



# WFP Evaluation Newsletter

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# Welcome Message

 **Andrea Cook**, Director of Evaluation



Welcome to the first edition of the WFP Evaluation Newsletter!

The Office of Evaluation aims to publish the newsletter three times a year to provide news and information on our work, with a view to keeping colleagues across WFP and our partners informed of evaluation reports, events and learning.

This issue provides an update on recent events and activities involving country offices, regional bureaux and the Office of Evaluation to promote learning from evaluation results and to learn from others and exchange knowledge and good practice. We start with information on the first WFP Evaluation Week.

The WFP evaluation function is committed to learning and this issue spotlights learning and reflection on evaluation processes from country offices in **Colombia, Myanmar** and **Malawi**.

The newsletter also features recently completed centralized and decentralized evaluation reports, focused on **Cambodia, Cameroon, Chad, Mali, Niger, Sudan, Burkina Faso, Haiti, Myanmar, Senegal** and **Colombia**, and synthesis reports from the recently completed **Operations Evaluation Series** which ran from 2013-2017.

I hope that you enjoy learning more about the WFP evaluation function and welcome your feedback.

**Andrea**

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# EVALUATION WEEK 2017



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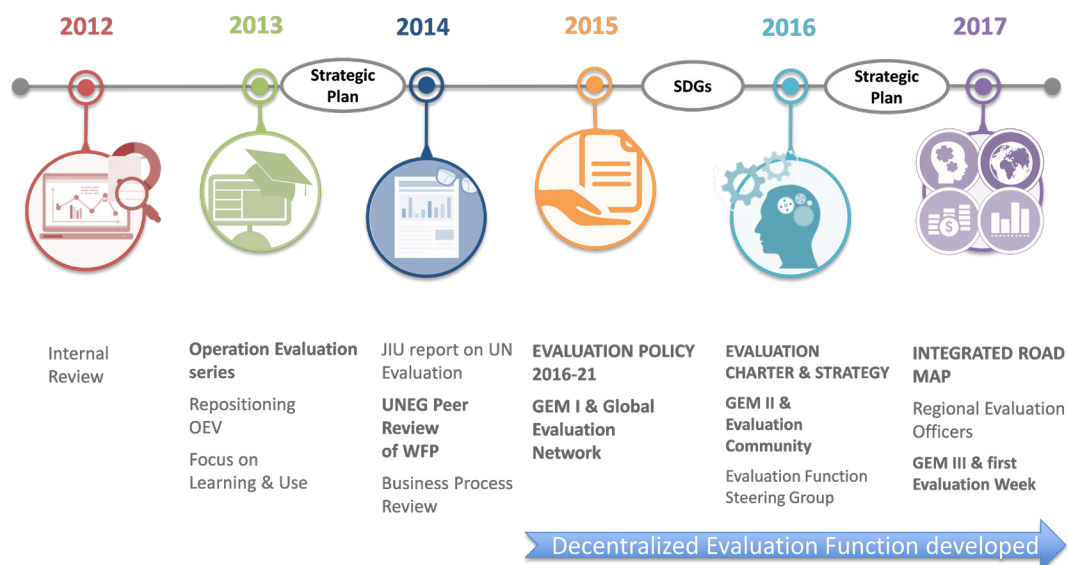
Agenda of WFP Evaluation Week 2017

## WFP Evaluation Week

Rome, 27 Nov-1 Dec 2017

 **Andrea Cook**, Director of Evaluation

WFP has now completed the first two years of implementation of the [2016-2021 Evaluation Policy](#). The WFP evaluation function has been going through rapid transformation to meet the accountability and learning needs of the organization. The journey started back in 2012 leading to expansion of the centralized evaluation function and establishment of a demand-led decentralized evaluation function in 2016.



WFP Evaluation Function Journey (2012-2017)



At the end of 2017, the first WFP Evaluation Week was held in Rome, bringing together 50 WFP monitoring and evaluation staff, programme staff and senior management together with evaluation colleagues from other UN and international organizations.



