

# POLICY EVALUATION

WFP Policy on Capacity Development:  
An Update on Implementation (2009)

## Volume II - Annexes

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## **Annex 1: Terms of Reference**

### **TERMS OF REFERENCE EVALUATION OF WFP POLICY ON CAPACITY DEVELOPMENT**

#### **1. Background**

##### **1.1 Introduction**

1. Policy Evaluations focus on a WFP policy and the operations and activities that are in place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.
2. The Terms of Reference (TOR) are for the evaluation of the current **WFP Policy on Capacity Development: An Update on Implementation**, approved by WFP Executive Board in October 2009. The update aimed at showing “how WFP is continuing to respond to the challenge of developing capacity in the countries where it operates, taking into account developments since 2004”<sup>1</sup>.
3. The draft TOR were prepared by the WFP Office of Evaluation (OEV) evaluation manager Dawit Habtemariam based on a document review and consultations with stakeholders.
4. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP’s policy and the activities to implement it, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.
5. The evaluation is scheduled to take place from January to November 2016. It will be managed by WFP’s Office of Evaluation (OEV) and conducted by an independent evaluation team. The plan is to present the evaluation report to the WFP Executive Board in February 2017.
6. The annexes provide additional information on the evaluation timeline and internal reference (IRG) and external advisory group (EAG).

##### **1.2 Context**

7. Capacity development is a multidimensional and complex process of sustained increase in the ability to fulfil a given vision or goal such as achieving zero hunger. Literature review of the concept shows the absence of an internationally agreed understanding and definition of its meaning. WFP’s working definition of capacity development is: “Building on existing skills, knowledge, systems and institutions to enable governments to take responsibility for investing in and managing hunger solutions through WFP advocacy and technical assistance.” Recognizing the dynamic nature of capacity development, this definition which emerged from field-driven consultation, will continue to be refined. Available literature does not clearly

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<sup>1</sup>ibid, pp 5

differentiate between capacity development in humanitarian versus development contexts.

8. The international discourse also indicates that capacity development debates have increasingly been linked to technical cooperation, aid effectiveness and sustainability, ownership, leadership and partnerships in rapidly changing humanitarian and development settings. In December 2011, the Busan Partnership for effective development cooperation - Fourth High Level Forum on Aid Effectiveness, stressed that “the use and strengthening of country systems should be placed within the overall context of national capacity development for sustainable outcomes, while noting that assessing country institutions, systems and capacity development needs, to be led by developing countries.”<sup>2</sup> The General Assembly, in its resolution 66/197 of 22 December 2011, also called for assisting capacity building for sustainable development in developing countries.

9. According to a recent study known as Capacity Development Beyond Aid, “Despite a growing consensus on what successful capacity development is about and what it takes to make capacity development happen, only modest progress had been made in changing practices and creating the conditions for it to take root. Given the complexity of the topic, interventions typically take far longer to implement and are more contested than envisioned, and they rarely respond to detailed design or linear execution. This is especially the case when capacity development is associated with complex reform processes – either sectoral or governance or in contested environments”<sup>3</sup>.

10. In September 2015, the United Nations General Assembly adopted the 17 Sustainable Development Goals (SDGs)<sup>4</sup>. In addition to Goal 17 whose objective is to enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, most of the other SDGs relevant to WFP do refer to some forms of capacity development placing it at the core of the 2030 agenda.

11. The shift from food aid to food assistance during the period covered by the evaluation induced a major change in WFP’s approach to capacity development. Indeed, WFP SP (2014-2017)<sup>5</sup> streamlined capacity development across all strategic objectives while WFP SP (2008-2013)<sup>6</sup> had a stand-alone strategic objective to strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

12. WFP’s Strategic Plan (SP 2014-2017) and Corporate Partnership Strategy (CPS 2014-2017)<sup>7</sup> highlight WFP’s commitment to partnerships with partners including host governments and non-governmental organizations (NGOs) and to support them in developing capacity for designing and implementing nationally owned hunger solutions. Today, this approach is reflected in most programmes but in particular in the new Country Strategic Plans and in the approach taken by WFP in the Middle Income Countries (MICs).

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<sup>2</sup> Busan partnership for effective development cooperation fourth high level forum on aid effectiveness, Busan, Republic of Korea, December 2011

<sup>3</sup> Capacity Development beyond Aid, Heinz Greijn, Volker Hauck, Tony Land and Jan Ubels, May 2015

<sup>4</sup> <http://www.un.org/sustainabledevelopment>

<sup>5</sup> WFP Strategic Plan (2014-2017) – WFP/EB.A/2013/5-A, Amy 2013

<sup>6</sup> WFP Strategic Plan (2008-2011) – WFP/EB.A/2008/5-A/1/Rev1, May 2008

<sup>7</sup> WFP Corporate Partnership Strategy – WFP/EB.A/2014/5B, May 2013

13. WFP's current gender policy (2015-2020)<sup>8</sup> states that a comprehensive capacity development plan is in place, based on a 2014 WFP-wide assessment of staff capacity in gender at the headquarters, regional and country levels. While the 2009 Gender Policy<sup>9</sup> emphasized the need to ensure that staff members develop the capacity to mainstream gender in their work including carrying out gender analyses.

## 2. Reasons for the Evaluation

### 2.1 Rationale

14. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess the quality and effectiveness of the policies. Since its publication in October 2009, the **WFP Policy on Capacity Development: An Update on Implementation** is now in its 6th year. From that perspective, OEV decided to include it in its 2015 Annual Programme of Work.

15. The recent adoption of the SDGs, the international calls for national capacity development, WFP's shift from food aid to food assistance as well as the preparation of the next strategic plan and of the country strategic planning approach both due for presentation at EB 2 2016 make this evaluation of WFP's policy on capacity development extremely timely. Indeed the evaluation results will be available to inform both documents and the evaluation as well as the management response will be presented at the following EB session (in February 2017).

### 2.2 Objectives

16. Policy evaluations serve the dual objectives of accountability and learning.

17. **Accountability** – The evaluation will assess and report on the quality and results of the policy, its associated corporate action plan and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

18. **Learning** – The evaluation will determine the reasons why certain changes occurred or not, to draw lessons, derive good practices and pointers for learning. It will provide evidenced-based findings to assist in decision-making around further implementation and eventual revision of the policy on capacity development.

19. Following preliminary consultations with stakeholders, more emphasis will be put on learning as the results of the evaluation will inform the positioning of capacity development in the next WFP Strategic Plan within the overall framework of the sustainable development goals. Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. Lessons will also be incorporated into OEV's lesson sharing system.

### 2.3 Stakeholders and Users of the Evaluation

20. There are WFP internal and external stakeholders who play a key role in capacity development and will be participating in the evaluation process in various ways. The inception report will present more in-depth stakeholder analysis.

21. The main internal stakeholders and user groups of the evaluation are the WFP's Executive Board (EB), Headquarters Management and divisions, Regional Bureaus, Country Offices. The external stakeholders comprise beneficiaries, partner

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<sup>8</sup> WFP Gender Policy (2015-2020) WFP/EB.A/2015/5-A, May 2015

<sup>9</sup> WFP Gender Policy 2009 - WFP/EB.A/2011/5-B – February 2009 pp 12

Governments, Non-Governmental organizations (NGOs), donor countries and Academia.

22. WFP Policy and Programme division, including Technical Assistance Country Capacity Strengthening, School Feeding, Vulnerability Assessment and Mapping (VAM), Resilience and the Brazil Center of Excellence; as well as divisions of Performance Management and Monitoring; Procurement; Nutrition; Emergency Preparedness; Logistics; Budget and Programming; Human Resources; and Partnerships and Governance, regional bureaus and Country Offices have a crucial stake in the evaluation of the policy update. WFP Management and Executive Board are key stakeholders as they decide on the organisation's policies and strategic directions.

23. WFP internal stakeholders will be requested to share their perspectives and provide information necessary to the evaluation; be available to the evaluation team to discuss the policy and its performance and results; and facilitate the evaluation team's contacts with external stakeholders. When required, WFP Country offices will be asked to help setting up meetings and provide logistic support during the fieldwork.

24. National governments, donor government agencies, other UN agencies and Non-Governmental Organisations (NGOs), beneficiaries and Academia are critical stakeholders in this evaluation process and sharing of their experience with various approaches will be instrumental to generate lessons learned. These stakeholders will be consulted such relevant topics as partnerships and resourcing.

25. It is expected that the results (findings, conclusions and recommendations) of the evaluation will be used to inform WFP's policy making and management decisions; and practices to improve planning, implementation performance and quality of WFP operations in capacity development.

### **3. Subject of the Evaluation**

#### **3.1 WFP's Policy on Capacity Development: Update on Implementation**

26. In 2004, WFP launched its policy "Building National and Regional Capacities"<sup>10</sup> providing "a framework for WFP its Strategic Priority 5 to support countries in establishing and managing their own food assistance programmes"<sup>11</sup>. It highlighted that "WFP needs to make a shift from ad-hoc responses to a coherent and systematic approach to capacity-building"<sup>12</sup>. While the policy emphasized capacity strengthening in WFP's operational portfolio, WFP did not have any normative guidance, formalized approaches, or results frameworks in place to support this area of work until 2008.<sup>13</sup>

27. The 2004 policy was evaluated in 2008<sup>14</sup>. The evaluation assessed progress on policy implementation and highlighted both strengths and areas requiring improvement. The evaluation<sup>15</sup> identified that the policy was consistent with WFP's mandate and other policies and plans, but the high priority accorded to capacity development as a Strategic Objective was not fully reflected in the policy document.

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<sup>10</sup> Building County and Regional Capacities. WFP/EB.3/2004/4-B, 7 October 2004

<sup>11</sup> Ibid pg. 3, 7

<sup>12</sup> Ibid pg. 3

<sup>13</sup> TOR: Study of M&E Practices for Capacity Development Activities, WFP RBB page 2, not dated

<sup>14</sup> Summary Report of the Evaluation of WFP's Capacity Development Policy and Operations

(WFP/EB.A/2008/7). Evaluation of WFP's Capacity Development Policy and Operations, OEDE/2008/3, 2 May 2008.

<sup>15</sup> WFP policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009 pp 10-11



Highlighting the absence of a results framework with clear objectives, it found that the policy lacked clarity with regard to whether capacity development would focus on supporting WFP food assistance programmes or on developing locally owned capacities to address hunger and acute and chronic undernutrition.

28. The evaluation recommended that WFP recognize the dual objectives to capacity development, to be presented in an updated policy that also captures recent thinking in capacity development including: a) an action plan that specifies how WFP will operationalize the Policy, b) clear communication of policy directives, including on level of priority capacity development takes among WFP's strategic priorities; and c) guidance on the design of operations to minimize the risk of capacity substitution and to ensure handover and sustainability. In addition, it recommended that:

- i) Guidance materials should continue to be adapted from other partners;
- ii) Efforts are needed for the development of performance indicators for capacity development based on the results-framework in the action plan for the three levels at which capacity development takes place;
- iii) Good practice in capacity development and approaches should be shared amongst WFP capacity development practitioners in HQ, RBs and COs;
- iv) Job profiles need to include the requirements for capacity development experience;
- v) Funding arrangements for capacity development (other than in support of programme implementation) should be reviewed to take into account the specific needs of capacity development in the context of any overall review of funding arrangements for WFP.

29. In November 2009, WFP issued "**WFP Policy on Capacity Development: An Update on Implementation**"<sup>16</sup>. Taking into account the findings of the 2008 evaluation, and developments since 2004, it provided an update on implementation of the 2004 policy which has still remained in force. The policy states "WFP's capacity development objective is therefore to achieve nationally owned sustainable hunger solutions based on increased capacity for efficient and effective design, management and implementation of tools, policies and programmes to predict and reduce hunger. Outcomes to achieve this objective must be generated at the levels of an enabling environment, institutional and individual capacities"<sup>17</sup>.

30. Outcomes at the enabling environment level (7 years):

- i) Laws, policies and strategies that prioritize the reduction of hunger and food insecurity are adopted and implemented.
- ii) Laws, policies and strategies to foster the role of civil society in sustainable hunger solutions are developed and implemented.
- iii) Ministries and agencies with responsibility for hunger reduction and food security are adequately and sustainably resourced.

31. Outcomes at the institutional level (3-7 years):

- i) Financially viable and well-managed national food assistance agencies are operating effectively.

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<sup>16</sup> WFP Policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009

<sup>17</sup> Ibid pg 10-11

ii) Viable multi-sectoral partnerships to address the causes of hunger and food insecurity are functioning.

32. Outcomes at the individual level (1-3 years) include successive cohorts emerge of empowered individuals and communities capable of designing and implementing efficient and effective food assistance programmes and policies.

33. It is expected that the above stated hierarchy of outcomes can be a basis for the evaluation to articulate a theory of change at the inception stage to facilitate further development of the evaluation matrix and tools.

### 3.2 Overview of WFP Activities for Policy Implementation

34. At enabling environment and institutional levels, the policy has aimed at providing technical advice and facilitating high-level consultations and informed advocacy and outreach, the development of business plans and guidelines for implementing food assistance, secondment of staff, support for stakeholder organizations and networks, and provision of equipment and capital services. At the individual level, WFP's activities focus on designing and implementing of training workshops, exchange visits and targeted hosting of partner staff<sup>18</sup>. Since 2010, WFP has published operational guidelines to strengthen capacity to reduce hunger, WFP's approach to hunger governance and capacity development, and the national capacity index (NCI), Ability and Readiness Index, and its complementary guides.

**Table 1 Numbers of countries where WFP invested in Capacity Development & Augmentation**

RB	WFP Countries	Countries covered 2013	Countries covered 2014
RBB	14	12	13
RBN	9	8	8
RBP	11	10	11
RBC	17	11	15
RBJ	12	9	11
RBD	19	16	16
Grand Total	82	66	74

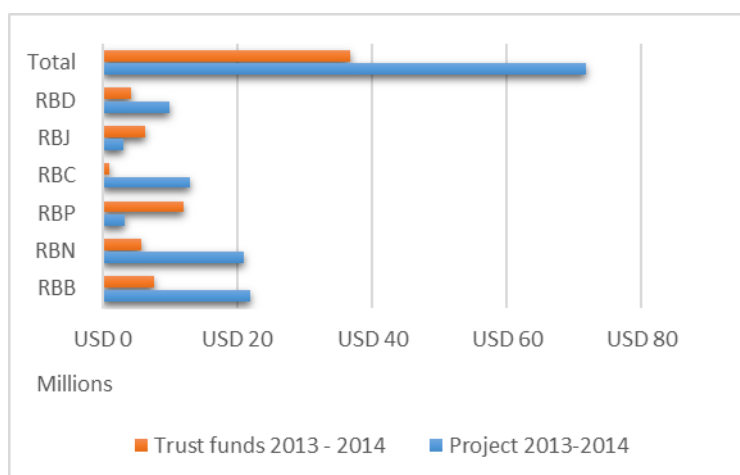
**Note:** Data on Capacity Development & Augmentation Expenditure (CD&A) are available from 2013 – 2014. Before 2013 the costs for capacity development & augmentation were not disaggregated and were included into the other direct operational cost (ODOC) category cost, which includes Food ODOC, C&V related costs and CD&A costs.

For 2013 and 2014 there are no CD&A expenditure for EMOP, PRRO, CP & TF in Korea DPR, Eritrea, Iran, Angola, Guinea Bissau, Cameroon

Source: RMXS financial data

<sup>18</sup> WFP policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009 pp 6

**Table 2 Capacity Development & Augmentation expenditure distribution by Regional Bureaus 2013- 2014\***

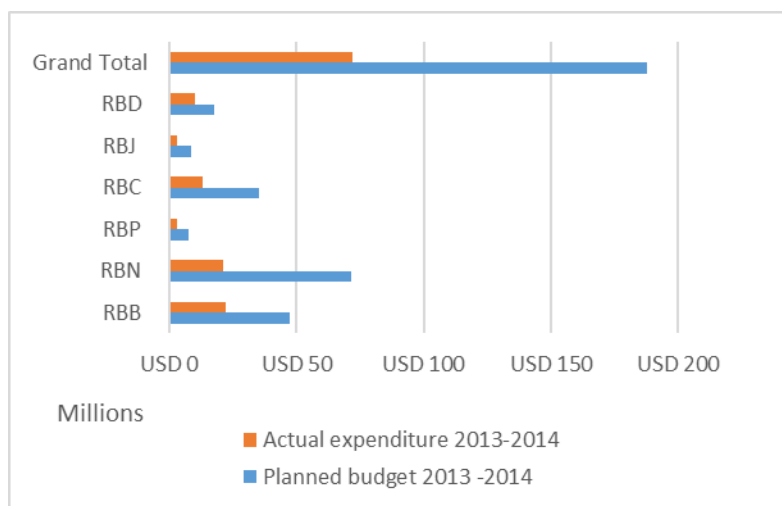


Source: RMXS financial data on PRRO, EMOP, CP and TF.

The data does not include expenditure at the regional levels, as it can't be approximated as to which amount would go into the specific countries involved in the particular regional expenditure investment. Overall figures for HQ and the different regions that cannot be attributed to the individual countries on the list are: for 2013 (HQ 268.14, RBP 58539.74, RBN 5156.66) for 2014 (HQ 408,406.83, RBB 156,282.4, RBC 8,558.08, RBD 233,702.79, RBJ 112,965.94, RBN 26,775.43, RBP 263,635.5). Total WFP's programme expenditure was USD 4.3 billion in 2013. The number of Country Offices reporting on the category increased in 2014, and expenditure on capacity development and augmentation totalled USD 345 million (included the Special Operations that were not included in APR formula of 2013 and in this table) – a 62 percent increase from 2013. The percentage of CD&A per total WFP programme expenditures is 1.25

\*Approximation method has been used by excluding all SO expenditures to derive CD expenditure from CD&A figures as most of Augmentation figures can be found within SOs this approach has been used within APR documentation.

**Table 3 Capacity Development & Augmentation project categories planned budget vs actual expenditures for 2013 – 2014**



Source: RMXS financial data on PRRO, EMOP, CP and TF.

The comparison shows in this table is only for project categories. A very limited number of Trust Funds have the approved budget in the system and cannot be compared to the Trust Funds corresponding expenditure. This value is derived from expenditures on capacity development and augmentation, minus special operations.

35. In 2013, half of WFP's projects included a capacity-development component to help governments to eliminate hunger; expenditures amounted to USD 38 million – 1 percent of WFP's programme of work. According to the WFP Annual Performance Report 2014, the recently published guidelines<sup>19</sup> on design, technical assistance and capacity development that included new tools to assess capacity gaps and a national capacity index (NCI) to provide a measurable indicator is aimed at helping to develop capacity development indicators for the United Nations development system. These

<sup>19</sup> The Design and Implementation of Technical Assistance and Capacity Development: National Self-sufficient capacity to respond, reduce and rebuild from crises and achieve zero hunger, Rome June 2015 Programme and Policy Division, WFP.

guidelines identify three main areas of technical assistance and capacity strengthening in WFP: supporting the capacity to respond to emergencies, to reduce consequences of food insecurity and to rebuild lives and livelihoods. In addition, it identified several cross-cutting themes: food security analysis and targeting; nutrition and HIV/AIDS programming and standards; learning from South-South and triangular arrangements; and facilitating learning through the Brazil Centre of Excellence.

36. The report also states that in 2014, WFP's performance in terms of capacity development outputs for addressing food insecurity was mixed. Planned national assessments, and 91 percent of planned nutrition training for government staff and technical advisory activities on food-security systems were achieved. Progress in improving national monitoring systems, however, was modest. Out of 85, only 21 percent of projects reported outcome-level data. This reflects changes in the data-collection methodology for the NCI and its thematic variants – nutrition, resilience and school feeding. For instance, as of 2014, projects are reporting NCI indicator values in a two-year cycle because it takes time to build national capacities and detect changes.

37. Capacity development outputs have been reported under various categories making uniformity and comparability of output data challenging. These categories included food fortification, disaster/emergency preparedness, strengthening of national capacities. The number of different outputs types varied from 80 to 120 since 2009, showing the diversity of capacity development activities.

### **3.3 Scope of the Evaluation**

38. The evaluation will cover the **2009 WFP Policy on Capacity Development: An Update on Implementation** primarily focusing on addressing the quality of the policy and its implementation including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. It will cover the policy implementation period from 2009 to 2015. It will assess outcomes at all the three levels as stated in the policy. When assessing the quality of the policy, the evaluation will also use international benchmarks for policy design since October 2009.

## **4. Evaluation Approach, Questions, and Methodology**

### **4.1 Overview of Evaluation Approach**

39. The evaluation team will be expected to follow the most rigorous approach possible in order to maximise the quality, credibility and utility of the evaluation. The evaluation will be theory-based using contribution analysis, an approach by which the evaluation can draw a plausible conclusion that, within some level of confidence, whether the policy and its implementation have made an important contribution to observed results in capacity development. It is expected that the evaluation will be based on studying up to 6 carefully-selected WFP Country Offices from low income, middle income and countries in conflict or post conflict contexts in Africa, Middle East, Asia and Latin America. It will utilize relevant policy analysis frameworks and organizational performance approaches to construct a theory of change and test assumptions from output to outcome and outcome to objective of the policy. Evaluating results of the policy should not only mirror stratification of the short, medium and long term outcome levels, but also assess their interlinkages.

40. The evaluation will include analysis of human, financial (regular budget and trust fund) and institutional resourcing arrangements in rolling out the policy during the implementation period 2009-2015.

## **4.2 Evaluability Assessment**

***Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

41. A preliminary evaluability assessment based on desk review indicates the availability of corporate policy, guidance documentation and datasets on programmatic and financial aspects of capacity development. Currently, some of the relevant data sets are being updated and completed. The level of data quality cannot be fully determined at present. Moreover, data availability and quality in the selected countries will have to be assessed to determine evaluability of certain outcomes and outputs. Since 2009, the reporting of outputs for capacity development has not been uniform because of the various categorizations under which the outputs been reported. The number of outputs ranged from 80 to 120 per year. At inception stage, the evaluation team will deepen this review and critically assess technical feasibility, data availability and quality to inform its choice of evaluation methods.

42. As WFP has been moving from capacity building to capacity development, the complexities of measuring and evaluating capacity development have become more challenging. There is a need to clarify what constitutes capacity development and how it relates to capacity building and augmentation. The absence of standard measurement metric to monitor and report changes in capacity development at various levels does limit evaluability of certain aspects such as value for money, efficiency and sustainability. The identified corporate indicators identified in the strategic plan are not yet populated. Expenditure data are not available for every year covered by the evaluation. On the other hand, some regions are piloting new approaches to monitoring capacity development which might provide promising quantitative data to inform the evaluation. Considering limitations to availability of quantitative data, the evaluation will be required to identify alternative approaches for data collection and develop a strong methodology to collect and analyse qualitative data in a rigorous manner.

43. OEV will ensure that an initial set of relevant background documentation and data sets are accessible to the evaluation team by way of electronic-library.

## **4.3 Evaluation Questions**

44. The evaluation will address the following three questions and sub questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the policy should meet.

45. **Question 1: How good is the Policy?** The evaluation will compare the policy update, as articulated in 2009, with international good practice, and practice of comparators and partners to understand whether the policy update was geared towards attaining best results. This includes the degree to which the policy update:

- i) Has a conceptual framework, vision, purpose, outcomes, outputs and activities of continued validity and highlighted gender and broader equity considerations;
- ii) Fully considered the findings, conclusions and recommendations of the 2008 Evaluation of WFP policy on capacity development;
- iii) Has innovative and strategic focus compared with similar policies of other humanitarian organisations such as FAO, IFAD, UN Development Group, UNHCR, Unicef and OCHA;
- iv) Reflected good practice and remains relevant in the face of evolving capacity developments concepts and approaches at national and international levels<sup>20</sup> as well as internal WFP developments; and has continued relevance in view of the SDGs goals;
- v) Is coherent with i) WFP strategic plans (2011-2013, and 2004-2017) and relevant WFP corporate policies or frameworks, ii) the shift from food aid to food assistance, including coordination mechanism of capacity development within WFP (HQ, RB and COs) and iii) policies of other UN partners and host governments.

46. **Question 2: What were the results of the Policy?** The evaluation will collect and analyze information and data on results that can plausibly be associated with the policy statement and mechanisms to implement it. The evaluation will identify the main areas in which results were achieved and those that were not achieved and will make the distinction between outcomes as formulated in each strategic plan. It will assess their diffusion and sustainability. In so doing, the evaluation will generate, to the extent possible, an understanding of the circumstances and factors that contributed to the changes observed in the field in order to establish plausible associations between these occurrences and the stated policy and its implementation measures. Specifically, the evaluation will explore the extent to which:

- i) Intended outcomes at the three levels of the policy framework have been achieved; and any unintended outcomes has been identified;
- ii) Mainstreaming of capacity development across WFP and the related top level institutional, and resourcing arrangements are the best approach of implementing capacity development for nationally owned sustainable hunger solutions;
- iii) Direct results of the policy implementation on beneficiary institutions can be detected in terms of their contribution to strengthening national capacity to end hunger;
- iv) WFP training activities have led to improve technical/managerial skills at all levels and how trained beneficiaries actually apply the acquired skills in field

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<sup>20</sup> Took in to account the United Nations Triennial Comprehensive Policy Review, and Busan declarations, with regard to capacity development (a. UN GA A/62/253 , Report of the Secretary- General , 13 August 2007) and other relevant international resolutions and norms

practice. The evaluation team should unpack this “applicability added value” with regard to: (i) professional outcomes including increase in professional enthusiasm of country players; (ii) application of critical thinking by field practitioners while doing their work; and (iii) the capacity to use of evidence based decision making;

- v) New practices resulted in improved approaches in WFP and in country partner organizations.

**47. Question 3: Why has the policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the context, incentives or triggers that caused the observed changes (question 2). It will look at circumstances and explanatory factors that resulted from the way in which the policy was developed and articulated (question 1), the way in which it was implemented (e.g. looking at resource issues), and others (e.g. underlying understanding, assumptions etc. that influence behaviour), including assessment of:

- i) The stage of development of countries (low income, middle income, conflict and post-conflict contexts);
- ii) WFP internal factors, (e.g. its comparative advantages, own capacity and enabling incentives), and external factors (e.g. national ownership, buy-in of WFP capacity development interventions and related partnerships with national and regional stakeholders for capacity development);
- iii) Process of action plan for implementation of the policy and any documented organizational change in WFP at HQ, RB, and CO levels including changes its way of doing business of capacity development as well as fighting hunger;
- iv) Financial commitments and prioritization including availability and predictability of regular operational and trust funds;
- v) Quality guidelines and tools for capacity development, the availability, adequacy, and their application at HQ, RB, CO, monitoring and reporting;
- vi) Institutional/organizational structures and processes for diffusion and sustainability of augmented capacity and its results.

#### **4.4 Methodology**

*This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP’s policies, systems and processes.*

48. The evaluation methodology will systematically address the evaluation questions and sub-questions (in section 4.3 above) in a way that meets the dual purposes of accountability and learning. Assessment of progress towards results will be around the policy objective, outcomes outputs, activities, inputs and processes.

49. It will use a multi-country case study approach combined with desk-studies. The selection criteria to impartially select countries to be visited and the stakeholders to be interviewed should be specified in the Inception Report. These will include country context (humanitarian, development, middle and low income countries, etc.), programme size, and proportion of WFP portfolio dedicated to capacity development activities and investments.

50. The team will use mixed evaluation methods; relying on various information and data sources to demonstrate impartiality and minimize bias and optimizing a

cross-section of information sources. The evaluation team will undertake a substantial review of various documents such as: all existing WFP policies and their respective approaches to capacity development; and all centralized evaluations (and corresponding management responses) which have taken place since the policy approval<sup>21</sup>. Indeed, many evaluations do include findings, conclusions and recommendations related to capacity development; a substantial amount of project documents and standard project reports to inform the desk studies; and all relevant documents. As noted under the evaluability section, the team will employ techniques to assess qualitative data and information in addition to quantitative data.

51. During the Inception Phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above) test and complete the methodology including data collection instruments details as agreed by the Evaluation Manager. As mentioned earlier the evaluation team will be required to develop strong qualitative data collection methods to inform some of the evaluation questions. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) which provides details on the elements to be included in the methodology.

#### **4.5 Quality Assurance**

52. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Coordinator for Policy Evaluations will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

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<sup>21</sup> All available on the internet



## 5. Organization of the Evaluation

### 5.1 Phases and Deliverables

**Table 4 Proposed timeline summary of key evaluation deliverables**

Phases	Sep- Oct 2015	Nov. 2015	Dec. 2015	Jan- Mar 2016	Mar- May 2016	June- Oct. 2016	Feb. 2017	Deliverables
Phase 1 (Preparation) Preparation of CN/ ToR Stakeholder consultation Identify and hire evaluation team	x	x						Concept Note ToR
Phase 2 (Inception) HQ Briefing eval team Document review Inception mission				x				Inception Report
Phase 3 (Fieldwork) Data collection Analysis workshops Debriefings					x			Debriefing presentations Aide-memoire Analysis reports
Phase 4 (Reporting) Draft reports Comments and revisions						x		Drafts Stakeholders workshop Final
Phase 5 (Presentation) Exec. Board Management response EB.A/2017 (February)						x	x	

### 5.2 Evaluation Component

53. A team leader and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. Within the team, the team leader

bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The team leader requires strong evaluation and leadership skills, experience with evaluation of coordination mechanism and national programme capacity strengthening and technical expertise in one of the technical areas listed below. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed EQAS standards and agreed timelines.

54. The team will not have been involved in the design, implementation or M&E of the WFP capacity development policy nor have conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct.

55. The team should have strong capacity in conducting global evaluations that incorporate country level case studies, and the use of mixed methods in evaluation. The team will be required to have a strong experience of policy evaluation and of capacity development, including analysis and synthesis of both qualitative and quantitative data and information. It will be multi-disciplinary including an appropriate balance of extensive knowledge, skill and expertise in evaluating capacity development, food security, disaster preparedness and response, gender equality, equity, organizational change, technical assistance, partnerships and policies. The evaluation team should comprise men and women of mixed cultural backgrounds. During country case studies, core team members should be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have the appropriate language capacity (French and Spanish). Office support in data analysis will be required to support the evaluation team members.

56. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyze information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report.

57. Support will be provided by OEV to collect and compile relevant documentation, not available in public domain, facilitate the evaluation team's engagement respondents and provide support to the logistics of field visits.

### **5.3 Roles and Responsibilities**

58. This evaluation is managed by OEV. Dawit Habtemariam has been appointed as evaluation manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS. Anne-Claire Luzot, OEV Coordinator for Policy Evaluations, will conduct the second level quality assurance. Helen Wedgwood, Director of OEV, will approve the full evaluation report and summary evaluation report.

59. The Evaluation manager has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and

contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions; conducting the first reviews of evaluation products; and consolidating comments from stakeholders on the main evaluation products. He will also be the interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth communication and implementation of the evaluation process. Serena Succhi, OEV Research Analyst, will provide research support throughout the evaluation.

60. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

61. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of respondents.

62. There will be an internal reference group and an external advisory group for this evaluation (See membership in Annex 2).<sup>22</sup> In their advisory role, they are expected to review and provide feedback on evaluation products such as TOR and reports:

- i) an internal reference group composed of a cross-section of WFP stakeholders from relevant business areas at HQ, Regional Bureau and CO; and
- ii) an external advisory group composed of technical experts of capacity development in international development and/or humanitarian areas.

#### **5.4 Communication**

*It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

63. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

64. OEV will make use of data sharing software (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will assist in discussion any particular issue.

65. Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will

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<sup>22</sup> TOR References have not been reproduced in this report.

organize a stakeholders workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

66. The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official UN languages in February 2017. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The COs and RBs are encouraged to circulate the final evaluation report to external stakeholders.

### **5.5 Budget**

67. The evaluation will be financed from OEV's Programme Support and Administrative budget

### **Annexes (not reproduced here)**

Annex 1: Tentative Evaluation Timeline

Annex 2: Reference Groups

Annex 3: List of References

Annex 4: Additional Tables

## **Annex 2: Full Methodology for the Evaluation**

### **Overview/Overall Approach**

1. The evaluation approach was shaped by the nature of the task as a policy evaluation. It had both accountability-focused summative dimensions, as well as formative dimensions that focussed on learning. As noted in the TOR (¶ 19), the overall emphasis of the evaluation was on learning.
2. The evaluation matrix acted as the integrating framework for the evaluation. It illustrates how the various lines of inquiry with their respective data collection methods and tools were used and triangulated to address the evaluation questions and sub-questions.
3. The evaluation team's overall approach was theory driven; guided by principles of participation, gender equality and equity; and took standard OECD DAC and ALNAP evaluation criteria into account. These three dimensions are further described below.

### **Theory-based evaluation**

4. The reconstructed theory of change and detailed impact pathways for the 2009 policy as described in Annex 3 informed the evaluation matrix. The detailed questions and sub-questions outlined in the matrix were deliberately formulated to ensure that they facilitated gathering evidence on WFP contributions to the change processes and results outlined in the reconstructed theory of change, and allowed testing the key causal link assumptions identified for the different impact pathways (see Annex 11).

### **Principles of participation, gender equality and equity**

5. The evaluation team sought to systematically and constructively engage with the various stakeholders, so as to ensure that conclusions and recommendations formulated following data collection are useful, while maintaining the independence and objectivity of the evaluation. Engagement was assisted by debriefs at the end of each field visit, debriefs validation at the end of each country desk review, a debriefing in Rome upon completion of the field missions, and the eliciting of stakeholder feedback on draft deliverables, including through a stakeholder workshop in mid-September 2016.
6. In alignment with the EQAS Technical Note on Gender, the evaluation team ensured– to the extent possible - that stakeholders consulted during the field missions represented diverse perspectives based on gender, ethnicity, geographic locations, and their roles (e.g. as rights holders or duty bearers). Evaluation team members strove to conduct data collection in ways that are sensitive to and appropriate in light of the respective geographic and cultural backgrounds and gender of different respondents. The evaluation ensured the privacy of evaluation respondents, and treated their specific contributions confidentially - for example, by reporting the results of stakeholder consultations only in aggregated form.
7. Gender sensitivity-related questions and indicators were reflected in the evaluation matrix, as well as in data collection tools. Gender considerations were further applied throughout the process of data analysis and reporting, e.g. by exploring actual or potential effects of WFP capacity development interventions in relation to the four objectives of the current WFP gender policy.

8. The evaluation team itself was gender balanced, and several team members possessed in-depth expertise and experience on gender equality and on conducting gender responsive evaluations. The team was culturally and linguistically diverse, and included local and regional consultants to support data collection in the field.

### **Evaluation criteria**

9. Standard OECD DAC evaluation criteria, as included in the EQAS Technical Note on evaluation criteria, were applied as follows:

- The *relevance* criterion applied to the assessment of the quality of the policy update (EQ1) and related results (EQ2 & 3)
- The *effectiveness* criterion was applied in relation to evaluation questions 2 and 3 that address the results of the policy update, and reasons for results achievement or lack thereof.
- Contributions to *impact* were taken into consideration when assessing the quality of the policy update - that is, its inherent logic and clarity of how outputs and outcomes were assumed to contribute to impact, and in the evaluation of the actual or likely contributions to results that WFP has made.
- The criterion of *sustainability* was taken into account when assessing the results of the policy update, i.e. WFP contributions to the emergence of sustainable national hunger solutions.
- The criterion of *connectedness* was applied to explore the degree to which activities of a short-term nature were carried out in ways that took longer-term and interconnected problems into account. It was taken into consideration in relation to EQ1 on the quality of the policy, and EQ3 on factors that influenced results achievement.

### **Evaluation Matrix**

10. The evaluation team drew on the constructed theory of change, and on its review of issues at inception stage to develop a full evaluation matrix, presented in Annex 4.

## **Data Collection Methods**

### **Overview**

11. Following a team briefing in Rome and an evaluability mission in Kenya, the evaluation applied the following lines of inquiry for data collection: (a) horizontal document review; (b) review of Standard Project Reports (SPR); (c) key informant interviews (global); (d) six field missions to Country Offices and 2 field missions to Regional Bureaux; (e) six country desk top reviews; (f) one electronic survey; and (g) review of comparator organizations. The specific methods for data collection that were applied in each of these lines of inquiry are described below.

### **Horizontal document review**

12. A preliminary review of relevant literature and documents had been conducted as part of the inception phase. Additional corporate documents were systematically analysed to address the questions and sub-questions in the evaluation matrix. A full bibliography is included as Annex 9.

13. The horizontal document review complemented the detailed work in the two regional bureaux visits, six country visits and six country desk top reviews. It helped to better contextualize the 2009 CD policy and capacity development-related results during the period under review. It also supported some comparative analysis in relation to Evaluation Question 1, “How good is the Policy”?

14. Attention was given to comparisons between WFP planning and reporting instruments that were updated and promulgated during the period 2008-2013, and those released since 2014, to explore whether they reflect the change to mainstreaming capacity development under the 2014-2017 Strategic Plan. Attention was also given to cross-cutting issues that are somewhat analogous to capacity development, such as gender or partnerships.

15. The review covered the following types of documents:

- Strategic Plans in place during the period under review (2006-2009; 2008-2013, and 2014-2017) including their respective results frameworks and performance reviews.
- Policy-related materials generated post 2009 (e.g. WFP overall programming and operational guidelines and those specific to the CD Policy and if relevant other policies).
- Other contemporary WFP policies, including follow-up reports and WFP Board Documents.
- Recent policy evaluations, and other relevant evaluations and reviews. While the horizontal review focused on corporate documents, regional and country portfolio evaluations (in addition to the ones reviewed for the six field mission and six desk review countries) were included if and as relevant.
- WFP planning, programming and reporting instruments.

- Documents relevant to WFP's future strategic orientation, funding, programming and implementation arrangements in order to ensure that evaluation findings and subsequent recommendations were contextually relevant to the future of WFP.

### **Review of Standard Project Reports (SPR)**

16. The SPR review focussed on the years 2013-2015 for which a degree of detailed information was available. The review focussed solely on SPRs for Protracted Relief and Recovery Operations (PPRO), Country Programme (CP) and Development Operations (DEV).

17. An initial review of the SPRs had revealed a qualitative shift in the level of information provided with respect to capacity development starting in 2013, in comparison with earlier years. While explicit reporting of capacity development related outputs or outcomes among these SPRs is scarce, related information was extracted from narrative passages. OEV provided the evaluators with a database of sections entitled "Sustainability, Capacity Development and Handover" reporting on capacity-building for 356 SPRs between 2013 and 2015. These sections were assessed and information on key characteristics was collated in a database.

18. The following parameters or characteristics were identified in most SPRs: country of activity, socio-economic status, geographic region, planned budget versus actual expenditures, thematic focus of capacity development-related activities, and the three level typology of capacity as laid out in the 2009 policy update (enabling environment, institutions and individuals). This line of inquiry allowed the evaluation team to undertake a degree of comparative analysis (e.g. on the influence of factors such as socio-economic levels on types of CD activities and results). It further was an important tool to contextualize the 2009 policy by providing additional information on the breadth and scope of WFP's relatively recent capacity development activities.

### **Key informant interviews (global)**

19. To complement consultations conducted as part of the in-country and virtual country visits the evaluation team conducted individual and small group interviews (by telephone, Skype and in person where feasible) with a total of 364 selected global stakeholders, including: 46 WFP staff based in Rome and 11 WFP Executive Board members.

20. The issues that were explored in these interviews varied by stakeholder group, but generally aimed to elicit respondents' views on: the evolving place of capacity development within WFP's assistance as well as within wider global, regional or national contexts; the relevance and effectiveness of WFP's contributions to strengthening national capacities to date; WFP's comparative advantage and suggestions for changes or improvements in WFP's approach to and/or work on capacity development.

21. Interview Protocols for the noted stakeholder groups are included as Annex 8. A full list of stakeholders consulted is included in Annex 10.

### **Six Field Missions**

22. Field missions offer the opportunity to collect holistic and context-specific data on what WFP has done and achieved in relation to capacity development, how, and facilitated or hindered by what internal and external factors. The evaluation team



conducted site visits to six Country Offices (Bangladesh, Jordan, Kenya, Namibia, Peru and Senegal) and two Regional Bureaux (Panama and Bangkok).

23. The selection of these countries, as well as of the countries included in desk top reviews (see below) was guided by a set of thirteen criteria developed by the evaluation team in close consultation with OEV. These criteria included, but were not limited to, ensuring that the resulting sample would represent different regions, different types of WFP on-going operations (DEV, PRRO, EMOP, CP), countries with different levels of income status, Country Strategic Plan pilot countries and planned capacity development activities<sup>23</sup> in different thematic areas (e.g. school feeding, nutrition). The full list of selection criteria and their application to existing data sets was illustrated in the Inception Report.

24. Each country mission was led by a member of the team who had been present in Rome for the HQ Briefing accompanied by a local or regional consultant. Each country mission utilized up to 12 person days in the field.<sup>24</sup> The field missions to Peru and Bangladesh combined a country level visit with a short mission (3 days each) to the respective WFP Regional Bureau (RB Panama and RB Bangkok) to examine the contribution of Regional Bureaux to WFP's capacity development activities' planning, implementation, monitoring and reporting.

25. During each field mission, the evaluation team conducted interviews and small group meetings with WFP staff, as well as with key local stakeholders focusing on the beneficiaries and partners of WFP capacity development initiatives, including government officials, civil society organizations, humanitarian partners (including sister UN agencies) and in-country representatives of development and humanitarian donor and implementation partners. Interview protocols for different stakeholder groups are included as Annex 8.

26. As specified in EQAS, the final element of each of these missions was an on-site exit debrief which was animated by a standardized PowerPoint presentation. The two missions that included both a Country Office and a Regional Bureau prepared two such debriefs - one for the CO and one for the RB. While these debriefs were informally shared with the respective CO or RB and the Evaluation Manager, the presentations were not commented on or revised by the Evaluation Manager and do not constitute formal deliverables.

### **Six country desk top reviews**

27. To broaden the coverage of countries analysed in more depth, the evaluation team conducted desk top reviews for six additional countries: Colombia, India, Kyrgyz Republic, Lesotho, Liberia and Uganda. The selection of countries had been subject to the same criteria as applied for the field missions but with an emphasis on the availability of reporting on capacity development results.

28. The desk top reviews were based on the in-depth analysis of relevant country level documents and data. Data sources for this review included: SPRs, country strategy documents and other country reporting documents such as progress reports to specific donors – in particular Trust Fund progress reports-, country strategies, country briefs, country program documents and their amendments, draft country strategic plans - where applicable-, other trust fund related documents, as well as

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<sup>23</sup> As per information entered by Country Offices into COMET.

<sup>24</sup> One working week with two team members (10 person days) plus up to 2 person days of follow up by the national/regional consultant if and as required.

country level evaluations for the period 2009-2014, including relevant evaluations by other actors that touch upon WFP's work. Care was taken to assess differences that occurred in the nature of these planning documents post the 2013 mainstreaming of capacity development.

29. This was complemented with telephone, Skype and email consultations with 2-5 WFP staff and, in order to clarify or deepen the evaluation team's understanding of selected emerging issues. Given the general paucity of results-related data, these interviews took on significant importance.

30. Data emerging from the desk top reviews was synthesized into the same Exit Debrief Template as was used for each Field Mission and circulated to the Country Office for feedback. As is the case for the Exit Debriefs of Field Missions, they were not formally revised or submitted as a deliverable, reflecting their status as working documents.

### **E-Survey**

31. The electronic survey allowed the reaching of a broader base of WFP staff and managers than could be consulted via field missions and individual or small group interviews. The e-survey engaged 213 individuals representing Country Office managers (CD, deputy country directors (DCD), and CO senior staff; Regional Directors and Deputy Directors (RD, DRD) and RB senior staff; as well as HQ senior staff and managers. To select targeted individuals, the survey utilized the same – albeit updated – listings that had been used in surveys conducted for other recent WFP evaluations. The survey tool used is included as Annex 8.

32. The survey focussed on capturing respondent views and experiences in relation to capacity development-related results achievement, WFP internal capacities to support CD processes, strengths and weaknesses on how capacity development is managed within WFP (e.g. in terms of resourcing, monitoring and reporting), as well as in relation to the continued validity of the 2009 CD policy.

33. The survey was administered in English, French and Spanish. It was launched at the commencement of the evaluation phase to provide respondents with sufficient time to respond. Approximately three weeks after the launch, OEV sent out a reminder email to those individuals who had not yet responded. In the end, 60 responses were obtained (of which 76.6 % were complete), representing a response rate of 21.6 %. This rate of response to the survey was below the anticipated 30%, a common industry standard for unsolicited surveys such as this . Accordingly the survey should be used merely as an indication of trends and perceptions and should not be considered to be statistically reliable.

### **Review of Comparator Organizations**

34. The evaluation team conducted a brief analysis of comparator agencies, which assisted in setting WFP's capacity development policy and activities in a wider context and contributed to the findings and recommendations of the evaluation. The analysis particularly contributed to findings on Evaluation Questions 1 (How good is the policy?) and 3 on reasons for results achievement.

35. During the inception phase, in consultation with OEV, the evaluation team developed a set of four criteria to select relevant and feasible comparator organizations, namely organizations that: i) place explicit emphasis on supporting capacity development of national partners, ii) in at least some cases share WFP's dual mandate spanning humanitarian and development objectives; iii) are operational

and have programmes at country level; and, iv) have some data on their CD-related work and results is available. Each selected organization had to meet at least three of these criteria.

36. This resulted in the selection of four organizations, namely: UNDP, UNICEF, FAO, and the International Federation of Red Cross and Red Crescent Societies (IFRC), as relevant comparators.

37. To conduct the comparison, the evaluation team reviewed relevant corporate documents of each of the four organizations (policies, actions plans, strategic plans, guidance notes etc.) that illustrate the respective organization's understanding of and priority assigned to capacity development, as well as information on its approaches to supporting capacity development processes, especially of government partners.

38. This desk review was complemented by telephone or e-mail consultations with one representative each from FAO, UNICEF, UNDP and IFRC<sup>25</sup>. To varying degrees, additional information on the capacity development-related work of some comparator organizations was derived from the six country visits.

39. Summary of key insights about comparator organizations are presented in Annex 6.

### **Data Analysis, Checking/Cleaning and Reporting**

40. To maximize the quality of data and mitigate the risks and constraints inherent in each individual data collection tool, the evaluation team used a number of processes to check and clean the data. These included: (i) country visits conducted by a minimum of two team members who compared and checked accuracy of each other's observations and notes, and, if applicable, identified areas requiring clarification or follow up; (ii) document/desk review data excerpted as much as possible directly from the respective sources to ensure accuracy. Data aggregation was guided by clear questions and criteria, and was quality controlled by senior team members; (iii) survey data was downloaded directly from the web-based survey application to avoid transcription errors.

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<sup>25</sup> With UNDP the evaluation team was only able to consult informal, 'off-the-record' consultations with 2 UNDP staff.

41. The whole evaluation team gathered for a two day internal team analysis meeting to present and cross-reference the results of each line of inquiry, identify patterns and outliers, and start drafting emerging summary findings in response to the evaluation questions and sub-questions.

42. To analyse data, the consultants employed qualitative (descriptive, content, comparative) and quantitative techniques.

- Descriptive analysis was used as a first step, to understand the contexts in which WFP exists and operates, before moving on to more interpretative approaches;
- Quantitative analysis was used to capture relevant information and trends related to WFP financial investments in mainstreaming capacity development across the organization, and related to conducting CD-specific activities at HQ, regional and country levels. Additionally, quantitative analysis was used to produce evidence based on data gathered through document review, survey, and interviews.
- Qualitative analysis included the following three approaches:
- Content analysis, which was used across the different lines of inquiry documents, survey and interview data to analyse and identify common trends, themes, and patterns in relation to the evaluation questions. Content analysis was further used to flag diverging views or evidence on certain issues. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that were then refined to feed into the draft evaluation report.
- Comparative analysis was used to position WFP's policy and capacity development-related work in relation to the strategic documents and CD-efforts of relevant other organizations. It was also used to assess the quality of the policy update in light of current and evolving capacity development concepts and approaches since 2009.
- Elements of contribution analysis were used to review and, to the extent possible, apply the reconstructed theory of change and related impact pathways to the specific geographic and thematic contexts explored in the evaluation. However, it became apparent in the course of the evaluation that available data was insufficient to effectively carry out a comprehensive contribution analysis, as is further discussed below in the "limitations" section.

43. Triangulation was used to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions. The evaluation team attempted – to the greatest extent possible given the noted paucity of data – to base individual findings on several lines of inquiry and data sources.

44. Draft findings, conclusions and emerging themes for recommendations were presented in a participatory workshop in Rome attended by key WFP stakeholders either in person or via teleconference. At the workshop, participants provided feedback on the validity of emerging findings, and provided additional suggestions and comments that informed the draft evaluation report.

45. The reporting phase focussed on presenting clear and understandable messages. The final report presents key data and findings for each key question and

relegates additional data to annexes in order to facilitate a coherent narrative in the main report. Where appropriate, the report utilizes visual tools such as graphics to enhance clarity and readability.

### **Quality Assurance**

46. The robust internal quality assurance system that was presented and agreed to in the Long Term Agreement between Universalia and WFP applied to this assignment. It specifies that the evaluation Team Leader carries overall responsibility for quality assurance, ensuring rigorous data collection, analysis and synthesis that is based on triangulation and verification of data.

47. While internal measures are essential to assure quality, an external review is also necessary so as to provide outside expert quality assurance. This function was added to those set out in the Long Term Agreement. Dr. Fred Carden assumed the function of an External Quality Assurance Reviewer. In this capacity he did not contribute to data collection, analysis or report writing, but exclusively focussed on autonomous quality assurance of key evaluation deliverables and directly advised the evaluation Team Leader.

48. WFP has developed an Evaluation Quality Assurance System (EQAS) based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on quality for each of the evaluation products. EQAS was systematically applied during the course of this evaluation and relevant documents were provided to the evaluation team.

49. No evaluation team member had any conflict of interest with the evaluation object or WFP.

### **Limitations**

50. The main limitations for the evaluation have been the following:

- Incomplete data on the universe of WFP capacity development-related expenditures, activities and results, and no reliable baseline. To the extent possible the evaluation team tried to mitigate related limitations by drawing upon a range of different lines of inquiry, including the systematic review of Standard Project Reports, but also – and in particular – primary data collection through field visits and stakeholder consultations.
- The generic nature of the results defined in the 2009 policy update only allowed for reconstructing a similarly generic theory of change, which did not take into account characteristics of the different thematic areas that WFP efforts have taken place in. This limited the degree to which the evaluation could apply contribution analysis. There were no suitable mitigation strategies for this challenge.

