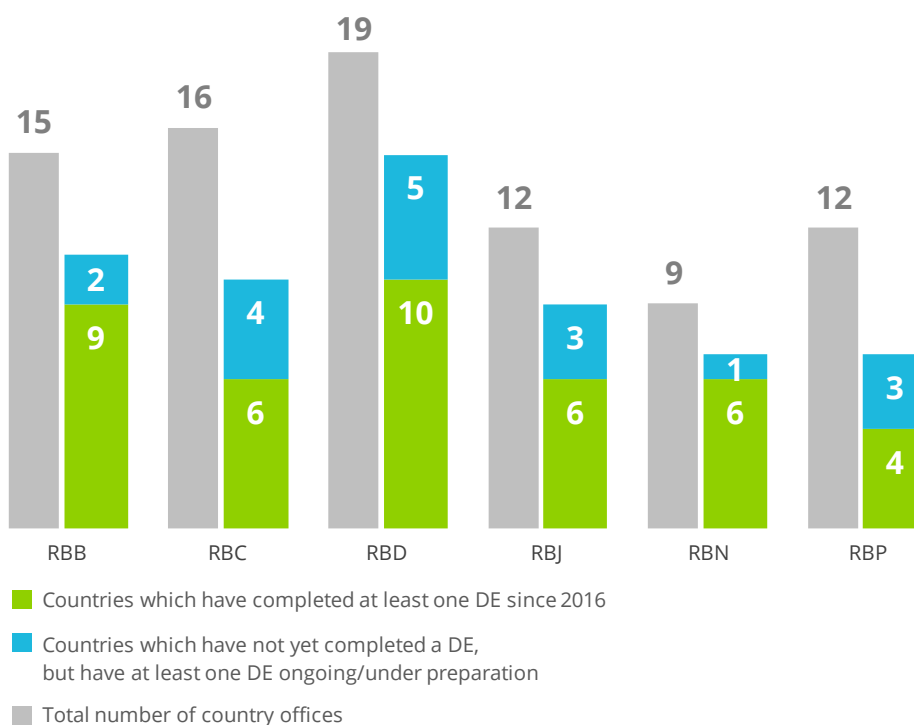
**Figure 4: Completed decentralized evaluations by region/headquarters and year of completion, 2016-2019**



Source: OEV.

- The number of countries that have conducted at least one decentralized evaluation varies considerably from region to region (figure 5), with the East Africa and the Asia and the Pacific regions having the highest coverage and the Middle East, North Africa, Eastern Europe and Central Asia and the Latin America and the Caribbean regions having the lowest. Progress in meeting the coverage norms for decentralized evaluations is expected in 2020 based on current plans in country offices that have not yet undertaken a decentralized evaluations.

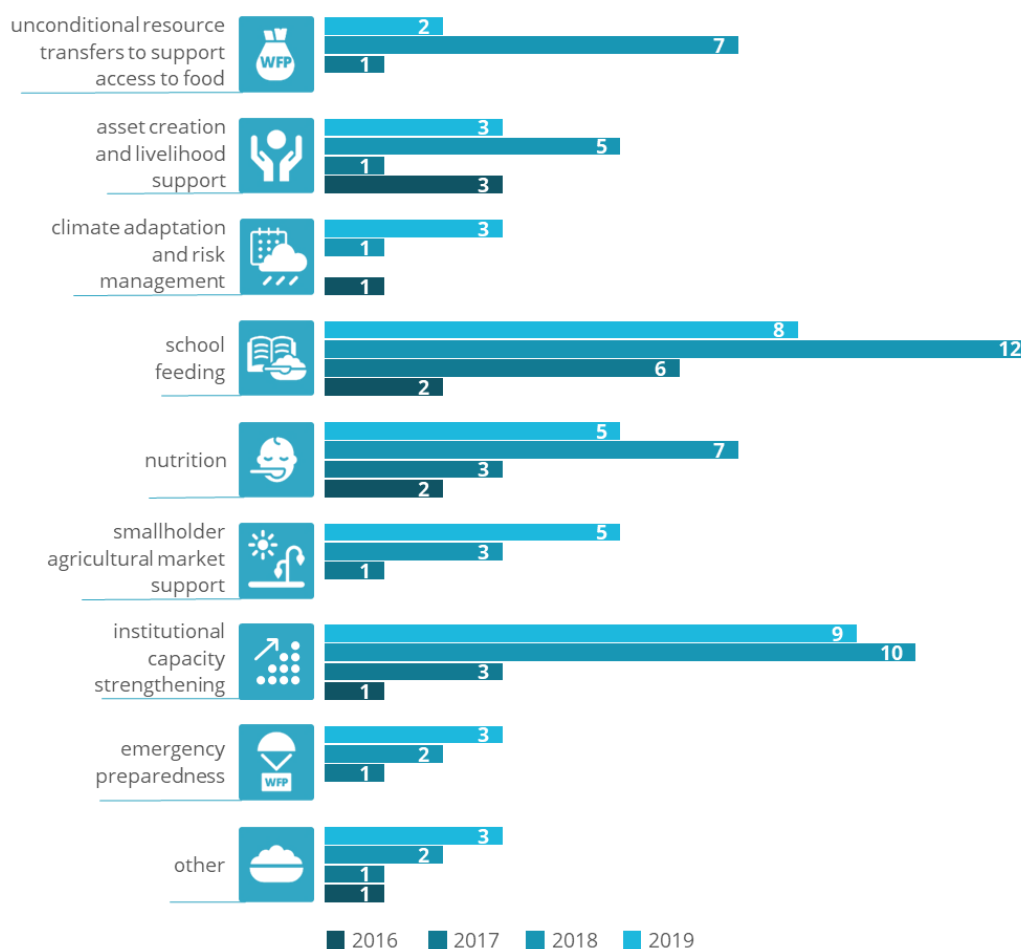
**Figure 5: Numbers of country offices with completed or ongoing decentralized evaluations by region (2016-2019)**



Source: OEV.

42. Headquarters divisions other than OEV are also actively engaged in generating evidence through decentralized evaluations. SBP has commissioned a series of evaluations of school feeding programmes in emergency settings covering the Democratic Republic of the Congo, Lebanon, the Niger and the Syrian Arab Republic. Final reports are expected in 2020. In addition, FAO is in consultation with IFAD, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the WFP Gender Office in preparation for an evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women. Also in 2019, the Regional Bureau for Asia and the Pacific completed WFP's first decentralized regional evaluation, covering four countries.
43. As in previous years, the majority of the decentralized evaluations completed during the period 2016–2019 were focused on school feeding programmes (figure 6). This reflects the evaluation requirements of specific donors and the status of school feeding as one of WFP's largest programmes in terms of number of beneficiaries. Over the 2016–2019 period, the second largest set of decentralized evaluations was of capacity strengthening activities. Nutrition activities were the third largest area of focus and asset creation and livelihood support activities the fourth, followed by unconditional resource transfers and smallholder agricultural market support. A closer analysis shows a slight shift towards evaluations of smallholder markets, climate and capacity strengthening interventions compared with 2018.

**Figure 6: Completed decentralized evaluations by programme area, 2016–2019\***



Source: OEV.

\* Decentralized evaluations can cover more than one programmatic area.

44. In terms of programme areas, decentralized evaluation coverage does not reflect the WFP programme of work, which is predominantly focused on unconditional resource transfers. As the regional bureaux redefine the priorities for decentralized evaluations, in consultation with country offices and 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.



## Part 2: Evaluation – How well is WFP’s evaluation function performing?

45. Part 2 explores the overall performance of WFP’s evaluation function. It starts by highlighting the main developments in the function during 2019 and assessing the key performance indicators for measuring progress towards the outcomes set out in the Evaluation Policy (2016–2021). It then reflects on progress in strengthening evaluation capacities, the quality and use of evaluations and developments in evaluation partnerships, concluding with a look at resourcing for the evaluation function.

### 2.1 Major developments in evaluation

46. This section reports the major developments in WFP’s evaluation function that contributed notably to the effective operationalization of the Evaluation Policy (2016–2021) in 2019.

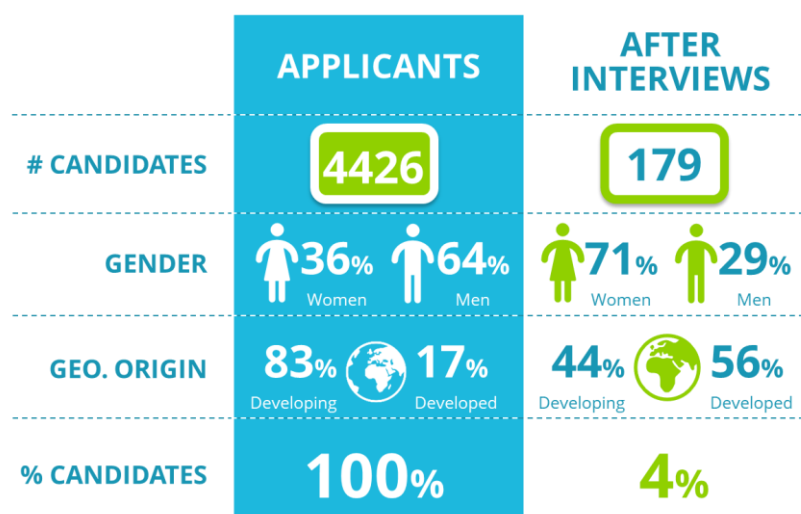
#### *Change management process*

47. In view of the increasing workload expected of WFP’s integrated centralized and decentralized evaluation function, OEV initiated a restructuring of itself in 2018. The change management process supporting the restructuring was aimed at ensuring that OEV has an agile organizational structure with efficient and effective ways of working and the right number and profile of staff to meet the expanding coverage and scope of work and that OEV staff work as an engaged, professional and empowered team, equipped to deliver the ambitions set out in the Evaluation Policy (2016–2021).
48. In 2019, OEV established 14 new fixed-term positions, increasing the number of positions from 15 to 29, which required a restructuring of the office. In order to facilitate the integration of these new colleagues, the “onboarding” process was given particular attention. The change management process was successfully completed in December 2019, in time to start implementation of the 2020 work plan.

#### *Staffing for the evaluation function*

49. In 2018, OEV and the Performance Management and Monitoring Division joined forces on strengthening WFP’s monitoring and evaluation workforce so that it could address both monitoring and evaluation requirements throughout WFP, particularly in country offices. Two major exercises were launched with support from the Human Resources Division:
- *Joint monitoring and evaluation FIT pool:* A WFP monitoring and evaluation Future International Talent (FIT) pool was established to provide a pool of talented professionals ready for timely deployment to any duty station in country offices and regional bureaux around the globe and at headquarters. The initiative also provides an opportunity for career progression for many current employees, including national staff and international consultants. It is a response to the demand from all levels of WFP for the strengthening of both monitoring and evaluation functions with expertise at the P2, P3 and P4 levels. Of 4,426 applicants, 179 candidates have been selected for inclusion in the pool; close attention has been paid to gender and geographical diversity: two thirds are women and 44 percent come from developing countries. Figure 7 provides an overview of the results of the FIT pool selection process; 22 positions throughout WFP have already been filled from the Pool since it became operational during the last quarter of 2019.

