

**PROPOSED EVALUATIONS
FOR THE BIENNIUM 2010–2011**



ANNUAL CONSULTATION ON EVALUATION

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1. This paper provides the background to discussions at the annual consultation on evaluation with WFP's Executive Board. It focuses on strategic evaluations for the 2010–2011 biennium, and the selection criteria and process for operation and country portfolio evaluations.
2. In line with the Evaluation Policy,¹ the annual consultation provides the Executive Board with an opportunity to give strategic guidance to the Office of Evaluation (OEDE), particularly on the choice of strategic evaluations. In addition, OEDE will present discussion points for the development of a medium-term evaluation strategy.

OPTIONS FOR STRATEGIC EVALUATIONS FOR THE 2010–2011 BIENNIUM

3. **Purpose of strategic evaluations.** Strategic evaluations inform policy debates and discussions about WFP's proposed strategic choices. It is therefore important that the selection of strategic evaluations focuses on the strategic issues and concerns of senior management and the Executive Board.
4. **Options.** This options paper presents two choices for strategic evaluations in 2010–2011, and an outlook for the 2012–2013 biennium. Each option presents four strategic evaluations with common features, be it in addressing different aspects of the same concern or following the same line of evaluation questions. This approach enables OEDE to summarize the findings of the four strategic evaluations and draw systemic conclusions, generating value-added beyond the findings of four separate evaluations.
5. **Basis for the options paper.** This options paper is based on:
 - annual evaluation report findings identifying areas where WFP continuously faces challenges, for which strategic evaluations can help find solutions;
 - areas highlighted by WFP staff as being of particular interest for learning during OEDE's recent Closing the Learning Loop project; and
 - extensive consultations with internal WFP stakeholders, whose views were incorporated into this revised version of the options paper.
6. **Biennial work programme.** Only one of the options can be included in OEDE's work programme. Four strategic evaluations per biennium is an appropriate number to ensure that evaluation insights are absorbed and recommendations implemented. OEDE will make the final choice, in line with the Evaluation Policy (paragraph 29, i), and present it in its biennial

¹ "WFP Evaluation Policy" (WFP/EB.2/2008/4-A)

work programme for 2010–2011. This will be included in WFP's Management Plan submitted to the Executive Board for approval.

7. **Options for 2010–2011.** The options for this biennium focus on: WFP's central role in emergency responses, highlighting the challenges and solutions in this area; a comparative analysis of WFP's response strategies, to enrich understanding of how to improve the model for making choices; and evaluations of different operating models.
8. **Option A: WFP's Strategic Objective 1, Saving Lives.** Governments, communities and families rely on WFP to respond to shocks quickly and effectively, when national authorities need assistance. This group of strategic evaluations would inform WFP and other stakeholders on how well WFP fulfils its central responsibility in responding to emergencies. It would assess how well the programme category, response delivery strategy, nutritional options in response to emergency needs, and logistics capacity enable WFP to fulfil its mandate. It would help WFP understand its competitive edge and identify areas for improvement. These evaluations would provide continuity with the strategic evaluations of contingency planning and recovery interventions carried out in the 2008–2009 biennium.
 - Strategic Evaluation A1: The emergency operation (EMOP) programming category
 - Strategic Evaluation A2: General and targeted food distribution
 - Strategic Evaluation A3: Emergency nutrition programming activities
 - Strategic Evaluation A4: Emergency logistics and information technology
9. **Option B: Choosing the Right Responses to Hunger Needs.** This group of strategic evaluations would focus on evaluating how well WFP uses its response options to provide the most efficient and effective hunger solutions for the observed needs, taking into account other actors' responses and harmonization within the United Nations System. Improved understanding of the circumstances under which different tools and strategies work best would contribute to improved decision-making at the country level. It would also illustrate how well WFP is prepared to implement the Strategic Plan and the transition it foresees from being a food aid to becoming a food assistance agency; each evaluation would aim to determine how choices have changed since the adoption of the new Strategic Plan.
 - Strategic Evaluation B1: Choices and options for country engagement
 - Strategic Evaluation B2: Choices and options for programming categories
 - Strategic Evaluation B3: Choices and options for programming activities
 - Strategic Evaluation B4a: Choices and options for using new tools [or]
 - Strategic Evaluation B4b: Choices and options for partnerships

