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# Annual Evaluation Report

2020 in review

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## Foreword

COVID-19 has affected the lives and livelihoods of the near eight billion people living on our planet. As the World Food Programme and the international community continue to support governments cope with the devastating impact of the pandemic, there has emerged a collective appreciation that the road to recovery must be founded on science and evidence.

This 2020 Annual Evaluation Report, the fifth produced under the WFP Evaluation Policy (2016-2021), highlights the significant steps taken to enhance evaluation use and to promote a culture of evidence-based decision making across the organization. The report, presented in three parts, provides a snapshot of evidence generated by the different evaluation types carried out during the year. It also reveals the state of the evaluation function: measuring evaluation coverage, quality, use, funding and partnerships through key performance indicators, and identifies priorities for 2021 in line with the objectives set out in the Evaluation Policy.

In a year of unprecedented adversity, three developments deserve attention. The first, focuses on the ability of the evaluation function to adapt to circumstances and deliver on its workplan. While evaluation did not escape the turbulence that characterized 2020, the function adopted new approaches and made adjustments to sustain a level of coverage to ensure that corporate accountability and learning needs were still being met, while avoiding placing unnecessary burden on WFP operations and partnerships.

As a result, in 2020, 24 centralized evaluations were completed or ongoing, the majority being evaluations of country strategic plans. The first of these - Bangladesh, Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste - were presented to the Executive Board, realising a key ambition of the WFP Strategic Plan to ensure that the second generation of country strategic plans are grounded in sound independent evaluation evidence. The Office of Evaluation also continued to deliver on policy evaluations, strategic

evaluations and syntheses to contribute to corporate decision making.

The year also saw 24 decentralized evaluations completed and the start of 18 new ones. While school feeding programmes (28 percent) and capacity strengthening (20 percent) remain the leading programmatic areas, the range of decentralized evaluations continues to broaden to include nutrition, access to food, smallholder agriculture market support, emergency preparedness, climate adaptation, and asset creation and livelihood support.

Eight impact evaluations under the two windows launched in 2019 in partnership with the World Bank's Development Impact Evaluation unit got well underway: cash-based transfers and gender, and climate change and resilience. Preparations for a third window on school-based programming began in 2020, for launch in 2021.

The second development of note was the growth in partnerships. The year recorded a near doubling of WFP participation in joint and inter-agency humanitarian evaluations, as well as five joint decentralized evaluations, Benin, India, Malawi, Mozambique and Namibia. At the same time, WFP, together with partners, is accelerating the production of evidence summaries, rapid reviews and lessons learned papers around thematic, system-wide and SDG-related areas that are relevant to the needs of decision-makers and drive change at both global and local level. Through participation in the COVID-19 Global Evaluation Coalition, WFP provided evidence and lessons learned from evaluations on gender, education and cash-based transfers.

Regional bureaux have been particularly prominent in working to strengthen county evaluation capacities, following the 2014 UNGA Resolution and answering the call of UN Reform to collaborate more effectively within the UN system. Together with the development of guidelines and quality standards for UN sustainable development cooperation framework evaluations, this work

included joint evaluative exercises, direct technical support, promoting exchange on evaluation and supporting studies to assess capacities and gaps.

Thirdly, the year was characterized by a number of important reviews that sought to better define the work of the evaluation function. Notably, recommendations from an independent peer review of the independence, credibility and utility of WFP's evaluation function will inform the preparation of an updated WFP evaluation policy in 2021. The peer review concluded that WFP has a highly strategic independent corporate evaluation function that produces high-quality centralized and decentralized evaluations.

This is confirmed by our own measurement of results against key performance indicators in 2020. The year saw positive trends recorded across the board, in terms of evaluation coverage, the increase in evidence partnerships, and the continued rise in evaluation quality. However, we will continue to invest in the development of the evaluation function, including through further development of evaluation quality systems and investments in our evaluation workforce to deliver on the growing programme of work. The Evaluation Capacity Development Strategy (2020-2024) is expected to accelerate progress in building an evaluation cadre well equipped to manage high-quality evaluations across WFP.

To end on a high point, 2020 was a special year for everyone in WFP. There can be no greater recognition of achievement than the Nobel Peace Prize. Through our evaluation work we are incredibly privileged to understand just what it takes for WFP to deliver in so many challenging environments around the world, including through the continuing response to the COVID-19 pandemic. The commitment WFP has placed in evaluation will help us in knowing how to make a difference and in moving towards greater accountability and learning to build peace and achieve zero hunger.

**Andrea E. Cook**  
Director of Evaluation



## Part 1

### Evaluation

What is it for? WFP evaluations for evidence-based decision making

Part 1 looks at how the evaluation function 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 2020 and 2021 and ongoing impact evaluations and highlights the types of evaluation evidence contributing to the strategic priorities of WFP.

## 1.1 WFP centralized evaluations

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

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

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

To support the phased adoption of the coverage norms set out in the Evaluation Policy (2016–2021), evaluation planning and resourcing are embedded in the WFP Strategic Plan (2017–2021),<sup>1</sup> WFP's Policy on Country Strategic Plans<sup>2</sup> (CSPs), its financial framework<sup>3</sup> and its revised Corporate Results Framework (2017–2021).<sup>4</sup>

### WFP CENTRALIZED EVALUATIONS

The COVID-19 pandemic led to the implementation of quarantine measures worldwide in 2020 that affected WFP programmes and evaluations. Notwithstanding this, all centralized evaluations in 2020 were carefully planned and managed, ensuring that corporate accountability and learning needs were still being met, wherever possible avoiding placing unnecessary burden on WFP operations and partnerships at a time of unprecedented emergency response throughout the organization.

In 2020, 24 evaluations were completed or ongoing (table 1) and one joint evaluation was initiated.

Following consultation with the Executive Board and WFP management, work on 38 confirmed evaluations will continue or start in 2021 (table 2), as well as one joint evaluation.



Table 1: Centralized evaluations completed or ongoing in 2020

TYPE	SUBJECT OF EVALUATION	EXECUTIVE BOARD SESSION
POLICY	WFP gender policy (2015-2020)	2020 annual session
	South-South and triangular cooperation policy	2021 second regular session
STRATEGIC	Funding WFP's work	2020 annual session
	Contribution of school feeding activities to the achievement of the Sustainable Development Goals	2021 annual session
	WFP's use of technology in constrained environments	2022 first regular session
COUNTRY STRATEGIC PLAN	Afghanistan CSP (2018-2022)	2022 annual session
	Algeria ICSP (2019-2022)	2022 annual session
	Bangladesh CSP (2017-2021)	2021 first regular session
	Cameroon CSP (2018-2021)	2020 second regular session
	China CSP (2017-2021)	2021 second regular session
	Democratic Republic of the Congo ICSP (2018-2020)	2020 second regular session
	El Salvador CSP (2017-2022)	2022 annual session
	Gambia (the) CSP (2019-2022)	2021 second regular session
	Honduras CSP (2018-2022)	2021 second regular session
	Indonesia CSP (2017-2020)	2020 second regular session
	Lao People's Democratic Republic CSP (2017-2021)	2021 second regular session
	Lebanon CSP (2018-2022)	2021 second regular session
	Mozambique CSP (2017-2022)	2022 annual session
	Timor-Leste CSP (2018-2022)	2020 second regular session
	Zimbabwe CSP (2017-2022)	2022 first regular session
CORPORATE EMERGENCY RESPONSE	Inter-agency humanitarian evaluation of the response to Cyclone Idai in Mozambique	
	Inter-agency humanitarian evaluation of gender equality and empowerment of women and girls	
SYNTHESIS	Synthesis of evidence and lessons from WFP's policy evaluations	2020 annual session
	Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations	2021 annual session
JOINT	Rome-based United Nations agency collaboration	2021 second regular session

Abbreviations: CSP = country strategic plan; ICSP = interim country strategic plan

Table 2: Ongoing and new centralized evaluations in 2021

TYPE	SUBJECT OF EVALUATION	STATUS	
POLICY	South-South triangular cooperation policy	Ongoing	
	WFP's role in peacebuilding in transition settings	New	
STRATEGIC	Contribution of school feeding activities to the achievement of the Sustainable Development Goals	Ongoing	
	WFP's use of technology in constrained environments	Ongoing	
	Nutrition and HIV/AIDS	New	
COUNTRY STRATEGIC PLAN	Afghanistan CSP (2018-2022)	Ongoing	
	Algeria ICSP (2019-2022)	Ongoing	
	China CSP (2017-2021)	Ongoing	
	El Salvador CSP (2017-2022)	Ongoing	
	Gambia (the) CSP (2019-2022)	Ongoing	
	Honduras CSP (2018-2022)	Ongoing	
	Lao People's Democratic Republic CSP (2017-2021)	Ongoing	
	Lebanon CSP (2018-2022)	Ongoing	
	Mozambique CSP (2017-2022)	Ongoing*	
	Zimbabwe CSP (2017-2022)	Ongoing	
	Plurinational State of Bolivia CSP (2018-2022)	New	
	Central African Republic ICSP (2018-2022)	New	
	Chad CSP (2019-2022)	New	
	Ecuador CSP (2017-2022)	New	
	Haiti CSP (2019-2022)	New	
	India CSP (2019-2023)	New	
	Jordan CSP (2020-2022)	New	
	Kyrgyzstan CSP (2018-2022)	New	
	Mauritania CSP (2019-2022)	New	
	Nigeria CSP (2019-2022)	New	
	Pakistan CSP (2018-2022)	New	
	State of Palestine CSP (2018-2022) TBC	New	
	Peru CSP (2018-2022)	New	
	South Sudan ICSP (2018-2022)	New	
	Sri Lanka CSP (2018-2022)	New	
	Sudan (the) CSP (2019-2022)	New	
	Tajikistan CSP (2019-2022)	New	
	United Republic of Tanzania CSP (2017-2022)	New	
	CORPORATE EMERGENCY RESPONSE	WFP's response to the COVID-19 pandemic	New
		Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen	New
Inter-agency humanitarian evaluation of the COVID-19 response		New	
SYNTHESIS	Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations (2016-2020)	Ongoing	
	New topic to be determined	New	
JOINT	Rome-based United Nations agency collaboration	Ongoing	

\* The Mozambique CSP evaluation was begun in late 2020 and then postponed in line with the extension of the CSP

## POLICY EVALUATIONS

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.

At the 2020 annual session of the Executive Board, OEV presented the evaluation of the WFP Gender Policy (2015–2020),<sup>5</sup> which was approved by the Board in 2015 and had the aim of making gender equality and women’s empowerment “everybody’s business”. An update of the policy was recommended, along with calls to enhance the distributed leadership on gender equality and women’s empowerment across WFP. Increased allocation of financial and specialized human resources is needed to meet commitments stated in the policy. Further, evidence from analyses of gender equality-related activities should inform the mid term reviews of CSPs, CSP evaluations and, ultimately, new CSPs. The evaluation made eight recommendations; all were agreed to by WFP management.

WFP’s South–South and Triangular Cooperation Policy<sup>6</sup> was also approved by the Board in 2015 to expand WFP’s engagement with developing countries to facilitate progress and support country-led efforts in food security and nutrition. Preparation for this evaluation began in late 2019, and the methodological approach was adapted as a result of the COVID-19 pandemic. The timeline was extended, and the inception and data collection phases were carried out remotely. The evaluation report will be presented to the Board in November 2021.

In 2021, OEV will initiate the evaluation of the policy on WFP’s Role in Peacebuilding in Transition Settings (2013)<sup>7</sup> to be presented to the Board at its annual session in 2022. The evaluation has been postponed in previous years due to resourcing issues but is now particularly timely given the awarding of the 2020 Nobel Peace Prize to WFP.



## STRATEGIC EVALUATIONS

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.

In 2020, OEV worked on three strategic evaluations:

► **The strategic evaluation of funding WFP's work (2014–2019)** was presented at the Board's 2020 annual session. The evaluation examined all sources of funding, including governments (donors and host countries), multi-donor funds and multilateral organizations, private donors (individuals, corporations and foundations) and innovative sources of financing. The evaluation made eight recommendations, all of which were agreed to, including the need to clarify funding ambitions, priorities and approaches as part of the new strategic plan development process.

► **The strategic evaluation of contribution of school feeding activities to the achievement of the Sustainable Development Goals (SDGs)** was initiated in late 2019 and the evaluation report will be presented to the Board during its annual session in 2021. The evaluation is assessing WFP's strategic positioning in school feeding, its performance

against the school feeding policy and how well WFP is positioned and equipped to advocate and implement integrated school health and nutrition programmes in various country settings, scaling up its interventions and supporting governments in the development and implementation of their own programmes. The evaluation will inform the implementation of the new school feeding strategy for 2020–2030 and the development of a potential new school feeding policy.

► In 2020, OEV initiated a new **strategic evaluation of WFP's use of technology in constrained environments** for presentation to the Board at its 2022 first regular session. The evaluation is assessing whether WFP has effectively deployed the most appropriate information and communication technology applications to increase its management and programmatic performance in constrained environments. It also looks at whether effective measures are in place to mitigate and manage risks to operations and populations resulting from the use of digital technologies and data.

A strategic evaluation of nutrition and HIV/AIDS is planned for 2021, combining the evaluations of the two policies. The planned evaluation of organizational change was postponed due to re-prioritization in 2020 and will be considered in the programme of work for 2022 onwards in the light of a review of priorities for strategic evaluation in 2021, to be informed by the new strategic plan.



## COUNTRY STRATEGIC PLAN EVALUATIONS

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.

In line with the CSP and the evaluation policies, CSP evaluations are the main instrument for institutional accountability and learning on WFP's interventions at the country level. The evaluation process is timed to ensure that a final draft evaluation report is ready when a country office starts designing a new CSP. CSP evaluations are meant to assess and explain progress towards expected results by addressing four questions:

1. To what extent are WFP's strategic position, role and specific contributions based on country priorities, people's needs and WFP's strengths?
2. What are the extent and quality of WFP's specific contributions to CSP strategic outcomes?
3. To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?
4. What factors explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?

Five CSP evaluations initiated in 2019 have been completed. Those for Cameroon, the Democratic Republic of the Congo (an ICSP), Indonesia and Timor-Leste were presented to the Executive Board

in 2020 and the Bangladesh CSP evaluation was presented at the 2021 first regular session. There are a number of key lessons from these evaluations. They have shown, for example, that the CSP is an effective platform for improving strategic focus and alignment, but the government signature on a CSP document is not enough to ensure sustainable transition towards full national ownership. Another lesson is that the greater flexibility in funding and relatively long-term partnerships expected from the CSP approach have not yet materialized, and this continues to be a hindering factor for WFP responsiveness to emerging needs. It has also been observed that the CSP has led to better integration of gender equality and protection, but more can be done to fully achieve gender transformative results. In addition, linking resources to results remains a challenge and limits the capacity for cost effectiveness analysis and adaptive management.

These CSP evaluations resulted in a number of common recommendations related to adequate staff profile and capacity and WFP's partnership strategy, potential convening and coordinating roles, approach to capacity strengthening, strengthening of gender transformative approaches, management of risk to populations use of monitoring systems and increasing investment in its evidence base.