**Figure 7: Results of the selection process for the monitoring and evaluation Future International Talent pool**



Source: HR.

- *Joint monitoring and evaluation workforce planning:* During the first part of 2019, OEV and the Performance Management and Reporting Division organized a workshop with the Human Resources Division, regional bureaux and country offices to reflect on various operating models for an efficient monitoring and evaluation function in country offices. In 2020, following the restructuring of the field monitoring function, OEV will pursue this initiative with the newly created Research, Assessment and Monitoring Division (which is in charge of field monitoring) with a view to developing appropriate operating models for ensuring that assessment, research, monitoring and evaluation requirements are satisfactorily met at the country level.

### **Strategies for implementing the Evaluation Policy (2016–2021)**

50. Over the course of 2019, OEV focused on the development of two new strategies aimed at providing further support for implementation of the Evaluation Policy (2016–2021).
51. *Impact evaluation strategy:* WFP published its first impact evaluation strategy (2019–2026), detailing a vision, objectives and activities to be implemented in order to harness impact evaluation as a tool for evidence generation and organizational learning. The strategy was developed through a process of consultations and workshops with internal and external stakeholders that began in 2018. The vision for impact evaluation set out in the strategy is that “WFP uses rigorous impact evaluation evidence to inform policy and programme decisions, optimize interventions, and provide thought leadership to global efforts to end hunger and achieve the SDGs.” To deliver on the strategy, OEV is partnering with organizations that have a track record in delivering impact evaluations in WFP’s operational settings, including the World Bank’s Development Impact Evaluation unit, which will support WFP in delivering impact evaluations and building capacity in this area. To ensure adequate financial resources, OEV also created an impact evaluation trust fund to channel donor funding and facilitate the financial management of WFP impact evaluation activities.
52. The strategy identifies four objectives: to contribute to the evidence base for achieving the SDGs; to deliver operationally relevant and useful impact evaluations; to maximize the responsiveness of impact evaluations to rapidly evolving contexts; and to harness the best tools and technologies for impact evaluation. Achieving the vision and objectives set out in the strategy will require WFP to build its capacity and learn how to deliver impact evaluations in difficult settings. While the strategy covers a period of seven years, the first two years will

be a pilot phase aimed at ensuring that the operational model is “fit for purpose” and meets organizational needs.

53. *Evaluation capacity development strategy*: In consultation with regional evaluation units and other headquarters divisions, OEV developed an evaluation capacity development strategy to ensure a comprehensive, coherent and targeted approach to the development of internal evaluation capacity within WFP. The strategy has the aims of addressing, in a coherent manner, the diverse short- and long-term needs for evaluation learning of various stakeholder groups throughout WFP; building a cadre of evaluation staff who deliver quality evaluation evidence within WFP; and ensuring coherence and complementarity between the evaluation capacity development activities of OEV and regional evaluation units and identifying relevant and complementary external opportunities for evaluation capacity development. Leveraging the enabling environment for evaluation in WFP, the strategy is focused on developing individual capacity to better understand, support, steer and manage evaluations at the corporate, regional and country levels, while strengthening and expanding institutional mechanisms and systems that ensure WFP has staff with the right skills, in the right place and at the right time. The strategy will be finalized and rolled out in early 2020.
54. In 2019, work started on a communication and knowledge management strategy aimed at ensuring that evaluation results are accessible and fully utilized throughout WFP for both learning and accountability purposes.

#### ***CSP evaluation approach***

55. In line with the requirements of the CSP policy and updated evaluation coverage norms, OEV has standardized CSP evaluation processes in order to ensure a consistent approach and the availability of evaluation reports to country offices that are starting to design new CSPs. The approach and methodology have been reviewed in accordance with the revised evaluation criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC).

#### ***Research and analytics***

56. The increase in the number of centralized evaluations, especially CSP evaluations, calls for enhanced efficiencies in the management of evaluations and improved access to relevant data in WFP corporate datasets. As part of the overall restructuring of OEV, an Analysis and Research Unit was established in 2019 to support all types of centralized evaluations by leading efforts to enhance quality and consistency in research data and data sources; coordinating the provision of timely research data; innovating and improving methods and software for data analytics; and developing internal and external data-oriented partnerships for rationalizing and strengthening the use of available data.

#### ***Resourcing the evaluation function***

57. Following a positive experience in 2018, when OEV coordinated the preparation of a first consolidated regional investment case under the leadership of the evaluation function steering group, the same approach was followed in 2019 to facilitate the continued implementation of regional evaluation strategies under the WFP Management Plan (2020–2022).
58. Launched in 2017, the contingency evaluation fund provides stop-gap, incentive-based funding for country offices that have planned and budgeted decentralized evaluations and face funding shortfalls. Of the 25 decentralized evaluations initiated by country offices in 2019, the fund supported ten commissioned that year.

59. A cross-divisional task force chaired by the Director of Budget was set up in 2018 and was asked to develop a strategic approach to ensuring sustainable financing for evaluation, especially at the country and regional levels. The first activities of the task force were to clarify the financing mechanism for funding CSP evaluations through country portfolio budgets and to ensure that two country offices (Indonesia and Timor-Leste) facing severe funding challenges received supplementary funding for CSP evaluations initiated in 2019.

## 2.2 Performance of the evaluation function

60. This section reports progress in OEV's performance, providing a brief overview of planned versus completed centralized evaluations, and in achievement of the outcomes set out in the Evaluation Policy (2016–2021) for the overall evaluation function in the following areas: evaluation coverage, quality of evaluation reports, use of evaluations, evaluation partnerships and joint evaluations, and financial and human resources. Results for 2019 are presented, together with an explanation of the progress made.

### OEV performance to plan

61. In 2019 OEV delivered on its work plan, completing all evaluations as planned while also starting an additional synthesis (figure 8) and launching an additional impact evaluation window, which were not anticipated at the start of the year. However, the planned start of three CSP evaluations (for the Islamic Republic of Iran, Lebanon and the Syrian Arab Republic) and two inter-agency humanitarian evaluations could not proceed as planned.

**Figure 8: Planned versus actual implementation of the 2019 work plan of the WFP Office of Evaluation**



Source: OEV.

### Evaluation coverage

62. This subsection presents progress towards the evaluation coverage norms set out in the Evaluation Policy (2016–2021)<sup>17</sup> and the revised coverage norms for decentralized evaluations, CSP evaluations and evaluations of corporate emergency responses approved by the Board at its 2019 annual session<sup>18</sup> (table 3). Annex I shows progress against coverage norms since 2016. The revised coverage norms form the basis for reporting in 2019 and in subsequent annual evaluation reports.

**TABLE 3: MINIMUM EVALUATION COVERAGE NORMS**

CENTRALIZED EVALUATIONS	DECENTRALIZED EVALUATIONS
<ul style="list-style-type: none"> <li>▶ Strategic evaluations providing balanced coverage of WFP's core planning instruments, including elements of the WFP Strategic Plan (2017–2021) and related strategies.</li> <li>▶ Evaluation of policies 4–6 years after the start of implementation.*</li> <li>▶ Country strategic plan evaluations (CSPEs)** are required in the penultimate year of the country strategic plan (CSP). For Interim country strategic plans (ICSPs), the Evaluation Policy (2016–2021) coverage norm set out for country portfolio evaluations applies.***</li> <li>▶ Evaluation of all corporate emergency responses, sometimes jointly with the Inter-Agency Standing Committee.</li> <li>▶ Evaluation of corporate Level 3 and protracted Level 2 crisis responses, including multi-country crises, will be conducted by WFP or through inter-agency humanitarian evaluations (in accordance with revised inter-agency humanitarian evaluations guidelines) or country strategic plan (CSP) evaluations together with decentralized evaluations of certain aspects as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▶ At least one decentralized evaluation is planned and conducted within each CSP and ICSP cycle. Should the CSP or ICSP be extended beyond five years, the country office should conduct an additional decentralized evaluation.</li> </ul> <p>Recommended:</p> <ul style="list-style-type: none"> <li>▶ before the scale up of pilots, innovations and prototypes;</li> <li>▶ for high-risk**** interventions, and before the third application of an intervention of similar type and scope.</li> </ul>

\* WFP/EB.A/2011/5-B.

\*\* Original norm amended by the WFP Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

\*\*\* Every five years for the ten largest country offices and every 10–12 years for all other country offices.

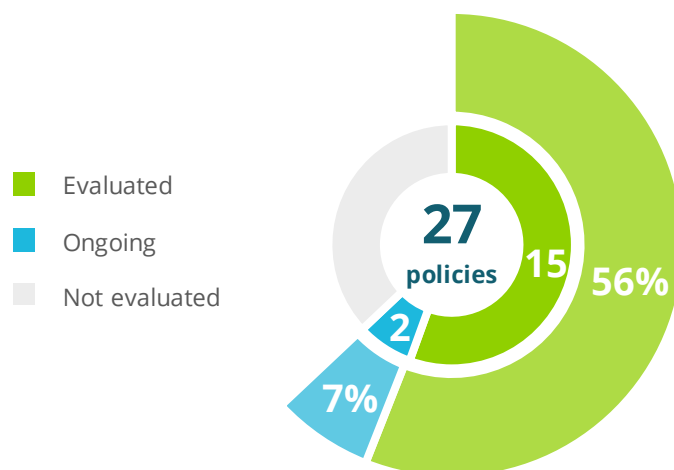
\*\*\*\* WFP/EB.2/2018/5-C.

<sup>17</sup> WFP/EB.2/2015/4-A/Rev.1, with the exception of the norm governing the evaluation of WFP's policies, which is set out in document WFP/EB.A/2011/5-B.

<sup>18</sup> WFP/EB.A/2019/7-A.

63. *Policy evaluations:* Overall, 15 of the 27<sup>19</sup> policies listed in the compendium of active policies (annex II) have been evaluated through either a policy evaluation or a strategic evaluation. Two policy evaluations were ongoing at the end of 2019 (figure 9-A).