*Opening session of WFP Evaluation Week @WFP*

The week kicked off with the third WFP Global Evaluation Meeting (GEM), focused on the theme: *Evaluation, what is the use?* During the rest of the week a series of events focused on outcome data challenges, impact evaluation, gender and evaluation, quality assessment, and utilization.

The GEM was opened by the WFP Executive Director – **David Beasley** – together with **Amir Abdulla**, Deputy Executive Director, and **Andrea Cook**, Director of Evaluation. All three focused on how evaluations are supporting implementation of the Integrated Road Map and WFP contribution to [Agenda 2030](#).

The meeting provided an opportunity to:

- take stock of the evolution of WFP evaluation function and how it is serving WFP as an organization.
- explore the value and potential uses of evaluation evidence.
- identify gaps in knowledge that WFP evaluations should explore in the future.
- identify how the evaluation function could better package and communicate evaluation evidence.
- strengthen the evaluation community across the organization.



*Video of the third Global Evaluation Meeting, 2017*

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*The directors of the offices of evaluation of the three Rome-Based Agencies attended the workshop*

# UN Rome-Based Agencies present key findings and recommendations of country strategy and programme evaluations in Cameroon

Yaoundé, 1-2 February 2018

 **Dawit Habtemariam**, OEV Evaluation Officer

The evaluation offices of the three UN agencies based in Rome – the **Food and Agriculture Organization of the United Nations (FAO)**, the **International Fund for Agricultural Development (IFAD)**, and the **World Food Programme (WFP)** – organized a national workshop to discuss the findings and recommendations of their respective country strategy and programme evaluations with the Government and other key partners in Cameroon.

The event, jointly organized by **Ministry of Agriculture and Rural Development** in **Cameroon** was held in **Yaoundé** on 1 and 2 February 2018. It featured representatives of the Government, **FAO**, **IFAD** and **WFP**, as well as staff from projects funded or implemented by the three agencies, including public service providers in the agriculture sector, rural development together with civil society organizations and key development partners in **Cameroon**.

Issues for discussion at the workshop included the coordination of the rural and agriculture sectors, targeted interventions on vulnerable groups, gender equality, the fight against malnutrition, and the line between emergency and development interventions.

The workshop also reflected on key issues for future **FAO**, **IFAD** and **WFP** country strategies, programming, and design and implementation of operations in Cameroon, as well as opportunities for collaboration with the Government.

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*Darko Petrovic, former Myanmar M&E Officer @Darko*

## Darko Petrovic, Monitoring and Evaluation Officer in Myanmar Country Office

Darko Petrovic completed his work in December 2017, and handed over to the new M&E Officer, Sweta Pokharel. Yumiko Kanemitsu, Regional Evaluation Officer (Bangkok Regional Bureau), interviewed Darko to reflect his experiences and seek his advice to the country.

### What was the highlight of your M&E work in Myanmar in the last 2 years?

It was a very challenging (and rewarding) period where M&E underwent an important transformation process and faced many competing priorities. We embarked on strengthening the capacity and role of M&E in WFP **Myanmar** to better support programme activities and operational decision-making and, in parallel, responding to growing corporate requirements, particularly in the areas of data management and reporting. One of the major highlights was the simultaneous roll out of COMET (Country Office Tool for Managing (programme operations) Effectively), SCOPE (WFP beneficiary identity and benefit management system) and MDCA (Mobile Data Collection & Analytics), including the transition from paper to mobile based data collection. This required an extensive engagement and training of programme and field based staff and a thorough coordination effort with different units.

In addition, we supported the development of the first CSP (Country Strategic Plan) in **Myanmar**, which went live on 1 January 2018, mainly through the contribution to the Line of Sight, introduction of the CRF (Corporate Results Framework), preparation of the Monitoring, Review and Evaluation (MRE) plan, systematic budgeting of M&E activities under the Country Portfolio Budget and supporting the roll out of the Country Capacity Strengthening approach.

