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**Executive Board
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EVALUATION AND MONITORING WORK PLAN: 2001-2002

Agenda item 6

For information

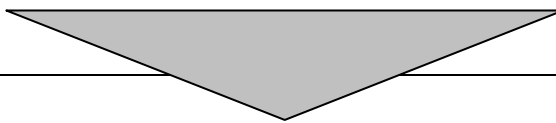
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EVALUATION AND MONITORING WORK PLAN: 2001-2002

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Note to the Executive Board



This document is submitted for information to the Executive Board.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



ORIENTATION OF THE 2001–2002 WORK PLAN

Evaluation

1. The two-year Work Plan is a dynamic planning tool and, as such, is subject to amendment as new needs arise and new areas of useful activity are identified. WFP is entering a final stage of decentralization of the regional bureaux from Rome to field locations, and this is expected to have an impact on the work of the Office of Evaluation (OEDE). There will be a renewed focus on the monitoring and evaluation needs of the decentralized regional bureaux and of the country offices.
2. As numerous Country Programmes reach maturity, a significant part of the available staff resources of OEDE will be used to undertake mandatory Country Programme evaluations, both through the management of missions and participation in them. Evaluations are usually planned for around mid-term so that the recommendations and lessons identified by the missions can influence the development of the next generation of Country Strategy Outlines and associated Country Programmes. Thirteen Country Programme evaluations are planned for 2001–2002.
3. A comprehensive review of the Country Programme approach is planned to take place during the second half of 2001. It will be based on an analysis of all Country Programme evaluations completed by 30 June 2001 and interviews with key informants, at Headquarters and in the field. Since the new policy framework of the Country Programme approach was introduced in 1994, it is now appropriate to take a systematic, corporate look at how the approach has been applied. The results of the evaluation should allow WFP to assess progress in the transition to a Country Programme-based system and refine the system's application for increased effectiveness. Common problems and lessons will be identified, together with possible solutions and proposals for improvement.
4. A second thematic evaluation will examine WFP's special operations (SOs), which are launched in support of emergency operations (EMOPs) or protracted relief and recovery operations (PRROs). This evaluation will be undertaken in close collaboration with the Logistics Service and is planned for the first half of 2001. Since 1996, when special operations became an official programme category, their number has increased significantly, and there are now some 30 active SOs in WFP's project portfolio, currently incurring expenditure of US\$34 million a year.
5. A further thematic evaluation, related to emergency operations, is planned. An evaluation of targeting efficiency in complex emergencies is proposed for 2002. This evaluation will help WFP develop a better understanding of the complex issues that arise in conflict zones when the Programme attempts to target food aid to the most vulnerable, and how these issues are affected by the socio-political context.
6. A fourth thematic evaluation will examine the effectiveness of WFP's approach to gender, reflected in the Commitments to Women, in reducing gender-related inequalities. This evaluation, which will be undertaken in collaboration with key stakeholders at the international and national levels, will also assess the degree of achievement and the overall impact. It will seek to highlight effective strategies for gender mainstreaming.
7. As requested at an informal consultation of the Board in February 2001, a fifth thematic evaluation will undertake a comprehensive review of PRROs, based on individual PRRO evaluations completed since the PRRO category was approved in 1996. It is anticipated



that this will take place in the second half of 2002 and that the summary report will be presented to the First Regular Session of the Executive Board in early 2003.

8. In early 2001, an inter-agency evaluation of approaches to identifying vulnerable populations and assessing needs in complex emergencies is being undertaken by WFP, in cooperation with the Office for the Coordination of Humanitarian Affairs (OCHA), UNHCR and UNICEF. Afghanistan was identified for the case study because the four agencies had a strong interest in learning from a challenging emergency situation in which they all were involved.
9. Besides the Country Programme and thematic evaluations, OEDE plans to undertake eight PRRO evaluations and two EMOP evaluations, including a process evaluation of a new emergency operation in 2002. In addition, there will be four "portfolio" evaluations (for Afghanistan, Angola, the Democratic Republic of the Congo and Iran), which will cover EMOPs and PRROs. Thus, the evaluation of relief and recovery operations will be given relatively more prominence in this two-year Work Plan than in the previous period.
10. Given the focus on evaluating Country Programmes and the relatively recent policy shift towards Enabling Development, OEDE is not evaluating individual smaller-scale development projects. However, one project evaluation, of a school feeding project in Cameroon, will be undertaken, as requested by the Executive Board during the project approval process.
11. For the future, a more comprehensive evaluation coverage of projects and activities will be promoted, with locally managed evaluation being more strongly linked to the country office programme and project improvement process.
12. Greater attention is being given to the exchange of field experiences in monitoring and evaluation through the M&E network (using email as a primary medium). This exchange is supported by a newly established website on M&E, and by the quarterly publication of the OEDE-edited magazine, "The Indicator", to which field staff are encouraged to contribute.
13. During 2000, OEDE developed a strategy paper for identifying, validating and disseminating lessons within the organization. The strategy foresees *inter alia* the distillation of lessons from previous evaluation reports and better dissemination and sharing of knowledge throughout the organization. Work begun in December 2000 on a review of 25 school feeding project evaluations (dating back to 1990) will continue in 2001–2002. Lessons emerging from these desk reviews will be validated by user groups and will appear on the new OEDE website, which includes a "lessons" page. Work will also continue on the improvement of the Evaluation Memory System (EMS). A new classification system has been developed to reflect better the SAP classification changes. This new web-accessible system was launched earlier this year.



