

OFFICE OF EVALUATION WORK PROGRAMME



Annual Consultation on Evaluation

21 May 2013

World Food Programme
Rome, Italy

INTRODUCTION

1. This paper presents the Office of Evaluation's (OEV's) proposed programme of evaluations and related activity for 2014, and outlines plans for the following two years. The programme indicates a major expansion in volume and type of evaluations, to scale up a new series of single operation evaluations launched in 2013 while continuing OEV's core programme of policy, strategic, country portfolio and impact evaluation series. The expansion reflects the Executive Director's prioritization of evaluation, and significantly increases planned evaluation coverage, in line with evaluation policy.
2. The United Nations Evaluation Group/Development Assistance Committee (UNEG/DAC) peer review of WFP's evaluation function – proposed at last year's annual consultation on evaluation (ACE) and taking place throughout 2013 – is likely to influence OEV's programme in future years. The peer review is expected to mark a significant milestone for WFP's evaluation function. It will take stock of progress since the first review in 2007, and make recommendations that take account of recent contextual changes, such as developments in the United Nations system-wide arrangements for evaluation, the Inter-Agency Standing Committee's Transformative Agenda, WFP's new Strategic Plan and the renewed focus on monitoring and evaluation (M&E) reflected in WFP's Framework for Action.

EVALUATION STRATEGY

3. The Office of Evaluation proposes continuing the current evaluation strategy through 2014. It will seek members' guidance at next year's ACE on the response to the peer review findings and recommendations and on how to factor these into OEV's 2015 and future programme of work.
4. In line with current strategy, OEV will continue to focus on complex evaluations of multiple operations, strategy and policy, aiming to balance accountability and learning objectives. WFP's policy framework and main operating units – country offices – are systematically covered in series of policy evaluations and country portfolio evaluations. Series of impact evaluations complement these broader evaluations with in-depth assessment of the intended and unintended outcomes and impacts of programme activities across several countries. Strategic evaluations examine cross-cutting issues, systems and business processes that frame WFP's organizational ability to achieve desired results.

5. The series of single operation evaluations is a recent addition to OEV's strategy. Discussions on addressing this persistent gap in evaluation coverage were concluded in December 2012 with agreement on a financing mechanism enabling the launch of the series in 2013; the first batch of evaluations will be completed in 2014. The series is being designed to align with the new monitoring and self-evaluation strategy and associated strengthening of WFP's business processes and of M&E capacity in regional bureaux.
6. To enhance evaluation synergy, learning and utility, OEV will continue to conduct evaluations in series, where possible, with a synthesis report of each series. Recent efforts to conduct evaluations jointly will also continue. Although these features add to the complexity of OEV's work, and increase the time required for requisite consultation and analytical processes, the resulting enhanced accountability, learning and utilization potential are judged worthwhile.
7. Within resource constraints, OEV also intends to continue investing in the dissemination and use of evaluation lessons; by increasing the discussion of findings and recommendations during the evaluation process and proactively responding to opportunities for further dissemination to enhance the use of evaluation in international and agency policy and practice.

EVALUATION PLAN

8. As noted, the recent priority attached to evaluation has enabled a major expansion in the evaluation programme. The new funding stream for single operation evaluations has increased OEV's overall budget by 41 percent since the start of 2013. This follows the 8 percent increase in its Programme, Support and Administrative (PSA) allocation in 2013, under WFP's Management Plan 2013–2015.

9. Pending the conclusions and outcome of the UNEG/DAC peer review, plans for 2014 assume a similar PSA funding level to that of 2013 and follow-through on the agreed funding arrangements for the operation evaluations.¹ The immediate challenges are to align staffing with the requirements for managing the increased work programme, while support needs for the wider evaluation function and demand for more complex evaluations in OEV's core work programme continue to rise.
10. As a result, and with the exception of the new series of operation evaluations, plans for 2014 and the following two years do not contain topics in addition to those discussed in last year's ACE. Since then, only phasing and timing adjustments have been made, to match the actual 2013 PSA resource allocation and to maximize the relevance of specific evaluations, in consultation with policy and programme managers.