M&E was also deeply involved in the conduct of an Operations Evaluation as well as the Internal Audit on Beneficiary Management, both of which resulted in many useful insights and recommendations which will inform our strategy and workplan for the next five years under the CSP.



**You have developed a high quality MRE plan. Please, tell us how you did it and what is your advice.**

Team work, team work and team work. The MRE plan was more demanding than the previous Project Monitoring Plan, given the recent introduction of the CRF and inclusion of Reviews and Evaluations in the planning phase, which brought to us many unknowns. However, thanks to a thorough internal consultation with colleagues in Programme as well as close collaboration with colleagues in the Regional Bureau and HQ, we were able to develop a clear list of indicators and properly reconcile competing priorities within the 5-year CSP timeframe, driven by the demand and performance vision of the Country Office. Of course, as the CRF and much of the guidance was still work in progress, it took some time for the plan to crystallize and for all assumptions to be properly addressed, so much patience, continuous reflection and last minute changes were required for us to feel comfortable with the final document. Thorough and broad based consultation was key in the process.

**You have planned an impact evaluation and Sweta Pokharel, a new M&E Officer, will take it over. How is the office preparing for it and how can RBB and OEV help?**

We are planning for an impact evaluation to be conducted under the CSP II, following the implementation of the current 5-year CSP. Therefore, one of the key objectives of the current CSP is to ensure that outcome data is credible and collected according to high quality standards, in line with the Minimum Monitoring Requirements. We also want to enhance the evaluability of our programmes as well as enable an assessment of our contribution to other SDGs through the introduction and monitoring of additional outcome indicators. In this regard, our collaboration with OEV, RMP (Performance Management and Monitoring Division) and RBB in 2018 will be key for setting the right parameters, particularly for developing the scope of the evaluation and assisting with indicator development and baseline setting.

**Any other message?**

If there is one thing that made a lasting impression on me from the last two years is the high quality of team work with other programme and functional units as well as a very supportive management and Regional Bureau which enabled us to achieve most of our planned activities under a very tight and ambitious schedule. With such a high level of engagement I am sure we will reap many good fruits in the years to come and put M&E where it belongs – in all stages of the programme management cycle.



Girls at school in Dedza, Malawi. @Jeannie O'Brien/Trócaire

# UNFPA, UNICEF and WFP in Malawi: Joint Evaluation of a Joint Programme on Girls Education

 **Grace Igweta**, RBJ Regional Evaluation Officer

The Joint Programme on Girls Education is a three-year programme implemented by the Government of **Malawi** through the **Ministry of Education** with technical support of [UNICEF](#), [UNFPA](#) and [WFP](#) and financial support from the [Norwegian Government](#). Its overall objective is to improve access to and the quality of education for girls and boys through a holistic and human rights-based approach. The programme addresses the multifaceted barriers that girls face in attaining good quality education including inadequate food, inadequate protection, poor quality schooling, and violations of girls' sexual and reproductive rights. It targets eighty-one primary schools in six zones across three districts with a particular focus on girls in standards five to eight.



**Joint Programme  
on Girls' Education**

The three agencies, in close collaboration with the Ministry of Education, have commissioned a joint evaluation to collectively generate evidence of the outcomes of the programme and lessons that can inform implementation of Phase 2 of the programme. The evaluation is co-managed by M&E officers of the three agencies (**Grace Makhaira** from [WFP](#), **Cliff Phiri** from [UNFPA](#) and **Mekonnen Woldegorgis** from [UNICEF](#)) with an officer from the Ministry of Education (**Victor Mhone**) playing an active role in the evaluation reference group.

The conduct of the evaluation is contracted to [TRANSTEC](#), through a WFP long term agreement for the provision of evaluation services.



**Edward Addai** ([UNICEF](#)), Chief, Planning Monitoring and Evaluation for Eastern and Southern Africa Office, **Reginald Chima** ([UNFPA](#)), Monitoring and Evaluation advisor for East and Southern Africa Region and **Grace Igweta** ([WFP](#)), Regional Evaluation officer for Southern Africa, have been working together to find ways to streamline support to the evaluation and learn lessons that can enhance further joint work in evaluations among UN agencies in other countries.