**Figure 9-A: Percentage of active\* policies evaluated**

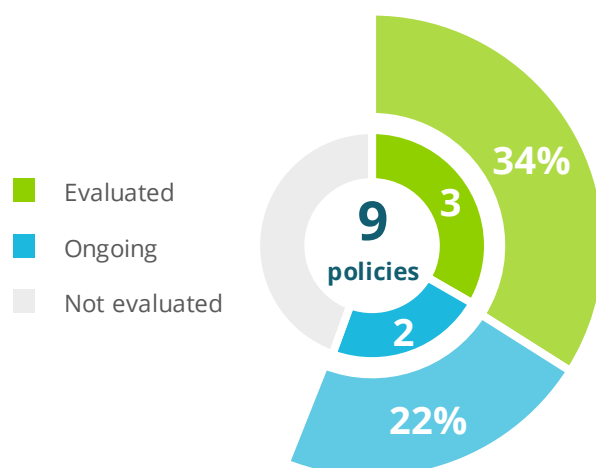


\* An overview of active policies and policy evaluation coverage is provided in annex II. Figure 9-A does not include policies approved in the last three years.

Source: OEV.

64. As shown in figure 9-B, according to the coverage norm, nine policies whose implementation started between four and six years before 2019, should be evaluated. Of these nine, three have been evaluated and evaluations for two were ongoing at the end of 2019.

**Figure 9-B: Percentage of active policies within four to six years of the start of implementation, evaluated**



Source: OEV.

65. *Country strategic plan evaluations:* In 2019, four CSPs were due for evaluation – those for Bangladesh, Cameroon, Indonesia and Timor-Leste. All four evaluations were ongoing in 2019 and will be completed in the course of 2020 (figure 10).

<sup>19</sup> This does not include policies approved in the last three years.

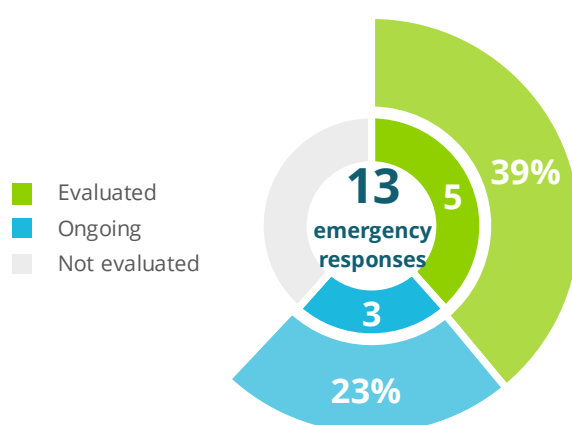
**Figure 10: Percentage of country strategic plans due for evaluation, evaluated or with an ongoing evaluation at the end of 2019**



Source: OEV.

66. Regarding the 13 ICSPs ongoing in 2019, six of the countries concerned were covered by a country portfolio evaluation between 2014 and 2018 (annex V). In evaluation plans for 2020, in consultation with country offices, OEV has prioritized the Syrian Arab Republic, the Democratic People's Republic of Korea and the Islamic Republic of Iran.
67. *Emergency response evaluations* (for Level 3 and protracted Level 2 emergencies): According to the revised coverage norm, corporate Level 3 and protracted Level 2 crisis responses, including responses to multi-country crises, will be evaluated either by WFP through an emergency response evaluation or a CSP evaluation together with decentralized evaluations of certain aspects, as appropriate, or through inter-agency humanitarian evaluations (in accordance with revised inter-agency humanitarian evaluation guidelines). In the three-year period from 2016 to 2018, there were 13 corporate emergency responses;<sup>20</sup> five of these have been evaluated while evaluations for another three are ongoing (figure 11).

**Figure 11: Percentage of Level 3 and protracted Level 2 emergency responses from 2016 to 2018, evaluated or with an ongoing evaluation at the end of 2019**

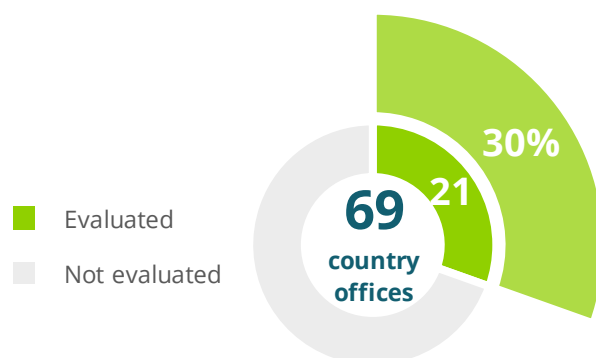


Source: OEV.

<sup>20</sup> The Level 3 emergency responses ongoing in the period from 2016 to 2018 were in Bangladesh, the Central Sahel, the Democratic Republic of the Congo, Iraq, Myanmar, Nigeria, South Sudan, Southern Africa, the Syrian Arab Republic (including regional) and Yemen. Figures for 2019 include protracted Level 2 emergency responses in Cameroon, the Central African Republic and Libya.

68. *Decentralized evaluations:* In 2018 the minimum coverage norm for decentralized evaluations was revised to ensure that decentralized evaluations are planned and conducted based on existing needs for evidence, that they have a clear purpose and that they complement other evaluations within the CSP cycle. As shown in figure 12, the analysis of decentralized evaluations conducted by country offices indicates that 30 percent of WFP's 69 country offices implementing a CSP or ICSP have completed at least one decentralized evaluation in their current CSP or ICSP cycles.<sup>21</sup>

**Figure 12: Percentage of country offices that have completed at least one decentralized evaluation in their current CSP or ICSP cycle**



Source: OEV.

### **Evaluation quality**

69. 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).<sup>22</sup> Evaluation reports are assessed against WFP's evaluation quality standards, which are based on international professional evaluation standards, including the requirements used to report on the inclusion of gender in evaluation set by the United Nations System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women.
70. The post-hoc quality assessment mechanism indicates whether WFP's evaluation quality assurance and support mechanisms are delivering the intended results. In 2019, 78 percent of 18 evaluations (shown in figure 13) were assessed as "meeting requirements" or "exceeding requirements". Overall the quality of centralized evaluations completed in 2019 improved compared with 2018, while the percentage of decentralized evaluations "meeting requirements" or "exceeding requirements" decreased.

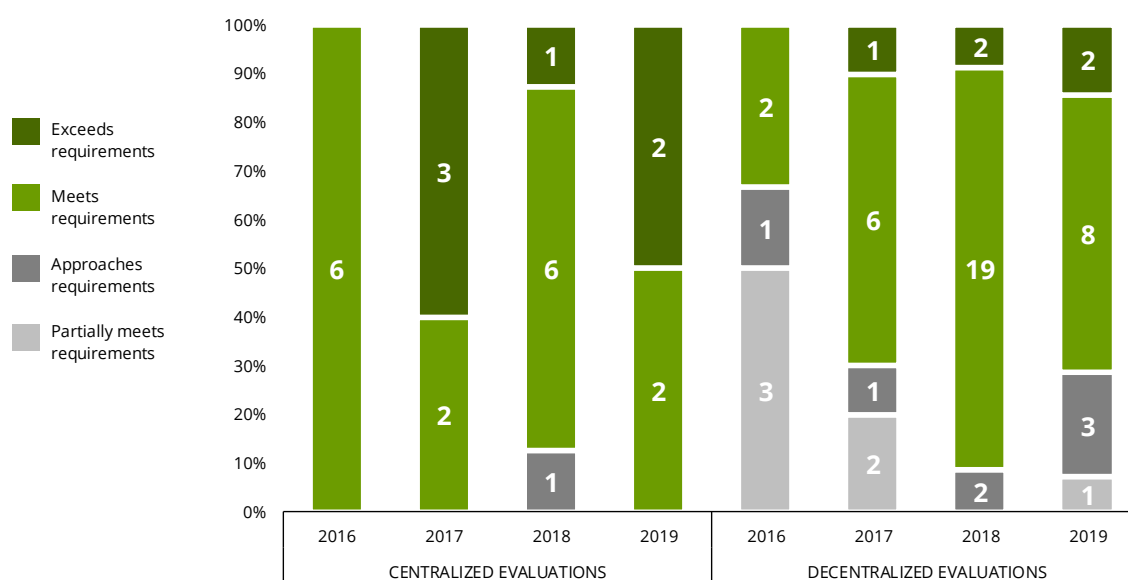
<sup>21</sup> Further details on the overall proportion of country offices that completed at least one decentralized evaluation since the start of the policy are available in part 1.2.

<sup>22</sup> Impact evaluations, synthesis evaluations and joint evaluations for which a decision has been made to adopt the partner agencies' post-hoc quality assessment system are not assessed by the WFP post-hoc quality assessment.



71. More specifically, in relation to the integration of gender, 86 percent of evaluations were assessed as “meets requirements” and 14 percent as “approaches requirements”<sup>23</sup> according to the UN-SWAP evaluation performance indicator. Overall WFP “exceeds requirements”<sup>24</sup> given that the aggregate score of its evaluation reports “meets requirements” and it is currently conducting an evaluation of the WFP Gender Policy. This is the second year in which WFP exceeds requirements, marking a notable improvement since 2017, when the aggregate score was “approaches requirements”.

**Figure 13: Post-hoc quality assessment of evaluation reports completed, 2016–2019\***



\* The centralized evaluations bar for 2018 includes the post-hoc quality assessment results of the “Strategic evaluation of WFP support for enhanced resilience” and of “Ethiopia – An evaluation of WFP’s Portfolio (2012–2017)”, which were not available at the time of writing the annual evaluation report for 2018.

### Use of evaluation

72. In 2019, the Multilateral Organisation Performance Assessment Network found that WFP had made considerable efforts to ensure the use of the growing evidence base in planning and programming. However, there are still gaps in the knowledge management system and a culture of using evaluation evidence is still emerging.
73. As part of corporate efforts to increase the use of evidence, OEV continued to promote the use of evaluative evidence at the global, regional and country levels. The 2019 global evaluation meeting brought together colleagues from all parts of WFP and evaluation partners. Under the meeting title “Towards Agenda 2030: Evaluation – Everybody’s Business?”, participants took stock of WFP’s progress in implementing the evaluation function. They also explored the various types of evidence generated by WFP’s portfolio of evaluations and how it was advancing WFP’s work in specific programme and policy areas and contributing to the global evidence base in support of achievement of the 2030 Agenda. During the meeting members of the WFP leadership group reaffirmed WFP’s commitment

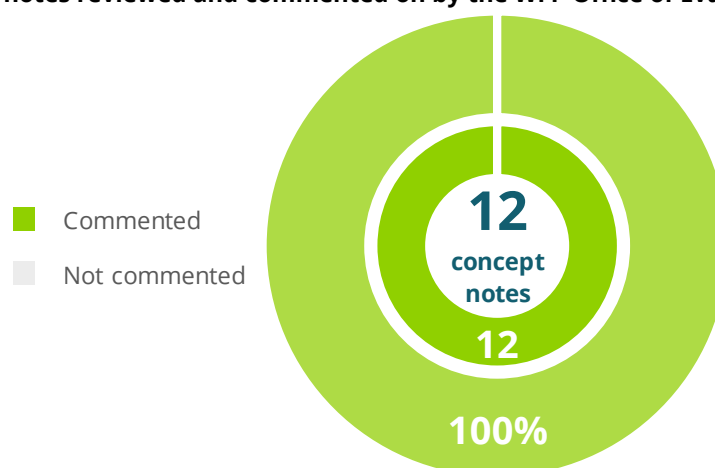
<sup>23</sup> For the UN-SWAP evaluation performance indicator, evaluation reports are rated as “meets requirements”, “approaches requirements” or “misses requirements”. Entities can be assessed as “exceeds requirements” if the aggregate score for evaluation reports is “meets requirements” and they conduct at least one evaluation of corporate performance on gender mainstreaming or the equivalent every five to eight years.

