

Regional Bureau for **Eastern Africa**

# Knowledge Management and Evidence Generation

## 2022 Regional **Achievements and Outlook**



World Food Programme

SAVING LIVES  
CHANGING LIVES

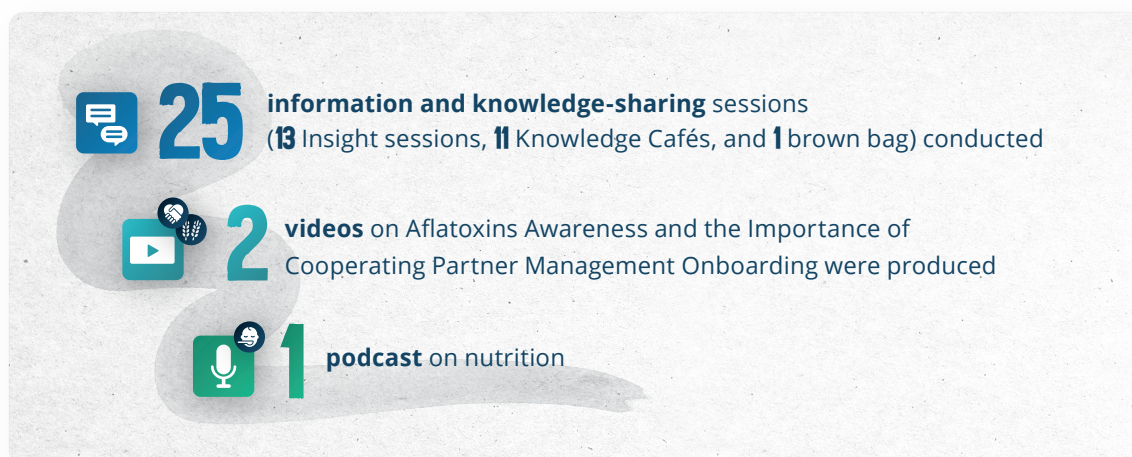
WFP/Eulalia Berlanga

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## Knowledge in Action

WFP continued to leverage experiences and knowledge from its operations across the region to foster replication, evidenced-based programming, and learning across the region.

The Regional Bureau for Eastern Africa has been coordinating knowledge management activities by tapping into the knowledge generated at the regional level and identifying strategies to increase its access. Some key strategies that were used in 2022 to generate and disseminate knowledge included information and knowledge-sharing sessions, and multi-media products such as podcasts and mini-clips.



## Cross-Regional Collaboration

As a leader in knowledge management within WFP, the Regional Bureau in collaboration with the Innovation and Knowledge Management (INK) division in Headquarters, hosted the first Global Knowledge Management workshop in November 2022. In attendance were 20 knowledge management experts from six regional bureaux who exchanged experiences and set up a working group dubbed *Knowledge for Action*. The working group will support the establishment of the corporate knowledge management framework and its strategic objective of building a culture of continuous learning, performance mindset, and collaboration.

Collaboration is central to knowledge sharing, and the Regional Bureau continued to engage in the African Knowledge Management Hub (AKMH). This is a forum that brings together UN Agencies across the African continent to share knowledge and learning, while also strengthening knowledge management initiatives.

## Evaluations



“Evaluation is the systematic and impartial periodic assessment of the performance of WFP’s activities, operations, strategies and policies. It provides evidence on achievement of intended and unintended results, causal contributions and performance (accountability); and helps to understand the reasons and factors affecting performance and results for continuous improvement (learning).”