In accordance with the OEV workplan plan for 2020–2022, 13 CSP evaluations were due to start in 2020. Of these, seven are progressing as planned (those for Afghanistan, China, the Gambia, Honduras, the Lao People's Democratic Republic, Lebanon and Zimbabwe). As reported in the 2019 annual evaluation report, the requirement to conduct the El Salvador CSP evaluation was waived in early 2020 because the duration of the CSP cycle was shortened, making it impossible to conduct the evaluation in time. The CSP cycle was subsequently extended, however, and the evaluation was reinstated. The evaluation of the Algeria ICSP was not planned but also started in late 2020.

Final reports for all of these evaluations will be available in 2021 to inform the development of new CSPs. Three evaluations have been postponed and three cancelled. Evaluations of the CSPs of Mozambique and the United Republic of Tanzania have been postponed until 2022, resulting in an adjustment in the timing of their evaluations to 2021; in addition the Syrian Arab Republic ICSP evaluation was postponed due to a change in the CSP cycle; the Democratic People's Republic of Korea ICSP evaluation and the ICSP of the Islamic Republic of Iran were cancelled due to COVID-19 and the unfeasibility of conducting a fully remote evaluation under the circumstances, and the Morocco CSP evaluation was cancelled because funding for the CSP was close to zero and as a result only limited activities were implemented.

In 2021, OEV will start 18 CSP evaluations, namely those for the Plurinational State of Bolivia, the Central African Republic, Chad, Ecuador, Haiti, India, Jordan, Kyrgyzstan, Mauritania, Nigeria, Pakistan, Peru, Sri Lanka, the State of Palestine (TBC), South Sudan, the Sudan, Tajikistan and the United Republic of Tanzania. Changes in CSP cycles since the approval of the latest management plan in November 2020 have led to the postponement of the CSP evaluations for Burkina Faso and Sao Tome and Principe and the inclusion in the programme of work of those for India and South Sudan. Preparation for the Syrian Arab Republic ICSP evaluation is envisaged to start in late 2021 but will probably begin formally in 2022. OEV expects that there will be continued volatility in this workload because of changes in the duration of CSP cycles and adjustments required due to COVID-19 restrictions.

In the light of the impact of the WFP response to the COVID-19 pandemic in all country offices, the scope and standard questions for all CSP evaluations that are starting have been adjusted to look at how WFP is adapting and responding.



# Conducting a COUNTRY STRATEGIC PLAN EVALUATION



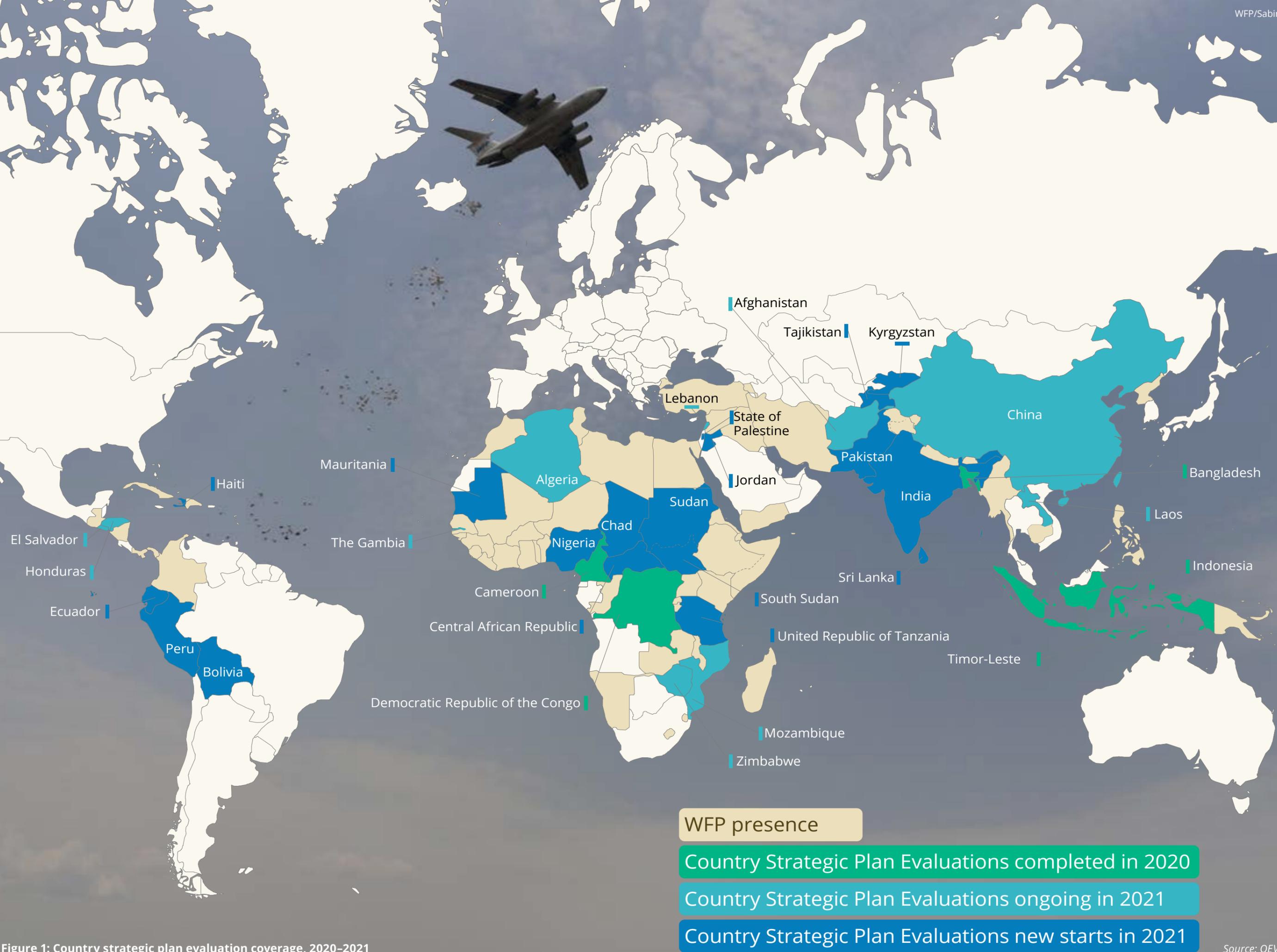


Figure 1: Country strategic plan evaluation coverage, 2020–2021

# EVALUATIONS OF CORPORATE EMERGENCY RESPONSES

Evaluations of corporate emergency responses assess the coverage, coherence and connectedness of the response.

Crisis responses account for 77 percent of WFP's estimated operational requirements and have increased by 22 percent since 2020. The challenges to the international community posed by multiple complex and protracted emergencies were exacerbated by the COVID-19 pandemic. Figure 2 shows the main emergency responses since 2011, highlighting the complex and protracted nature of most of the related crises.

Increasingly emergency responses take place as part of country strategic plans and are therefore covered by CSP evaluations. This provides an opportunity to assess the extent to which the CSP

framework and its related processes enable corporate emergency responses. In 2020 three emergency responses were assessed as part of CSP evaluations, those for Cameroon (Level 2), the Democratic Republic of the Congo (Level 3) and the Rohingya refugee crisis in Bangladesh (Level 3). Emergency responses in Mozambique (Level3/ Level2) and Zimbabwe (Level 2) are covered by CSP evaluations that will be completed in 2021.

An evaluation of the **WFP Level 3 response to the COVID-19 pandemic** was launched in the second half of 2020. This is a complex evaluation covering the response, both programmatic and institutional, for the period from January 2020 to June 2021 and will provide reflection on WFP response across the full set of the organization's strategic goals and results affecting both its operations and internal corporate systems. It will complement other lesson learning and oversight activities on the pandemic being conducted internationally and within WFP.

WFP continued to invest significantly in inter-agency humanitarian evaluations<sup>9</sup> by allocating staff time and financial contributions. Such evaluations play a critical role in the humanitarian system for strengthening learning and enhancing accountability to affected people, national

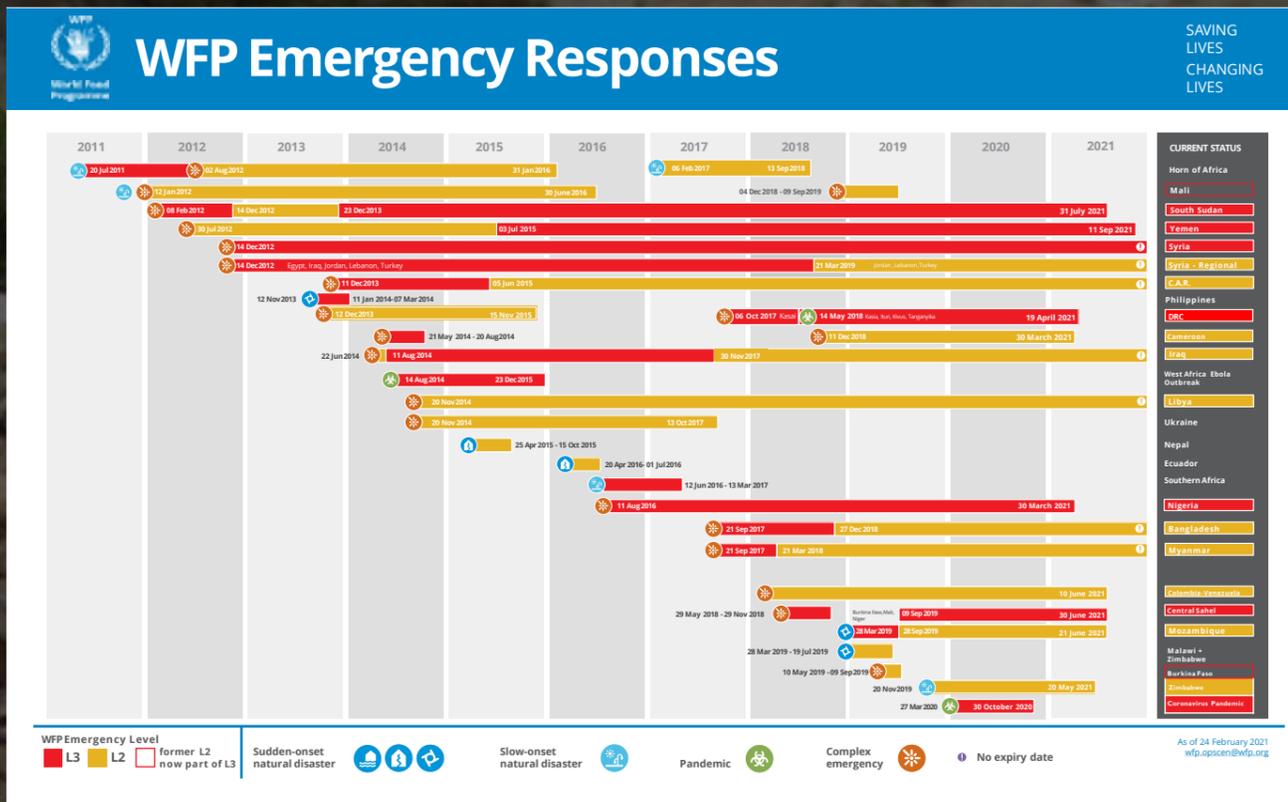
governments, donors and the public. They also contribute to ensuring evaluation coverage of WFP corporate emergencies efficiently through the assessment of collective inter-agency action. The reports on these evaluations are posted publicly on the committee's website and are normally presented to the Inter-Agency Standing Committee (IASC).

Two inter-agency humanitarian evaluations were completed in 2020, with OEV as a member of the management groups for the evaluations. The report on the **evaluation of the system wide scale-up of the humanitarian response to Cyclone Idai in Mozambique** included recommendations on, among other things, integrating cash-based programming into life saving and early recovery interventions, reviewing and updating existing tools such as multisector assessments, information management and gender- and age-sensitive inter agency systems for accountability to affected populations.

The first thematic **inter-agency humanitarian evaluation on gender equality and the empowerment of women and girls (GEEWG)** provides an independent assessment of the degree to which GEEWG policies have been implemented and integrated into humanitarian responses since 2017 and identifies gaps, best practices and lessons learned that should inform further integration. To improve future collective responses in similar circumstances, the evaluation made recommendations in eight areas: gender equality expertise in sudden onset emergency response; meaningful participation of women in humanitarian decision making; access by humanitarian country teams to strategic and technical expertise on GEEWG; IASC strategic planning and monitoring of gender results outcomes; global leadership and capacity for gender; management response to the gender accountability framework report; accountability for mainstreaming GEEWG at the country and global levels; and tracking of resources and expertise for GEEWG programming.

WFP is also a member of the management group for the **inter-agency humanitarian evaluation of the response to the Yemen crisis**, for which preparations started in early 2020 and postponed due to the COVID-19 crisis but will resume in early 2021. In addition, the inter-agency humanitarian evaluation of the COVID-19 response is expected to start in 2021.

Figure 2: Major emergency responses, 2011–2021



Source: WFP Operational Information Management and Operations Centre Unit, as of 24 February 2021



## EVALUATION SYNTHESSES

Evaluation syntheses combine data from multiple evaluations, which are analysed from a comprehensive perspective to produce general conclusions.

OEV presented to the Board at its 2020 annual session a **synthesis of evidence and lessons from policy evaluations** that was commissioned in 2019 with a view to building on the OEV document “Top 10 Lessons for Policy Quality in WFP”<sup>10</sup> and providing evidence for learning by the WFP policy cycle task force. Evaluative evidence from all policy evaluations conducted between 2011 and 2019 was synthesized to enhance the knowledge base on WFP policy making. The synthesis made six recommendations; all were agreed to and are being followed up on actively by the policy cycle task force.

A new evaluation synthesis drawing on evidence from decentralized evaluations was initiated in 2020. An analysis of the topics covered in decentralized evaluations was undertaken and a **synthesis of evidence and lessons on country capacity strengthening (CCS)** was initiated. The synthesis aims to examine evidence of CCS at the level of the individual, the institution and the enabling environment with a focus on the relevance of CCS interventions to national development priorities and contributions to capacity strengthening. The synthesis report will be presented to the Board for consideration at its 2021 annual session.





## JOINT EVALUATION INITIATIVES

In 2020, the evaluation offices of FAO, the International Fund for Agricultural Development (IFAD) and WFP initiated a **joint evaluation of Rome-based United Nations agency collaboration**. This evaluation will examine the relevance of Rome-based agency (RBA) collaboration in contributing to the achievement of the 2030 Agenda for Sustainable Development, particularly at the country level; the results (positive, negative, intended and unintended) of

RBA collaboration since 2016; factors that enabled or hindered the effectiveness of RBA collaboration; and the added value of RBA collaboration across geographic levels and pillars (strategy/policy, operations/programmes, advocacy/communications and corporate services/administration). WFP is administering the contract with the evaluation firm on behalf of the three agencies. The evaluation report will be presented to the RBA governing bodies in late 2021, including at the WFP Board's 2021 second regular session.