<sup>24</sup> The post-hoc quality assessment system mechanism is administered in three batches. The UN-SWAP aggregate score is reported in January to UN-Women and covers post-hoc quality assessment system results for two out of three batches.

to maintaining a robust evaluation function and the essential contribution that the evaluation function makes to enhancing WFP's programmes, demonstrating that WFP is a trusted, thoughtful and effective partner in "saving lives and changing lives".

74. In 2019 OEV participated actively in a newly established policy cycle task force, which was initiated by the new Director of the Programme – Humanitarian and Development Division and provides an opportunity to optimize the use of policy evaluations.
75. OEV provided comments on the use of evaluative evidence, planning and budgeting for evaluation during the development of the 12 CSP and ICSP concept notes and 18 draft CSP and ICSP documents prepared in 2019, during both the strategic and electronic programme review process phases (figure 14). OEV also provided comments on a number of draft policies and strategies in 2019, drawing on its "Top 10 Lessons for Policy Quality in WFP" and substantive findings from relevant evaluations. OEV also engaged with the Programme – Humanitarian and Development Division's task force for the second-generation CSPs, contributing to ensure that evaluation evidence is captured in the design of CSPs.

**Figure 14: Percentage of draft country strategic plan concept notes reviewed and commented on by the WFP Office of Evaluation**



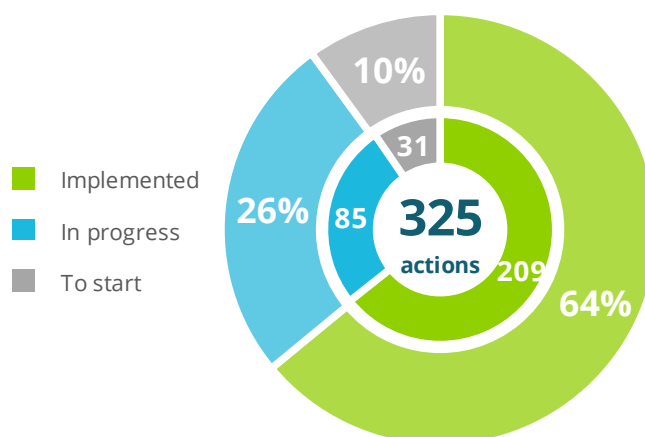
Source: OEV.

76. As part of its efforts to increase the accessibility of evaluation results, OEV began in 2019 to enhance its work on tailoring the content of evaluation reports to the needs of targeted audiences reached through dedicated communication channels. New content such as infographics and video were introduced to complement its standard set of communication products.
77. OEV has been working on customization of the WFP corporate website so that users have access to a greater variety of visually appealing material on each evaluation. A key part of the focus on digital channels has been the launch of dedicated webpages on impact evaluations.
78. OEV co-hosted the Rome launches of the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) *State of the Humanitarian System* report and the UNESCO synthesis report "Making evaluation work for the achievement of SDG 4 target 5: Equality and inclusion in education".<sup>25</sup> These events and WFP's week-long global evaluation meeting had the aims of raising the uptake of evaluation evidence and embedding an evaluation culture throughout WFP.

<sup>25</sup> Available at: <https://unesdoc.unesco.org/ark:/48223/pf0000370558>.

79. In 2019, WFP regional evaluation officers were active in using innovative methods and organizing workshops to promote the use of evaluations:
- The Regional Bureau for Asia and the Pacific, with the Bangladesh country office, conducted workshops using “visual thinking and graphic facilitation” in Cox’s Bazar and Dhaka in November to validate with communities and government counterparts the preliminary findings from a school feeding evaluation.
  - The Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia organized a regional evaluation learning workshop in June to review evaluative evidence across different thematic areas and inform WFP’s strategic and operational directions in the regions.
  - The Regional Bureau for West Africa documented short case studies on the use of evaluation, examining how recommendations from decentralized evaluations informed programmatic and strategic actions.
  - In the Southern Africa region, the Eswatini country office used a joint evaluation process to enhance partnerships with government ministries and clarify the role of WFP in supporting the Government in implementing its plans for linking smallholder farmers to the national school feeding programme.
  - The Regional Bureau for East Africa produced an “evidence map” in which evidence from all the evaluations, reviews and studies produced in the region since 2012 is assessed in terms of strength and credibility, categorized by activity and mapped on a dashboard to enhance accessibility.
  - The Regional Bureau for Latin America and the Caribbean created summaries of findings and recommendations from past evaluations with the aim of informing the design and mid-term review of CSPs.
80. Figure 15 provides an overview of the implementation status of WFP management’s responses to actions included in centralized evaluation recommendations that were due to be implemented by the end of 2019 or earlier. Overall, 64 percent of actions were implemented, compared with 81 percent in 2018.

**Figure 15: Implementation status of actions within evaluation recommendations due for implementation**



Source: Monitoring and Evaluation Liaison Unit. Data as of December 2019.

***Strengthening evaluation partnerships***

81. The 2030 Agenda calls for increased partnership (SDG 17), which is reflected in an increasing demand for inter-agency collaboration on evaluation. The United Nations Evaluation Group (UNEG) facilitates this collaboration and in 2019 WFP co-convened or participated in meetings of 15 UNEG working groups. To support implementation of the new UNEG strategy the Deputy Director of Evaluation took on the role of UNEG vice-chair for the strategy's second strategic objective, relating to the professionalization of evaluation.
82. WFP's leadership of and active participation in regional inter-agency monitoring and evaluation groups in Latin America, the Arab States and Asia has contributed to the coordination of United Nations development assistance framework (UNDAF) evaluations and the strengthening of capacities.
83. OEV has continued to strengthen partnerships with the other Rome-based agencies through collaboration on a joint community of practice on evaluation for food security, agriculture and rural development, known as EvalForward.
84. In addition, WFP signed a memorandum of understanding with the World Bank's Development Impact Evaluation Unit for an initial five years (2019–2023). The agreement covers a wide range of impact evaluation activities, including technical advice, support for the design of evaluations and data collection and analysis, and the aim is to learn from the World Bank's experience in the delivery of impact evaluations. WFP also sought to engage other United Nations agencies in the development of a community of practice on impact evaluation in fragile and humanitarian contexts, together with the International Rescue Committee, Oxfam, World Vision, the Islamic Development Bank and the Green Climate Fund.
85. WFP's Director of Evaluation took on the role of co-chair of EvalPartners, a global forum that brings together organizations with a view to enhancing evaluation capabilities and promoting the use of evaluation to advance progress towards achievement of the SDGs. OEV, regional evaluation officers and selected country offices actively participated in a number of evaluation conferences at the regional and global levels with a view to sharing innovative and successful practices and engaging with and learning from other international organizations and academia on a range of topics, including the professionalization of evaluation, monitoring and evaluation for climate change and resilience, and the transformation of evaluation through partnerships on the SDGs. Major events included a conference of the South African Monitoring and Evaluation Association (SAMEA), an African Evaluation Association (AfrEA) conference, a global national evaluation capacity (NEC) conference held in Egypt, an International Francophone evaluation forum in Burkina Faso, the What Works Global Summit held in Mexico, a Latin American Centre for Development Administration (CLAD) conference held in Argentina, a conference of the American Evaluation Association and a global assembly of the International Development Evaluation Association (IDEAS). Collaboration with the International Food Policy Research Institute (IFPRI) and partnerships with the SAMEA, the Middle East and North Africa Evaluation Network (EvalMENA) and the Centre for Learning on Evaluation and Results (CLEAR) for Anglophone Africa contribute to the evaluation capacity development strategies of regional bureaux.

### Joint evaluations

86. WFP continued to engage in various types of joint evaluation with both other United Nations agencies and government partners. During the year, three decentralized joint evaluations were completed and another five were ongoing. In addition, one inter-agency humanitarian evaluation was completed and two were ongoing (figure 16).

**Figure 16: Number of completed joint and inter-agency humanitarian evaluations in which WFP participated, 2016–2019**



Source: OEV.

87. WFP updated its guidance on joint evaluations and disseminated learning through forums such as UNEG's decentralized evaluation interest group, WFP's global evaluation meeting, UNEG's Evaluation Practice Exchange and at evaluation conferences where WFP staff members and government counterparts from Benin, Eswatini, Namibia and Tunisia had the opportunity of sharing the benefits of jointly commissioned evaluations.
88. OEV contributed to joint evaluation in the humanitarian sphere through its active participation in the inter-agency humanitarian evaluation steering group. WFP also contributed to the enhancement of practices for humanitarian evaluation through participation in the work of ALNAP.

### Strengthening national evaluation capacity

89. With support from OEV, in 2019 WFP regional bureaux adopted a range of strategies for strengthening national evaluation capacities, including facilitating government participation in WFP evaluation learning initiatives, evaluation processes and conferences; partnering with evaluation associations and institutions; and promoting national evaluation capacity assessments and studies as a basis for future initiatives in national evaluation capacity development. These efforts have increased national stakeholders' exposure to evaluation through training and technical assistance, learning by doing and South-South exchanges, thereby fostering better understanding of evaluation, stronger engagement in evaluation processes and increased demand for and use of evaluation evidence among national stakeholders.

90. In 2019, country offices facilitated governments' participation in evaluation exercises by inviting government counterparts to participate in reference groups for WFP evaluations; through joint evaluations in Benin, Eswatini, India and Namibia; and through the provision of technical assistance to government-led baseline exercises in Kenya and Djibouti. WFP joint evaluations with governments have contributed to the strengthening of national evaluation capacities at the individual level (through exposure to WFP standards and processes) and the institutional level when assessment of monitoring and evaluation capacities was included in the evaluation scope, thereby creating opportunities to examine gaps and how to address them.
91. The Regional Bureau for Latin America and the Caribbean, in partnership with the German Institute for Development Evaluation (DEval) and in collaboration with seven governments, regional and national voluntary organizations for professional evaluation and other partners, developed a national evaluation capacity index that aims at assessing evaluation capacities in the region.