**- In Brief WFP’s Evaluation Function, 2019**

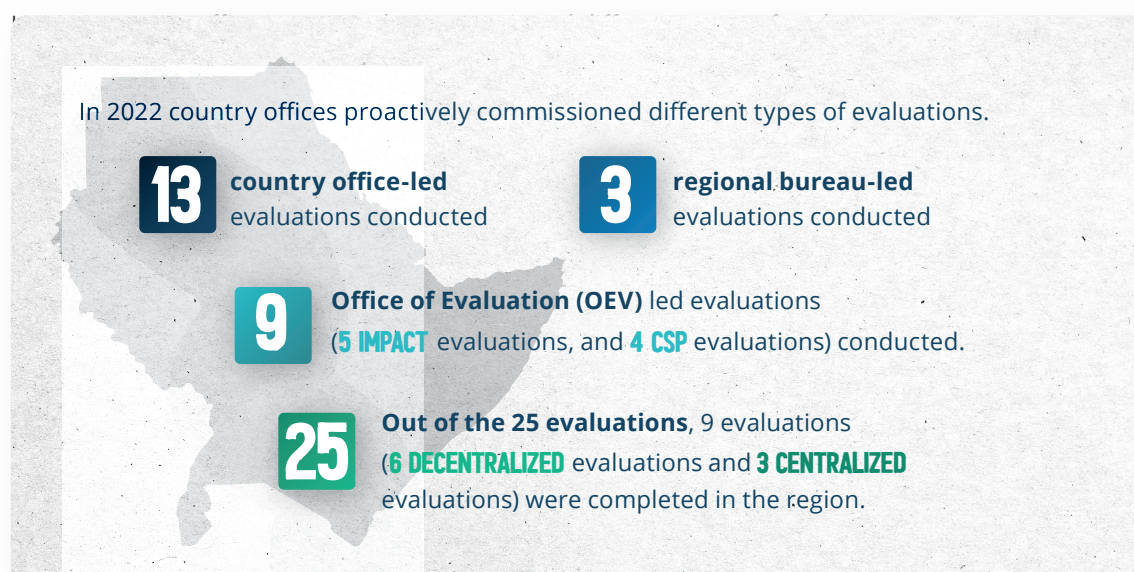
WFP Regional Bureau for Eastern Africa (RBN) was very proactive in commissioning new evaluations in 2022. The evaluations helped to produce knowledge on a wide range of topics. A total of 25 evaluations were conducted in the region, including 16 decentralized evaluations, 4 country strategic plans (CSP) evaluations, 5 impact evaluations, among which 7 were country-focused and 2 were regional evaluations. Out of the [9 finalized evaluations](#), 6 evaluations received their Post Hoc Quality Assessments (PHQA), reaching a “satisfactory” level by scoring an average of 86 percent out of 100 percent.

WFP developed a Regional Evaluation Strategy (2023-2030) for Eastern Africa, aligning it with the WFP Evaluation Policy (2022-2030). The strategy will be finalized in 2023 and it places evaluative evidence use at the centre of the function. WFP also completed a feasibility study on evidence use and Evidence Gap Map (EGM) in March 2022. In addition, a regional evaluation and evidence-use workshop was held in July 2022. Evaluation focal points from nine countries attended the workshop and discussed lessons learned, regional strategic priorities, and evidence generation and use.

WFP developed a Regional Evaluation Strategy (2023-2030) for Eastern Africa, aligning with the latest WFP Evaluation Policy (2022-2030). The Regional Evaluation Strategy will be finalised and shared in early 2023.

## Evaluation Highlights

### 1. Evaluation Coverage and Quality



In addition, out of nine countries in the Eastern Africa region, seven countries (Burundi, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, and Sudan) were covered by at least one evaluation in 2022. The commissioned evaluations strategically supported the country offices across the region in filling the knowledge gaps on various topics, such as food systems, supply chains, school-based programming, and resilience.

As evaluation quality determines the credibility and usefulness of an evaluation, internal and external quality assurance systems should be in place. The application of the Post Hoc Quality Assessment (PHQA), an independent external assessment of the quality of WFP evaluations, is mandatory for all WFP-managed evaluations. It is a learning and accountability tool for the WFP OEV, country offices, HQ Divisions, and Regional Bureaux independent evaluators, and evaluation users.

Out of nine evaluations completed in 2022, the results of PHQA on six evaluations were shared and the evaluation quality in the Eastern Africa region was “satisfactory”, with an average score of 86 percent. The regional bureau will keep ensuring quality evaluation in the region.

## 2. Regional evaluations: Regional Thinking, Behaviour, and Systems

WFP adopted a more strategic approach by diversifying the types of evaluations conducted in the region. Regional-level evaluations embraced a more holistic view to better support and guide WFP actions.