WFP is one of 12 signatory agencies of the **Global Action Plan for Healthy Lives and Well being**,

whose secretariat is provided by the World Health Organization. OEV actively participated in the management of a **joint evaluability assessment of the action plan**, which provided evidence on the strengths and gaps in the preconditions for its success. This assessment will serve to increase the chance that health-related SDG targets will be met by 2030 and will inform the planned evaluation of the action plan in 2023.

WFP participated in a range of COVID-19-related partnerships, including the **COVID-19 Global Evaluation Coalition**, providing evidence and lessons learned from evaluations on gender,

education and cash-based transfers. WFP is also engaging in the **United Nations Evaluation Group's COVID-19 Multi-Partner Trust Fund (MPTF) Advisory Group** and an **inter agency exercise led by FAO to summarize evidence on food security and nutrition with IFAD, the United Nations Industrial Development Organization**.

WFP is also engaged in an early **lessons and evaluability assessment of the United Nations COVID-19 Response and Recovery MPTF** and participates actively in the MPTF advisory committee steering that process.

## 1.2 WFP decentralized evaluations

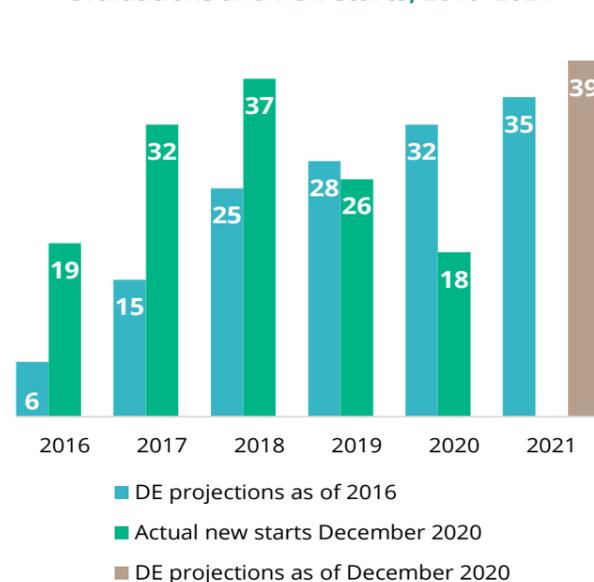
According to the Evaluation Policy (2016–2021), decentralized evaluations are “demand-led”: commissioning units (predominantly country offices) select topics or interventions to be evaluated and time the evaluations so that the results can be used to inform programming decisions.

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. In 2020, OEV worked closely with the Research, Assessment and Monitoring Division and regional bureaux to enhance synergies in the planning and implementation of various types of evidence generation activities in the second generation CSPs.

### OVERVIEW OF DECENTRALIZED EVALUATIONS, 2020–2021

The delivery of the decentralized evaluation workplan was significantly hampered in 2020 by COVID-19. At the time that WFP’s Corporate Evaluation Strategy (2016–2021) was developed, 32 decentralized evaluations were projected to start in 2020; this number was adjusted to 29 in December 2019 based on country office plans; eventually 18 decentralized evaluations were begun in 2020. While two evaluations were cancelled, another nine evaluations were postponed to 2021. As a result, the number of evaluations expected to start in 2021 has risen to 39. We expect to observe a similar trend in 2021 given the COVID-19 pandemic.

Figure 3: Projected decentralized evaluations and new starts, 2016–2021<sup>11</sup>

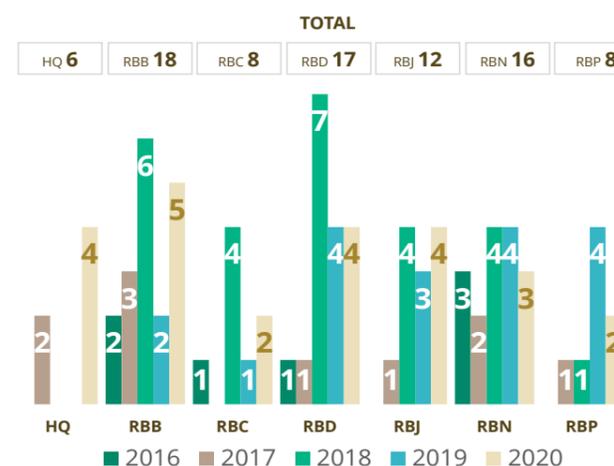


Source: OEV  
Abbreviation: DE = decentralized evaluation

Since 2016, 85 decentralized evaluations have been completed (figure 4), compared with 61 at the end of 2019. Most decentralized evaluations completed to date (93 percent) were commissioned by country offices. Of the decentralized evaluations planned for 2016–2020, 20 have been cancelled; the most recent cancellations were effected by the country offices in Afghanistan, India, Liberia and Malawi.

A closer look at the distribution of decentralized evaluations by region for the period 2016–2020 (figure 4) shows that 24 evaluations were completed in 2020 compared with 18 in 2019, with the highest number of evaluations since 2016 having been completed in the Asia and the Pacific, Western Africa and Eastern Africa regions.

Figure 4: Completed decentralized evaluations by region/headquarters and year of completion, 2016–2020

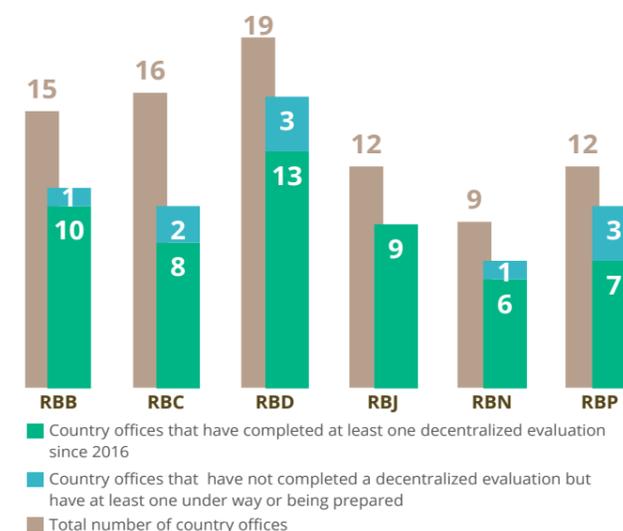


Source: OEV  
Abbreviations: HQ = headquarters; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East and Northern Africa; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean

The percentage of countries that have completed at least one decentralized evaluation varies from region to region (figure 5), with the Southern Africa region having the highest percentage. Progress in meeting the coverage norms for decentralized evaluations is observed in all regions, with an additional ten decentralized evaluations ongoing in 2020, three of which are in West Africa and three in

Latin America and the Caribbean. Enhanced efforts to explore synergies with CSP evaluations led to slower progress in meeting the decentralized evaluation coverage norms, as countries have sought to minimize risks of duplication. To date, 53 out of 83 country offices have completed at least one decentralized evaluation (64 percent).

Figure 5: Number of country offices with completed or ongoing decentralized evaluations by region (2016–2020)



Source: OEV  
Following the first multi-country decentralized evaluation commissioned by the Regional Bureau for Latin America and the Caribbean in 2019, the Regional Bureau for Southern Africa is preparing for two multi-country decentralized evaluations, one on WFP’s contribution to market development and food systems in Southern Africa and the other a joint decentralized evaluation of a regional vulnerability assessment and analysis programme together with the Southern Africa Development Community and two donors; similarly, the Regional Bureau for Eastern Africa started a multi-country thematic decentralized regional evaluation of WFP partnerships in East Africa.

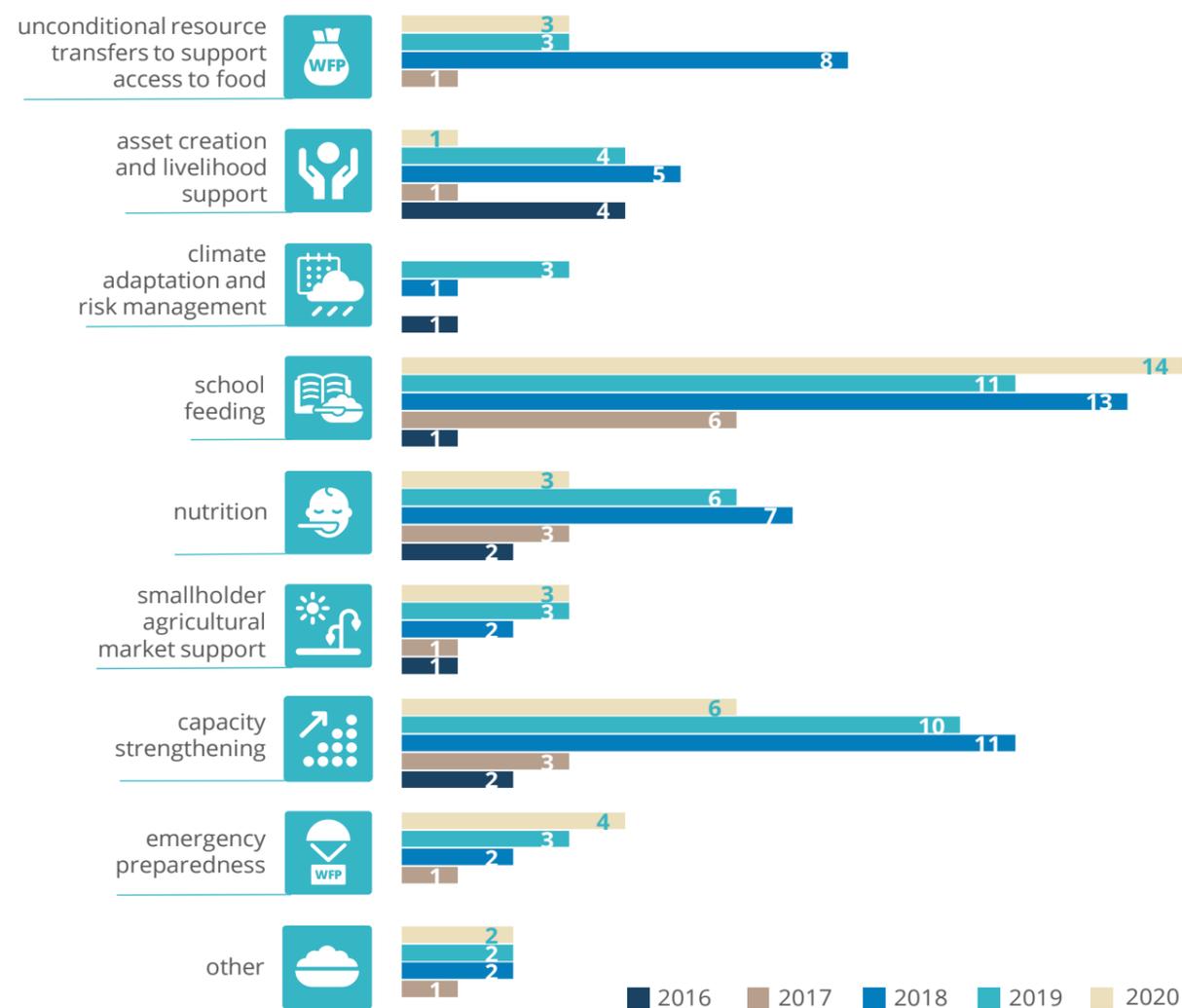
Headquarters divisions other than OEV are also actively engaged in generating evidence through decentralized evaluations. The School-based Programmes Service completed a series of evaluations of school feeding programmes in emergency settings covering the Democratic

Republic of the Congo, Lebanon, the Niger and the Syrian Arab Republic. A synthesis of country reports for the four countries as well as a global learning event are expected in 2021. The evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women, jointly commissioned by the WFP Gender Office, FAO, IFAD and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), is well under way, with a final report expected in 2021.

As in previous years, the majority of the decentralized evaluations completed during the period 2016–2020 were focused on school feeding

programmes (28 percent), capacity strengthening (20 percent) and nutrition (13 percent). The next largest areas of focus were asset creation and livelihood support activities and unconditional resource transfers (9 percent each) (figure 6). Looking at future plans for the period 2021–2024, school feeding programmes and capacity strengthening are likely to remain among the main areas of focus given the evaluation requirements of specific donors; however the proportion of evaluations covering smallholder agricultural market support, climate adaptation and risk management as well as asset creation and livelihood support is expected to increase.

**Figure 6: Completed decentralized evaluations by programme area, 2016–2020\***



Source: OEV

\* Decentralized evaluations can cover more than one programmatic area



# 1.3 WFP impact evaluations

Impact evaluations assess the positive and negative, direct or indirect, intended or unintended changes in the lives of people who receive WFP assistance.

OEV develops thematic impact evaluation “windows”<sup>12</sup> in partnership with WFP programmatic leads to generate demand for evidence in priority areas. Windows increase the likelihood that findings from one country are generalizable to other contexts and generate evidence by answering common questions across a portfolio of country-specific evaluations over a period of three–five years. Programmes apply on a voluntary basis, and each

individual impact evaluation includes window-level and programme-specific questions to support learning and in-country decision making.

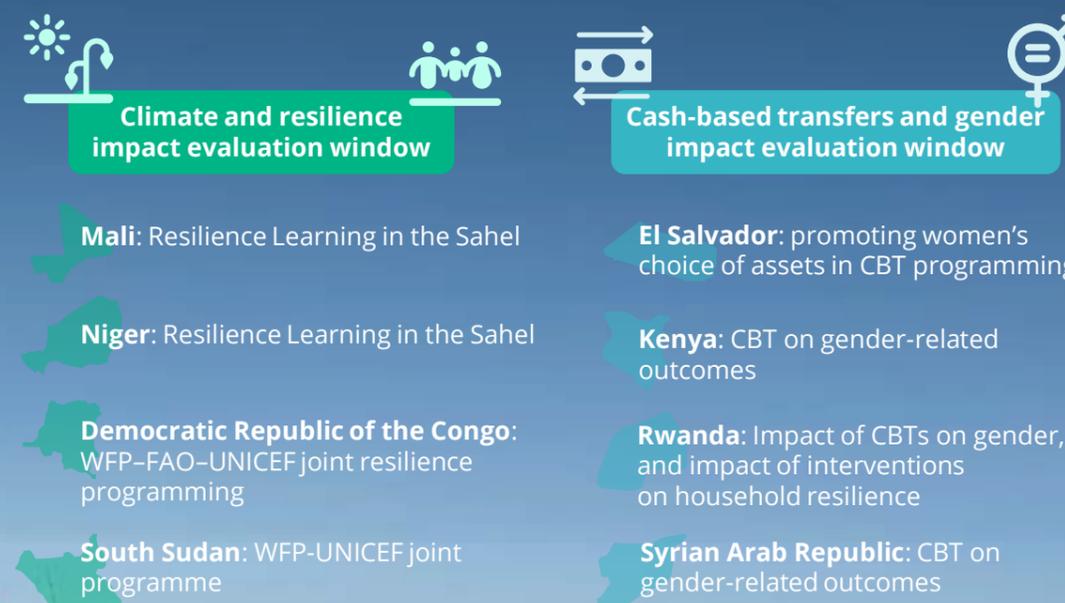
WFP launched two windows in 2019 in partnership with the World Bank’s Development Impact Evaluation (DIME) unit, with one focusing on cash-based transfers (CBTs) and gender and the other on climate change and resilience. Figure 7 shows the eight impact evaluations conducted in 2020 under these windows, and more detailed information is provided in annex III. Six more impact evaluations are at the feasibility assessment and design stages. Unfortunately, all impact evaluation activities experienced delays due to COVID-19 resulting in adjusted programme timelines, changes to virtual support and increased use of remote data collection. However, window-level pre-analysis plans for the first two windows were drafted and peer reviewed in 2020.

