



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Annual session  
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Agenda item 10

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Administrative and managerial matters

For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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## Appointment of the Director of Evaluation

### Draft decision\*

Following the recommendation by the Executive Director, the Board approves the appointment of Ms Anne-Claire Luzot (Belgium) as Director of Evaluation. According to the 2022 evaluation policy (WFP/EB.1/2022/4-C), the term of office of the Director of Evaluation shall be five years, with the possibility of renewal for a second term. The Executive Director may renew the appointment of the incumbent Director of Evaluation for a second term, with the prior consent of the Executive Board. The Director of Evaluation will not be permitted re-entry into the organization at the end of her final term.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

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### Focal point:

Ms J. Luma  
Assistant Executive Director *ad interim*  
Workplace Culture Department  
email: [joyce.luma@wfp.org](mailto:joyce.luma@wfp.org)

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## Background

1. The selection process for the position of Director of Evaluation is set out in the 2022 evaluation policy, approved by the Board at its 2022 first regular session.<sup>1</sup> The policy states in particular that:  
  
"A selection panel, appointed by the Executive Director with the composition described below and with the support of the Human Resources Division, will review the candidates in accordance with WFP recruitment policies and the post requirements. Based on their initial review, the selection panel will conduct interviews and recommend the two top-ranked candidates to the Executive Director in order of priority. The Executive Director will present his or her final selection to the Executive Board for approval."
2. With the term of the previous Director of Evaluation ending on 2 February 2023, a vacancy announcement for her successor was issued on 28 July 2022 both internally and on the WFP Career external website. Concurrently, the announcement was advertised on LinkedIn, ImpactPool and other channels.

## Selection process and recommendation of the selection panel

3. In line with paragraph 7 of annex II of WFP's 2022 evaluation policy, the selection panel for the appointment of a new Director of Evaluation comprised the following:
  - Chair: Mr Manoj Juneja, Assistant Executive Director, Management Department, and Chief Financial Officer
  - Member: Ms Joyce Luma, Assistant Executive Director a.i., Workplace Culture Department
  - Member: Ms Meghan Latcovich, Chief of Staff
  - Member: H.E. Carlos Bernardo Cherniak, Permanent Representative of Argentina to the Rome-based United Nations agencies
  - Member: H.E. Joachim Bleicker, Permanent Representation of Germany to the Rome-based United Nations agencies
  - Member: Ms Clemencia Cosentino, Director of Evaluation at the Food and Agriculture Organization of the United Nations
  - Secretary: Mr Davide Marzano, Deputy Director a.i., Human Resources Division
4. The review of the applicants took into account the required qualifications outlined in the vacancy announcement, as follows.

### Education

- Advanced university degree in economics, international development, social sciences or other relevant discipline.

### Experience

- At least 15 years of progressively responsible experience in both evaluation and management, in diverse field and headquarters organizational levels in international development and/or humanitarian assistance.
- State of the art knowledge of international norms and standards for evaluation; evaluation approaches and methods and quality systems.
- Exposure to and/or experience with United Nations organizations.

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<sup>1</sup> "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C). See paragraphs 6 and 7 of annex II.

- Excellent strategic planning, management, and communication skills.
- Experience of working in multi-cultural settings.
- Fluency in oral and written English with an intermediate knowledge of another official United Nations language (Arabic, Chinese, French, Russian and Spanish) or Portuguese (one of WFP's working languages).

### **Desired experience**

#### ***Technical skills and knowledge***

- Expert knowledge of evaluation ethics and able to ensure that ethics are incorporated into evaluation processes; able to maintain independence and impartiality under pressure.
- Solid knowledge of human rights and gender equality and ability to ensure that evaluation design, questions and analysis incorporate this knowledge.
- Ability to manage, coach and motivate diverse teams and deliver effectively through others to achieve results.
- High calibre communication and motivational skills, to work in harmony with multiple cultures, and with the ability to influence at senior levels within and beyond the organization.
- Broad understanding of business principles and processes and the ability to quickly assimilate UN/WFP specific processes and systems.

#### ***Competencies***

- Outstanding leadership, strategic visioning, management, communication and influencing skills demonstrated in overseeing evaluation in a large and diverse organization.
- Outstanding ethical principles and commitment to evaluation norms and standards, underpinning sound applied judgement.
- Excellent interpersonal, networking and partnership skills to work in harmony with multiple cultures, government officials, heads of other United Nations agencies and multilateral institutions.
- Demonstrated ability to deliver changes and results in politically and operationally sensitive contexts.
- Leads by example and holds others accountable to uphold organizational values, principles and standards.
- Demonstrates resilience and perseverance by staying focused and calm when under pressure, and acts as a role model for managing difficult and challenging environments.
- Identifies and aligns outcomes to the strategic vision, holding self and others accountable for the delivery and quality of organisational results.
- Leads organisational change demonstrating high tolerance for uncertainty and adapts readily in different contexts.
- Creates a culture of inclusive leadership by ensuring psychological safety where ideas and issues can be raised freely.
- Makes complex decisions, anticipating the immediate and long term risks and implications for organization and stakeholders impacted.