10. **Outlook for 2012–2013.** The following options are already of strategic importance, but it may be premature to evaluate them in the 2010–2011 biennium. Options C and D will be kept in store for the following biennium. However, during the 2010–2011 biennium, operation and country portfolio evaluations will continue to look at the new initiatives whenever relevant to the subject under evaluation, and will cover monitoring and evaluation (M&E) issues as a regular part of evaluations. OEDE will also seek to pick up any preliminary issues and lessons of wider application that may emerge from operation and country portfolio evaluations, and will communicate these to internal stakeholders to provide early learning.
11. **Option C: WFP’s New Initiatives.** This group of strategic evaluations would focus on how WFP identifies opportunities for innovations, develops new ideas from the concept stage, through testing, to readiness for scaling up and the move to full-scale implementation, and evaluates the outcomes and impacts of initiatives. This group of strategic evaluations would build understanding about how well WFP is implementing the strategic plan’s new vision of using a more diversified and complex tool box. The four evaluations are in line with strong demand for lesson learning.
- Strategic Evaluation C1: Purchase for Progress
 - Strategic Evaluation C2: cash and vouchers
 - Strategic Evaluation C3: fortified and new foods
 - Strategic Evaluation C4: safety nets and social protection
12. **Option D: Managing for Results.** This group of strategic evaluations would examine measures that aim to ensure outcomes of WFP’s assistance. Each strategic evaluation would focus on an aspect that could become part of a system for managing for results; collectively the evaluations would highlight the strengths and weakness of the system(s) in place and the degree of their integration. This option is based on requests to evaluate partnerships, which evaluations also highlight as important but often weak; the external auditors’ request for an evaluation of results-based management (RBM); and concerns expressed by Executive Board members and WFP staff, along with findings from annual evaluation reports, about weaknesses in M&E.
- Strategic Evaluation D1: Ensuring quality at entry
 - Strategic Evaluation D2: M&E and RBM
 - Strategic Evaluation D3: Partnerships
 - Strategic Evaluation D4: Learning from experience

OPERATION AND COUNTRY PORTFOLIO EVALUATIONS

13. OEDE’s biennial work programme is developed in line with WFP’s Evaluation Policy, and aims to attain an evaluation coverage that ensures accountability and systematic learning.

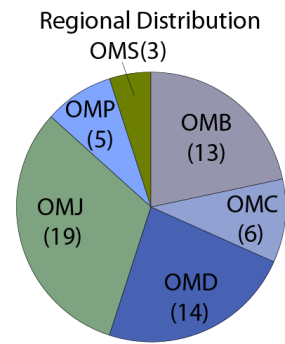
14. **Country portfolio evaluations.** The 2010–2011 work programme will include six country portfolio evaluations. These evaluations involve all the operations and activities undertaken by WFP in a country during a specific period, and aim to inform decisions about WFP’s strategic position in the country. These evaluations support the preparation of country strategy documents. The following country portfolio evaluations were identified for 2010; others will be included in the work programme at a later stage:
- Regional Bureau Asia (OMB) – Nepal country portfolio evaluation
 - Regional Bureau West Africa (OMD) – Mali country portfolio evaluation
 - Regional Bureau West Africa (OMD) – Liberia country portfolio evaluation
15. **Operation evaluations.** The selection of which operations to evaluate is guided by a model to ensure the sample is as representative as possible, to reflect WFP’s performance and results. According to the Evaluation Policy,² the sample of operations selected mirrors as closely as possible the geographical distribution of operations, taking into account both size and number of operations.
16. **Sample size.** To ensure a statistically meaningful sample size, the target number of operation evaluations is 30 per year.³ This sample size provides a solid basis for identifying common issues for presentation in the Annual Performance Report,⁴ regarding: i) operational design; ii) operational implementation; and iii) operational results.
17. **Sampling model.** Because of the large diversity of WFP’s portfolio, the sample is selected using a model that combines the size of operations with the number of operations. A model based on number of operations would overrepresent smaller operations; one based on size would overrepresent larger operations. The combination of number and size results in a weighted distribution of operations.