### ***Financial resources for WFP's evaluation function***

92. In 2019, the overall financial resources available for the evaluation function had almost tripled since the adoption of the Evaluation Policy (2016–2021) in 2015 (table 4), bringing the total resources to USD 22.14 million, which represents 0.30 percent of WFP's total contribution income.
93. Resources were allocated with a view to ensuring balanced progress towards the four interdependent outcomes of the Evaluation Policy (2016–2021) through the phased implementation set out in the Corporate Evaluation Strategy (2016–2021).
94. The total budget available to OEV in 2019 was USD 13.40 million. OEV's needs-based budget for the year was USD 12.17 million, of which USD 10.98 million was allocated from the PSA budget (USD 10.39 million) and multilateral resources (USD 0.59 million) for capacity development and for decentralized evaluation quality support. In addition, 2019 was also the first year in which programme funds (totalling USD 1.75 million) from country portfolio budgets were available for the conduct of CSP evaluations. Finally, USD 0.56 million was received from multi-donor funding for impact evaluations.
95. A total of USD 8.72 million was available for the decentralized evaluation function in 2019. This budget covered mainly the conduct of decentralized evaluations funded from country programme sources, multilateral funding for implementation of regional evaluation strategies, and the continuation of the contingency evaluation fund.
96. Table 4 shows that USD 29.05 million is available for evaluation in 2020. The main increase is in the funding available to OEV as a result of increased number of CSP evaluations and impact evaluations along with the establishment of more fixed-term positions in OEV to meet its growing workload.

**TABLE 4: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION, 2016–2020 (USD MILLION)**

	<b>FUNDING SOURCE</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>OEV work plan</b>	<b>PSA base total</b>	<b>6.12</b>	<b>8.38</b>	<b>7.42</b>	<b>10.39</b>	<b>12.21</b>
	PSA base staff costs	2.4	3.05	3.00	5.66	7.03
	PSA base other costs <sup>[1]</sup>	3.72	5.33	4.42	4.73	5.18
	Established staff positions	12	15	15	29	37.5 <sup>[8]</sup>
	PSA equalization account investment case			<b>0.40</b>		
	Extrabudgetary (multilateral) <sup>[2]</sup>			<b>0.50</b>	<b>0.59</b>	<b>0.58</b>
	Extrabudgetary (multilateral 2018 – carry over to 2019) <sup>[3]</sup>				<b>0.10</b>	
<b>Single operation evaluations</b>	Programme sources	<b>2.84</b>				
<b>CSP evaluations from country portfolio budgets<sup>[4]</sup></b>	Programme sources				<b>1.75</b>	<b>2.75</b>
<b>Multi-donor (impact evaluations)</b>	Extrabudgetary (earmarked grants)				<b>0.56</b>	<b>3.88</b>
<b>OEV subtotal</b>			<b>8.38</b>	<b>8.33</b>	<b>13.40</b>	<b>19.42</b>
<b>Regional evaluation officers</b>	PSA		1.60	1.61	1.64	1.64
<b>PSA decentralized evaluations (regional investment case)</b>	PSA					0.90
	PSA					0.55
<b>Contingency evaluation fund<sup>[5]</sup></b>	PSA		1.50	1.50	1.50	1.50
<b>Decentralized evaluations<sup>[6]</sup></b>	Programme sources		2.96	5.33	3.91	5.02
<b>Multilateral decentralized evaluations (regional investment case)</b>	Extrabudgetary (multilateral)				1.67	
<b>Outside OEV subtotal</b>			<b>6.06</b>	<b>8.44</b>	<b>8.72</b>	<b>9.60</b>
<b>TOTAL</b>		<b>8.96</b>	<b>14.44</b>	<b>16.76</b>	<b>22.14</b>	<b>29.05</b>
<b>As % of WFP contribution income<sup>[7]</sup></b>		0.16%	0.24%	0.23%	0.30%	0.39%

<sup>[1]</sup> From 2017, figures include USD 1.5 million mainstreamed into PSA Other – approved investment case in management plan submission 2017–2019.

<sup>[2]</sup> Multilateral funding for support for the decentralized evaluation system.

<sup>[3]</sup> Multilateral funding for support for the decentralized evaluation system, as the 2018 allocation was received late in the year and part of the balance was carried forward to 2019.

<sup>[4]</sup> From 2019, constitutes programme funds from country portfolio budgets for CSP evaluations.

<sup>[5]</sup> Contingency evaluation fund – back-up mechanism for decentralized evaluations.

<sup>[6]</sup> Figures for 2017 and 2018 are based on the number of decentralized evaluations that started (preparation phase) in 2017 and 2018 and an estimation of conduct and management costs.

Figures for 2019 are based on the number of decentralized evaluations that started in 2019, an estimation of their management costs and a combination of estimated, planned or actual costs (when available) of their conduct.

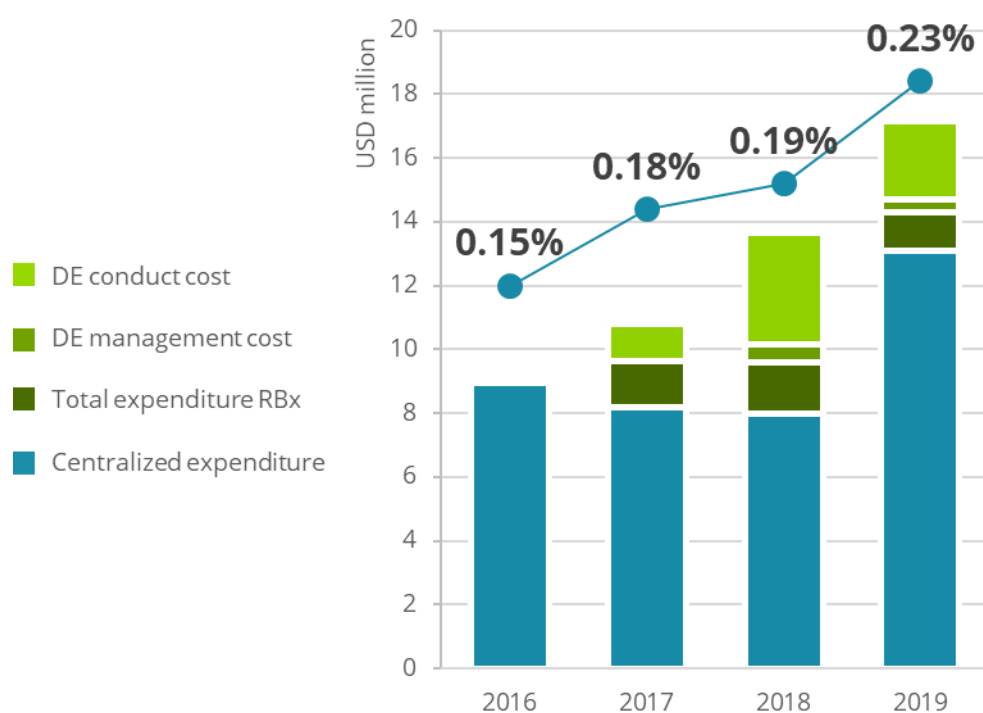
Figures for 2020 are based on the number of decentralized evaluations that started or are expected to start in 2020, an estimation of their management costs and their planned conduct costs.

<sup>[7]</sup> Figures for 2016, 2017 and 2018 are based on actual contribution income, those for 2019 on final projected contribution income (WFP Management Plan (2019–2020)) and those for 2020 on projected contribution income (WFP Management Plan (2020–2021)).

<sup>[8]</sup> USD 0.5 million refers to a fixed-term position funded from the middle of the year onward.

97. Figure 17 shows actual expenditure on the evaluation function since 2016. In 2019, progress was made in reporting more precisely on the full range of expenditure pertaining to the evaluation function: expenditure for the centralized evaluation function, evaluation expenditure at regional bureaux, and estimated expenditure for the conduct of decentralized evaluations.
98. Since 2016, evaluation expenditure as a proportion of WFP total contribution income has increased regularly, with a major uplift between 2018 and 2019 bringing it to 0.23 percent (figure 17). This differs from the resources available, which increased to 0.30 percent of contribution income (table 4), for three main reasons: fewer decentralized evaluations were conducted than planned; contingency evaluation fund expenditure amounted to USD 598,443 compared with the USD 1.5 million available; and three CSP evaluations were postponed.

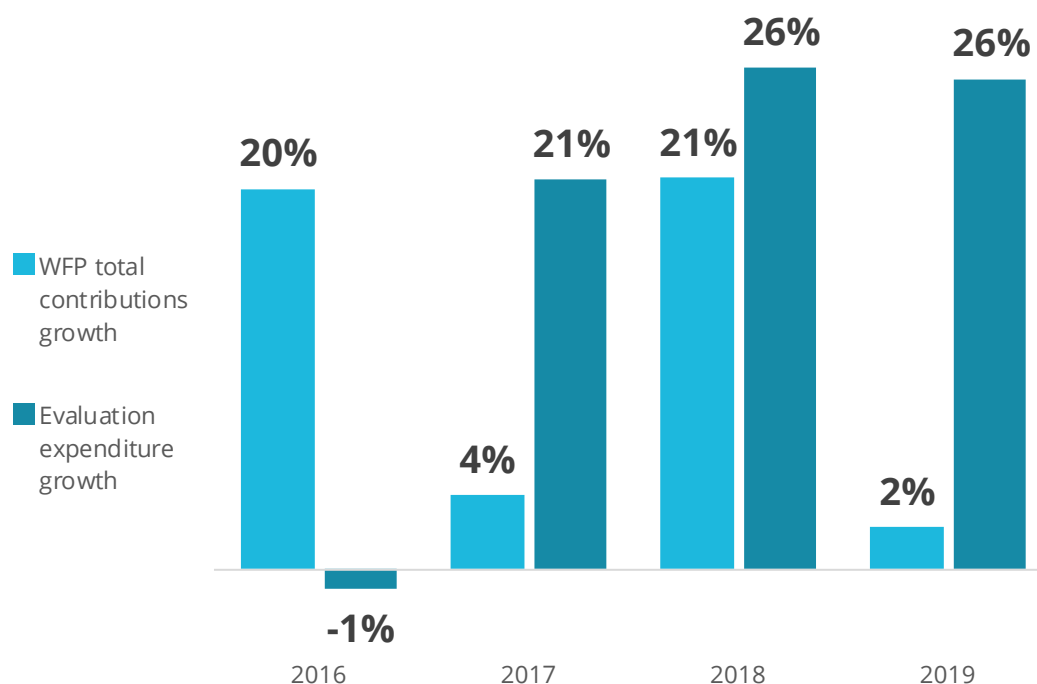
**Figure 17: Expenditure on evaluation as a percentage of WFP total contribution income**



Sources: OEV, audited annual accounts and WFP Management Plan (2020–2022).