- A low response rate to the e-survey (23%) and methodological limitations of the SPR review (see below) limited the team’s ability to generate reliable quantitative information. Related limitations are pointed out in the evaluation report, calling to readers to treat quantitative data with caution.
- The review of SPRs encountered three main limitations. First, it is noted that the SPRs are self-reported and, as such, need to be treated with caution from a data validity perspective. Second, the dedicated sections on “Sustainability, Capacity Development and Handover” extracted from SPRs and shared by OEV with evaluators frequently did not contain all activities or results relevant to capacity-development that were contained in the full SPR. To mitigate this challenge, the evaluators ran broader checks on the full SPR documents in order to identify relevant information contained in other sections than those collated by OEV<sup>26</sup>. A third limitation was that reporting on capacity development depended on the SPR’s author’s understanding of the concept, which varied from country to country. For example, some authors considered FFA as capacity development, whilst others did not. To ensure consistency of data coding the evaluation team sometimes categorized information as constituting an example of capacity development if it was consistent with the definition of the term used throughout the evaluation, even if the respective SPR did not explicitly categorize it as such for additional details, kindly refer to the summary of SPR review at Annex 5.
- The SPR analysis was undertaken in an effort to broaden the data set and specifically to begin to identify the range of WFP capacity development activities that had been recently undertaken. This was necessary due to the fact that WFP management information systems contain sparse evidence with respect to the breadth and scope of WFP’s capacity development activities.
- Careful cross analysis demonstrated that there was likelihood for a degree of overlap and duplication between the material presented in the Sustainability, Capacity Development, and Handover segment and other segments of the SPR. However, given the fact that the SPR analysis was to be undertaken by desktop review and did not involve direct contact with the authors of the SPRs, it was impossible to determine the degree of overlap and duplication. It became evident that most capacity development activities spanned several years of SPR reporting. For example, a school feeding initiative may last a number of years; and, therefore is reported in successive SPRs. This makes actual categorization of the number of capacity development activities not feasible unless a hands-on direct contact approach were to have been used with 70 WFP Country Offices. Finally, SPR narratives do not contain information about capacity development initiatives that were funded by alternate means, and specifically those funded through trust funds. The SPRs only include those activities funded through the traditional WFP budget lines, for example PPRO, DEV, etc.
- Therefore, the data presented in this evaluation should be viewed as notional, as illustrative of the breadth and scope of the range of WFP capacity development initiatives. It should not be viewed as authoritative in terms of numbers of activities or types.

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<sup>26</sup> 61 full SPRs were reviewed for the 12 sample countries .

### **Annex 3: Retrospectively Constructed Logical Framework and Theory of Change for the 2009 Capacity Development Policy**

1. Based on the objective, outcomes, outputs and activities described in the 2009 Policy, the evaluation team first reconstructed a simple logical framework to capture the main results logic indicated in the policy update (Figure 2 & 3 below).
2. Based on this, the team then retrospectively constructed a more elaborate Theory of Change based on the Impact Pathway Model (Mayne 2015). This includes, first, a broader overview Theory of Change that captures all elements of the logical framework, which is then followed by two detailed ToCs for Impact Pathways: one related to changes in institutions/organizations, and the other related to changes in individuals and communities.
3. The Impact Pathway model utilized in these ToCs allows complex change processes to be broken down into additional steps or milestones, for example by distinguishing between *capacity* changes (for example, the acquisition of knowledge, skills, and attitudes) and *behaviour* changes, that is the actual application and use of these new or enhanced knowledge, skills, attitudes, or systems. Also, the model includes the notion of '*direct benefits*', which allow linking the effects of specific capacity development interventions to relevant changes in the broader context, thereby allowing to answer the question why the specific changes in capacity and/or behaviour are likely to be relevant in relation to the overall impact.
4. In a next step the evaluation team identified key assumptions that, while not explicitly stated in the 2009 policy, are logically implied by the succession of results outlined in the policy. Both the logical framework and the detailed ToCs illustrate where these assumptions are located. This helps clarify how the logical framework and ToCs relate to each other.
5. In a final step, the team noted key assumptions in a table and elaborated on related implications for the evaluation, that is, key questions deriving from these assumptions that the evaluation will set out to test. These implications have been used to inform, and are reflected in the Evaluation Matrix (Annex 4). These tools were included in the Inception Report submitted to OEV as part of this evaluation.

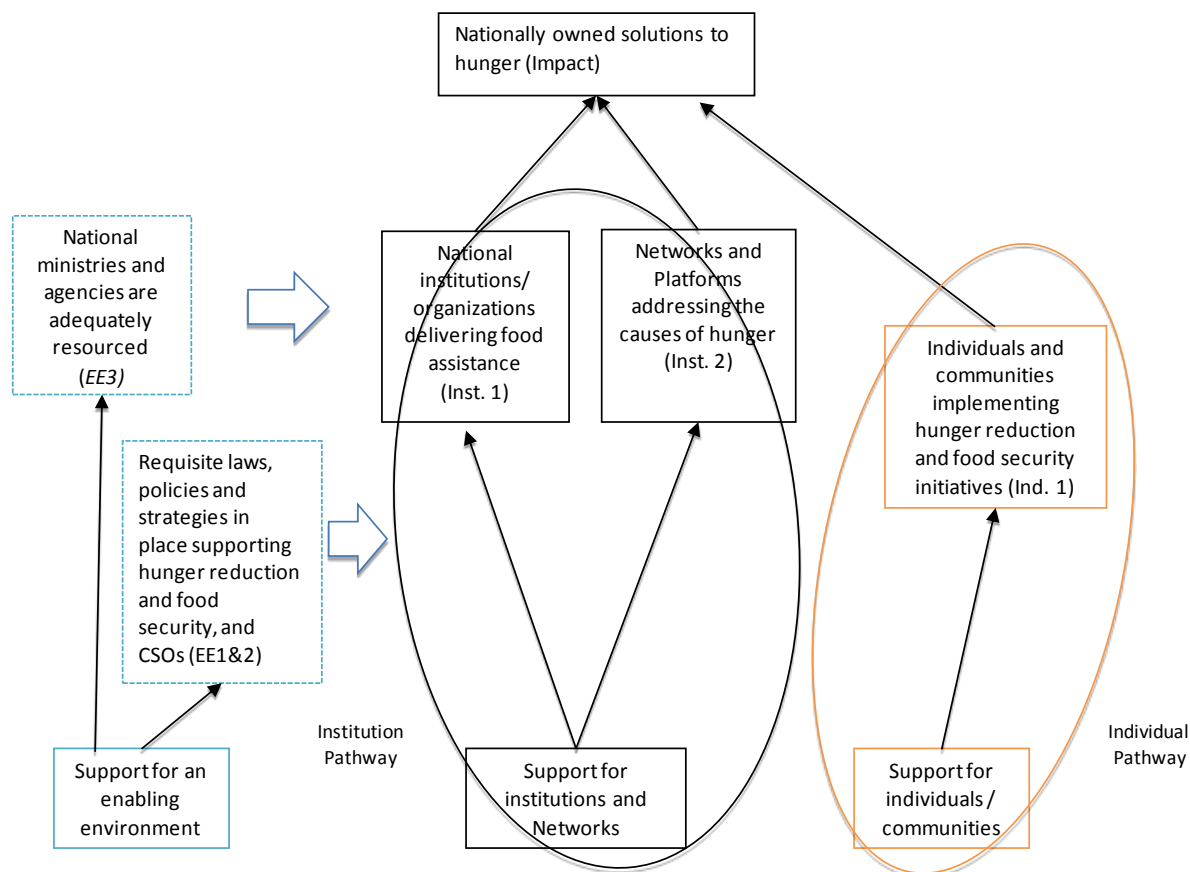
**Table 1 Constructed Logical Framework of the 2009 WFP Policy on Capacity Development**

Overarching Assumptions	<b>Impact:</b> steady improvement in the design and implementation of nationally owned sustainable hunger solutions based on conducive food policies and institutions, effective national food assistance organizations and competent individual practitioners						Rationale Assumption
	7+ years ←		← 3-7 years ←		← 1-3 years		
	<b>Enabling Environment (EE)</b>		<b>Institutional (Inst.)</b>		<b>Individual (Ind.)</b>		
	<i>Outcomes</i> ←						Impact and Direct Benefit Assumptions
	<b>EE 1</b> -Laws, policies and strategies that prioritize the reduction of hunger and food insecurity are adopted and implemented.	<b>EE 2</b> -Laws, policies and strategies to foster the role of civil society in sustainable hunger solutions are developed and implemented.	<b>EE 3-</b> ministries and agencies with responsibility for hunger reduction and food security are adequately and sustainably resourced.	<b>Inst. 1-</b> Financially viable and well-managed national food assistance agencies are operating effectively.	<b>Inst. 2-</b> Viable multi-sectoral partnerships to address the causes of hunger and food insecurity are functioning	<b>Ind. 1-</b> Successive cohorts emerge of empowered individuals and communities capable of designing and implementing efficient and effective food assistance programmes and policies	
	<i>Outputs</i> ←						
	<b>EE 1.1</b> - United Nations Development Assistance Frameworks, PRS and national plans of action that prioritize the reduction of hunger and food insecurity are developed	<b>EE 2.1</b> - Legislation and policy and strategy documents that prioritize the role of civil society in sustainable hunger solutions are developed	<b>EE 3.1</b> - Resource needs of ministries and agencies with responsibility for hunger reduction and food security are prioritized and budgeted in national development plans and PRS	<b>Inst. 1.1</b> - Business and operational plans for financially viable and well-managed national food assistance agencies are developed	<b>Inst. 2.1</b> - Formal & informal networks and platforms for multi-sectoral debate, consensus building and partnership in food systems are developed and supported	<b>Ind. 1.1</b> - Successive cohorts emerge of individuals and communities trained in the design and implementation of efficient and effective food assistance programmes and policies, including in gender-disaggregated needs assessment, targeting, food quality and quantity management, market analysis, information	



					management, tendering	local
<i>Activities (based on some form of capacity needs assessment; implemented by COs with support from HQ and RBs).</i>						
Providing technical advice and facilitating high-level consultations and informed advocacy and outreach		Development of business plans & guidelines for implementing food assistance, secondment of staff, support for stakeholder orgs. & networks, provision of equipment and capital services		Design & implementation of training workshops, exchange visits & targeted hosting of partner staff		
<i>Inputs</i>						
Intangible inputs, e.g. advice, technical assistance, South-South exchanges.		Intangible inputs, e.g. advice, technical assistance, South-South exchanges. Tangible inputs, such as vehicles, computers.		Intangible inputs, e.g. advice, tech. assistance, South-South exchanges		Reach Assumptions A2

**Figure 1 Overview ToC capturing all elements of the logical framework**



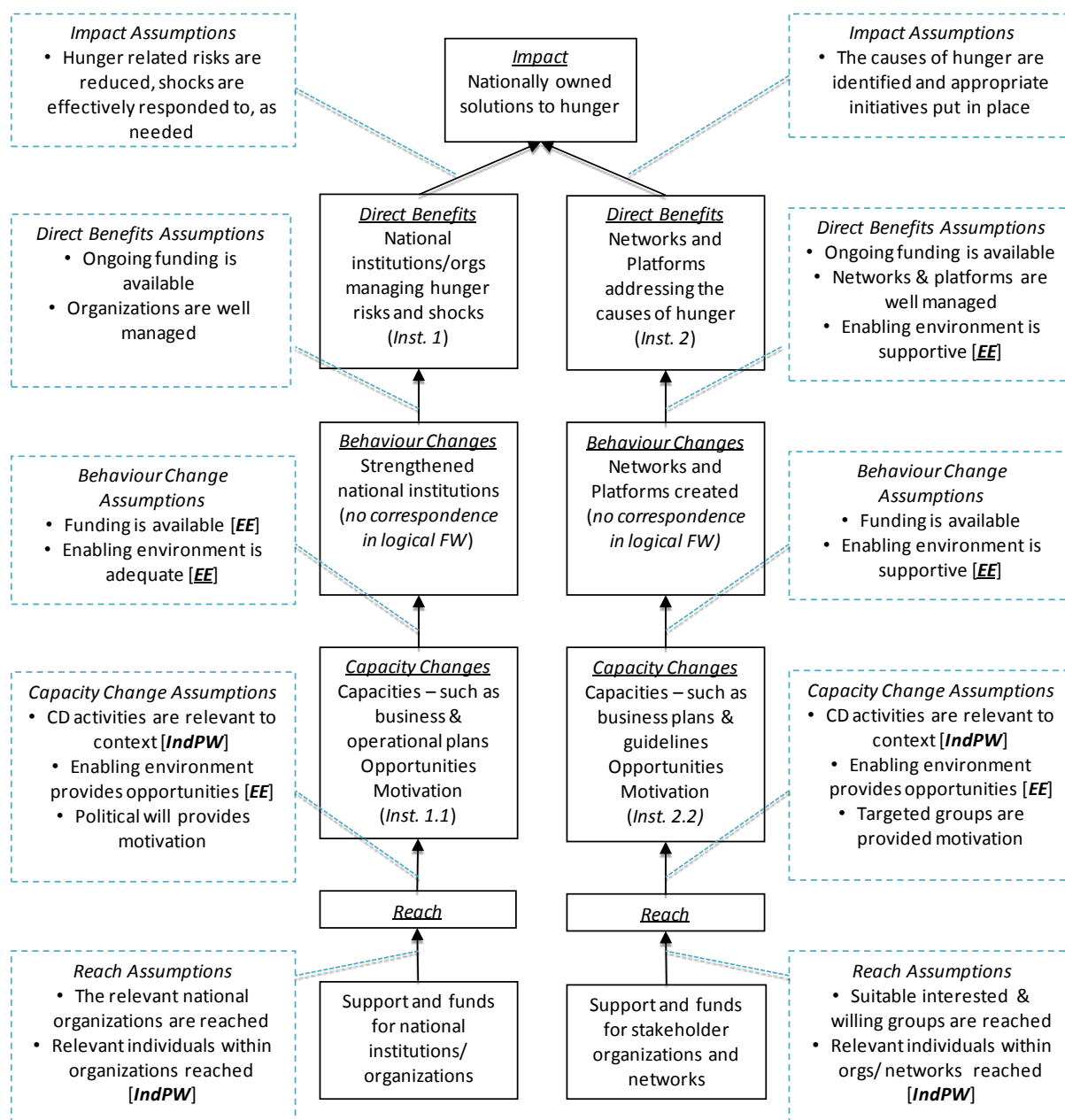
6. The overview ToC shows **two pathways** to the envisaged impact of nationally owned solutions to hunger. (i) the institutional pathway (National institutions delivering food assistance; Networks and platforms addressing the causes of hunger) and (ii) the individual pathway (individuals and communities implementing hunger reducing initiatives). The two impact pathways are shown in further detail on the following pages

7. The location of these impact pathways within the overall theory of change is indicated by the oval shapes.

8. Correspondence with the results in the previously shown logical framework is indicated by the labels in brackets, for example “EE1” or “Inst. 2”.

9. Both impact pathways are supported by an **enabling environment**. This reflects the evaluation team’s understanding that the enabling environment can – positively or negatively – affect changes in capacity and behaviour or performance of individuals and institutions, but that changes in the enabling environment do not themselves lead to the envisaged impact.

**Figure 2 The Institutional Pathway**



**Key Terms & Acronyms**

**Support** - Includes advice, technical assistance, training, south-south exchanges, seconding of staff

**Funding** – Includes capital acquisitions such as vehicles and computers

**EE** – the enabling environment of laws, policies and strategies and the recognized roles of CSOs

**IndPW** – where there is a link with the Individual Pathway

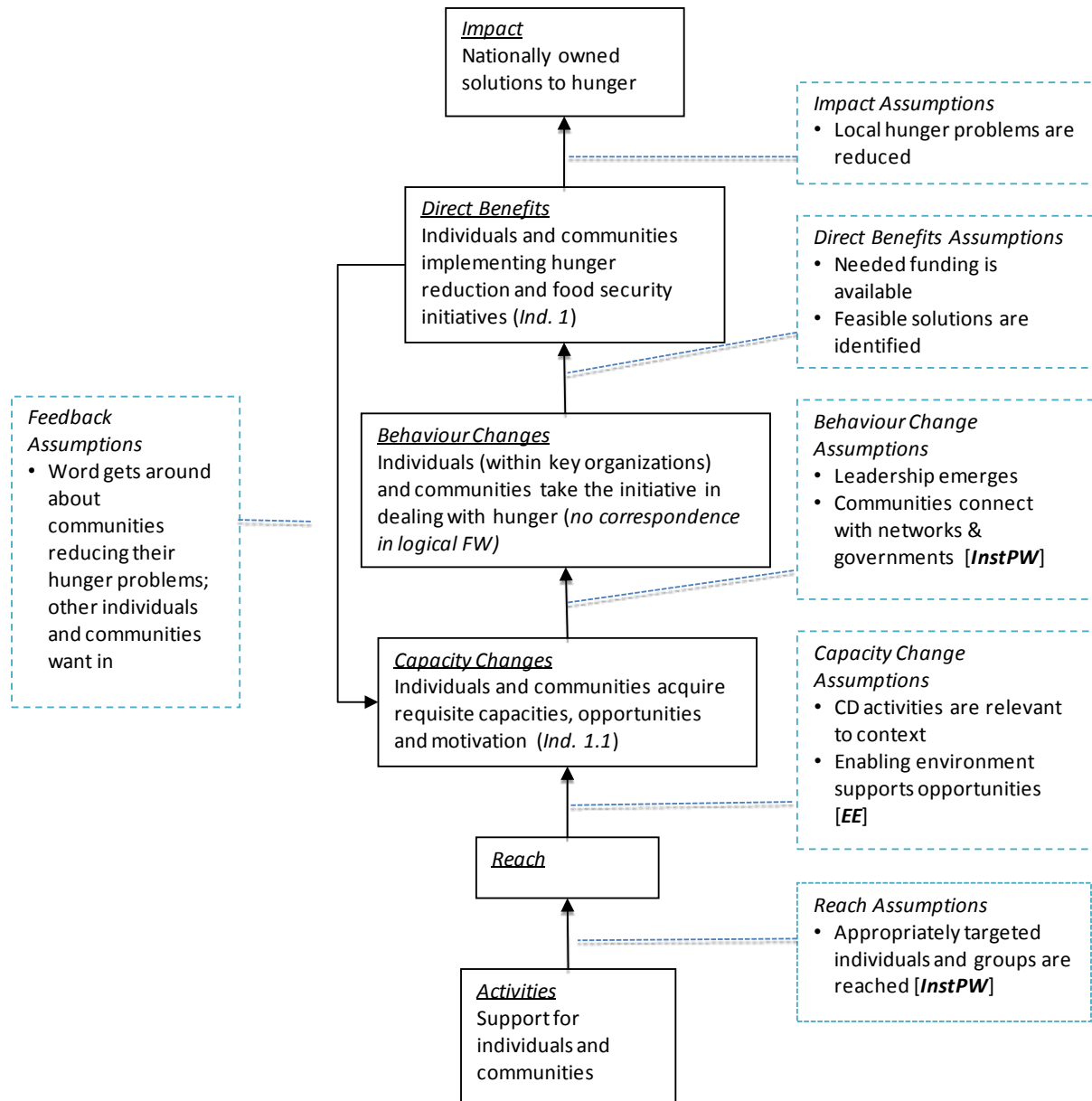
**Reach** – the target groups who are intended to receive the intervention’s goods and services

**Capacity changes** – the changes in knowledge, attitudes, skills, aspirations, and opportunities of those who have received or used the intervention’s goods and services. Some or all of these changes are needed for new action to be taken.

**Behaviour changes** – the changes in actual practices that occur, that is, those in the target reach group do things differently or use the intervention products.

**Direct benefit** - the improvements in the state of beneficiaries (individuals or institutions), such as more productive farming, increased income, more effective management

**Figure 3 The Individual Pathway**



**Key Terms**

**Support** – includes workshops, technical assistance, advice, south-south exchanges

**EE** – the enabling environment of laws, policies and strategies and the recognized roles of CSOs

**InstPW** – link to Institutional Pathway

**Reach** – the target groups who are intended to receive the intervention’s goods and services

**Capacity changes** – the changes in knowledge, attitudes, skills, aspirations, and opportunities of those who have received or used the intervention’s goods and services. Some or all of these changes are needed for new action to be taken.

**Behaviour changes** – the changes in actual practices that occur, that is, those in the target reach group do things differently or use the intervention products.

**Direct benefit** - the improvements in the state of beneficiaries (individuals or institutions), such as more productive farming, increased income, more effective management

## Summary Findings on the Theory of Change Assumptions

10. The table below, in its left-hand column, elaborates on key assumptions that are implied by the reconstructed results logic and theory of change of the 2009 policy update and the related Action Plan (2010). The column on the right summarizes key evaluation findings on these assumptions, thereby illustrating which aspects of the 2009 policy's implicit theory of change are, or are not, supported by the available evidence.

Assumption	Findings
<p><u>Overall assumptions:</u> The 2009 policy update, in particular the outcomes and outputs that it describes, is applicable in all geographic and thematic contexts that WFP works in. Changes in capacity within the three dimensions (enabling environment, institutional, individual), and WFP contributions to such changes can be/are being measured and monitored. WFP staff and national partners are aware of, and are supportive, willing, and able to integrate gender equality considerations in all CD-related efforts.</p>	<ol style="list-style-type: none"> <li>1. Yes and No: the outcomes and outputs of the policy update are so broadly defined that they theoretically apply in all, or at least most geographic and thematic contexts that WFP works in. At the same time broad and generic results statements provide little guidance for concrete planning and monitoring of interventions, or meaningfully capture results.</li> <li>2. Changes in capacity can be monitored over time, but are oftendifficult to measure in quantitative terms. WFP has not systematically monitored or measured capacity changes according to the three dimensions outlined in the policy update.</li> <li>3. WFP staff are making efforts to integrate gender equality considerations into CD-related efforts. There is insufficient evidence to comment on the extent to which this is equally supported by national partners.</li> </ol>
<p><u>Reach Assumptions (Institutional and Individual Pathways):</u> National context: there is an interest in and demand for WFP support for strengthening capacities (within relevant government entities, networks, at the community level and among other relevant stakeholders including civil society organizations) The reach of CD activities is relevant in relation to the envisaged results (i.e. sufficient number/right kinds of targeted individuals, organizations, networks etc. – targeted actors are actually able to make decisions/influence relevant changes) National governments are WFP main partner and envisaged beneficiary in relation to strengthening country capacity.<sup>27</sup> WFP HQ provides relevant and adequate support to Country Offices, e.g. through tools and operational guidelines.</p>	<ol style="list-style-type: none"> <li>4. Yes – strong evidence of demand for WFP support primarily from national and sub-national governments</li> <li>5. The evaluation noted some concerns regarding WFP's reach at the community level. Unless related efforts are clearly linked to systems-focused plans, such as handover of responsibilities to national or sub-national governments, their sustainability and contributions to overall impact are likely to be limited.</li> <li>6. Yes, while governments are not WFP's only CD partner/beneficiary, they are clearly the main one.</li> <li>7. Consultations with WFP staff and managers in COs and RBs indicates that support and guidance from HQ are not always easily adapted to the local context (e.g. NCI, CGNA tools) or adequate (e.g. in terms of availability of backstopping)</li> <li>8. WFP Regional Bureaux provide strategic support but can play only limited role in day to day backstopping due to the insufficient number of dedicated staff.</li> <li>9. COs have senior management buy in at the country</li> </ol>

<sup>27</sup> The policy does not elaborate on whether working with government implies only at the national level, . The reference to 'ministries and agencies' in the outcomes and outputs, and the overall objective to help strengthen nationally owned solution make it likely that the policy primarily aimed at working with, and supporting capacity development at the national government level.

Assumption	Findings
<p>WFP Regional Bureaus support country level CD efforts e.g. by: exploring options for regionally based CD, providing resources for technical support to COs, update and maintain regional roster of experts in CD, strengthen links and partnerships with regional institution.</p> <p>COs have Senior Management buy-in, financial and technical/human resources to implement an appropriate number and/or types of CD-related activities. As needed, WFP develops its own capacities relevant for providing CD support. (CD Policy ¶ 50)</p>	<p>level, but are often lacking financial and technical/human resources for CD-related interventions. Internal capacities are being developed mostly on the initiative of the respective CO, but with little, if any, systematic support from HQ.</p>
<p><u>Capacity Change Assumptions</u></p> <p>The depicted CD activities are suitable to achieve or contribute to achieving the noted output level results.</p> <p>Envisaged Outputs are demand driven, i.e. they are clearly understood by targeted individuals/organizations, they are realistic, culturally acceptable, seen as useful, and commensurate with prior abilities and values of the targeted actors.</p>	<p>10. Based on the available evidence this is, indeed, likely in most cases.</p> <p>11. Based on the 12 visited and desk-reviewed countries this appears to be generally the case.</p>
<p><u>Behaviour Change Assumptions</u></p> <p>While not made explicit in the 2009 CD Policy, the transition from Outputs to Outcomes implies that Output level changes (in awareness, knowledge, skills etc.) are actually applied and used by/within the targeted organizations/institutions, networks, individuals and communities.</p>	<p>12. There is some evidence in visited countries that output level changes are actually being applied, sustained, and in some cases dynamically adapted to evolving contexts. WFP is, however, not consistently monitoring and reporting on this level of change.</p> <p>13. There is some, albeit isolated evidence for such synergies, and this is not consistently monitored by WFP.</p>
<p><u>Direct Benefit and Impact Assumptions</u></p> <p>The context/enabling environment allows institutions/organizations, as well as individuals/communities to translate behaviour changes into direct benefits.</p> <p>WFP efforts related to strengthening national capacity contribute to impact level changes</p> <p>While not made explicit in the 2009 CD Policy the results logic implies that the three levels of enabling environment, institutional and individual capacities mutually influence each other and create synergies.</p>	<p>14. National contexts are not always enabling. For example, in Jordan the magnitude and longevity of the required response to the Syrian refugee crisis is threatening to overwhelm the WFP country office's ongoing, national capacity development work. In Kenya the CO team noted that systematic capacity development efforts had only become possible once the country emerged from previous emergency situations. Similarly, site visits indicated that the political will of host governments to address issues of hunger and food security varies, not only by country but also by government. Political will is also sometimes affected by turnover of specific staff in key positions, as was noted, for example, in India and Namibia. Another aspect noted in the visited countries is that although government implementation capacity may be relatively strong at the national level, especially in MICs, this is usually not the case at the sub-national level. This has implications for the extent to which, for example, policies or strategies developed with WFP support can be effectively implemented. .</p>

Assumption	Findings
	<p>15. This is not currently possible to systematically verify, given that most available information on WFP contributions relates to relatively short-term activities and related effects (outputs), such as the development of policy or strategy, or contributions to strengthening specific aspects of institutional capacity. WFP systems do not allow tracking the longer term effects that such specific changes may contribute to over time. As such, while the internal logic of the Theory of Change remains logically convincing, meaning that lower level are likely to contribute to system level changes, the evaluation cannot authoritatively verify this assumption based on the available data.</p> <p>16. There is only limited evidence to illustrate how exactly such synergies occur, and whether and how WFP deliberately seeks out to facilitate and use synergies and with what effects.</p>

## Annex 4: Evaluation Matrix

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
<b>1.0 How good is the Policy?</b>	1.1 Do the existing conceptual framework, vision, purpose, outcomes, outputs and activities as set out in the 2009 version of the policy continue to be valid?	1.1.1 Does the policy reflect WFP’s transformation “From Food Aid to Food Assistance”?	Degree of stakeholder acceptance of the proposition that the policy reflects the transformation Number of changes to the 2004 policy that incorporate elements of the transformation Degree of alignment of the policy’s outcomes/outputs with the direction of the transformation	WFP staff and managers (HQ, field <sup>28</sup> ) External stakeholders WFP Policy, Strategic Plans and other documents	Interviews, survey, document reviews. Triangulation: Comparison among surveys /interviews and documents Comparison between WFP staff/manager s and other groups of stakeholders
		1.1.2 Did the policy facilitate the shift from capacity development as a strategic objective in its own right to mainstreaming CD across all strategic objectives in the 2014-2017 SP?	Changes in the types of (enabling environment, institutional, individual) CD work in different thematic areas Degree to which WFP stakeholders view change in the nature of CD as being influenced by the policy	WFP staff and managers (HQ, field) WFP Strategic Plans and other documents WFP reporting on CD activities and results	Interviews, document review. Triangulation: Comparison among surveys /interviews and documents Comparison between WFP staff/manager s and other groups of stakeholders

<sup>28</sup> “WFP staff and managers in the field” refers to stakeholders in COs as well as-in RBs.



<b>Key Evaluation Questions</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>	<b>Corresponding Indicators</b>	<b>Corresponding sources of Data</b>	<b>Data Collection Methods and Triangulation</b>
		1.1.3 To what extent and how has the 2009 policy update been used by WFP to plan, implement, monitor and report on CD related activities and results?	Evidence of 2009 policy being used at HQ, RB, CO levels to plan/develop/implement/monitor and report on CD. Types of alternative or additional internal and external frameworks that have been used at HQ/RB/CO levels.	WFP staff and managers (HQ, field) WFP documents illustrating CD planning, monitoring and reporting (e.g. SPRs)	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
	1.2 Have the findings, conclusions and recommendations of the 2008 Evaluation of WFP Policy on Capacity Development been fully considered and integrated into the 2009 update?	1.2.1 To what degree have these findings / conclusions and recommendation been integrated into the policy document, and related tools and guidelines?	Number of conclusions and recommendations that have been addressed. Number of conclusions and recommendations that have not been (sufficiently) addressed.	2008 Evaluation, 2009 Policy and related tools/guidelines	Document review Triangulation: No required
		1.2.2 To what degree have there been operational changes in delivery patterns/ kinds of activities as a result of these conclusions and recommendations?	Patterns of changes in type of CD work delivered (enabling environment , institutional, individual) Differences in the design of CD initiatives post 2009	WFP staff and managers (HQ, field) WFP reporting on CD activities and results; WFP documents illustrating CD	Interviews, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
				activity planning/ design. WFP evaluation management response and evidence of related follow up	
	1.3 How does the 2009 updated policy compare with strategic documents of relevant comparator organizations (FAO, UNDP, UNICEF and IFRC in particular) with respect to innovation and strategic focus?	1.3.1 Do the specific comparator organizations have specific plans/policies for CD? If not, how do they manage this function? How do other IASC partners, such as UNHRC and OCHA, do so?	Existence and nature of CD-related instruments of specific comparator organizations Nature of how other IASC partners plan and manage CD Similarity of content between WFP and the specific comparator organizations Identification of any elements of the comparators that is not contained in the 2009 WFP policy	Policies, plans and other relevant documents of comparator organizations Representatives of comparator organizations and selected IASC member WFP 2009 policy update	Interviews, document reviews. Triangulation: • Comparison among interviews and documents
		1.3.2 How do the specific comparator organizations articulate their CD-related goals and objectives? How do other IASC partners do so?	Similarity of goal /results articulation between WFP and the specific comparators Nature of how other IASC partners articulate CD related goals and objectives Perceptions of relative worth (strengths/weaknesses) of respective approaches	Strategic plans, results frameworks and other relevant tools/frameworks by which WFP and comparator organizations articulate CD results	Interviews, document reviews. Triangulation: • Comparison among interviews and documents

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		What are strengths/ weaknesses of different approaches?		Representatives of comparator organizations and other IASC partners WFP staff (HQ and field)	
		1.3.3 Are there variances how goals and objectives are set down between organizations primarily involved in the humanitarian response versus those involved in largely development activities?	Patterns of goal articulation between humanitarian and development focused organizations	Relevant documents by comparator organizations	Interviews, document reviews. Triangulation: • Comparison among interviews and documents
		1.3.4 How often do the specific comparator organizations review their plans or other instruments that govern CD?	Frequency of review of instruments WFP versus specific comparators and other IASC partners such as UNHCR	Relevant documents by comparator organizations Representatives of comparator organizations and selected IASC partners	Interviews, document reviews. Triangulation: • Comparison among interviews and documents

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		<p>1.3.5 How often do other UN organizations conduct evaluations or other reviews of the instruments and plans that manage the CD function? How useful are these evaluations?</p>	<p>Frequency of the evaluation of instruments, WFP versus specific comparators and selected IASC partners such as UNHCR Perceptions of the relative worth (usage / relevance) of such evaluations</p>	<p>Relevant documents by comparator organizations Representatives of comparator organizations and selected IASC partners</p>	<p>Interviews, document reviews. Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>
		<p>1.3.6 How does the 2009 WFP policy compare with the instruments of specific comparators in terms of how it addresses gender-related considerations? How does it compare with the approaches adopted by other IASC partners?</p>	<p>Similarity of gender and equity related considerations between WFP and the specific comparators Nature of how other IASC partners articulate gender related considerations</p>	<p>Relevant documents by comparator organizations Representatives of comparator organizations and other IASC partners</p>	<p>Interviews, document reviews. Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>
	<p>1.4 Does the 2009 update reflect good practice and remains relevant in the face of evolving capacity</p>	<p>1.4.1 To what extent do the policy and related guidance tools reflect the evolving global</p>	<p>Degree to which the 2009 policy update reflects current good practice in CD</p>	<p>Current literature on capacity development WFP staff and managers (HQ and field)</p>	<p>Good practice review Interviews</p>
	<p>developments concepts and approaches at national and international levels as well as internal WFP developments?</p>	<p>discourse on CD, including in relation to CD in humanitarian contexts?</p>	<p>Degree to which the instrument of the specific comparators reflects current good practice in CD</p>	<p>Key global stakeholders and representatives of comparator organizations</p>	<p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and good practice review and other documents</li> </ul>

<b>Key Evaluation Questions</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>	<b>Corresponding Indicators</b>	<b>Corresponding sources of Data</b>	<b>Data Collection Methods and Triangulation</b>
		1.4.2 What do WFP internal stakeholders consider to be relevant good practice of others?	Perception of what constitutes good practice Degree to which these perceptions of good practices are incorporated into the 2009 policy and subsequent guidelines	WFP staff and managers (HQ and field) 2009 policy and subsequent tools/guidelines	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		1.4.3 To what extent does the policy reflect good practice and evolving thinking related to gender equality concerns in the context of capacity development?	Comparison of the direction of the 2009 CD policy and WFP's gender policy Comparison of 2009 policy with those of others with respect to gender /equality considerations	2009 policy Relevant documents by comparator organizations Current literature and frameworks	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> </ul>
				on integrating gender equality considerations (e.g. UNEG guidance)	<ul style="list-style-type: none"> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
	1.5 Is the 2009 update coherent with i) WFP strategic plans (2011-2013, and 2014-2017) and relevant other WFP corporate policies or frameworks, ii) the shift from food aid to food assistance, including coordination mechanism of capacity development within WFP (HQ, RB and COs) and iii) policies of other UN partners and host governments , including the MDGs and convergence with Paris-Accra-Busan?	1.5.1 To what extent has the 2009 policy been aligned/ compatible with the shifts in strategy and/or operations embodied in the two most recent WFP strategic plans and relevant other WFP policies?	Degree of alignment between the 2009 policy update and the prior and current WFP Strategic Plans Degree of alignment between the 2009 policy update and selected other relevant WFP policies Perceptions regarding alignment and relevance among WFP stakeholders	WFP Strategic Plans, 2009 policy update Selected other WFP policies, including, but not limited to, policies on nutrition, school feeding, resilience (draft), partnerships; and disaster risk reduction and management. WFP managers and staff (HQ and field)	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		1.5.2 How have WFPs major humanitarian partners transformed their strategic frameworks over the	Comparison of (global and organization-specific) planning frameworks over last six years to identify areas of change in structure and content , and	Planning frameworks of comparator organizations and other IASC	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		<p>last six years?            What has been the impact, if any, of these changes on the relevance of WFP's CD related work and policy?</p>	<p>especially matters related to CD            Impact if any of these changes on WFP's CD related activities            Perceptions of WFP's major partners about the consequences of such changes on their own relevance and effectiveness as well as the causes of such changes</p>	<p>partners            Global frameworks such as the MDGs, and principles deriving from Paris-Acra-Busan            Representatives of comparator organizations and other IASC partners            WFP managers and staff (HQ and field)</p>	<p>/interviews and documents  <ul style="list-style-type: none"> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul></p>
		<p>1.5.3 What changes have ensued among host governments related to their policies and operations to combat hunger?            Is the 2009 policy and WFP's approach of mainstreaming CD compatible with these changes?</p>	<p>Comparison of national planning frameworks/ approaches over last six years to identify areas of change in structure and content, and especially matters related to CD            Comparison of these to WFP policy and mainstreaming            Perceptions of WFP staff and WFP's major national partners about the consequences of such changes on the relevance and effectiveness of WFP services</p>	<p>National planning frameworks/plans of 6 field mission and 6 desk review countries            WFP staff and National stakeholders in 6 field mission countries            WFP staff and/or national stakeholders in 6 desk review countries</p>	<p>Interviews, survey, document reviews.            Triangulation:  <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul></p>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
	1.6 Does the 2009 policy continue to be relevant in light of the SDGs and Agenda 2030?	1.6.1 Does WFP link or coordinate its CD related country planning with the UNDAF or Delivering as One process?	Degree to which WFP aligns its CD related work to the UNDAF Perceptions of the extent to which WFP aligns its CD work to the UNDAF process	WFP country planning documents and UNDAFs for 6 field mission and 6 desk review countries WFP staff/managers in these countries Reps of other UN agencies in 6 field mission countries	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		1.6.2 To what extent is WFP's CD-related work aligned with or compatible with the SDGs/ Agenda 2030?	Identification of new directions with respect to CD that are contained in Agenda 2030/SDGs Degree of alignment between the 2009 policy and Agenda 2030/SDGs Perceptions of the extent to which WFP aligns its work to these new directions Elements of the agenda 2030 not contained/supported by the 2009 policy	SDGs/Agenda 2030 related documents WFP Strategic Plans, 2009 policy, other Agenda 2030 related documents WFP staff and managers (HQ and field)	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>



Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
<b>2.0 What were the results of the Policy?</b>	2.1 What outcomes have been achieved at the three levels CD (enabling environment, institutional, individual); and were there unintended outcomes?	2.1.1 What types of outcomes were attained (including un-anticipated ones) at each of the three levels?	Categorization of reported outcomes by category of activity by thematic area, and by the three levels of capacity changes - enabling environment, institutional, individual – noted in the 2009 policy update.	WFP reporting on outcomes (in SPRs, COMET, other) WFP managers and staff, and national stakeholders in field visit and desk review countries	Interviews, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>
		2.1.2 Are the observed outcomes (including unintentional ones) linked to the application of the 2009 Updated Policy? If not, what are they linked to?	Degree to which the 2009 policy impacted on the attainment of the above outcomes Perceptions of WFP managers and staff as to the linkage between the 2009 policy and the attainment of intentional and unintentional outcomes	2009 policy, WFP reporting on outcomes WFP managers and staff in field visit and desk review countries	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/manager s and other groups of stakeholders</li> </ul>
		2.1.3 How do WFP M&E systems report on outcomes?	Tabulation (% compliance) of ability of present M&E data systems to systematically report on both output and outcome data (each year 2009-2014). Tabulation ( % compliance) of ability of present M&E data	Existing WFP M&E systems Review of SPRs narratives	Document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among various categories of activities</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
			<p>systems to systematically report on CD activities at the enabling, institutional and individual levels (each year 2009-2014).</p> <p>Tabulation ( % compliance) of ability of present M&amp;E data systems to systematically report on CD activities in different thematic areas.</p>		
		2.1.4 How does outcome reporting track gender-sensitive considerations?	<p>Evidence of the systematic capture of gender sensitive information in WFP's CD reporting systems</p> <p>Comparison with the specific comparator organizations</p>	<p>Existing WFP M&amp;E systems</p> <p>Outcome reporting data of comparator organizations</p> <p>Review of SPRs narratives</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>
		2.2.1 What evidence is there of WFP contributions to tangible (e.g. changes in policies, laws, resourcing) changes? What evidence is there of WFP contributions	<p>Tabulation of evidence showing tangible contributions to changes in the relevant enabling environments</p> <p>Perceptions of stakeholders (internal and external) as to tangible changes</p>	<p>Existing WFP M&amp;E systems/reporting on CD activities and results</p> <p>Review of SPRs narratives</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/manager s and other groups of stakeholders</li> </ul>
2.2 What contributions has WFP made to strengthening (aspects of) relevant contexts/ enabling environments?					

<b>Key Evaluation Questions</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>	<b>Corresponding Indicators</b>	<b>Corresponding sources of Data</b>	<b>Data Collection Methods and Triangulation</b>
		to intangible changes (e.g. changes in social norms, public awareness)?	Perceptions of stakeholders (internal and external) as to intangible changes	WFP managers and staff (HQ and field) External stakeholders at country and regional levels	
	2.3 What contributions has WFP made to strengthening national institutions/ organizations relevant for strengthening national capacity to end hunger?	2.3.1. What specific institutional/ organizational changes can be inferred to have been influenced by WFP CD activities?	Tabulation of evidence showing contributions to institutional and organizational changes including changes in multi-partner networks Perceptions of stakeholders (internal and external) as to the relevance and extent of these changes Evidence to demonstrate how the changes occurred (level of WFP influence) Perceptions of stakeholders (internal and external) as to WFP's level of influence	Existing WFP M&E systems/reporting on CD activities and results Review of SPRs narratives WFP managers and staff (HQ and field) External stakeholders at country and regional levels	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		2.3.2 What, if any, other development partners contributed to the strengthening of similar beneficiary institutions? How?	Tabulation of other development partner related activity Perceptions of the adequacy/ relevance of such support provided by others	Relevant documents by comparator organizations and other key actors in 6 field mission countries	Interviews, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
				External stakeholders at and regional levels	<ul style="list-style-type: none"> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
	2.4 What contributions have WFP made in relation to strengthening the capacity of (cohorts of) individuals and communities?	2.4.1 What specific changes in individual and community capacities can be inferred to have been influenced by WFP CD related activities?	<p>Tabulation of types of changes that were influenced by WFP (awareness, managerial skills improvement, technical enhancement, etc.)</p> <p>Perceptions of stakeholders (internal and external) as to the ranges of changes in individual / community capacity that have been influenced by WFP</p> <p>Perceptions of stakeholders (internal and external) as to WFP's the level of influence</p>	<p>Existing WFP M&amp;E systems/reporting on CD activities and results</p> <p>Review of SPRs narratives</p> <p>WFP managers and staff (HQ and field)</p> <p>External stakeholders</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		2.4.2 What evidence exists to demonstrate whether changes in knowledge, skills, attitudes etc. were translated into changes in behaviour?	<p>Reporting of change in institutional/individual or community behavior that were influenced by WFP activities.</p> <p>Perceptions of stakeholders (internal and external) as to WFP's the level of influence</p>	<p>WFP reporting on results deriving from CD activities</p> <p>WFP managers and staff (HQ and field)</p> <p>External stakeholders</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among surveys/ interviews and documents</li> </ul>
					<ul style="list-style-type: none"> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>

<b>Key Evaluation Questions</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>	<b>Corresponding Indicators</b>	<b>Corresponding sources of Data</b>	<b>Data Collection Methods and Triangulation</b>
		2.4.3 What, if any, other development partners are involved in the strengthening of individual/community capacity?	Tabulation of other development partner related activity Perceptions of the adequacy/relevance of such support provided by others	Existing WFP M&E systems/reporting on CD activities and results WFP managers and staff (HQ and field) External stakeholders	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
	2.5 What is the likelihood of results that have been achieved with WFP contributions being sustained in the mid- or longer term?	2.5.1 What has WFP done to facilitate the likelihood of results being sustained beyond WFP support?	Existence of explicit handover strategies. Perceptions of the relevance and appropriateness of handover strategies in light of respective contexts.	Handover strategies. WFP managers and staff (CO, RB) National partners	Document review Interviews during field visits <ul style="list-style-type: none"> <li>• Triangulation: Comparison between interviews and documents.</li> </ul>
	2.6 What progress has been made towards the envisaged impacts?	2.6.1 How likely are the actual and potential outcomes that WFP has contributed to in the field to contribute to the envisaged overall impact(s)?	Extent to which field data verify causal link assumptions in the reconstructed (and, if necessary, revised) Theory of Change Stakeholder perceptions of likely linkages between outcomes and impact and (if applicable) of remaining bottlenecks	Data on CD results deriving from previous evaluation questions WFP managers and staff (HQ and field) External stakeholders	Interviews, document review Triangulation: <ul style="list-style-type: none"> <li>• Comparison among interviews and documents, and between WFP staff and external stakeholders</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
<b>3.0 Why has the Policy produced the results that have been observed?</b>	3.1 What is the implication of external (contextual) factors on the attainment of results?	3.1.1 Are there variances in results attainment on the basis of stage of development of countries (low income, middle income, conflict and post-conflict contexts)?	<p>Level of results attainment (planned versus actual) in comparison to level of development (LMIC, etc.)</p> <p>Level of results attainment (planned versus actual) in comparison to ARI quadrant</p> <p>Perception of staff and managers with respect to context-related causes of varying levels of results attainment</p> <p>Perception of national stakeholder as to the context-related causes of varying levels of results attainment.</p>	<p>Level of development of 6 field mission and 6 desk review countries; ARI ratings for these countries; WFP results reporting for these countries</p> <p>WFP managers and staff (HQ and field)</p> <p>External stakeholders (global, in six field mission countries and, where feasible, 6 desk review countries)</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		3.1.2 What specific kinds of challenges or impediments /opportunities exist in relation to various stages of development?	<p>Tabulation of challenges identified by varying groups of stakeholders (internal to WFP/external to WFP)</p> <p>Perceptions of these varying groups of stakeholders as to the consequence for CD programming of these challenges</p>	<p>WFP managers and staff (HQ and field)</p> <p>External stakeholders (global, in six field mission countries and, where feasible, 6 desk review countries)</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		<p>3.1.3 Are there any differences in the nature of WFP's CD-related activities on the basis of the stage on the relief-development continuum of the situation at hand (emergency, protracted, transition, etc.)?</p>	<p>Tabulation of rate of attainment of CD results on the basis of the stage on the relief-development continuum of the situation.</p> <p>Perception of WFP internal stakeholders, largely country level, as to the relationship between CD activities (and results attainment) and the stage on the relief-development continuum of the situation</p> <p>Perception of WFP internal stakeholders as to the relationship (complementarity or not) between CD and other type of WFP support (including food aid)</p>	<p>WFP reporting on CD results; data on CD results deriving from stakeholder consultations during field missions and desk reviews</p> <p>WFP managers and staff (field)</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/manager s and other groups of stakeholders</li> </ul>
		<p>3.1.4 What have been the effects of factors deriving from the respective political, and cultural contexts?</p>	<p>Identification and tabulation of external factors that influence the design and delivery of CD activities.</p> <p>Evidence of national ownership/ demand driven CD processes at the country level</p> <p>Perception of external stakeholders, largely at the country level, of relevance, applicability, contextual acceptability of WFP's CD activities.</p> <p>Perception of external stakeholders, largely at the country level, on the complementarity of WFPs CD activities and national development plans/strategies</p>	<p>WFP reporting on effects of contextual factors on results achievement</p> <p>WFP managers and staff (field)</p> <p>External stakeholders (field)</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> <li>• Comparison between WFP staff/manager s and other groups of stakeholders</li> </ul>

<b>Key Evaluation Questions</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>	<b>Corresponding Indicators</b>	<b>Corresponding sources of Data</b>	<b>Data Collection Methods and Triangulation</b>
		<p>3.1.5 Who are WFPs partners with respect to CD activities and what contributions do they make?</p> <p>How do national level recipients coordinate the support they</p>	<p>Identification of other actors providing CD in a given locale</p> <p>Identification of services and activities provided by these partners</p> <p>Types of partner contributions to results</p>	<p>WFP staff and managers (field)</p> <p>External partners/comparator organizations (HQ and field)</p> <p>National partners in 6 field mission countries</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> </ul>
		<p>receive from WFP with what they may receive from other partners?</p>	<p>Degree of stakeholder satisfaction regarding existing coordination of/among actors providing CD support</p>		<ul style="list-style-type: none"> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
	<p>3.2 To what extent is WFP strategically positioned to provide CD support to national partners?</p>	<p>3.2.1 What specific roles are played by factors such as WFP's comparative advantages, internal capacity, staff incentives in relation to benefits delivered through CD activities?</p>	<p>Perceptions of both internal and external stakeholders as to the nature of WFP's comparative advantage/niche in relation to CD</p> <p>Evidence of WFP effectively communicating its comparative advantages to relevant stakeholder groups</p>	<p>WFP managers and staff (field)</p> <p>External stakeholders (field)</p> <p>Relevant documents capturing/making a case for WFP's comparative advantage</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>



<b>Key Evaluation Questions</b>	<b>Evaluation Questions</b>	<b>Sub-Questions</b>	<b>Corresponding Indicators</b>	<b>Corresponding sources of Data</b>	<b>Data Collection Methods and Triangulation</b>
		3.2.2 How does WFP coordinate its CD related activities with those of other intervenors?	Nature/frequency of such coordination Degree of satisfaction regarding such coordination Extent to which WFP's M&E system allows for the documentation of outcome level contributions of other partners	WFP staff and managers (field) External partners/comparator organizations (HQ and field)	Interviews, document reviews. Triangulation: • Comparison among interviews and documents
	3.3 What have been strengths and weaknesses of mainstreaming capacity development for nationally owned sustainable hunger solutions across WFP?	3.3.1 What evidence is there of benefits deriving from mainstreaming of CD across WFP? What evidence is there of related drawbacks?	Evidence of specific indications of how mainstreaming contributed to / held back CD results attainment Perceptions of stakeholders (internal/ external) as to the benefits of mainstreaming on CD results attainment Evidence of changes in planning systems/ design of / reporting on CD initiatives as a result of mainstreaming Perceptions of stakeholders (internal/ external) as to any changes that may have ensued in planning and design of CD as a result of mainstreaming	WFP managers and staff (HQ and field) Existing WFP M&E systems/reporting on CD results; WFP Strategic Plans and results frameworks; Annual Reports (HQ, RB and CO level)	Interviews, survey, document reviews. Triangulation: • Comparison among surveys /interviews and documents • Comparison between WFP staff/managers and other groups of stakeholders

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
	3.4 What are the implications of WFP financial commitments for, and prioritization of, capacity development on the availability of appropriate human resources, and on the attainment of results?	3.4.1 How predictable are financial resources for CD in the context of regular operations and trust funds?	<p>Patterns of resource allocation versus subsequent utilization</p> <p>Stakeholder perceptions of the consequences of varying levels of resource utilization on the planning and delivery of WFP CD activities.</p> <p>Patterns of Trust Fund Resource utilization</p> <p>Perceptions of the consequences of Trust Fund resource utilization on the planning and</p>	<p>Planned CD&amp;A budgets versus actual expenditures in 12 selected countries</p> <p>Documented information on financial resources for CD from comparator organizations.</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
			<p>delivery of WFP CD activities.</p> <p>Predictability of financial resources for CD in comparator organizations</p>	<p>WFP managers and staff (HQ and field)</p> <p>External stakeholders (donors at HQ and field levels)</p> <p>Representatives of comparator organizations</p>	

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		<p>3.4.2 Do the number and type of dedicated human resources, and the type of CD related activities change as a result of varying levels of financial support, and especially in the case of resourcing shortfalls?</p>	<p>Patterns of CD related activity (by thematic area, by three levels of results noted in 2009 policy update) versus planned versus actual resource levels (for example CD&amp;A budget and Trust Fund resources)</p> <p>Patterns of number and type of human resources engaged in CD-related work versus planned and actual resource levels (such as from CD&amp;A budget and Trust Funds)</p> <p>Perceptions of WFP staff and managers regarding the adequacy of existing and evolving staff capacities in relation to supporting CD processes.</p>	<p>WFP reporting on CD activities; additional data on CD activities deriving from field missions and desk review</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>
		<p>3.4.3 How are resources for CD activities prioritized generally and specifically in the face of resourcing shortfalls?</p>	<p>Evidence of prioritization systems related to CD</p> <p>Perceptions of WFP staff and managers regarding the prioritization of CD in the face of varying resource levels – issue related to relevance, effectiveness, responsiveness</p>	<p>Guidelines, other documents illustrating resource prioritization</p> <p>WFP managers and staff (HQ and field)</p> <p>Review of funding/pipeline and activities in 12 countries studied</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		3.4.4 Are gender related considerations taken into account when prioritizing CD resourcing?	Evidence of gender related consideration being taken into account while prioritizing or re-profiling resources	Guidelines, other documents illustrating resource prioritization WFP managers and staff (HQ and field)	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		3.4.5 Does the level of results attainment vary according to the degree of resource availability?	Comparison ( if possible) between planned results / attained results and (planned	SPRs, WFP Country Programs and subsequent amendments,	Interviews, survey, document reviews. Triangulation:
			and actual) resource levels (such as from CD&A budget line, Trust Fund resources) Perceptions of effects of varying levels of resources on results attainment	planning documents prepared by Regional Bureaux; Annual performance reporting of CO and RB	<ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>
	3.5 To what extent have existing WFP guidelines and tools for capacity development facilitated the implementation of the 2009 policy update?	3.5.1 To what degree do existing operational guidelines and tools reflect and to what degree are they aligned with the 2009 policy update?	Degree of explicit alignment between existing WFP CD guidelines and tools and the 2009 policy update. Degree of implicit alignment between existing tools/guidelines and the 2009 policy, such as in term of key CD-related	WFP CD-related tools and guidelines developed and circulated since 2009 (corporate, region and country specific; specific to thematic areas	Interviews, survey, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		3.5.2 To what degree have existing guidelines and tools facilitated implementation of the 2009 policy update at HQ, regional and country levels?	Degree of awareness among national level partners of 2009 policy update. Perceptions of WFP stakeholders as to the relevance and usefulness of existing tools/guidelines in relation to facilitating implementation of the 2009 policy update	WFP managers and staff (HQ and field) External stakeholders (country level)	Survey, Interviews, Triangulation: <ul style="list-style-type: none"> <li>• Comparison among interviews and survey data</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
		3.5.3 How were capacity development-related outcomes articulated and where? To what degree was gender sensitivity including in outcome planning and articulation?	Perceptions as to changes in the relevance and quality of WFP services provided as a result of policy implementation  Tabulation of outcomes and their sources Assessment of UN Women “Gender Marker” on how the WFP outcomes were planned and articulated Perceptions of WFP managers and staff as to the adequacy of gender sensitivity	WFP managers and staff in field visit and desk review countries  2009 policy, WFP reporting on outcomes, Gender Marker rating by country/project	<ul style="list-style-type: none"> <li>• interviews and documents</li> </ul> Interviews, document reviews. Triangulation: <ul style="list-style-type: none"> <li>• Comparison among</li> </ul>

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
	3.6 What are the effects of the WFP's institutional/ organizational structures and processes on capacity development efforts?	3.6.1 Which specific institutional/ organizational structures are seen to impact on WFPs' CD related activities and how do they do so?	<p>Perception of WFP field staff as to the usefulness of support /guidance provided by the CD unit at HQ including in relation to disseminating the policy on capacity development and related tools and guidance materials.</p> <p>Identification of the mechanisms of such support</p> <p>Perception of WFP stakeholders as to the usefulness of support /guidance provided by the other technical or operational HQ elements of WFP (e.g. VAM, Nutrition, etc.)</p>	<p>WFP managers and staff (field)</p> <p>Managers and staff at WFP HQ (CD unit, and in technical/operational units)</p> <p>Documents illustrating degree of, and types of support provided by HQ to the field</p>	<p>Interviews, survey, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among surveys /interviews and documents</li> <li>• Comparison between WFP staff/managers and other groups of stakeholders</li> </ul>
			<p>Identification of the mechanisms of such support</p> <p>Perception of WFP stakeholders as to the usefulness of support /system ( including M&amp;E systems) /guidance provided by administrative/ financial/ M&amp;E HQ elements of WFP</p> <p>Identification of the mechanisms of such support</p> <p>Perception of WFP stakeholders as to the usefulness of support /guidance provided by the CD unit at HQ.</p>		

Key Evaluation Questions	Evaluation Questions	Sub-Questions	Corresponding Indicators	Corresponding sources of Data	Data Collection Methods and Triangulation
		<p>3.6.2 What changes may have ensued in WFPs institutional/ organizational structures since the 2009 policy came into effect?</p> <p>How, if at all, have they impacted on its CD related activities?</p>	<p>Tabulation of institutional/ organizational changes (e.g. structural/ procedural strategic) since 2009</p> <p>Perceptions by staff and managers of impact, if any, of these changes on CD.</p> <p>Changes in the organizational structure of CD in WFP</p> <p>Perceptions by staff and managers of impact, if any, of these changes on design, delivery and monitoring/reporting of CD</p>	<p>Documents illustrating organizational changes since 2009</p> <p>HQ staff and managers (HQ and field)</p>	<p>Interviews, document reviews.</p> <p>Triangulation:</p> <ul style="list-style-type: none"> <li>• Comparison among interviews and documents</li> </ul>

## **Annex 5: Global Review of Standard Project Reports (SPRs)**

### **Standard Project Report Analysis**

1. This Appendix describes the selection processes and subsequent methodologies used to review 356 SPRs from 70 countries as part of the data collection for the evaluation of WFP's 2009 Updated Policy on Capacity Development. The SPR analysis was undertaken in an effort to broaden the data set and to identify the range of WFP capacity development activities that had been recently undertaken. This was necessary due to the fact that WFP management information systems contain sparse evidence with respect to the breadth and scope of WFP's capacity development activities.