Summary Evaluation Plan 2014–2016

11. Table 1 provides an overview of OEV's proposed work programme by year and evaluation type. The table distinguishes between evaluations begun in the previous year and those started within the year, and indicates the Board session for presentation of each report, where known.
12. The planned increase in evaluation work is based on the additional resources allocated to OEV in 2013. Operation evaluations account for a significant part of this expansion and are identified separately in Table 1, because responsibility for them is expected to be handed over to appropriate parts of WFP's management in the medium term, consistent with roll-out of the monitoring and self-evaluation strategy and in line with evaluation policy provisions for decentralized evaluations.

¹ Taking both funding streams into account, total resources for centrally managed evaluation in 2013 account for 0.2 percent of WFP's total budget. From PSA alone, OEV resources as a percentage of WFP's total budget have increased from 0.07 percent in 2008 to 0.14 percent in 2013.

13. However, even when the separately funded operation evaluations, evaluation syntheses and *other* evaluations are excluded, OEV's core evaluation programme is increasing. In 2013, seven evaluations continued from 2012, and ten new ones began, totalling 17 evaluations. In 2014, with plans to start 13 new evaluations while another six continue from 2013, a total of 19 evaluations will be under way. Early plans for 2015 include seven evaluations continuing from 2014 and four new ones beginning. The number of new starts planned has been kept low to enable flexibility in 2015 and 2016 in response to the peer review.

TABLE 1: OFFICE OF EVALUATION WORK PROGRAMME SUMMARY 2014–2016²			
Type	2014 (Board session)	2015 (Board session)	2016 (Board session)
Policy	<p><i>Continued from 2013:</i></p> <ul style="list-style-type: none"> • Gender (EB.1/2014) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Cash and vouchers (EB.2/2014) • Nutrition 	<p><i>Continued from 2014:</i></p> <ul style="list-style-type: none"> • Nutrition (EB.2/2015) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • HIV/AIDS 	<p><i>Continued from 2015:</i></p> <ul style="list-style-type: none"> • HIV/AIDS <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Capacity development
Strategic	<p><i>Continued from 2013:</i></p> <ul style="list-style-type: none"> • WFP's use of pooled funds (EB.A/2014) • Global food security cluster (EB.2/2014) • Urban food insecurity (EB.2/2014) • Purchase for Progress (P4P) (EB.2/2014) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Ending child hunger and undernutrition (REACH) • Preparedness and Response Enhancement Programme (PREP) (EB.1/2015) 	<p><i>Continued from 2014:</i></p> <ul style="list-style-type: none"> • REACH (EB.A/2015) 	<p><i>To be planned after completion of the peer review of WFP's evaluation function</i></p>

²Excluding other evaluation-related activities.