Discussions are also underway to organise a lesson learning exercise at the end of this evaluation, with the support and participation of WFP Office of Evaluation.

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Members of the Bangladeshi delegation and WFP staff @WFP

## Engaging with partners to support their evaluation capacities

 **Jacqueline Flentge**, OEV Evaluation Officer

In December, a delegation of the Government of the People’s Republic of **Bangladesh** (Ministry of Planning) met with the Office of Evaluation and the Performance Management and Monitoring Division and had the opportunity to discuss national progress in measurement on SDG targets, the challenges on monitoring and evaluation of projects funded both by government and donors, and the priorities for technical assistance in the field of evaluation capacity development. We extended an offer for technical assistance to facilitate this and other challenges of the government’s M&E work.

During recent months, WFP has started to strategize on the best ways to assist national counterparts stepping-up their evaluation capacities. WFP commitment to support this area had been formalized during the launch of its [Evaluation Policy](#) in response to [Resolution 69/237 of the UN General Assembly](#).

During the last trimester of 2017, WFP staff actively participated in evaluation conferences in **Turkey** (NEC), **Mexico** (ReLAC-REDLACME-IDEAS) and **South Africa** (SAMEA), in order to build partnerships and align with global thinking.

### History & Evolution of NEC CONFERENCES



NEC conferences

In January 2018, WFP evaluation staff undertook a mapping exercise on national evaluation capacity strengthening activities undertaken so far and identified opportunities and challenges related to modalities for engagement.

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Video of the decentralized evaluation of the Protracted Relief and Recovery Operation in Colombia

## A decentralized evaluation story in Colombia: voices from participants, partners, donors and WFP staff

 **Ivan Touza**, RBP Regional Evaluation Officer

In December 2017, **Colombia** Country Office completed the first WFP decentralized evaluation in the **Latin America and the Caribbean region**. The evaluation's subject was a Protracted Relief and Recovery Operation implemented during the last 3 years in collaboration with 81 implementation partners around the country.



This evaluation was conducted very successfully thanks to strong leadership from the Country Director and a clear link to the planning and implementation of the Country Strategic Plan. There was an emphasis on quality and engagement of key stakeholders throughout different stages of the evaluation. The Regional Bureau and the Country Office agreed to produce a short video to inspire other Country Offices in managing their own decentralized evaluations. We thought

that a video could help us to spread the message about the multiple benefits of involvement in a decentralized evaluation, including meeting ethical commitment to be accountable to affected populations; support to an evidence-based discussion both internally and externally with our partners; and to increase credibility and transparency among national partners and international donors.



The [video](#) is exclusively based on the testimonies from participants, partners, donors and WFP staff in the field about what they think about the evaluation process and its utility. In the most natural way, they told us the story about their evaluation experience, not limited to the evaluation process itself, but strategically linked to the whole operation cycle management! Thus, a story around planning and working together, evaluating together and improving together emerged.

Underpinning this journey were transparent, evidence-based reflections at the Evaluation Reference Group meetings guided by a single powerful moto: how we can do it even better!





Participants of the workshop @WFP Nairobi

## Regional evaluation workshop in Nairobi

Nairobi, 22-24 January 2018

 **Roberto Borlini**, RBN Regional Evaluation Officer

The first Nairobi Regional Bureau (RBN) Regional Evaluation and Monitoring workshop took place in **Nairobi, Kenya**, 22-26 January 2018, with the participation of **Andrea Cook**, WFP Director of Evaluation and **Jane Pearce**, WFP Director of Performance Management and Monitoring.

In the first part of the workshop (Monday and Tuesday), participants looked at past, present and future of evaluation in WFP. After a joint session on Wednesday on the use of big data for both evaluation and monitoring, the second part of the workshop shifted its focus to monitoring (Thursday and Friday).