### **Sampling**

2. As part of the Inception process, SPRs for the years 2013 through 2015 were reviewed by the Office of Evaluation and Universalia jointly. It was determined that there was considerable factual information contained in several elements of the SPRs. It also was agreed that the SPR review would focus on three types of WFP operations: PRRO, DEV and CP; given the greater likelihood that these three types would contain activities more in line with the emerging understanding of capacity development.

3. A section of the SPRs entitled "Sustainability, Capacity Development and Handover" is designed to present a narrative of the key activities related to these three factors. On closer inspection, it became apparent that this section could form an initial foundation on which to develop a notional assessment of the breadth and scope of WFP's capacity development activity.

4. It also became apparent that capacity development activities were being reported throughout the SPRs as a whole. For example, when discussing matters related to nutrition or school feeding, it was very common to find references to capacity development-related undertakings.

5. Careful cross analysis demonstrated that there was likelihood for a degree of overlap and duplication between the material presented in the Sustainability, Capacity Development, and Handover segment and other segments. An analysis of the 61 SPRs of the 12 countries that were selected for a field mission or desk-top review demonstrated this challenge. However, given the fact that the SPR analysis was to be undertaken by desktop review and did not involve direct contact with the authors of the SPRs, it was impossible to determine the degree of overlap and duplication.

6. Turning to the range of SPRs analyzed, it was decided that for the 12 countries to be targeted by either a direct field mission or a desktop review, all SPRs, some 61, would be examined for the years 2013 through 2015 inclusive. Second, it was agreed that for all the other SPRs, the Sustainability, Capacity Development and Handover segment would constitute the sole segment of the SPRs to be examined. To do otherwise would have meant the full examination of every element of every SPR for the years 2013 through 2015 inclusive.

7. During an internal quality assurance process for this analysis, it became evident that most capacity development activities spanned several years of SPR reporting. For example, a school feeding initiative may last a number of years; and, therefore is reported in successive SPRs. This makes actual categorization of the number of



capacity development activities not feasible unless a hands-on direct contact approach were to have been used with 70 WFP Country Offices.

8. Finally, SPR narratives do not contain information about capacity development initiatives that were funded by alternate means, and specifically those supported through trust funds. The SPRs only include those activities funded through the traditional WFP operational lines, for example PPRO, DEV, etc.

9. Therefore, the data presented should be viewed as notional, as illustrative of the breadth and scope of the range of WFP capacity development initiatives. It should not be viewed as authoritative in terms of numbers of activities or types. Moreover, the analysis presented below, given these limitations should be seen as at best indicative of broad trends; and not conclusive evidence of planned behaviours.

### Methodology

10. The SPR analysis was undertaken by reviewing the narrative paragraphs noted above. Information was categorized in the following ways.

11. First, the TYPE of capacity development instance<sup>29</sup> was identified; namely, enabling environment, institutional, individual or community. This categorization matches that of the 2009 updated Policy and that of the Theory of Change developed for this assignment.

12. Second, the category of “capacity development initiative” was also coded, using a seven-level scale: school feeding, nutrition, food security, livelihood support, emergency preparedness and response, purchase for progress, and other general capacity development activities/multiple activities. The seven fold categorization was developed after careful analysis of the differences that existed between various WFP databases: the 2014 survey developed by the Country Capacity Strengthening Unit uses one categorization, while DAKOTA uses another. (See Annex 17 Inception, Report, pages 144-146). As a general rule of thumb, SPR reviewers captured items under the same category that they had been reported under in the respective SPR. Where this was not possible, the evaluation team used an internal guidance note – reflected in the table below – that provided examples of the types of issues to capture under which of the seven categories. A quality assurance process was undertaken to ensure standardized categorization.

### SPR Content Analysis Guide

Category	Examples of instances of capacity development to include
School Feeding	Any capacity development activities, outputs, or higher level results related to School Feeding/School Meals, including related to SF policies, strategies, frameworks, guidelines, standards; as well as related to working with teachers, school committees, parents/communities.
Nutrition	All nutrition related capacity development instances other than those captured under School Feeding, for example related to micronutrient intake or appropriate nutrition for people living with HIV/AIDS.
Food Security	Issues around availability, access to, utilization and stability of food

<sup>29</sup> The generic term, capacity development “instance”, reflects the fact that the SPRs sometimes reported on on-going or completed activities, and sometimes on results - primarily outputs but, at times, outcomes.

Category	Examples of instances of capacity development to include
	supplies, including government led supply chain issues related to how food is purchased, stored, and distributed.
Emergency Preparedness/Response	Food security and vulnerability analysis; food assistance planning; strengthening early warning systems; emergency simulation exercises; improving movement of humanitarian goods.
Livelihoods	Asset creation and livelihoods support; resilience related interventions; Food for Assets (FFA)/Food for Training (FFT)
Purchase for Progress	Instances explicitly labelled as P4P; instances of linking small scale producers to markets.
Other	Activities that were multiple in nature or that did not fit any other other six categories. This includes, for example, capacity development related to gender equality; and conducting NCI assessment exercises.

13. Given that the SPRs are developed on a country basis, a regional categorization was also coded so that analysis could be conducted on a regional basis, as well as over the three years being examined.

14. Initial efforts were undertaken to attempt to place a monetary value on these capacity development initiatives as reported in narrative SPRs. A few factors proved that doing so would have been methodologically unsound:

- the instances described in the narratives of the SPRs did not correspond to the financial data contained in each SPR. Few, if any cost information was provided for individual capacity development initiatives.
- the Capacity Development and Augmentation budget line does not capture the breadth and scope of WFP's capacity development initiatives. When this is mixed with ambiguities and lack of information in other elements of the SPRs, it became obvious that the overall value of capacity development activity could not be ascertained with any certainty.

15. Therefore, financial data with respect to capacity development as identified in the SPRs was not consolidated or presented.

It is important before moving toward some general observations, and subsequently the full data set to introduce the Ability and Readiness Index (ARI) <sup>30</sup>. **The Ability and Readiness Index** is an analytical matrix that establishes the relationship among Ability and Readiness in terms of national capacity to address hunger and incidence of hunger.

16. **Ability** measures a country's average achievements in: longevity, knowledge and a decent standard of living. Economic ability refers to the capacity for a marked improvement in living conditions for individuals, communities and nations. It however is not a measure of a country's underlying natural-resource endowment.

17. **Readiness** expresses governance and consists of six indicators measuring broad categories of governance: i) Voice and accountability: ii) Political stability and

<sup>30</sup> Extracted from WFP Occasional Paper Number 22. "Ability and Readiness of Nations to Reduce Hunger: Analyzing Economic and Governance Capacities for Hunger Reduction", January 2010.

absence of violence/terrorism: iii) Government effectiveness v) Regulatory quality v) Rule of law and, vi) Control of corruption.

18. On the basis of analysis individual counties are categorized into four Quadrants:

- Quadrant 1: **Able but not ready** – characterized by sufficient or potential resource capacity and relatively weak governance.
- Quadrant 2: **Able and ready** – a nation that is capable of undertaking concerted actions against hunger and poverty in a participatory manner to enhance its enabling environment.
- Quadrant 3: **Unable and not ready** – economic transformation is not assured and effective governance is yet to be established.
- Quadrant 4: **Unable but ready** – an emerging economy whose governance and institutional arrangements are well placed for hunger reduction and economic growth.

19. The Index was intended to be an assessment tool used by WFP offices to assess the existing capacities in a given country and defined potential areas of support . For example a Quadrant 3 country (Unable and Not Ready) country may require direct investment in anti-hunger action, including food assistance, technical assistance & capacity development; while a Quadrant 1 country (Able But Not Ready) may more benefit from technical assistance and advocacy.

20. This evaluation has shown, the ARI has remained a theoretical construct that has seldom if ever being applied at the country level. Nevertheless, its rigorous analytical basis is useful in considering the differences, or lack of them, between types of capacity development work and the overall national ability to absorb WFP's services.

### **Initial Review**

21. Notwithstanding the limitations noted above, an initial review was undertaken so as to draw some observations. The lack of direct contact with the Country Offices and Regional Bureaux in question on the specific topic of SPRs makes it very difficult to ascertain why variances or commonalities appear. It is important to emphasize that the purpose of the SPR exercise in this evaluation was to demonstrate the breadth and scope of WFP capacity development related work. If anything, the SPR exercise has also demonstrated the incapacity of WFP management information systems to provide granularity so as to analyze the root causes for variances or commonalities.

- As is evident in Figure 8, there are very few differences in the percentage of CD activity based on the seven fold categorization in comparison to income levels.
- Equally, Figure 4 shows that over the three years in question (2013-15) the relative percentages among these seven categories have not changed. School feeding and nutrition-related activities together comprise half of all the CD activities that were identified.
- It also is interesting to note that of the activities identified over the three years (Figure 6), consistently some 60% were related to the Institutional level.
- Looking at income levels, Table 11 shows a consistent pattern across all these income categories (Low, Low/Middle, Upper Middle) in terms of the

distribution across the three levels of CD (approximately 60% for Institutional activities).

22. This degree of commonality across social-economic factors also appears to be prevalent when viewed in comparison with the ARI.

- For example, Table 15 shows the same approximate rate of Institutional Level activities (60%) being identified across all four ARI Quadrants, paralleling the 60% identified across the three income levels.
- Table 14 shows there is a similar commonality across the four ARI Quadrants in terms of the seven fold categorization of CD, with two notable exceptions: a) noticeably higher rate for School Feeding in Quadrant 2, some 18 counties, at 37%, versus an average of approximately 25% of the all the other three Quadrants; and b) a higher rate of Livelihood Support (approximately 20% for Quadrants 1 & 4 (able and not ready; unable and ready) versus an average of about 13% of the remaining two Quadrants.

The desk top nature of the SPR review constrained the ability to drill deeper to identify the causes for these variances. At the regional level, some differences begin to emerge, both in relation to the percentages across the three types of CD and across the seven fold categorization.

- Table 17 illustrates that the Institutional level is not as prevalent in Dakar or Nairobi as it is elsewhere in Africa, or globally. Based on the information collected, these two Regional Bureaus have barely a 50% rate of Institutional activity, well below the above 60% averages for the others.
- Likewise, in terms of Nutrition, Table 16 shows that Nairobi and Cairo tend to lag behind the other regional Bureaus.
- In terms of Emergency Preparedness and Response, Dakar and Cairo appear to have lower rates of activity than others.

23. Turning to the distribution of capacity development activities based on the seven fold typology, in comparison to income variances, Figures 11, 12, and 13 demonstrate some interesting differences.

- For example with respect to LICs, some 21% of WFP activities relate to supporting food security, with this number falling off in UMICs and MICs to only 9%, potentially reflecting differing hunger challenges depending on overall level of income. Likewise, the rate of school feeding activities in MICs some 34%, declines to approximately 23% for LICs.

24. This initial review leads to several broader conclusions related to the adequacy of WFP management information systems. Again, it is necessary to underscore that for the period in question, WFP information systems were incapable of tracking the breadth and scope of capacity development related activities. Therefore, the first finding from the SPR analysis has been to demonstrate the extent of capacity development and to dispel stereotypes that would imply that CD related activities were primarily related to the training of individuals and/or communities. Second, the near 60% of all CD being directed towards the Institutional level shows the extent to which WFP appears to recognize the need to move beyond merely addressing immediate problems, toward assisting countries in the design of their own hunger solutions.

## Consolidated SPR Data

25. Some 356 Standard Project Reports from 70 countries were analyzed as part of the SPR review. The analysis identified 2,448 capacity development activities from 161 programmes; 72 programmes are Development Operations and/ or Country Operations while the remaining 89 are Protracted Relief and Recovery Operations.

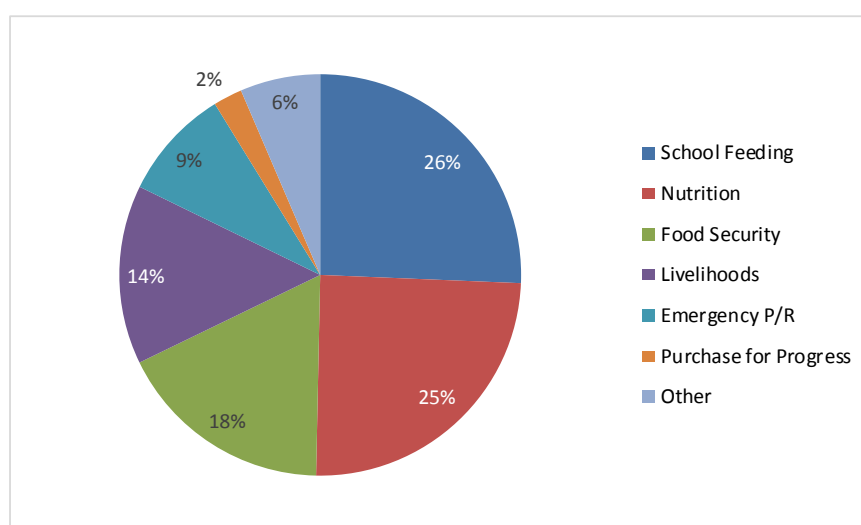
**Table 1: Number of SPRs Reviewed, by Year**

Year	Type of Project		Total
	PPRO (178)	DEV/CP (178)	
2013	62	55	117
2014	55	60	115
2015	61	63	124

**Table 2: Number of Capacity Development Instances, by Thematic Area (2013-2015)**

Thematic Area	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
Number of Capacity Development instances	628	604	428	353	220	57	158

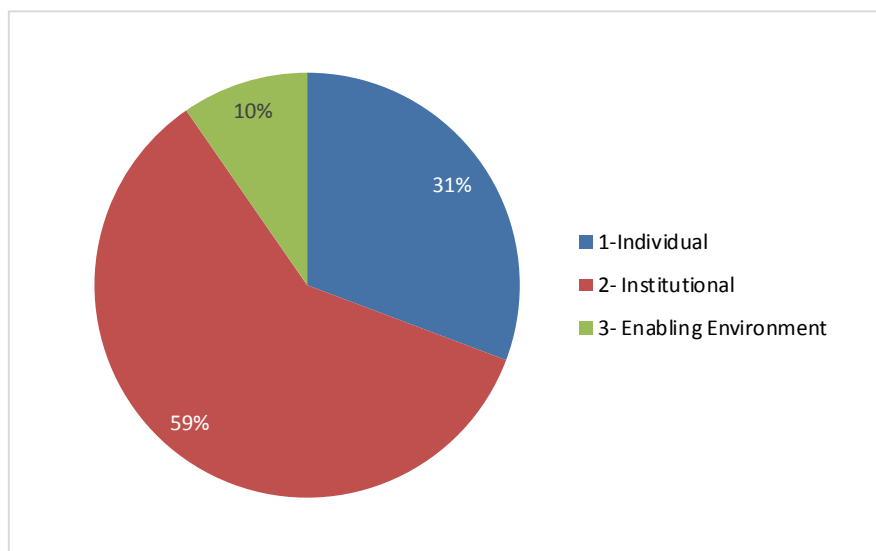
**Figure 1: Percentage of Capacity Development Instances, by Thematic Area (2013-2015)**



**Table 3: Number of Capacity Development Instances, by Level of Intervention (2013-2015)**

Level of Intervention	1-Individual	2- Institutional	3- Enabling Environment
Number of CD Instances	750	1,455	235

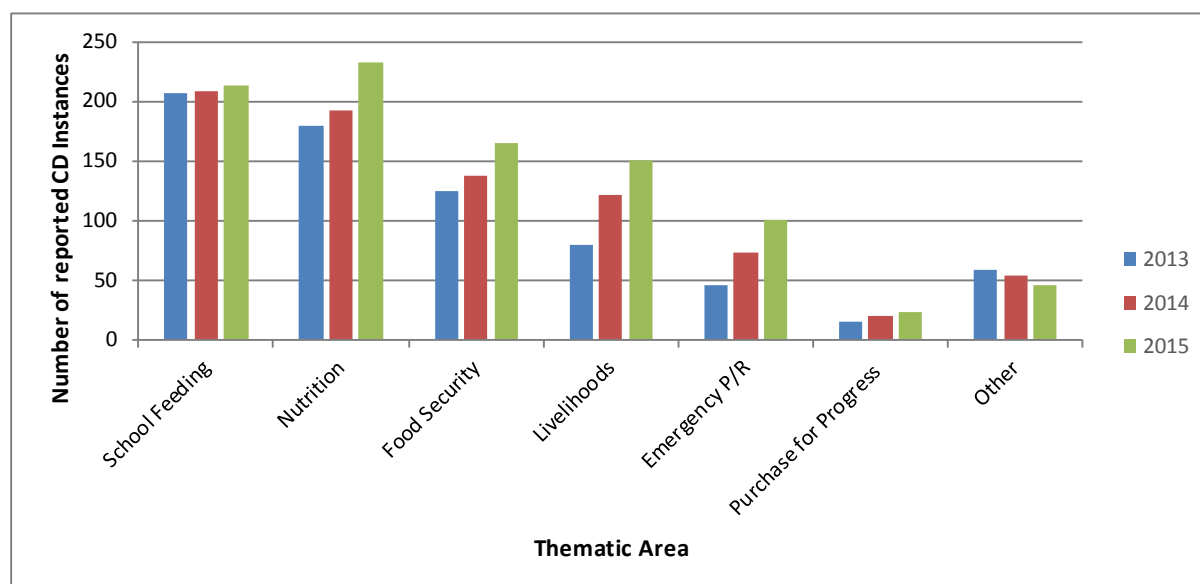
**Figure 2: Percentage of Capacity Development Instances, by Level of Intervention (2013-2015)**



**Table 4: Number of Capacity Development Instances, by Thematic Area, and by Year**

Year	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
<b>2013</b>	207	179	125	80	46	15	59
<b>2014</b>	208	192	138	122	73	19	54
<b>2015</b>	213	233	165	151	101	23	45
<b>Total</b>							

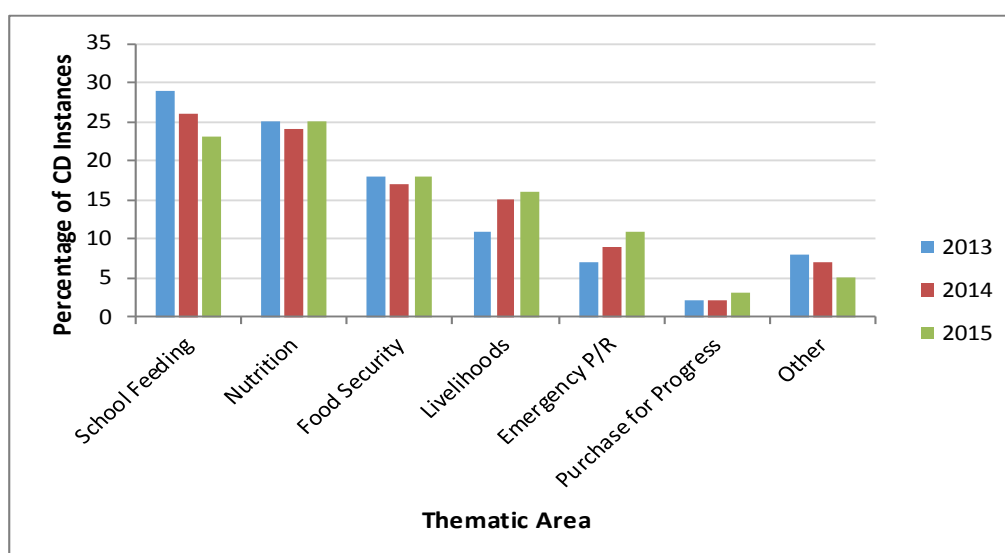
**Figure 3 : Number of Capacity Development Instances, by Thematic Area and by Year**



**Table 5: Percentage of Capacity Development Instances, by Year, by Thematic Area**

Year	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
<b>2013</b>	29.1%	25.2%	17.6%	11.2%	6.5%	2.1%	8.3%
<b>2014</b>	25.8%	23.8%	17.1%	15.1%	9.0%	2.4%	6.7%
<b>2015</b>	22.9%	25.0%	17.7%	16.2%	10.8%	2.5%	4.8%

**Figure 4: Percentage of Capacity Development Instances, by Thematic Area, and by Year (2013-2015)**

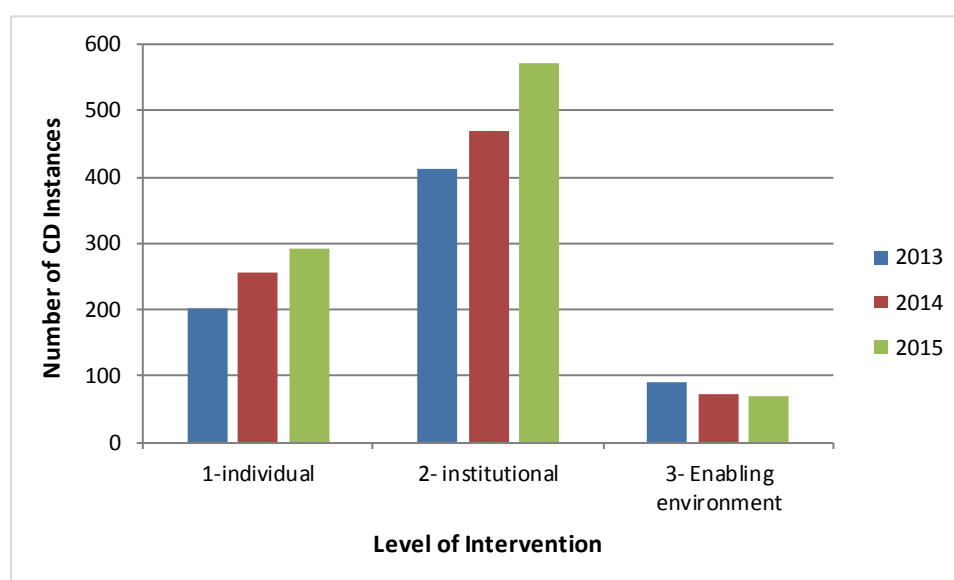


**Table 6: Number of Capacity Development Instances, by Year and by Level of Activity**

Year	Level of Intervention		
	1-Individual	2- Institutional	3- Enabling environment
<b>2013</b>	202	413	90
<b>2014</b>	255	471	74
<b>2015</b>	293	571	71

Note: There is a slight variance between the totals on the basis of “type” (2440) and “thematic area” (2448). This .4 % difference is caused by the inability to identify a specific level for these 8 instances.

**Figure 5: Number of Capacity Development Instances by Level of intervention and by year**

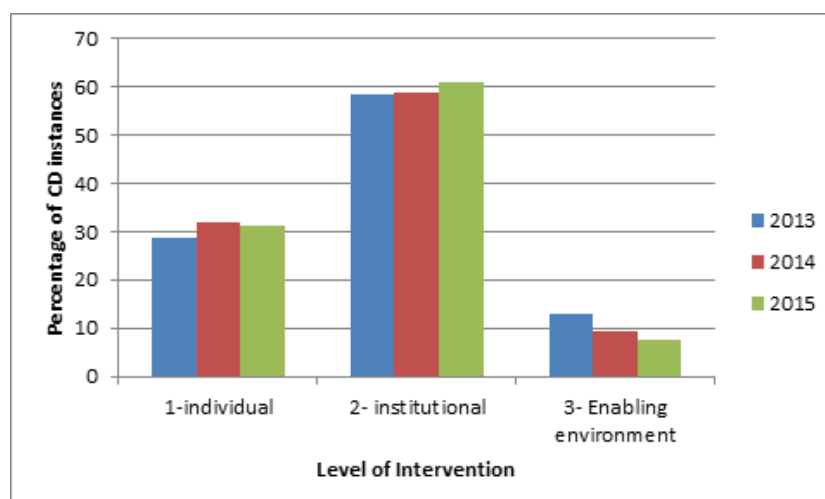


**Table 7 Percentage of Capacity Development Instances by Level of Intervention and by Year**

Year	Level of Intervention		
	1-Individual	2- Institutional	3- Enabling environment
<b>2013</b>	28.6%	58.6%	12.8%
<b>2014</b>	31.8%	58.8%	9.3%
<b>2015</b>	31.3%	61.0%	7.7%



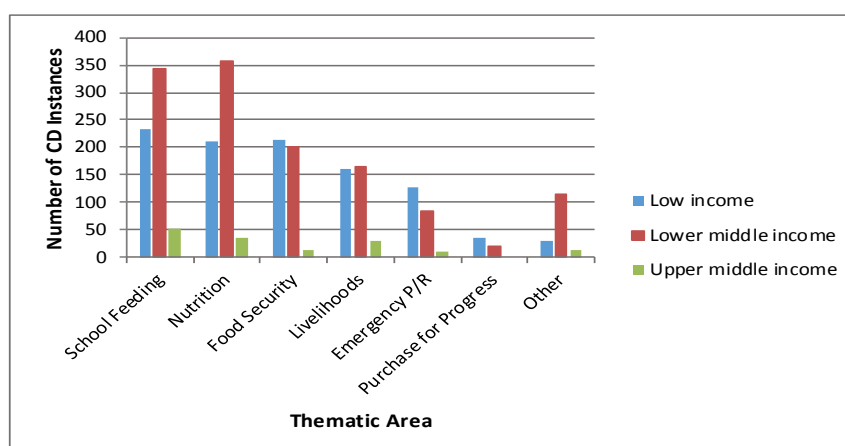
**Figure 6: Percentage of Capacity Development Instances by Level of Intervention and by year**



**Table 8: Number of Capacity Development Instances reported by WFP country offices by Income Level and by Thematic Area<sup>31</sup>**

Income Level / Number of countries	Thematic Area							Total
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other	
<b>Low income (29)</b>	233	212	213	160	127	36	30	
<b>Lower middle income (32)</b>	343	357	202	164	84	21	115	
<b>Upper middle income (9)</b>	52	35	13	29	9	0	13	
<b>Total</b>	628	604	428	353	220	57	158	2,448

**Figure 7: Number of Capacity Development Instances reported by WFP country offices by Income Level and by Thematic Area**

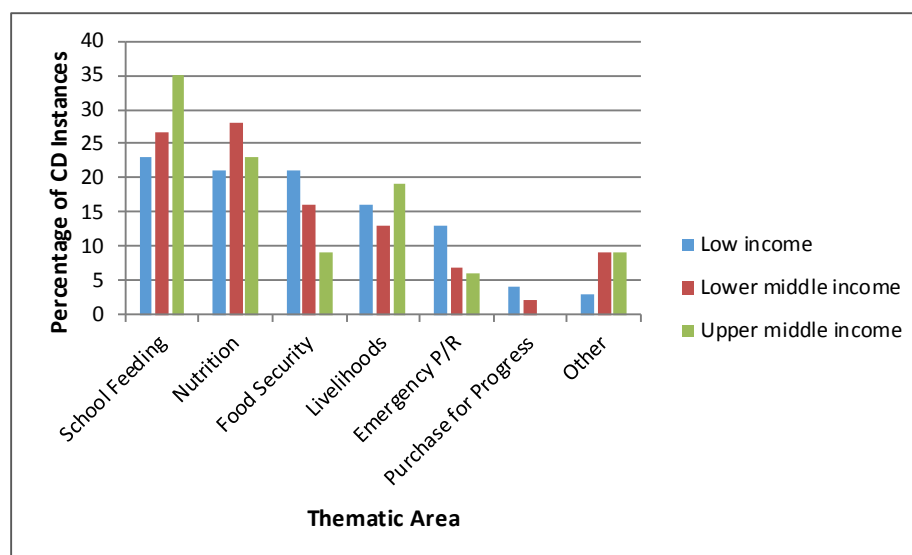


<sup>31</sup> WFP provided data during Inception Phase, 2015 data

**Table 9: Percentage of Capacity Development Instances by Income Level and by Thematic Area**

Income Level	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
Low income	23.0%	20.9%	21.1%	15.9%	12.6%	3.6%	2.9%
Lower middle income	26.6%	27.7%	15.7%	12.8%	6.5%	1.6%	8.9%
Upper middle income	34.5%	23.2%	8.6%	19.2%	6%	0%	8.6%

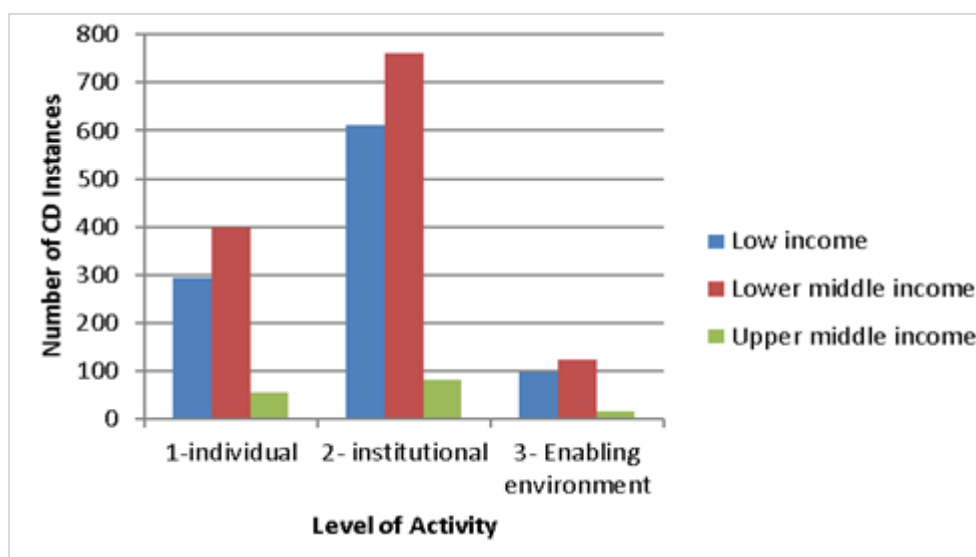
**Figure 8: Percentage of Capacity Development Instances by Income Level and by Thematic Area**



**Table 10: Number of Capacity Development Instances by Income Level and Level of Activity**

Income Level	Level of Activity		
	1-Individual	2- Institutional	3- Enabling environment
Low income	295	612	97
Lower middle income	400	761	123
Upper middle income	55	82	15
<b>Total = 2440</b>	750	1455	235

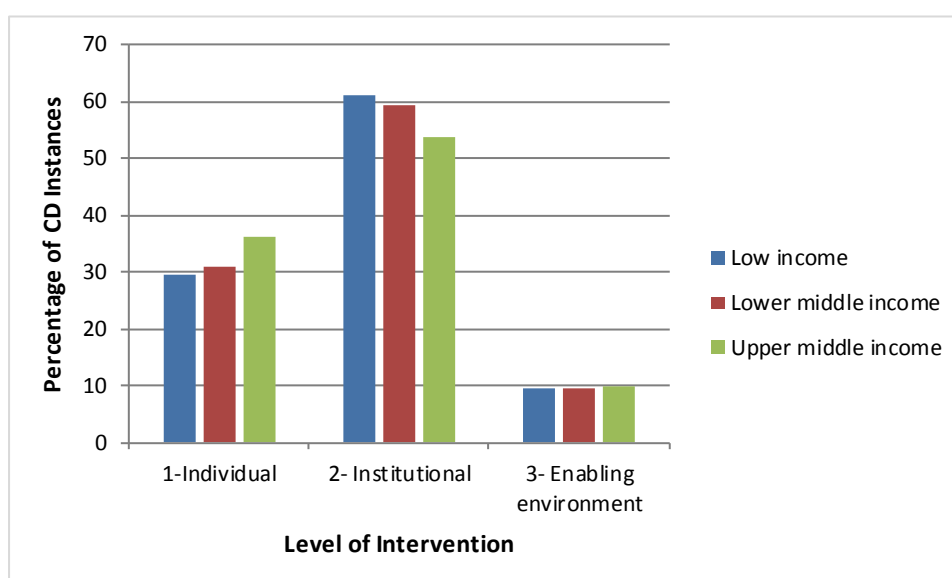
**Figure 9: Number of Capacity Development Instances by Economic Category and by Level of Activity**



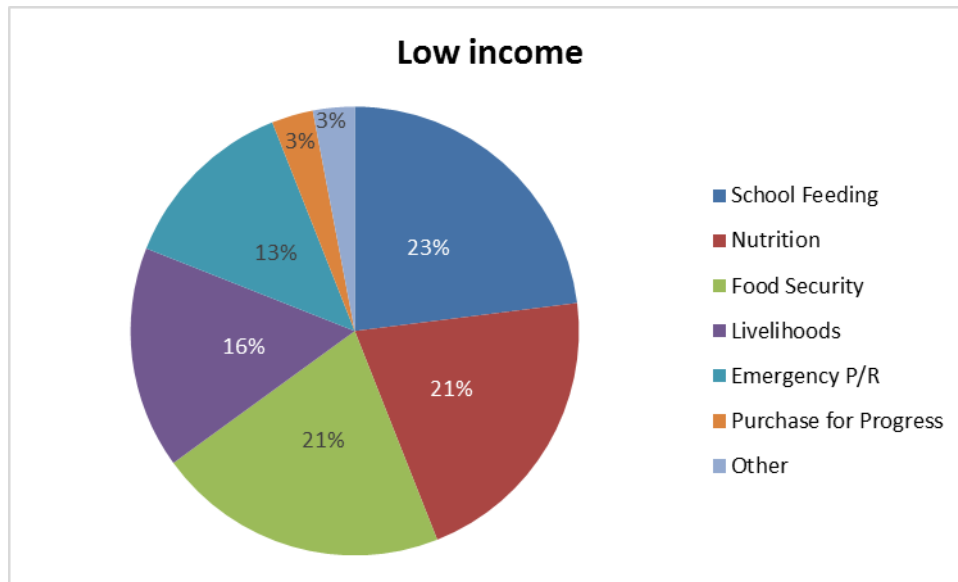
**Table 11: Percentage of Capacity Development Instances by Economic Category and by Level of Activity**

Income Level	Level of Intervention		
	1-Individual	2- Institutional	3- Enabling environment
Low income	29.4%	61%	9.6%
Lower middle income	31.1%	59.3%	9.6%
Upper middle income	36.3%	53.9%	9.8%

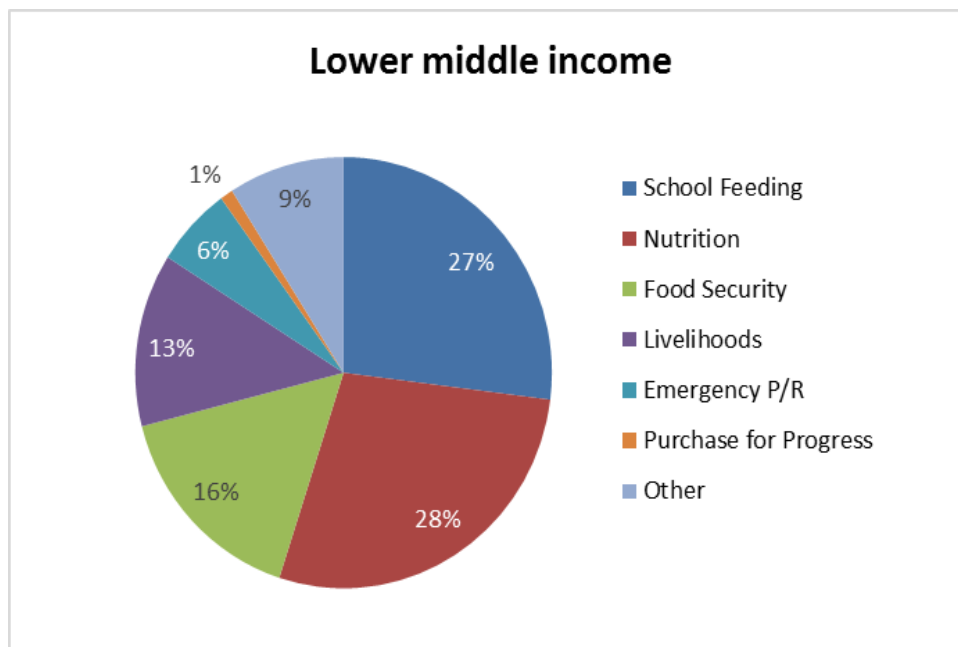
**Figure 10: Percentage of Capacity Development Instances by Economic Category and by Level of Intervention**



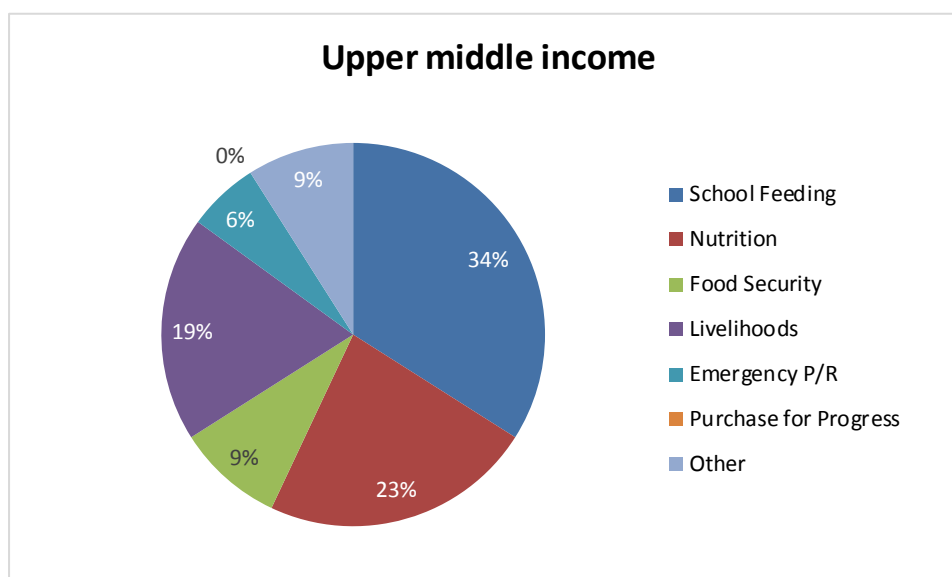
**Figure 11: Percentage of Capacity Development Instances for Low income countries**



**Figure 12: Percentage of Capacity Development Instances for low middle income countries**



**Figure 13: Percentage of Capacity Development Instances for Upper middle income countries**



(Using Ability and Readiness Index (ARI 2015 data))

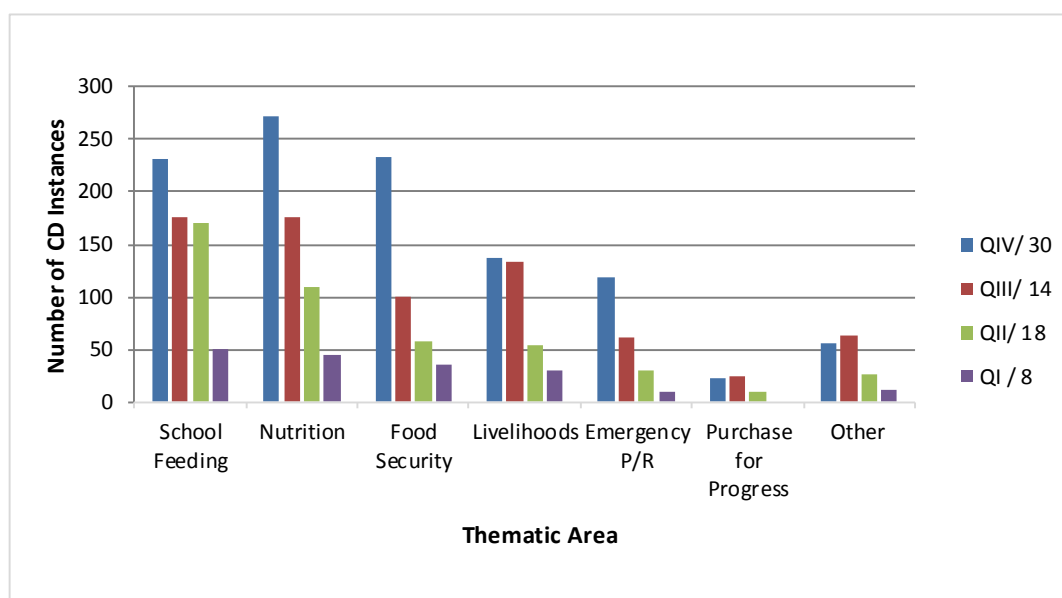
**Table 12: Number of Capacity Development activities by ARI Quadrant and by Thematic Area**

ARI Quadrant/# of countries	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
<b>QIV/ 30</b>	231	273	234	137	118	23	56
<b>QIII/ 14</b>	176	176	100	133	62	24	64
<b>QII/ 18</b>	171	110	58	54	30	10	26
<b>QI / 8</b>	50	45	36	29	10	0	12

Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

Source: Information provided by OEV - March 2016.

**Figure 14: Number of Capacity Development activities by ARI Quadrant and by Thematic Area**



Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

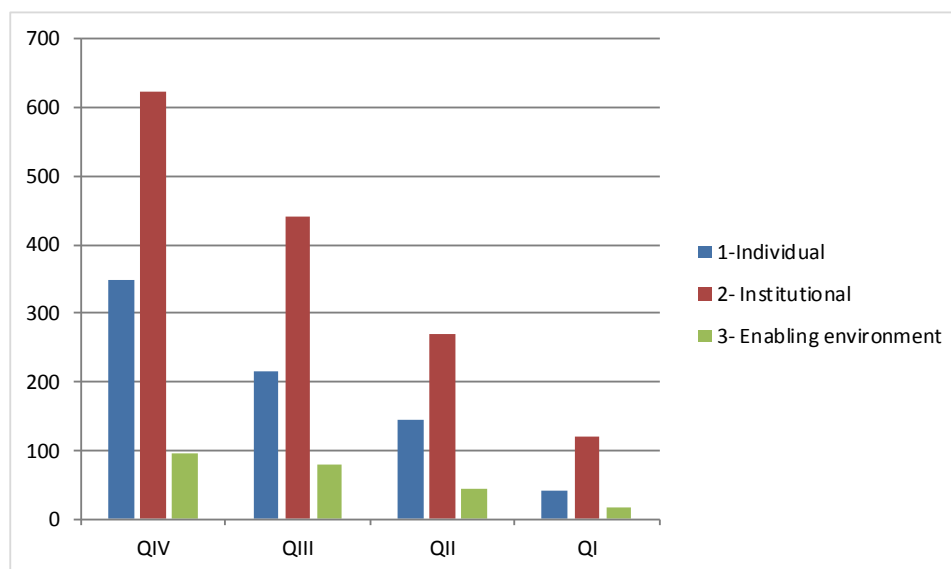
Source: Information provided by OEV - March 2016.