TABLE 1: OFFICE OF EVALUATION WORK PROGRAMME SUMMARY 2014–2016²

Type	2014 (Board session)	2015 (Board session)	2016 (Board session)
Country portfolio	<p><i>New starts:</i></p> <ul style="list-style-type: none"> Uganda (EB.2/2014) Democratic Republic of the Congo (EB.2/2014) Cambodia (EB.1/2015) Indonesia (EB.1/2015) 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> Iraq (EB.2/2015) Central African Republic (EB.2/2015) United Republic of Tanzania (EB.2/2015) 	<i>To be planned after completion of the peer review</i>
Regional portfolio	<p><i>Continued from 2013:</i></p> <ul style="list-style-type: none"> Central America (EB.A/2014) 		<i>To be planned after completion of the peer review</i>
Impact	<p><i>New starts:</i></p> <p>Moderate acute malnutrition:</p> <ul style="list-style-type: none"> Country 1 Country 2 Country 3 Country 4 Country 5 	<p><i>Continued from 2014:</i></p> <p>Moderate acute malnutrition:</p> <ul style="list-style-type: none"> Country 1 (EB.A/2015) Country 2 (EB.A/2015) Country 3 (EB.A/2015) Country 4 (EB.A/2015) Country 5 (EB.A/2015) 	<i>To be planned after completion of the peer review</i>
Total core programme	<p><i>Continued from 2013 = 6</i></p> <p><i>New starts = 13</i></p>	<p><i>Continued from 2014 = 7</i></p> <p><i>New starts = 4</i></p>	<p><i>Continued from 2015 = 1</i></p> <p><i>New starts = 1</i></p>
Evaluation syntheses	<ul style="list-style-type: none"> Impact of food for assets on livelihood resilience (EB.A/2014); Operation evaluations 2013/2014 Annual Evaluation Report 2013 (EB.A/2014) 	<ul style="list-style-type: none"> Strategic evaluations series: Emergency preparedness and response (EB.A/2015) Operation evaluations 2014/2015 Annual Evaluation Report 2014 (EB.A/2015) 	<ul style="list-style-type: none"> Mother-and-child health and nutrition series (EB.1/2016) Operation evaluations 2015/2016 Annual Evaluation Report 2015 (EB.A/2015)
Other	<ul style="list-style-type: none"> WFP evaluation peer review (EB.A/2014) 	<ul style="list-style-type: none"> Capacity development – meta evaluation 	
Operations	<ul style="list-style-type: none"> 1st batch of 12 continued from 2013 2nd batch of 24 begun 	<ul style="list-style-type: none"> 2nd batch of 24 continued from 2014 3rd batch of 30 begun 	<ul style="list-style-type: none"> 3rd batch of 30 completed

Policy Evaluations

14. WFP's Policy Compendium 2012 enables implementation of the policy evaluation cycle approved by the Board,³ which foresees an evaluation between four and six years after a policy is adopted. Major questions addressed by policy evaluations concern the policy's quality, including internal and external consistency and relevance; its effects, implementation and results; and how these have been achieved. The Annex provides an updated summary of the policy evaluation cycle, indicating policies that have been evaluated recently and those for which evaluations are due.
15. *Gender*. The gender policy evaluation was discussed at last year's ACE and begins in 2013, for presentation to the Board in early 2014. This is a high-priority evaluation intended to shape WFP's future efforts to meet its own gender aims and those of the United Nations system, as signalled in recent Board discussions.
16. *Cash and vouchers* is a high priority in the 2014 programme. Board members have regularly mentioned that this topic represents one of WFP's most significant shifts, linked to the roadmap for 40 percent use of cash and vouchers by 2015. The Cash for Change initiative has been providing guidance and support for the policy since 2011. Preparation and scoping of the evaluation will begin later this year with full implementation through 2014.
17. Detailed planning of this evaluation has yet to commence, but preliminary discussions confirm that it is relevant and appropriately timed. Duplication of other evaluation work in this relatively crowded field will be avoided by focusing on the quality of the policy, its implementation arrangements and results; and by building on evidence accumulated through the Cash for Change series of self-evaluation and related evaluations, including those on WFP cash and voucher programmes in several countries commissioned by WFP's Policy Division in 2009.
18. *Nutrition*. WFP's nutrition policy was approved by the Board in 2012, superseding the more narrowly scoped 2004 policies referred to in Annex. In line with the policy evaluation cycle, an evaluation would normally take place between 2016 and 2018. However, when approving this policy, the Board requested an evaluation in 2015.

³ WFP/EB.A/2011/5-B.

19. Preparation and initial evaluation work will begin in late 2014 and continue through 2015, for presentation at the Board's Second Regular Session in 2015. The evaluation will take account of evidence from the series of impact evaluations on moderate acute malnutrition interventions, also planned for 2015.
20. WFP's policy on HIV and AIDS was updated in 2010 following an evaluation in 2008. Evaluation of the updated policy will begin in 2015, in line with the approved cycle.
21. *Capacity development* was identified as a major challenge by the strategic evaluations of WFP's transition from food aid to food assistance, and is factored into the priorities of WFP's new Strategic Plan and organizational design. Internal consultations with senior management have confirmed the utility of presenting a review of capacity development findings and lessons from recent evaluations in 2015, ahead of a full evaluation in 2016.