² Paragraphs 34 and 35, Credibility of Evaluations

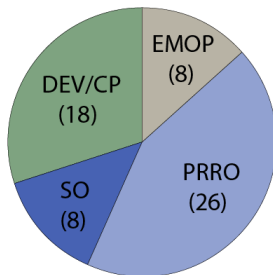
³ Paragraph 37, Credibility of Evaluations

⁴ Paragraph 43, Utility of Evaluations

18. **Geographical distribution.** The regional bureaux and country offices are OEDE’s main contact points. Primary distribution is therefore by geographical region. The sampling model results in the geographical distribution of operations that is most representative of WFP’s operations. For 2010–2011, the target distribution would be 19 operations in the Regional Bureau Southern, Eastern and Central Africa (OMJ), 14 in OMD, 13 in OMB, six in the Regional Bureau Middle East, Central Asia and Eastern Europe (OMC), five in the Regional Bureau Latin America and the Caribbean (OMP) and five in the Regional Bureau the Sudan (OMS).



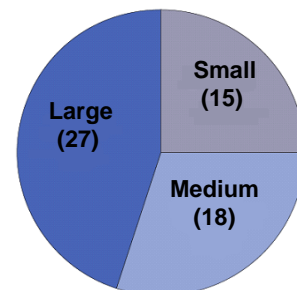
Programme Categories



19. **Programme categories.** To reflect the performance and experience of different programme categories, the model also defines the distribution of categories in the overall sample to ensure it is representative. For 2010-2011, the distribution would be 26 protracted relief and recovery operations (PRROs), 18 development projects (DEV) and country programmes (CPs), eight special operations, and eight EMOPs, including real-time evaluations (RTEs), which will be identified in the course of the biennium as emergencies occur.

20. **Size of operations.** The sample also aims to cover small, medium and large operations:⁵ 15 small operations, of up to US\$6.2 million each; 18 medium, of between US\$6.2 million and US\$19.8 million; and 27 large, of more than US\$19.8 million.

Operation Size



21. **Selection process.** The sampling model determines the number of operations to be evaluated. The operations are then identified in consultations with regional bureaux and country offices, to maximize the usefulness – timeliness and intentionality – of evaluations.

22. **In-built flexibility.** OEDE aims to ensure that the sample remains representative, and will report on this in the annual evaluation report. Variations in the work programme will occur; the WFP portfolio is dynamic, with changes over time, and OEDE needs to respond to these changes. The following list of operations selected for evaluation is therefore indicative and not final.

⁵ The size ranges are designed to include the same number of operations per size category in the universe from which the sample is selected.

23. **Real-time evaluations.** EMOPs that respond to sudden-onset disasters take place over a short period and are thus not captured in the list of operations OEDE considers during preparation of the biennial work programme. OEDE believes these operations are important in providing lessons from emergency responses, and plans to conduct five RTEs in the 2010–2011 biennium.

OPERATION EVALUATIONS FOR 2010–2011 (TENTATIVE LIST)

Country	Type	Name
OMB Region		
Afghanistan – to be confirmed (TBC)	SO	United Nations Humanitarian Air Service (UNHAS)
Bhutan – TBC	DEV	Improving Rural Children's Access to Basic Education
Cambodia – TBC	DEV	Support for Mother-and-Child Health
India	CP	Country Programme – India
Indonesia – TBC	PRRO	Nutritional Rehabilitation in Indonesia
Indonesia – TBC	SO	WFP Logistics Support Unit
Korea, Democratic People's Republic	EMOP	Assistance to Population Groups Affected by Floods and Rising Food and Fuel Prices
Lao People's Democratic Republic – TBC	PRRO	Assistance to Food-Insecure Households Affected by Multiple Livelihood Shocks
Myanmar – TBC	PRRO	Assistance to Vulnerable Families in Myanmar
Sri Lanka	PRRO	Food for Peacebuilding and Recovery in Conflict-Affected Areas
OMC Region		
Algeria	PRRO	Assistance to Western Sahara Refugees
Georgia	PRRO	Transitional Assistance and Capacity-Building
Iran	PRRO	Food Assistance and Support for Education to Afghan and Iraqi Refugees
Syrian Arab Republic	EMOP	Assistance to Displaced Iraqis in Iraq and Syria
Tajikistan	PRRO	Transitional Relief and Recovery to Food-Insecure Households
Yemen	CP	Country Programme – Yemen
OMD Region		
Burkina Faso	EMOP	Emergency Response to High Food Prices in Burkina Faso Main Cities
Cameroon	EMOP	Emergency Food Assistance to Central African and Chadian Refugees
Cameroon	CP	Country Programme – Cameroon