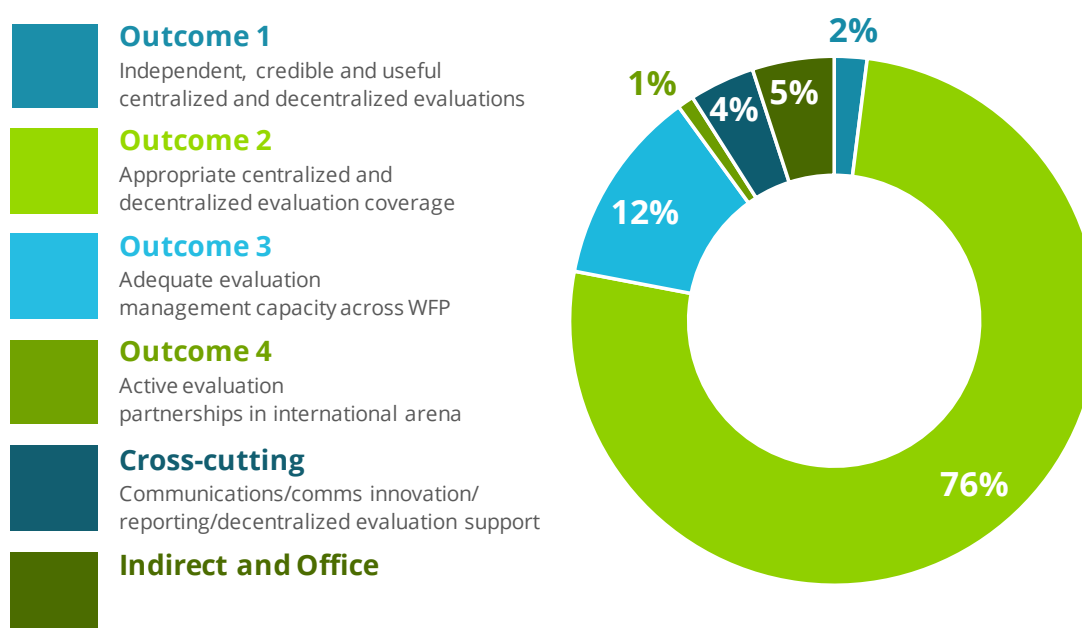
99. The target of the Evaluation Policy (2016–2021) is for 0.8 percent of contribution income to be dedicated to evaluation by 2021. While there is still room for improvement in reaching this target, figure 18 shows clearly that evaluation expenditure is increasing much faster than WFP contribution income, demonstrating the organization's sustained commitment to the evaluation function.
100. Looking ahead to 2020, resources available for evaluation are expected to increase from 0.30 percent of WFP contribution income to 0.39 percent (table 4).



**Figure 18: Growth rates of WFP total contribution income and evaluation expenditure, 2016–2019**

Sources: OEV, audited annual accounts and WFP Management Plan (2020–2022).

101. The distribution of OEV non-staff expenditure (figure 19) shows clearly that most expenditure is dedicated to the conduct of centralized evaluations, followed by capacity development activities aimed at ensuring appropriate management of evaluation throughout WFP. This is in line with the expectations and objectives of the Evaluation Policy (2016–2021) and its coverage norms.

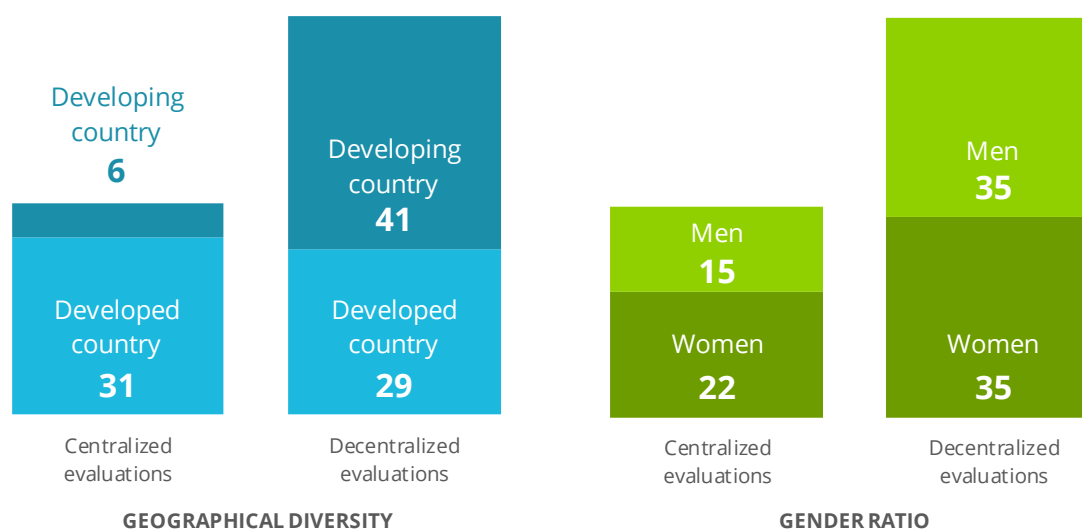
**Figure 19: WFP Office of Evaluation other expenditure, by outcome of the Evaluation Policy (2016–2021), 2019**

Source: OEV.

### Human resources

102. In order to deliver its programme of work to the expected high quality standards, WFP will need a growing cadre of evaluation professionals.
103. Since adoption of the Evaluation Policy (2016–2021), the overall number of staff in OEV has increased from 32 in 2016 to 41 in 2019. However, the main change has been an improvement in the ratio of fixed-term staff to total incumbent positions, rising from 38 percent in 2016 to 71 percent in 2019 and providing greater stability in the OEV workforce and, it is expected, stabilizing in the coming years.
104. In the regional bureaux, the six regional evaluation officers are now supported by national officers and consultants. The regional bureaux for Latin America and the Caribbean and for the Middle East, North Africa, Eastern Europe and Central Asia each created one additional international evaluation officer fixed-term position, as did the School-based Programmes Service at headquarters.
105. WFP evaluations are conducted by external consultants. OEV maintains 24 long-term agreements with consultancy firms and research institutions that provide evaluation services in the technical and geographical areas required for the delivery of planned centralized and decentralized evaluations. For all evaluations completed in 2019, a total of 107 independent evaluator consultants were hired, of whom 47 percent were men and 53 percent were women (figure 20). The proportion of consultants from developing countries was higher for decentralized evaluations (59 percent) than for those managed by OEV (16 percent).

**Figure 20: Composition of evaluation teams: gender ratio and geographical diversity, 2019**



Source: OEV.

### Part 3: Evaluation – how is it evolving at WFP?

106. Building on the results so far, WFP has identified key priorities for 2020 for ensuring continued progress towards achievement of the objectives set out in the Evaluation Policy (2016–2021).

#### ***Priorities for ensuring continued independent, credible and useful centralized and decentralized evaluations***

107. *Cutting-edge evaluation quality assurance system:* Several initiatives will be prioritized in the course of 2020:

- Following the adoption of revised evaluation criteria by OECD-DAC at the end of 2019, WFP will update its evaluation guidelines and capacity development activities as required.
- WFP will review the approach being tested for the first wave of CSP evaluations initiated in 2019 and will use the results and lessons learned from these ongoing evaluations to inform the design of the second wave of evaluations. OEV will explore potential options for the development of a CSP rating system once the first wave of CSP evaluations has been completed.
- With UNICEF, OEV is co-leading the development of new UNEG guidelines on ethics. Once these have been approved by UNEG, OEV will update its own ethics guidelines.
- Impartiality provisions will be more clearly identified as part of the ongoing revision of the overall evaluation quality assurance system (EQAS).
- OEV will continue to update quality assurance, guidance and methodological support for impact evaluations. Following a review of systems and approaches used by other organizations, OEV will establish systems for ensuring that all impact evaluations meet the highest possible standards before the publication of evaluation reports.

108. *Revised external post-hoc quality assessment:* Following the first three-year phase of implementation, this mechanism will be reviewed based on lessons learned and reflecting updates to the OEV quality assurance system. The scope of the mechanism will also be expanded to include the assessment of impact evaluations.

109. *Enhanced approaches to supporting the use of evaluations:* In order to make the best use of CSP evaluations, OEV will work to ensure that they are timed to provide results when new CSPs are being developed, maximizing the use of evaluation evidence in CSP design.

110. OEV's communication and knowledge management strategy will be finalized in early 2020, bringing a range of new communication and dissemination products for evaluation. These will include video stories, infographics, dedicated briefs and summaries of lessons learned and other features to populate the revamped WFP evaluation webpages and other knowledge management channels.

111. OEV will disseminate the new impact evaluation strategy and generate awareness on support available in order to ensure that its partners – both internal and external and including donors, academics and other practitioners – are well informed of the envisaged progress and engaged in the use of products.

112. OEV is engaged with the Monitoring and Evaluation Liaison Unit and the Risk Management Branch under the leadership of the Enterprise Risk Management Division in the development of a mechanism for tracking, among other things, the management responses and the implementation of follow-up actions to all evaluations. The mechanism is expected to become operational in 2020. OEV also plans to commission a study on the follow-up on evaluation recommendations since 2016.

***Priorities for strengthening centralized and decentralized evaluation coverage***

113. *Continued expansion of the programme of work for centralized evaluations:* In 2020, WFP will commission an increased number of independent evaluations, especially CSP and impact evaluations, in line with the expectation set out in the Evaluation Policy (2016–2021) of meeting the needs of all stakeholders, at the right time and with the right partners to maximize the use of evaluation results. Considering the increasing number of CSP evaluations expected in coming years, WFP will pay careful attention to the planning of all country-level evaluations such as impact evaluations, emergency evaluations and decentralized evaluations in order to ensure that they complement each other and that the use of their results is maximized.
114. *Coordinated planning for evaluations:* The alignment of CSPs with countries' UNSDCF cycles has implications for the planning of decentralized evaluations and CSP evaluations. In this connection, WFP is actively engaged at the global, regional and country levels in exchanging information and ensuring that evaluation planning continues to remain relevant and meets accountability and learning needs when the duration of a CSP cycle is changed.
115. In accordance with the revised evaluation coverage norms for both CSP and decentralized evaluations, WFP evaluation planning aims to promote the delivery of decentralized evaluations that address specific learning gaps and to ensure maximum complementarity between decentralized and centralized evaluations. Countries that have not yet commissioned and conducted decentralized evaluations within their CSP or ICSP cycles will be prioritized. To the extent possible, WFP will also aim to ensure complementarity between decentralized evaluations and mid-term reviews of CSPs and to avoid overlaps with audits. OEV's consultations and coordination on internal and external audits during the preparation of work plans and throughout the year have been systematized.
116. *Sustainable funding mechanisms for the evaluation function throughout WFP:* Building on progress made in 2019, which ensured timely funding for all CSP evaluations initiated during the course of the year, in 2020 the criteria to be used when providing financial support for CSP evaluations in country offices that face funding challenges will be consolidated.
117. The diversification of funding sources initiated in 2019 with the financing of CSP evaluations from country portfolio budgets and the launch of the first multi-donor trust fund for impact evaluation will continue in 2020. For decentralized evaluations, WFP will continue its efforts to embed evaluation costs in country portfolio budgets and engage with donors to ensure that financial resources are in place for the delivery of independent, credible and useful decentralized evaluations.