The first set of impact evaluations selected for the CBTs and gender window will be carried out in the context of food-assistance for assets programmes. These evaluations aim to assess the effect of increasing women’s earned income on intra household decision making, as well as on personal autonomy and gender gaps.

For the climate and resilience window, the priority questions seek to generate evidence broadly on how integrated programming, which brings together multiple activities aimed at improving various outcomes, contributes to resilience; how various combinations of activities strengthen resilience and how programming decisions on targeting or the sequencing of activities affect resilience.

Preparations for a third window on school-based programming began in 2020, for a launch early in 2021. Work was also initiated on a new workstream focused on developing WFP’s capacity to deliver impact evaluations of humanitarian operations, including the development of impact evaluation designs and approaches appropriate for rapid-onset emergencies and protracted crises as well as engagement with communities of practice interested in this type of evidence.

Figure 7: Ongoing impact evaluations conducted under impact evaluation windows in 2020



Source: OEV





**Part 2**  
**Evaluation**  
**How well is WFP's**  
**evaluation function performing?**

Part 2 explores the overall performance of WFP's evaluation function. It starts by highlighting the main developments in the function during 2020 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 and concludes with a look at resourcing of the evaluation function.

## 2.1 Major developments in evaluation

### GLOBAL COVID-19 PANDEMIC

As noted in part 1, the unprecedented COVID-19 pandemic presented multiple challenges to implementing the OEV workplan and regional evaluation plans in 2020; this necessitated new approaches and adjustments to enable OEV to sustain the level of coverage, including by moving to remote data collection where feasible. OEV also switched to virtual engagement to conduct evaluation workshops with country office staff and cooperating partners, and in some places it coped with international travel restrictions by using national evaluators who could continue to travel in their own countries. Internal capacity development activities also relied on virtual delivery, including the conversion of a four-day face-to-face workshop that is a key component of EvalPro's blended course for decentralized evaluation managers into an interactive webinar series.

### SCALING UP CSP EVALUATIONS

Taking stock of the lessons learned from the implementation of the first round of CSP evaluations, OEV further streamlined and codified the approach to such evaluations in 2020, aiming to enhance the efficiency and flexibility needed to deliver on an ambitious and volatile programme of work while ensuring consistency and quality across evaluations.

In anticipation of the significant augmentation in the delivery of CSP evaluations starting in the last quarter of 2020, OEV strengthened its team of research and data analysts to ensure timely analysis and optimal use of WFP's data systems.

## RESOURCING THE EVALUATION FUNCTION

In 2020, progress was made on several fronts to address financing challenges, explore sustainable financing options and diversify funding sources for the evaluation function. This included:

- ▶ Success in ensuring dedicated resources allocated in country portfolio budgets and mobilizing funding for CSP evaluations. One country office experienced critical funding shortfalls and benefited from timely financing through the Strategic Resource Allocation Committee, which enabled OEV to conduct the evaluation.
- ▶ Utilization of a dedicated multi-donor trust fund for impact evaluation activities that can receive support from multiple donors. Since its creation in the last quarter of 2019, WFP has received contributions to this fund from the German Federal Ministry for Economic Cooperation and Development (BMZ) and the United States Agency

for International Development (USAID) to support specific impact evaluations and other activities. WFP also leverages two other funding sources (country programme budgets and the OEV programme support and administrative (PSA) budget) to deliver impact evaluations, although it is a challenge for smaller country offices to fully cover data collection costs.

- ▶ An increase and consolidation of the PSA budgets for both OEV and regional bureaux, which was approved as part of the management plan for 2021–2023.

The contingency evaluation fund has continued to provide timely support to country offices facing funding shortfalls, providing support for three decentralized evaluations in 2020.

OEV worked with the Research, Assessment and Monitoring Division to develop and roll out an integrated vulnerability analysis and mapping, monitoring and evaluation planning and budgeting tool to capture activities, budgets and actual costs and provide comprehensive oversight of resources across all six regions.



WFP/Srawan Shrestha

## MID-TERM REVIEW OF REGIONAL EVALUATION STRATEGIES

After two years of implementation of regional evaluation strategies, mid-term reviews were conducted in 2020 in all regions. These took stock of progress, achievements and challenges in the implementation of the strategies and were designed to inform the second phase of implementation as well as feed into the peer review of the WFP evaluation policy. The reviews showed that substantial progress in most outcomes was made in all regions and resulted in a number of common recommendations including:

- ▶ promoting the use of evaluative evidence and knowledge management;
- ▶ continuing investment in evaluation capacity development for WFP staff;
- ▶ promoting strategic and utility-driven evaluation plans;
- ▶ diversifying and expanding access to evaluators, particularly regional and national evaluators;
- ▶ sustaining WFP efforts to enhance the quality of decentralized evaluations; and
- ▶ expanding WFP partnerships in relation to national evaluation capacity development.

## UNEG/OECD-DAC EXTERNAL PEER REVIEW OF EVALUATION

As foreseen in the WFP Evaluation Policy (2016-2021), a peer review of WFP's evaluation function was conducted by the United Nations Evaluation Group (UNEG) and the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) in 2020 to assess progress in the policy's implementation after four years.

The main purpose was to provide an independent and professional assessment of the WFP evaluation function and review its credibility and utility (i.e. value added). To feed into the peer review, each of OEV and WFP's six regional evaluation units carried out a comprehensive self-assessment analysing the level of maturity of the centralized and decentralized evaluation functions. The results of the mid-term reviews of the regional evaluation strategies also fed into the peer review consultation process.

The final report of the peer review will be presented to the Board at its annual session in June 2021 and will provide recommendations to the Executive Board, WFP management and OEV.

## EVALUATION FUNCTION REVIEW

As part of a corporate exercise, OEV and the regional bureaux engaged in a functional review exercise along with other functions, including programming and communication. This resulted in the development of terms of reference for the evaluation function, delineating the respective responsibilities and roles for OEV and the regional bureaux in three main areas: strategic direction and guidance; technical support; and management oversight.

## STRATEGIES FOR IMPLEMENTING THE EVALUATION POLICY (2016–2021)

Over the course of 2020, OEV completed the development of two strategies: the Evaluation Capacity Development Strategy (2020–2024) and the Evaluation Communications and Knowledge Management Strategy (2021–2026).

*Evaluation Capacity Development Strategy (2020–2024)*. Approved in 2020, a comprehensive framework has been designed, with new initiatives targeting both the evaluation cadre and staff in other functions. To strengthen its approach to

professional development of the evaluation cadre, OEV commissioned a study in 2020 exploring options for establishing a recognition scheme on evaluation for the evaluation cadre, with the aim of potentially developing such a scheme in 2021.

A range of capacity development initiatives was carried out by regional bureaux to contribute to the implementation of the strategy, including internal and external training on topics such as evidence generation and remote data collection. OEV also continued to explore opportunities to integrate evaluation into other divisions' activities and materials, including participating in the first country director induction training in February and continuing to engage with other divisions to integrate evaluation into their foundation courses as they are being developed.

*Evaluation Communications and Knowledge Management Strategy (2021–2026)*. Aiming at ensuring that evaluation results are accessible and fully utilized throughout WFP for both learning and accountability purposes, OEV worked further to develop the strategy, the key focus of which is to engage key audiences through strategically timed and tailored products on targeted channels using new technologies. Implementation will start in 2021, followed by a review of the strategy in 2022 to ensure alignment with the new WFP evaluation policy. Implementation of the strategy will be measured through key performance indicators related to the strategy's outcomes.



## 2.2 Performance of the evaluation function

This section reports on progress towards the outcomes set out in the Evaluation Policy (2016–2021) with regard to evaluation coverage, the quality of evaluation reports, use of evaluations, evaluation partnerships and joint evaluations and financial and human resources. The section ends

with a brief overview of centralized evaluations delivered versus planned. Key performance indicators have been developed to support systematic reporting over time. Results for 2020 are presented, together with an explanation of the progress made.

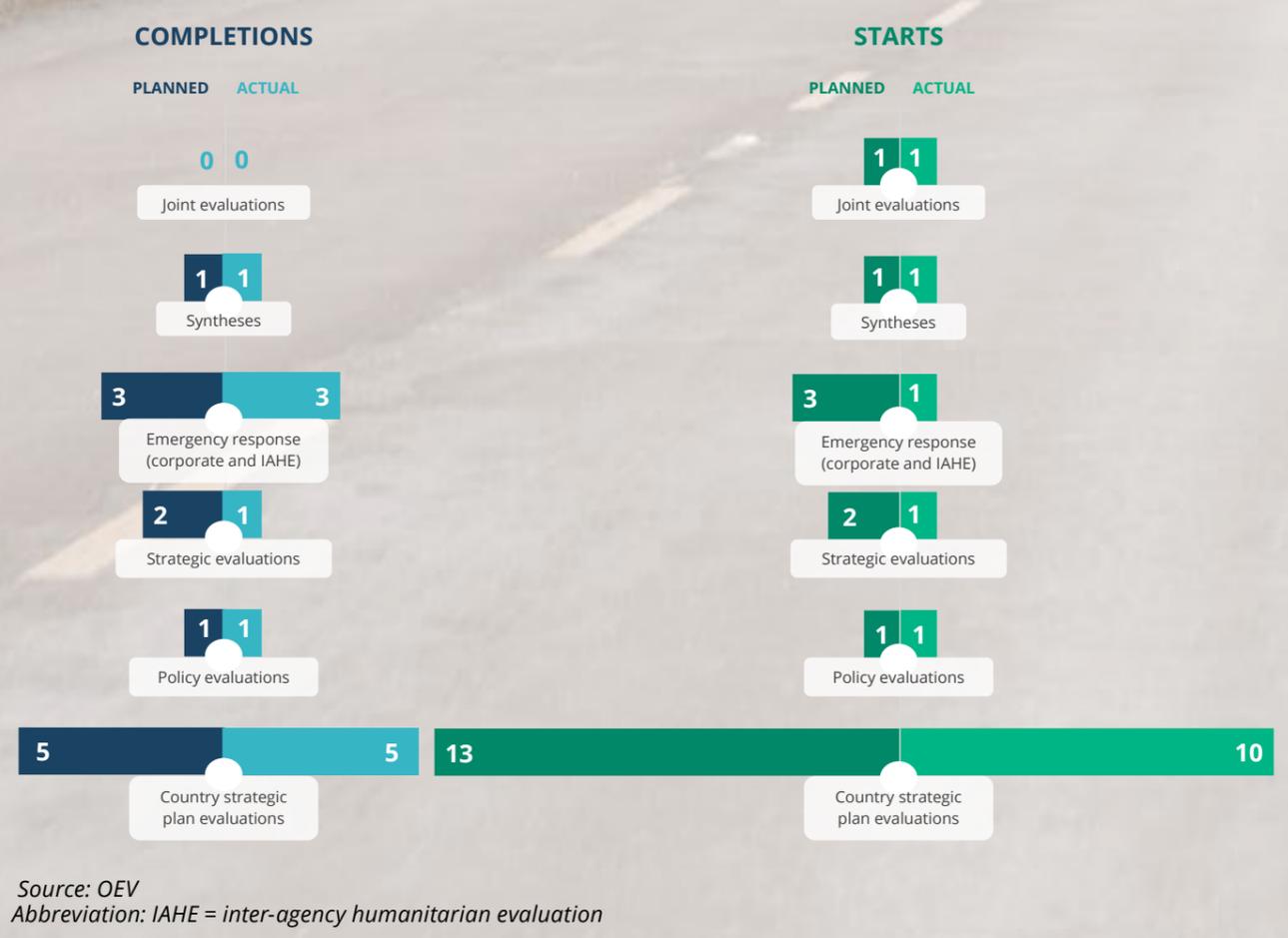
## OEV PERFORMANCE TO PLAN

In 2020, despite COVID-19, OEV delivered on its workplan approved in 2019,<sup>13</sup> completing all centralized evaluations as planned with the exception of a strategic evaluation (on the

contribution of school feeding to the achievement of the SDGs), for which the timeline was extended (figure 8).

As explained in part 1, there was some deviation from the original plan in terms of planned starts for ICSP and CSP evaluations<sup>14</sup> and evaluations of corporate emergency responses.

Figure 8: Planned versus actual implementation of the 2020 workplan of the WFP Office of Evaluation



# EVALUATION COVERAGE

This section presents progress towards the revised evaluation coverage norms (table 3) approved by the Board at its 2019 annual session.<sup>15</sup> Annex I shows overall progress against coverage norms since 2016.

**Table 3: Minimum evaluation coverage norms**

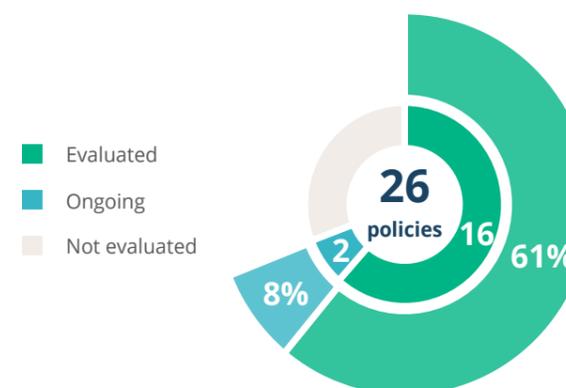
CENTRALIZED EVALUATIONS	DECENTRALIZED EVALUATIONS
<ul style="list-style-type: none"> <li>▶ Strategic evaluations providing balanced coverage of WFP’s core planning instruments, including elements of the WFP Strategic Plan (2017–2021) and related strategies.</li> <li>▶ Evaluation of policies 4–6 years after the start of implementation.*</li> <li>▶ Country strategic plan evaluations (CSPEs)** are required in the penultimate year of the CSP.</li> <li>▶ For 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 under 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 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.

## Policy evaluations

Overall, 16 of the 26 policies<sup>16</sup> listed in the compendium of active policies (annex II) have been the subject of evaluations (through either a policy evaluation or a strategic evaluation), and two policies are currently being evaluated (figure 9-A).<sup>17</sup>

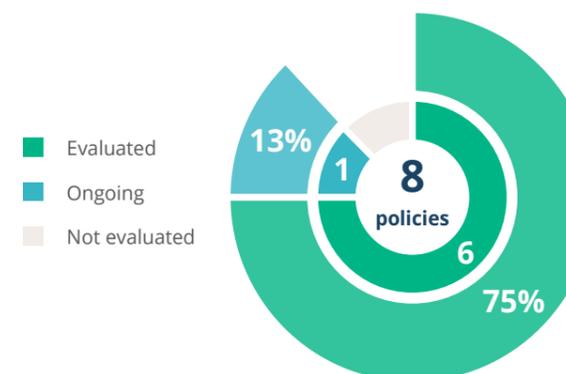
**Figure 9-A: Percentage of active\* policies evaluated**



Source: OEV  
 \* 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. Of the 26 policies, 14 started before the approval of the WFP policy formulation in 2011, and they are subject to evaluation in the light of resource availability and continued relevance. Nine of these 14 policies have been evaluated to date.