**Table 13: Number of Capacity Development activities by ARI Quadrant and by Level of Activity**

ARI Quadrant	Level of Activity		
	1-Individual	2- Institutional	3- Enabling environment
<b>QIV</b>	348	624	95
<b>QIII</b>	215	442	79
<b>QII</b>	146	270	44
<b>QI</b>	41	119	17

Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

**Figure 15: Number of Capacity Development by ARI Quadrant and by Level of Activity**



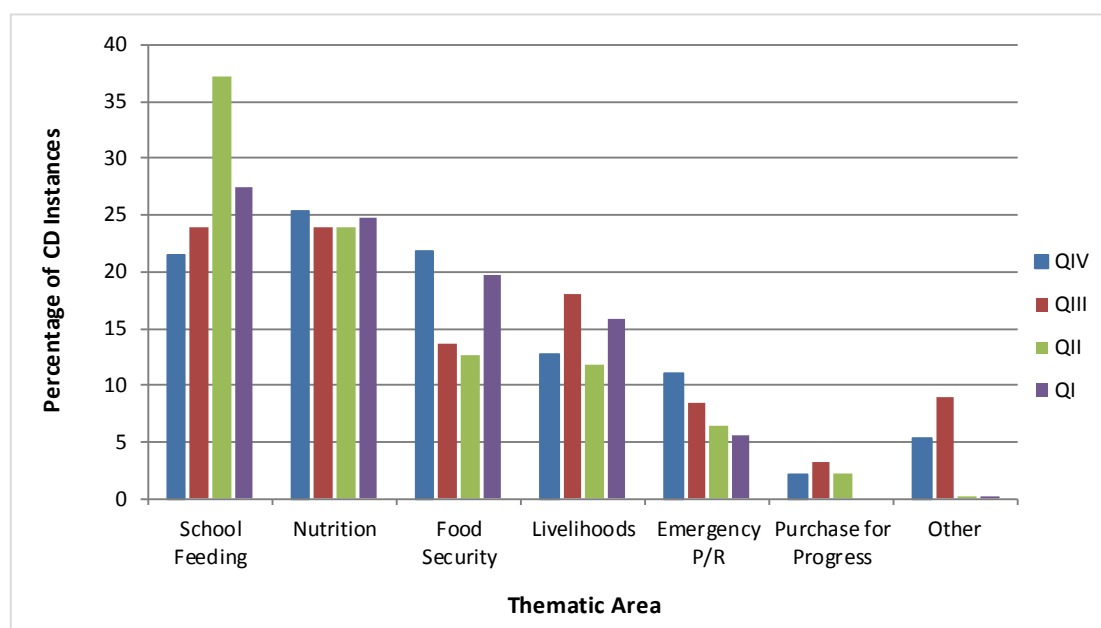
Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

**Table 14: Percentage of Capacity Development activities by ARI Quadrant and by Thematic Area**

ARI Quadrant	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
<b>QIV</b>	21.5%	25.4%	21.8%	12.8%	11%	2.1%	5.4%
<b>QIII</b>	23.9%	23.9%	13.6%	18%	8.4%	3.3%	8.90%
<b>QII</b>	37.2%	23.9%	12.6%	11.8%	6.5%	2.2%	5.7%
<b>QI</b>	27.5%	24.7%	19.7%	15.9%	5.5%	0%	6.6%

Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

**Figure 16: Percentage of Capacity Development activities offices by ARI Quadrant and by Thematic Area**



Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

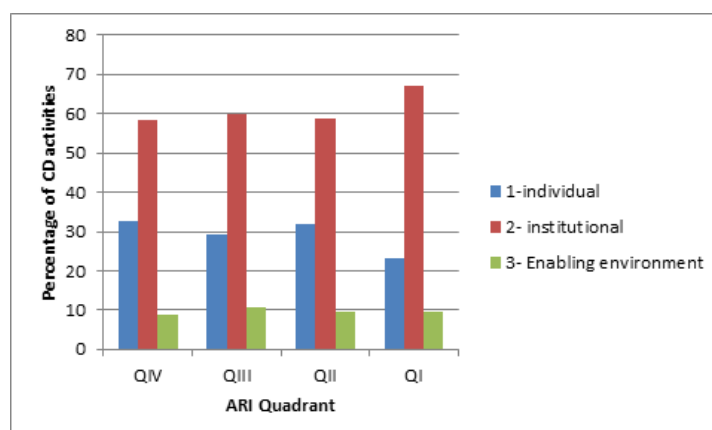
**Table 15: Percentage of Capacity Development activities reported by ARI Quadrant and by Level of Activity**

ARI Quadrant	Level of Activity		
	1-Individual	2- Institutional	3- Enabling environment
<b>QIV</b>	32.6%	58.5%	8.9%
<b>QIII</b>	29.2%	60.0%	10.8%
<b>QII</b>	31.7%	58.7%	9.6%
<b>QI</b>	23.2%	67.2%	9.6%

Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready



**Figure 17: Percentage of Capacity Development activities by ARI Quadrant and by Level of Activity**



Q1: Quadrant 1- Able but not Ready; Q2: Quadrant 2- Able and Ready; Q3: Quadrant 3- Unable and Not Ready; Q4: Quadrant IV- Unable and Ready

**Table 16: Breakdown of Capacity Development Activities by Regional Bureau, and by Thematic Area (2013-2015)**

Regional Bureau/ number of related countries	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
<b><u>RBB (14)</u></b>	17.18%	31.08%	19.88%	11.97%	10.81%	1.54%	7.34%
<b><u>RBD (19)</u></b>	21.31%	28.81%	21.79%	15.38%	6.05%	1.82%	4.84%
<b><u>RBJ (10)</u></b>	21.66%	31.99%	11.34%	15.37%	11.34%	4.03%	4.28%
<b><u>RBN (8)</u></b>	23.22%	17.47%	18.16%	17.01%	11.95%	3.45%	8.74%
<b><u>RBP (9)</u></b>	26.55%	25.17%	17.59%	11.72%	11.38%	3.10%	4.48%
<b><u>RBC (11)</u></b>	42.86%	12.55%	17.32%	16.88%	3.03%	0.00%	7.36%

RBB: Regional Bureau Bangkok; RBD: Regional Bureau Dakar; RBJ: Regional Bureau Johannesburg; RBN: Regional Bureau Nairobi; RBP: Regional Bureau Panama; RBC: Regional Bureau Cairo

**Table 17: Breakdown of Capacity Development Activities by Regional Bureau and by Level of Activity (2013-2015)**

Regional Bureau	Level of Activity		
	1-Individual	2- Institutional	3- Enabling environment
<b><u>RBB (14)</u></b>	33.78%	58.49%	7.72%
<b><u>RBD (19)</u></b>	20.90%	51.83%	27.26%
<b><u>RBJ(10)</u></b>	23.53%	66.50%	9.97%
<b><u>RBN (8)</u></b>	41.59%	51.36%	7.05%
<b><u>RBP (9)</u></b>	29.90%	60.48%	9.62%
<b><u>RBC (11)</u></b>	28.00%	61.78%	10.22%

RBB: Regional Bureau Bangkok; RBD: Regional Bureau Dakar; RBJ: Regional Bureau Johannesburg; RBN: Regional Bureau Nairobi; RBP: Regional Bureau Panama; RBC: Regional Bureau Cairo

**Table 18: Number of Capacity Development Activities by Regional Bureau and by Thematic Area (2013-2015)**

Regional Bureau	Thematic Area						
	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R	Purchase for Progress	Other
<b><u>RBB (14)</u></b>	89	161	103	62	56	8	38
<b><u>RBD (19)</u></b>	176	238	180	127	50	15	40
<b><u>RBJ(10)</u></b>	86	127	45	61	45	16	17
<b><u>RBN (8)</u></b>	101	76	79	74	52	15	38
<b><u>RBP (9)</u></b>	77	73	51	34	33	9	13
<b><u>RBC (11)</u></b>	99	29	40	39	7	0	17

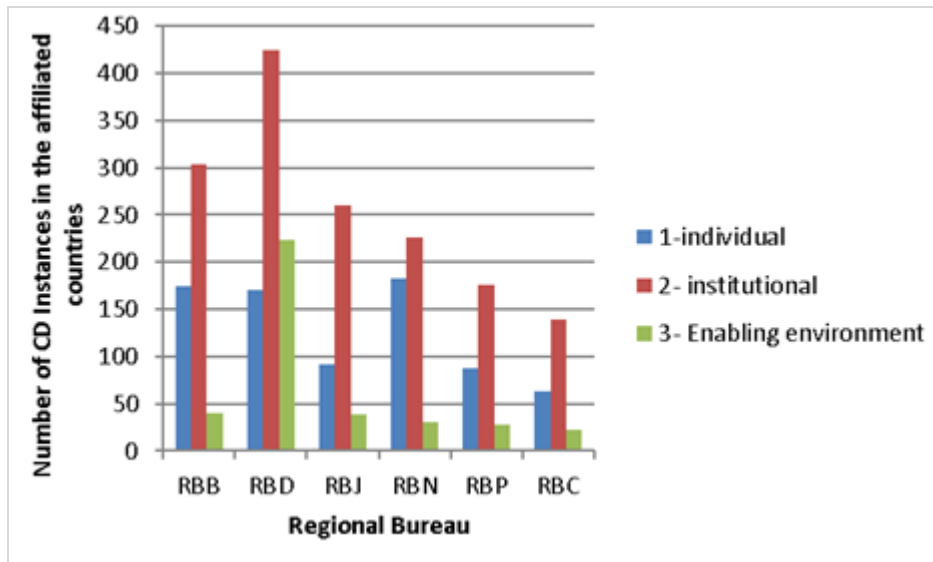
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Table 19 : Number of Capacity Development Activities by Regional Bureau and by Level of Activity (2013-2015)**

Regional Bureau	Level of Activity		
	1-Individual	2- Institutional	3- Enabling environment
<b><u>RBB (14)</u></b>	175	303	40
<b><u>RBD (19)</u></b>	171	424	223
<b><u>RBJ(10)</u></b>	92	260	39
<b><u>RBN(8)</u></b>	183	226	31
<b><u>RBP (9)</u></b>	87	176	28
<b><u>RBC (11)</u></b>	63	139	23

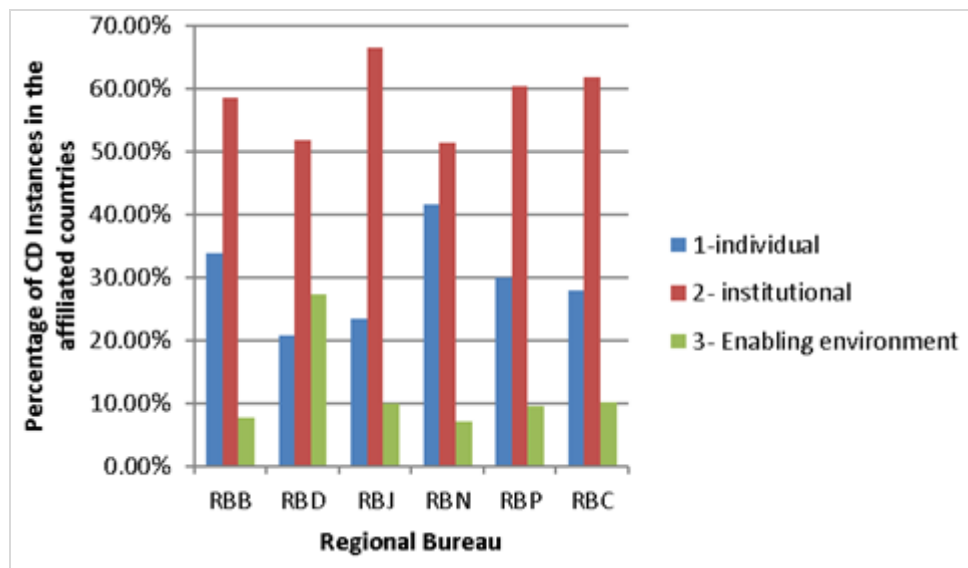
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 18: Number of Capacity Development Activities by Regional Bureau, and by Level of Activity (2013-2015)**



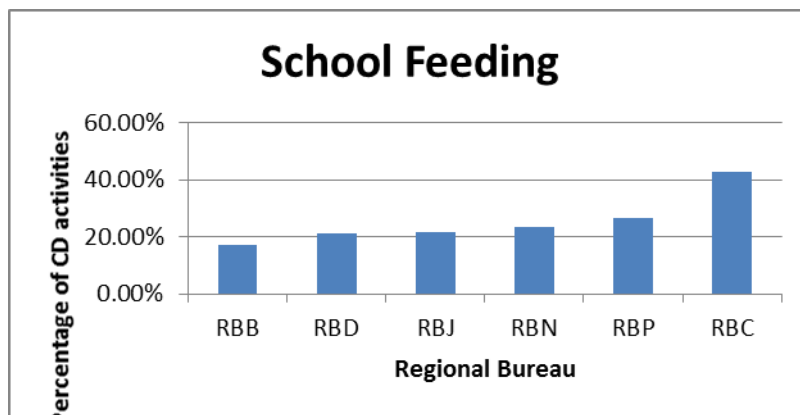
RBB: Regional Bureau Bangkok; RBD: Regional Bureau Dakar; RBJ: Regional Bureau Johannesburg; RBN: Regional Bureau Nairobi; RBP: Regional Bureau Panama; RBC: Regional Bureau Cairo

**Figure 19: Breakdown of Capacity Development Activities by Regional Bureau, and by Level of Activity (2013-2015)**



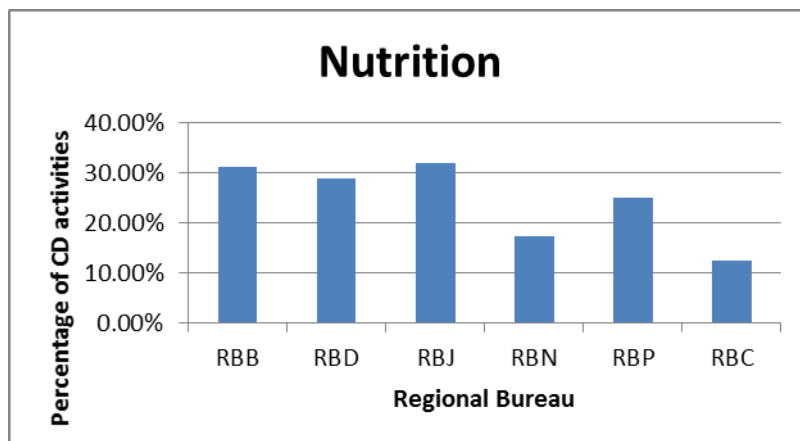
RBB: Regional Bureau Bangkok; RBD: Regional Bureau Dakar; RBJ: Regional Bureau Johannesburg; RBN: Regional Bureau Nairobi; RBP: Regional Bureau Panama; RBC: Regional Bureau Cairo

**Figure 20: Percentage of School Feeding Activities, by Regional Bureau**



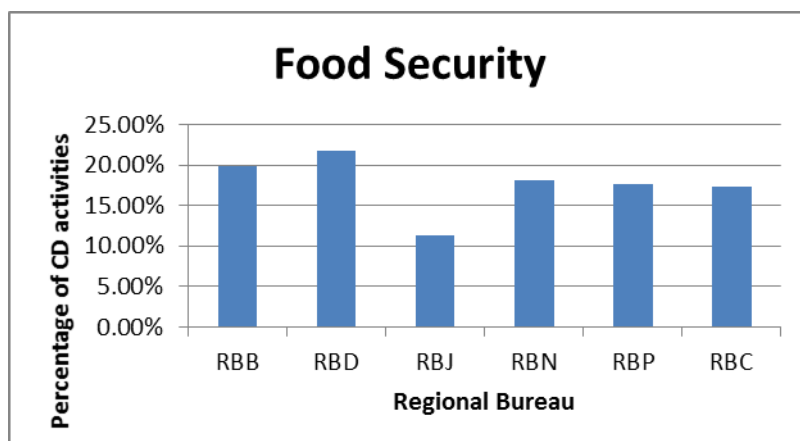
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 21: Percentage of Nutrition-related Activities, by Regional Bureau**



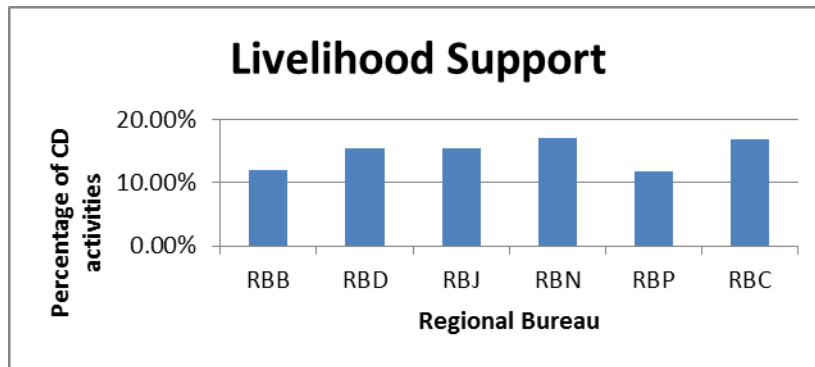
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 22: Percentage of Food Security Activities, by Regional Bureau**



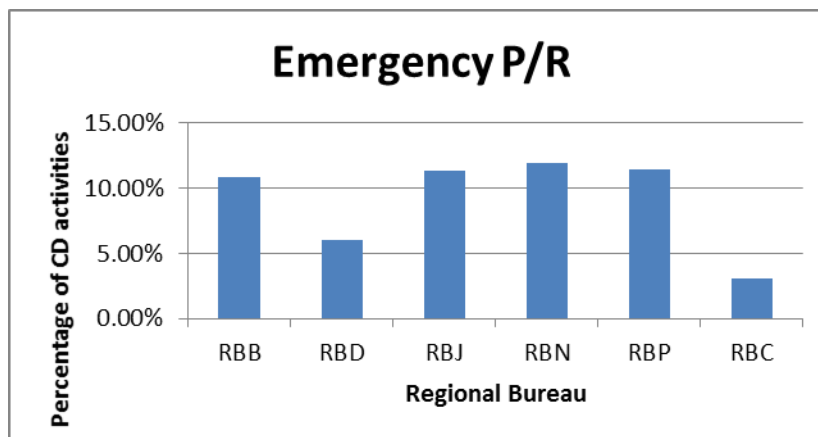
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 23: Percentage of Livelihood Support Activities, by Regional Bureau**



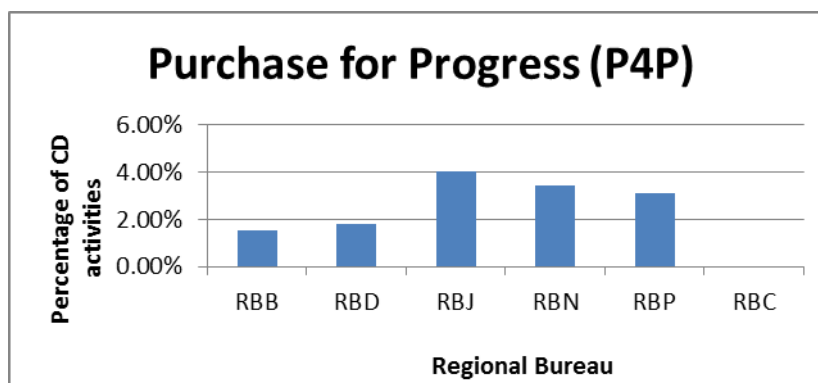
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 24: Percentage Emergency Preparedness and Response Activities, by Regional Bureau**



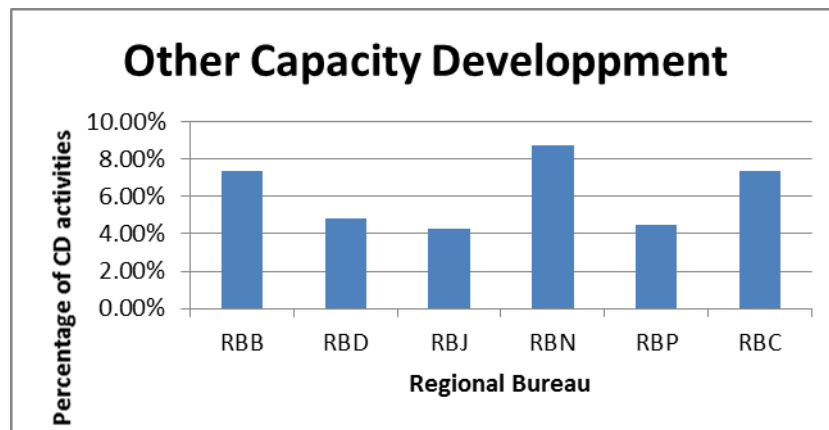
*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 25: Percentage Purchase for Progress (P4P) Activities, by Regional Bureau**



*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

**Figure 26: Percentage of other Capacity Development Activities, by Regional Bureau**



*RBB*: Regional Bureau Bangkok; *RBD*: Regional Bureau Dakar; *RBJ*: Regional Bureau Johannesburg; *RBN*: Regional Bureau Nairobi; *RBP*: Regional Bureau Panama; *RBC*: Regional Bureau Cairo

## SPR Review Annex : List of Countries Reviewed

Country Classification					CD Activities by Thematic Area							CD Activities by Level		
Country / Territory	WB Code	Regional Bureau <sup>32</sup>	Income Level (2015)	Quadrant (2015) <sup>33</sup>	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R <sup>34</sup>	Purchase for Progress	Other CD <sup>35</sup>	Individual	Institutional	Enabling environment
ALGERIA	DZA	RBC	Upper middle income	I	6	4	0	4	0	0	3	5	11	1
AFGHANISTAN	AFG	RBB	Low income	IV	0	5	10	9	7	7	1	14	23	2
ARMENIA	ARM	RBC	Lower middle income	II	29	0	0	2	0	0	1	11	18	3
BANGLADESH	BGD	RBB	Lower middle income	IV	16	28	11	11	4	0	22	52	37	3
BENIN	BEN	RBD	Low income	III	15	1	0	3	0	0	0	6	12	1
BHUTAN	BTN	RBB	Lower middle income	II	19	2	0	1	0	0	2	11	12	1
BOLIVIA	BOL	RBP	Lower middle income	II	12	6	2	0	4	0	2	9	13	4
BURKINA FASO	BFA	RBD	Low income	III	10	16	13	4	0	2	5	10	31	8
BURUNDI	BDI	RBN	Low income	IV	12	11	5	5	9	1	0	26	13	4
CABO VERDE	CPV	RBD	Lower middle income	II	5	1	0	1	0	0	4	1	7	3
CAMBODIA	KHM	RBB	Low income	I	16	8	3	6	4	0	3	8	30	2
CAMEROON	CMR	RBD	Lower middle income	IV	7	15	9	0	1	0	1	16	14	3
CENTRAL AFRICAN REPUBLIC	CAF	RBD	Low income	IV	2	1	0	0	0	0	0	0	1	2
CHAD	TCD	RBD	Low income	IV	11	7	7	3	5	2	0	7	22	6
COLOMBIA	COL	RBP	Upper middle income	II	1	6	5	4	5	0	3	8	11	5
CONGO, DEM. REP.	COD	RBP	Low income	IV	4	7	7	4	1	1	1	10	13	2
CONGO, REP.	COG	RBJ	Lower middle income	IV	14	8	2	4	0	0	7	9	21	5

<sup>32</sup> RBN = Regional Bureau Nairobi; RBJ = Regional Bureau Johannesburg; RBB = Regional Bureau Bangkok; RBD = Regional Bureau Dakar; RBP = Regional Bureau Panama ; RBC = Region Bureau Cairo

<sup>33</sup> QI: Quadrant 1- Able but not Ready; QII: Quadrant 2- Able and Ready; QIII: Quadrant 3- Unable and Not Ready; QIV: Quadrant 4- Unable and Ready

<sup>34</sup> Emergency Preparedness and Response

<sup>35</sup> Other Capacity Development

Country Classification					CD Activities by Thematic Area							CD Activities by Level		
Country / Territory	WB Code	Regional Bureau <sup>32</sup>	Income Level (2015)	Quadrant (2015) <sup>33</sup>	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R <sup>34</sup>	Purchase for Progress	Other CD <sup>35</sup>	Individual	Institutional	Enabling environment
CÔTE D'IVOIRE	CIV	RBD	Lower middle income	IV	26	16	5	2	0	0	4	15	31	6
CUBA	CUB	RBP	Upper middle income	II	2	14	2	2	1	0	0	11	10	0
DJIBOUTI	DJI	RBN	Lower middle income	IV	7	2	9	1	0	0	0	4	15	0
ECUADOR	ECU	RBP	Upper middle income	II	6	5	4	5	3	0	2	10	14	2
EGYPT, ARAB REP.	EGY	RBC	Lower middle income	I	5	3	14	6	1	0	3	9	20	3
ETHIOPIA	ETH	RBN	Low income	IV	11	7	30	16	16	3	0	43	35	5
GAMBIA, THE	GMB	RBD	Low income	III	12	3	4	2	4	0	0	7	16	2
GHANA	GHA	RBD	Lower middle income	II	15	12	4	9	3	1	2	17	25	4
GUATEMALA	GTM	RBP	Lower middle income	II	4	10	7	4	5	5	3	9	29	0
GUINEA	GIN	RBD	Low income	IV	2	6	7	12	3	0	3	8	23	2
GUINEA-BISSAU	GNB	RBD	Low income	IV	2	3	1	1	0	0	0	3	4	0
HAITI	HTI	RBP	Low income	IV	18	10	21	13	12	0	1	16	50	8
HONDURAS	HND	RBP	Lower middle income	II	13	7	1	1	2	2	0	5	17	4
INDIA	IND	RBB	Lower middle income	II	0	2	8	0	0	0	0	0	7	3
INDONESIA	IDN	RBB	Lower middle income	II	8	14	4	4	1	0	2	9	21	3
IRAN, ISLAMIC REP.	IRN	RBC	Upper middle income	I	0	0	1	1	0	0	1	1	2	0
IRAQ	IRQ	RBC	Upper middle income	I	6	2	0	2	0	0	0	1	8	1
JORDAN	JOR	RBC	Upper middle income	II	17	4	0	9	0	0	3	17	11	5
KENYA	KEN	RBN	Lower middle income	III	47	40	17	32	9	3	34	81	88	13
KOREA, DEM. REP. (NORTH)	PRK	RBB	Low income	IV	0	11	12	5	2	0	0	13	16	1
KYRGYZ REPUBLIC	KGZ	RBC	Lower middle income	I	15	8	15	8	5	0	2	9	35	8
LAO PDR	LAO	RBB	Lower middle income	IV	10	12	3	4	9	0	0	13	23	2
LESOTHO	LSO	RBJ	Lower middle income	III	12	6	0	9	2	1	4	16	15	3
LIBERIA	LBR	RBD	Low income	IV	7	0	0	0	2	0	0	2	6	1



Country Classification					CD Activities by Thematic Area							CD Activities by Level		
Country / Territory	WB Code	Regional Bureau <sup>32</sup>	Income Level (2015)	Quadrant (2015) <sup>33</sup>	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R <sup>34</sup>	Purchase for Progress	Other CD <sup>35</sup>	Individual	Institutional	Enabling environment
MADAGASCAR	MDG	RBJ	Low income	IV	19	17	10	6	12	0	0	17	43	4
MALAWI	MWI	RBJ	Low income	III	6	16	10	14	15	4	3	14	42	10
MALI	MLI	RBD	Low income	IV	11	15	6	3	2	2	1	13	22	5
MAURITANIA	MRT	RBD	Lower middle income	IV	2	10	5	5	0	0	0	1	20	1
MOZAMBIQUE	MOZ	RBJ	Low income	III	11	6	8	9	6	3	1	5	33	3
MYANMAR	MMR	RBB	Lower middle income	IV	0	19	12	6	8	0	2	3	36	8
NAMIBIA	NAM	RBJ	Upper middle income	II	0	0	0	0	0	0	1	0	1	0
NEPAL	NPL	RBB	Low income	IV	10	12	12	5	1	0	5	20	19	6
NICARAGUA	NIC	RBP	Lower middle income	II	17	8	2	1	0	1	1	9	18	3
NIGER	NER	RBD	Low income	IV	9	7	14	6	3	0	2	6	29	6
PAKISTAN	PAK	RBB	Lower middle income	IV	1	12	9	0	14	0	1	9	24	4
PHILIPPINES	PHL	RBB	Lower middle income	II	3	10	7	3	5	1	0	4	23	2
RWANDA	RWA	RBN	Low income	III	8	3	4	2	12	1	3	9	20	4
SÃO TOMÉ AND PRINCIPE	STP	RBD	Lower middle income	III	11	0	0	0	0	0	0	4	7	0
SENEGAL	SEN	RBD	Lower middle income	III	16	18	30	30	3	0	13	27	61	22
SIERRA LEONE	SLE	RBD	Low income	IV	8	7	5	2	1	2	0	4	20	1
SOMALIA	SOM	RBN	Low income	IV	7	3	3	3	0	0	0	4	12	0
SOUTH SUDAN	SSD	RBN	Low income	IV	3	2	4	2	2	5	1	6	11	2
SRI LANKA	LKA	RBB	Lower middle income	II	6	9	11	6	1	0	0	13	19	1
SUDAN	SDN	RBC	Lower middle income	IV	1	2	3	2	1	0	0	0	9	0
SWAZILAND	SWZ	RBJ	Lower middle income	III	10	41	4	2	0	0	1	14	37	7
TAJIKISTAN	TJK	RBC	Lower middle income	I	2	3	2	0	0	0	0	2	5	0
TANZANIA	TZA	RBJ	Low income	III	6	5	2	8	1	1	0	6	15	2
TIMOR-LESTE	TLS	RBB	Lower middle income	I	0	17	1	2	0	0	0	6	12	2

Country Classification					CD Activities by Thematic Area							CD Activities by Level		
Country / Territory	WB Code	Regional Bureau <sup>32</sup>	Income Level (2015)	Quadrant (2015) <sup>33</sup>	School Feeding	Nutrition	Food Security	Livelihoods	Emergency P/R <sup>34</sup>	Purchase for Progress	Other CD <sup>35</sup>	Individual	Institutional	Enabling environment
TOGO	TGO	RBD	Low income	IV	5	0	0	0	0	0	0	3	1	1
TUNISIA	TUN	RBC	Upper middle income	II	14	0	1	2	0	0	0	2	14	1
UGANDA	UGA	RBN	Low income	III	6	8	7	13	4	2	0	10	27	3
YEMEN, REP.	YEM	RBC	Lower middle income	IV	4	3	4	3	0	0	4	6	11	1
ZAMBIA	ZMB	RBJ	Lower middle income	III	6	13	1	5	6	7	0	6	31	1
ZIMBABWE	ZWE	RBJ	Low income	IV	2	15	8	4	3	0	0	5	23	4
<b>Total</b>					628	604	428	353	220	57	158	750	1455	235

## Annex 6: Summary of Key Insights about Comparator Organizations<sup>36</sup>

	FAO	IFRC	UNICEF	UNDP
<b>Inclusion of capacity development in key strategic documents</b>	The Strategic Framework (2010-19) included capacity development as one of the eight core functions of FAO. All the Strategic Objectives listed in the FAO's Medium Term Plan 2014-17 (C2013/3) have outputs referring to capacity development.	The November 1997 IFRC Development Cooperation Policy was primarily a capacity development policy with a focus on national Red Cross Societies. The Framework for National Society Development (2013) focuses both on strengthening the Red Cross and Red Crescent Societies as Organizations and on the development of their capacities to bring their efforts and responses to scale.	Capacity development is listed as one of the seven implementation strategies of UNICEF's Strategic Plan 2014-2017. The Strategic Plan 2014-2017 made note that national capacities and systems for humanitarian action will be supported by UNICEF. A majority of UNICEF's outcomes and outputs also touch on capacity building.	UNDP has had corporate capacity development related goals since 2000. The UNDP Strategic Plan 2008-13 identified 12 priority areas of work; while most of these are thematic areas, four were ways of working and primus inter pares among these is capacity development which is also referred to in the thematic areas. The Strategic Plan states, "If national ownership governs the selection and design of UNDP programmes, then capacity-building and development, simply stated, is how we do it". The 2014-2017 Strategic Plan refers to capacity development as a core function of the UN Development System. Moreover, among the seven outcomes identified for UNDP, four have more or less explicit capacity development within them and all have capacity development in the detail.

<sup>36</sup> Criteria for selecting relevant and feasible comparator organizations was developed in consultation with OEV during the inception phase, where it was agreed that the selected comparator organizations should : i) place explicit emphasis on supporting capacity development of national partners; ii) in at least some cases share WFP's dual mandate spanning humanitarian and development objectives; iii) are operational and have programmes at country level; and iv) some data on their capacity development-related work and results is available. Each selected organization had to meet at least three of these criteria. Consideration was given to UNHCR, IFAD, CARE International and Save the Children. It was concluded that UNDP, FAO, UNICEF and the International Federation of Red Cross and Red Crescent Societies (IFRC) sufficiently fulfill the criteria and have available information to be included as comparators.

	<b>FAO</b>	<b>IFRC</b>	<b>UNICEF</b>	<b>UNDP</b>
<b>Capacity development policies/strategies</b>	The FAO Council approved a capacity development Strategy and Implementation Plan in April 2011 <sup>37</sup> .	The IFRC Strategy 2020 defines three enabling actions of which the first (Build strong National Red Cross and Red Crescent Societies) concerns the capacity development and Organizational Development of national societies).	UNICEF does not have a capacity development policy. Additionally, UNICEF does not use policy papers in the prominent way in which WFP does. In August 2010, with similar timing to WFP's revised policy, UNICEF presented a background note to its Executive Board on capacity development.	UNDP does not have a capacity development policy as such and this also applies to other aspects of its work. However, internal capacity development policy guidance, developed in 1994, 1998, and, most recently, in 2008, indicated the imperative of a transformation in how UNDP manages its relationships with national partners effective capacity-development.
<b>Conceptualization of capacity development</b>	The FAO views capacity development as core function.	The IFRC views capacity development as one of their key implementation strategies.	UNICEF views capacity development as one of their key implementation strategies.	UNDP views capacity development as core function.
<b>Evaluations of capacity development</b>	There is no comprehensive evaluation of FAO's work in capacity development since the Strategy for capacity development and the implementation measures were put in place. An evaluation of FAO's capacity development Work in Africa took place in 2010. A series of regional evaluations of FAO decentralized offices took place between 2009 and 2013. These were synthesized in 2015.	In 2014 the IFRC approved an Organizational Capacity Assessment and Certification (OCAC) process which has been piloted in 90 national societies to date. This is a two-phased process that starts with a comprehensive self-assessment against 85 attributes, rated on a 5 point scale where each point is clearly identified and described with a minimum standard set for certification.	There are no comprehensive evaluations, rather only a few project evaluations. The UNICEF Evaluation Office has developed a conceptual framework for monitoring and evaluating capacity development, but its implementation is left to country offices.	2010 UNDP evaluation of capacity development.

<sup>37</sup> <http://www.fao.org/docrep/meeting/019/k8908e.pdf>

	FAO	IFRC	UNICEF	UNDP
<b>Findings on the relevance, effectiveness and efficiency of capacity development interventions</b>	<p>Findings from the 2010 Evaluation of FAO's Activities on Capacity Development in Africa: <sup>38</sup></p> <p>While there was an emphasis on technical skills, the FAO had neglected the development of soft skills such as information and communication technologies. Projects were also found to have taken inadequate account of and failed to address gender dimensions.</p> <p>Interventions were generally well implemented with good short-term results but were output focused. Moreover, outcomes were weak in term of strengthened enabling environments, more effective organizational behavior and the application of individual skills over time.</p>	<p>Strong performance of societies have tended to be autonomy, financial management, governance capacity, external communications and logistics. The most common areas of improvement sought by National Societies related to security and risk management, resource mobilisation, and human resources including volunteer management.<sup>39</sup></p> <p>The institution (i.e. the national society) assesses its own strengths and weaknesses for CD and develops its own strategy. The incentive for this is at least in part a desire to perform and to be seen to perform against international standards to which it has signed-up.</p>	<p>In a presentation to its Executive Board in 2010<sup>40</sup>, UNICEF noted a number of areas for improvement to its capacity development - related work:</p> <ul style="list-style-type: none"> <li>• UNICEF often took an approach that was ad hoc and focused on a limited set of actors and capacities (such as the skills of service providers) rather than on promoting systemic changes and strengthening institutions.</li> <li>• Levels of stakeholder participation and emphasis on promoting local ownership varied greatly.</li> <li>• There was an insufficient emphasis on human rights-based approaches, gender mainstreaming and the promotion of participation.</li> </ul>	<p>Findings from the 2010 Evaluation of UNDP Contribution to Strengthening National Capacities: <sup>41</sup></p> <p>The evaluation noted many staff members found the language used in the capacity development guidance technical and difficult to understand. It was not presented in a way which was easy to use with governments or to apply internally.</p> <p>There was also a lack of consensus in UNDP on what capacity development was and most staff considered everything UNDP did was capacity development.</p> <p>Implementation of the guidance, or even selected aspects of it, is not mandatory and is clearly labeled as non-prescriptive content.</p>

<sup>38</sup> FAO. 2010. Evaluation of FAO's Activities on Capacity Development in Africa PC 104/5 August 2010

<sup>39</sup> IFRC, 2015. Annual report 2014.

<sup>40</sup> UNICEF. 2010. The approach of UNICEF to capacity development, E/ICEF/2010/CRP.20, 3 August 2010

<sup>41</sup> UNDP. 2010. Evaluation of UNDP Contribution to Strengthening national capacities. UNDP Evaluation Office December 2010

	<b>FAO</b>	<b>IFRC</b>	<b>UNICEF</b>	<b>UNDP</b>
	<p>There had been success in assisting governments in the writing of policies but these policies were seldom implemented. This was found by the evaluators to be exacerbated by decentralization because the policies were developed centrally without attention to their implementation on the ground.</p> <p>FAO projects of 3-4 years were too short to achieve sustainable capacity development results.</p>		<p>In some countries and contexts, UNICEF had limited technical and financial capacity to support the analytical process that should underpin this approach.</p> <p>This lack of capacity had sometimes required choosing between and phasing of, interventions. UNICEF had also faced challenges in ensuring consistent, longer-term engagement and lacked technical capacity in some areas.</p>	<p>The degree to which managers choose to implement the policy guidance issued is therefore discretionary the lessons learned in capacity development were not well known to national governments.</p> <p>The evaluation considered that good practice emphasizes the importance of effective learning from experience through joint reflection between stakeholders about what works and why and how positive change is taking place. There was no evidence of UNDP engaging in this kind of frank dialogue.</p> <p>UNDP was supply rather than demand driven. Countries did not approach UNDP because they wanted support to develop national capacity but primarily because they wanted a service provider to do a particular job.</p> <p>UNDP had not addressed CD in a broad perspective but focused on functional capacity to formulate policies and strategies and on gap filling on technical capacities.</p>
<b>CD outcomes/ outputs, indicators and monitoring</b>	<p>All the Strategic Objectives have outputs referring to CD. The indicators and targets for these are however expressed in terms of national level results, not with reference to FAO support so there is no contribution pathway expressed.</p>	<p>An incentive to performance is provided by the Federation-wide Databank and Reporting System (FDRS) which was set-up following a decision of the IFRC General Assembly in 2009. It incorporates seven proxy</p>	<p>The great majority of UNICEF outcomes and outputs are expressed in terms of the governments and partners. Related indicators are for the most part sub-outcomes, rather than measures of UNICEF contributions, and very few</p>	<p>Evaluation finding: At the country level, instances of capacity development outcomes were found in results frameworks, credible supporting indicators were not. At corporate level UNDP as with FAO and UNICEF has no reliable capacity development indicators.</p>

	<b>FAO</b>	<b>IFRC</b>	<b>UNICEF</b>	<b>UNDP</b>
		indicators for the implementation of the 2020 Strategy with annual reporting by all societies and 80% of the membership reported on all 7 of the indicators in 2013 and many reporting on more detailed supporting indicators (note membership includes developed countries).	make any direct link to UNICEF, potential or actual contribution.	
<b>Capacity Development Units</b>	The capacity development elements of the work of FAO are supported by a central unit. Professional staff working specifically on capacity development are currently 4.5.	IFRC has an officer in its headquarters responsible for capacity development and support for capacity development in developing countries is provided by developed country societies.	UNICEF has no central capacity development unit and no units in its regional offices, some capacity development specialists are employed as consultants in projects.	UNDP had a capacity development Group in the Bureau of Development Policy until 2010/11. There were also regional advisors in most of the regional offices. This is no longer the case.
<b>Capacity development in procedures and manuals</b>	The FAO Guide to the Project Cycle refers to capacity development assessment as desirable not mandatory. However, the Standard Project Concept Review Template has a specific requirement to check if the three dimensions of capacity development are adequately addressed and this is followed-up in the project appraisal check list.	IFRC requirements are reflected in the Organizational Capacity Assessment and Certification (OCAC) process referred to above.	The UNICEF Policy and Procedures manual does not give any particular attention to capacity development.	The need to address capacity development was included in UNDP's 2003 programming manual and the 2008 revision (Programme and Operations Policies and Procedures).

	FAO	IFRC	UNICEF	UNDP
<b>Capacity development training and resource materials</b>	FAO has a capacity development website and developed 6 practical guidance materials prior to 2012. It also has an extract of key lessons and there are e learning modules for FAO staff. About 3 three face-to face one and half day courses are organized per year in HQ and decentralized locations.	There are materials linked to the Organizational Capacity Assessment and Certification (OCAC).	A number of technical notes have been developed for capacity development in Humanitarian Assistance and are available on the internet.	UNDP developed a comprehensive set of guidance and training materials for capacity development. The 2010 evaluation concluded that many staff members found the language used was technical and difficult to understand. Guidance was not presented in a way which was easy to use with governments or to apply internally. The layout is attractive but materials are lengthy at 60-70 pages.

**Data sources :**

**FAO.** 2015. Enhancing FAO's Practices for Supporting Capacity Development of Member Countries. Learning Module 1. Rome, 2015. <http://www.fao.org/capacity-development/resources/fao-learning-material/learning-modules/en/>.

**FAO.** 2012. FAO Good Learning Practices for Effective Capacity Development. Learning Module 3. 2012. <http://www.fao.org/capacity-development/resources/fao-learning-material/learning-modules/en/>.

**FAO.** 2015b. FAO Approaches to Capacity Development in Programming: Processes and Tools. Learning Module 2. Revised Edition. Rome, 2015. <http://www.fao.org/capacity-development/resources/fao-learning-material/learning-modules/en/>.

**UNICEF.** 2011a. Benchmark Prioritization Matrix. Capacity Development in Emergencies. CCC E-Resource. 2011. [http://www.unicefemergencies.com/downloads/eresource/capacity\\_development.html](http://www.unicefemergencies.com/downloads/eresource/capacity_development.html).

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**UNICEF.** 2011c. Capacity Development for the Core Commitments for Children in Humanitarian Action. Technical Note. Capacity Development in Emergencies. CCC E-Resource. 25 July 2011. [http://www.unicefemergencies.com/downloads/eresource/capacity\\_development.html](http://www.unicefemergencies.com/downloads/eresource/capacity_development.html).

**UNICEF.** 2011d. Matrix for CD Plan. Pg. 8. Capacity Development in Emergencies. CCC E-Resource. 2011. [http://www.unicefemergencies.com/downloads/eresource/capacity\\_development.html](http://www.unicefemergencies.com/downloads/eresource/capacity_development.html).

**UNICEF.** 2015. Data Companion to the Annual Report of the Executive Director. Progress and achievements to date on the UNICEF Strategic plan 2014-2017. May 2015.

**UNICEF** 2016. Data Companion & Scorecard to the Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015. New York City, May 2016.



## Annex 7: WFP Summary Report of Electronic Survey

1. This e-survey engaged 213 individuals representing Country Office managers (CD, deputy country directors (DCD), and CO senior staff; Regional Directors and Deputy Directors (RD, DRD) and RB senior staff; as well as HQ senior staff and managers.

### 1.1 Where do you currently work?

Response	Chart	Percentage	Count
HQ in Rome		20.0%	12
A Regional Bureau		35.0%	21
A WFP Country Office or sub-office		45.0%	27
Other (please specify)		0.0%	0
<b>Total Responses</b>			<b>60</b>

### 1.1 Where do you currently work? (Other (please specify))

# Response
------------

### 1.2 Which of the following areas of responsibility best describes your current professional role?

Response	Chart	Percentage	Count
Administration, Human Resources, Donor Relations or Financial Management		0.0%	0
Management or Supervisory Role (Director, Chief, RD, DRD, CD, DCD)		26.7%	16
Programme Officer or Technical Specialist - for example, M&E Officer, VAM, Nutritionist, Supply Chain Specialist, etc.		60.0%	36
Policy Development		5.0%	3
Other (please specify)		8.3%	5
<b>Total Responses</b>			<b>60</b>

### 1.2 Which of the following areas of responsibility best describes your current professional role? (Other (please specify))

# Response
------------

1. Inter-Agency (Cluster)
2. management, programme and policy

3. We are now called Programme Policy Officers, I'm head of programme policy for the RB
4. Je porte actuellement deux casques car le Directeur de pays couvre deux pays et il est physiquement localisé dans un autre pays et gere le bureau à travers différentes missions<sup>42</sup>
5. EPR

### 1.3 How long have you worked in your current role?

Response	Chart	Percentage	Count
Less than 1 year		16.7%	10
1 - 2 years		18.3%	11
2 - 5 years		43.3%	26
More than 5 years		21.7%	13
<b>Total Responses</b>			<b>60</b>

### 1.4 Do you identify as a

Response	Chart	Percentage	Count
Woman		53.3%	32
Man		43.3%	26
Prefer not to identify		3.3%	2
<b>Total Responses</b>			<b>60</b>

### 2.1 Which of the following thematic areas that WFP engages in best describes your current area of focus? Please select only one of the following.

Response	Chart	Percentage	Count
I am a manager		33.3%	20
I specialize in nutrition matters		5.0%	3
I specialize in matters related to social safety nets (assisting beneficiaries to plan, design and deliver programming to combat hunger)		18.3%	11
I specialize in emergency preparedness and response matters		13.3%	8
I specialize in logistics and supply chain related matters		1.7%	1
I specialize in planning and assessment, including VAM		6.7%	4
I am an administrative or financial services officer (including M&E related matters)		8.3%	5
I specialize in donor relations		0.0%	0

<sup>42</sup> I currently wear two hats as the Country Director covers both countries and is physically located in another country and runs the office through various missions

Response	Chart	Percentage	Count
Other (please specify)		13.3%	8
<b>Total Responses</b>			<b>60</b>

**2.1 Which of the following thematic areas that WFP engages in best describes your current area of focus? Please select only one of the following. (Other (please specify))**

#	Response
1.	COMET, Implementation, oversight and other issues
2.	as well as VAM & EPRP
3.	P4P and SHFs initiatives
4.	In addition to being a manager, I also provide Programme oversight (social safety nets) and nutrition technical guidance
5.	I am the Head of Programme Unit
6.	I specialize in Partnerships (Capacity Building for CPs)
7.	Capacity Development and programme support
8.	Broader focus, including capacity development, SSC, strategic management issues, SDGs, gender, school feeding, climate change adaptation, social protection issues.

**Based on your experiences, please select the answer that best represents your views on the utility of different WFP management tools for its capacity development work.**

	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know	Total Responses
3.1 The 2009 Policy on Capacity Development: An Update on Implementation	2 (4.1%)	16 (32.7%)	6 (12.2%)	15 (30.6%)	2 (4.1%)	8 (16.3%)	49
3.2 The 2010 Action Plan for the Implementation of the Capacity Development and Hand-Over components of the WFP Strategic Plan 2008-2013	4 (8.3%)	14 (29.2%)	5 (10.4%)	10 (20.8%)	5 (10.4%)	10 (20.8%)	48

		Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know	Total Responses
3.3	The Operational Guide to Strengthen Capacity of Nations to Reduce Hunger (2010)	4 (8.2%)	9 (18.4%)	8 (16.3%)	12 (24.5%)	4 (8.2%)	12 (24.5%)	49
3.4	Capacity Gaps and Needs Assessment in support of Projects to Strengthen National Capacity to End Hunger. (2014)	4 (8.2%)	9 (18.4%)	5 (10.2%)	17 (34.7%)	5 (10.2%)	9 (18.4%)	49
3.5	National Capacity Index (NCI) (2010, revised 2014)	10 (20.4%)	16 (32.7%)	3 (6.1%)	11 (22.4%)	4 (8.2%)	5 (10.2%)	49
3.6	The Design and Implementation of Technical Assistance and Capacity Development	2 (4.2%)	10 (20.8%)	9 (18.8%)	12 (25.0%)	6 (12.5%)	9 (18.8%)	48
3.7	Systems Approach for Better Education Results, SABER	0 (0.0%)	10 (20.4%)	3 (6.1%)	12 (24.5%)	18 (36.7%)	6 (12.2%)	49
3.8	Emergency Preparedness Capacity Index, EPCI	6 (12.2%)	13 (26.5%)	1 (2.0%)	10 (20.4%)	10 (20.4%)	9 (18.4%)	49

**3.9 | If applicable, please specify | Other thematic/sector-specific guidance documents or tools (please specify)**

#	Response
1.	COMET
2.	2014-2017 SRF Indicators Compendium
3.	Why don't you ask whether people actually know the CD policy? Most will never have read it some might even not have heard about it
4.	Afghanistan Capacity Development Strategy 2013
5.	Private Partner tool for Assessing Capacity Building Potential
6.	school feeding policy
7.	VAM assessment guidelines

#	Response
8.	Politique révisée alimentation scolaire 2013 <sup>43</sup>
9.	Revised School Feeding Policy
10.	Capacity development kit May 2012
11.	WFP Social safety nets guidance and how relates to capacity development
12.	Social Safety Nets policy
13.	M&E
14.	Monitoring SOPs
15.	Gender guidelines
16.	Safety Nets Policy
17.	Project budget plan guidelines
18.	WFP FFA manual and how it relates to capacity development
19.	Gender
20.	Minimum Monitoring Requirement
21.	Proyecto de desarrollo de capacidades del personal VAM <sup>44</sup>
22.	CbT manuels
23.	SABER Alimentation scolaire <sup>45</sup>
24.	Nutrition Policy
25.	External: World Bank Social safety nets course material and how relates to capacity development

**3.10 | If applicable, please specify | Country-specific guidance or tools (please specify)**

#	Response
1.	GFD - Somalia
2.	Third Party Monitoring Guideline
3.	SARP
4.	Note d'orientation sur la résilience <sup>46</sup>
5.	guides de recettes <sup>47</sup>
6.	CO M&E Guideline
7.	Food and Nutrition Council (FNC) capacity assessment (Zimbabwe)
8.	ICA
9.	The 3PA
10.	guide de mise en oeuvre des cantines scolaires <sup>48</sup>

<sup>43</sup> Revised school feeding policy 2013

<sup>44</sup> Plan developing capacities of VAM staff

<sup>45</sup> SABER school feeding

<sup>46</sup> Guidance Note on resilience

<sup>47</sup> Recipe books

<sup>48</sup> Implementation guide for school canteens

#	Response
11.	CO Prioritization Strategy
12.	Zero Hunger Strategic review which has identified a broader set of capacity gaps (Zimbabwe)
13.	SLP
14.	cartographies des petits producteurs <sup>49</sup>
15.	UNICEF capacity assessment of Department of Social Services (Zimbabwe)

**3.11 | If applicable, please specify | Region specific guidance or tools (please specify)**

#	Response
1.	Supply chain
2.	Regional Gender Strategy
3.	Regional SPR workshop
4.	A study report on monitoring and evaluation in work on Capacity Development
5.	Gender
6.	Regional Nutrition Workshop
7.	adapted EPCI LAC region
8.	Gender
9.	Regional Nutrition Workshop
10.	adapted EPCI LAC region
11.	Resilience

**3.12 | If applicable, please specify | Standard Project Reports (SPR)**

#	Response
1.	SPR
2.	PRRO
3.	2015 SPR Guideline
4.	N/A
5.	SPR

**Based on the above responses, what best represents your views.**

	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know	Total Responses
3.9 Other thematic/sector-specific guidance documents or tools (please specify)	0 (0.0%)	3 (12%)	0 (0%)	4 (15%)	17 (65%)	2 (8%)	26

<sup>49</sup> Cartography of small producers

	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know	Total Responses
3.10 Country-specific guidance or tools (please specify)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (17%)	10 (83%)	0 (0.0%)	12
3.11 Region specific guidance or tools (please specify)	0 (0.0%)	3 (38%)	1 (13%)	1 (13%)	3 (38%)	0 (0.0%)	8
3.12 Standard Project Reports (SPR)	4 (21%)	6 (32%)	6 (32%)	6 (32%)	2 (11%)	0 (0.0%)	19

**Based on your experiences, please tick the box that best represents your views.**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable / Don't Know	Total Responses
4.1 WFP capacity development (CD) activities in my Division/region/country/thematic area have contributed to changes in the enabling environment (e.g.: policies, strategies, resourcing of key institutions);	0 (0.0%)	6 (13.0%)	2 (4.3%)	25 (54.3%)	12 (26.1%)	1 (2.2%)	46
4.2 WFP CD activities in my Division/region/country/ thematic area have contributed to the effectiveness of national food assistance agencies.	1 (2.2%)	6 (13.0%)	6 (13.0%)	22 (47.8%)	9 (19.6%)	2 (4.3%)	46
4.3 WFP CD activities in my Division/region/country/ thematic area have contributed to the existence or better functioning of inter-agency partnerships that address the causes of hunger and food insecurity.	1 (2.2%)	8 (17.4%)	6 (13.0%)	24 (52.2%)	5 (10.9%)	2 (4.3%)	46

			Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable / Don't Know	Total Responses
4.4	WFP	CD	0 (0.0%)	4 (8.7%)	9 (19.6%)	28 (60.9%)	5 (10.9%)	0 (0.0%)	46
activities in my country/thematic areas have contributed to changes the capacity of individuals to design and implement efficient and effective food assistance programmes and policies.									
4.5	WFP	CD	1 (2.2%)	9 (19.6%)	9 (19.6%)	19 (41.3%)	7 (15.2%)	1 (2.2%)	46
activities in my country/thematic areas have contributed to changes in the capacity of communities to design and implement efficient and effective food assistance programmes and policies.									