**Priorities for ensuring adequate evaluation management capacity throughout WFP**

118. *Launch of the corporate evaluation capacity development strategy:* The launch of the strategy will be a major step in strengthening the coherence of activities for developing evaluation capacities at headquarters and in regional bureaux and country offices. Operationalization of the strategy will first be focused on the development and delivery of additional online learning initiatives for the managers of decentralized evaluations; regional workshops; collaboration with other United Nations agencies and other institutions: to identify, develop and expand opportunities for developing the evaluation capacities of evaluation managers; the embedding of evaluation into learning workshops and materials for country directors, deputy country directors and programme managers; and the expansion of coaching, mentoring, peer-to-peer exchanges, temporary duty opportunities and internal learning workshops on lessons and good practices.
119. *Cadre of evaluation professionals:* Alongside the capacity development strategy, continued development of the cadre of evaluation professionals provides additional opportunities for staff to follow a career path in evaluation at WFP. The substantial increase in the number of evaluation professionals observed in 2019 in order to deliver the work plan will continue throughout 2020, using expertise made available through the FIT pool. Operationalization of the FIT pool will be undertaken jointly with the Research, Assessment and Monitoring Division and attention will be given to ensuring that the strengthening of teams covering monitoring requirements in country offices includes staff with the capacity to manage decentralized and joint evaluations.
120. *Evaluation service providers:* With an increasing number of evaluations to be conducted throughout WFP, there is a clear need to expand the number of evaluation service providers and ensure improved geographic diversity to cater to country-level evaluation needs more efficiently than is currently possible. A new call for proposals for evaluation service providers will be launched in the first part of 2020 with a view to setting up long-term agreements with providers around the world.

**Priorities for strengthening partnerships in international forums**

121. WFP will continue to share its evaluation experience and to keep abreast of the latest developments in the evaluation field through engagement with selected organizations, focusing on building evaluation capacity and promoting the culture of use of evaluation to support accountability and learning throughout WFP.
122. In the context of United Nations development system reform, WFP is engaged in developing system-wide evaluations and UNSDCF evaluations, which will have an impact on evaluation work at all levels of the organization.
123. WFP will continue its active engagement in UNEG, particularly in leading work in the professionalization of evaluation, which complements its work on implementing the evaluation capacity development strategy and developing WFP's cadre of evaluation professionals.
124. A milestone was reached in 2020, which marks five years since the 2015 International Year of Evaluation declared by the United Nations General Assembly and the setting of a global evaluation agenda by the EvalPartners global forum. To inform action in line with the 2030 Agenda, WFP will contribute to a review of progress in enhancing evaluation capabilities and promoting the use of evaluation to facilitate achievement of the SDGs.

125. This will be complemented by efforts to strengthen internal partnerships in evidence generation, which are of particular importance to maximizing use of the evidence available to WFP, including evidence generated by partners, in a strategic way in all regions and countries and for all issues.

***OECD-DAC/UNEG External peer review of evaluation and mid-term reviews of regional evaluation strategies***

126. After four years of implementation of WFP's Evaluation Policy (2016–2021) and the establishment of a demand-led decentralized evaluation structure, a peer review will be conducted by OECD-DAC and UNEG in order to assess progress as foreseen in the policy.

127. The main purpose of the peer review is to provide an independent and professional assessment of the evaluation function at WFP in terms of the extent to which WFP has adopted UNEG norms and standards.

128. The peer review will focus on the independence, credibility and utility of the WFP evaluation function, including the quality, use and follow-up of evaluations across the organization. Its aim will be to promote accountability, learning and improvement. All regional evaluation strategies will be subject to mid-term reviews in 2020. The peer review will be informed by the results of these reviews.

129. A report on the peer review will be presented to the Board at its first regular or annual session in February or June 2021 and will provide recommendations to the Board, the Executive Director and the Director of Evaluation.

**Disclaimer**

130. The designations employed and the presentation of material in the map in figure 1 do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area or concerning the delimitation of frontiers. A dispute exists between the Governments of Argentina and the United Kingdom of Great Britain and Northern Ireland concerning sovereignty over the Falkland Islands (Malvinas). A dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed upon by the parties. The final boundary between the Sudan and South Sudan has not yet been determined.

## ANNEX I

## Key performance indicators

Annex I provides an overview of the progress made in the implementation of WFP evaluation function since 2016 and reports on the revised coverage norms published in the annual evaluation report for 2018.

Key performance indicators	Reference year			
	2016	2017	2018	2019
<b>1. Evaluation coverage</b>				
1.1.A Percentage of active policies evaluated <sup>1</sup>	<b>21%</b> <i>4 out of 19 policies</i>	<b>23%</b> <i>5 out of 22 policies</i>	<b>39%</b> <i>9 out of 23 policies</i>	<b>56%</b> <i>15 out of 27 policies</i>
1.1.B Percentage of active policies within four to six years of the start of implementation, evaluated	<b>20%</b> <i>1 out of 5 policies</i>	<b>20%</b> <i>1 out of 5 policies</i>	<b>34%</b> <i>2 out of 6 policies</i>	<b>34%</b> <i>3 out of 9 policies</i>
1.2 Percentage of country strategic plans due for evaluation, evaluated	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>0%</b> <i>0 out of 4 CSP</i>
1.3 Percentage of WFP's ten largest country portfolios covered by country portfolio evaluations in the reference years or the previous four years	<b>30%</b> <i>3 out of 10 portfolios</i>	<b>30%</b> <i>3 out of 10 portfolios</i>	<b>40%</b> <i>4 out of 10 portfolios</i>	<b>N/A</b>
1.4 Percentage of WFP country portfolios (excluding the ten largest) covered by country portfolio evaluations in the reference years or the previous ten years	<b>28%</b> <i>20 out of 72 portfolios</i>	<b>31%</b> <i>22 out of 72 portfolios</i>	<b>32%</b> <i>23 out of 72 portfolios</i>	<b>N/A</b>
1.5 Percentage of Level 3 and protracted Level 2 emergency responses within the three years previous to the reference years, evaluated <sup>2</sup>	<b>75%</b> <i>6 out of 8 Level 3 responses</i>	<b>70%</b> <i>7 out of 10 Level 3 responses</i>	<b>45%</b> <i>5 out of 11 Level 3 responses</i>	<b>39%</b> <i>5 out of 13 Level 3 and protracted Level 2 responses</i>
1.6.A Percentage of country offices that have completed at least one decentralized evaluation in the reference year or the previous two years	<b>20%</b> <i>16 out of 81 offices</i>	<b>19%</b> <i>16 out of 83 offices</i>	<b>39%</b> <i>32 out of 83 offices</i>	<b>46%</b> <i>38 out of 83 offices</i>

<sup>1</sup> The indicator considers the policies that were active in the reference year, excluding those that started in recent years. Policies are normally evaluated through policy evaluations, but strategic evaluations are also considered in this indicator when they cover the main aspects of a policy.

<sup>2</sup> Level 3 emergency responses were the only ones considered for the years 2016–2018. The indicator for 2019 also considers protracted Level 2 emergency responses.

Key performance indicators	Reference year			
	N/A	N/A	N/A	30%
1.6.B Percentage of country offices that have completed at least one decentralized evaluation in their current CSP or ICSP cycle <sup>3</sup>				21 out of 69 offices
<b>2. Evaluation quality</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
2.1 Percentage of evaluation reports completed in the reference years rated by post-hoc quality assessment as "meeting" or "exceeding" requirements	<b>67%</b>	<b>80%</b>	<b>90%</b>	<b>78%</b>
	8 out of 12 reports	12 out of 15 reports	28 out of 31 reports	14 out of 18 reports
<b>3. Evaluation use</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
3.1 Percentage of draft CSP concept notes reviewed and commented on by WFP Office of Evaluation	<b>79%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
	30 out of 38 concept notes	77 out of 77 concept notes	42 out of 42 concept notes	12 out of 12 concept notes
3.2 Implementation status of actions within evaluation recommendations due for implementation	<b>66%</b>	<b>80%</b>	<b>81%</b>	<b>64%</b>
	654 out of 995 actions	1076 out of 1341 actions	203 out of 250 actions	209 out of 325 actions
<b>4. Evaluation funding</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
4.1 Expenditure on evaluation as a percentage of WFP total contribution income	<b>0.15%</b>	<b>0.18%</b>	<b>0.19%</b>	<b>0.23%</b>
	USD 9 million out of USD 5,771 million	USD 10.8 million out of USD 5,999 million	USD 13.6 million out of USD 7,234 million	USD 17.2 million out of USD 7,400 million
<b>5. Evaluation partnerships</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
5.1 Number of completed joint and inter-agency humanitarian evaluations in which WFP participated	<b>1</b>	<b>3</b>	<b>5</b>	<b>4</b>

<sup>3</sup> This is an interim indicator that considers only those country offices with ongoing CSPs or ICSPs as of December 2019 and the decentralized evaluations completed within their CSP or ICSP cycles.



## ANNEX II

## Overview of WFP policies current in 2019 and evaluation coverage

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>		
2002	Urban food insecurity** (2/2020) <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>	2020 first regular session <sup>1</sup>	
2004	Emergency needs assessment* <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>	2007 second regular session <sup>2</sup>	
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>	2018 annual session <sup>3</sup>	
2005	Definition of emergencies* <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>	2020 first regular session <sup>4</sup>	
2005	Exiting emergencies* <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>	2020 first regular session <sup>5</sup>	
2006	Targeting in emergencies* <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>	2020 first regular session <sup>6</sup>	
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 <sup>7</sup>	
2006	Food procurement in developing countries** <sup>8</sup> <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>		

<sup>1</sup> Summary report on the strategic evaluation of WFP's capacity to respond to emergencies (2011–2018) (WFP/EB.1/2020/5-A).

<sup>2</sup> Evaluation of WFP's Strengthening Emergency Needs Assessment Implementation Plan (WFP/EB.2/2007/6-A).

<sup>3</sup> Summary evaluation report on WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017 (WFP/EB.A/2018/7-C).

<sup>4</sup> Summary report on the strategic evaluation of WFP's capacity to respond to emergencies (2011–2018) (WFP/EB.1/2020/5-A).