Monitoring Support and Coordination

14. Work will continue on the development of basic norms and standards for results-based monitoring of WFP's operations. Through a consultative process, an agreed-upon policy is being developed that encompasses the overall purpose and scope of monitoring and evaluation as two linked components of an integrated project cycle. The refinement of core monitoring guidelines will be completed this year and these will be made accessible to WFP staff and implementing partners. This will be followed by the development of monitoring training modules aimed primarily at field staff and key implementing partner staff. Training will be delivered in the context of project cycle training and other related training events, including regional workshops.
15. In addition, OEDE will maintain up-to-date information on key monitoring approaches and trends (including the people and organizations behind them), especially those related to food aid interventions.
16. These improved monitoring practices are expected to result in more informed decision-making, institutional strengthening and more effective field operations.

2000 OVERVIEW

17. The 2000–2001 Work Plan, presented to the Executive Board in May 2000 (WFP/EB.A/2000/6), is being implemented, with some adjustments.
18. Eight Country Programme evaluations were undertaken during 2000—for Egypt, Ghana, India, Malawi, Mozambique, Senegal, Yemen and Zambia. Some of the common findings emerging from these evaluations were:
 - WFP staff are taking a more strategic approach to development interventions, synchronizing medium-term strategy with government and United Nations (under Common Country Assessment/United Nations Development Assistance Framework [CCA/UNDAF]) planning periods and development plans, thus enhancing synergy.
 - To some extent, however, the first generation of CPs was based on a continuation of pre-existing projects, with little apparent coherence or incremental benefit to WFP's activities in the country. This was partly owing to the initial complexities involved in reformulating activities within a short time frame and was also linked to the lack of clear initial programming guidelines. The lack of guidelines has since been addressed through the issuance of the computer-based programme design manual.
 - The current budgeting formula for calculating direct support costs (DSCs)—i.e. for non-food items and support activities—is hindering the ability of country offices to plan and implement development activities. For the smaller Country Programmes in particular, DSC is insufficient, especially in the early phases of a development activity.
 - More attention needs to be given to seeking and nurturing the right development partners to achieve results-oriented Enabling Development objectives. In some cases, a more critical assessment of partners' performance is needed, and partnership changes may be required.
 - Monitoring systems are frequently inadequate for tracking activity implementation and demonstrating immediate results. As yet, CPs are not monitored at the programme level.



- Evaluations have found that progress is being made in terms of establishing gender action plans and undertaking related training with counterparts. While data is usually disaggregated by gender, more effort needs to be made to monitor the role of women in decision-making and the control of resources, including assets created.
19. Since last year, CP evaluations have been presented to the same session of the Executive Board as the new Country Strategy Outlines. A management follow-up matrix of recommendations and responses now accompanies each CP evaluation summary report presented to the Board. The new system has been positively received by Operations Department management and country offices. Most recommendations in the tracking system have been accepted and acted upon, but where management differences have arisen, those differences have been well explained.
 20. In addition to the Country Programme evaluations, one PRRO evaluation (Cambodia) and two EMOP evaluations (Indonesia and Democratic People's Republic of Korea) were undertaken during 2000. The EMOP evaluations covered two of the largest emergency operations in WFP's current portfolio.
 21. The monitoring support and coordination position (Senior Monitoring Officer) was filled in August 2000, and, as noted elsewhere, work has started on the preparation of core monitoring guidelines and training modules.

THE 2001–2002 WORK PLAN

Evaluation and Monitoring Systems Development

- Completion and dissemination of monitoring and evaluation guidelines
- Enhancement of the WFP monitoring and evaluation network
- Publication of the quarterly magazine "The Indicator"
- Launch of the revised Evaluation Memory System (EMS)
- Development of an M&E website
- Completion of desk reviews to distill lessons on school feeding and emergencies

Evaluations of Projects and Operations

📁 **Emergency Operations (EMOPs)**

- East Timor
- Process Evaluation of a New 2002 Emergency Operation



✧ *Protracted Relief and Recovery Operations (PRROs)*

- Algeria
- Central America
- Ethiopia
- Great Lakes Regional
- Somalia
- Sudan
- Tajikistan
- Uganda

Evaluations of Country Programmes and Development Projects

- Benin
- Bolivia
- Cameroon
- El Salvador
- Ethiopia
- Haiti
- Kenya
- Lesotho
- Madagascar
- Mali
- Mauritania
- Niger
- Pakistan
- Uganda

Portfolio Evaluations

- Afghanistan
- Angola
- Democratic Republic of the Congo
- Iran



Thematic Evaluations

- WFP Special Operations
- WFP Country Programme approach
- WFP 1995 Commitments to Women
- Targeting efficiency in complex emergencies
- PRRO review
- Inter-agency evaluation of approaches to identifying vulnerable populations and assessing needs in a complex emergency (with OCHA, UNHCR and UNICEF)

CONCLUSION

22. The Evaluation and Monitoring Work Plan for 2001–2002 is referred to the Executive Board for information.