As shown in figure 9-B, according to the coverage norm, eight policies whose implementation started between four and six years before 2020 should be evaluated.<sup>18</sup> Of these eight, six have been evaluated and one was being evaluated at the end of 2020.

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



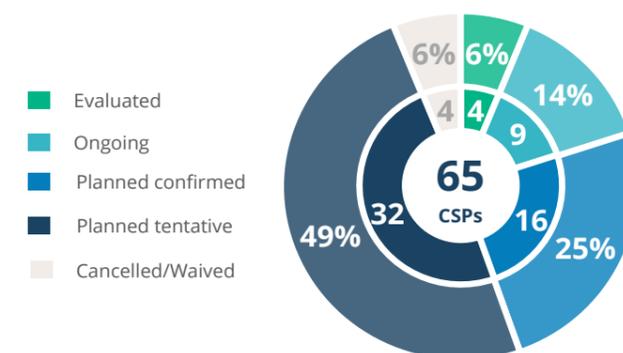
Source: OEV

## Country strategic plan evaluations

Of the first generation of CSPs, four have been evaluated to date (Bangladesh, Cameroon, Indonesia and Timor-Leste) and nine are ongoing (Afghanistan, China, El Salvador, the Gambia, Honduras, Lao People’s Democratic Republic, Lebanon, Mozambique and Zimbabwe), to be completed in the course of 2021 (figure 10).

Eighteen country offices are currently covered by ICSPs, and of these six were covered by a country portfolio evaluation between 2014 and 2019 (annex V), with the Democratic Republic of the Congo country office covered by an ICSP evaluation in 2020.

**Figure 10: Percentage of first-generation CSPs, evaluated or with an ongoing or planned evaluation at the end of 2020**

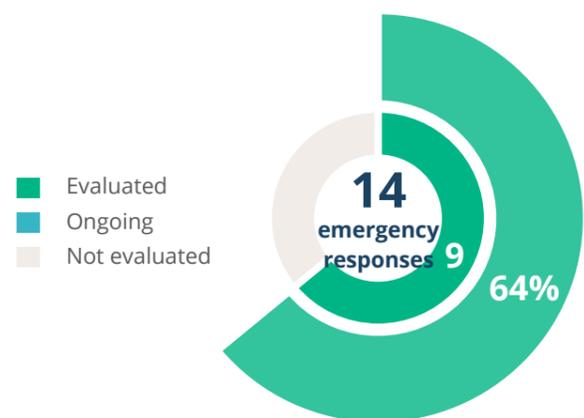


Source: OEV

### 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 the three-year period from 2017 to 2019, there were 14 corporate emergency responses;<sup>19</sup> nine of these have been evaluated (figure 11).

**Figure 11: Percentage of Level 3 and protracted Level 2 emergency responses from 2017 to 2019 evaluated or with an ongoing evaluation at the end of 2020**



Source: OEV

### 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. Figure 12 indicates that 40 percent of WFP's 80 country offices implementing a CSP or ICSP<sup>20</sup> have completed at least one decentralized evaluation in their current 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

In 2020, revisions were made to the Evaluation Quality Assurance System to strengthen the approaches to strategic, policy, CSP and decentralized evaluations. Process guides, templates and checklists were updated, with translation in Spanish and French and standardization across common elements such as the need for methodologies to be sensitive to gender equality and women's empowerment, equity and inclusion, as well as ethical considerations, quality assurance, communications, security and budgets.

A revision was also made to the post-hoc quality assessment (PHQA) mechanism, through which independent experts rate the quality of all completed WFP evaluation reports (centralized, decentralized and impact) in line with the United Nations Evaluation Group Norms and Standards<sup>22</sup> and the requirements for evaluation set out in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).

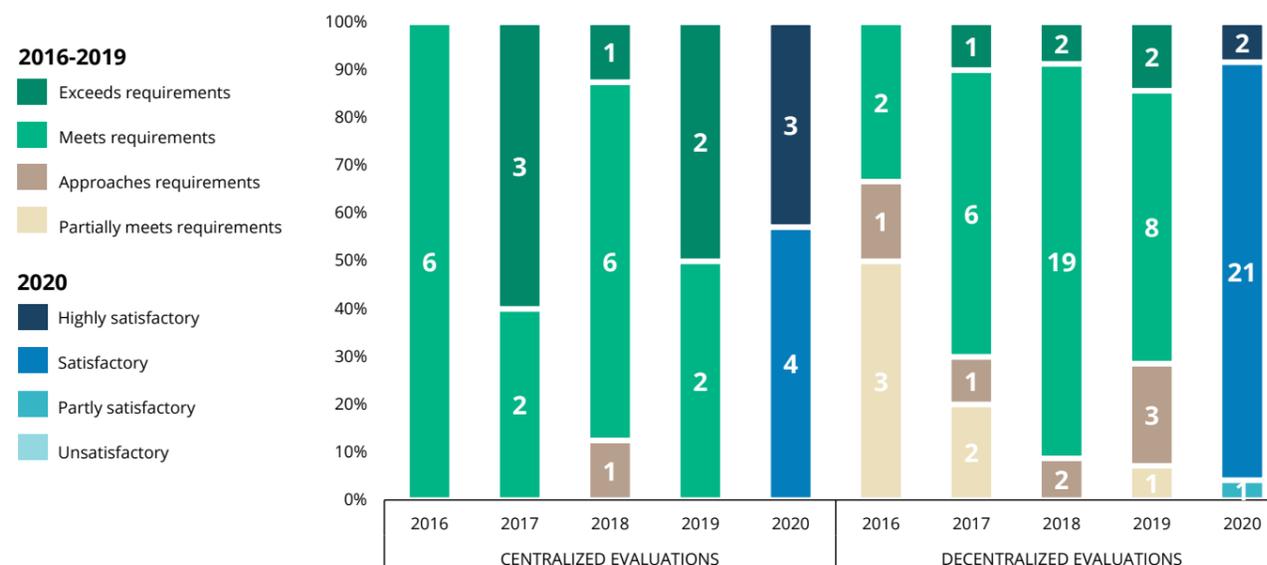
The PHQA indicates the extent to which users can rely on credible evaluation findings to inform

decision making at WFP. It also informs OEV whether quality assurance and support mechanisms for WFP evaluations are delivering the intended results.

In 2020, 16 percent of 31 evaluations<sup>23</sup> were rated "highly satisfactory", 81 percent "satisfactory" and 3 percent "partly satisfactory". Figure 13 shows details on the quality of centralized and decentralized evaluations. Overall, the high quality of centralized evaluations was maintained, with 100 percent rated satisfactory or above. The quality of decentralized evaluations continued to improve, with 96 percent rated satisfactory or above, compared to 71 percent in 2019.<sup>24</sup>

More specifically, in relation to the integration of gender, 80 percent of evaluations were assessed as "meets requirements" and 20 percent as "approaches requirements" according to the UN-SWAP evaluation performance indicator in 2020.<sup>25</sup> Overall WFP "exceeds requirements" given that the aggregate score of its evaluation reports "meets requirements" and it completed an evaluation of the WFP Gender Policy in 2020. This is the third year in which WFP exceeds requirements, continuing the notable improvement since 2017, when the aggregate score was "approaches requirements".

**Figure 13: Post-hoc quality assessment of evaluation reports completed, 2016-2020**



Source: OEV

## USE OF EVALUATION

As part of corporate efforts to increase the use of evidence, OEV and regional evaluation units continued to promote the use of evaluative evidence at the global, regional and country levels. A range of initiatives was undertaken, including with regard to norm setting, mapping, tagging, summarizing, disseminating and convening.

- ▶ **Norm setting.** Work was begun to develop a technical note on evidence products to clarify the quality standards for evaluation syntheses, summaries of evidence, evidence maps, literature reviews and systematic reviews.
- ▶ **Mapping.** OEV worked with ALNAP throughout 2020 to contribute to the development of the Evalmapper tool to capture WFP evaluative evidence alongside that of other humanitarian partners.
- ▶ **Tagging.** The tagging of recommendations in the new R2 risk and recommendation tracking system has been finalized for evaluations completed since 2016. In order to enable inquiries and reporting by various themes or topics, OEV has begun to tag all evaluation reports against SDG tags together with other UNEG members and for ALNAP with specific tags related to the categories defined in the Evalmapper.
- ▶ **Summarizing.** Regional bureaux produced a range of thematic learning papers in 2020, including with regard to social protection (the Regional Bureaux for the Middle East and Northern Africa and Latin America and the Caribbean), emergency preparedness and response (the Regional Bureau for Eastern Africa), food systems (the Regional Bureau for Eastern Africa) and country capacity strengthening (the Regional Bureau for Latin America and the Caribbean). The Regional Bureau for Western Africa finalized a summary of evidence from 14 decentralized evaluations undertaken between 2016 and 2019 with the aim of providing a framework for improved programming at the country and regional levels. The Regional Bureau for Southern Africa embarked on an evidence

analysis project to systematically extract findings and recommendations from reports and prepare thematic summaries of evidence. In response to COVID-19, OEV collaborated with the COVID-19 Global Evaluation Coalition on the Lessons from Evaluations series to articulate common lessons across agencies on priority topics for use by decision makers. OEV provided inputs for a number of papers on the use of cash transfers, food security and gender and education, drawing on evidence from WFP evaluations.

- ▶ **Disseminating.** In 2020, the WFP evaluation function took important steps to make its range of products more accessible to wider audiences through increased dissemination of content, including through videos, infographics, blogs and twitter posts, with the aim of increasing visibility and meeting the needs of diverse audiences.
- ▶ In parallel, the function strengthened its presence across digital media platforms through greater customization of its internal and external webpages with the development on WFPgo of an evaluation library landing page to enhance the searchability of reports and on WFP.org to provide a more visually appealing one-stop location where readers can obtain the main findings and various other elements of evaluation reports. The evaluation function also embraced social media for the first time through the launch of the @WFP\_Evaluation Twitter channel.
- ▶ **Convening.** The challenges associated with COVID-19 travel restrictions prompted a new approach to efforts to raise awareness of the evaluation function and give greater visibility to the evidence it generates. The WFP evaluation function engaged in key virtual evaluation events in 2020, notably gLOCAL<sup>26</sup> in June, Asian Evaluation Week in September and the EvalYouth Conference in November. Over four weeks in October and November, OEV launched WFP EvalXchange, a series of virtual events aimed at fostering peer exchange and learning on a range of topics. The event brought together 490 registered participants from 49 countries, including staff from WFP and other United Nations entities and independent evaluators, reflecting the event's broad appeal.

## EVIDENCE UPTAKE

As work on second-generation CSPs commenced, OEV provided comments on the use of evaluative evidence, planning and budgeting for evaluation during the development of the six draft CSP and ICSP documents prepared in 2020, during both the strategic and electronic programme review process phases (figure 14).

OEV and regional evaluation units seized on various opportunities to support country offices with evidence generation exercises and feed evidence into the formulation of new CSPs, regional and corporate strategies and policies. At the Regional Bureau for Eastern Africa the regional evaluation unit engaged with other regional units to provide evaluative support and inform a holistic review of country office programmes and capacities. OEV provided advice on policy and strategy development (including the development of the new anti-fraud and corruption policy and the people policy). OEV also contributed to the annual performance report, the mid-term reviews of the Strategic Plan (2017–2021) and WFP's corporate results framework, as well as the context analysis for the next strategic plan.

Engaging closely with key evaluation users as part of the evaluation process remains a key priority for OEV, starting with defining the evaluation scope and questions to best address key learning priorities. Across all evaluation types, significant effort was made in 2020 to ensure that draft evaluation findings and recommendations were discussed with key stakeholders by moving to virtual learning workshops. Visual thinking evaluation validation methods were trialled by the Regional Bureau for Asia and the Pacific in Sri Lanka and Myanmar. The Regional Bureau for Latin America and the Caribbean facilitated workshops to prepare the management responses to decentralized evaluations in El Salvador and Haiti and thus to help increase the uptake of evaluation recommendations.

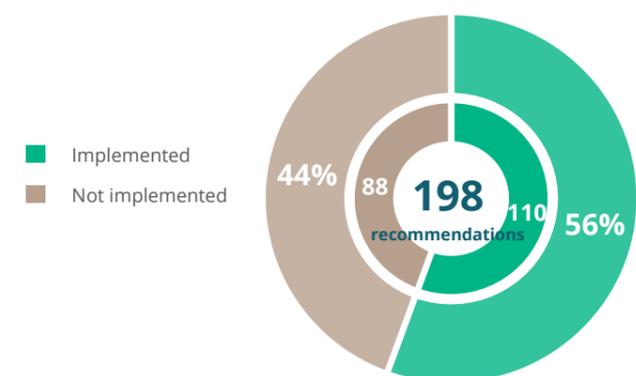
Figure 14: Percentage of draft CSPs reviewed and commented on by the WFP Office of Evaluation



Source: OEV

Figure 15 provides an overview of the implementation status of WFP centralized and decentralized evaluation recommendations due in 2020. Overall, 56 percent of recommendations were implemented on time.<sup>27</sup> Implementation of centralized and decentralized evaluations was quite similar, at 51 and 57 percent respectively. A review of the follow-up to recommendations from thematic evaluations of a strategic or global nature will be conducted by OEV in 2021.

Figure 15: Implementation status of evaluation recommendations due in 2020



Source: Monitoring and Evaluation Liaison Unit

## STRENGTHENING EVALUATION PARTNERSHIPS

The 2030 Agenda calls for increased partnership (SDG 17), which is reflected in an increasing demand for collaboration on evaluation. UNEG facilitates this collaboration and in 2020 WFP co-convened or participated in the work of 16 working and interest groups. To support implementation of the new UNEG strategy, the Deputy Director of Evaluation continued as the UNEG vice-chair for the strategy's second objective, relating to the professionalization of evaluation.

OEV has continued to strengthen partnerships with the other RBAs through collaboration on and the strengthening of a joint community of practice on evaluation for food security, agriculture and rural development, known as EvalForward.

WFP's Director of Evaluation acts as EvalPartners<sup>28</sup> co-chair, leading strategic decision making across EvalPartners and collaborating with EvalPartners networks, including EvalSDGs, EvalYouth and EvalGender+.

Regional evaluation units have continued to engage in various United Nations, national and regional evaluation networks, including the United Nations Evaluation Development Group for Asia and the Pacific, the Inter-agency Regional Evaluation Network for Arab States, the Middle East and North Africa Evaluators Network, the United Nations Latin America and the Caribbean M&E Task Team, the United Nations Network of Evaluation for East and Southern Africa and the South African Monitoring and Evaluation Association.