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

<sup>7</sup> Summary evaluation report on WFP's policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017 (WFP/EB.A/2018/7-C).

<sup>8</sup> A new policy on local food procurement was approved by the Executive Board in November 2019; however, it is meant to complement rather than supersede the 2006 policy according to the Programme and Policy Development Department.

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
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 regular session <sup>9</sup>	
2009	Capacity development** (2/2021) <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>	2017 first regular session <sup>10</sup>	
2010	HIV and AIDS <sup>11</sup> <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>		
2012	Humanitarian protection** (2/2020) <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>	2018 annual session <sup>12</sup>	
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>	2019 annual session <sup>13</sup>	
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* <sup>14</sup> <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	2021 first regular session	<b>2019</b>
2014	Corporate partnership** <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>	2017 annual session <sup>15</sup>	
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 regular session <sup>16</sup>	
2015	Gender <sup>17</sup> <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>	2020 annual session	<b>2019</b>

<sup>9</sup> Summary Evaluation Report on WFP's Cash and Voucher policy (2008–2014) (WFP/EB.1/2015/5-A).

<sup>10</sup> Summary Evaluation Report on the policy on Capacity Development (WFP/EB.1/2017.6-A/Rev.1).

<sup>11</sup> 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).

<sup>12</sup> Summary evaluation report of the WFP humanitarian protection policy for 2012–2017 (WFP/EB.A/2018/7-B).

<sup>13</sup> Summary report on the evaluation of the update of WFP's safety nets policy (2012) (WFP/EB.A/2019/7-B).

<sup>14</sup> An evaluation of the WFP School Feeding policy was presented at the first regular session in 2012 (WFP/EB.1/2012/6-D).

<sup>15</sup> Summary Evaluation Report of the Corporate Partnership Strategy (WFP/EB.A/2017/7-B).

<sup>16</sup> Summary report on the evaluation of the WFP People Strategy (2014–2017) (WFP/EB.1/2020/5-B).

<sup>17</sup> An evaluation of the WFP Gender Policy (2008–2013) was presented at the first regular session in 2014 (WFP/EB.1/2014/5-A).

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
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>	2019 first regular session <sup>18</sup>	
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>	2021 annual session	<b>2020</b>
2015	Fraud and corruption** (1/2021) <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>		
2015	Evaluation <sup>19</sup> <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>		<b>2020</b>
2016	Country strategic plans* <i>Policy on CSPs (WFP/EB.2/2016/4-C/1/Rev.1)</i>	2018 second regular session <sup>20</sup>	
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>		
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>		
2017	Nutrition <sup>21</sup> <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	Oversight <i>WFP Oversight Framework (WFP/EB.A/2018/5-C)</i>		
2018	Enterprise risk management <i>Enterprise risk management policy (WFP/EB.2/2018/5-C)</i>		
2019	Private sector partnerships <i>Private-sector partnerships and fundraising strategy (2020–2025) (WFP/EB.2/2019/4-A/Rev.1)</i>		
2019	Food procurement <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>		

\* Subject to completed, ongoing and planned strategic evaluations.

\*\* New policy planned for presentation to the Executive Board.

<sup>18</sup> Summary report on the strategic evaluation of WFP's support for enhanced resilience (WFP/EB.1/2019/7-A).

<sup>19</sup> 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).

<sup>20</sup> Summary evaluation report of the strategic evaluation of the pilot country strategic plans (2017–mid-2018) (WFP/EB.2/2018/7-A).

<sup>21</sup> An evaluation of the nutrition policy (2012–2014) was presented at the 2015 second regular session (WFP/EB.2/2015/6-A).

## ANNEX III

## Ongoing impact evaluations conducted under impact evaluation windows in 2019

Country	Focus	Project	Status	Start/end date	Budget <sup>1</sup>
<b>Cash-based transfers and gender</b>					
<b>El Salvador</b>	<i>Impact of promoting women's choice of assets in cash-based transfer (CBT) programming in the dry corridor</i>	Food assistance for assets (FFA): CBTs to households affected by drought to facilitate relief and early recovery. Accompanied by community-level asset creation activities.	Baseline data collection	August 2019–December 2021	USD 252,000
<b>Kenya</b>	<i>Impact of CBTs with livelihoods training and market engagement on gender-related outcomes</i>	FFA programme: Mobile money transfers with training on food choices, budgeting and meal planning. Includes a market information digital application that tracks food prices and availability.	Planning	August 2019–September 2021	USD 252,000
<b>Syrian Arab Republic</b>	<i>Differential impact of CBT modalities and livelihoods packages on gender-related outcomes</i>	FFA programme: CBTs for newly resettled internally displaced persons in peri-urban Damascus. Accompanied by livelihoods training in sewing, carpentry, food processing, plumbing, farming and livestock.	Planning	August 2019–December 2021	USD 252,000

<sup>1</sup> Figures exclude costs of data collection, which will be covered by the participating country office. Exact figures will be reported once evaluation plans have been finalized.

Country	Focus	Project	Status	Start/end date	Budget
<b>Climate and resilience</b>					
<b>The Niger: Resilience in the Sahel</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated resilience package: Combines an FFA programme, school feeding, nutrition-specific and nutrition-sensitive interventions and lean season support.	Planning	September 2019–September 2022	USD 1.61 million
<b>Mali: Resilience in the Sahel</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated resilience package: Combines: FFA programme, school feeding, nutrition-specific and nutrition-sensitive interventions and lean season support.	Planning	September 2019–September 2022	USD 1.61 million
<b>Democratic Republic of the Congo: WFP–FAO–UNICEF joint resilience programming</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Joint resilience programme: Communities receive a package of interventions that include support for increasing agricultural productivity, improving market access and income diversification, increasing access to basic services and enhancing community-level structures for gender equity, peace and social cohesion.	Planning	January 2020–December 2023	USD 2.22 million
<b>South Sudan: Strengthening community resilience in urban settings</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated urban-resilience package: Communities receive a package of interventions aimed at fostering safe learning environments for young and school-aged children; access to high-quality health and nutrition services for women and children under 5; and improving the food security and livelihoods of households and communities.	Planning	January 2020–December 2022	USD 1.89 million (to be finalized)

## ANNEX IV

## Decentralized evaluations completed in 2019

Regional Bureau	Title of decentralized evaluation
<b>Asia and the Pacific</b>	<p><b>India</b> – End-line Evaluation of the Target Public Distribution Reforms Project in Bhubaneswar (Odisha)</p> <p><b>Nepal</b> – USDA McGovern-Dole Food for Education Program in Nepal</p> <p>2014–2017 – End-line Evaluation Report</p>
<b>Middle East, North Africa, Eastern Europe and Central Asia</b>	<p><b>Tunisia</b> – Evaluation of WFP’s capacity strengthening activities to improve the National School Feeding Programme from 2016 to 2018</p>
<b>West Africa</b>	<p><b>Central African Republic</b> – WFP Central African Republic Gender-focussed Thematic Evaluation</p> <p><b>Côte d’Ivoire</b> – Mid-Term Evaluation of “Support for the Integrated School Feeding Programme” in Côte d’Ivoire</p> <p><b>Mali</b> – Évaluation du projet “IRF 217 Peers for Peace Building Social Cohesion in Mopti and Segou Regions”</p> <p><b>Togo</b> – Évaluation des activités de renforcement des capacités institutionnelles dans le domaine de l’alimentation scolaire au Togo de 2016 à 2018</p>
<b>Southern Africa</b>	<p><b>Eswatini</b> – Evaluation of National School Feeding Programme in Eswatini 2010–2018</p> <p><b>Malawi</b> – Evaluation of the School Meals Programme in Malawi with financial support from the United States Department of Agriculture (USDA) 2016 to 2018</p> <p><b>Malawi</b> – Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017–2019</p>
<b>East Africa</b>	<p><b>Burundi</b> – Évaluation des programmes intégrés de cantines scolaires financés par l’Ambassade des Pays Bas (provinces Bubanza, Bujumbura rural et Cibitoke) et par l’Union Européenne (province Gitega) et mis en œuvre par le bureau du PAM au Burundi</p> <p><b>Ethiopia</b> – Evaluation of Satellite Index Insurance for Pastoralists in Ethiopia (SIPE) Programme</p> <p><b>Ethiopia</b> – Impact Evaluation of WFP’s Fresh Food Voucher Pilot Programme 2017–2018</p> <p><b>Rwanda</b> – WFP’s USDA McGovern-Dole International Food for Education and Child Nutrition Program’s Support in Rwanda 2016–2020</p>
<b>Latin America and the Caribbean</b>	<p><b>Colombia</b> – Impact of a marketing intervention to empower women and to reduce risk of intimate partner violence in Colombia: the seed study survey report<sup>1</sup></p> <p><b>Bolivia</b> – Evaluación final del Programa de País del Programa Mundial de Alimentos de las Naciones Unidas en el Estado Plurinacional de Bolivia – PP 200381 2013–2017</p> <p><b>Regional Bureau in Panama</b> – Evaluación final del Proyecto “Respuesta al fenómeno de El Niño en el Corredor Seco”, El Salvador, Guatemala, Honduras y Nicaragua, 2016–2018</p> <p><b>Nicaragua</b> – Evaluación del Programa País 200434 en Nicaragua y actividades complementarias</p>

<sup>1</sup> The study was commissioned by WFP’s country office in Colombia in order to generate programme evidence. However, it does not align with WFP’s definition of “evaluation” for three main reasons: the inclusion of WFP programme management in the study team does not align with the WFP Evaluation Policy (2016–2021) requirement for upholding independence; the study does not base its analyses on any evaluation criteria; and the application of mixed methods does not align with WFP’s definition of impact evaluation. This disclaimer is solely for the purposes of clarifying the nature of the study and does not diminish its value as an important source of descriptive evidence.

## ANNEX V

## Interim country strategic plans ongoing in 2019

Country	ICSP initial cycle	Last portfolio evaluation	ICSP evaluation start
Algeria	2019-2022		
Burundi	2018-2020	2016	
Central African Republic	2018-2020	2018	
Democratic People's Republic of Korea	2019-2021		2020
Democratic Republic of the Congo	2018-2020	2014	2019
Ethiopia	2019-2020	2018	
Guinea	2019-2022		
Islamic Republic of Iran	2018-2020		2020
Libya	2019-2020		
Somalia	2019-2021	2018	
South Sudan	2018-2020	2017	
Syrian Arab Republic	2019-2020		2020
Yemen	2019-2020		

## Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CBT	cash-based transfer
CSP	country strategic plan
DE	decentralized evaluation
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
FIT	Future International Talent
ICSP	interim country strategic plan
IFAD	International Fund for Agricultural Development
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
PSA	programme support and administrative (budget)
SBP	School-based Programmes Service
SDG	Sustainable Development Goal
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
WHO	World Health Organization