**For each statement, please tick the box that best represents your views.**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable / Don't Know	Total Responses
5.1 The way we plan and deliver capacity development related activities has improved as a result of our strategic transformation from Food Aid to Food Assistance.	1 (2.2%)	8 (17.4%)	2 (4.3%)	26 (56.5%)	9 (19.6%)	0 (0.0%)	46



		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know	Total Responses
5.2	National and sub-national governments understand that WFP is transforming itself from a Food Aid body to one that is focused on Food Assistance.	1 (2.2%)	11 (23.9%)	5 (10.9%)	22 (47.8%)	7 (15.2%)	0 (0.0%)	46
5.3	The way(s) we assess existing national capacity enables us to effectively identify and respond to national capacity development needs.	6 (13.0%)	17 (37.0%)	6 (13.0%)	9 (19.6%)	7 (15.2%)	1 (2.2%)	46
5.4	WFP has enough financial resources to meet the capacity development needs of its national and sub-national level government partners.	12 (26.1%)	27 (58.7%)	2 (4.3%)	3 (6.5%)	2 (4.3%)	0 (0.0%)	46
5.5	WFP has enough and the right kind of human resources to meet the capacity development needs of its national and sub-national level government partners.	12 (26.1%)	19 (41.3%)	5 (10.9%)	9 (19.6%)	1 (2.2%)	0 (0.0%)	46

		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know	Total Responses
5.6	National and sub-national governments need more capacity development support than WFP can provide.	1 (2.2%)	1 (2.2%)	2 (4.3%)	20 (43.5%)	20 (43.5%)	2 (4.3%)	46
5.7	WFP personnel have the skills required to deliver the capacity development programming that they have been involved with.	6 (13.0%)	18 (39.1%)	6 (13.0%)	13 (28.3%)	3 (6.5%)	0 (0.0%)	46
5.8	The current assignment of roles and responsibility among sister UN agencies in relation to capacity development is clear.	12 (26.1%)	17 (37.0%)	6 (13.0%)	11 (23.9%)	0 (0.0%)	0 (0.0%)	46
5.9	The mainstreaming of Capacity Development in the current WFP Strategic Plan has increased our ability to develop and deliver capacity development activities.	4 (8.7%)	13 (28.3%)	5 (10.9%)	18 (39.1%)	5 (10.9%)	1 (2.2%)	46

**For each statement, please tick the box that best represents your views about the relationship between WFP's capacity development activities and its organizational culture.**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know	Total Responses
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		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know	Total Responses
6.1	WFP's current organizational culture is primarily based on the ability to deliver emergency assistance.	0 (0.0%)	8 (17.4%)	1 (2.2%)	25 (54.3%)	12 (26.1%)	0 (0.0%)	46
6.2	The transformation from Food Aid to Food Assistance is actively supported by WFP staff and managers.	0 (0.0%)	8 (17.4%)	6 (13.0%)	25 (54.3%)	6 (13.0%)	1 (2.2%)	46
6.3	The transformation from Food Aid to Food Assistance has had an impact on how WFP plans and delivers CD-related activities.	1 (2.2%)	5 (10.9%)	4 (8.7%)	26 (56.5%)	10 (21.7%)	0 (0.0%)	46
6.4	WFP has invested sufficiently in training to strengthen its ability to deliver capacity development activities.	10 (21.7%)	24 (52.2%)	4 (8.7%)	7 (15.2%)	1 (2.2%)	0 (0.0%)	46
6.5	WFP as a whole has appropriate organizational capacity and systems to deliver CD-related activities	8 (17.4%)	23 (50.0%)	3 (6.5%)	10 (21.7%)	1 (2.2%)	1 (2.2%)	46

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know	Total Responses
6.6 The frequent gaps between what WFP plans (or could plan) to deliver in terms of capacity development and the resources we have to do so weakens our ability to deliver capacity development.	2 (4.3%)	3 (6.5%)	2 (4.3%)	18 (39.1%)	20 (43.5%)	1 (2.2%)	46
6.7 WFP's planning systems focus too much on activities and not enough on the results we are trying to achieve.	0 (0.0%)	4 (8.7%)	2 (4.3%)	27 (58.7%)	13 (28.3%)	0 (0.0%)	46
6.8 We do not have the resources to undertake more comprehensive reporting of how our work has strengthened national capacity.	1 (2.2%)	9 (19.6%)	5 (10.9%)	12 (26.1%)	18 (39.1%)	1 (2.2%)	46

**7.1 List what you consider to be the three greatest strengths of WFP in the area of capacity development.**

Variable	Response
Greatest strength #1	The 44 response(s) to this question can be found in the appendix.
Greatest strength #2	The 40 response(s) to this question can be found in the appendix.
Greatest strength #3	The 33 response(s) to this question can be found in the appendix.

**7.2 List what you consider to be the three greatest weaknesses of WFP in the area of capacity development.**

Variable	Response
Greatest weakness #1	The 44 response(s) to this question can be found in the appendix.
Greatest weakness #2	The 43 response(s) to this question can be found in the appendix.
Greatest weakness #3	The 39 response(s) to this question can be found in the appendix.

**7.3 What suggestions would you make to improve quality of WFP’s capacity development efforts? Please provide up to three suggestions.**

Variable	Response
Suggestion #1	The 44 response(s) to this question can be found in the appendix.
Suggestion #2	The 41 response(s) to this question can be found in the appendix.
Suggestion #3	The 34 response(s) to this question can be found in the appendix.

**7.4 What suggestions would you make to strengthen WFP’s policy and/or policy framework for capacity development? Please provide up to three suggestions.**

Variable	Response
Suggestion #1	The 40 response(s) to this question can be found in the appendix.
Suggestion #2	The 30 response(s) to this question can be found in the appendix.
Suggestion #3	The 27 response(s) to this question can be found in the appendix.

**Appendix**

**7.1 List what you consider to be the three greatest strengths of WFP in the area of capacity development. | Greatest strength #1**

#	Response
1.	Is our flexibility and if we have the right resources and management support a lot can be done
2.	Knowlegdeable
3.	Existen áreas temáticas en las cuales el PMA tiene liderazgo y ejerce transferencia hacia los socios. <sup>50</sup>
4.	WFP is an organization grown around logistics. The strength of this is that logistical thinking has the potential to make what we do in terms of capacity development: (1) practical and (2) up-scalable.
5.	In areas where we have solid expertise, like IT, Log, VAM and Nutrition
6.	Dedicate staff
7.	Excellent reputation among external stakeholders
8.	Strong operational experience that can be translated into capacity for national/sub national governments
9.	The technical capacity in food delivery, logistics, food security assessment, preparedness, etc.. of WFP professionals
10.	Staff experience and in-country knowledge.
11.	supply chain management including procurement
12.	Linking Humanitarian and Development Action in FSN
13.	tangible results and examples/best practices of CD activities in some country offices and regional bureaus, where it was proved that WFP can plan and deliver solid CD support
14.	Institutional development
15.	strong relationships with key stakeholders including government, UN/NGOs,

<sup>50</sup> Thematic areas in which WFP has exercised leadership and has transferd to the partners

- | #   | Response  |
|-----|---|
|     | communities   |
| 16. | Significant lessons based on the strong field presence  |
| 17. | Field presence  |
| 18. | Ability to change and learn   |
| 19. | Technical capacity  |
| 20. | WFP has a cross-section of activities that provide it with the relevant experience on capacity development, and the right skill-sets areas such as food security, VAM, School Feeding Programme etc   |
| 21. | Strong technical knowhow within technical areas in particular in relation to supply chain, EW, food assistance planning, and assessments.   |
| 22. | Logistic capacity dev   |
| 23. | understanding services delivery mechanisms  |
| 24. | Présence effective sur le terrain et large réseau <sup>51</sup>   |
| 25. | Very strong in statistics and data which is a challenge for many partners and government  |
| 26. | L'expertise en matière de renforcement des capacités dans les domaines qui concerne le PAM <sup>52</sup>  |
| 27. | Presence effective sur le terrain <sup>53</sup>   |
| 28. | Operational understanding and know-how in technical areas   |
| 29. | Ability to implement projects   |
| 30. | Supply Chain knowledge and capacity   |
| 31. | Resouce Mobilization  |
| 32. | WFP has strong presence at grass-root level.  |
| 33. | Our presence and (in most cases) governments appreciation/respect and demonstrate a willingness to work with us   |
| 34. | Focus and experience in Food Security and Nutrition   |
| 35. | Investissement dans la formation de son staff national et international, développement de nouveaux outils en ligne pour des formations en lien avec l'évolution de l'assistance du PAM. <sup>54</sup> |
| 36. | Emergency response for Governments with their own food/cash   |
| 37. | Individual staff who are dynamic and flexible and really get it   |
| 38. | Technical expertise in supply chain and distribution planning/implementation  |
| 39. | Ability partner with national governments to support their ownership regarding zero hunger.   |
| 40. | excellent technical skills  |
| 41. | WFP's deep field and thus bottom-up capacity development opportunities that arise   |

<sup>51</sup> Effective field presence and extensive network

<sup>52</sup> The expertise in capacity building in the domains concerning WFP

<sup>53</sup> Effective field presence

<sup>54</sup> Investment in training its national and international staff, developing new online tools for trainings related to the evolution of WFP's assistance.

**# Response**

42. Community presence and networks (incl trust)
43. We have a great deal of technical knowledge that could be shared (logistics, ETC, vulnerability assessment, etc.).
44. Technical experience

**7.1 List what you consider to be the three greatest strengths of WFP in the area of capacity development. | Greatest strength #2**

**# Response**

1. Corporate knowledge is available, but the knowledge is not shared and we reinvent the wheel to many times and lose limited resources available and time revamping over and over again and rebranding instead of focussing
2. Technical know how
3. Hay esfuerzos para desarrollar materiales didácticos y actividades de transferencia de fortalecimiento de capacidades de los socios.<sup>55</sup>
4. There are great people who can make Capacity Development work in the organization, but only if they are given the right resources, trust, flexibility, chance to experiment, time (and a bunch more requirements).
5. Good relations with governments and partners (trust)
6. Strong presence in the field
7. The reputation as a United nations agency
8. Technical expertise in specific areas (supply chain, emergency preparedness, early warning, assessments).
9. Food security monitoring/EWS
10. Hands on, practical approach to FSN problems and solutions
11. this should also go under No.1 - WFP programme staff, who while having even emergency background (which taught them to be creative in difficult situations/contexts) can now apply this approach 'we deliver' for CD activities as well, this is why in some countries WFP is able to demonstrate tangible outputs for CD activities
12. Knowledge generation
13. Donor support for WFP's presence and scale of operations in country
14. The range of activities from humanitarian to development through the recovery process
15. Commitment
16. We have skills, we just need to learn how to use them to support governments
17. Commitment
18. Deep field presence.
19. Credibility among governments and donors about WFP being the partner of choice re cap development to reach zero hunger.
20. Information management (vulnerability analysis)

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<sup>55</sup> There are efforts to develop teaching materials and transfer activities for capacity building of partners

#	Response
21.	Expériences et expertises dans le domaine de la lutte contre la faim <sup>56</sup>
22.	A very large workforce especially of national staff who understand the national context well (which is very important in providing relevant capacity strengthening to partners and government).
23.	Présence sur le terrain et la capacité d'engager des dialogues politiques <sup>57</sup>
24.	Relations avec le Gouvernement <sup>58</sup>
25.	Field presence and outreach to communities and sub-national authorities
26.	Field presence
27.	VAM and Nutrition knowledge and capacity
28.	Contact and relations with host Government
29.	WFP has many rich experienced field staff who know how to work with the local community and Government. WFP has a plenty committed staff working in very tough places.
30.	As an organisation we are creative problem solvers which means we can find new and innovative solutions
31.	Field Reach
32.	Participation des cadres gouvernementaux dans la préparation et la mise en œuvre des programmes dans plusieurs pays dans lesquels le PAM intervient. <sup>59</sup>
33.	Supply chain, especially logistics expertise
34.	A shifting mind set of staff to be enablers instead of doers
35.	Vulnerability analysis
36.	Strategic plan that throughout the years has furthermore highlighted the importance of capacity development and its prioritization.
37.	Good relations with governments
38.	Various activities across programmatic areas that are being undertaken on capacity development
39.	Credibility in institutions through food and CBT transfers
40.	Recognition

### **7.1 List what you consider to be the three greatest strengths of WFP in the area of capacity development. | Greatest strength #3**

#	Response
1.	Strong Field Presence
2.	Es posible tener acceso a recursos para hacer desarrollo de capacidades <sup>60</sup>
3.	The world is ready for WFP to be an agency to bring Capacity Development to it. The question is WFP - and especially its senior managers - ready to deliver on this? If WFP

<sup>56</sup> Experience and expertise in the field of the fight against hunger

<sup>57</sup> Field presence and the ability to engage in policy dialogues

<sup>58</sup> Relations with government

<sup>59</sup> Involvement of government officials in the preparation and implementation of programs in several countries in which WFP operates.

<sup>60</sup> Being able to access resources for capacity building



- # Response**  
gets its act together on this, the funding to deliver will be there, but we need to be ready first.
4. Strong technical know how and good understanding of the context
  5. On-going dynamic and transformation within the Organization
  6. Flexibility.
  7. Deep field presence
  8. Directly implementing many FSN activities on the ground
  9. While it has not become a strength yet, but the effort currently emerging in WFP through training of staff (in technical and soft skills - Leadership for zero hunger, Programme learning journey) needs to be appreciated/further expanded/supported
  10. System Development
  11. We can play a critical role in supporting and collaborating with other organizations in joint programs to support capacities of national institutions. WFP cannot and should not "do it alone" but we are an important part of a community that can work together to achieve strong results
  12. Attractive mandate and activities conducive to Government buy in
  13. Diversified experience
  14. Adequate financial resources - if well channelled, to support capacity development.
  15. CBT knowhow
  16. Cadres stratégiques et outils<sup>61</sup>
  17. Immense experience in emergency and preparedness
  18. Leader technique dans la sécurité alimentaire<sup>62</sup>
  19. Well-respected organization that is transparent and accountable
  20. Experience and technical expertise in food assistance and food security
  21. Focus on institutional implementation capacities as well as on policies and planning
  22. Global presence
  23. WFP is the well known largest humanitarian agency in the world; has set up comprehensive institutional capacity development system to ensure in achieving its goal.
  24. Menu of activities to hand over
  25. Suivis conjoints des activités du PAM sur le terrain dans certains pays.<sup>63</sup>
  26. School feeding for government school feeding programs
  27. National staff who can help to bridge the national capacity understanding
  28. Simulations
  29. Recognition of MICs and south south cooperation as important countries and interventions for capacity development and achieving zero hunger.
  30. experience of working with communities

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<sup>61</sup> Strategic frameworks and tools

<sup>62</sup> Technical leader in food security

<sup>63</sup> Joint follow-up of WFP field activities in some countries

**# Response**

31. WFP's unique opportunity to create capacity development as early as in emergency situations given the context of our work
32. Knowledge in terms of VAM and supply chain management
33. Presence

**7.2 List what you consider to be the three greatest weaknesses of WFP in the area of capacity development. | Greatest weakness #1**

**# Response**

1. We expect by issuing a guideline at higher level that we are done and then are surprised it does not work when actual implementation guidelines do not exist nor the COs and RBs are provided with funds to support scale up and role out
2. Imbalance between designed CD activities and financial structure. CD activities are mostly underachieved due to inappropriate budgeting as the result of the current financial structure
3. No se dispone de todas las especializaciones necesarias para hacer un desarrollo de capacidades que responda a las transiciones corporativas y las necesidades de los socios.<sup>64</sup>
4. The Capacity Development team in HQ approaches Capacity Development from an academic - i.e. theoretical and conceptual - perspective. These are the people who need to explain to higher management how this works, but if they even don't get it (from a practical, working) perspective, how are we ever going to get it going?
5. Food Security is broader than food assistance. Our mandate and tools are too limited.
6. Restricting activities to short funding deadlines while they are supposed to have an impact
7. Insufficient CD&A budget
8. Lack of skills (human) required to build capacity
9. Lack of funding for countries (usually lower middle income countries) where capacity development and augmentation is the best strategy
10. WFP staff do not know how to do capacity development, even if they have the technical knowledge.
11. Funding
12. Not investing enough staff time and resources in it
13. Lack of concrete tools and guidance for COs on practical arrangements/implementation. that also includes lack of good indicators for strategic results framework. The structure of the SPR does not allow for comprehensive reporting and concentration on the CD activities (except for 2-3 sections in it with word limit).  
the attention/effort/resources spent on finding the proof of effectiveness (action research, impact studies) should be dramatically strengthened
14. M&E
15. WFP always wants to lead CD efforts, but often WFP's strength is not in leading collaborative efforts, but contributing with technical assistance or specific interventions

<sup>64</sup> Do not have all the necessary expertise to implement capacity development in a way that responds to corporate transitions and to partners' needs

#	Response
16.	The funding model, the 100% voluntary contributions
17.	Lack of skills to deliver capacity development
18.	Staff
19.	Focus on activity implementation
20.	Limited commitment to implement capacity related interventions as stipulated in the policies. CD is not a priority
21.	Lack of joint and harmonized strategy and approach at all levels - corporate, regional and CO levels
22.	Changes too quick subjects - CD is now important- it may no longer be in 5 years time
23.	Lack of understanding of/insight in public administration (and financing) and bureaucratic systems that need to accommodate hunger solutions
24.	Intérêt des managers et leur capacité de suivre les activités de renforcement des capacités au sein de leur bureau <sup>65</sup>
25.	Reluctance to learn from external non WFP partners
26.	Ressources financières limitées dans les pays ou il n'y a pas de crise <sup>66</sup>
27.	Ressources financières et techniques <sup>67</sup>
28.	Limits of our financial framework and resourcing system.
29.	Lack of understanding what CD means and common approach across the board
30.	Too much focus on community level activities (micro-institutions)
31.	Talent in the field is not recognized.
32.	Field staff face to the WFP beneficiaries and partners on daily basis, opportunity and resources to strengthen their capacity is not sufficient.
33.	Sufficient and committed resources (USD, HR, etc.) to see the full implementation of any CD activity with partners and gov't
34.	Lack of Institutional Memory
35.	Faible communication avec la partie gouvernementale. <sup>68</sup>
36.	Understanding public policy, government budgets, etc.
37.	No real investment
38.	No corporate support to actually create country office CD strategies linked to a changing operational role for WFP.
39.	WFP funding mechanisms are oriented still towards emergencies, and not enough for preparation or capacity development.
40.	Functional capacities to undertake CD
41.	More trainings internally needed for CO staff across functional areas
42.	Lack of tools and guidance for detailed technical gap analysis and project subsequent planning

<sup>65</sup> Interest of managers and their ability to monitor capacity-building activities in their office

<sup>66</sup> Limited financial resources in countries where there is no crisis

<sup>67</sup> Financial and technical resources

<sup>68</sup> Poor communication with the government partner

**# Response**

43. No central guidance or strategy on how WFP does capacity building- every RB, CO, division is just doing their own thing without any coordination.
44. Absence of Long term planning

**7.2 List what you consider to be the three greatest weaknesses of WFP in the area of capacity development. | Greatest weakness #2**

**# Response**

1. We forget that while tools could be good, most of the governments we work with do not want to implement them as they do not want to be seen as not doing a good job as it could affect their next election and or progress to a Lower middle income status. ex. major factor why we can't role out SABER in many countries and where we do why they do not want to have the report published on the WB website.
2. Lack of smart indicators to measure results of CD activities
3. Los recursos para hacer desarrollo y fortalecimiento de capacidades internas y externas no son una prioridad y dependen de los esfuerzos de individuos.<sup>69</sup>
4. WFP managers in general have little or no understanding of what real capacity development is. If you have to work with one of those managers are someone who has to implement capacity development and then are looking at a list of trainings and other stuff that needs to be worked down - something you see won't work but you are forced to do it or declared incompetent, it is extremely hard to deliver.
5. Capacity development at the community level relies on the capacity of the field assistance monitors, who often do not the needed comprehensive knowledge and/or enough exposure within WFP. Insufficient human and financial capital at the capital as well as community level to have lasting impact. We often spread our selves to thin.
6. Staff turnover (within WFP and within government)
7. Lack of high level expertise
8. Emergency response history & culture
9. The funding model which is focused on food aid (or cash transfers)
10. Lack of dedicated resources.
11. Too short and fragmented project cycles
12. Not using practical expertise we have on account of it not being adequate for use in CD activities
13. While outlined as Strength no. 1, i.e tangible results/achievements on the ground with regards to the CD activities in countries/regions, WFP's weak point is lack of culture for sharing best practices and dissemination of knowledge. very often programme officers have to reinvent the wheel in the absence of information/operational guidance/vivid description of examples, PGM/wfpgo is really not userfriendly to look for those. only personal contacts might be of help in this case (however, with constant rotation this is also a challenge). on top of that CD activities/context require WFP to reconsider the reassignment cycle for the countries, as CD project cycle is much longer than emergency one and requires continuity and consistency. in fact when discussing with peers the CD activities - turnover of staff was cited on many occasions as an issue

<sup>69</sup> Resources for development and strengthening of internal and external capacities are not a priority and depend on individual efforts

#	Response
14.	Ability to adjust to technical upstream support
15.	WFP doesn't measure or regularly evaluate our capacity development interventions, which makes it very difficult to position and convince partners of our added value and proven track record
16.	Less/weak partnership with governments compared to other agencies
17.	Lack of right people to conduct training (people don't understand the concept "capacity development").
18.	Funding
19.	Do not have clear Capacity development vision
20.	Limited number of the right skill-sets for capacity development kind of interventions
21.	Lack of clear and high quality tools, guidance and training of individuals on how to conduct cap dev initiatives, cap dev assessments, or how to measure the impact. This is most likely because cap dev has not been a corporate priority in practice.
22.	WFP funding sources that still focus very much on delivery of services (food/cash) rather than capacity support and national systems building/strengthening
23.	Cohérence et mécanismes de coordination efficaces au sein même du PAM <sup>70</sup>
24.	Not adequately strategic so as to be the lead in a particular area
25.	Flexibilité limitée des programmes de renforcement des capacités <sup>71</sup>
26.	Cadre normatifs claire et guide <sup>72</sup>
27.	Remaining perception of WFP as an emergency and food aid delivery agency
28.	Lack of capacity to deliver CD and TA
29.	No focus on economic objectives (enable trade)
30.	Reassignments are not done to match talent with the needs of the field.
31.	WFP develops many policies, guidelines and guides in the last few years. Normally, the HQ sent a link to the CO/SO staff for them to know the new documents. It is not enough. Frequently, the field staff don't understand how it's relevant to their work.
32.	We reinvent the wheel each time we start a new CD initiative. We do not seem to be able to hold and access previous learning to move past the challenges we repetitively face.
33.	Lack of commitment to longer term development needs
34.	Faible appui aux initiatives des Gouvernement <sup>73</sup>
35.	Not having the right staff/skill set
36.	Talking the talk before we have the skills to walk the walk
37.	Internal staff capacity assessment and capacity strengthening
38.	WFP staff rosters are for emergencies, not a corporate one for CD.
39.	Equating training with CD

<sup>70</sup> Coherence and effective coordination mechanisms within WFP

<sup>71</sup> Limited flexibility of capacity development programs

<sup>72</sup> Clear normative frameworks and guide

<sup>73</sup> Limited support to government initiatives

**# Response**

40. More systematic engagement support needed due to the nature of capacity development cutting across the mandates of various other UN agencies
41. M&E for capacity development
42. Lack of capacity within WFP to train people- for example we might be experts in logistics but we do not know how to transfer those skills.
43. Technical capacity

**7.2 List what you consider to be the three greatest weaknesses of WFP in the area of capacity development. | Greatest weakness #3**

**# Response**

1. We are often too rigid and want to focus too much on ownership of methodologies we develop and are not flexible enough to adjust them to the partners we need. ex. 3 PA although agreed at corporate level by the RBA, in the field the staff of our counterpart agencies (FAO, IFAD, UNICEF) refuse to even acknowledge each methodology has their advantages. Big drive by all agencies to promote their methodologies only.
2. Lack of adequate strategy to strengthen local partnership on CD
3. No hay una estrategia clara para combinar desarrollo de capacidades con gestión del conocimiento, por lo que se camina en círculos.<sup>74</sup>
4. There are a whole lot of preconceptions in WFP, also about Capacity Development. Just read through the questions in this survey: it is full of pre-perceived concepts, e.g. (and sorry can't recall the right words) "countries ready to design programmes to address hunger" (or something like that). Can't we really rethink this whole thing? Get field people involved, not just HQ.
5. We need to be more strategic in the engagement of CO with RB and RB with HQ to influence a local agenda. We should learn from UNICEF how RB/HQ are reinforcing local level initiatives.
6. Restricted number of staff
7. Lack of longer term vision/plan at country level
8. Risk of overlap with other agencies who are better-equipped.
9. Limited Capacity Development tools for assessment/analysis/reporting
10. Unclear guidance and tools (including measurement and indicators)
11. Lack of corporate approach/implementation for staff capacity building on CD activities. as outlined in strength while some of the current initiatives in trainings (LFZH, PLJ) are excellent! they can cover only some limited number of staff, and on some topics. some userfriendly/cost-efficient approaches should be designed to cover not only international heads of programmes, but national officers, and all programme staff and staff from other units on CD (nutrition, policy, partnership), i.e. mandatory on-line courses (linked to performance evaluations) - basic, advanced, etc. To tackle this weakness 2 and 3, sessions (under RBs, or thematic) could be organized not in a form of trainings but rather sharing examples/consultation sessions, which will have to tackle several issues - sharing lessons learnt, training purpose (20% out of 70-20-10 approach), planning at the session of what could be applied replicated.
12. Only the above two

<sup>74</sup> There is no clear strategy to combine capacity development with knowledge management, so we walk in circles

#	Response
13.	Donor's aren't yet convinced of WFP's role in capacity development which is why it is consistently under-funded. WFP would be better off programing a wholistic lifecycle program which includes capacity development as an integral part of an overall portfolio approach
14.	Lack of clarity and priority areas fro CD
15.	Lack of follow up on resultat
16.	Staffing
17.	Lack of resources
18.	The culture of emergency response - food based responses.
19.	Lack of leadership/ownership of the processes. Lack of tools and thinking how to strengthen the governments in this role. This would in line with the partnership goals.
20.	Connaissance du staff en charge de la mise en oeuvre <sup>75</sup>
21.	Rigidity and very slow pace in adopting new approaches to capacity building
22.	Difficile à évaluer l'impact vu que les programmes ont des délais très courts <sup>76</sup>
23.	Champ d'action limité aux activités spécifiques du PAM lié a la sécurité alimentaire <sup>77</sup>
24.	Staff dedicated to capacity development activities and not involved in day-to-day operational management
25.	Lack of resources dedicated to CDA
26.	Wrong strategy for capacity development
27.	Too much concentration on Twitter and other social media. Let's just worry about getting the job done.
28.	There is no clear annual work plan for WFP capacity development policy implementation for the COs/SOs.
29.	Lack of Management support to CD
30.	Faible engagement du PAM dans l'effort d'appropriation des activités par la partie gouvernementale. <sup>78</sup>
31.	Cultural change to making capacity development important in our daily work
32.	Particular low understanding of the value of capacity building- we still think we need to come to the party with a transfer wrapped in a pretty box with a ribbon
33.	Financing
34.	We have the theory and the strategic objectives as a strong foundation, but project structures and M&E for CD is still in initial stages.
35.	Understanding and responding to the CD needs of partners using a systems approach with a focus on institutions
36.	Greater awareness raising on WFP's comparative advantage needed for capacity development that needs to be supported in-country
37.	Lack of buy in for our mandate in terms of Technical Assistance from third parties like sister agencies
38.	Lack of financial resources to commit to capacity building.

<sup>75</sup> Knowledge of the staff in charge of implementing

<sup>76</sup> Difficult to assess the impact because the programs have a very short timeframe

<sup>77</sup> Scope of action limited to WFP's specific activities in the field of food security

<sup>78</sup> Limited commitment of WFP to ensure ownership of activities by gouvernementale partner.



**# Response**

39. Long term funding

**7.3 What suggestions would you make to improve quality of WFP's capacity development efforts? Please provide up to three suggestions. | Suggestion #1**

**# Response**

1. Be more clear and realistic in what WFP can and can't do we contribute to capacity development we do not do capacity development that is a big difference. Most of our partners need to a lot themselves.
2. Review Financial struture to give room for innovative CD activities.
3. Crear líneas presupuestarias que respondan a la prioridad que se le da al tema en los documentos estratégicos.<sup>79</sup>
4. Think creative. There are great people among the WFP staff but they can't engage because of the archaic management structures they are cemented in. You can't get the best out of people when they are stuck in a structure that does not support this, working under supervisors who don't get it what Capacity Development is really about. Working in Capacity Development requires you to be very much involved and often go against the grain with your counterparts ) they'd like you to do it all for them and give all their heart's desire, but you know that for sustainability you should not - that is a given. However it should not be a given that those "fights" are the easy ones, the ones with your boss(es) inside WFP tend to be the really hard (and often nasty) ones.
5. Be clear that capacity development needs many years and continues investment to show fruits. To go beyond a country strategy and how to design 10 year programmes and related log frames and budgets with clear milestones - with plan B's and Cs if progress is not as planned.
6. Allowing more time for CD&A activities (negotiate with donors)
7. Recruitment/training of CD experts at RB and CO levels
8. Greater clarity on what we mean by capacity. What kind of capacity? For whom? How measured or quantified?
9. WFP's pool of high-level professionals worldwide should be tapped (2 week - 1 month assignments) by the countries where CD&A is implemented for specific technical support
10. Should be coordinated at corporate level
11. More stable and multiyear funding
12. Increase risk appetite to respond to requests for CD
13. Dramatically revise CD related strategic results framework to make the reporting on actual results/impact meaningful
14. Improve on M&E
15. See suggestions embedded in weaknesses comment
16. Increased resources allocation, ODOC portion
17. Replace staff which people have the skill-set to deliver
18. Train staff on what we mean by Capacity Development

<sup>79</sup> Create budget lines that respond to the priority given to this topic in strategic documents.



#	Response
19.	Clear vision
20.	Walk the talk. WFP should go beyond talking to doing.
21.	Develop cap dev specific strategies at CO level that are part of the CSP.
22.	Leave to other agencies or leverage on what is or strength only
23.	Dedicated, pooled, in-house funds for CD&A - particularly focused on transition countries with limited food/cash delivery.
24.	Renforcer les connaissances liées aux politiques et stratégies du PAM en matière de renforcement des capacités à tout le personnel, particulièrement les managers - lancer une campagne d'info et de sensibilisation <sup>80</sup>
25.	To avoid starting from scratch and identify good practices and lessons from outside WFP so that they can keep up to speed with what is going on
26.	Elaborer des programmes sur un cycle de 5 ans <sup>81</sup>
27.	Renforcement des Capacités ne doit pas être lié aux volumes de distribution <sup>82</sup>
28.	A communication strategy/campaign to document and showcase all the work done by WFP in capacity development and its results after years.
29.	Dedicated resources (human + financial)
30.	New strategy based on our strengths, on where we have or can have leverage and increased involvement of the Private Sector as opposed to the Public Sector
31.	Offer TDYs to local staff
32.	Field staff face to the WFP beneficiaries and partners on daily basis, WFP should pay more attention and allocate resources to strengthen their capacity.
33.	dedicated resources (not just CD&A)
34.	Increase fundraising
35.	Plus grande communication <sup>83</sup>
36.	Identify a few countries/areas and really invest in capacity strengthening and show clear/concrete results along with quick wins
37.	Serious investment
38.	Link with external organisations which have greater expertise in the CD area, to help WFP development a coherent CD strategy in country. WFP should not try to do everything itself.
39.	A more comprehensive CD M&E and reporting framework.
40.	Invest in upgrading the skills of staff to 'do' CD
41.	Systematically pilot test some of the corporate methodology (e.g. assessment of capacity development) and share lessons learnt
42.	Attract staff with experience in building social safety nets
43.	We need to develop a clear strategy and guidance on how WFP should do capacity building- ie only for certain functional areas that we have expertise in. Right now all the

<sup>80</sup> Strengthen knowledge related to WFP's capacity development policies and strategies of all staff, particularly managers - launch an information and awareness campaign

<sup>81</sup> Develop programs on a 5 year cycle

<sup>82</sup> Capacity building should not be linked to distribution volumes

<sup>83</sup> More communication

**# Response**

different activities are just popping up- donor driven or the idea of one person in a country office, etc. Even at HQ there is not one division who is charged with coordinating these activities.

44. Training to the staff

**7.3 What suggestions would you make to improve quality of WFP's capacity development efforts? Please provide up to three suggestions. | Suggestion #2**

**# Response**

1. Don't over promise and then be surprised of what can be done.
2. Develop practical and simple indicators to measure CD and to facilitate reporting of what we do.
3. Hacer alianzas con entes externos para disponer de los expertos necesarios en ciertos temas de fortalecimiento de capacidades.<sup>84</sup>
4. We need to do research on Capacity Development. We need to increase our knowledge on what works and what does not and in which context and why. There is so much we can learn even from what we do now. But there is nothing (or very little) in place to facilitate this.
5. Have different on-line training packages for FAM, PO, DCD, CD as well as the support services on what we want to achieve, how to approach government administrations and how to overcome a lag of commitment, compliance and comprehension by the counterpart.
6. Ensure all stakeholders engagement ( especially other UN agencies)
7. Robust CD&A resources mobilization at HQ and RB levels supporting COs' efforts
8. A capacity development fund
9. Better assessment of actual needs at country/sub national level
10. Long-term capacity delivery agreements
11. Advocate more actively funding for CD, especially from host governments
12. Evaluation and M&E units designed EXCELLENT EQUAS and step-by-step instructions for decentralized evaluations. this could be an excellent example of guidance/tools for CD related activities. WFP programme officers at field level are really in need of practical advice/tools to support their planning and implementation
13. Provide financial support for technical support
14. Develop WFP staff capacity to deliver CD activities
15. Link CP to clear results
16. Provide package to the old school thinks
17. Design CD&A based on government requirement and needs
18. WFP should also recognize efforts from countries that seem to be excelling in capacity development and promoting this. Unfortunately, such countries as usually small and therefore normally 'forgotten', since the focus is more on the larger country operations which implement emergency responses
19. Ensure that we have the staff with right level of knowledge in place at all levels. Recruit

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<sup>84</sup> Make alliances with external entities to provide the necessary expertise in certain areas of capacity building.

- # Response**  
new people or second them from e.g. UNDP.
20. Roster of experts in specific areas of work to assist CO teams to address specialized areas of work beyond usual staff capacity
  21. Développer des outils pour la conception des programmes de renforcement des capacités et des cadres cohérents pour le suivi des résultats<sup>85</sup>
  22. To be a listening partner and respond progressively as opposed to waiting for a big move
  23. Apporter les financements adéquates aux pays stables<sup>86</sup>
  24. Favoriser les Profils techniques (M&E, VAM, CBT, Market analyst...) et disparation des chargé de programme généralistes<sup>87</sup>
  25. A financing strategy for capacity development initiatives at regional and country level
  26. CO approaches and CDA activities need to be prioritised and well funded in order not to spread resources too thinly and to be able to deliver; WFP needs to be able to say no and focus on one thing and do it well
  27. Focus on (macro) institutional capacity development and environment
  28. Hold round tables at the regional level so that staff who have experience, share it with others.
  29. Good policy/guideline/guide needs a good dissemination approach to ensure majority of the staff understand it. Posters, booklets or flyers can be used to disseminate the key information of the new policy/guide.
  30. Library or experience and knowledge that is EASILY accessible and quick to read as a manager.
  31. Increase Knowledge Management on how to do it
  32. Appui du PAM en matériels et autres outils nécessaires au renforcement des capacités.<sup>88</sup>
  33. Focus more on local private sector capacity strengthening
  34. tools to measure the impact of our interventions in capacity building
  35. Link CD EXPLICITLY with a reduction in WFP's own direct operational role. This helps create the donor business case for investment in this area.
  36. Hold regular regional and global meetings with government stakeholders on best practices and intervention models. This is a main driver of CD activities at country level with governments.
  37. Provide adequate resources for CD
  38. Increase engagement of the community of practice and the sharing of lessons learnt
  39. Develop tools and train staff on building/enhancing social safety nets; and to package CD activities in COs
  40. We need to train our staff on how to do capacity building.
  41. Long term funding

<sup>85</sup> Develop tools to design capacity building programs and coherent frameworks for monitoring results

<sup>86</sup> Provide adequate funding to stable countries

<sup>87</sup> Promote technical profiles (M & E, VAM, CBT, Market Analyst ...) and eliminate generalist program managers

<sup>88</sup> WFP's support in providing material and other tools for capacity building.

### 7.3 What suggestions would you make to improve quality of WFP's capacity development efforts? Please provide up to three suggestions. | Suggestion #3

#	Response
1.	Reduce complicated indicators like NCI as they are difficult to implement and most of the time we are not able to implement and or measure them properly
2.	Increase partnership on CD especially in local settings using locally owned solutions
3.	Crear un sistema de seguimiento de resultados y un mejor sistema de evaluación de necesidades de los socios. <sup>89</sup>
4.	To be effective in work like Capacity Development, you need passion and commitment. It is not about stacking blocks (figurative way), but it is more about constantly questioning yourself and rethinking what you are doing. This requires much intellectual and emotional energy. Struggling with internal hindrances - especially managers and bureaucratic structures - which make this so hard, are not at all helping. Allow staff to be flexible, see what really motivates them, give them some real training (and real training is not the usual WFP, get one bunch of very diverse people together for one week in a luxury hotel and have a whole series of PPTs thrown at them by people who don't always know what happens in the field), let them develop their own capacities and most of all recognize that money - paying more - does not solve everything.
5.	Be upfront on where our mandates cross with UNDP, FAO, UNICEF etc and explain how to go about it.
6.	Better distribution of responsibilities (less pressure on staff)
7.	Reinforce collaboration within UN system
8.	Identify a few key areas where WFP should focus its CD efforts (comparative advantage).
9.	Increased ability to outsource specialized technical capacity for CD delivery
10.	Invest more untied DSC resources to CD activities
11.	Training and knowledge sharing suggestions are outlined above
12.	Adapt policy to take into account the needs of middle and upper middle income countries.
13.	Engage in partnership with other UN agencies with strengths in CD
14.	Simplify CP activities and make all WFP staff understand what is it about
15.	Make sure funds are available to invest in CD, there is a need for multi year reliable funding
16.	Invest in national staff
17.	Improve the tools used to monitor and report on CD. In most cases, the standard reporting formats/documents do not have adequate indicators to report on CD, as most of the reports are related to tonnage and beneficiaries.
18.	Ensure clear corporate guidance. However the guidance needs to be contextualized in each country.
19.	Provision of training on non-WFP specific issues such as public administration systems, public financing, fiscal considerations etc.
20.	Insister sur la nécessité d'avoir dans les exit strategy des opérations d'urgence, des liens clairs/ résultats concrets à atteindre en termes de renforcement des capacités des communautés <sup>90</sup>

<sup>89</sup> Create a system for monitoring results and improve system to evaluate partners' needs.

#	Response
21.	To find their niche in different countries and ensure that they are the go to for that particular area
22.	An update and sharing of all WFP capacity development tools that can be offered to counterparts in different areas of expertise
23.	All our activities in the emergency and humanitarian area will need to have a secondary (economic) objective. Enable Aid while enable Trade or 'Aid for Trade'. No emergency or humanitarian operations with capacity development.
24.	Recognize staff accomplishments which will later motivate others to participate in CD activities with great interest.
25.	Implementation of WFP capacity development policy needs a annual work plan. COs/SOs should be involved in the annual work plan discussions.
26.	Increase Senior Management support
27.	Plus de formation du personnel de la partie gouvernementale <sup>91</sup>
28.	Get senior experts on standby rosters to support cap dev
29.	Clear guidance (which is not the NCI!!!)
30.	Have a fund for COs to apply to CD interventions for achieving zero hunger.
31.	Engage and invest with partners systematically on CD for building resilient institutions
32.	Provide hands-on training/systems change awareness raising
33.	Resource allocation to build evidence base/impact studies/lessons learned
34.	More efforts for the joint long term planning with governments.

**7.4 What suggestions would you make to strengthen WFP's policy and/or policy framework for capacity development? Please provide up to three suggestions. | Suggestion #1**

#	Response
1.	Posting a policy on WFPGo is not enough, having related courses on LMS is also not adequate. => summarizing in 10 points the key issues of a new policy and send repeater e-mails just sending an e-mail with a link is not useful. 10 key messages would help as staff do not want to read all the details of all policies.
2.	Opening to suggestions from the field
3.	Planes menos ambiciosos y más sistematizados e integrados.
4.	WFP policy documents tend to be lengthy unpractical theoretical documents drafted by people who have little or no actual experience doing things. Sorry to be so blunt. Get people who actually know doing this together and have them draft a light practical oriented document; something they feel useful.
5.	Elaborate on areas where to focus. Achieving FNS is a broad endeavor but how to identify the tipping points.
6.	Making available briefs and summaries that are readable for field staff who are generally overwhelmed with implementation activities

<sup>90</sup> Emphasize the need to include in exit strategies from emergency operations, clear links / concrete results to be achieved in terms building capacities of communities

<sup>91</sup> More staff training on the government side

#	Response
7.	Finalize asap CD indicators compendium to be able to demonstrate positive impact of WFP's CD activities
8.	Greater clarity on what we mean by capacity. What kind of capacity? For whom? How measured or quantified?
9.	Include strong focus on external capacity devpt not only of national actors, but also of NGOs (with whom WFP partners).
10.	Make it more a practical guide.
11.	Rewrite the Policy
12.	Dramatically revise CD related strategic results framework to make the reporting on actual results/impact meaningful
13.	Strengthen M&E
14.	A full review of existing policy tools in the context of current WFP transformation and 2030 Agenda
15.	Simplify the concept
16.	Focus on the current policy, no more changes for a while
17.	More practical
18.	Ensure that the policy is accompanied with adequate tools to capture and report on CD efforts at country office level
19.	Instead reviewing the policy ensure that cap dev is given priority in all relevant technical areas. Ensure that there is actual buy-in from the field.
20.	To implement the policy !
21.	Identify a menu of options/scope of work for WFP colleagues to explore in CD that touch closely on WFP core mandate and expertise and limit the potentially vast range of options one could loose oneself in - it would help if these options would be aligned with other UN agencies' identified niche areas.
22.	Concevoir et mettre en place des cadres beaucoup plus cohérents <sup>92</sup>
23.	To provide a simple one that is up to date and in line with ongoing contexts of capacity strengthening globally.
24.	Définir un cadre de suivi rapproché des partenaires de coopération <sup>93</sup>
25.	Lier cette politique aux résultats et non aux activités standard du PAM. <sup>94</sup>
26.	Mainstream in other policies, guidance and tools (school feeding, safety nets, VAM, nutrition, M&E, EPR, etc) - not separate policies and tools for capacity development
27.	Clear strategic focus and prioritisation built on operational delivery of food assistance and field presence where we are good at
28.	Strong quantitative indicators of outcomes
29.	Support the Country Strategy Process
30.	Field staff in COs and SOs should be fully involved in the process.
31.	Meilleure implication du PAM dans les politiques sectorielles initiées par les parties

<sup>92</sup> Design and develop more coherent frameworks

<sup>93</sup> Define close monitoring framework for cooperation partners

<sup>94</sup> Link this policy to the results, not to the standard activities of WFP

#	Response
	gouvernementales. <sup>95</sup>
32.	Make policy with a clear action plan and budget
33.	Guidance needs to be fully focused on SDG 2 and 17
34.	Help RBs to develop regional strategies.
35.	It should be based on country experiences. The current policy highlights too much why we should invest in CD instead of emphasizing more on how to do CD in our different contexts or in diverse interventions.
36.	Strengthen the linkage between CD concepts and principles with applications in the field
37.	Provide concrete ways of operationalizing the policy with concrete measures taken for in-action (e.g. provision of training on latest methodologies, dynamic roster of experts to be handled at HQ/RB level etc.) to ensure that systems are in place
38.	To include as a mandatory arrangement that every CSP is to include short CD strategy
39.	We need clear policy and guidance on this topic. It should not be too long and academic- ie practical and to the point for all WFP staff to use.
40.	The WFP plan, should be embedded in the IA / CT planning on capacity building (no duplication of effort)

**7.4 What suggestions would you make to strengthen WFP’s policy and/or policy framework for capacity development? Please provide up to three suggestions. | Suggestion #2**

#	Response
1.	Stop creating new webpages, because the PGM is outdated. For most programme staff in the field PGM is our bible and the one we go to in the field and then we don't have the latest info as a new .
2.	Work with local entities and governments
3.	Financiamiento adecuado para financiar los planes sistematizados. <sup>96</sup>
4.	It is not just about a big framework policy on Capacity Development; there is a need for a whole bunch of other supportive things - including policies, but more. It is this enabling internal environment that is most of all needed to get WFP to really work in Capacity Development. Think of Google and the alternative way that company is set up; there is a reason why this is, because this bring out what people really can offer to their organization. Can't we approach the thinking about Capacity Development in this way? Let's Google WFP (meaning let's convert WFP into a kind of Google).
5.	Capacity Development requires substantive political will. WFP staff needs to better understand and be guided on how to mobilize political.
6.	Ensure that regional/ country differences are considered (no one size fits for all)
7.	Regular cross-fertilization between RB and COs
8.	Build it on WFP successful Capability Delivery examples including those facilitated by the Centre of Excellence
9.	Redo the toolkit

<sup>95</sup> Better WFP involvement in sectoral policies initiated by the government parties.

<sup>96</sup> Adequate financing to fund systematized plans.



#	Response
10.	Provide financial support for technical support
11.	Enhanced plan and tool/framework to engage with Governments
12.	Make it part of each individuals PACE (if possible)
13.	Make sure all CD understand the CD&A budgeting
14.	Simple
15.	Find mechanisms to ensure that the policy is known and understood/appreciated by its end users.
16.	More strategic thinking what are the strategic entry points at the CO level. Different COs have different niche areas and different countries different needs. This should be the key starting point.
17.	Attach a practical and realistic financing framework to the policy framework to facilitate greater reliability in it's implementation
18.	Capter davantage l'intérêt des managers <sup>97</sup>
19.	To focus on intended users and not to make it to WFP centric
20.	Mettre en place un dispositif pour s'assurer que les bureaux pays mettent en oeuvre la politique en matière de renforcement des capacités de manière appropriées. <sup>98</sup>
21.	Clarify respective roles and responsibilities of different agencies also working on food security and nutrition
22.	Based on our supply chain leverage (procurement and transport funds)
23.	Include all staff in the Country Strategy Process.
24.	Sometimes, a new policy document is very long, the change is not that much. It would be appreciated if there is a summary on the changes, so that the staff could easily understand the major changes in a short time.
25.	Assister les gouvernements dans l'élaboration des outils et autres documents nécessaires aux négociations et plaidoyers pour les aides bilatérales et multilatérales. <sup>99</sup>
26.	Design policy with a few key Governments involved from developing countries (and 1-2 developed countries)
27.	Guidance needs to be simply a framework to allow for local context
28.	Provide operational guidance on CD policy implementation
29.	To commit to set-up a team in HQ/RBB/RBP to develop guidance, tools and implement knowledge management
30.	Long term planning needs to be a must

**7.4 What suggestions would you make to strengthen WFP's policy and/or policy framework for capacity development? Please provide up to three suggestions. | Suggestion #3**

#	Response
1.	Reduce the number of new developments all at once it is just to much to keep track of.

<sup>97</sup> Generate more interest among managers

<sup>98</sup> Set up an arrangement to ensure that country offices implement the capacity development policy appropriately.

<sup>99</sup> Assist governments in the developing tools and other documents necessary to negotiate and advocate for bilateral and multilateral aid



# **Response**

- People are just getting used to the SRF and we are still struggling in some countries and a new one is coming out. etc.
2. Invest in locally own solutions
  3. Start from scratch. There is too much luggage in WFP, too much history. Get a bunch of people from a few of the world's best government schools, get a bunch of business people, get a bunch of modern and open government people from emerging MICs, get a bunch of "controversial" (i.e. not the "usual") UN staff from other agencies working in Capacity Development and bring them together with some of the more dynamic WFP managers and Capacity Development practitioners and dramatically rethink the whole policy framework for Capacity Development. Don't take anything as a given; be revolutionary, Dare to think!
  4. Capacity development is often required at all administrative level and requires substantive supportive supervision. WFP needs to be clear how to address these with the available human and financial resources.
  5. Have internal communications develop friendly media materials on policies
  6. Develop and roll-out advanced CD training package for Managers
  7. Make it responsive to real capacity gaps based on governments' perception, interest and preference.
  8. Simplify results measurement
  9. Adapt policy to take into account the needs of middle and upper middle income countries.
  10. A strong dedicated Unit within OSZ
  11. Make it tangible and measurable
  12. Make sure we all understand if we don't do CD in MICs that will be the end of WFP presence in a few years
  13. Clear direction
  14. A policy is as good as its usefulness. And for a policy to be useful its application ought to be facilitated both technically but also more importantly financially. So the framework should ensure adequate funding avenues for its roll-out
  15. Ensure higher quality/standard of WFP cap dev interventions. They should not be simplistic cap dev equals training projects.
  16. Donner plus de formations au staff en charge de ce volet<sup>100</sup>
  17. To be very precise and to the point acknowledging that this is a live document in an area that is rapidly changing therefore the documents will need to be reviewed in the next few years.
  18. Il faut renforcer la consultation avec le personnel du terrain et les gouvernements partenaires de manière régulière lors de l'élaboration des politiques et des stratégies.<sup>101</sup>
  19. Focus on few key areas of expertise
  20. Based on the 'Aid for Trade' principle (= while enabling humanitarian supply, enable trade)

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<sup>100</sup> Give more training to the staff in charge of this component

<sup>101</sup> We need to strengthen consultations with field staff and governments partners regularly when developing policies and strategies.

**# Response**

21. Policy should have a relevant stabilized period. When making new policy, how to revise the relevant guideline, strategy and tools to be in line with the new policy should be considered.
22. Meilleures gestion conjointe avec la partie gouvernementale des aides bilatérales<sup>102</sup>
23. Bring in local private sector on capacity strengthening policy design/development
24. Staff need access to skill training and this should be embedded in any guidance
25. have differentiated CD policy and operational guidance developed at the regional and sub regional levels (eg. South Asia, Pacific etc. )
26. To commit to effort to detangle (factors of success) of good practices in terms of CD activities
27. Clear reporting on results of the proposed activities

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<sup>102</sup> Better joint management with the government portion of bilateral aid

## **Annex 8: Data Collection Tools**

### **Interview Protocols**

#### **WFP Staff Interview Protocol**

1. **NOTE TO USERS:** This interview protocol is to be used with WFP field-level personnel. A separate instrument will be used to interview WFP CD's and RDs.

The Evaluation Team and OEV

#### **WFP Staff Interview Protocol**

#### **EVALUATION of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview**

2. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the 2009 WFP Policy on Capacity Development: An Update on Implementation. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

3. This evaluation covers the policy implementation period from 2009 to 2015.

4. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

#### **About this interview**

5. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences in relation to strengthening relevant capacities. Please note that we treat information deriving from all interviews as confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

#### **Definitions**

6. The term "capacity development" (which is referred to capacity strengthening more recently in the literature) is widely used, however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- Capacity is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- Capacity development is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

7. In addition, we understand the term 'capacity development activities' as referring to interventions that aim to assist in, facilitate, or enhance the process(es)

of capacity development in a particular context. We further use the terms ‘capacity development activities’ and ‘capacity strengthening’ interchangeably.

### **Positioning Questions**

- Could you tell me your exact position? How long have you been in this position?
- Have you been employed elsewhere in WFP? If so, where and for how long?
- What are your major responsibilities? Do they involve capacity development in the broadest sense?

### **General Capacity Development Questions**

- What, in the most general terms, do you consider to constitute “capacity development”? By contrast, what do you not consider to be “capacity development”?
- What types of CD activities do you and or your team provide, since when, to whom and for what purposes?
- Where did the funds come from?

Prompts: Ask about other common types of CD activities not mentioned by respondents

- What are the main purposes of CD activities (e.g. handover, develop new programmes/modalities, strengthen national/local capacity to manage existing programmes better)?
- What do you consider to be WFP’s comparative advantage in relation to CD (including, but not limited to your own area of work)? To what extent has WFP been able to communicate its comparative strengths to relevant national and other partners?

### **How Good is the 2009 WFP CD Policy?**

- To what degree are you aware of the WFP’s Policy on Capacity Development: An Update on Implementation: (2009)? If you are aware of it, how relevant has it been to you and your team? (In terms of guiding your work in planning, implementing, monitoring and reporting on CD-related work).
- What other types of guidance tools on CD-related issues have you and your team used to guide your CD work?

Prompts: E.g. guidance issued by specific programme areas like VAM, Nutrition, School Feeding; WFP Strategic Plan Results Frameworks; National Capacity Index; support received from HQ and/or RBs tools produced by other UN/donor agencies.

- Has there been any change in how you and your team plan and deliver capacity development activities as a result of the on-going transformation of WFP to an ‘enabler role’ and the overall transformation “from Food Aid to Food Assistance”?
- Prompts: What does this transformation mean to you? When do you think it began? What does “an enabling role” mean to you? What does it mean, if anything to how you plan and deliver capacity development?