Strategic Evaluations

22. Recognizing that WFP is an evolving organization, strategic evaluations analyse new directions and corporate priorities, cross-cutting issues, business processes and systems that shape entire ways of working – rather than assessing a particular policy or programme activity. Strategic evaluations assess the extent and quality of performance in the selected area, and the factors that affect WFP's ability to work as intended.
23. A series of strategic evaluations on **emergency preparedness and response**⁴ is currently being prepared. Intended to inform WFP's strategic direction and effectiveness in this rapidly changing area of its core work, the series will take into account the changing context of high food and fuel prices, affecting urban as well as rural populations; complex conflicts, rapid shocks and slow-onset emergencies involving increasing numbers of humanitarian actors; and the humanitarian Transformative Agenda. Four evaluations will be conducted through 2013 and 2014, with a synthesis of the main themes and findings early in 2015.

⁴ Closely related to WFP's Strategic Objectives 1 – Save lives and protect livelihoods in emergencies; and 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures.

24. As discussed at last year's ACE, rather than providing a comprehensive assessment of WFP's emergency preparedness and response, the evaluations – selected through a consultative and demand-driven process – assess aspects of emergency preparedness and response from various perspectives. The four evaluations are summarized in paragraphs 25 to 28.
25. *Joint FAO/WFP global food security cluster*. This evaluation will be conducted jointly with the Food and Agriculture Organization of the United Nations (FAO) Office of Evaluation to assess the value added and effectiveness of this jointly led cluster, established in 2011. It will increase understanding of the international response architecture and provide opportunities for learning across two of the Rome-based agencies. The evaluation is planned to begin in late 2013, with presentation of the report at the Board's Second Regular Session in 2014.
26. *WFP's use of pooled funds for humanitarian preparedness and response*. Building on Board requests and discussions, this evaluation will analyse the use and benefits of pooled funds in WFP's preparedness and response, including its work with implementing and coordination partners. The funds examined include the Central Emergency Response Fund, emergency response funds and the common humanitarian funds. Presentation of the report is planned for the Board's Annual Session in 2014.
27. *Urban food insecurity*. This evaluation will examine WFP's role and effectiveness in emergency preparedness and response to food insecurity in urban settings. Urban emergencies display several new and complex dimensions of food insecurity, often concerning food prices and access rather than availability, making WFP's new tools and modalities for social protection and safety nets particularly relevant. Linkages will be made to the planned cash and vouchers policy evaluation, scheduled for presentation at the same Board Second Regular Session in 2014.
28. *Preparedness and Response Enhancement Programme (PREP)*. PREP is a cross-cutting initiative to develop WFP's new response model for large-scale emergencies. The evaluation will assess progress in adapting capacity, systems, guidelines, services and partnerships for responding in increasingly unpredictable and challenging environments, in the context of WFP's shift from food aid to food assistance. Following the time extension for this initiative recently agreed with the Board, the evaluation will begin slightly later than the others in the series, with presentation planned for the Board's First Regular Session in 2015.

29. Covering a different strategic theme, the final evaluation of the **P4P pilot** is scheduled for completion in 2014. This summative evaluation presents an opportunity for drawing on the P4P programme's in-built M&E system to generate a much stronger evidence base than is commonly available in WFP. Although P4P is a programme, the evaluation is categorized as strategic because of P4P's wide operational reach, innovative approach of building on existing WFP operations for enhanced developmental impact, and implications for WFP's future strategy on cross-cutting issues such as procurement, capacity development, partnerships and M&E. Preparations for the evaluation began in 2013.
30. *The United Nation's Ending Child Hunger and Undernutrition (REACH)* initiative began in 2011 with the purpose of improving nutrition governance and programming management to enhance nutrition outcomes. WFP plays a leading role in the multi-partner framework for REACH, as part of WFP's increasingly important nutrition portfolio. This evaluation will therefore complement the other evaluations on nutrition, all of which are planned for presentation to the Board in 2015. The REACH evaluation is of strategic interest because it will present further insights into WFP's partnership work in nutrition programming and capacity to address long-term hunger, both of which were raised in recent strategic evaluations of the shift from food aid to food assistance.