Country	Type	Name
Central African Republic	PRRO	Assistance to Populations Affected by Armed Conflicts
Chad	EMOP	Assistance to Sudanese Refugees, IDPs and Host Communities in Eastern Chad
Côte d'Ivoire	DEV	Assistance to Primary School Feeding and Kindergartens
Guinea	CP	Country Programme – Guinea
Guinea-Bissau	PRRO	Relief, Rehabilitation and Transition in Guinea-Bissau
Niger	PRRO	Improving the Nutrition Status and Reinforcing Livelihoods of Vulnerable Populations
Sao Tome and Principe	DEV	Support to Basic Education and Health Systems for Vulnerable Groups
Senegal	PRRO	Post-Conflict Rehabilitation in the <i>Casamance Naturelle</i> and Targeted Food Assistance
Senegal	CP	Country Programme – Senegal
Sierra Leone	CP	Country Programme – Sierra Leone
Gambia	DEV	Support to Basic Education in Rural Vulnerable Regions
OMJ Region		
Burundi	PRRO	Support for Stabilization and Recovery: Protecting and Creating Livelihoods and Improving the Nutritional Status of the Most Vulnerable
Democratic Republic of the Congo	SO	UNHAS
Democratic Republic of the Congo	SO	Logistics Cluster and Common Transport and Storage Services
Djibouti	PRRO	Food Assistance to Vulnerable Groups and Refugees
Eritrea	PRRO	Food Assistance to Malnourished and Food-Insecure Populations
Ethiopia	SO	Logistics Augmentation for Somali Region Operations
Kenya	CP	Country Programme – Kenya

Country	Type	Name
Kenya	PRRO	Food Assistance to Somali and Sudanese Refugees
Lesotho	PRRO	Social Protection and Food Assistance for Vulnerable Groups in Lesotho
Madagascar	CP	Country Programme – Madagascar
Malawi	DEV	Strategic Focus of the WFP Development Project: Support to Education
Mozambique	PRRO	Assistance to Food-Insecure People Affected by HIV and AIDS and Disasters
Rwanda	PRRO	Assistance to Refugees and Recovery Operations for the Most Vulnerable Households
Swaziland	PRRO	Assistance to Food-Insecure People Affected by HIV and AIDS and Natural Disasters
Uganda	CP	Country Programme – Uganda
Uganda	PRRO	Targeted Food Assistance for Relief and Recovery
United Republic of Tanzania	CP	Country Programme – United Republic of Tanzania
United Republic of Tanzania	PRRO	Assistance to Refugees in Camps and Vulnerable Households
Zimbabwe	PRRO	Protracted Relief for Vulnerable Groups
OMP Region		
Colombia	PRRO	Food Assistance to IDP and Other Highly Food-Insecure Groups Affected by Violence
Cuba	DEV	Support for the National Plan on Prevention and Control of Anaemia
Haiti	PRRO	Food Assistance to Vulnerable Groups
Honduras	DEV	Country Programme – Honduras
OMS Region		
Sudan	SO	United Nations Joint Logistics Centre (UNJLC)
Sudan	SO	Emergency Road Repair and Mine Clearance of Key Transport Routes in the Sudan
Sudan	SO	UNHAS

Note: OEDE plans to manage five real-time evaluations, one per region, excluding OMS.