More than 40 participants from eight countries came to **Kenya** to discuss the most pressing issues related to their involvement in the decentralized evaluation function. The first day, participants had the chance to interact with OEV's **Jacqueline Flegte**, who gave a long-due presentation on the evaluation function in WFP, familiarize themselves with the recently approved Regional Evaluation Strategy and delve into the details of donors' requirements.

**Beatrice Mwangela**, from **Kenya** CO, brought it all to life with her experience managing complex U.S. Department of Agriculture evaluations.

On the second day, **Andrea Cook**, WFP Director of Evaluation, was joined by external guests to talk about evaluation for learning and evidence generation. **Justus Kamwesigye**, from **UNICEF** and **Michael Spilsbury**, from **UN Environment**, presented their approach. **Kalle Hirvonen**, from the **International Food Policy Research Institute**, showcased their impact evaluation of WFP's Fresh Food Vouchers Pilot in Ethiopia. **DIME**, the Research Group of the World Bank (represented by **Emanuele Brancati** and **Serge Adjognon**), showed new experiences of impact evaluations in the region.

Finally on Wednesday, after warming up the audience with best practices in video dissemination of evaluation results, the private sector came to meet WFP. Iconoclastic venture capitalist **Luca Alinovi** shook the floor lambasting linear programming in complex environments and **SAFARICOM** turned our world upside down talking about consuming data and creating value out of it.

Times have changed since RBN Deputy Regional Director, **Adrian Van Der Knaap**, received his first call on a cellular phone. *"Where are the beans?"* shouted a refugee to a flabbergasted Adrian. Nowadays, mobile phones and new technologies have created a rich data environment with unlimited potential for humanitarian organizations.

A panel of senior WFP managers closed the workshop trying to make sense of what big data means for WFP. As **Andrea Cook** adroitly put it in her closing remarks, in today's world, a wide variety of data is available, we just need to find and use it.

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Ivan Touza in the conference 'Evaluations to ensure that none is left behind'

## Evaluation of the Sustainable Development Goals: transforming life through global and regional partnerships, with an emphasis on Latin America and the Caribbean

Guanajuato, 4-8 December 2017

 **Denis Velásquez**, Nicaragua M&E Officer

 **Carlos Martínez**, El Salvador M&E Officer

At the beginning of December 2017, we had the opportunity to participate in the Conference of the Latin American Network for Evaluation, Monitoring, and Systematization held in **Guanajuato (Mexico)**, focused on the evaluation of the Sustainable Development Goals, very important due to the transition that WFP is currently going through the Integrated Road Map (IRM).

Our participation in the conference can be grouped into three benefits: **exchange of experiences**, **knowledge expansion** and **support networks**.

At the conference, we were able to dialogue and exchange experiences on evaluation issues with colleagues from more than 150 countries from the global evaluation community. We were able to share thoughts on how evaluation improves learning at the national, regional and global levels; as well as to share WFP point of view on evaluation and its role in the organization.

We participated in workshops on very interesting topics, new methodologies that are challenging the traditional paradigm of evaluation. Issues worth mentioning: the construction of bottom-up evaluation, the flexibility of processes, creativity, the debate about the relationship between the technical and political aspects of evaluation, participatory evaluations and the role of evaluation from a global perspective.

We learned about evaluation and monitoring networks where opportunities for exchanges of experience, learning and support are offered on specific topics of context applicable to our projects.

Overall, it was a very enriching experience which will bring new knowledge and approaches in evaluation activities to be implemented in our country offices, particularly our plans for decentralized evaluations.

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Participants of SAMEA conferences. @SAMEA

## WFP participates in the South Africa Monitoring and Evaluation Association (SAMEA) conference

Johannesburg, 23-27 October 2017

 **Puseletso Makhema**, RBJ Regional M&E Officer

The WFP's [Evaluation Policy](#) and associated [Corporate Evaluation Strategy](#) commits WFP to engage with global, regional and national evaluation networks to share experience and keep abreast of the latest evaluation developments. The 2017 Biennial SAMEA Conference came at a time when WFP Regional Bureau Johannesburg (RBJ) was in consultations, internally and externally, as part of the development of its monitoring and evaluation strategies. The conference theme was "*Purpose driven Monitoring and Evaluation*", with five strands: Strengthening performance monitoring, Enhancing Data Management and Visualization, Evidence Use, Evaluations' Lessons Learnt and Strengthening the M&E Profession. The conference was preceded by two days of professional skills development workshops.