Country Portfolio Evaluations

31. Introduced in 2009, country portfolio evaluations (CPEs) cover all the WFP operations in a country over a given period, typically five years. They are intended to be both an accountability instrument for the corporate level and a learning tool to inform future country strategy and operations. CPEs address a standard set of evaluation questions relating to WFP's strategic positioning and alignment with national and international strategies and partners,⁵ the factors in and quality of strategic choices, portfolio performance and results.

⁵ With WFP's shift to food assistance, increasing importance is attached to alignment with national context, policy and systems and the international cooperation and humanitarian partnership principles emphasized, for example, by the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the 2011 Busan Declaration; corporate alignment; and United Nations partnerships.

32. Country portfolio evaluations are prioritized and timed to feed into WFP’s major decision-making, such as for country strategies and the United Nations Development Assistance Framework (UNDAF) process, and into the design and approval of the main operations within a country portfolio. Selection also takes into account regional balance, portfolio size, range, and previous evaluation coverage in a country. Table 2 shows the updated schedule for CPEs, adjusted after consultation with regional bureaux and country offices and taking account of OEV’s resources and overall priorities.⁶

Region	Countries			
	2013	2014	2015	2016
OMB	Timor-Leste		Cambodia, Indonesia	To be determined following Peer Review
OMC	Kyrgyz Republic, Sudan		Iraq	
OMD	Niger		Central African Republic	
OMJ	Congo	Democratic Rep. of the Congo	United Republic of Tanzania	
OMN		Uganda		
OMP		Regional: El Salvador; Guatemala, Honduras, Nicaragua		

OMB: Regional Bureau Bangkok (Asia)

OMC: Regional Bureau Cairo (Middle East, North Africa, Eastern Europe and Central Asia)

OMD: Regional Bureau Dakar (West Africa)

OMJ: Regional Bureau Johannesburg (South Africa)

OMN: Regional Bureau Nairobi (East and Central Africa)

OMP: Regional Bureau Panama City (Latin America and the Caribbean)

33. The Uganda CPE will build on evidence accumulated through several recent strategic, policy, impact and decentralized operation evaluations conducted in Uganda, and will be timed to fit with WFP, UNDAF and national planning cycles. The Democratic Republic of the Congo continues to be among WFP’s

⁶ Since the last ACE, the Timor-Leste and Kyrgyz Republic CPEs have been brought forward to 2012/2013 at the request of regional directors. Additional rescheduling in accordance with evaluation principles of independence, credibility and utility may be considered.

⁷ Includes countries covered by regional portfolio evaluations.

five largest operations and most complex contexts, and is a pilot for innovative programming under P4P and application of cash and vouchers. The evaluation will be completed in 2014 to fit with programme design and decisions.

Preparatory work on the Cambodia and Indonesia evaluations will begin in 2014, with completion in 2015. Consultations on the evaluations due to begin and finish in 2015 will start in late 2014.

Regional portfolio evaluation

34. The Central America regional portfolio evaluation began in 2013 and will be completed in 2014, covering four middle-income countries. This new evaluation type is a variant of a CPE at the regional level. The evaluation findings are intended to inform future regional strategic and operational decisions. Although national issues will not dominate, the regional portfolio evaluation will assess linkages and complementarities between the regional and national levels.

	OMB	OMC	OMD	OMJ	OMN	OMP
% of US\$ value of portfolio	44	49	56	62	44	87
% of operations	39	50	31	42	42	62
% of reported actual beneficiaries	26	73	49	64	93	74
% of countries	36	29	21	36	50	45

Sources:

% US\$ value of the portfolio. For conducted CPEs: Evaluation Reports. For ongoing and planned CPEs: Operational Programme of Work 2012 and 2013 as at 13 February