- Has there been any change in how you and your team plan, deliver, monitor and report upon capacity development activities as a result to the mainstreaming of capacity development in the 2014-2017 Strategic Plan?
- Does WFP need a stand-alone policy on CD or should, in light of the current mainstreaming of CD in the Strategic Plan, CD considerations continue to be integrated into all WFP strategies, policies, Directives/Procedures, Business processes, Guidance manuals and Tools? (the WFP Policy Hierarchy)

### **What Were the Results of the Policy?**

#### **Discussing results in CD, attributed (or not) to the implementation of the CD Policy**

- How do you plan your CD-related activities? Do you articulate envisaged results (outputs and outcomes) in advance? If so, are you guided by the outcomes/outputs/results formulated in the 2009 Policy; the Strategic Plan Results Framework, the NCI, others?
- How is gender taken into consideration with respect to the CD-related work undertaken by you and your team? Have there been any changes in how gender considerations are addressed? How do you integrate gender-related factors into output and outcome articulation?
- How do you address issues related to “hand over” and longer term sustainability in general?
- Do you conduct CD needs assessments of/ with/ in conjunction with the potential beneficiaries? If so, how are such assessments used to determine specific CD activities?
- In terms of the CD work you mentioned, what were the outputs and outcomes? Were any unanticipated? To what extent are these results attributed to or facilitated by the 2009 Policy on CD or subsequent guidelines and tools?
- Has this changed over time, and especially since 2009?
- How do you report on your outputs and outcomes? What are related challenges? Has the way you report changed over the last few years? If so, what caused these changes?
- Have you seen any changes in output and outcome performance as a result of the mainstreaming of CD in the most recent Strategic Plan?
- What changes have occurred as a result of WFP’s work in terms of the establishment of new national laws or national policies? Were other partners working with these same recipients? If so, doing what?
- Can you identify any CD-related work that you feel might constitute a “good/best practice / practice leading activity”? Why do you think so?
- One of the major objectives of WFP is to strengthen national capacity so as to promote handover. In that light, do you see any changes in the capacity of national organizations/actors in the areas of your responsibility? If so, why have they occurred? Were other partners working with these same recipients? If so, doing what?

- What changes among individual recipients have occurred? (Immediately after the intervention; and in relation to them applying what they have attained)

### **Why Has the Policy Produced These Results?**

- Have different types of CD (training, TA, etc.) generated different levels of results? If so, why has this happened?
- Have different subject areas (VAM, EPR, School Feeding, P4P) generated different levels of results? If so, why?
- Do you see any different patterns in results attainment over time and especially since 2009? If so has the 2000 Update Policy had any impact on/ made any contribution to these changes?
- In this particular country context, what are the enabling factors that promote results attainment related to strengthening capacity, and by contrast, the limiting factors?
- Are participation rates and subsequent results attainment different for varying socio-demographic groups and especially for women?
- Generally, what are WFP's strengths/its comparative advantage in relation to its capacity development activities in this country? What are its challenges? What are the strengths of you team? What challenges do you and your team face?
- What has been the impact of unstable/unpredictable funding levels and / or changes in human resource levels on the planning for CD and subsequent results attainment?
- In the face of shortfalls, what forms of prioritization are used? Does this CO prioritize all CD across all thematic areas?
- To what extent has the 2009 Updated Policy influenced how this CO takes CD resourcing decisions?
- How has this CO (has this CO) changed the way it reports (M&E) on CD-related activities? If so, how and to what consequence?
- Are sufficient resources allocated for M&E of CD-related activities to achieve...?

### **Other Issues to Explore**

#### **WFP Internal Factors**

- From your perspective, what WFP management systems or processes serve to strengthen your ability to provide capacity development? Which ones limit your effectiveness?

For example:

- Slow adoption/ adaptation of CD as an area of focus is a big stumbling block
- Misalignment between the importance of CD and the HR investment made by WFP in the implementation of CD
- Inappropriate indicators
- Reporting and systems not showcasing CD, etc.

- Does WFP have sufficient resources to address the capacity challenges of this country, especially in light of Agenda 2030?
- What could be done better by WFP to strengthen the quality of the capacity development programming it offers to you?
- Each organization has its own culture. What elements of the culture of WFP promote capacity development or detract from it? What can be done to address any detracting factors?

### **Other Partners of WFP**

- Who else do you work with in relation to CD (UN, bilateral development partner, NGOs, IFIs, UNDAF, Governments, etc.)?
- Do you coordinate WFP's CD-related work of others formally or informally? If so, can we have details of how you do so?
- How do you think WFP's CD-related programming compares with that of others? (Relevance, timeliness, cost/ benefit)?

### **Conclusion**

- Do you have any suggestions of other people we should meet?
- What challenges is the evaluation team likely to face with regard to trying to find data that will allow us to capture and understand the full breadth of what WFP does to strengthen the capacity of national actors and systems? Do you have any suggestions for how to mitigate these challenges?
- What could WFP do better in relation to planning and providing capacity development for its partners?
- Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your time and cooperation.**

## WFP Regional and Country Director Interview Protocol

8. **NOTE TO USERS:** This interview protocol is to be used to interview WFP CD's and RDs.

### **EVALUATION of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview**

9. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the **2009 WFP Policy on Capacity Development: An Update on Implementation**. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

10. This evaluation covers the policy implementation period from 2009 to 2015.

11. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

### **About this interview**

12. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences in relation to strengthening relevant capacities. Please note that we treat information deriving from all interviews as confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

### **Definitions**

13. The term "capacity development" is widely used, (more recently the term 'capacity strengthening' has come into usage) however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- **Capacity** is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- **Capacity development** is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."



14. In addition, we understand the term ‘**capacity development activities**’ as referring to interventions that aim to assist in, facilitate, or enhance the process(es) of capacity development in a particular context. We further use the terms ‘**capacity development activities**’ and ‘**capacity strengthening**’ interchangeably.

#### **Positioning Questions**

- How long have you been in this position?
- Have you been employed elsewhere in WFP? If so, where and for how long?

#### **General Capacity Development Questions**

- What, in the most general terms, do you consider to constitute “capacity development”? By contrast, what do you not consider to be “capacity development”?
- What are the most important CD challenges for this country / region and how can WFP respond to them?
- What are the main purposes of CD activities (e.g. handover, develop new programmes/modalities, strengthen national/local capacity to manage existing programmes better)
- Do you have access to Trust Fund resources for CD related activities? If not, why not?
- How has WFPs overall planning system and resource management system in particular impacted on its CD work?

#### **How Good is the 2009 WFP CD Policy?**

- To what degree are you aware of the 2009 Updated WFP Policy on Capacity Development? If you are aware of it, how relevant has it been here? (In terms of guiding your work in planning, implementing, monitoring and reporting on CD-related work).
- Has there been any change in how your team plans and delivers capacity development activities as a result of the on-going transformation of WFP to an ‘enabler role’ and the overall transformation “from Food Aid to Food Assistance”?
- Has there been any change in how your team plans, delivers, monitors and reports upon capacity development activities as a result to the mainstreaming of capacity development in the 2013-2017 Strategic Plan?
- Do you have an MoU with the government (national or sub-national levels) on CD?

#### **What Were the Results of the Policy?**

15. The following questions address CD results, whether or not they can be linked to the current 2009 Updated Policy on CD

- First, to what extent was your team guided by / used the 2009 Updated Policy during the design and delivery of you CD related activities?
- If not, what did guide your team? (support from specific technical sectors like VAM, Nutrition, Emergency Preparedness etc., other sources )in your view

- Do you see any changes in the patterns of CD- related results attainment over time? If so has the 2009 policy update had any impact on/ made any contribution to these changes?
- What changes have occurred as a result of WFP's work in terms of the establishment of new national laws or national policies? Were other partners working with these same recipients? If so, doing what?
- Can you identify any CD-related work that you feel might constitute a "good/best practice / practice leading activity"? Why do you think so?
- One of the major objectives of WFP is to strengthen national capacity so as to promote handover. In that light, do you see any changes in the capacity of national organizations/actors? If so, why have they occurred? Were other partners working with these same recipients? If so, doing what?
- What changes among individual recipients have occurred? (Immediately after the intervention; and in relation to them applying what they have attained)
- Looking at this set of results, what contribution if any did the 2009 Updated Policy play in their attainment?

#### **Why Has the Policy Produced These Results?**

- In this particular country/regional context, what are the enabling factors that promote results attainment related to strengthening capacity, and by contrast, the limiting factors?
- Generally, what are WFP's strengths/its comparative advantage in relation to its capacity development activities in this country/region? What are its challenges?

#### **Other Issues to Explore**

##### **WFP Internal Factors**

- From your perspective, what WFP management systems or processes serve to strengthen its ability to provide capacity development? Which ones limit its effectiveness?
- For example: slow adaption of CD as a prime focus of WFP, misalignment between CD and human resource investment, poor indicators, inability of systems to report on CD, low levels of showcasing)
- Does WFP have sufficient resources to address the capacity challenges of this country/region, especially in light of Agenda 2030?
- What could be done better by WFP to help you/your office to strengthen the quality of the capacity development programming?

##### **Other Partners of WFP**

- Who else do you work with in relation to CD (UN, bilateral development partner, governments, NGOs, IFIs, etc.)?
- How well integrated are WFP's CD related activities with the national development plan?
- How do you think WFP's CD-related programming compares with that of others? (Relevance, timeliness, cost/ benefit)?

**Conclusion**

- What could WFP do better in relation to planning and providing capacity development for its partners?
- Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your time and cooperation.**

## **In-Country Bilateral Partner Interview Protocol**

16. **NOTE TO USERS:** This protocol is designed to be used at the field level with representatives of bilateral OD providers.

### **Evaluation of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview**

17. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the **2009 WFP Policy on Capacity Development: An Update on Implementation**. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

18. This evaluation covers the policy implementation period from 2009 to 2015.

19. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

### **About this interview**

20. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences to strengthening relevant capacities. Please note that we treat information deriving from all interviews as confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

### **Definitions**

21. The term "capacity development" is widely used, (which is referred to as capacity strengthening in more recent literature) however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- **Capacity** is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- **Capacity development** is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

22. In addition, we understand the term ‘**capacity development activities**’ as referring to interventions that aim to assist in, facilitate, or enhance the process(es) of capacity development in a particular context. We further use the terms ‘**capacity development activities**’ and ‘**capacity strengthening**’ interchangeably.

### **Introduction**

- What is your current position? How long have you been in this position?
- In what ways and on what issues do you work with WFP?

### **Capacity Development Profile**

- Does your organization undertake activities that generally fall in line with the UNDG definition noted above? If so, what are they and where are they undertaken?
- Does your organization have a policy on capacity development or any other form of formal written guidance?
- How does your organization address issues related to the sustainability of capacity development programming? Does your organization’s (country/global) planning framework or strategic plans identify capacity development as an organizational objective? If so, how is this articulated?
- In this country, how many resources are allocated to capacity development planning and delivery? How is capacity development financed?
- Have there been any evaluations of capacity developed-related activities?
- In this country, how does your organization identify the kind of CD-related activities that it will undertake? And how do you measure it?
- Who are the main beneficiary groups of your organization’s work in relation to capacity development?
- In this country, do you have any organizational partners who you work with in relation to capacity development?
- In particular, how does your organization work with levels of governments?
- In this country, what, if any, positive effects have derived from your CD activities?
  - at the level of individuals – e.g. in terms of knowledge, skills, attitudes;
  - at the institutional level - e.g. in terms of infrastructure and its use, systems, processes, organizational culture, practices;
  - at the level of the enabling environment e.g. in terms of policy/legal frameworks, awareness, resources for your ministry/agency, synergies or partnerships with new organizations/actors?
- Why did these changes occur? What factors promoted their attainment? What factors hindered their attainment?
- How does your organization report on its CD-related work? If so, can we access copies of planning frameworks and subsequent reporting documents?

## **Relevance and Effectiveness of WFP Contributions to Capacity Development**

- In this country has your organization ever worked with WFP in relation to CD activities? If so, how and when?
- If you have not worked with them directly, are you aware of how WFP provides CD-related activities?
- If you have worked with WFP, what do you perceive to be its major strengths/limitations in relation to how it plans and delivers CD?
- In this country, are you aware of WFP's policy and/or guidelines on how it undertakes CD-related activities? If so, are you able to compare them with how your organization does so?
- How does WFP's CD-related programming compare with that of others (for example FAO or UNICEF) and yours? (relevance, timeliness, cost/benefit, activities, culture/'tone')?
- From your point of view, what particular strengths does WFP possess that makes it a desirable partner for your organization in relation to capacity strengthening?
- From your perspective in this country, how integrated is WFP's capacity development work with that of others and with the UNDAF in particular?
- What could be done by WFP to further strengthen either the extent or the quality of the capacity development work?

### **WFP Strengths/Comparative advantages**

- In this country, who else do you work with in relation to the mandate of your organization in relation to the CD-related services you provide?
- Each organization has its own culture. What elements of the culture of WFP promote capacity development or detract from it?
  - Prompt: WFP has a strong tradition and culture in “getting things done” – has this been a (positive or limiting) issue in relation to its work around “helping others to get things done”?

### **Conclusion**

- Do you have any suggestions of other people we should meet?
- What could WFP do better in relation its work to provide capacity development?
- Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your time and cooperation.**

## Government Partners Interview Protocol

### EVALUATION of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview

23. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the **2009 WFP Policy on Capacity Development: An Update on Implementation**. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

24. This evaluation covers the policy implementation period from 2009 to 2015.

25. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

#### About this interview

26. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views on your ministry's/agency's collaboration with WFP in relation to strengthening relevant capacities. Please note that we treat information deriving from all interviews confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

#### Definitions

27. The term "capacity development" is widely used, however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- **Capacity** is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- **Capacity development** is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

28. In addition, we understand the term '**capacity development activities**' as referring to interventions that aim to assist in, facilitate, or enhance the process(es) of capacity development in a particular context. We further use the terms 'capacity development activities' and '**capacity strengthening**' interchangeably.

#### Introduction

- What is your current position? How long have you been in this position?
- In what ways and on what issues do you work with WFP?

## **Relevance and Effectiveness of WFP contributions to making your government better able to manage its hunger solution or disaster preparedness issues**

- To what extent is WFP's work aligned with the strategic vision (Country Plan/ Objectives) of your Government?
- What coordination/ implementation mechanisms are established at national level for stakeholders to engage in the development of the Country's National Plan/ vision/Objectives? And how is WFP engaged in this?
- To what extent are you aware of the coordinated work of the UN agencies (through UNDAF)? Is CD integrated in the UNDAF?
- What contributions, if any, is WFP's work making in assisting your government to self-manage its hunger solutions?
- What kinds of activities were/are being undertaken by WFP? Who were the beneficiaries/target groups for these activities?
  - Possible prompts: what were the main purposes of CD interventions, e.g. handover of an existing WFP managed programme; enhancing management skills to help government improve implementation of existing programme, or develop new programme/modality for government?
- What was the process for selecting capacity areas that needed strengthening, and deciding upon specific activities to do so?
- What, if any, positive effects have derived from WFP's CD activities?
  - at the level of individuals – e.g. in terms of knowledge, skills, attitudes;
  - at the organizational level e.g. in terms of infrastructure and its use, systems, processes, organizational culture, practices;
  - at the level of the enabling environment e.g. in terms of policy/legal frameworks, awareness, resources for your ministry/agency, synergies or partnerships with new organizations/actors
- Why did these changes occur? What factors promoted their attainment? What factors hindered their attainment?

## **Efficiency and Sustainability**

- What are continuing limitations or barriers to your Ministry/Department being more effective?
- How do you measure results in relation to national/government capacity (not what was done, but what were the consequences of it)?
- What would happen if WFP's support for CD were to lapse?

## **WFP Strengths/Comparative advantages / Weaknesses**

- Who else do you work with in relation to the mandate of your organization (UN, bilateral development partner, NGOs, IFIs, etc.)? Do any of them provide CD-related support/services to you?
- How does WFP's CD-related programming compare with that of others? (Relevance, timeliness, cost/ benefit, activities, culture/'tone')



- From your point of view, what particular strengths does WFP possess that makes it a desirable partner for your ministry/agency/government in relation to capacity strengthening?
- What particular weaknesses would you identify in WFP's CD work? What obstacles, challenges exist for WFP in conducting its CD work?
- What could be done by WFP to further strengthen either the extent or the quality of the capacity development assistance it offers to you?
- Each organization has its own culture. What elements of the culture of WFP promote capacity development or detract from it?
- Prompt: WFP has a strong tradition and culture in "getting things done" – has this been a (positive or limiting) issue in relation to its work around "helping others to get things done"?
- Have you ever heard of WFP's 2009 Updated Policy on Capacity Development? If so, what is your impression of its utility for you and your organization?

### **Conclusion**

- Do you have any suggestions of other people we should meet?
- What could WFP do better in relation to providing you with capacity development?
- Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your time and cooperation.**

## NGO National Level Partner Interview Protocol

29. **NOTE TO USERS:** This protocol is designed to be used with WFP's national level NGO partners who either have benefited from WFP CD related support or who are involved in delivery and/or design.

### **Evaluation of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview**

30. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the **2009 WFP Policy on Capacity Development: An Update on Implementation**. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

31. This evaluation covers the policy implementation period from 2009 to 2015.

32. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

### **About this interview**

33. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views of your NGO and about its collaboration with WFP in relation to strengthening relevant capacities. Please note that we treat information deriving from all interviews as confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

### **Definitions**

34. The term "capacity development" is widely used, (which is referred to as capacity strengthening in more recent literature) however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- **Capacity** is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- **Capacity development** is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

35. In addition, we understand the term ‘**capacity development activities**’ as referring to interventions that aim to assist in, facilitate, or enhance the process(es) of capacity development in a particular context. We further use the terms ‘**capacity development activities**’ and ‘**capacity strengthening**’ interchangeably.

### **Introduction**

- What is your current position? How long have you been in this position?
- In what ways does your organization work with WFP?
- Has it ever received support in the form of CD programming? If so, what kind and over what duration?
- Has your organization ever partnered with WFP to plan and/or deliver CD related work? If so, for whom and over what time frame?
- If your organization has received support from WFP, what have been the patterns of this support for your organization over the last five years?

### **Capacity Development and WFP**

- What, in the most general terms, do you consider to constitute “capacity development”? By contrast, what do you not consider to be “capacity development”?
- What are the most important CD challenges for your organization? For WFP as a whole?
- Are you aware of the on-going transformation of WFP to an “enabler role” and the overall transformation from “Food Aid” to “Food Assistance”?
- In recent years, has there been any change in how WFP plans and delivers programming to strengthen the ability to manage hunger solutions?
- To your knowledge, does WFP have sufficient resources to address the capacity challenges inherent in Agenda 2030, the SDGs and WFP’s own transformation?
- Does your own organization undertake activities that generally fall in line with the UNDG definition noted above? If so, generally what are they and where are they undertaken?
- Does your organization’s planning framework or strategic plans identify capacity development as an organizational objective? If so, how is this articulated?
- How does your organization report on its CD-related work? How do you measure your CD-related work? Can we access copies of planning frameworks and subsequent reporting documents?

### **Relevance and Effectiveness of WFP Contributions to Capacity Development**

- Are you aware of WFP’s policy and/or guidelines on how it undertakes CD-related activities? If so, are you able to compare them with how your organization does so?
- How does WFP’s programming to strengthen the ability to plan and manage hunger solutions compare with that of others and to your own? (relevance, timeliness, cost/benefit, activities, culture/’tone’)?

- From your point of view, what particular strengths does WFP possess that makes it a desirable partner in relation to capacity strengthening? What are its limitations?
- How does WFP's pattern of resource mobilization and allocation affect how it undertakes CD- related work?
- Could a more consistent and predictable approach be developed and what would be the consequences of doing so be?
- From your perspective, how integrated is WFP's capacity development work with that of others, national development plans and with the UNDAF in particular?
- Are there any specific country level coordination mechanisms that you are aware of?
- What could be done by WFP to further strengthen either the extent or the quality of its support to strengthen the ability to plan and manage hunger solutions?
- Who else does/should WFP work with in relation to CD (UN, bilateral development partner, NGOs, IFIs, etc.)?
- Does WFP sufficiently coordinate its CD-related work of others formally or informally?

#### **WFP Strengths/Comparative Advantages**

- From your point of view, what particular strengths does WFP possess that makes it a desirable delivery agent for programming that strengthens the ability to plan and manage hunger solutions?
- What could be done by WFP to further strengthen either the extent or the quality of the work?
- Each organization has its own culture. What elements of the culture of WFP promote capacity development or detract from it?

#### **Conclusion**

- Do you have any suggestions of other people we should meet?
- What could WFP do better in relation its work to provide capacity development?
- Is there any additional information you would like to share, or do you have any further comments

**Thank you for your time and cooperation.**

## Executive Board Members Interview Protocol

36. **NOTE TO USERS:** This protocol is designed to be used with a selection of WFP's Executive Board members. The Secretariat of the Executive Board will be consulted toward the end of the Inception Phase to identify an appropriate number of members.

### Evaluation of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview

37. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the **2009 WFP Policy on Capacity Development: An Update on Implementation**. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

38. This evaluation covers the policy implementation period from 2009 to 2015.

39. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

### About this interview

40. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views in relation to strengthening relevant capacities. Please note that we treat information deriving from all interviews as confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

### Definitions

41. The term "capacity development" (which more recently is referred to as capacity strengthening) is widely used, however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- **Capacity** is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- **Capacity development** is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

42. In addition, we understand the term ‘**capacity development activities**’ as referring to interventions that aim to assist in, facilitate, or enhance the process(es) of capacity development in a particular context. We further use the terms ‘**capacity development activities**’ and ‘**capacity strengthening**’ interchangeably.

### **Introduction**

- How long have you been a member of the Board? How long has your country been a member of the Board?
- Does your country receive support from WFP? If so, what kind of support has your country received - EMOP, PRRO, Trust Fund, etc.?
- Has any of this support included capacity development?
- Does your country contribute to WFP’s operations? If so, how ; and for how long?

### **Capacity Development and WFP**

- What, in the most general terms, do you consider to constitute “capacity development”? By contrast, what do you not consider to be “capacity development”?
- What are the most important CD challenges for WFP as a whole?
- Has there been any change in how WFP plans and delivers programming to strengthen the national ability to plan and deliver hunger solutions as a result of the on-going transformation of WFP to an “enabler role” and the overall transformation from “Food Aid” to “Food Assistance”?
- Has there been any change in how WFP plans, delivers, monitors and reports this work as a result of the mainstreaming of capacity development in the 2014-2017 Strategic Plan?
- Does WFP have sufficient resources to address the capacity challenges inherent in Agenda 2030, the SDGs and WFP’s own transformation?
- What prominence should be given to CD in the upcoming WFP Strategic Plan?

### **Relevance and Effectiveness of WFP Contributions to Capacity Development**

- Are you aware of WFP’s policy and/or guidelines on how it undertakes CD-related activities? If so, are you able to compare them with how your organization does so?
- How does WFP’s CD-related programming compare with that of others that you may know? (relevance, timeliness, cost/benefit, activities, culture/’tone’)?
- From your point of view, what particular strengths does WFP possess that makes it a desirable partner in relation to capacity strengthening?
- What are its limitations (slow adoption of CD as an area of focus, misalignment between CD and HR investment, inappropriate measuring techniques, low profile/not showcased)?
- From your perspective, how integrated is WFP’s capacity development work with that of others and with other UN partners in particular?

- What could be done by WFP to further strengthen either the extent or the quality of the capacity development work?
- Who else does/should WFP work with in relation to CD (UN, bilateral development partner, NGOs, IFIs, etc.)?
- Are WFP efforts sufficiently coordinated with others at the national level?
- From your own perspective, are WFP efforts well linked to national development plans?
- Does WFP sufficiently coordinate its CD-related work with others formally or informally?
- What degree of visibility is given to WFP's CD-related activities? Is this sufficient given the degree to which it has placed emphasis on CD?

### **Funding WFP's Capacity Development Work**

- Does WFP have sufficient financial resources to address the capacity challenges inherent in Agenda 2030, the SDGs and WFP's own transformation?
- How does WFP's pattern of resource mobilization and allocation affect how it undertakes CD- related work?
- How does WFP's pattern of resource mobilization and allocation affect how it undertakes CD- related work?
- Could a more consistent and predictable approach be developed and what would be the consequences of doing so be?
- Does WFP need to consider a new funding model given the extent of its evolution to an on-going "enabler"?

### **WFP Strengths/Comparative Advantages**

- From your point of view, what particular strengths does WFP possess that makes it a desirable delivery agent for CD-related activities?
- What are the CD-related challenges and opportunities of WFP working in both development and humanitarian contexts and how this is perceived by other org/donors/entities in terms of CD?
- What could be done by WFP to further strengthen either the extent or the quality of the capacity development work?
- Each organization has its own culture. What elements of the culture of WFP promote capacity development or detract from it?

### **Conclusion**

- Do you have any suggestions of other people we should meet?
- What could WFP do better in relation its work to provide capacity development?
- Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your time and cooperation.**

## UN Partner Interview Protocol

43. **NOTE TO USERS:** This protocol is designed to be used at both the headquarters level and at the field level. As such, some individual questions may be more relevant to one or the other organizational level.

### Evaluation of WFP's Policy on Capacity Development - Introductory Remarks to Position the Interview

44. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of the **2009 WFP Policy on Capacity Development: An Update on Implementation**. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work.

45. This evaluation covers the policy implementation period from 2009 to 2015.

46. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

### About this Interview

47. Thank you for agreeing to contribute to the evaluation. This interview will take about 45 minutes and will focus on your experiences and views of your UN organization about its collaboration with WFP in relation to strengthening relevant capacities. Please note that we treat information deriving from all interviews as confidential, which means that, for example, we will not attribute specific statements to individuals, but rather report on stakeholder views in aggregated form.

### Definitions

48. The term "capacity development" is widely used, (more recently the term "capacity strengthening" has come into use as well ) however, different people often have different understandings of what it means. The evaluation uses the following definitions as applied in the 2009 updated WFP Policy on Capacity Development and originally developed by the United Nations Development Group (UNDG):

- **Capacity** is "...the ability of people, organizations and society as a whole to manage their affairs successfully".
- **Capacity development** is "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

49. In addition, we understand the term '**capacity development activities**' as referring to interventions that aim to assist in, facilitate, or enhance the process(es) of capacity development in a particular context. We further use the terms '**capacity development activities**' and '**capacity strengthening**' interchangeably.



## **Introduction**

- What is your current position? How long have you been in this position?
- In what ways and on what issues do you work with WFP?

## **Capacity Development Profile**

- Does your UN organization undertake activities that generally fall in line with the UNDG definition noted above? If so, generally what are they and where are they undertaken?
- Does your UN organization have a policy on capacity development or any other form of formal written guidance?
- Does your organization's (country/ global) planning framework or strategic plans identify capacity development as an organizational objective? If so, how is this articulated?
- At your level (HQ or field), how many resources are allocated to capacity development planning and delivery? How is capacity development financed? How is it measured?
- At your level (HQ or field), have there been any evaluations of capacity developed-related activities?
- At your level (HQ or field), how does your organization identify the kind of CD-related activities that it will undertake?
- Who are the main beneficiary groups of your organization's work in relation to capacity development?
- At your level (HQ or field), do you have any organizational partners who you work with in relation to capacity development?
- In particular, how does your organization work with levels of governments?
- What are the financial modalities used to fund activities with or by governments? Are they different from those used to fund activities with or by NGOs/CSOs?
  - At HQ (and in the field) is there a single element of your organization responsible for normative activities related to CD, or is this function dispersed among operational elements, or is it shared?
  - At the field and/or HQ level, what, if any, positive effects have derived from your CD activities?
    - at the level of individuals e.g. in terms of knowledge, skills, attitudes;
    - at the organizational level e.g. in terms of infrastructure and its use, systems, processes, organizational culture, practices;
    - at the level of the enabling environment e.g. in terms of policy/legal frameworks, awareness, resources for your ministry/agency, synergies or partnerships with new organizations/actors.
- Why did these changes occur? What factors promoted their attainment? What factors hindered their attainment?

- At your level (HQ or field), how does your organization report on its CD-related work? If so, can we access copies of planning frameworks and subsequent reporting documents?

### **Relevance and Effectiveness of WFP Contributions to Capacity Development**

- At your organizational level (HQ or field), has your organization ever worked with WFP in relation to CD activities? If so, with respect to what kind of CD-related work, how and when?
- If you have not worked with them directly, are you aware of how WFP provides CD-related activities and specifically those that support the strengthening of national ability to plan and manager hunger solutions?
- If you have worked with WFP, what do you perceive to be its major strengths/limitations in relation to how it plans and delivers CD?
- At your level, are you aware of WFP’s policies and/or guidelines on how it undertakes CD related activities? If so, are you able to compare them with how your organization does so?
- How does WFP’s CD-related programming compare with that of others and yours? (Relevance, timeliness, cost/benefit, activities, culture/’tone’)
- From your perspective (at the country level), how integrated is WFP’s capacity development work with that of others, with the national development plan and with the UNDAF in particular?
- From your perspective (at the HQ level), how integrated is WFP’s capacity development work with that of others and with Agenda 2030, the Transformational Agenda and The Sustainable Development Goals?
- From your point of view, what particular strengths does WFP possess that makes it a desirable partner for your organization in relation to capacity strengthening?
- What could be done by WFP to further enhance either the extent or the quality of the capacity development work?

### **WFP Strengths/Comparative advantages**

- Who else do you work with in relation to the mandate of your UN organization in relation to the CD-related services you provide?
- Each organization has its own culture. What elements of the culture of WFP promote capacity development or detract from it?
  - Prompt: WFP has a strong tradition and culture in “getting things done” – has this been a (positive or limiting) issue in relation to its work around “helping others to get things done”?

### **Conclusion**

- Do you have any suggestions of other people we should meet?
- What could WFP do better in relation its work to provide capacity development?
- Is there any additional information you would like to share, or do you have any further comments?

**Thank you for your time and cooperation.**

## **Internal Survey for WFP Staff - EVALUATION of WFP's Policy on Capacity Development: An Update on Implementation<sup>103</sup>**

50. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of WFP's Policy on Capacity Development: An Update on Implementation, approved by the Executive Board in 2009. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. Since its publication in October 2009, the WFP Policy on Capacity Development: An Update on Implementation, is now in its 6th year. From that perspective, OEV decided to include it in its 2015 annual Programme of Work. The recent adoption of the SDGs, the international calls for national capacity development, WFP's shift from food aid to food assistance as well as the preparation of the next strategic plan and of the country strategic planning approach both due for presentation at EB 2 2016 make this evaluation of WFP's policy on capacity development extremely timely.

51. This evaluation will cover the **2009 WFP Policy on Capacity Development: An Update on Implementation** primarily focusing on addressing the quality and relevance of the policy and its implementation, including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. It will cover the period from 2009 to 2015.

52. As with all evaluations of WFP policies, this evaluation will address the following three questions:

- How good is the Policy?
- What were the results of the Policy?
- Why has the Policy produced the results that have been observed?

53. Collectively, these three questions and their sub-questions seek to generate evaluation insights and evidence that will help policy makers improve policies and help staff in the implementation of them. The evaluation aims to generate a better understanding of diverse stakeholder perspectives as they relate to the expectations and results defined in the Policy.

54. The 2009 updated WFP Policy on Capacity Development uses United Nations Development Group (UNDG) definitions for 'capacity' as:

55. "...the ability of people, organizations and society as a whole to manage their affairs successfully" and capacity development as: "...the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time."

56. The 2009 Capacity Development policy further distinguishes between three levels at which WFP is aiming to contribute to strengthening capacity. The table below presents but these three levels, as well as the key results (outcomes) as described in the policy under review.

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<sup>103</sup> The survey was administered in English, French and Spanish.

Level	Related Outcomes as per 2009 CD Policy
Enabling Environment	Laws, policies and strategies that prioritize the reduction of hunger and food insecurity are adopted and implemented. Laws, policies and strategies to foster the role of civil society in sustainable hunger solutions are developed and implemented. Ministries and agencies with responsibility for hunger reduction and food security are adequately and sustainably resourced.
Institutional	Financially viable and well-managed national food assistance agencies are operating effectively. Viable multi-sectoral partnerships to address the causes of hunger and food insecurity are functioning.
Individual	Successive cohorts emerge of empowered individuals and communities capable of designing and implementing efficient and effective food assistance programmes and policies.

57. One of the most important elements of this evaluation will be to assess stakeholder perceptions of the quality of the current WFP Policy on Capacity Development, and on the strengths and weaknesses of WFP's current contributions to strengthening national capacity.

58. This questionnaire is one of the variety of instruments that will be used to assess the quality of the Policy and how it may have influenced the attainment of results.

59. The questionnaire will take about 15-20 minutes to complete.

### 1. Information about you

60. Where do you currently work?

- HQ in Rome
- A Regional Bureau
- A WFP Country Office or sub-office
- Other

61. Which of the following areas of responsibility best describes your current professional role?

- Administration, Human Resources, Donor Relations or Financial Management
- Management or Supervisory Role
- Programme Officer or Technical Specialist for example, VAM, Nutritionist, Supply Chain Specialist, etc.
- Policy Development
- Other (Specify)

62. How long have you worked in your current role?

- Less than 1 year
- 1 - 2 years

- 2 - 5 years
- More than 5 years

63. What is your sex?

- Woman
- Man
- Prefer not to identify

## **2. Your thematic areas of focus in relation to Capacity Development**

64. Which of the following thematic areas that WFP engages in best describes your current area of focus? Please select only one of the following.

- I am a manager
- I specialize in nutrition matters
- I specialize in matters related to social safety nets (assisting beneficiaries to plan, design and deliver programming to combat hunger)
- I specialize in emergency preparedness and response matters
- I specialize in logistics and supply chain related matters
- I specialize in planning and assessment, including VAM
- I am an administrative or financial services officer (including M&E related matters)
- I specialize in donor relations
- Other (please specify)

## **3. Your views about the overall worth of WFP Capacity Development Activities**

65. Earlier this questionnaire, we introduced three levels of capacity that WFP aims to help strengthen. Based on your experiences, please tick the box that best represents your views.

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
3.1 WFP CD activities in my region/ country/thematic area have contributed to changes in the enabling environment (e.g.: policies, strategies, resourcing of key institutions).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 WFP CD activities in my region/ country/thematic area have contributed to the effectiveness of <b>national food assistance agencies</b> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 WFP CD activities in my region/country/thematic area have contributed to the existence or better functioning of <b>multi-sectoral partnerships</b> that address the causes of hunger and food insecurity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 WFP CD activities in my country/thematic areas have contributed to changes the capacity of <b>individuals</b> to design and implement efficient and effective food assistance programmes and policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 WFP CD activities in my country/thematic areas have contributed to changes in the capacity of <b>communities</b> to design and implement efficient and effective food assistance programmes and policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 4. Your views about WFP's management of Capacity Development

66. Based on your experiences, please tick the box that best represents your views on the utility of different WFP management tools for its capacity development work.

	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know
4.1 The 2009 Policy on Capacity Development: An Update on Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2 The 2010 Action Plan for the Implementation of the Capacity Development and Hand-Over components of the WFP Strategic Plan 2008-2013	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 The Operational Guide to Strengthen Capacity of Nations to Reduce Hunger (2010)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4 Capacity Gaps and Needs Assessment in support of Projects to Strengthen National Capacity to End Hunger. (2014)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5 National Capacity Index (NCI) (2010, revised 2014)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.6 The Design and Implementation of Technical Assistance and Capacity Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.7 Systems Approach for Better Education Results, SABER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.8 Emergency Preparedness Capacity Index, EPCI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.9 Other thematic/sector-specific guidance documents or tools (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10 Country-specific guidance or tools (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know
4.11 Region specific guidance or tools (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.12 Standard Project Reports (SPR)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 5. Your views on how WFP currently plans and delivers capacity development

67. For each statement, please tick the box that best represents your views.

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
5.1 The way we plan and deliver capacity development related activities has improved as a result of our strategic transformation from Food Aid to Food Assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 National and sub-national governments understand that WFP is transforming itself from a Food Aid body to one that is focused on Food Assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 The way(s) we assess existing national capacity enables us to effectively identify and respond to national capacity development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 WFP has enough financial resources to meet the capacity development needs of its national and sub-national level government partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5 WFP has enough and the right kind of human resources to meet the capacity development needs of its national and sub-national level government partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
5.6 National and sub-national governments need more capacity development support than WFP can provide.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7 WFP personnel have the skills required to deliver the capacity development programming that they have been involved with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.8 The current assignment of roles and responsibility among sister UN agencies in relation to capacity development is clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.9 The mainstreaming of Capacity Development in the current WFP Strategic Plan has increased our ability to develop and deliver capacity development activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 6. Organizational Cultures and Practices

68. For each statement, please tick the box that best represents your views about the relationship between WFP's capacity development activities and its organizational culture.

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable
6.1 WFP's current organizational culture is primarily based on the ability to deliver emergency assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 The transformation from Food Aid to Food Assistance is actively supported by WFP staff and managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 The transformation from Food Aid to Food Assistance has had an impact on how WFP plans and delivers CD-related activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable
6.4 WFP has invested sufficiently in training to strengthen its ability to deliver capacity development activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.5 WFP as a whole has appropriate organizational capacity and systems to deliver CD-related activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6 The frequent gaps between what WFP plans (or could plan) to deliver in terms of capacity development and the resources we have to do so weakens our ability to deliver capacity development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.7 WFP's planning systems focus too much on activities and not enough on the results we are trying to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.8 We do <b>not</b> have the resources to undertake more comprehensive reporting of how our work has strengthened national capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 7. Conclusion

69. List what you consider to be the three greatest strengths of WFP in the area of capacity development.

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

70. List what you consider to be the three greatest weaknesses of WFP in the area of capacity development.

1. \_\_\_\_\_

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2.

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3.

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71. What suggestions would you make to improve quality of WFP's capacity development efforts? Please provide up to three suggestions.

1.

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2.

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3.

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72. What suggestions would you make to strengthen WFP's policy and/or policy framework for capacity development? Please provide up to three suggestions.

1.

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2.

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3.

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**Thank you for your cooperation.**

## Internal Surveys

### Evaluation of WFP's Policy on Capacity Development: An Update on Implementation - Internal Survey for WFP Staff

#### Internal Survey for WFP Staff

73. The Office of Evaluation (OEV) of WFP has recently commissioned an evaluation of WFP's Policy on Capacity Development: An Update on Implementation, approved by the Executive Board in 2009. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess their quality and effectiveness. This evaluation will cover the **2009 WFP Policy on Capacity Development: An Update on Implementation** primarily focusing on addressing the quality and relevance of the policy and its implementation, including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. It will cover the period from 2009 to 2015.

74. Universalis is targeting HQ, RB and CO senior staff.

75. The purpose of this survey is to assess stakeholder perceptions of the quality of the current WFP Policy on Capacity Development, and on the strengths and weaknesses of WFP's current contributions to strengthening national capacity.

76. The questionnaire should take approximately 15 minutes to complete.

77. Thank you for your cooperation.

#### 1. Information about you

##### 1.1 Where do you currently work?

- HQ in Rome
- A Regional Bureau
- A WFP Country Office or sub-office
- Other (please specify)

##### 1.2 Which of the following areas of responsibility best describes your current professional role?

- Administration, Human Resources, Donor Relations or Financial Management
- Management or Supervisory Role (Director, Chief, RD, DRD, CD, DCD)
- Programme Officer or Technical Specialist - for example, M&E Officer, VAM, Nutritionist, Supply Chain Specialist, etc.
- Policy Development
- Other (please specify)

### **1.3 How long have you worked in your current role?**

- Less than 1 year
- 1 - 2 years
- 2 - 5 years
- More than 5 years

### **1.4 Do you identify as a**

- Woman
- Man
- Prefer not to identify

## **2. Your thematic areas of focus in relation to Capacity Development**

**2.1 Which of the following thematic areas that WFP engages in best describes your current area of focus? Please select only one of the following.**

- I am a manager
- I specialize in nutrition matters
- I specialize in matters related to social safety nets (assisting beneficiaries to plan, design and deliver programming to combat hunger)
- I specialize in emergency preparedness and response matters
- I specialize in logistics and supply chain related matters
- I specialize in planning and assessment, including VAM
- I am an administrative or financial services officer (including M&E related matters)
- I specialize in donor relations
- Other (please specify)

## **3. Your views about WFP's management of Capacity Development**

**Based on your experiences, please select the answer that best represents your views on the utility of different WFP management tools for its capacity development work.**

	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know
3.1 The 2009 Policy on Capacity Development: An Update on Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 The 2010 Action Plan for the Implementation of the Capacity Development and Hand-Over components of the WFP Strategic Plan 2008-2013	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 The Operational Guide to Strengthen Capacity of Nations to Reduce Hunger (2010)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Capacity Gaps and Needs Assessment in support of Projects to Strengthen National Capacity to End Hunger. (2014)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 National Capacity Index (NCI) (2010, revised 2014)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6 The Design and Implementation of Technical Assistance and Capacity Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7 Systems Approach for Better Education Results, SABER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8 Emergency Preparedness Capacity Index, EPCI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	If applicable, please specify					
3.9 Other thematic/sector-specific guidance documents or tools (please specify)				<input type="checkbox"/> Not useful <input type="checkbox"/> Somewhat useful <input type="checkbox"/> No Opinion <input type="checkbox"/> Useful <input type="checkbox"/> Very useful <input type="checkbox"/> Not Applicable/ Don't Know		

	Not useful	Somewhat useful	No Opinion	Useful	Very useful	Not Applicable/ Don't Know			
3.10 Country-specific guidance or tools (please specify)				<input type="checkbox"/> Not useful	<input type="checkbox"/> Somewhat useful	<input type="checkbox"/> No Opinion	<input type="checkbox"/> Useful	<input type="checkbox"/> Very useful	<input type="checkbox"/> Not Applicable/ Don't Know
3.11 Region specific guidance or tools (please specify)				<input type="checkbox"/> Not useful	<input type="checkbox"/> Somewhat useful	<input type="checkbox"/> No Opinion	<input type="checkbox"/> Useful	<input type="checkbox"/> Very useful	<input type="checkbox"/> Not Applicable/ Don't Know
3.12 Standard Project Reports (SPR)				<input type="checkbox"/> Not useful	<input type="checkbox"/> Somewhat useful	<input type="checkbox"/> No Opinion	<input type="checkbox"/> Useful	<input type="checkbox"/> Very useful	<input type="checkbox"/> Not Applicable/ Don't Know

#### 4. Your views about the overall worth of WFP Capacity Development Activities

Based on your experiences, please tick the box that best represents your views.

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
4.1 WFP capacity development (CD) activities in my Division/region/country/thematic area have contributed to changes in the enabling environment (e.g.: policies, strategies, resourcing of key institutions);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
4.2 WFP CD activities in my Division/region/country/thematic area have contributed to the effectiveness of national food assistance agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3 WFP CD activities in my Division/region/country/thematic area have contributed to the existence or better functioning of inter-agency partnerships that address the causes of hunger and food insecurity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4 WFP CD activities in my country/thematic areas have contributed to changes the capacity of individuals to design and implement efficient and effective food assistance programmes and policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.5 WFP CD activities in my country/thematic areas have contributed to changes in the capacity of communities to design and implement efficient and effective food assistance programmes and policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**5. Your views on how WFP currently plans and delivers capacity development**

**For each statement, please tick the box that best represents your views.**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
5.1 The way we plan and deliver capacity development related activities has improved as a result of our strategic transformation from Food Aid to Food Assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 National and sub-national governments understand that WFP is transforming itself from a Food Aid body to one that is focused on Food Assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 The way(s) we assess existing national capacity enables us to effectively identify and respond to national capacity development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 WFP has enough financial resources to meet the capacity development needs of its national and sub-national level government partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5 WFP has enough and the right kind of human resources to meet the capacity development needs of its national and sub-national level government partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6 National and sub-national governments need more capacity development support than WFP can provide.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7 WFP personnel have the skills required to deliver the capacity development programming that they have been involved with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
5.8 The current assignment of roles and responsibility among sister UN agencies in relation to capacity development is clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.9 The mainstreaming of Capacity Development in the current WFP Strategic Plan has increased our ability to develop and deliver capacity development activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 6. Organizational Cultures and Practices

**For each statement, please tick the box that best represents your views about the relationship between WFP's capacity development activities and its organizational culture.**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
6.1 WFP's current organizational culture is primarily based on the ability to deliver emergency assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 The transformation from Food Aid to Food Assistance is actively supported by WFP staff and managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 The transformation from Food Aid to Food Assistance has had an impact on how WFP plans and delivers CD-related activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.4 WFP has invested sufficiently in training to strengthen its ability to deliver capacity development activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Not Applicable/ Don't Know
6.5 WFP as a whole has appropriate organizational capacity and systems to deliver CD-related activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6 The frequent gaps between what WFP plans (or could plan) to deliver in terms of capacity development and the resources we have to do so weakens our ability to deliver capacity development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.7 WFP's planning systems focus too much on activities and not enough on the results we are trying to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.8 We do not have the resources to undertake more comprehensive reporting of how our work has strengthened national capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 7. Conclusion

### 7.1 List what you consider to be the three greatest strengths of WFP in the area of capacity development.

Greatest strength #1

Greatest strength #2

Greatest strength #3

### 7.2 List what you consider to be the three greatest weaknesses of WFP in the area of capacity development.

Greatest weakness #1

Greatest  
weakness #2

Greatest  
weakness #3

**7.3 What suggestions would you make to improve quality of WFP's capacity development efforts? Please provide up to three suggestions.**

Suggestion  
#1

Suggestion  
#2

Suggestion  
#3

**7.4 What suggestions would you make to strengthen WFP's policy and/or policy framework for capacity development? Please provide up to three suggestions.**

Suggestion  
#1

Suggestion  
#2

Suggestion  
#3

**Thank you for your cooperation.**

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Short Ref	Full Ref
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	period: 01-29 February 2016.
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## Annex 10: Full List of Stakeholders Consulted

### Stakeholders Consulted During Inception Mission<sup>104</sup>

Name	Title and Organisation
1. Adrian Vanderkamp	Chief, Logistics & Transport, OSLT
2. Ahmareen Karim	Programme Officer, Strategy Risk Management Branch, RMPS
3. Ally Raza Quresci	Chief Project budget & programming service, RMBB
4. Andreas Hansen	External Relations Officer Partnership and Advocacy Coordination PGC
5. Andrew Patterson	Chief, HR Policy & Compliance, HRMTP
6. Anne-Claire Luzot	Policy Evaluation Coordinator, OEV
7. Arif Husain	Deputy Director, Analysis & Trends Service, OSZA
8. Britta Schumacher	Policy Officer, Nutrition Unit
9. Catherine Feeney	Deputy Director Partnership and Advocacy Coordination PGC
10. Cecilia de Rosa	Capacity Development Officer, Partnerships, Advocacy and Capacity Development Division, FAO
11. Chad Martino	Programme adviser Performance management & reporting branch RMPP
12. Charlotte Ravoet	Officer Capacity Development Branch HRMTC
13. Chris Kaye	Director Performance management & monitoring Division RMP
14. Clare Mbizule	Regional Monitoring and Evaluation Adviser, RBB
15. Corinne Fleisher	Director, Supply Chain Division OSC
16. Daniel Balaban	Director, BRA Centre of Excellence
17. Deborah McWhinney	Evaluation Manager, OEV
18. Dominique De Bonis	Programme and Policy Officer - OSZIN
19. Gaby Duffy	Programme Officer OSER
20. Getachew Diriba	Chief, Technical Assistance & Country capacity Strengthening OSZIN
21. Gian Carlo Cirro	Director – Emergency prep division OSE
22. Helen Wedgwood	Director of Evaluation, OEV
23. James Lattimer	Chief, Monitoring Unit RMPM
24. Jacqueline Flentge	Regional Monitoring and Evaluation Adviser RBP
25. Jean Noel Gentile	Policy Officer, Resilience Unit, OSZPR

<sup>104</sup> In alphabetical order.