WFP delegates included four staff from the Regional office in **Johannesburg** and six from Country Offices (**Malawi, Zimbabwe, Namibia, Congo Republic, Tanzania and Swaziland**). Staff attended different conference strands based on professional interest and relevance to their work context.

The WFP staff attending the conference used the opportunity to meet on day 4 to reflect on the conference and future engagements in such conferences in other countries and to brainstorm on areas of focus for the regional Evaluation and monitoring strategies.

Attended by delegates from Government, NGOs, CBOs, and private sector institutions from across the Africa region and beyond, the conference provided a rich source of professional networking, peer learning and an opportunity to explore potential evaluation partnerships. It also provided a space for WFP M&E staff to take a break from the busy daily work to reflect on WFP monitoring and evaluation efforts within the context of wider developments.

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# Recent Centralized Evaluation Reports



[More information](#)

**Synthesis report** ([EN](#) | [FR](#) | [ES](#) | [AR](#))

**Management Response**

([EN](#) | [FR](#) | [ES](#))

**Individual Summary Evaluation reports:**

**Chad** ([EN](#))

**Mali** ([EN](#))

**Niger** ([EN](#))

**Sudan** ([EN](#))

**Number of recommendations: 5**

**Agreed by Management: 5**

## Synthesis report on four evaluations of the impact of WFP programmes on nutrition in humanitarian contexts in the Sahel

January 2018

Acute malnutrition in the Sahel affects an estimated 6 million children under 5, of whom about 1.4 million require treatment for severe acute malnutrition. While there is considerable evidence of the effectiveness of interventions to treat moderate acute malnutrition under optimal conditions, there is insufficient and equivocal understanding of the relationship between malnutrition treatment and prevention work.

This report is a synthesis of the main findings and lessons from four WFP-funded impact evaluations of nutrition and food security interventions in four countries of the Sahel region of sub-Saharan Africa: **Chad**, **Mali**, the **Niger** and the **Sudan**.

In addition to examining the impacts of various components of WFP programming on core outcomes, this series of impact evaluations synthesized in this report also contributes evidence on the value of the interrelationship between programmes for preventing and programmes for treating moderate acute malnutrition in emergency and post-emergency contexts.



[More information](#)

**Summary evaluation report** ([EN](#) | [FR](#) | [ES](#) | [AR](#))

**Management Response**

([EN](#) | [FR](#) | [ES](#) | [AR](#))

**Number of recommendations: 6**

**Agreed by Management: 6**

## Country portfolio evaluation Cambodia (2011 to 2017)

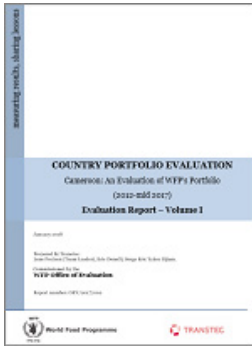
January 2018

The evaluation assessed strategic positioning and alignment, the influencing factors and quality of strategic decision-making, and portfolio performance and results. It included WFP application of humanitarian principles and a comparative cost analysis of cash-based transfers.

The evaluation was timed to inform the **Cambodia** Country Strategic Plan due in November 2018.

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## Country portfolio evaluation Cameroon (2012 to mid-2017)

January 2018

The country portfolio evaluation assessed WFP strategic positioning in Cameroon, the quality of and factors influencing WFP decision making, and the performance and results of portfolio activities.