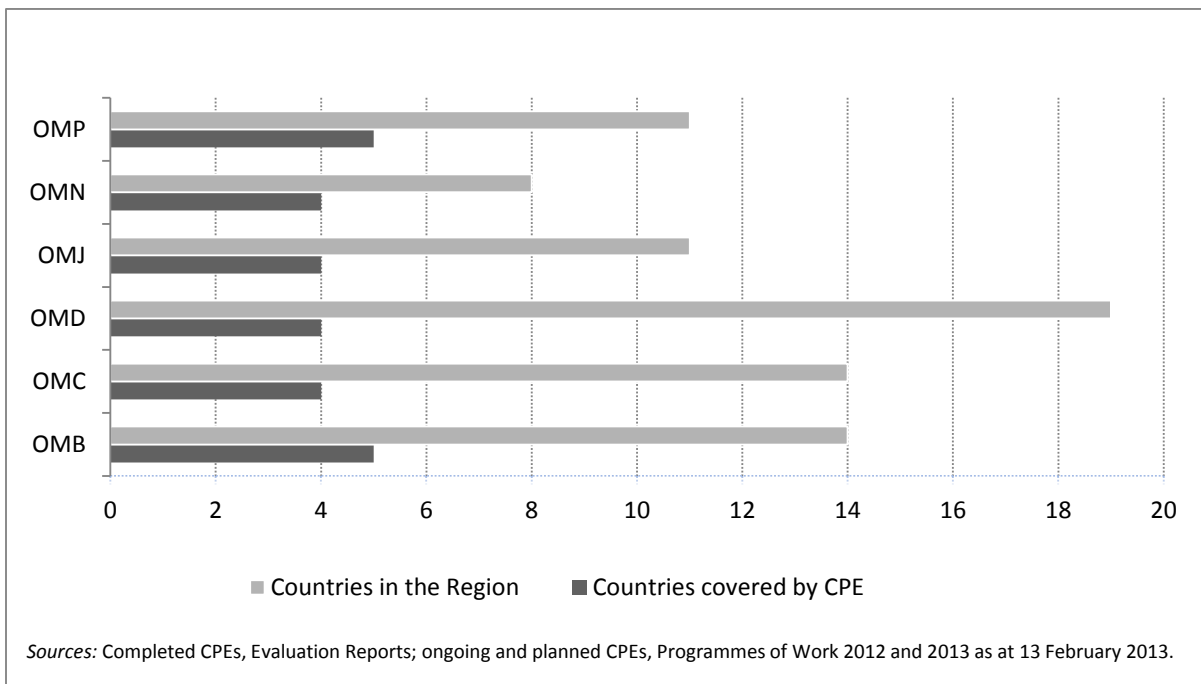
% of operations. For conducted CPEs: Evaluation Reports. For ongoing and planned CPEs: Operational Programme of Work 2012 and 2013 as at 13 February

% of reported actual beneficiaries: Dacota 2011

% of countries: OEV database

Note boundary changes of Regional Bureaux in 2013 as follows: as of 1 February 2013, the Regional Bureau for Sudan (ODS) no longer exists and Sudan is now under OMC. United Republic of Tanzania, DRC and the Republic of the Congo are no longer part of OMN and have now shifted to OMJ.

Figure 1: Country portfolio evaluations by region, 2009–2015⁷



35. If all these evaluations are completed as planned, by 2015 the total – including the regional portfolio evaluation in Central America – will be 25 evaluations since the series started in 2009; making an average of 3.5 per year. Table 3 and Figure 1 provide statistics on CPE coverage. With some exceptions, the overall coverage in terms of regional presence, portfolio value, beneficiary numbers and number of operations is reasonable. However, the frequency of country office coverage based on the total number of WFP country offices is currently once every 20 years.
36. CPE selection criteria will be reviewed and the regional portfolio evaluation initiative noted above will be assessed for its future potential as a part of OEV's strategy to improve the evaluation coverage of small country offices.
37. Plans beyond 2015 will be developed following the peer review, aiming to reach optimum evaluation coverage considering wider factors such as overall evaluation priorities and needs; the new operation evaluations series; WFP's approach to country strategy documents; United Nations system-wide developments such as joint UNDAF evaluations; and the potential for new approaches such as regional portfolio evaluations to cover linked small country portfolios.