<b>Name</b>	<b>Title and Organisation</b>
26. Jennifer Jacoby	Head of Capacity Building team, Emergency Preparedness Branch, OSEP
27. John McHarris	Deputy Chief Vulnerability Analysis VAM, OSZAF
28. Jonathan Donner	Chief, HR Capability Development, HRMTC
29. Kawinzi Muiu	Director, Gender Officer
30. Ken Crossley	Deputy Director, Technical Assistance & Country capacity Strengthening, OSZIN
31. Laura De Franchis	Programme Officer, RMPM
32. Lauren Landis	Director, Nutrition Division OSN
33. Lynnda Kiess	Chief, Nutrition Division OSN
34. Mar Guinot	Research Analyst, OEV
35. Marcus Prior	Senior External Partnerships Officer, PGC
36. Mauro Lorenzoni	Info & Communications Tech Officer, HRMTC (LMS System)
37. Olivia Hantz	Chief, Emergency Preparedness Branch, OSEP
38. Peter Holtsberg	Programme Officer, Strategic Plan and Implementation Branch, Performance and Accountability Management Division
39. Peter Rodrigues	Deputy Director, BRA Centre of Excellence
40. Ramiro Lopes Da Silva	Assistant Executive Director, OS Department
41. Regis Chapman	Senior Regional Programme Advisor, RBP
42. Sara Bernardini	Consultant, Nutrition Office
43. Stanlake Samkange	Director, Policy and Programme Division, OSZ
44. Zlatan Milisic	Deputy Director, Direct Implementation Programme Service, OSZP

### **Stakeholders Consulted during Evaluability Mission<sup>105</sup>**

<b>Name</b>	<b>Title and Organisation</b>
<b>WFP Kenya Country Office</b>	
45. Albert Bosire	Human Resources Officer
46. Annalisa Conte	Representative and Country Director
47. Beatrice Mwongela	Monitoring and Evaluation Officer
48. Bernard Nyatuga	Programme Policy Officer
49. Charisse Tillman	Donor & Private Sector Relations Officer
50. Charles Owade	Programme Associate
51. Cheryl Harrison	Programme Policy Officer

<sup>105</sup> In alphabetical order

<b>Name</b>	<b>Title and Organisation</b>
52. Helen Bugaari	Programme Policy Officer
53. James Kamunge	Programme Policy Officer
54. Joyce Owigar	Nutrition Officer
55. Kithinji Marangu	Finance Officer
56. Konjit Kidane	Senior Logistics Officer
57. Lara Fossi	Head, Country Capacity Strengthening Unit
58. Lotome Chammah	Programme Policy Officer
59. Paul Turnbull	Deputy Country Director
60. Peter Haag	Consultant
61. Randall Purcell	Senior Advisor, and Manager Relief and Recovery Operations
62. Ruth Musili	Monitoring, Evaluation and Reports Associate
63. Thomas Hansson	Senior Deputy Country Director
64. Yvonne Forsen	Programme Policy Officer
65. Zippy Mbat	Programme Policy Officer
<b>WFP Regional Bureau in Nairobi</b>	
66. Allison Oman	Senior Programme Policy Officer
67. Emilia Holkeri	Consultant Programme Policy
68. Fiona Gatere	M&E Officer
69. Ilaria Dettori	Senior Regional Programme Adviser
70. Jesse Wood	Regional Donor and Private Sector Relations Officer
71. Josefa Zueco	Logistics Officer
72. Katri Kangas	Reports Officer
73. Matthew Mcilvenna	Regional Programme Officer
74. Rosie Bright	External Partnerships Officer
<b>Other UN Agencies</b>	
75. Luis Corral	Social Protection Specialist - UNICEF Kenya Country Office
<b>Donors</b>	
76. Elisabeth Folkunger	Senior Programme Manager - Water and Humanitarian – Embassy of Sweden
77. Gregory Mabongah Naulikha	Education Advisor - Canadian Cooperation Office
78. Mary Mertens	Regional FFP Officer -- USAID

## Stakeholders Consulted during Evaluation mission

Name	Title and Organization
<b>Headquarters interviews</b>	
79. Alex Marianelli	Deputy Director HR World Food Programme- WFP Rome
80. Getachew Diriba	Chief -Technical Assistance & Country Capacity Strengthening OSZI
81. James Lattimer	Chief- Monitoring Unit RMPM
<b>Executive Board Member interviews</b>	
82. Benito Jiménez Sauma	Second Secretary, Permanent Mission of Mexico to the UN
83. Jaqueline Birrer	Permanent Representation of Switzerland to FAO, IFAD and <i>WFP</i>
84. Karen Garner	Deputy Permanent Representative in the Rome-based Food and Agriculture Agencies of the UN, Global Affairs Canada
85. Manuel Furtwaengler	First Secretary, Alternate Permanent Representative, Permanent Representation of the Federal Republic of Germany to the International Organizations, Rome
86. Marc Jurgens	Counsellor Embassy of the Republic of South Africa - Rome
87. Micheal Gort	Ambassador to the Republic of Costa Rica - Global Affairs Canada
88. Miriam Rabkin	Senior Programme Officer Food Assistance and Nutrition Unit International Humanitarian Assistance, Global Issues and Development Branch, Global Affairs Canada
89. Neil Briscoe	Deputy Director and Head, Global Partnerships Department, DFID
90. Neil Patrick	First Secretary, Deputy Permanent Representative, United Kingdom Permanent Representation to the United Nations Food and Agriculture Agencies in Rome
91. Vibeke Gram Mortensen	Counsellor/Deputy Permanent Representative to FAO Rome, Danish Government
92. Vicky Singmin	Deputy Director for Food Assistance and Nutrition in Emergencies-Global Affairs Canada
<b>Comparative analysis</b>	
<b>FAO</b>	
93. C. Andrew Nadeau	Senior Capacity Development Officer –Head Capacity Development Unit
94. Sally Berman	Capacity Development Officer , Office for the Partnerships, Advocacy and Capacity Development

Name	Title and Organization
<b>UNICEF</b>	
95. Jeff O'Malley	Director, Data, Policy Research
<b>IFRC</b>	
96. Roger Bracke	Manager, National Society Development Support and Coordination

<b>Regional Bureaux Visits</b>	
<b>REGIONAL BUREAU PANAMA CITY</b>	
<b><i>WFP Staff</i></b>	
97. Alzira Ferreira	Deputy Regional Director
98. Ana Gomez	National VAM Officer
99. Ana Laura Touza	P4P Consultant
100. Annette Castillo	GIS Technical Assistant - VAM
101. Apolonia Morhaim	DMT Officer
102. Bianca Hucmazza	Logistics Officer
103. Carlos Cruz	DMT/EPR Project Coordinator
104. Christine Grignon	Chief, Process and Resource Mobilization Unit
105. Diana Murillo	Nutrition Unit
106. Francesca de Ceglie	Social Protection/School feeding expert
107. Hugo Farías	Regional HIV Advisor/Partnerships
108. Jacqueline Flentge	M&E Advisor
109. Jenny Van Haren	Resilience Officer
110. Jessie Burch	Social Protection Fellow
111. Kaela Connors	DMT Fellow
112. Laura Martinez	Programme Assistant – DMT
113. Lisbeth Escala	Nutrition and HIV Specialist
114. Maria Gabriela	Resource Mobilization
115. Miguel Barreto	Regional Director
116. Regis Chapman	Senior Regional Programme Advisor
117. Valerie Moreyza	VAM Fellow
118. Vanessa Almengor	National CBT Officer
119. Vanessa Pohl	Programme Assistant – DMT
<b><i>United Nations CO/RO</i></b>	
120. Patricia Perez	UNDP CO Programme Officer
121. Ricardo Rapallo	FAO RO Food and Nutrition Security Officer
122. Stefano Fedele	UNICEF RO Health and Nutrition Specialist

<b>Other</b>	
123. Sergio Ferrero	Capacity development consultant, Independent Consultant
<b>REGIONAL BUREAU BANGKOK</b>	
<b>WFP Staff</b>	
124. Claire Mbizule	Regional M&E Officer
125. Dipa Bagai	Regional M&E Consultant
126. Enrico Vigilani	Regional IT Officer
127. Geoffrey Pinnock	Regional EPR Officer
128. Jeffery Marzilli	Regional Programme Officer
129. Jennifer Rosenzweig	Nutrition Consultant
130. Michiel Meerdinbk	Regional Programme Officer
131. Parvathy Ramaswami	Deputy Regional Director
132. Peter Guest	Senior Regional Programming Officer
133. Simeon Hollema	Regional VAM Officer
134. Thomas Thompson	Regional Logistics Officer
<b>United Nations CO/RO</b>	
135. Adnan Aliani	Director- UNESCAP
136. Carmen Van Heese	Regional Remerency Advisor- UNICEF
137. Kamolmas Jaylen	Evaluation Officer -UNDP
138. Sanny Ramos Jegillos	Practice Coordinator, disaster-UNDP
<b>Country visits</b>	
<b>NAMIBIA</b>	
<b>WFP Country Office</b>	
139. Donovan Weimers	Communications Officer
140. Elvis Gonza Odeke	School Feeding Consultant
141. Isaac Tarakidzwa	VAM Consultant
142. Jennifer Bitonde	Country Director
143. Obert Mutumba	Programme Officer
144. Sithabiso Gandure	School Feeding Policy Consultant
<b>Government Partners</b>	
145. Agnes Mukuboda	Senior Administrative Officer, Programme Quality Assurance Directorate (PQA), Ministry of Education, Arts and Culture (MoEAC)
146. Anastasia Amunyela	Office of the Prime Minister, Deputy Director: Policy and Coordination Disaster Risk Management
147. Edah Bohn	Director PQA, MoEAC
148. Jafee Siteketa	Inspector of Education, PQA, MoEAC

149. Japhet Litenge	Office of the Prime Minister, Director, Disaster Risk Management
150. Johannes Ashipala	Deputy Chief, National Development Advice. Office of the President, National Planning Commission
151. Joy Mbangi	Chief Inspector of Education, PQA, MoEAC
152. Sylvester Mbangi	Chief National Development Advice. Office of the President, National Planning Commission.
<b><i>UN Agencies</i></b>	
153. Babagana Ahmadu	FAO Representative, FAO
154. Izumi Morota-Alakija	UNDP, Deputy Resident Representative, UNDP
155. Jean Kaseya	Chief, Child Survival and Development, UNICEF
156. Karan Courtney-Haag	Nutritionist, UNICEF
157. Marcus Betts	UNICEF Deputy Representative/Officer in Charge, UNICEF
158. Monir Islam	WHO Representative, FAO
159. Sarah Mwilima	UNDP Assistant Resident Representative, UNDP
<b><i>Regional Council and School level stakeholders</i></b>	
160. Alex Kamburute	Principal. D.D. Glibeb Primary School, Hardap Region
161. Catherine Campbell	School Feeding Focal Person, Sonop Primary School, Hardap Region
162. Catherine Christiaan	Principal, Sonop Primary School, Hardap Region
163. Emma Stein	Head of Department, Sonop Primary School, Hardap Region
164. G. H. Stephanus	Chief Education Officer, Planning and Development, Hardap Region
165. Jason Willibaldt	School Feeding Focal Person, D.D. Glibeb Primary School, Hardap Region
166. Juliana Garises	Regional National School Feeding Programme Coordinator, Hardap Region
167. Killem Aochamub	Head of Department, D.D. Glibeb Primary School, Hardap Region
<b>KENYA</b>	
<b><i>WFP Country Office</i></b>	
168. Allan Kute	Programme Policy Officer, VAM
169. Annalisa Conte	Representative and Country Director
170. Beatrice Mwangela	Monitoring and Evaluation Officer
171. Charisse Tillman	Donor & Private Sector Relations Officer
172. Charles Njeru	National Programme Officer
173. Charles Owade	Programme Associate
174. Charles Songok	Programme Officer - Livelihoods

175. Cheryl Harrison	Programme Policy Officer
176. Daniel Kirwa	Logistics Officer
177. David Kamau	Programme Policy Officer, Safety Nets
178. Evelyn Etti	Head of Finance/Admin Unit
179. Helen Bugaari	Programme Policy Officer
180. Jackline Gatimu	Programme Associate
181. James Kamunge	Programme Policy Officer
182. Joyce Owigar	Nutrition Officer
183. Kithinji Marangu	Finance Officer
184. Konjit Kidane	Senior Logistics Officer
185. Lara Fossi	Head, Country Capacity Strengthening Unit
186. Lotome Chammah	Programme Policy Officer
187. Mary Mkamburi	Human Resources Officer
188. Michael Wainaina	Finance Officer
189. Paul Turnbull	Deputy Country Director
190. Peter Haag	Consultant
191. Randall Purcell	Senior Advisor, and Manager Relief and Recovery Operations
192. Rosemary Babu	Programme Associate
193. Ruth Musili	Monitoring, Evaluation and Reports Associate
194. Simon Mwangi	Programme Officer
195. Thomas Hansson	Senior Deputy Country Director
196. Valerian Micheni	Programme Policy Officer
197. Zippy Mbatia	Programme Policy Officer
<b>Government Partners</b>	
198. Cecilia Mbaka	Head, Social Protection Secretariat, Ministry of Labour, Social Services and Security
199. Grace Gichohi	Nutrition Officer in charge of Emergency Nutrition, Ministry Health of Health
200. James Oduor	Chief Executive Officer, National Drought Management Authority
201. Paul Mungai	Assistant Director of Education, Ministry of Education
202. Winnie Mwasiji	National Coordinator, National Social Protection Secretariat. Ministry of Labour, Social Services and Security
<b>UN Agencies</b>	
203. Evelyn Koech	Programme Analyst, Disaster Relief and Response & Peacebuilding, UNDP
204. Heather Komenda	Programme Coordinator, IOM



205. Joseph Nganga	Country Programme Officer – IFAD
206. Luis Corral	Social Protection Specialist - UNICEF Kenya Country Office
207. Robert Allport	Country Director, FAO Kenya
<b>NGOs</b>	
208. Ann Chepkite	Commodity Officer Humanitarian and Emergency Affairs. World Vision
209. Ann Mwangi	Feed the Children
210. Esther Onyango	Senior Program Officer, Health and Education. Feed the Children
211. Jacob Mutemi	Country Director, Lutheran World Relief
212. Lawrence Lopayo	Project Officer, Child Fund
213. Oswald Miriti	Project Officer, Cereal Growers Association
214. Philip Ndekei	Programme Officer, Food Assistance, World Vision
<b>Donors</b>	
215. Elisabeth Folkunger	Senior Programme Manager - Water and Humanitarian – Embassy of Sweden
216. Gregory Mabongah Naulikha	Education Advisor - Canadian Cooperation Office
<b>PERU</b>	
<b>WFP Country Office</b>	
217. Henry Trauco	Communication Assistant, Sechura sub-office
218. Isela Yasuda	Nutrition Specialist
219. Isis Alzamora	Nutrition Assistant, Sechura sub-office
220. Ivan Bottger	National Programme Officer
221. Jesus Gutierrez	Logistics/Programme Officer
222. Karin A. Schmitt	International Programme Policy Officer, Head of Programme
223. Laura Retamozo	Capacity Development Officer
224. Patricia Asenjo	M&E Officer
225. Rudigher Encinas	Programme Assistant, Head of Sechura sub-office
226. Samuel Lopez	M&E Assustant, Sechura sub-office
227. Sheila Grudem	Country Director
228. Tania Rodriguez	Expert in Social Programmes
<b>UN Agencies</b>	
229. Camilio Vega	Disaster Risk Management Specialist, OCHA
230. Edo Stork	Deputy Resident Representative, UNDP
231. Enrique Roman	Coordination Specialist, Resident Coordinator Office

232. <i>María Elena</i> Rojas	Deputy Representative, FAO
233. Maria Eugenia Mujica	Programme Specialist, UNDP
234. Maria Eugenia Umica	Programme Specialist, UNDP
235. Massimiliano Tozzi	Disaster Risk Management and Climate Change Advisor, UNDP
236. Olga Isaza	Deputy Representative, UNICEF
237. Patricia Pérez Prieo	Programme Officer, UNDP
238. Zilda Carcamo	Humanitarian Project Officer, UNFPA
<b>Government Partners</b>	
239. 22 participants	All sectoral manager and senior officers - National Civil Defense Institute (INDECI)
240. Francisco J. Ambia	Office for Cooperation and Internat. Affairs, INDECI
241. General (Ret.) Alfredo Murgueytio Espinoza	Chief, National Institute Civil Defense (INDECI)
242. María Elena Tanaka	Secretary General, INDECI
243. Maria Monica Moreno Saavedra	Executive Director, Quali Warma School Feeding Programme, MIDIS
244. Normal Vidal Ananos	Vice-Minister, Social Services, Ministry of Development and Social inclusion (MIDIS)
245. Paola Bustamante Suarez	Minister, Ministry of Development and Social inclusion (MIDIS)
246. Roxana Milagros Alvarado Arévalo	General Manager, Municipality of Ventanilla
<b>Donors</b>	
247. Ana Márquez	Social Responsibility Manager, REPSOL
248. Doris Sotomayor	Director of Social Affairs, Foreign Relations Ministry
249. Jorge Samanez	Peruvian Agency for International Cooperation
<b>NGOs</b>	
250. Elizabeth Cano	Humanitarian Coordinator, OXFAM
251. Milo Stanojevich	Director , CARE
252. Gilberto Romero	President , PREDES
<b>Beneficiaries</b>	
10 parents beneficiaries from the project “Improving the food and nutrition security and reducing anaemia in Ventanilla”	
2 Social Promoters/social workers operating the Ventanilla	
<b>SENEGAL</b>	
<b>WFP Country Office</b>	
253. Alice Martin-Dahirou	Acting Country Director
254. Anna Guayo	Acting Assistant

255. Brice B. Bagoa	Data analyst - VAM
256. Carla Degregorio	R4 Coordinator
257. Elodie Jego	Donor Relations Officer
258. Isabelle Confesson	M&E Officer
259. Joseph Sadio	Targeted Food Assistance Program Officer
260. Mamadou Wane	R4 Programme Coordinator
261. Marieme Diaw	Nutrition Program Officer
262. Moussa Sidibe	Budget and Programming Associate
263. Paulele Fall	Communication Officer – Reporting and Gender
264. Sidou Dia	Logistics Manager
265. Wifred Nkwambi	Program Manager- VAM- M&E
<b>WFP Dakar Regional Bureau</b>	
266. Jamie Watts	Compliance Officer
267. Natasha Nadazdin	Regional Senior Programme Policy Officer
<b>UN Agencies</b>	
268. Aissatou Dioum Sow	Nutrition Program Officer - UNICEF
269. Cheikh Gueye	Deputy Program Representative - FAO
270. Souleymane Boukar	Principal Economist –UNDP
<b>NGOs</b>	
271. Ibrahima Thiome	Head of Operations – Senegalese Red Cross
272. Malick Ndome	Technical Director – Fight against Malnutrition Unit - Oxfam America
<b>Government Partners</b>	
273. Abdou Sakho	Director of Studies, of Development and Marketing – U-IMCEC
274. Abdoulaye Touré	Head of Division – School Feeding Division
275. Aminata Diop Ndoye	Operations Manager – Fight against Malnutrition Unit
276. Camara Guéno	Executive Secretary – (Executive Secretariat of the National Food Security Council)
277. Massamba Diop	M&E Officer – Food Assistance Department – Food Security Commissioner
278. Maty Diagne Camara	Coordinator: Gender division- Directorate of Food and Nutrition
279. Mbaye Mbow	Technical Director – ANCAR (National Council for Agricultural and Rural Agency)
280. Mouhamadou Ndiaye	Coordinator – CSA (Food Security Commissioner)
281. Moustapha Fall	Deputy General Director - National Agricultural Insurance Company of Senegal

282. Ndeye Khady Touré	Micronutrient Advisor – Fight against Malnutrition Unit
283. Ndeye Rokhaya Seck	Head of Division – Fight against Malnutrition Unit
284. Néné Awa Sy	Responsible for the Thies – Fight against Malnutrition Unit
285. Omar Koné	Head of Climate Service - ANACIM (National Agency of Civil Aviation and Meteorology)
286. Oumar Ngom	Finance Officer - National Agricultural Insurance Company of Senegal
287. Ousmane Ndiaye	Head of Climate Department- ANACIM (National Agency of Civil Aviation and Meteorology)
288. Pap Amadou Ndiyaye	General Director - National Agricultural Insurance Company of Senegal
289. Papa Sarr	Technical Director- Grande Muraille Verte Agency
290. Safiétou Ba	Coordinator: Gender division – DGPSN (General Delegation for Social Protection in Senegal)
291. Younoussa Mballo	P2RS National Coordinator – Strengthening Resilience Programme in Food Insecurity and nutrition in Sahel
<b>JORDAN</b>	
<b><i>WFP Country Office</i></b>	
292. Amina Asfour	Programme Assistant- EPR
293. Anne-Laure Duval	Officer in charge of Capacity Development in the Syria+5 Initiative
294. Eric Carey	VAM Officer
295. Faten Al Hindi	Donor & Private Sector Relations/Communication Officer
296. Joan Sherko	Programme Assistant- VAM
297. Mohamed Ismail	Head of Programming
298. Philippe Serge Degenier	Deputy Country Director
299. Rahbab Baker	Administrative Assistant-School Feeding
<b><i>UN Agencies</i></b>	
300. Midoro Sato	Chief of Health and Nutrition -UNICEF
301. Minako Manome	Livelihoods and Recovery Specialist - UNDP
302. Mohamed Anakrih	International Cooperation Officer at Social Security Corporation -UNDP
303. Nadia Al' Awamieh	Socio-Economic Portfolio Manager -UNDP
304. Wafa'a Al' Ramadneh	National Consultant - FAO
<b><i>NGOs</i></b>	
305. Amal Ireifij	Programs Director -Royal Health Awareness Society (Royal NGO)

306. Mammoud Al-Kharoufa	Projects Manager Jordanian Hashemite Fund for Human Development (JOHUD)
307. Mustasim Al Hayari	NRMP Director, Jordanian Hashemite Fund for Human Development (JOHUD)
<b>Government Partners</b>	
308. Fatemah Awamreh	Director, Department of Statistics (DOS)
309. Fuad Al Muhaisen	Assistant Director General, Ministry of Agriculture
310. Ikhlas Aranki	Officer, Department of Statistics (DOS)
311. Sanaa Momani	Director, Department of Statistics (DOS)
<b>Others</b>	
312. Boris Bolotin (His Excellency)	Ambassador of the Russian Federation
<b>WFP Country Office</b>	
313. Akter Hussain	Logistics Officer
314. Anwarul Kabir	National Coordinator (DFAP)
315. Arifeen Akter	Program Officer - Survey/VAM Unit
316. Christa Rader	Country Director
317. Emmy Johdet	Reporting Officer
318. Farah Aziz	Senior Logistc Associate
319. Kakoli Chakravarty	Senior Programme Officer (VGD)
320. Kausar Sultana	Procurement Officer
321. Nigar Dil Nahar	Programme Officer
322. Rezaul Karim	Head, Programme, Planning & Implementation Support (PPIS)
323. Shahida Akther	Senior Programme Officer, SF, PLU
324. Siddiqui Islam Khan	Senior Programme Officer (ER)
325. Syed S. Arefeen	Head of Field Operations
<b>NGOs</b>	
326. Fatima Halima Ahmed	Coordinator-Resource management and Partnership - Uttaran
327. Md. Nazrul Islam	Co-ordinator, Education & Child protection Programme - Muslim Aid
328. Monjusree Saha	Head of Programme Coordination- RDRS Bangaldesh
329. Profulla Chandra Barman	Programme Head Education- BRAC
330. Satchidananda Biswas	Assistant Director - Shushilan
331. Tanvir Elahi	Programme Manager - Muslim Aid

<b>Donors</b>	
332. Arman Akbary Khan	Advisory Food Security - Kingdom of Netherlands
333. Lisanne Achterberg	Intern Food Security - Kingdom of Netherlands
334. Michiel Slotema	Advisor Water Resource Management - Kingdom of Netherlands
335. Naved Chowdhury	Poverty and Social Protection Adviser - UKAID-DFID
<b>Desk Reviews <sup>106</sup></b>	
<b>COLOMBIA</b>	
336. Adrianna Bello	National officer , Monitoring and Evaluation
337. Ana Mercedes Cepeda Arenas	National Officer, Public Policies
338. Patricia Nader Vega	Coordinator - Capacity Development
339. Balparitosh Dash	Programme Officer
340. Jan Delbaere	Current Deputy Country Director
341. Mihoko Tamamura	Former Country Director
342. Pradnya Paithankar	Unit Head, M&E/VAM/Research
343. Shariqua Yunus	Unit Head, Nutrition (Aug 2009 till Date)
344. Mary Njoroge	Country Director
345. Nadya Frank	Head of Programme (School Meals project)
346. Napo Ntlou	Head of the School Feeding Unit-
347. Sharifbek Sohibnazarov	Head of Programme (Resilience and Safety Nets project)
<b>LESOTHO</b>	
348. Carl Paulsson	Senior Regional Programme Policy Officer, RBC
349. Wurie Alghassim	Deputy Country Director
350. Mats Persson	Emergency Coordinator
351. Ross Smith	Head of Programme
352. Sarah Laughton	Former Head of Programme/Chief, OSZIS

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<sup>106</sup> All WFP staff

## Annex 11: Triangulation and Evidence Matrix

1. The table below illustrates which lines of inquiry as described in section 3 of the Inception Report were used to generate evidence in relation to specific evaluation sub-questions. The matrix facilitated the triangulation of data during the data analysis and reporting stages of the evaluation. The evaluation team may further use it as an internal tool to capture key evidence emerging on the different sub-questions from the different lines of inquiry.

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
<b>1.1 Do the existing conceptual framework, vision, purpose, outcomes, outputs and activities as set out in the 2009 version of the policy continue to be valid?</b>								
1.1.1 Does the policy reflect WFP's transformation "From Food Aid to Food Assistance"?	✓		✓	✓	✓			
1.1.2 Did the policy facilitate the shift from capacity development as a strategic objective in its own right to mainstreaming CD across all strategic objectives in the 2014-2017 SP?	✓		✓	✓	✓			
1.1.3 To what extent and how has the 2009 policy update been used by WFP to plan, implement, monitor and report on CD related activities and results?	✓	✓	✓	✓	✓	✓		

<sup>107</sup> Included a review of country and region-specific documents, as well as consultations with WFP staff and in-country stakeholders.

<sup>108</sup> Included a document review as well as complementary interviews with WFP staff and/or managers.

<sup>109</sup> Included a document review and complementary interviews with representatives of the comparator organizations.

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
<b>1.2 Have the findings, conclusions and recommendations of the 2008 Evaluation of WFP Policy on Capacity Development been fully considered and integrated into the 2009 update?</b>								
1.2.1 To what degree have these findings / conclusions and recommendation been integrated into the policy document, and related tools and guidelines?	√		√					No triangulation required
1.2.2 To what degree have there been operational changes in delivery patterns/kinds of activities as a result of these conclusions and recommendations?	√		√	√	√			
<b>1.3 How does the 2009 updated policy compare with strategic documents of relevant comparator organizations (FAO, UNDP, UNICEF and IFRC in particular) with respect to innovation and strategic focus?</b>								
1.3.1 Do the specific comparator organizations have specific plans/policies for CD? If not, how do they manage this function? How do other IASC partners, such as UNHRC and OCHA, do so?			√	√			√	
1.3.2 How do the specific comparator organizations articulate their CD-related goals and objectives? How do other IASC partners do so? What are strengths/weaknesses of different approaches?			√	√			√	Review of comparator organizations included a document review and interviews thereby allowing for triangulation



Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
1.3.3 Are there variances how goals and objectives are set down between organizations primarily involved in the humanitarian response versus those involved in largely development activities?				√			√	Ibid
1.3.4 How often do the specific comparator organizations review their plans or other instruments that govern CD?				√			√	Ibid
1.3.5 How often do other UN organizations conduct evaluations or other reviews of the instruments and plans that manage the CD function? How useful are these evaluations?			√	√			√	
1.3.6 How does the 2009 WFP policy compare with the instruments of specific comparators in terms of how it addresses gender-related considerations? How does it compare with the approaches adopted by other IASC partners?			√	√			√	

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
<b>1.4 Does the 2009 update reflect good practice and remains relevant in the face of evolving capacity developments concepts and approaches at national and international levels as well as internal WFP developments?</b>								
1.4.1 To what extent do the policy and related guidance tools reflect the evolving global discourse on CD, including in relation to CD in humanitarian contexts?	√		√					
1.4.2 What do WFP internal stakeholders consider to be relevant good practice of others?	√		√	√	√	√		
1.4.3 To what extent does the policy reflect good practice and evolving thinking related to gender equality concerns in the context of capacity development?	√		√	√	√	√		
<b>1.5 Is the 2009 update coherent with i) WFP strategic plans (2011-2013, and 2014-2017) and relevant other WFP corporate policies or frameworks, ii) the shift from food aid to food assistance, including coordination mechanism of capacity development within WFP (HQ, RB and COs) and iii) policies of other UN partners and host governments , including the MDGs and convergence with Paris-Accra-Busan?</b>								
1.5.1 To what extent has the 2009 policy been aligned/compatible with the shifts in strategy and/or operations embodied in the two most recent WFP strategic plans and relevant other WFP policies?	√		√	√	√	√		

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
1.5.2 How have WFPs major humanitarian partners transformed their strategic frameworks over the last six years? What has been the impact, if any, of these changes on the relevance of WFP's CD related work and policy?	✓			✓	✓		✓	
1.5.3 What changes have ensued among host governments related to their policies and operations to combat hunger? Is the 2009 policy and WFP's approach of mainstreaming CD compatible with these changes?	✓			✓	✓	✓		
<b>1.6 Does the 2009 policy continue to be relevant in light of the SDGs and Agenda 2030?</b>								
1.6.1 Does WFP link or coordinate its CD related country planning with the UNDAF or Delivering as One process?	✓		✓	✓	✓			
1.6.2 To what extent is WFP's CD-related work aligned with or compatible with the SDGs/ Agenda 2030?	✓		✓	✓	✓	✓		

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
<b>2.1 What outcomes have been achieved at the three levels CD (enabling environment, institutional, individual); and were there unintended outcomes?</b>								
2.1.1 What types of outcomes were attained (including un-anticipated ones) at each of the three levels?	√	√		√	√			
2.1.2 Are the observed outcomes (including unintentional ones) linked to the application of the 2009 Updated Policy? If not, what are they linked to?	√	√		√	√	√		
2.1.3 How do WFP M&E systems report on outcomes?	√	√	√	√	√			
2.1.4 How does outcome reporting track gender- sensitive considerations?	√	√	√	√	√			
<b>2.2 What contributions has WFP made to strengthening (aspects of) relevant contexts/ enabling environments?</b>								
2.2.1 What evidence is there of WFP contributions to tangible (e.g. changes in policies, laws, resourcing) changes? What evidence is there of WFP contributions to intangible changes (e.g. changes in social norms, public awareness)?	√	√		√	√	√		

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
<b>2.3 What contributions has WFP made to strengthening national institutions/ organizations relevant for strengthening national capacity to end hunger?</b>								
2.3.1. What specific institutional/organizational changes can be inferred to have been influenced by WFP CD activities?	√	√		√	√	√		
2.3.2 What, if any, other development partners contributed to the strengthening of similar beneficiary institutions? How?	√	√		√	√		√	
<b>2.4 What contributions have WFP made in relation to strengthening the capacity of (cohorts of) individuals and communities?</b>								
2.4.1 What specific changes in individual and community capacities can be inferred to have been influenced by WFP CD related activities?	√	√	√	√	√	√		
2.4.2 What evidence exists to demonstrate whether changes in knowledge, skills, attitudes etc. were translated into changes in behaviour?	√	√	√	√	√	√		
2.4.3 What, if any, other development partners are involved in the strengthening of individual/community capacity?	√	√	√	√	√	√	√	
<b>2.5 What is the likelihood of results that have been achieved with WFP contributions being sustained in the mid- or longer term?</b>								

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
2.5.1 What has WFP done to facilitate the likelihood of results being sustained beyond WFP support?	√		√	√	√	√		
<b>2.6 What progress has been made towards the envisaged impacts?</b>								
2.6.1 How likely are the actual and potential outcomes that WFP has contributed to in the field to contribute to the envisaged overall impact(s)?	√	√	√	√	√			
<b>3.1 What is the implication of external (contextual) factors on the attainment of results?</b>								
3.1.1 Are there variances in results attainment on the basis of stage of development of countries (low income, middle income, conflict and post-conflict contexts)?			√	√	√			
3.1.2 What specific kinds of challenges or impediments /opportunities exist in relation to various stages of development?			√	√	√			
3.1.3 Are there any differences in the nature of WFP's CD-related activities on the basis of the stage on the relief-development continuum of the situation at hand (emergency, protracted, transition, etc.)?			√	√	√			

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
3.1.4 What have been the effects of factors deriving from the respective political, and cultural contexts?			√	√	√			
3.1.5 Who are WFP's partners with respect to CD activities and what contributions do they make? How do national level recipients coordinate the support they receive from WFP with what they may receive from other partners?	√		√	√	√		√	
<b>3.2 To what extent is WFP strategically positioned to provide CD support to national partners?</b>								
3.2.1 What specific roles are played by factors such as WFP's comparative advantages, internal capacity, staff incentives in relation to benefits delivered through CD activities?			√	√	√	√		
3.2.2 How does WFP coordinate its CD related activities with those of other intervenors?	√		√	√	√		√	
<b>3.3 What have been strengths and weaknesses of mainstreaming capacity development for nationally owned sustainable hunger solutions across WFP?</b>								
3.3.1 What evidence is there of benefits deriving from mainstreaming of CD across WFP? What evidence is there of related drawbacks?	√	√		√	√	√		

Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
<b>3.4 What are the implications of WFP financial commitments for, and prioritization of, capacity development on the availability of appropriate human resources, and on the attainment of results?</b>								
3.4.1 How predictable are financial resources for CD in the context of regular operations and trust funds?	√		√	√	√	√		
3.4.2 Do the number and type of dedicated human resources, and the type of CD related activities change as a result of varying levels of financial support, and especially in the case of resourcing shortfalls?	√		√	√	√			
3.4.3 How are resources for CD activities prioritized generally and specifically in the face of resourcing shortfalls?	√		√	√	√	√		
3.4.4 Are gender related considerations taken into account when prioritizing CD resourcing?	√		√	√	√			
3.4.5 Does the level of results attainment vary according to the degree of resource availability?	√	√	√	√	√	√		
<b>3.5 To what extent have existing WFP guidelines and tools for capacity development facilitated the implementation of the 2009 policy update?</b>								
3.5.1 To what degree do existing operational guidelines and tools reflect and to what degree are they aligned with the 2009 policy update?	√		√	√		√		



Evaluation Questions and Sub-Questions	Lines of Inquiry							Evidence/Comments
	Horizontal document review	Review of Standard Project Reports (SPR)	Key informant interviews (global)	6 field missions to Country Offices and <sup>107</sup> Regional Bureaus	6 country desk top reviews <sup>108</sup>	Electronic survey	Review of comparator organizations <sup>109</sup>	
3.5.2 To what degree have existing guidelines and tools facilitated implementation of the 2009 policy update at HQ, regional and country levels?	√		√	√	√	√		
3.5.3 How were capacity development-related outcomes articulated and where? To what degree was gender sensitivity including in outcome planning and articulation?	√	√	√	√	√			
<b>3.6 What are the effects of the WFP's institutional/ organizational structures and processes on capacity development efforts?</b>								
3.6.1 Which specific institutional/organizational structures are seen to impact on WFPs' CD related activities and how do they do so?	√		√	√	√	√		
3.6.2 What changes may have ensued in WFPs institutional/ organizational structures since the 2009 policy came into effect? How, if at all, have they impacted on its CD related activities?	√		√	√	√			

## Annex 12: Definition of Key Terms - Terminology

### Core Terms<sup>110</sup>

1. **Capacity** -The ability of people, organizations and society as a whole to manage their affairs successfully.
2. **Capacity development** - The process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain that ability over time.

### Elaboration of the core terms

3. The following considerations do not provide alternative interpretations of the above noted terms of ‘capacity’ and ‘capacity development’, but, instead, illustrate how the evaluation team interprets them based on the current CD literature cited in section 1.2 of the IR, and based on recent WFP guidance documents on the issue.

- National **system capacity emerges** from the interactions of the respective enabling environment/context, institutions/organizations and individuals. As such, capacity is not a static, but a dynamic concept. <sup>111</sup>
- Processes of capacity development are **neither linear nor top down**. While one can try to strengthen or encourage CD processes, the results of such efforts on specific (e.g. individual, organizational), and on overall system capacity are not easily predictable. Instead, changes in capacity emerge or come out in their own time and at their own speed.
- When exploring the results of the 2009 CD Policy and WFP’s commitment to mainstreaming CD, the evaluation will focus on CD processes and related WFP efforts that were geared towards **enabling countries/national actors** to take responsibility for increasingly independently investing in and managing sustainable hunger solutions.
- Activities that were focused on training people or organizations in order to effectively implement WFP managed projects are therefore **not** considered capacity development unless they were part of a broader plan for eventual handover.
- Whether local procurement/purchases constitute capacity development or not will be determined on a **case by case basis** depending on whether there is evidence that the respective activities contributed to strengthening individual or institutional capacities relevant in relation to creating or sustaining nationally owned hunger solutions.

### Other Terms

4. **Behaviour changes** – the changes in actual practices that occur, that is, those in the target reach group do things differently or use the intervention products (Mayne 2015).
5. **Capacity changes** – the changes in knowledge, attitudes, skills, aspirations, and opportunities of those who have received or used the intervention’s goods and

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<sup>110</sup> As per OECD (2006) and as used in footnote 2 of the 2009 Policy on Capacity Development Update.

<sup>111</sup> The term system refers to a group of interacting, interrelated or interdependent elements forming a complex whole, which – as a whole - serves a particular (social) purpose.

services. Some or all of these changes are needed for new action to be taken – see ‘behaviour changes’ above (Mayne 2015).

6. **Capacity development activities** – Efforts conducted by WFP and/or its partners to influence or facilitate processes of capacity development – for example, by targeting individuals, communities, organizations through a variety of ways including, but not limited to, training, technical assistance, and advocacy.

7. **Capacity strengthening** – although Capacity Strengthening is not synonym of Capacity Development, following the inception mission, it was observed that these terms are used interchangeably by WFP Staff. Therefore, “capacity strengthening” will be referred to as “capacity development” in this evaluation report.

8. **Direct benefit** - the improvements in the state of beneficiaries (individuals or institutions), such as more productive farming, increased income, more effective management (Mayne 2015).

9. **Enabling environment**– Characteristics of the respective political, geographic, economic, socio-cultural or other contexts within which capacity development processes evolve, and which positively or negatively influence these processes. Please also see discussion of the limitations with the terms below.

10. **Hunger governance** – the obligation of nations to their citizens to guarantee freedom from hunger, under-nutrition and harm caused by disasters, through a broad process of formulating and managing public policy to guarantee citizens the right to food and economic opportunities, and creating enduring institutions to promote coordination and cooperation to achieve the desirable, positive sum, outcomes of protecting the lives as well as improving the well-being of citizens (WFP Glossary).

11. **Mainstreaming (of capacity development)** - a strategy/approach/means to achieve goals/objectives related to capacity development. Mainstreaming involves ensuring that CD perspectives and attention to related objectives/goals are central to all activities or an organization , including in relation to policy development, advocacy/ dialogue, resource allocation, and planning, implementation and monitoring of programmes and projects.

12. **Reach** – the target groups who are intended to receive the intervention’s goods and services (Mayne 2015).

13. **Technical Assistance** – as per WFP (WFP 2015n): “non-financial or non-material assistance that meets particular needs and priorities identified by national partners and takes the form of missions carried out by recognized experts to provide advisory services, technical and technological inputs to help countries develop effective institutions, legal and policy frameworks, programme design and management, strategic planning and financing, and continuity and sustainability to end hunger. It can take the form of sharing information and expertise in the form of secondment or short-term consultation, systems development including instructions that relate to systems, skills training, transmission of working knowledge, and consulting services and may also involve the transfer of technical data.”

## **Discussion of the limitations of certain terms**

### Enabling Environment

14. The 2009 Policy update does not explicitly define the term ‘enabling environment’. However, the policy outcomes and outputs imply a relatively narrow

definition of this term by focusing on (i) laws, policies and strategies, and (ii) the resourcing of ministries and agencies.<sup>112</sup>

15. In our view, this is problematic in two ways. First, not all environments are ‘enabling’. Instead, contextual influences can have both positive and negative effects on emerging capacity. Second, policy and financial contexts are not the only relevant influences on various types of capacity.

#### Institutional level

16. Within the 2009 policy update, the terms ‘institution’ and ‘organization’ are not defined and are not used consistently. As a result, the intended distinctions between (i) institutions and organizations, and (ii) between the enabling environment and the institutional level are not clear. This is due to the following:

- Paragraph 39/p.11 of the 2009 policy update refers to “nationally owned sustainable hunger solutions based on conducive food policies and institutions, effective national food assistance organizations and competent individual practitioners”. This implies (i) that institutions and organizations are not identical, and (ii) that institutions –together with policies – form part of the enabling environment.
- However, paragraph 41 of the Policy update states that: “Outcomes to achieve this objective must be generated at the levels of an enabling environment and institutional and individual capacities”. This implies that institutional capacities are a distinct level different from the enabling environment on the one hand, and individual capacities on the other hand. (Note that in paragraph 39 this place ‘in the middle’ had been taken up by ‘organizations’).
- In paragraph 44, the Policy update then groups the “enabling environment and institutional level” into one, and distinguishing it from the “organizational level” on the one side, and the ‘individual level’ on the other side.

#### Individual Level

17. The 2009 policy update formulates one single outcome at the individual level, which groups ‘empowered individuals’ and ‘communities’ together.

18. The policy update does not specify whether the notion of ‘empowered individuals’ primarily relates to individuals working within the national food assistance agencies and networks mentioned in relation to the institutional level, or whether it refers to a more broadly defined set of individuals.

19. Similarly, the policy update does not elaborate on whether ‘communities’ are exclusively defined geographically, or also in other terms, such as ethnically or culturally.

#### **Proposed approach to using terms from the WFP Policy on Capacity Development: An Update on Implementation (2009)**

20. To avoid confusion, **the evaluation team will use the same terms as outlined in the 2009 policy update** when describing the three levels at which outcomes and outputs are envisaged to be achieved. In doing so, we understand the

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<sup>112</sup> A related question is whether the issue or well-resourced ministries and agencies would be more accurately placed at the level of ‘institutional capacity’.

‘enabling environment’ to be distinct from ‘institutional capacities’ on the one hand, and ‘individual capacities’ on the other hand.

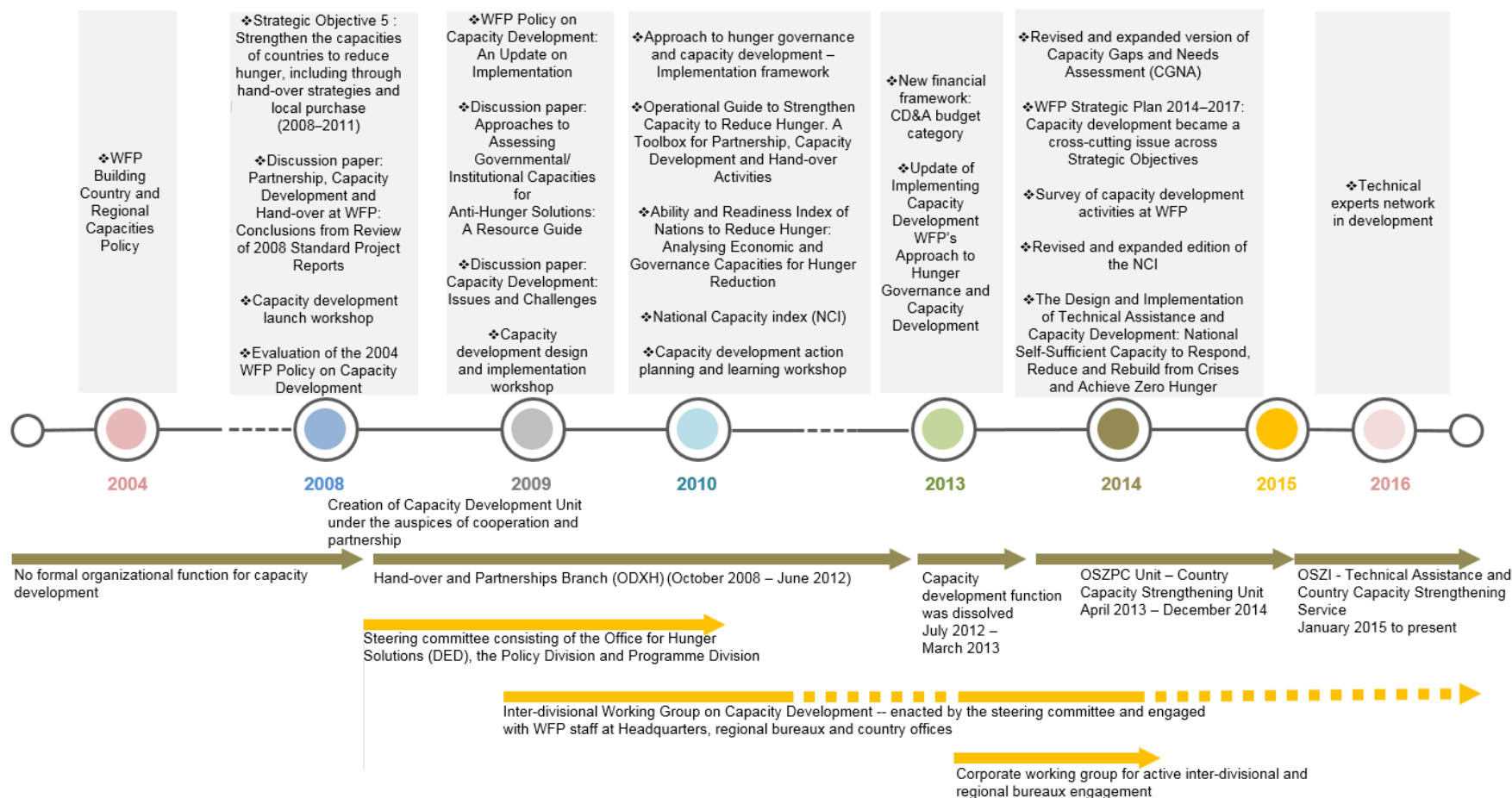
21. When exploring WFP activities and contributions to strengthening ‘institutional capacities’, we will focus on WFP engagement with national (or sub-national) organizations such as ministries or related agencies on the one hand, and networks, which often have less clearly defined boundaries than organizations, on the other hand. This is reflected in the constructed theory of change and institutional impact pathway.

22. We will interpret the term enabling environment more broadly than is implied in the 2009 policy update, namely as referring to the (positive and negative) effects on capacity and capacity development that derive from the respective political, cultural, economic, geographic, and other contexts relevant in a particular case.

23. In relation to the individual level, we assume that the ‘cohorts of empowered individuals’ that are referred to in the 2009 policy update primarily refer to (i) actors within the same organizations, agencies, and networks that are targeted in relation to institutional level changes, and (ii) specific actors within targeted communities. The reconstructed individual impact pathway presented in Annex 3 illustrates the assumed differences between these changes involving these two groups.

24. As regard the notion of ‘communities’ we assume that the term is usually, but not exclusively, defined in geographic terms, and that the evaluation team will need to assess on a case by case basis the specific unit of analysis to which the term refers.

## Annex 13: Timeline Showing Key Events of Capacity Development Evolution in WFP



\*1 ODXH = Hand-over and Partnership Branch

\*3 OSZI = Programme Innovation Service

\*5 (2014, further revised in 2015). It replaces the 2010 operational guidelines.

\*2 OSZPC = Country Capacity Strengthening Unit

\*4 Flexibility to plan, budget and track capacity development activities in line with the 2014-2017 SP.

**Annex 14: Capacity Development in WFP Strategic Plans 2008-2013 and 2014-2017**

WFP Strategic Plan 2008-2013	WFP's Strategic Plan 2014-2017
<p>Shift from WFP as a food aid to a food assistance agency</p>	<p>Explicit emphasis on capacity development :                      The need to connect capacity development with WFP's core strengths is one of 7 key lessons learned                      Being 'capable' is one of seven key drivers of change                      The SP (p.8-9) outlines six adjustments to its previous strategic direction; Capacity development is touched upon in three of these adjustments.                      New aimed positioning for WFP as a "partner of choice for governments by developing their capacity".                      Capacity development is linked to handover/phasing out in the SP (p.23).</p>
<p>Five Strategic Objectives; each with a number of related goals.</p> <p>One capacity strengthening specific Strategic Objective:  <u>Strategic Objective Five:</u> Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.</p> <p>Two strategic objectives where goals include capacity strengthening</p> <p><u>Strategic Objective Two:</u> prevent acute hunger and invest in disaster preparedness and mitigation measures</p> <p><u>Goal 1:</u> to support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters</p> <p><u>Goal 2:</u> To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaption to climate change</p>	<p>Four Strategic Outcomes.</p> <p>No capacity strengthening specific Strategic Objective.</p> <p>The SP frames WFP's four Strategic Objectives according to their contribution to three overlapping priorities: 1) prepare for and respond to shocks; 2) restore and rebuild lives and livelihoods; and 3) reduce vulnerability and build lasting resilience. Capacity Development is addressed under each of the three overarching priorities of the SP.</p> <p><b>Each of the four strategic objectives include a separate capacity development related goal.</b></p> <p><u>Strategic Objective One:</u> Save Lives and Protect Livelihoods in Emergencies</p> <p><u>Goal 3:</u> Strengthen the capacity of governments and regional organizations and enable the international community to prepare for, assess and respond to shocks</p> <p><u>Strategic Objective Two:</u> Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies</p> <p><u>Goal 2:</u> Assist governments and communities to establish or rebuild livelihoods, connect to markets and manage food systems</p>

WFP Strategic Plan 2008-2013	WFP's Strategic Plan 2014-2017
<p><u>Strategic Objective Three</u>: restore and rebuild lives and livelihoods in post conflict, post-disaster or transition situations</p> <p><u>Goal 3</u>: To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid resumption of conflicts.</p>	<p><u>Strategic Objective Three</u>: Reduce Risk and Enable People, Communities and Countries to Meet their Own Food and Nutrition Needs</p> <p><u>Goal 1</u>: Support people, communities and countries to strengthen resilience to shocks, reduce disaster risks and adapt to climate change through food and nutrition assistance</p> <p><u>Goal 3</u>: Strengthen the capacity of governments and communities to establish, manage and scale up sustainable, effective and equitable food security and nutrition institutions, infrastructure and safety-net systems, including systems linked to local agricultural supply chains</p> <p><u>Strategic Objective Four</u>: Reduce Undernutrition and Break the Intergenerational Cycle of Hunger</p> <p><u>Goal 3</u>: Strengthen the capacity of governments and communities to design, manage and scale up nutrition programmes and create an enabling environment that promotes gender equality</p>



## Annex 15: Stakeholder Analysis

Stakeholder	Role in relation to Capacity Development	Role in the evaluation	Implications for the Evaluation
<b>INTERNAL</b>			
WFP Country Offices	Lead role in design and implementation of WFP's capacity assessment and capacity development activities.	Key informants. 5 COs (Kenya, Peru, Senegal, Jordan, Bangladesh) were reached through field interviews and country desk top reviews. 10 Country Directors (including 1 former and one acting) and 7 Deputy Directors from countries not included in field missions and desk top reviews were included in the e-survey.	Key informants to provide context, direct experience and analysis. Important to fully understand WFP's role in CD, its relation to other actors, how WFP operates in the specific country context, and overall progress on rolling out the policy.  Relevant staff interviewed varied between CO at a minimal included include Heads of Programme, Country Directors and/or Deputy Country Directors.
WFP Regional Bureaux	Key role in all stages of the programme cycle. Key in disseminating CD policy to COs.	Key informants; 3 RB Heads of Programme (RBP, RBB, RBN) were reached through individual interviews. Regional Directors and Deputy Directors from RBs not included in field missions were included in the e-survey.	Regional Bureaux provide a regional overview and the ability to compare countries, identify lessons learned, and perspective to triangulate country level findings. Also have own role in CD, both in support of COs, and in relation to exploring CD opportunities with regional organizations.
WFP OSZI	Country Capacity Strengthening Service	Key informants; 1 OSZI respondent was consulted through four interviews over the course of the evaluation. Was represented in the reference group for the evaluation, consulted on each phase of the evaluation and invited to comment on the major products (TOR, evaluation report). OSZI respondent was included in the e-survey.	OSZI is responsible for ensuring overall policy coherence in terms of CD and is a key end user of the evaluation. Important to understand the history of the policy, and diverse experiences and opinions within the unit, as well as external engagement with other actors on CD.

Stakeholder	Role in relation to Capacity Development	Role in the evaluation	Implications for the Evaluation
WFP Brazil Centre of Excellence against Hunger	Assuring mainstreaming of CD, quality and sustainability of programmes, as well as synergy and coherence.	Key informants; 2 respondents were interviewed. Senior staff and managers were included in the e-survey. The Center was also represented in the reference group for the evaluation, consulted on each phase of the evaluation and invited to comment on the major products (TOR, evaluation report).	As a global forum for South-South policy dialogue and learning on school feeding and food and nutritional security programmes, this informant is important to understand the CD activities, outputs and outcomes being undertaken by WFP in Africa, Asia and Latin America.
WFP Nutrition Division, OSN	Assuring mainstreaming of CD, quality and sustainability of programmes, as well as synergy and coherence.	Key informants; 2 respondents from OSN were interviewed. Senior staff and managers were included in the e-survey. Was also represented in the reference group for the evaluation, consulted on each phase of the evaluation and invited to comment on the major products (TOR, evaluation report).	Check for depth of understanding of the capacity development policy, and its relevance in relation to nutrition related and nutrition-sensitive issues. Examine how capacity development related issues have been incorporated in the nutrition policy and its update, and to what extent they are being mainstreamed in nutrition-related programming. Examine whether related efforts take gender concerns into account.
WFP Emergency Preparedness Division, OSE	Assuring mainstreaming of CD, quality and sustainability of programmes, as well as synergy and coherence.	Key informants; 1 respondent was consulted through interviews. Senior staff and managers were included in the e-survey. Was also represented in the reference group for the evaluation, consulted on each phase of the evaluation and invited to comment on the major products (TOR, evaluation report).	Check for depth of understanding of the capacity development policy, and its relevance in relation to emergency preparedness related issues. Examine extent to which capacity development is being mainstreamed in emergency preparedness related programming. Examine whether related efforts take gender concerns into account.