As impact evaluation is still a relatively new and evolving area of work at WFP, the ambition is to learn from partners while continuing to build WFP's own capacity. In addition to the existing partnership with the World Bank's DIME unit, OEV will benefit from collaboration with Cornell University, the German Institute for Development Evaluation, the Massachusetts Institute of Technology, the London School of Hygiene & Tropical Medicine, and the WZB Berlin Social Science Centre.



## JOINT EVALUATIONS

WFP continued to engage in various types of joint evaluations with other United Nations agencies and government partners. Two inter-agency humanitarian evaluations and five joint decentralized evaluations were completed in 2020 (figure 16). The five decentralized evaluations were completed in Benin, India, Malawi, Mozambique and Namibia; three were undertaken with governments and two with other United Nations agencies.

Looking ahead, six joint decentralized evaluations were ongoing at the close of 2020 or in the preparation stage, including a joint evaluation of the Rural Women's Economic Empowerment Joint Programme commissioned by the WFP Gender Office jointly with FAO, IFAD and UN-Women, which is under way. In addition, work commenced on the design of a number of joint impact evaluations in

the Democratic Republic of the Congo, South Sudan and Somalia. OEV, together with FAO and IFAD, also commenced a joint evaluation of RBA collaboration.

Guidance has been disseminated through participation in the activities of the UNEG Interest Group on Joint Evaluations and a dedicated EvalPro webinar. OEV has also engaged with the SDG Fund secretariat and various headquarters programmatic divisions to ensure that joint programmes will be evaluated jointly.

In collaboration with the United Nations working group contributing to the development of guidelines and quality standards for United Nations sustainable development cooperation framework evaluations, WFP is exploring ways to coordinate CSP evaluations with other United Nations agencies' country programme evaluations and United Nations development assistance framework evaluations. In 2020, a pilot was implemented in the Lao People's Democratic Republic in partnership with the United Nations Population Fund.

Figure 16: Number of completed joint and inter-agency humanitarian evaluations in which WFP participated, 2016–2020



Source: OEV



## STRENGTHENING NATIONAL EVALUATION CAPACITY

Regional bureaux continued to work on a range of initiatives in 2020 to enhance the capacities of governments, including through joint evaluative exercises, direct technical support, promoting exchange on evaluation and supporting studies to measure existing capacities and gaps in an effort to inform future initiatives to strengthen national evaluation capacities.

In 2020, joint evaluations commissioned jointly by country offices and government partners ensured engagement throughout the evaluation process up to the formulation of a joint management response. Government officials from Tunisia and the State of Palestine were supported in their participation in a Middle East and North Africa Evaluators Network conference with a view to sharing and learning from the experiences of a broad range of actors. The Regional Bureau for Asia and the Pacific provided direct support to the Government of India's Development Monitoring and Evaluation Office to assist with the drafting of a national evaluation policy and with monitoring and

evaluation capacity development, including by conducting a joint workshop on evaluation use.

The Regional Bureau for Latin America and the Caribbean in collaboration with the German Institute for Development Evaluation continued to support the development of a national evaluation capacity index for measuring evaluation capacity, to promote exchanges between countries and to raise evaluation higher on the agendas of governments and other stakeholders. Data collection tools were piloted in five countries and first results will be available in early 2021. The Regional Bureau for Eastern Africa completed an analysis of national evaluation capacities in four countries (Kenya, Rwanda, Uganda, and Djibouti) to inform a WFP national evaluation capacity development strategy for the region.

At the global level, OEV has been working with the World Bank Independent Evaluation Group to formalize a partnership under the Global Evaluation Initiative, which was launched in late 2020 as a multi-stakeholder initiative to bring together governments, bilateral and multilateral organizations, civil society, academic institutions, monitoring and evaluation associations and experts to support countries in strengthening monitoring and evaluation frameworks and capacities.

## FINANCIAL RESOURCES FOR WFP'S EVALUATION FUNCTION

In 2020 the overall financial resources available for the evaluation function were USD 26.02 million, which represents 0.31 percent of WFP's total contribution income.

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).

The total budget available to OEV in 2020 was USD 19 million. OEV's needs-based budget for the year was USD 19.43 million, of which USD 12.21 million was allocated from the PSA budget. The year 2020 was also the first in which programme funds (totalling USD 2.25 million) from country portfolio budgets were made available for the conduct of CSP evaluations. USD 4.53 million was also received

in 2020 through the multi-donor trust fund for impact evaluations. At the start of the year USD 0.58 million was allocated from multilateral resources for capacity development and for decentralized evaluation quality support. Changes came into effect in the total allocation to OEV in August 2020 following a re-prioritization exercise in response to the COVID-19 pandemic, which resulted in a decrease in the multilateral allocation to USD 2,000.

A total of USD 7.07 million was budgeted for the decentralized evaluation function in 2020. This covered mainly the conduct of decentralized evaluations funded from country programme sources, PSA funding for regional evaluation units, multilateral funding for implementation of regional evaluation strategies and the continuation of the contingency evaluation fund.

Table 4 shows that USD 29.37 million is available for evaluation in 2021. The main increase is in the USD 4.50 million funding available to OEV as a result of the increased number of planned CSP evaluations from 9 in 2020 to 18 in 2021. The table also reflects the consolidation of the PSA budgets for OEV and the regional evaluation units in 2021.

Table 4: Resources available for the evaluation function, 2017–2021 (USD million)

FUNDING SOURCE		2017	2018	2019	2020	2021
<b>OEV workplan</b>	<b>PSA base total</b>	<b>8.38</b>	<b>7.42</b>	<b>10.39</b>	<b>12.21</b>	<b>12.73</b>
	PSA base staff costs	3.05	3.00	5.66	7.03	7.27
	Established staff positions	15	15	29	37.5	39
	PSA base other costs <sup>[1]</sup>	5.33	4.43	4.73	5.18	5.46
	PSA equalization account investment case		0.40			
	Extrabudgetary (multilateral) <sup>[2]</sup>		0.50	0.59		
	Extrabudgetary (multilateral 2018 – carry over to 2019) <sup>[3]</sup>			0.12		
<b>CSP evaluation from country portfolio budgets<sup>[4]</sup></b>	Programme sources			1.75	2.25	4.50
<b>Multi-donor (impact evaluation)<sup>[5]</sup></b>	Extrabudgetary (earmarked grants)			0.56	4.53	1.37
<b>OEV subtotal</b>		<b>8.38</b>	<b>8.33</b>	<b>13.41</b>	<b>19.00</b>	<b>18.60</b>
<b>Regional evaluation units<sup>[6]</sup></b>	PSA regional evaluation officers + others (operational costs 2017–2020/from 2021 regional bureau PSA business case)	1.60	1.61	1.64	1.64	2.58
	PSA regional investment case (regional bureau PSA embedded from 2020)				0.90	
	PSA regional investment case (PSA equalization account in 2019 and 2020)				0.36	
	Multilateral (regional investment case)			1.67		
<b>Contingency evaluation fund<sup>[7]</sup></b>	PSA	1.50	1.50	1.50	1.50	1.50
<b>Decentralized evaluations<sup>[8]</sup></b>	Programme sources (projected for 2021)	2.96	5.33	3.92	2.67	6.70
<b>Outside OEV subtotal</b>		<b>6.06</b>	<b>8.44</b>	<b>8.73</b>	<b>7.07</b>	<b>10.77</b>
<b>Grand total</b>		<b>14.44</b>	<b>16.77</b>	<b>22.14</b>	<b>26.07</b>	<b>29.37</b>
<b>As % of WFP contribution income<sup>[9]</sup></b>		<b>0.24</b>	<b>0.23</b>	<b>0.28</b>	<b>0.31</b>	<b>0.38</b>

[1] From 2017, includes USD 1.5 million mainstreamed into PSA Other – approved investment case in management plan submission 2017–2019.

[2] Multilateral funding for support for the decentralized evaluation system. In 2020 changes came into effect in the total allocation to OEV in August 2020 following a re-prioritization exercise in response to the COVID-19 pandemic which saw a decrease in the multilateral allocation to USD 2,000.

[3] Multilateral funding for support for the decentralized evaluation system – having received the 2018 allocation late in the year part of the balance was carried forward to 2019.

[4] From 2019, constitutes programme funds from country portfolio budgets for CSP evaluation. 2021 figures based on 18 new CSP evaluations (Bolivia, Central African Republic, Chad, Ecuador, Haiti, India, Jordan, Kyrgyzstan, Mauritania, Nigeria, Pakistan, Peru, Sri Lanka, South Sudan, State of Palestine (TBC), Tajikistan, United Republic of Tanzania).

[5] For 2019 and 2020 contributions received to date into the multidonor trust fund from BMZ/Reconstruction Credit Institute (KfW) and USAID; for 2021 projection based on confirmed pledges.

[6] Between 2017–2020, the regional evaluation units' budget was coming from various sources including the regional bureau PSA as well as additional PSA or multilateral allocations approved through investment cases coordinated by OEV. In 2021, the budget for regional evaluation units has been consolidated under a regional bureau PSA business case.

[7] Contingency evaluation fund – top-up funding for decentralized evaluations.

[8] Figures for 2017–2018 are based on the number of decentralized evaluations that started (preparation phase) in 2017–2018 and an estimation of their conduct and management costs.

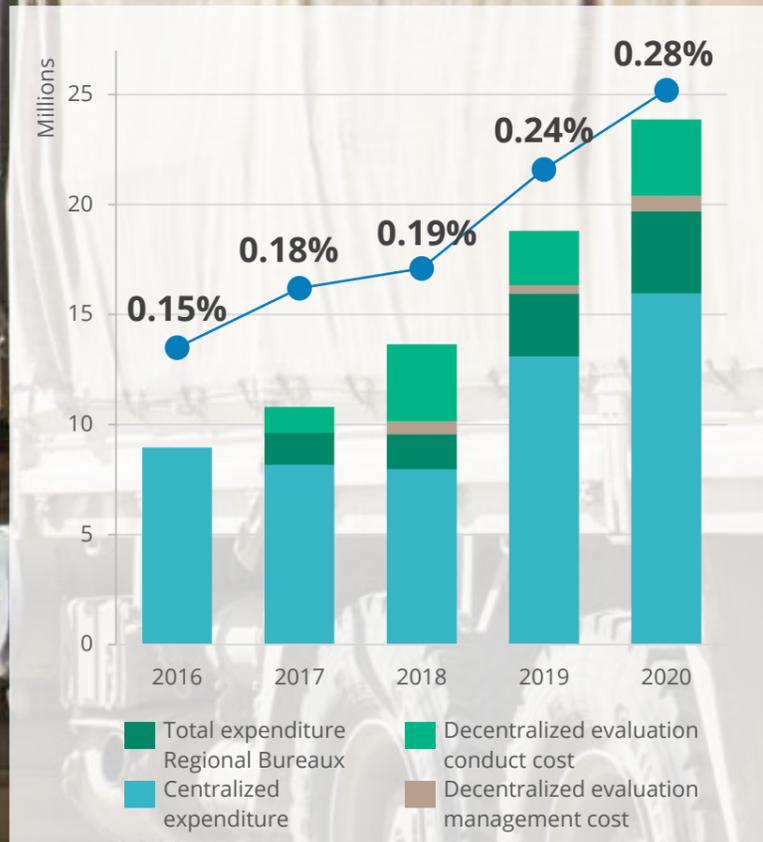
Figures for 2019–2020 are based on the number of decentralized evaluations that started in 2019–2020, an estimation of their management cost and a combination of planned or actual conduct costs.

Figures for 2021 are based on the number of decentralized evaluations that are expected to start in 2021, an estimation of their management cost and their planned conduct costs.

[9] Figures for 2017, 2018 and 2019 based on actual contributions income; Figures for 2020 and 2021 based on projected contribution revenue (Source: Salesforce).

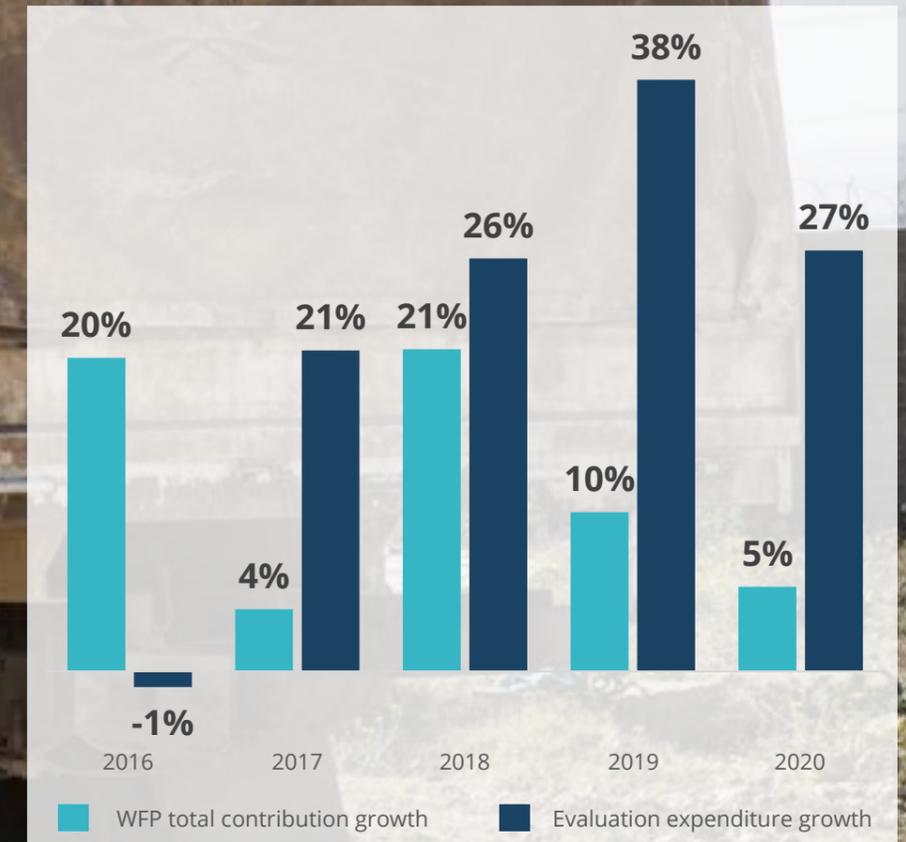


**Figure 17: Expenditure on evaluation as a percentage of WFP total contribution income, 2016–2020**



Source: OEV. OEV, audited annual accounts and Salesforce

**Figure 18: Growth rates of WFP total contribution income and evaluation expenditure, 2016–2020**



Source: OEV. OEV, audited annual accounts and Salesforce

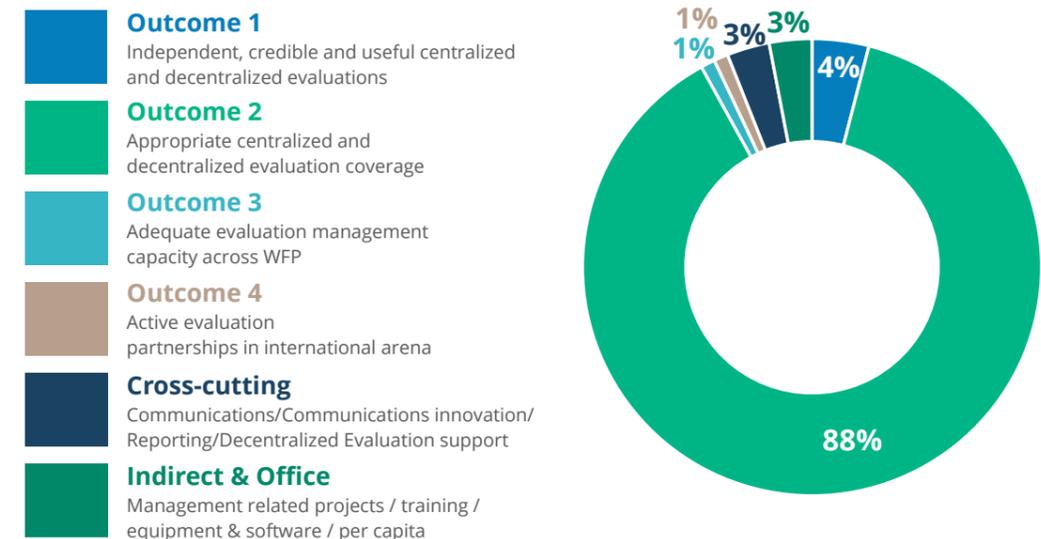
Figure 17 shows actual expenditure on the evaluation function since 2016. In 2020, this amounted to USD 23.87 million. An upward trend in evaluation expenditure as a proportion of WFP total contribution income has continued since 2016, with a major increase between 2019 and 2020 bringing it to 0.28 percent (figure 17).