First, [“Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region from 2016 to 2020”](#) was commissioned in collaboration with the WFO Regional Cooperating Partnership Management Team. The evaluation covered eight country operations in the region, covering both international and national partners core to implementing WFP programming across the region. The evaluation informed the development of a regional cooperating partnership strategy, and the on-going work with cooperating partners. The **PHQA rated the evaluation as “highly satisfactory” (90 percent out of 100 percent)**. Management response will be developed in 2023.

Second, the [Thematic evaluation of supply chain outcomes in the food system in Eastern Africa 2016-2021](#) was commissioned by WFP, covering all nine country offices in the region and three county case studies (Kenya, Somalia, and South Sudan). The objectives of the evaluation were to identify and assess the nature and extent of the effects of supply chain activities on food systems and their components, to differentiate effects according to gender or other groups, and to make recommendations for improving future interventions. The subject of the evaluation was the wide range of supply chain activities implemented by procurement and logistics teams in collaboration with other WFP programmes in the region. Overall, the evaluation identified a number of areas with strong results effectively strengthening food systems and country supply chains. **PHQA rated the evaluation as “highly satisfactory” (93 percent out of 100 percent)**.

In 2022, WFP also commenced another regional evaluation, the Local and Regional Food Procurement Pilot programme in Eastern Africa (2021 - 2023). The evaluation covers Sudan, Ethiopia, and Uganda and applies a developmental approach to generate evidence and support learning in an adaptive, on-going, and utilization-focused manner. The evaluation will be finalized in 2023.

### 3. Regional Evaluation Strategy

In 2022, WFP developed the **Regional Evaluation Strategy (2023-2030)** for Eastern Africa, following a consultative process with other WFP internal stakeholders. The strategy builds on the previous Regional Evaluation Strategy (2018-2021) for Eastern Africa and is aligned with the latest WFP Evaluation Policy (2022-2030). The Strategy envisages that “WFP’s culture of accountability and learning is supported by evaluative thinking, behaviour, and systems that strengthen its contribution to achieving zero hunger”. The Strategy’s organization mirrors the results laid out in WFP’s Evaluation Policy Theory of Change and the Corporate Evaluation Strategy. Further, the Strategy places evaluation evidence generation and use at the centre of the function over the next 7 years.

### 4. Evidence Generation and Use: Study and Practice

The production and use of evaluation evidence are increasingly being recognized by WFP because of their significant role in knowledge management and making of better-informed decisions. Evidence production and use is one of the five principles of WFP’s Corporate Results Framework and is featured as a staple in WFP Strategic Plan (2022-2026). Externally, evidence is also critical for WFP towards making the case and advancing the goal of achieving Zero Hunger within the United Nations Sustainable Development Cooperation Framework (UNSDCF) processes.

Throughout the year, the Evaluation Team ensured that management responses from all decentralized evaluations were consistently and routinely captured and tracked, and all evaluation reports and required products were made available publicly.

To promote the production and use of evaluation evidence, the final report of the feasibility study on evidence use and Evidence Gap Map (EGM) was conducted and finalized in 2022. The study found that 77 percent of online survey respondents reported that evaluations are one of the top useful evidence following the assessments (86 percent). Overall, the study showed that the evidence was widely used (95 percent) in daily work. Despite the various definitions of evidence, their significance for assessing impact and outcomes and for informed decision-making was largely recognized. In daily work, evidence is used for a large variety of purposes, including reporting and informed decision-making. However, the usage of evidence is low in the process of preparing/ supporting a Country Strategic Plan (CSP).

Based on the findings, the study proposes a new approach for displaying the regional evidence gap map, more adapted to the different users’ needs and WFP objectives and outcomes. The EGM will be revised and revamped in 2023.

Finally, WFP proactively engaged in evaluation network activities in 2022 with the UN Network for Evaluation in Sub-Saharan Africa (UNNESSA), as a co-chair of the network and lead of the UNNESSA Knowledge Cafés (inspired by the Knowledge Management cafes at WFP Regional Bureau). The Knowledge Cafés provide a free and interactive space for evaluation professionals from UN agencies across Africa to exchange knowledge, showcase their work and share lessons learned and good practices. Evaluation focal points of country offices were invited to the Knowledge Cafés and proactively engaged in sharing experiences.

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