Stakeholder	Role in relation to Capacity Development	Role in the evaluation	Implications for the Evaluation
WFP Emergency Preparedness Branch, OSEP	Assuring mainstreaming of CD, quality and sustainability of programmes, as well as synergy and coherence.	Key informants; 2 respondents were consulted through interviews. Senior staff and managers were included in the e-survey.	Check for depth of understanding of the capacity development policy, and its relevance in relation to emergency preparedness related issues. Examine extent to which capacity development is being mainstreamed in emergency preparedness related programming. Examine whether related efforts take gender concerns into account.
Performance Management and Monitoring Division, RMP and Performance Management and Reporting Branch, RMPP	Assuring quality of programme data and reporting on CD.	Key informants; 2 respondents were consulted through interviews. Senior staff and managers were included in the e-survey. RMP was also represented in the reference group for the evaluation, consulted on each phase of the evaluation and invited to comment on the major products (TOR, evaluation report). RMPP was not be represented in the reference group	Important to understand CD monitoring requirements, challenges, and available data. Examine how approaches to gender have been incorporated in monitoring overall, and CD-related monitoring in particular. Explore the intended uses of the draft thematic theories of change currently under development.
Other WFP units	Assuring mainstreaming of CD, quality and sustainability of programmes, as well as synergy and coherence.	Key informants; 15 respondents from other WFP units were interviewed: RMP (1), OSE (1), RBB (1), OSN (2), RBC (1), OEV (4), PGC (3). Senior staff and managers of all units were included in the e-survey. Some of these units were also represented in the reference group for the evaluation, consulted on each phase of the evaluation and invited to comment on the major products (TOR, evaluation report).	Important to understand overall views, perceived role, and range of diverse views. Check for depth of understanding of the policy. Seek to understand how they relate to the policy in theory and in practice, and in terms of integration and coherence. Examine how approaches to gender have been incorporated in the policy and in programming.

Stakeholder	Role in relation to Capacity Development	Role in the evaluation	Implications for the Evaluation
<b>INTERNAL/EXTERNAL</b>			
Executive Board Members	Decision makers on WFP policy directions, strategies and resources. Donor members provide financial support for WFP's CD operations. Recipient countries display varying degrees of ownership of CD activities.	Key informants. A total of 11 EB member provided verbal or written feedback to the evaluation team	Executive board members are key stakeholders who have a variety of interests and agendas. Important to approach sensitively and to probe for interests and drivers behind the official positions. Check for understanding of policy (in theory and in practice) and determine their priorities.
<b>EXTERNAL</b>			
<b>Partner Governments</b>			
Relevant national Ministries	Lead Ministries partnering with WFP on CD-related issues. Can vary by country and can include ministries of agriculture, education, social protection, planning, health.	Key informants. 9 representatives from key Ministries were interviewed during field missions.	Important to understand context, capacity development needs, past and actual collaborations and related results, and value added of WFP in terms of CD.

Stakeholder	Role in relation to Capacity Development	Role in the evaluation	Implications for the Evaluation
Relevant ministries and other government entities at sub-national level	Various roles in hunger governance at the sub-national level.	Key informants in selected countries. 4 representatives from sub-national level were interviewed during field missions.	
<b>Non-government partners</b>			
Beneficiaries – men and women - of WFP CD activities, for example (varying by country and thematic area) communities or community sub-groups such as small holder farmers; NGOs/CSOs, networks.	Recipients of WFP programming relevant for CD	Key informants in selected countries. 12 beneficiaries were interviewed through one-on-one interviews.	Important to understand context, capacity development needs, past and actual collaborations and value added for WFP in terms of CD. Important to understand whether and how WFP's work on capacity development has (attempted to) equally benefit men and women, and what contextual factors have influenced related efforts.
<b>Comparator organizations</b>			
International Federation of Red Cross and Red Crescent Societies (IFRC)	Comparable to WFP in at least some key aspects relevant to the evaluation. Various approaches to and policies/strategies for capacity development.	Key informants. A total of 41 respondents were interviewed either as part of the comparator study or as part of CO field missions: IFRC (1), FAO (12), UNDP (15), UNICEF (11).	Important to understand the context and comparative advantage of WFP's CD activities. Understand extent of, and reasons for coordination among WFP and comparators.
FAO			
UNDP			
UNICEF			

Stakeholder	Role in relation to Capacity Development	Role in the evaluation	Implications for the Evaluation
<b>Other partners</b>			
NGO partners	Can be implementing, or strategic/coordination partners.	Informants. 21 NGO representatives were interviewed during field missions	Understand their role in implementation of CD activities with/on behalf of WFP, and suggestions for improvement.
Other UN agencies and IFIs (e.g. IFAD, UNHCR, OCHA, World Bank) present in countries selected for field visits	Varying roles in relation to supporting (or having an interest in) national capacity development for hunger reduction.	Informants. 5 respondents were interviewed during field missions	Strategic partners for WFP. Understand their role and/or interest in developing national capacity for hunger governance & their views on WFP contributions and on coordination of CD support among UN actors.
Donors (field)	Donors are important in influencing the direction of capacity development scale, activities, and reporting in the field.	Informants. 12 respondents were interviewed during field missions.	Important to understand the donors' perspectives and priorities and their perception of WFP in the context of capacity development.
Private sector partners (field)	Can be implementing, or coordination partners.	Informants; 1 key private sector partners were interviewed during field missions	Important to understand their role in implementation, and suggestions for improvement.

**Annex 16: WFP Contributions to Capacity Development Results<sup>113</sup> in Reviewed Countries<sup>114</sup> - by Thematic Area<sup>115</sup>**

	Country visits						Desk reviews					
	Bangladesh	Jordan	Kenya	Namibia	Peru	Senegal	Colombia	India	Kyrgyz Republic	Lesotho	Liberia	Uganda
<b>School Feeding</b>	2,3	1,2	1,2,3	1,2,3	1,2	1,2,	2	2	1,2,3	1,2,3	2,3	1,2,3
<b>Nutrition</b>	1,3		1,2,3	2	1	2,3	1	2	3	1,2,3	1,2,3	1,2,3
<b>Food Security</b>	1	1,2,3	1,2	1,2,3	1,2	1,2,3	1,3	1,2,3	2,3	1,2		1,2,3
<b>Livelihoods</b>	1,2,3	1	1,2			1,2,3	1,2	2	1,2,3	1,2	1	1,2,3
<b>Emergency Preparedness &amp; Response</b>	1		1,2,3		1,2	1	1,2		1,2	1,2,3	1,2	1,2
<b>Purchase for Progress</b>			1								1	1
<b>Capacity Development<sup>116</sup></b>	1	2	1,2	2	1		1	2		1,2,3		2

**Note on choice of thematic areas :** On day 1 of the Inception mission (Kenya), different terms used to describe the thematic areas were presented to a representative sample of staff working in the Kenya CO. These terms were taken from different WFP documents and website. Staff were asked to provide written or verbal feedback to the evaluation team on whether the terms presented would be understood at large. Staff was also encouraged to provide, if necessary, more terms to describe the different thematic areas. At the end of the Inception mission the evaluation team met with the same group of staff to receive both written and verbal feedback on the terminology. The terms used to describe the thematic areas reflect and include all feedback received.

<sup>113</sup> Legend for Capacity Development Results by Level: 1 – Individual Level; 2 – Institutional Level; 3 – Enabling Environment

<sup>114</sup> Reviewed Countries consist of 6 visited countries and 6 desk reviewed countries.

<sup>115</sup> Data sources consist of an extensive review of documentation and interviews with key stakeholders at country and regional levels.

<sup>116</sup> Refers to other capacity development activities that do not fit under any of the above categories..

## **Annex 17: To what extent have recommendations from the 2008 Evaluation been addressed?**

1. The table below lists the key recommendations of the evaluation of the 2004 WFP Policy on Capacity Development, the WFP units that the respective recommendation was addressed to, as well as WFP's subsequent management response with information on actions planned or already taken to address the recommendations. While internal reporting<sup>117</sup> claims that all recommendations have been implemented, this has actually not been fully the case. The two columns on the right then provide a brief summary of the evaluation team's assessment – based on current evaluation data – on whether and to what extent the recommendations have actually been addressed. The column on the far right visualizes this assessment by using a simple colour code.

Green	Indicates that there is evidence of WFP having fully or mostly addressed the respective recommendation.
Amber	Indicates that evaluation findings are mixed – while some elements of the recommendation may have been addressed, others have not, and there remains room for improvement or additional action.
Red	Major aspects of the recommendation have not, or not satisfactorily, addressed, and there remains significant room for improvement.

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<sup>117</sup> WFP's Capacity Development Policy & Operations, ACE report, extracted 19 July 2016



Recommendation	Action by	Management response	Comments/Assessment	Rating
<p>1. The evaluation recommends that the Policy Committee review the findings concerning the dual objectives of capacity development (para. 32) and the areas in which WFP provides capacity development assistance (para. 37). The Policy Committee should advise the Executive Policy Council on how to address these dual objectives, taking into account the Executive Board's discussion of this evaluation and the financial</p>	<p>Policy, Planning and Strategy Division (OEDP)</p>	<p>Agreed. The Policy Committee will discuss the findings and recommend to the Executive Policy Council actions for addressing the dual objectives.</p>	<p>Addressed by formulating objectives and results that focus on strengthening locally owned capacities , as one of the two objectives identified in the 2008 evaluation. The sole focus on strengthening national capacity for managing hunger solutions is appropriate in light of the UNDG definition of capacity that is put forward in the Policy.</p> <p>The second of these objectives, strengthening capacity for implementation of WFP managed programmes, is not mentioned by or addressed in the Policy.</p>	
<p>2. Once the Executive Policy Council has approved the Policy Committee's recommendation, OEDP should update the capacity development policy to reflect the Council's decisions and to bring the Policy in line with latest thinking, including on the definition of capacity development and WFP's approach to "beneficiaries". Such updates should be frequent to ensure the Policy reflects the evolution of capacity development.</p>	<p>OEDP</p>	<p>Agreed. OEDP will prepare a policy paper to update the Policy to reflect the Council's decision.</p>	<p>Done -2009 policy update approved by the EB.</p> <p>As outlined in the main volume in this evaluation report, however, the policy update had a number of weaknesses and gaps, and did not provide sufficiently detailed guidance for WFP's capacity development work in different thematic areas and/or with different types of partners.</p>	

Recommendation	Action by	Management response	Comments/Assessment	Rating
<p>3. To ensure that policy decisions are implemented, the Policy should be accompanied by:</p> <p>a. An action plan for each of the two capacity development objectives specifying how WFP will operationalize the Policy. They should include milestones, a results framework and guidance on diagnostic tools and hand-over strategies, and should estimate the cost of implementing the Policy, including the cost of developing WFP's own capacities in guidance, technical support, training, etc. Such action plans should be developed by OEDP and OMX, in consultation with regional bureaux and country offices</p>	<p>OEDP and Programme Design and Support Division (OMX)</p>	<p>Agreed.</p>	<p>Partially addressed. While Action Plan and supporting tools have been developed since 2009 with some participation/input from RBs/Cos, including milestones, a results framework and guidance on diagnostic tools and hand-over strategies, to our knowledge no estimation on cost of implementing the policy and cost of developing WFP's own capacities. The following list presents Action Plan and supporting tools that have been developed :</p> <ul style="list-style-type: none"> <li>• Action Plan for the Implementation of the Capacity Development and Hand-Over components of the WFP Strategic Plan 2008-2013 (2010)</li> <li>• Ability and Readiness of Nations to Reduce Hunger (Ability and Readiness Index -ARI)</li> <li>• Operational Guide to Strengthen Capacity of Nations to Reduce Hunger (2010a)</li> <li>• Implementing Capacity Development. WFP's Approach to Hunger Governance and Capacity Development (2013e)</li> <li>• Capacity Gaps and Needs Assessment in support of Projects to Strengthen National Capacity to End Hunger (2014d)</li> <li>• National Capacity Index (NCI) - Measuring Change in Capacity for Hunger Governance in Support of Projects to Strengthen National Capacity to End Hunger (2014a)</li> <li>• The Design and Implementation of Technical Assistance and Capacity Development (2015n)</li> </ul>	<p></p>

Recommendation	Action by	Management response	Comments/Assessment	Rating
<p>b. A communication from management to the field to explain the position of capacity development among WFP's Strategic Objectives.</p>	<p>OMX</p>		<p>Policy dissemination activities included :</p> <ul style="list-style-type: none"> <li>• Posting on the Web</li> <li>• Data from selected countries indicate that CO Directors made reference to the Policy during meetings with staff</li> <li>• Corporate Working Group (between 2013 and 2014) for active inter-divisional and Regional Bureaux engagement</li> <li>• Key workshops organized (December 2008 Capacity Development Launch Workshop in Rome; May 2009 Capacity Development Design and Implementation Workshop in Cairo; June 2010 Capacity Development Action Planning and Learning Workshop in New Delhi)</li> <li>• Between 2013 and 2014 the Corporate Working Group – which provides some space for active inter-divisional and Regional Bureaux engagement – was established to guide and inform the structure, content and quality standards of all capacity development guidelines including M&amp;E tools (NCI and CGNA).</li> <li>• As early as 2009 a mobile team of experts was put together to provide in-country support to WFP Country Offices and Regional Bureaux on capacity development.</li> </ul> <p>Based on consultations with staff in the field, communication has had limited success and has left many questions open.</p>	
<p>OMX should provide guidance on the following points:</p>		<p>OMX is currently revising and developing guidelines for various types of</p>	<p>Incorporating CD into the design of operations was done in the following ways:</p>	

Recommendation	Action by	Management response	Comments/Assessment	Rating
<p>c. Guidance on incorporating capacity development into the design of operations. Capacity development for programme implementation should be mainstreamed into components addressing other Strategic Objectives. Only the development of regionally, nationally and/or locally owned capacities for addressing acute and chronic malnutrition and hunger – rather than for implementing programmes – should remain a separate capacity development objective with associated performance indicators.</p>		<p>assessment related to crop and food supply, food security, vulnerability and emergency situations. Learning programmes for WFP staff and partners will accompany the roll-out of guidance and tools to the field, while advanced methods for data collection and analysis are systematically passed on to national institutions. New partnership with academic institutions will be explored as a way to sustain the capacity development efforts. A proposal has been submitted to the European Community Humanitarian Office (ECHO) to support these activities.</p>	<ul style="list-style-type: none"> <li>• At the project design stage and results framework development.</li> <li>• Various guidelines have been developed : <ul style="list-style-type: none"> <li>– 2010: Operational Guide to Strengthen Capacity of Nations to Reduce Hunger a Toolbox for Partnership, Capacity Development and Hand-over Activities; Ability and Readiness of Nations to Reduce Hunger (Ability and Readiness Index – ARI): Analysing Economic and Governance Capacities for Hunger Reduction; Action Plan for the Implementation of the Capacity Development and hand-over components of the WFP Strategic Plan (2008–2013).</li> <li>– 2013: revised edition of brochure: Implementing Capacity Development WFP’s Approach to Hunger Governance and Capacity Development.</li> <li>– 2014: The Design and Implementation of Technical Assistance and Capacity Development. National Self-Sufficient Capacity to Respond, Reduce and Rebuild from Crises and Achieve Zero Hunger (revised); revised Capacity Gaps and Needs Assessment (CGNA); revised NCI.</li> <li>– Some performance indicators for capacity development work have been developed. However, their application has been inconsistent and has provided limited information on the quality of change processes and on WFP’s contributions.</li> </ul> </li> </ul> <p>However, CO staff expressed unmet needs for additional helpful guidance and tools. Also, the 2014 Annual Evaluation Report (AER) found that several evaluations identified the need for increased focus on</p>	

Recommendation	Action by	Management response	Comments/Assessment	Rating
			strengthening national policy and systems, developing capacity and working in partnership as well as guidance on capacity development strategy and measurement.	
d. Guidance materials adapted from other partners. This includes continuing to identify useful Web sites and sharing them within WFP.			There is evidence that guidance materials from other partners have been reviewed and used to inform capacity development- related tools, such as the NCI and CGNA.	
e. Capacity development assistance needs to be designed based on an analysis of the risk of capacity substitution and include measures for the gradual hand-over of capacities and for ensured sustainability.		OMX has developed a tool to assess national capacities (governments and civil society) to respond to food crises. This tool will assist with the design of national capacity building activities, the analysis of the risk of capacity substitution and with monitoring changes in national capacities over time.	<p>In close collaboration with RMP, capacity development and hand-over is incorporated in Country Strategy Documents.</p> <p>Two tools have been created: the CGNA and NCI. These tools constitute laudable efforts to address this issue, but they are not (yet) fully applicable in all contexts, and there is no evidence that they have been systematically used.</p> <p>An appropriate tool to analyze the risk of capacity substitution should be able to 1- assess capacities prior to capacity development activities and 2- analyze the risk of capacity substitution and 3- monitor changes in national capacities over time. The CGNA and NCI do not allow to monitor capacity transfer.</p> <p>In addition, the issues of how handover relates to capacity development support, and how to do or monitor it, have not yet been sufficiently addressed to ensure a coherent and systematic approach to such processes across the organization.</p>	

Recommendation	Action by	Management response	Comments/Assessment	Rating
f. Administrative guidance that includes how to treat capacity development in design, country strategy and reporting documents.			<p>According to the reporting documentation reviewed<sup>118</sup>, ODXH has collaborated with WFP units in charge of the Standard Project Reports, Annual Performance Reports, Country Strategy Documents, Project Design and M&amp;E to provide adequate guidance to country offices/regional bureaux on how to treat capacity development.</p> <p>As evidenced by the review of key design, country strategy and reporting templates, capacity development has not been integrated consistently and in sufficient depth. According to the Evaluability Assessment of WFP's Strategic Plan 2014-2017 (2016), there is a perceived rigidity of mandatory SRF indicators and reporting, especially in contexts where WFP is providing more technical assistance and capacity development support than direct assistance. In these contexts, COs are of the opinion that the current performance management architecture leads to under-reporting of their most important contributions to national priorities and over-reporting on indicators that do not apply to their context (e.g. directly provided rations, metric tons, direct beneficiaries).</p> <p>This may, however, improve based on the thematic Theories of Change that WFP has recently developed.</p>	
4. OEDP and OMX should develop performance indicators based on the results framework in the action plans (recommendation 2 above) for	OEDP and OMX	Agreed. The Strategic Results Matrix Working Group, chaired by OEDP with OMX participation; the Results-Based Management	There have been efforts to develop results indicators – mostly aggregate indices such as NCI, SABER, and EPCI.	

<sup>118</sup> Information extracted from WFP's internal Management Response and Follow Up database system , extracted 19 July 2016.

Recommendation	Action by	Management response	Comments/Assessment	Rating
<p>the three levels at which capacity development takes place. These indicators should to be integrated into the results matrix for the Strategic Plan (2008–2011), taking into account the issues raised in para. 34.</p>		<p>Unit; and the regional bureaux are developing performance indicators for the strategic results matrix of the Biennial Management Plan (2008–2009). Capacity development indicators will be included in the strategic results matrix. The strategic results matrix will provide the basis for updating the indicator compendium (which will include good practice indicator examples). The indicators to measure and evaluate capacity development results will be reflected in the strategic results matrix to be presented for approval to the 2008 Second Regular Session of the Executive Board.</p>	<p>However, they do not directly address the recommendation to develop indicators related to the results framework outlined in the policy. The status and envisaged role of the policy results statements has remained unclear as no one has used them to monitor or report on achievements.</p> <p>Most of the existing indicators as outlined in the indicator compendium to the Strategic Plan have either been too micro (for example: # of people trained), or too macro (NCI) to meaningfully capture capacity development results and WFP contributions to these results.</p> <p>As mentioned in the Evaluability Assessment of WFP’s Strategic Plan 2014-2017 (2016), on relevance, validity and testability of SRF indicators : capacity development was one of the areas were Outcomes rated moderate to poor for measurability. The poor measurability of capacity development outcomes stemmed from problems in relevance, validity and testability of the National Capacity Index (NCI) indicator, the main measure of capacity development” (page 28). In addition, The National Capacity Index score was reported as not useful nor meaningful by WFP stakeholders at all levels (CO, RB and HQ). Reasons include: (1) not useful for Governments nor UN agencies which often have their own systems for measuring capacity development; (2) methodology and score not sensitive enough to reflect outcome changes or to be used for programme management; (3) methodology overly complex, methodology guidance is poor and inadequate support and training is provided; (4) methodologies for nutrition and resilience NCIs never developed; (5) SO1 did not</p>	



Recommendation	Action by	Management response	Comments/Assessment	Rating
			incorporate appropriate capacity measurements given national sensitivities around emergency contexts; (6) measurement requires more time and capacity than COs have available, even large COs.	
<p>5. Good practice in capacity development and approaches should be shared among WFP capacity development practitioners in country offices, regional bureaux and Headquarters. To promote such exchange, OMX could use the programme quality assurance process, at least during the annual consultation on programme quality, or develop a Web-based platform.</p>	OMX	<p>Agreed. The Programme Guidance Manual available through WFPgo provides guidance and information on capacity development. It gives: a description of what capacity development means for WFP; capacity-building policies and principles and tools for assessing existing capacities and identifying weaknesses; and guidance for designing, monitoring reporting on and funding capacity development activities. To enhance internal capacity development, additional guidance material will be developed. Towards that end, during the 2008 annual consultation on programme quality, capacity development will be discussed in order to share views and good practices.</p> <p>WFP's intranet site Practical Advice Sharing System</p>	<p>In December 2008, a Capacity Development Launch Workshop was organized in Rome that brought together staff from all RBs and selected country offices to discuss and exchange experiences on capacity development. Other similar workshops were held in 2009 (Egypt) and 2010 (India), but – to our knowledge – not since.</p> <p>Country field visits and desk reviews did not provide any evidence of WFP's intranet sites having been, or being, systematically used by staff and managers to exchange information on good practice in capacity development.</p> <p>There has been some exchange of information within regions, often initiated by the respective Regional Bureau and/or country offices, but exchange across regions has been sporadic.</p> <p>The creation of the Brazil Centre of Excellence has contributed to improving knowledge exchange especially in relation to issues around school feeding, but this is not the same as a frequent and systematic sharing of good practice in capacity development among WFP offices, RBs and HQ.</p> <p>Recent guidance tools developed by the capacity development unit reflect, and summarize insights from relevant research. As discussed in the evaluation report, their actual use has, however, been limited, mainly due to the lack of clear understanding of the relationships between the different tools and the</p>	



Recommendation	Action by	Management response	Comments/Assessment	Rating
		(PASS-It-On) is one in-house good practice tool for knowledge management and capacity development. OMX will continue to support regional bureau and country office use of the PASS-It-On tools and templates.	inability of the NCI to provide any information on the extent or quality of WFP contributions to the changes in the overall rating.	
6. Certain job profiles should include requirements for capacity development experience. Given the importance of long-term relationships, this know-how might be sought in experienced national officers, who should be recognized for their knowledge and skills in capacity development. The Human Resources Division should develop corresponding profiles for qualifications and competencies and encourage managers to consider capacity development expertise in their recruitment strategies.	Human Resources Division (OMH)	Agreed. OMH regularly reviews the generic job profiles; if capacity development is identified as relevant to staff responsibilities and expected outputs, it will be incorporated into the generic job profile. Review of generic job profiles for inclusion of competency development will be undertaken.	Capacity building is included in three Generic Job Profiles (GJPs): Country Director, Deputy Country Director and VAM Officer.  For other GJPs, Human Resources Division (OMH) regularly reviews the generic job profiles; if capacity development is identified as relevant to staff responsibilities and expected outputs, it will be incorporated into the generic job profile.	

Recommendation	Action by	Management response	Comments/Assessment	Rating
<p>7. Funding arrangements for capacity development – other than to support programme implementation – should be reviewed to take into account the specific needs of capacity development (see para. 39). Such a review should take place in the context of any overall review of funding arrangements for WFP.</p>	<p>Finance and Legal Division</p>	<p>Agreed. Capacity needs assessment will be undertaken as part of the human resources development strategy in the future. The needs assessment will provide the basis for estimating funding requirements to address this recommendation. Funding modalities for the capacity development activities will then be reviewed within WFP’s review of the financial policy framework.</p>	<p>The absence of predictable and dedicated funding for capacity development constitutes a major challenge for all reviewed country offices.</p> <p>While the 2009 policy update indicated the intention to address this issue, this has not yet translated into significant changes in funding arrangements for capacity development.</p> <p>The introduction of the CD&amp;A Budget line has been positive in terms of allowing COs and RBs to specifically plan and budget for CD work. Nevertheless, the budget line has allowed grouping CD for WFP-managed programme implementation together with CD that is geared towards strengthening national capacities for managing hunger solutions. This goes against the 2008 evaluation recommendation to clearly separate these two (previously implicit) objectives of capacity development work.</p>	<p style="background-color: red; color: black; text-align: center;">Not Rated</p>

## **Annex 18: Review of other WFP Policies**

1. The evaluation team reviewed the 2009 policy update against other policies that were developed during the same period of time: the Gender Policy & Corporate Action Plan (2009); Policy on Disaster Risk Reduction (2009); School Feeding Policy (2009); and HIV and AIDS Policy (2010). The selection of relevant other policies had been discussed with OEV during the inception phase, and was based both on the timing of their development, and on their thematic relevance in relation to capacity development.

2. The criteria used for the comparison were based on the evaluation questions as outlined under EQ1, as well as on characteristics of good policy noted in the literature.<sup>119</sup> During the Inception phase, a selection was made in order to focus on those indicators deemed by the evaluation team to be most relevant to assess the extent to which the policy update was suited to inform WFP programming, and the extent to which it allowed monitoring of results. Based on these considerations, the following criteria were adopted to review the 2009 policy update and the noted other contemporary policies:

- Coherence with the Strategic Plan 2008-2013<sup>120</sup>
- Clarity and precision of objectives<sup>121</sup>
- Clarity of methods for implementation<sup>122</sup>
- Specification of indicators<sup>123</sup>
- Cross-policy integration<sup>124</sup>
- Provision for monitoring & reporting on the Policy<sup>125</sup>

3. In addition to the policies developed in or around 2009, a selection of more recent WFP policies, strategies and action plans were reviewed. Again, their selection was based on the thematic relevance of capacity development in relation to the issues addressed in the other policies. These were: Update on WFP's Safety Nets Policy (2012), WFP Gender Policy (2015), Gender Action Plan (2016), Update on Implementation of the WFP Gender Mainstreaming Accountability Framework (2015), Update on the Nutrition Policy (2016); Update on the People Strategy (2016); Policy on Building Resilience for Food Security and Nutrition (2015); South-South and Triangular Cooperation Policy (2015); Update on WFP's Response to HIV and AIDS (2015); WFP Corporate Partnership Strategy (2014); and Update on WFP Peace Building Policy (2014).

4. These documents were reviewed more broadly to identify i) whether and how they made references to the notion of capacity development; ii) whether they explicitly referred to the 2009 policy update; and iii) whether they explicitly or implicitly made reference to the three levels of capacity development at the heart of the 2009 policy update (enabling environment, institutional capacities and individual capacities).

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<sup>119</sup> Leonard, Michael. 2010. 17 Characteristics of Good Policy. Available under: <http://ezinearticles.com/?Effective-Policy---17-Characteristics-of-Good-Policy&id=5562525>.

<sup>120</sup> Alignment of the Policies with the SP objectives

<sup>121</sup> Existence, level of detail, precision and prioritization (short, middle and long term) of objectives.

<sup>122</sup> Availability and clarity of action plans and guidance.




<sup>123</sup> Availability, level of precision and comprehensiveness of indicators

<sup>124</sup> Integration of objectives of the Policy with those of WFP's other Policies (cross-referencing between policies)

<sup>125</sup> Specification of follow-up provisions and requirements for reporting including to the Executive Board.

## Annex 19: Alignment of the WFP Policy on Capacity Development: An Update on Implementation (2009) with Capacity Development Principles





1. The chart below looks at 10 principles of capacity development as identified by various organisations known for their reflections on the subject. The chart then compares these features with those in the *2009 WFP Policy on Capacity Development*.

Elements of good practice in capacity development	How does the 2009 Policy on Capacity Development Update address these issues?
Capacity development as an endogenous process. The consensus of the 1995 Paris Declaration was that capacity development is a “necessarily endogenous process, strongly led from within the country, with donors playing a supporting role” It is not possible to develop the capacity of someone else, only to support the process as opportunities allow. <sup>126</sup>	 Paragraph 6 of the 2009 document confirms that the principles of local ownership and the need for long-term flexible endogenous processes to drive capacity development, which had been outlined in the 2004 Policy on Capacity Development, remain valid under the update.
Need for solid but flexible theories of change. Capacity development requires solid yet flexible theories of change geared towards better understanding contexts. Processes of change need to be managed iteratively, strategically and “with a healthy dose of patience” <sup>127</sup> .	 Paragraphs 9 and 10 of the 2009 WFP Policy reaffirmed the call in the 2004 Policy to move from ad hoc responses to a more coherent and systematic approach to CD.
CD is more than a technical process. Successful CD goes well beyond technical cooperation and training. It focuses on dynamics and processes encountered rather than applying a technical/rational model. The stock of human capital and the supply of general skills are important but the country’s ability to use skilled personnel to good effect depends on the incentives generated by organisations and the overall environment.) Engagement in dialogue processes, including political ones, are key to achieving lasting results. <sup>128</sup>	 The 2009 policy makes little mention of the context and its influence. It does not, for example, address socio-cultural issues that may impact on CD processes such as gender norms. In describing Strategic Objective 5, the policy does call for WFP to enhance national capacities to design, manage and implement national and regional capacities but the implication is that technical assistance is still seen largely as a means of transferring technical capacities rather than a promotor of change.(Para 14)

<sup>126</sup> OECD, The Challenges of Capacity Development (2006) p7

<sup>127</sup> Land et al, Reflecting on 25 Years of Capacity Development and Emerging Trends (2015) p8




<sup>128</sup> Ibid, p8 and OECD, The Challenges of Capacity Development (2006) P18 Institute of Development Studies, Capacity for a Change (2007) p1

Elements of good practice in capacity development	How does the 2009 Policy on Capacity Development Update address these issues?
Partnerships are the implied modus operandi in the OECD policy paper on capacity development (OECD, The Challenges of Capacity Development (2006) p25) which refers in Annex B to 10 default principles set out by the UNDP as “starting points for successful capacity development partnerships between donors and developing countries”. <sup>129</sup>	 WFP pledges to “continue to invest in partnerships at all levels of operations and policy engagement led by country offices” (Para 49) and to explore strategic partnerships with other UN agencies and regional and national organisations. Paragraph 17 of the policy emphasizes, for example, the importance of “strong partnerships with national governments and sound strategies to overcome obstacles in national policies and organisations”. In the same paragraph, the policy recognises “the importance of working with civil society organisations in host nations because they can facilitate a sustained approach to national capacity development”. And finally, the policy endorses the importance of partnerships in humanitarian action in order to enhance the relevance and appropriateness of responses and help to improve the understanding of the context.
Capacity emerges out of 3 nested levels of activities and the interrelationships among them: individual, organisational and enabling environment. <sup>130</sup>	 The policy refers to the three levels at which capacity can develop but does not focus on the interconnections among them.
<i>Be careful with best practices.</i> - There has been an “overemphasis on what were seen as right answers as opposed to approaches that best fit the country circumstances and the needs of the particular situation”. One size does not fit all and a best fit approach is necessary to allow an analysis of what might work in the particular circumstances. <sup>131</sup>	 “To become a partner of choice for capacity development at the country level, WFP needs to develop its own capacity to develop capacity.” One aspect of this is learning from previous experience to steadily improve the design and implementation of nationally-owned sustainable hunger strategies and to help develop context-relevant best practice. (paras 21, 26, 39 and 50).
<i>Identifying and supporting sources of country-owned change - Support only national policy frameworks with genuine high level</i>	 The policy recognizes the importance of advocacy in creating an

<sup>129</sup> OECD, The Challenges of Capacity Development (2006) p18 and p25

<sup>130</sup> Ibid, p18.

<sup>131</sup> Ibid, p 7-8.

Elements of good practice in capacity development	How does the 2009 Policy on Capacity Development Update address these issues?
<p>commitment and avoid launching parallel initiatives that fragment efforts and divert critical resources. Avoid the trap of providing generic training on broad topics, disconnected from the capacity and performance of specific organisations.<sup>132</sup></p>	<p>enabling environment in which the creation of organisational and individual capacities are likely to succeed (paragraph 17). Sustainable hunger solutions require capacity development at high levels.</p>
<p><i>Capacity assessment needs assessments should begin with the question “capacity for what?”</i> A particularly high priority should be given to building shared understanding about what works and what doesn’t in terms of improving the enabling environment.<sup>133</sup></p>	<p> In paragraph 34, the policy notes “the need for a more systematic analysis of the capacity-development requirements of partner countries”. Capacity assessments can be good way to begin an open dialogue between donors and developing country partners. The policy also implies the need for a deeper understanding of knowledge, learning and change so as to understand how power relations influence the capacity of individuals and organisations.</p>
<p><i>Dealing with complexity</i> – “Change unravels itself in different ways...Processes of change need to be managed iteratively, strategically and with a healthy dose of patience”. Emergency situations can be complex, especially where governments are fragile, interventions are contested and there is uncertainty about means and ends. “There is increasing recognition that an approach (such as complex adaptive systems) that focuses on processes more than structures or outcomes could be useful in planning, monitoring and evaluating CD, especially in complex contexts”. Complex adaptive systems allow actors to see causal connections in a new way and to understand leverage points that can lead to change.<sup>134</sup></p>	<p> The policy does not deal with the issue of complexity; instead it reaffirms the RBM approach which calls for specific CD outcomes to be pursued through predictable and linear interventions.</p> <p>The policy calls for building on local capacities, starting small and then elaborating based on experience. It further counsels avoiding being pressured for quick results which can be detrimental to CD interventions.</p>
<p><i>Sustainability and empowerment are core ideas behind CD.</i> The solution to concerns about sustainability and exit strategies lies in</p>	<p> Para 16 of the policy reaffirms the commitments to national</p>

<sup>132</sup> Ibid, p8.

<sup>133</sup> Ibid, p8 and Institute of Development Studies, Capacity for a Change (2007) p3

<sup>134</sup> Land et al, Reflecting on 25 Years of Capacity Development and Emerging Trends(2015) p8; OECD. The Challenges of Capacity Development (2006) p8 and 15; Baser & Morgan, Capacity, Change and Performance (2008) p15.

Elements of good practice in capacity development	How does the 2009 Policy on Capacity Development Update address these issues?
the ability of countries to drive their own change process. Sustainability comes through local ownership. <sup>135</sup>	ownership and notes that the “aim of handing over food assistance operations to national actors springs from this commitment”.

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<sup>135</sup> Land et al, Reflecting on 25 Years of Capacity Development and Emerging Trends (2015) p5



## Annex 20: Review of WFP's Guidance on Capacity Development

1. The evaluation team reviewed the main documents drawn to the team's attention as WFP's guidance on planning and implementing capacity development programming. A summary assessment is provided in the table below.

Guidance	Date	Length	Purpose	Linkages to the 2009 Policy Update	Reference to international research / best practices
Action Plan for the Implementation of the Capacity Development and Hand-Over components of the WFP Strategic Plan 2008-2013	2010	17 pages	To provide an operational update and a road map on the implementation status of the capacity development component of the Strategic Plan (2008–2013) at country office, regional bureau and Headquarters levels.	The Action Plan outlines five priority points of engagement <sup>136</sup> . It does not elaborate if and how these priority points relate to the outcomes and outputs outlined in the 2009 policy update. While the action plan broadly describes the roles and responsibilities of HQ, RBs and COs for capacity development programming, it does not comment on responsibilities for implementing, monitoring and reporting upon use of the 2009 policy results statements.	None
Operational Guide to Strengthen Capacity of Nations to Reduce Hunger	2010	132 pages	Serve as a toolbox for partnership, capacity development and hand-over activities.	Notes that the 2009 policy update outlines capacity changes at the levels of the enabling environment, institutions and individuals. Then elaborates on the five points for engagement outlined in 2010 Action Plan but without elaborating on whether/how these are to be applied against the	Some definitions used refer to international literature (p.4 – on Accountability and Biological existence).  Reference to international papers/authors on self reliance, governance, etc.

<sup>136</sup> These priority areas are: i) investing to strengthen disaster risk management, safety nets, recovery and growth opportunities; ii) strengthening effective and accountable anti-hunger institutions; iii) strengthening and supporting anti-hunger strategic plans and joint programmes of action; iv) strengthening anti-hunger policies and legislative capacity; and v) handing over sustained national capacity to manage anti-hunger strategies.



Guidance	Date	Length	Purpose	Linkages to the 2009 Policy Update	Reference to international research / best practices
				outcomes/outputs of the policy, or how the points for engagement are to be monitored.	Refers to scholarly articles on Individual Governance Indicators, conflict, hunger, food insecurity and governance. The bibliography list refers to some articles relating to CD (international authors or other UN Agencies)
Ability and Readiness of Nations to Reduce Hunger (Ability and Readiness Index -ARI)	2010	32 pages	Articulate countries' ability and readiness to reduce hunger and to lay the foundation for engagement with host governments by identifying important capacity-development and hand-over activities.	No linkages with the Policy.	Reflects on relevant research on hunger, governance and economic growth; as well as on measures of nation's ability and readiness
Implementing Capacity Development. WFP's Approach to Hunger Governance and Capacity Development	2013	8 pages	Revised based on 2010 edition of the Operational Guide – thus purpose is also to serve as toolbox.	Conceptualizes capacity development support around two interlocked features: <i>functional capacity</i> (households, communities and institutions) and the enabling environment expressed as <i>hunger governance</i> capacity. Document then elaborates on the five points for engagement outlined in 2010 Action Plan. Distinguishes between: <ul style="list-style-type: none"> <li>• 'Institutional approach' (strengthening effective and</li> </ul>	None

Guidance	Date	Length	Purpose	Linkages to the 2009 Policy Update	Reference to international research / best practices
				<p>accountable institutional capacity)</p> <ul style="list-style-type: none"> <li>• ‘Programme approach’ (strengthening disaster risk management, emergency preparedness &amp; response, resilience, safety nets, and recovery and growth opportunities)</li> <li>• Policy and legislation approach: strengthen policies and legislative capacity</li> <li>• Ensure sustained national capacity to manage anti-hunger strategies.</li> </ul>	
Capacity Gaps and Needs Assessment in support of Projects to Strengthen National Capacity to End Hunger	2014	48 pages	Technical study offering a path-finding methodological and practical application in the area of national capacity for hunger governance	The documents reflect a further evolved theoretical base for conceptualizing capacity and capacity development than had guided the 2009 policy update. Concepts such as the enabling environment, individuals and institutions still appear in the document, but they no longer serve to structure the presented thinking about capacity. There is no explicit reference to the 2009 policy update and/or the three results dimensions that it outlined.	Up to date with current thinking at the time. Document includes a summary and critical review of relevant literature on assessing hunger governance, as well as an overview of inter-agency approaches to capacity gaps and needs assessments.
National Capacity Index (NCI) - Measuring Change in Capacity for Hunger Governance in Support	2014	40 pages	Clarify frequently asked questions about the ‘what’ and the ‘how’ of capacity development. Share global experiences on		The document (section 2) contains a summary of existing/current frameworks of other organizations for measuring change in capacity

Guidance	Date	Length	Purpose	Linkages to the 2009 Policy Update	Reference to international research / best practices
of Projects to Strengthen National Capacity to End Hunger			<p>capacity development across a broader range of development objectives</p> <p>Offer a methodological and practical guide on how to measure progress attributed to investments in capacity development</p> <p>Offer a clear definition and coherent conceptual framework for measuring change in capacity level, and propose how to measure capacities that national governments develop as a result of investment in hunger governance</p> <p>Provide a comprehensive basis for developing indicators to measure countries' capacity for hunger governance at the national and sectorial levels</p>		<p>level. It explains that and how the suggested WFP framework draws upon these existing practices, and in what areas it has been adapted and why.</p>
The Design and Implementation of Technical Assistance and Capacity Development	2015	86 pages	Descriptive guidance rather than prescriptive instructions	The guidelines (p. 1ff) provide an overview of the evolution of the policy environment for CD within WFP, but only picks up content from the original 2004 Policy on Capacity Development without referring to the results outlined in the 2009 update	Refers to recent papers on CD relating to the complexity and the many vectors for capacity change. Also refers to literature on Complex Adaptive Systems, emerging CD processes and dimensions of Capacity Measurement.

## Annex 21: Mapping of Findings and Recommendations

Recommendation	Related Findings
<p><b>1. WFP should immediately elevate the organizational attention to capacity strengthening as a core function by creating a temporary, multi-stakeholder management transition team that will:</b></p> <ul style="list-style-type: none"> <li>a) articulate WFP’s vision and strategy for capacity strengthening in line with the Integrated Road Map for 2017–2021, including conceptual and operational definitions for capacity strengthening as an issue to be mainstreamed in Strategic Objectives 1 to 3, as a programmatic focus in Strategic Objective 4, and as a transfer modality in the new Financial Framework;</li> <li>b) define the staff roles, responsibilities and accountabilities for capacity strengthening as a functional responsibility and as mainstreamed into other programming areas;</li> <li>c) review, revise and create practical tools and guidance for WFP’s capacity strengthening work in the</li> </ul>	<p><b>Finding 4:</b> The generic nature of the policy allowed flexible adaptation to different contexts. At the same time neither the policy nor the related Action Plan provided practical guidance on how to use the outcome and output statements outlined in the <i>2009 policy update</i> in specific planning, implementation, monitoring and reporting processes.</p> <p><b>Finding 6:</b> The <i>2009 policy update</i> supported implementation of the 2008-2013 SP that addressed capacity development as a stand-alone objective. The update was less suited to the 2014-2017 SP where capacity development was mainstreamed into four strategic objectives.</p> <p><b>Finding 19:</b> WFP’s collaboration with other UN actors who support national capacity development processes has lacked harmonization and has been characterised by work in parallel rather than jointly.</p> <p><b>Finding 20:</b> WFP corporate documents, tools and practices do not consistently reflect the agency’s intention to mainstream capacity development.</p> <p><b>Finding 21:</b> WFP’s existing funding and resource allocation model is not conducive to engagement in capacity development that, ideally, requires predictable and dedicated longer-term commitment. Unlike some other UN agencies, WFP does not yet make systematic use of country-level funds to finance its capacity development work.</p> <p><b>Finding 22:</b> Dissemination of the <i>2009 policy update</i> has been only moderately effective. WFP guidelines and tools for capacity development are theoretically advanced, but lack in utility. As such, they have been of limited use for facilitating policy implementation.</p> <p><b>Finding 23:</b> WFP’s organizational structure does not display clear roles and responsibilities for the capacity development function.</p> <p><b>Finding 24:</b> WFP’s current corporate systems and tools are not built to capture WFP’s contributions to result, which leads to considerable under-reporting on capacity development-related achievements.</p> <p><b>Finding 25:</b> To date, WFP’s corporate staffing approach and procedures reflect few considerations related to capacity development.</p>

Recommendation	Related Findings
<p>context of its Policy on Country Strategic Plans (CSPs), including in humanitarian response; and</p> <p>d) remain in place until the roll-out of the CSP approach is complete.</p>	
<p><b>2. In implementing the Integrated Road Map – specifically the Policy on CSPs – WFP should ensure that country offices are provided with relevant, concrete and practical tools and guidance on capacity strengthening within 12 months. This guidance should:</b></p> <p>a) be based on good practice drawn from WFP’s own experience and that of other United Nations agencies;</p> <p>b) be applicable in contexts along the humanitarian–development–peacebuilding nexus; and</p> <p>c) integrate criteria or conditions in which WFP support may no longer be required – including transition and exit plans – into the country strategic planning process.</p>	<p><b>Finding 10:</b> There is considerable evidence of WFP having contributed to the adoption and implementation of relevant laws, policies, and strategies at national and sub-national levels of government, but less fostering the role of civil society. There is insufficient evidence to determine the extent to which WFP’s efforts have led to more adequate and sustainable resourcing of relevant ministries and agencies in host countries.</p> <p><b>Finding 11:</b> The priority of WFP’s capacity development work during the reviewed period has been to assist with strengthening the institutional capacities of government organizations at national and sub-national levels. WFP made contributions to strengthening technical and managerial aspects of how national and sub-national governments function, and to enhancing multi-sectoral partnerships.</p> <p><b>Finding 12:</b> WFP has made considerable contributions to strengthening the capacities of individuals who work in targeted government institutions. WFP’s rationale for engaging with specific communities, and resulting changes in community capacities or behaviours, are less clearly evidenced.</p> <p><b>Finding 13:</b> While it is likely that WFP contributions may, in the longer term, contribute to impact level changes, this cannot be verified through the existing WFP monitoring data.</p> <p><b>Finding 14:</b> With very few exceptions, the capacity development-related results identified by the evaluation cannot be directly linked to implementation of the Policy on Capacity Development.</p> <p><b>Finding 15:</b> Most of WFP’s capacity development interventions display a basic level of gender awareness, but there is no systematic tracking of, or reporting on, WFP contributions to gender equality-related results.</p> <p><b>Finding 16:</b> WFP has made deliberate efforts to enhance the likelihood of results being sustained by fostering not only technical and managerial skills of its partners, but also national ownership and leadership of change processes, as well as by continuing to provide technical assistance even after official ‘handover’ of initiatives.</p>

Recommendation	Related Findings
	<p><b>Finding 18:</b> WFP’s reputation and branding tend to focus on its role as a ‘doer’ rather than as a facilitator. This has implications for the agency’s perceived positioning and comparative advantage for capacity development work. Evidence suggests that this comparative advantage is less linked to whether an organization is operational in both humanitarian and development contexts than on whether it is perceived to focus on technical cooperation.</p> <p><b>Finding 20:</b> WFP corporate documents, tools and practices do not yet consistently reflect the agency’s intention to mainstream capacity development.</p> <p><b>Finding 24:</b> WFP’s current corporate systems and tools are not built to capture WFP’s contributions to result, which leads to considerable under-reporting on capacity development-related achievements.</p>
<p><b>3. WFP should further enhance its internal capability to effectively support national capacity strengthening processes within 12 months by:</b></p> <ul style="list-style-type: none"> <li>a) updating its People Strategy to include capacity strengthening as a functional capability;</li> <li>b) developing incentives for capacity strengthening work in staff performance assessments;</li> <li>c) designating a capacity strengthening focal point with clearly defined responsibilities and accountabilities in each regional bureau and country office; and</li> <li>d) accelerating the creation of a roster of capacity development experts in relevant thematic and</li> </ul>	<p><b>Finding 21:</b> WFP’s existing funding and resource allocation model is not conducive to engagement in capacity development that, ideally, requires predictable and dedicated longer-term commitment. Unlike some other UN agencies, WFP does not yet make systematic use of country-level funds to finance its capacity development work.</p> <p><b>Finding 23:</b> WFP’s organizational structure does not display clear roles and responsibilities for the capacity development function.</p> <p><b>Finding 25:</b> To date, WFP’s corporate staffing approach and procedures reflect few considerations related to capacity development.</p>

Recommendation	Related Findings
<p>geographic areas.</p> <p>a)</p>	
<p><b>4. WFP should continue to strengthen its provisions for monitoring and reporting on all capacity strengthening work within 12 months by expanding the quantitative and qualitative information required in SPRs and trust fund reporting, including illustrative qualitative studies covering the contexts for both CSPs and Interim CSPs.</b></p>	<p><b>Finding 4:</b> The generic nature of the policy allowed flexible adaptation to different contexts. At the same time neither the policy nor the related Action Plan provided practical guidance on how to use the outcome and output statements outlined in the <i>2009 policy update</i> in specific planning, implementation, monitoring and reporting processes.</p> <p><b>Finding 24:</b> WFP’s current corporate systems and tools are not built to capture WFP’s contributions to result, which leads to considerable under-reporting on capacity development-related achievements.</p>
<p><b>5. Within six months, WFP should ensure that its internal and external communications reflect and support its strategic vision for capacity strengthening, including by presenting capacity development as one of WFP’s core organizational functions in all contexts.</b></p>	<p><b>Finding 18:</b> WFP’s reputation and branding tend to focus on its role as a ‘doer’ rather than as a facilitator. This has implications for the agency’s perceived positioning and comparative advantage for capacity development work. Evidence suggests that this comparative advantage is less linked to whether an organization is operational in both humanitarian and development contexts than on whether it is perceived to focus on technical cooperation.</p> <p><b>Finding 19:</b> WFP’s collaboration with other UN actors who support national capacity development processes has lacked harmonization and has been characterised by work in parallel rather than jointly.</p> <p><b>Finding 20:</b> WFP corporate documents, tools and practices do not consistently reflect the agency’s intention to mainstream capacity development.</p> <p><b>Finding 23:</b> WFP’s organizational structure does not display clear roles and responsibilities for the capacity development function.</p> <p><b>Finding 25:</b> To date, WFP’s corporate staffing approach and procedures reflect few considerations related to capacity development.</p>
<p><b>6. The 2009 policy update should remain in force until all elements of the Integrated Road Map are in place.</b></p>	<p><b>Finding 1:</b> The policy update reflected key aspects of contemporary thinking about capacity development at the time of its creation. While the global discourse has since evolved, the policy’s main concepts remain valid in light of how comparator agencies approach capacity development</p>



Recommendation	Related Findings
<p><b>WFP should then either revise the policy update or develop a new policy to articulate its strategic approach. The policy should be accompanied by dissemination tools that align with and support implementation of the Strategic Plan (2017–2021).</b></p>	<p>processes.</p> <p><b>Finding 2:</b> The <i>2009 policy update</i> was coherent with key international commitments on aid effectiveness in force at the time. While it remains broadly valid in light of the Agenda 2030, implementation of WFP’s Strategic Plan 2017-2021 will require more specificity than currently provided in the policy, particularly WFP’s approach to working in partnership with others.</p> <p><b>Finding 4:</b> The generic nature of the policy allowed flexible adaptation to different contexts. At the same time neither the policy nor the related Action Plan provided practical guidance on how to use the outcome and output statements outlined in the <i>2009 policy update</i> in specific planning, implementation, monitoring and reporting processes.</p> <p><b>Finding 5:</b> While all recommendations were agreed to in the management response, evaluation data indicates only partial implementation of these responses</p> <p><b>Finding 6:</b> The <i>2009 policy update</i> supported implementation of the 2008-2013 SP that addressed capacity development as a stand-alone objective. The update was less suited to the 2014-2017 SP where capacity development was mainstreamed into four strategic objectives.</p> <p><b>Finding 7:</b> There has been very limited cross-policy integration between the <i>2009 policy update</i> and other WFP policies</p> <p><b>Finding 8:</b> The content of the 2009 policy update reflects only a basic level of gender awareness.</p> <p><b>Finding 14:</b> With very few exceptions, the capacity development-related results identified by the evaluation cannot be directly linked to implementation of the Policy on Capacity Development.</p> <p><b>Finding 18:</b> WFP’s reputation and branding tend to focus on its role as a ‘doer’ rather than as a facilitator. This has implications for the agency’s perceived positioning and comparative advantage for capacity development work. Evidence suggests that this comparative advantage is less linked to whether an organization is operational in both humanitarian and development contexts than on whether it is perceived to focus on technical cooperation.</p> <p><b>Finding 20:</b> WFP corporate documents, tools and practices do not yet consistently reflect the agency’s intention to mainstream capacity development.</p> <p><b>Finding 21:</b> WFP’s existing funding and resource allocation model is not conducive to engagement in capacity development that, ideally, requires predictable and dedicated longer-term commitment. Unlike some other UN agencies, WFP does not yet make systematic use of country-level funds to finance its capacity development work.</p> <p><b>Finding 22:</b> Dissemination of the <i>2009 policy update</i> has been only moderately effective. Recent</p>



<b>Recommendation</b>	<b>Related Findings</b>
	WFP guidelines and tools for capacity development are theoretically advanced, but lack in utility. As such, they have been of limited use for facilitating policy implementation.

**Rome, January 2017, OEV/2015/028**

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