The target of the Evaluation Policy (2016–2021) is for 0.8 percent of contribution income to be dedicated to evaluation by 2021. Although there is still room for significant improvement in reaching this target, figure 18 shows clearly that while overall

WFP contribution income increased by 5 percent in 2020, the overall expenditure on evaluation increased by 27 percent, demonstrating the organization’s sustained commitment to the evaluation function.

The distribution of OEV non-staff expenditure (figure 19) shows clearly that most expenditure is dedicated to the conduct of centralized evaluations. 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), 2020**



Source: OEV

## HUMAN RESOURCES

In order to deliver its growing programme of work to the expected high-quality standards, WFP has relied on a growing cadre of evaluation professionals both in OEV and regional bureaux.

Since adoption of the Evaluation Policy (2016–2021), the overall number of employees in OEV has increased from 32 in 2016 to 51 in 2020. 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 76

percent in 2020, which has provided greater stability in the OEV workforce.

In the regional bureaux, consolidation of staffing continued in 2020, with recruitment of two national officers in the Regional Bureaux for the Middle East and Northern Africa and Eastern Africa, one international evaluation officer on a fixed-term position in the Regional Bureau for Latin America and the Caribbean and two international consultants in the Regional Bureaux for Asia and the Pacific and the Middle East and Northern Africa. The Regional Bureau for Southern Africa is in the process of recruiting a national evaluation officer position.

WFP evaluations are conducted by external consultants. OEV maintains long-term agreements with 24 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 2020, 149 independent evaluator consultants were hired, of whom 51 percent were men and 49 percent women (figure 20). The proportion of consultants from developing countries was higher for decentralized evaluations (58 percent) than for those managed by OEV (31 percent).

Almost 90 percent of staff in OEV are from developed countries. A slight improvement was achieved in 2020 with the recruitment of four new employees from developing countries. In regional bureaux, 52 percent of positions are occupied by employees from developing countries. OEV is committed to further improvement in the geographical diversity of employees.

In both OEV and regional bureaux there is room for improvement in gender diversity. In the regional bureaux 16 percent (3 of 19) of employees are men and in OEV 25 percent (13 of 51).

**Figure 20: Composition of evaluation teams: gender ratio and geographical diversity, 2020**



Source: OEV

**Figure 21: Composition of the Office of Evaluation and evaluation teams at the regional bureau level: gender ratio and geographical diversity**



Source: Human Resources Division

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**Part 3**  
**Evaluation**  
How is it evolving at WFP?



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

As reported in parts 1 and 2 of this report, despite the adjustments required due to COVID-19, significant progress has been made in 2020 towards each of the four objectives set out in the Evaluation Policy (2016–2021).

## NORMATIVE FRAMEWORK. FROM PEER REVIEW TO UPDATED EVALUATION POLICY

The OECD-DAC peer review's assessment of the independence, credibility and utility of WFP's evaluation function was "substantially positive" and in line with UNEG norms and standards for evaluation.

The peer review panel fully endorsed the 2017–2018 Multilateral Organisation Performance Assessment Network conclusion that in WFP "[a] highly strategic independent corporate evaluation function oversees the production of high-quality centralised and decentralised evaluations".

The panel commended WFP, stating that the centralized evaluation function was mature and well-grounded and that the creation of regional evaluation units in 2017 and 2018 to support regional bureaux and country offices had made a huge difference in terms of the decentralized evaluation function. However, the panel noted that the demand-led decentralized evaluation system was still being established and that WFP would need to focus the most attention on that going forward.

The panel flagged six areas for further enhancement with the aim of the continued

strengthening of the independence, credibility and utility of WFP's evaluation function as well as further embedding a culture of accountability and learning in the organization. The panel recommend that:

- ▶ All conditions that relate to its independence should be stated explicitly in the next evaluation policy.
- ▶ WFP should once again set a target for a percentage of its contribution income to be dedicated to evaluation and should review and harmonize the various financial instruments used to support different evaluations.
- ▶ WFP should ensure that the evaluation function has the requisite professional skills and diversity.
- ▶ WFP and OEV should take steps to enhance the contribution that evaluation makes to organizational learning, in addition to accountability.
- ▶ WFP should implement changes that will help strengthen the quality and utility of decentralized evaluations and contribute to a stronger integrated evaluation function.
- ▶ Given the experience and status of WFP's evaluation function, WFP should contribute to humanitarian evaluation practice, cross-cutting agendas, joint evaluation and national evaluation capacity.

These recommendations serve as a backdrop to OEV's priorities in 2021 and will inform the preparation of an updated WFP evaluation policy in 2021, which is expected to be presented for approval by the Executive Board at its 2021 second regular session.

## PRIORITIES FOR ENSURING CONTINUED INDEPENDENT, CREDIBLE AND USEFUL EVALUATIONS

*Implementation of the updated evaluation quality assurance system.* Following an extensive alignment process in 2020, the focus in 2021 will be on the broad dissemination and implementation of the updated evaluation quality assurance system covering all evaluation types. Specifically:

- ▶ *Inclusion and equity.* WFP will develop evaluation guidance and roll out capacity development activities on inclusion and equity to strengthen its approach to ensuring the inclusion of populations who are marginalized and/or in vulnerable situations (including persons with disabilities).

▶ *Syntheses.* OEV will prepare templates and a process guide for the use of the updated evaluation quality assurance system for syntheses.

▶ *Updated decentralized evaluation quality assurance system guidance* will be issued, addressing identified gaps and making it more user friendly, with translations into French and Spanish.

▶ The decentralized evaluation *Quality Support Service*, an outsourced mechanism providing real-time expert evaluation feedback and advice to evaluation managers and evaluation teams on draft evaluation deliverables (terms of reference, inception reports and evaluation reports), will be reviewed to further strengthen the impartiality and quality of decentralized evaluations.

*Post-hoc quality assessment.* The new system will be tested and rolled out. Post-hoc quality assessments will also be expanded to encompass the growing volume of impact evaluations.

The first two years of the WFP Impact Evaluation Strategy (2019–2026), covering the period from



November 2019 to November 2021, constitute a pilot phase that will be reviewed in 2021, the lessons from which will be incorporated into WFP's next evaluation policy.

As part of strengthening risk management and internal controls across WFP, the Corporate Planning and Performance Division and OEV will formally launch the R2 risk and recommendation tracking system to enhance management responses to evaluations and follow-up processes for all evaluation types. This will also foster the integration of all evaluation recommendations into corporate enterprise risk management mechanisms.

OEV will undertake a review of recommendations from strategic, policy and impact evaluations issued between 2016 and the first half of 2020 to shed light on their follow-up and identify areas where further action is recommended to optimize WFP's responses.

OEV will continue to reflect on how to further enhance the contribution of evaluations to accountability and learning at WFP and will seize opportunities to continue to share evaluation evidence and syntheses to inform the development of new strategic plans and corporate results frameworks, contributing to the articulation of their theory of change and the line of sight.

## PRIORITIES FOR STRENGTHENING EVALUATION COVERAGE

*Expansion of the programme of work.* Evaluation coverage will increase in 2021. This is largely due to continued growth in the number of CSP evaluations as required by WFP's CSP policy, a larger number of country-led decentralized evaluations than in 2020 and continued implementation of the impact evaluation strategy for 2019–2026 with the opening of a third impact evaluation window on school-based programming. Consideration will be given to how best to support multi-country decentralized

evaluations as well as the potential for regionally-led thematic decentralized evaluations.

*Adapting to COVID-19.* In the light of continuing pressures across WFP, OEV will continue to work to minimize the burden of evaluations on country offices through careful planning and coordination and will also try to ensure synergies with the broader evaluation agenda to maximize learning across the organization. For example, the terms of reference for all new CSP evaluations will factor in COVID-19 questions. OEV will also continue to contribute to inter-agency initiatives on COVID-19-related evaluation activities, including the development of guidance, coordination of COVID-19 evaluation activities among agencies and joint evaluations of responses to COVID-19.

*Innovation and development.* OEV will explore deploying a broader range of evaluation types and methodologies, including by trialling developmental evaluation in the evaluation of WFP's response to COVID-19. This approach seeks to ensure a higher degree of interaction and engagement with stakeholders to promote learning throughout the whole evaluation process based on the production of evidence blocks on priority topics with consultative groups set up across WFP.

*Sustainable funding mechanisms for the evaluation function throughout WFP.* For CSP evaluations and decentralized evaluations, the principle of embedding evaluation costs in country portfolio budgets will remain, with a focus on ensuring increased understanding of internal mechanisms for resolving funding challenges, especially for small country offices.

WFP will continue to work, including through the Partnerships and Advocacy Department, to identify new funding sources to secure additional donor contributions to fund impact evaluations to complement PSA and programme funding in view of the high cost of impact evaluations.

The potential to expand the criteria of the contingency evaluation fund beyond decentralized evaluations to incorporate windows for both CSP evaluation and impact evaluation will also be explored.





## PRIORITIES FOR ENSURING ADEQUATE EVALUATION MANAGEMENT CAPACITY THROUGHOUT WFP

*Professionalization and recognition of the evaluation function.* Based on the UNEG competency framework and as part of its overall efforts to strengthen evaluation capacities and support the professional development of the WFP evaluation cadre, OEV will complement its ongoing learning initiatives with the phased development of a recognition scheme on evaluation for the WFP evaluation cadre. The objective is to establish the capability of the WFP evaluation cadre to manage high quality evaluations and to provide a framework of recognition for the evaluation cadre.

*Expanding and diversifying access to qualified evaluators.* In 2020, to enhance access to the global market and diversify and expand OEV's list of qualified firms holding long-term agreements, WFP requested expressions of interest from over 300 identified evaluation firms. The procurement process, divided into three tenders for different types of evaluations, will be finalized by April 2021. OEV will put in place an extensive onboarding process for the firms, and an orientation process on the policies and procedures will be rolled out.

## PRIORITIES FOR STRENGTHENING PARTNERSHIPS IN INTERNATIONAL FORUMS

Engagement in multiple national and international forums to exchange, share, learn about and develop synergies with regard to building evaluation capacity and promoting a culture of the use of evaluation to support accountability and learning throughout WFP will continue to be at the forefront of OEV partnership efforts.

In line with United Nations development system reform, OEV will contribute to the establishment of a United Nations system-wide evaluation office through active engagement in the UNEG working group on system-wide evaluation. WFP will also engage in system-wide evaluations and explore how to link up to various joint evaluative exercises.

In the context of the Evidence Matters Flagship Programme, with the aim of promoting greater use of evaluation evidence in global and national policy making to contribute to the 2030 Agenda on Sustainable Development, WFP will continue to support the #EvidenceMatters advocacy campaign; renewal of the Global Evaluation Agenda and steps towards the adoption of General Assembly resolution on country-led evaluation of the SDGs, under the leadership of the Government of Nigeria, building on General Assembly resolution 69/237, which called for building evaluation capacity in countries.

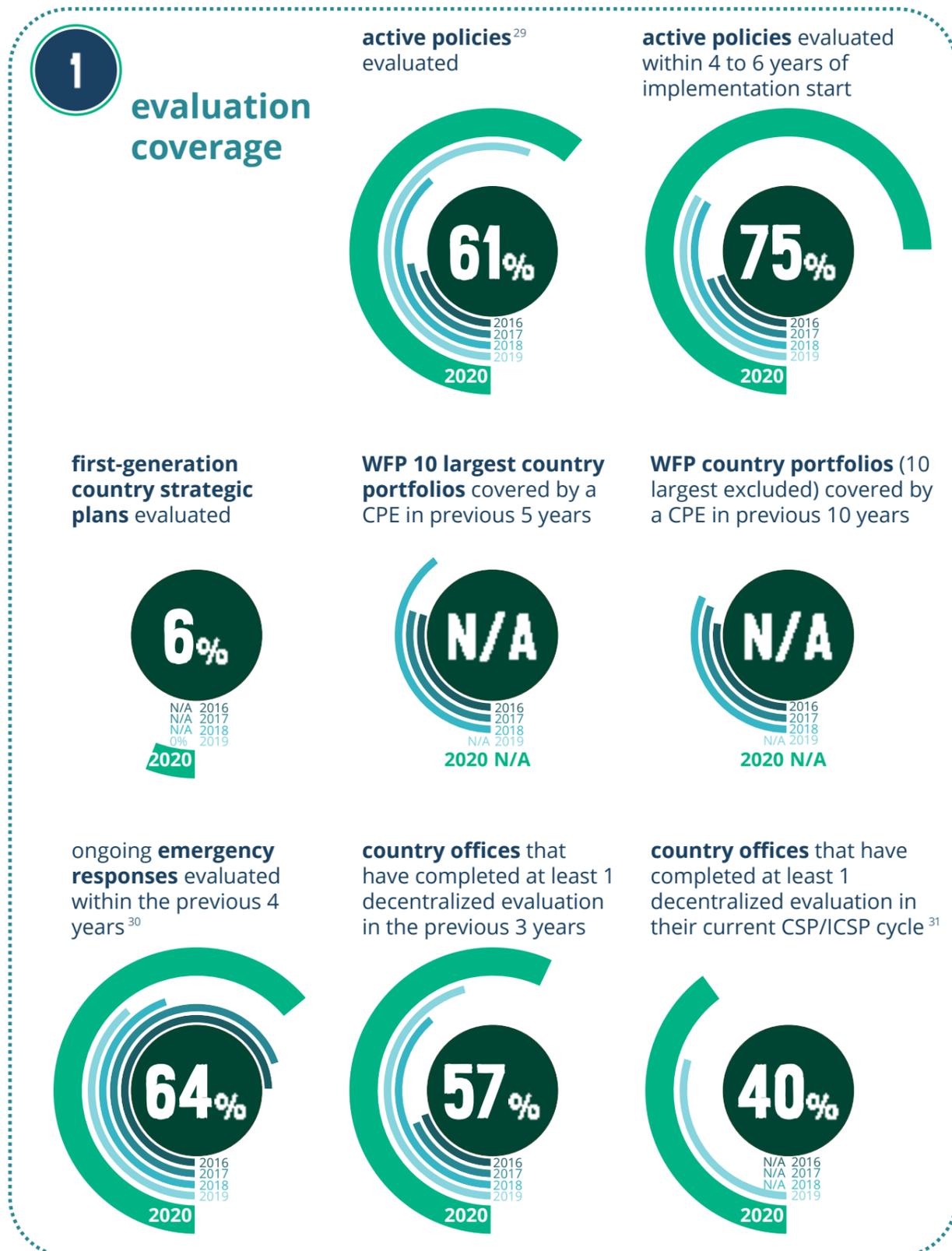
OEV will formalize a partnership with the newly established Global Evaluation Initiative to leverage the capacities of a large network of stakeholders to support the development of nationally-led evaluation capacity development strategies that can lead to more systematic and transparent use of evidence.