Impact Evaluations

38. A significant element of OEV's evaluation strategy is deepening the assessment of outcomes and impact to inform internal management and meet increasing international demand for rigorous assessment of the contribution that WFP's assistance makes to beneficiary outcomes and lasting impacts on people's lives. OEV's impact evaluations are intended to help improve WFP's accountability to beneficiaries, programming at the individual operation level, and future policy and strategy in the programming area evaluated.
39. Impact evaluation questions include: Did WFP do the right thing in the circumstances? What difference did it make, and to whom? Was it sufficient in terms of national or international norms and standards? How did it interact with other contributions and factors to generate negative or positive, intended or unintended impacts? What should WFP do differently to enhance outcomes and impact?
40. The approach applies mixed methods to assess a programming area across several countries, covering several operations over several years to ensure sufficient time for lasting change to occur. Selection is guided by principles of utility, contribution to knowledge gaps, and evaluability.

Impact evaluations 2014

41. As more than 50 percent of WFP's programmes aim to address the risk of natural disasters and their impact on food security, the series of evaluations on the **impact of food for assets on livelihoods resilience** is relevant to WFP strategy as well as to specific operations. The series is under way in Bangladesh, Guatemala, Nepal, Senegal and Uganda, and will be completed with a synthesis report in 2014. It follows up on the recommendation from the 2009 strategic evaluation on the effectiveness of livelihood recovery interventions by carrying out further analysis of impact, especially the role of food assistance in recovery processes and people's own efforts to build stronger livelihoods.
42. *Moderate acute malnutrition.* Also in 2014, OEV will begin a new series of impact evaluations of WFP's interventions to address moderate acute malnutrition. Based on preliminary stakeholder consultations, the evaluations will complement ongoing research and M&E by WFP management, aiming to add value by addressing knowledge gaps in programming.

43. The series will focus on programme effectiveness to evaluate the contribution of WFP nutrition activities to wider programming objectives in selected operational settings. In addition to the direct contribution to nutrition outcomes, evaluations may also cover WFP's contribution to complementary health service interventions, the technical capacity of partners and health and nutrition providers, and an improved policy and fiscal environment to support these services. Focus on these higher-level results is appropriate in complex interventions and in evaluating impacts for which there are several causal pathways rather than a simple single cause–effect relationship.
44. Evaluation questions will cover outcomes and intended/unintended impacts in selected country settings. Questions will also aim to increase understanding of the contextual, implementation and other causal factors that affect the achievement of outcomes and impacts.
45. WFP's interventions focus on 23 countries⁸ with high burdens of malnutrition, differentiated by national capacity and context. Selection will be based on this initial short-list, taking into account evaluation questions, regional variation and other factors identified during an assessment of conduciveness to evaluation carried out in 2013 in collaboration with WFP's Nutrition Service and other stakeholders. A synthesis of the series will be completed by early 2016.

Operation Evaluations

46. Operation evaluations focus on the effectiveness and efficiency of a single operation with respect to its objectives and to international and WFP norms and standards, examining the adequacy of design, implementation and results.
47. The 2008 Evaluation Policy envisaged a mix of OEV and decentralized management for operation evaluations. To date, however, the coverage achieved through this approach has been unsatisfactory. As reported in 2012, OEV lacked the resources and structures for carrying out operation evaluations alongside its agreed shift to more complex strategic evaluations, or for providing quality assurance for decentralized operation evaluations.

⁸ OMB: Afghanistan, Bangladesh, Indonesia, Lao People's Democratic Republic, Nepal, Pakistan; OMC: Sudan, Yemen; OMD: Burkina Faso, Chad, Mali, Niger, Sierra Leone; OMJ: Madagascar, Malawi, Mozambique; OMN: Ethiopia, Kenya, Somalia, South Sudan; OMP: Guatemala, Haiti.