5. The Human Resources Division (HRM) reviewed the 84 applications received and determined that eight candidates met the qualifications for the position. The selection panel reviewed the eight candidates and on 11 November 2022 approved four candidates for interviews. Interviews were scheduled for the first half of January 2023. However, due to the withdrawal of the only shortlisted candidate from a developing country, the interviews were postponed. Upon the selection panel's request, HRM readvertised the position and launched a targeted search for additional applicants, emphasizing diversity and representation from developing countries. As a result, a new list of candidates was submitted to the selection panel, which decided that five of the candidates would be interviewed between 13 and 17 April 2023.
6. Following the interviews, the selection panel recommended the top-rated candidates be submitted to the Executive Director for consideration. From among these candidates, the Executive Director selected Ms Anne-Claire Luzot, a national of Belgium, for the position. Ms Luzot currently serves as Director a.i. of WFP's Evaluation Office.
7. Ms Luzot's breadth of experience in evaluation practice, policy, management and quality assurance makes her an exceptional candidate for the Director of Evaluation position. Her track record includes progressively senior roles in evaluation at WFP and work in similar capacities within the United Nations system. This extensive background provides her with invaluable insights and a proven ability to spearhead the continuous advancement of WFP's evaluation function. Ms Luzot's distinguished approach strikes a harmonious balance between maintaining independence and impartiality while cultivating constructive relationships with Executive Board members, senior management, and other organizational stakeholders through a commitment to rigor and high standards. Ms Luzot's summary curriculum vitae is provided in the annex.
8. Based on the above, the final input of the selection panel and her conversation with the recommended candidates, the Executive Director recommends to the Board that Ms Anne-Claire Luzot be appointed as Director of Evaluation at the D-2 level.

## ANNEX

## Summary curriculum vitae

## Anne-Claire Luzot

Nationality: Belgium

## Education

1989–1990	<b>MA in Rural Development</b> University of Sussex, United Kingdom
1983–1989	<b>MA in Economics and Social Science</b> University of Namur, Belgium

## Key qualifications

Leadership skills	<ul style="list-style-type: none"> <li>➤ Effective systemic thinking</li> <li>➤ Change management processes</li> <li>➤ Consensus building</li> </ul>
Management skills	<ul style="list-style-type: none"> <li>➤ Oversight of planning, financing, resourcing and reporting of centralised evaluation functions</li> <li>➤ Creation of an enabling, inclusive work environment through respectful and constructive communication and hold self and other team members accountable for their actions.</li> <li>➤ Efficient staff and budget management</li> </ul>
Senior evaluator	<ul style="list-style-type: none"> <li>➤ Fostering use of evaluation results with all relevant stakeholders</li> <li>➤ Engagement with Senior Management and Member States on evaluation results and evaluation function related matters</li> <li>➤ Commissioning of strategic evaluation of development and humanitarian policies, programmes and projects</li> <li>➤ Design of guidelines for strategic and decentralised evaluations</li> <li>➤ Contribution to the ALNAP Humanitarian evaluation guidelines</li> <li>➤ Capacity development in evaluation</li> <li>➤ Quality assessment of evaluation reports and development of evaluation quality assurance systems</li> </ul>

## Employment history

February 2023 ongoing	<b>World Food Programme – Office of Evaluation (OEV)</b> <b>Director of evaluation <i>ad interim</i></b>
2020 ongoing	<b>World Food Programme – Office of Evaluation (OEV)</b> <b>Deputy Director of Evaluation (D1) – Centralized evaluations</b>
2018 to 2020	<b>World Food Programme - Office of Evaluation (OEV)</b> <b>Deputy Director of Evaluation - management (D1)</b>

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2016 to 2018	<b>World Health Organization – Office of Evaluation (OEV) Chief Evaluation Officer (P6)</b>
2013 to 2016	<b>World Food Programme – Office of Evaluation (OEV) Senior Evaluation Officer (P5)</b>
2010 to 2013	<b>United Nations Children's Fund – Regional Office for Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) Regional Advisor Monitoring and Evaluation (P5)</b>
2006 to 2010	<b>World Food Programme - Office of Evaluation (OEV) Evaluation officer</b>
1994–2005	<b>ADE s.a.: <a href="http://www.ade.be">www.ade.be</a> Experienced evaluator</b>
1993–1994	<b>International Labour Organization</b> <i>Associate expert - Training and Employment for Rural Women in the Northern Western Frontier Province (NWFP) Pakistan</i>
1991–1993	<b>International Labour Organization</b> <i>Associate expert - Strategic Approaches Towards Employment Promotion The Philippines</i>
1990–1991	Jesuit Refugee Service (international non-governmental organization)