# Annexes

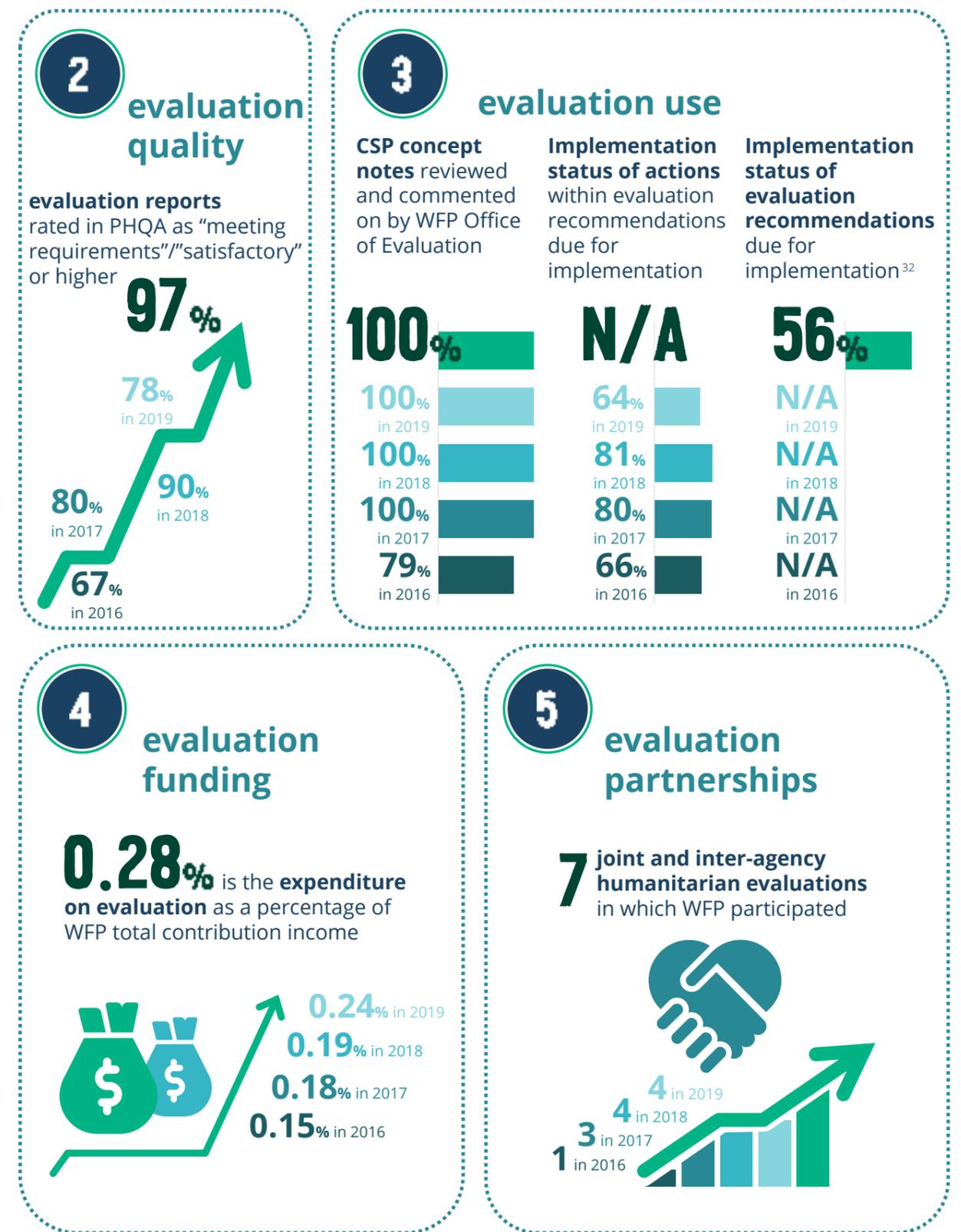


# Annex I. KPI Dashboard

Figures expressed in percentages except where indicated.



Annex I provides an overview of the progress made in the implementation of the WFP evaluation function since 2016 and reports on the revised coverage norms published in the annual evaluation report for 2019.



# Annex II. Overview of WFP policies current in 2020 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 <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>34</sup>	
2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>	2007 second regular session <sup>35</sup>	
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>	2018 annual session <sup>36</sup>	
2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>	2020 first regular session <sup>37</sup>	
2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>	2020 first regular session <sup>38</sup>	
2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>	2020 first regular session <sup>39</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>40</sup>	
2006	Food procurement in developing countries <sup>41</sup> <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>		
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>		
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>	2015 first regular session <sup>42</sup>	
2009	Capacity development <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>	2017 first regular session <sup>43</sup>	
2010	HIV and AIDS <sup>44</sup> <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>		2021
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 <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>	2018 annual session <sup>45</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>46</sup>	
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>	2022 annual session	2020
2013	School feeding <sup>47</sup> <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	2021 first regular session	2019
2014	Corporate partnership <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>	2017 annual session <sup>48</sup>	

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
2014	Workforce management (EB.1/2021) <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>49</sup>	
2015	Gender <sup>50</sup> <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>	2020 annual session <sup>51</sup>	2019
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>52</sup>	
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>	2021 second regular session	2020
2015	Fraud and corruption <sup>53</sup> <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>		
2015	Evaluation <sup>54</sup> (EB.2/2021) <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>		2020
2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>	2018 second regular session <sup>55</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>56</sup> <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>		2021
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>2018 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>		
2020	Humanitarian response <i>Update on WFP's role in the collective humanitarian response (WFP/EB.A/2020/5-B)</i>		
2020	Protection and Accountability <i>WFP Protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>		
2020	Disability inclusion <i>WFP disability inclusion road map (2020–2021) (WFP/EB.2/2020/4-B)</i>		

Subject to completed, ongoing and planned strategic evaluations.

New policy planned for presentation to the Executive Board.

## Annex III. Ongoing impact evaluations conducted under impact evaluation windows in 2020

COUNTRY	FOCUS	PROJECT	STATUS	START/END DATE
<b>NIGER: RESILIENCE LEARNING IN THE SAHEL</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated resilience package: Communities receive combination of food assistance for assets, school feeding, nutrition-specific and nutrition-sensitive interventions, with lean season support.	Baseline data collection ongoing	September 2019–September 2022
<b>MALI: RESILIENCE LEARNING IN THE SAHEL</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated resilience package: Communities receive combination of food assistance for assets, school feeding, nutrition-specific and nutrition-sensitive interventions, with lean season support.	Baseline data collection ongoing	September 2019–September 2022
<b>DEMOCRATIC REPUBLIC OF THE CONGO: WFP-FAO-UNITED NATIONS CHILDREN'S FUND JOINT RESILIENCE PROGRAMMING</b>	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Joint resilience programme: Communities receive integrated 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 for baseline data collection in the first quarter of 2021	January 2020–December 2023
<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-age 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 for baseline data collection in the first quarter of 2021	January 2020–December 2022
<b>EL SALVADOR</b>	<i>Impact of promoting women's choice of assets in cash-based transfer (CBT) programming</i>	Gender responsive CBT programme: CBTs to households affected by drought to facilitate relief and early recovery, accompanied by community-level asset creation activities.	Planning for baseline data collection in the first quarter of 2021	August 2019–December 2021
<b>KENYA</b>	<i>Impact of CBTs with livelihoods training and market engagement on gender-related outcomes</i>	Gender responsive CBT 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 for baseline data collection (for pilot w/350 households) in the first quarter of 2021	August 2019–September 2021
<b>RWANDA</b>	<i>Impact of cash-based transfers on gender, and resilience outcomes</i>	Sustainable Market alliance and Asset Creation for Resilient Communities and Gender Transformation project (SMART project)	Ongoing	November 2020–December 2023
<b>SYRIAN ARAB REPUBLIC</b>	<i>Differential impact of CBT modalities and livelihoods packages on gender-related outcomes</i>	Gender responsive CBT programme: CBTs for newly resettled internally displaced persons in peri-urban Damascus, accompanied by livelihood training (exact activities to be determined through a market assessment in the first quarter of 2021).	Planning for baseline in the second quarter of 2021 (with approx. 6,000 households)	August 2019–December 2021

## Annex IV. Decentralized evaluations completed in 2020

REGIONAL BUREAU	TITLE OF DECENTRALIZED EVALUATION
<b>Asia and the Pacific</b>	<p><b>Bangladesh</b> - Mid-Term Evaluation of WFP School-Feeding USDA Mc Govern Dole Grant for FY 2017-2020 in Bangladesh</p> <p><b>Cambodia</b> - Endline Evaluation of United States Department of Agriculture (USDA) McGovern Dole Grant Food for Education Programme for WFP Cambodia (2017-2019)</p> <p><b>India</b> - Endline Assessment of Fortification of Mid-day Meal Project in Dhenkanal, Odisha</p> <p><b>Myanmar</b> - WFP's relief food and cash assistance for conflict-affected people in Kachin and northern Shan States (January 2016 to December 2019)</p> <p><b>Nepal</b> - End-term evaluation of Protracted Relief and Recovery Operation (PRRO 200875) in Dhading, Gorkha and Nuwakot districts of Nepal</p>
<b>Middle East and Northern Africa</b>	<p><b>Armenia</b> - Impact Evaluation of the Nutrition-sensitive Aspect of the "Development of Sustainable School Feeding" Project in Armenia (2018-2019)</p> <p><b>Lebanon</b> - Evaluation of WFP Livelihoods and Resilience Activities in Lebanon from 2016 to 2019</p>
<b>Western Africa</b>	<p><b>Benin</b> - Evaluation conjointe à mi-parcours du Programme National d'Alimentation Scolaire Intégré (PNASI) Aout 2017 – Mai 2019</p> <p><b>Burkina Faso</b> - Evaluation Décentralisée «Projet lait» au sein du programme d'alimentation scolaire du PAM dans la région du Sahel, Burkina Faso, de 2017 à 2019</p> <p><b>Burkina Faso</b> - Evaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016-2018)</p> <p><b>Guinea-Bissau</b> - Mid-term Evaluation of McGovern-Dole Funded School Feeding Project in Guinea-Bissau (January 2016 - June 2018)</p>
<b>Southern Africa</b>	<p><b>Madagascar</b> - Contribution des cantines scolaires aux résultats de l'éducation dans le sud de Madagascar (2015 à 2019): Une analyse de la contribution</p> <p><b>Malawi</b> - Evaluation of the Joint Programme for Girls Education (JPGE) with financial support from the Norwegian Government (July 2014 – October 2017)</p> <p><b>Mozambique</b> - Final Evaluation of the Programme "Accelerate Progress Towards Millennium Development Goal 1C (MDG1.C Programme)"</p> <p><b>Namibia</b> - Evaluation of Namibia National School Feeding Programme (2012-2018)</p>
<b>Eastern Africa</b>	<p><b>Burundi</b> - Evaluation du Programme de Traitement de la Malnutrition Aiguë Modérée dans les provinces de Cankuzo, Kirundo, Ngozi et Rutana (2016 - 2019)</p> <p><b>Kenya</b> - Final evaluation of the USDA-supported Local and Regional Procurement (LRP) project in Kenya (2017-2020)</p> <p><b>Rwanda</b> - Evaluation of USDA's Local and Regional Food Aid Procurement Program (Rwanda 2017-2019)</p>
<b>Latin America and the Caribbean</b>	<p><b>El Salvador</b> - Evaluación de género del Plan Estratégico de País de El Salvador (2017-2021)</p> <p><b>Haiti</b> - Final evaluation of WFP Haiti's Food for Education and Child Nutrition Programme (2016-2019)</p>
<b>HQ</b>	<b>TITLE OF DECENTRALIZED EVALUATION</b>
<b>School-Based Programme Division</b>	<p>Evaluation Series on Emergency School Feeding in the Democratic Republic of the Congo</p> <p>Evaluation Series on Emergency School Feeding in Lebanon</p> <p>Evaluation Series on Emergency School Feeding in the Niger</p> <p>Evaluation Series on Emergency School Feeding in the Syrian Arab Republic</p>

## Annex V. Interim country strategic plans ongoing in 2020

COUNTRY	ICSP INITIAL CYCLE	LAST PORTFOLIO EVALUATION	ICSP EVALUATION START
Algeria	2019–2022		2020
Angola	2020–2022		
Burundi	2018–2020	2016	
Caribbean	2020–2021		
Central African Republic	2018–2020	2018	2020
Cuba	2020–2020		
Democratic People's Republic of Korea	2019–2021		
Democratic Republic of the Congo	2018–2020	2014	2019
Ethiopia	2019–2020	2018	
Guinea	2019–2022		
Islamic Republic of Iran	2018–2020		
Libya	2019–2020		
Pacific	2019–2022		
Somalia	2019–2021	2018	
South Sudan	2018–2020	2017	2021
Syrian Arab Republic	2019–2020		
Turkey	2020–2021		
Yemen	2019–2020		

## Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CBT	cash-based transfer
CCS	country capacity strengthening
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GEEWG	gender equality and the empowerment of women and girls
ICSP	interim country strategic plan
IFAD	International Fund for Agricultural Development
MPTF	Multi-Partner Trust Fund
OECD-DAC	Organisation for Economic Co-operation and Development Assistance Committee
OEV	Office of Evaluation
PHQA	post-hoc quality assessment
PSA	programme support and administrative (budget)
RBA	Rome-based agency
SDG	Sustainable Development Goal
UNEG	United Nations Evaluation Group
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

## Disclaimer

*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.*

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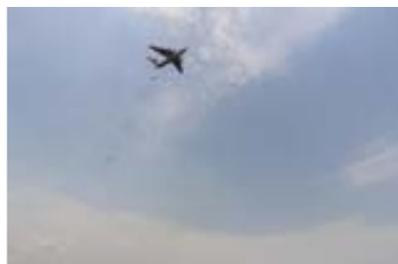
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