[More information](#)

[Evaluation report \(EN\)](#)

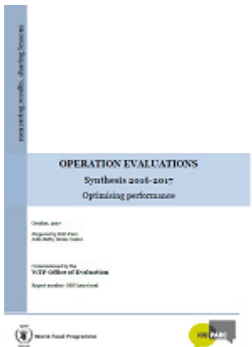
[Summary evaluation report \(EN | FR | ES | AR\)](#)

[Management Response \(EN | FR | ES | AR\)](#)

**Number of recommendations: 7**

**Agreed by Management: 7**

The evaluation was timed to inform the programming and operationalization of WFP new **Cameroon** Country Strategic Plan, approved in June 2017, and to contribute to enhanced collaboration and synergies among the Rome-based agencies.



## Synthesis report of operation evaluations (2016-2017) Optimizing performance

October 2017

This synthesis, the fourth and final in the operation evaluations series, presents findings of evaluations conducted between July 2016 and June 2017, covering 15 operations of varying types, durations, sizes and settings, with a total planned value of USD 2.3 billion (over USD 1.35 billion funded), which targeted 19.7 million beneficiaries a year.

[More information](#)

[Synthesis Report \(EN\)](#)

[Summary Evaluation Report \(EN | FR | ES | AR\)](#)

[Evaluation Brief \(EN\)](#)

Six lessons were identified to support WFP to continue optimizing performance. They pertain to: brokering strategic hunger solutions; adopting a system's view; preparing for transition; increasing use of data for optimised performance management; moving towards gender transformation; and advocating for more enabling financial support.

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## Operation Evaluations Series, Regional Synthesis 2013-2017

November 2017

Findings from the Operation Evaluation (OpEv) Series 2013-2016 were synthesised on a regional basis in 2017.

The six reports build from the findings of 58 operation evaluations conducted between 2013 and 2017. The regional syntheses were designed to enhance accessibility of OpEv evidence base for country offices developing Country Strategic Plans (CSP) and interim-CSP. They provide recommendations and lessons for the future to support country, inter-agency and national strategic planning.

[More information](#)

**Asia and the Pacific Region** ([EN](#))

**Middle East, North Africa,  
Central Asia and Eastern  
Europe Region** ([EN](#))

**West and Central Africa Region**  
([EN](#))

**East and Central Africa Region**  
([EN](#))

**Southern Africa Region** ([EN](#))

**Latin America and the  
Caribbean Region** ([EN](#))

OEV prepared a [video](#) to encourage uptake of learning from the OpEv series and organized a side event at the Second Regular Session of the Executive Board (November 2017).



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# Recent Decentralized Evaluation Reports



[More information](#)

[Evaluation Report Vol 1 \(EN\)](#)

## End of Term Evaluation Renewed Efforts Against Child Hunger and undernutrition

December 2017

This evaluation: a) assess and report on the performance and results of REACH (Renewed Efforts Against Child Hunger and undernutrition) in five countries (**Burkina Faso, Haiti, Mali, Myanmar** and **Senegal**) over the period from June 2014 up to August 2017, and b) determine the reasons why certain results occurred or not, draw lessons and derive good practices in and across the five countries.

REACH is an inter-agency partnership that was established by **Food and Agriculture Organization (FAO)**, **United Nations Children's Fund (UNICEF)**, **World Food Programme (WFP)**, **World Health Organization (WHO)** and the **International Fund for Agricultural Development (IFAD)**. REACH seeks to strengthen national capacity for nutrition governance through the provision of tailored support to government-led nutrition governance efforts including analytical tools and resource materials and the deployment of neutral facilitators.



[More information](#)

[Evaluation Report \(ES\)](#)

[Video \(YouTube\)](#)

## Mid-term evaluation of the Protracted Relief and Recovery Operation 200708

November 2017

The evaluation was commissioned by the WFP **Colombia** Country Office, and covered the period from June 2015 to March 2017. The evaluation aimed at identifying best practices and lessons learned to enable informed decisions on the implementation of cost-effective and efficient activities, contributing to capacity development, livelihoods and resilience building in families and communities. Recommendations informed the implementation of the Country Strategic Plan 2017-2021.

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