48. However, important internal developments in 2012 included a renewed emphasis on providing evidence and accountability for results, as one of the four principles of the WFP Framework for Action; enhancement of M&E capacity at both the Headquarters and regional levels, in line with the 2012 monitoring and self-evaluation strategy; and establishment of a special account providing OEV with resources for the planning and implementation of operation evaluations to address the current evaluation coverage gap.
49. In OEV's longer-term vision, decentralized evaluations will become the prevalent tool for credible and quality evaluation of operations at sufficient scale to provide robust evidence on the performance and results of WFP operations alongside other initiatives. However, as it will take time to achieve decentralized evaluations of the necessary quantity and quality, as an interim measure, OEV is launching a series of operation evaluations starting with 12 in 2013, rising to 24 in 2014 and to 30 in 2015. OEV is also collaborating on the strengthening of WFP's decentralized evaluation capacity, systems and structures under the monitoring and self-evaluation strategy.
50. Over the coming months, OEV will finalize the approach and design of the series – including selection criteria based on utility and risk, revised guidance material to ensure standards, and an outsourced evaluation management model to maximize evaluation efficiency – and will begin conducting the evaluations. The approach will be tested in year 1, refined in year 2 and fine-tuned in year 3. Once tested, these tools will be made available for decentralized operation evaluations and handed over to the relevant WFP entities. Hand-over considerations underlie OEV's approach to this series.
51. An annual synthesis of findings will be presented to the Board, alongside the Annual Evaluation Report.

Other OEV Evaluation-Related Activity in 2014 and Beyond

Engagement with the international evaluation system

52. Wherever appropriate and feasible, evaluations will be carried out jointly. The food security cluster evaluation is under way jointly with FAO, and future possibilities in the moderate acute malnutrition impact evaluations will be examined as planning proceeds. A recent joint statement of intent among the evaluation offices of the Rome-based agencies is expected to enhance collaboration on the planning, conduct and dissemination of evaluations.

53. Evaluation is receiving increased attention in United Nations system-wide dialogue, most recently with the Quadrennial Comprehensive Policy Review resolution requesting the Joint Inspection Unit to review evaluation capacity across the United Nations. The potential for establishing a system-wide evaluation entity continues to attract interest, and the Transformative Agenda exerts significant influence on inter-agency real-time evaluations in humanitarian and emergency response. OEV engages in these dialogues and in specific evaluations by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) when these concern WFP priorities. The peer review may also comment on these issues and their implications for WFP's evaluation function.
54. The Office of Evaluation also contributes to UNEG and other development and humanitarian evaluation networks, to represent, benchmark and update its approach. OEV is often called on to provide input to the evaluations of other entities, including OCHA-led and inter-agency evaluations, and will continue to meet such demand whenever possible. The Director of Evaluation is currently vice-Chair of UNEG and is on the steering group for UNEG's independent assessment and shaping of its future strategic direction.

EVALUATION DISSEMINATION AND UTILIZATION

55. The Office of Evaluation will continue to add value to the evaluation function through products such as evaluation briefs and syntheses that reinforce the evidence base and enhance dissemination of knowledge generated through evaluation.
56. Supported by recent updates to its standard operating procedures and quality assurance system, OEV will facilitate the use of evaluations in decision-making through improved evaluation design that incorporates plans for evaluation use; stakeholder consultations, participation and communications; and joint reflection on the evaluation process. These developments will affect the way evaluation is conducted, with greater stakeholder engagement at all stages, increased dissemination of evaluation reports and response to opportunities to feed into decision-making processes. Other tools and approaches will be considered in the light of the peer review.

Enhancing Evaluation Quality

57. Internal work to strengthen evaluation quality will include applying recent updates to OEV's evaluation quality assurance system – such as on gender and efficiency – to new evaluations planned for 2014 and to the new operation evaluations. Guidance and quality assurance systems for the latter will also be relevant for decentralized evaluations. Additional measures may be developed to address peer review findings on evaluation quality.
58. Externally, OEV engages with:
 - UNEG-related networks, including those concerning evaluation norms and standards, gender and joint evaluations;
 - humanitarian evaluation networks such as the Active Learning Network for Accountability and Performance in Humanitarian Action and the Inter-Agency Standing Committee's evaluation steering group; and
 - impact evaluation networks such as the Network of Networks on Impact Evaluation and the International Initiative for Impact Evaluation.

Review of WFP's evaluation function

59. As noted in the introduction, the UNEG/DAC peer review will assess overall progress in WFP's evaluation function since the last peer review, making recommendations to help ensure that this function is fit for purpose given internal and external contextual changes.
60. Under its terms of reference, the peer review will examine and benchmark WFP against state-of-the-art evaluation principles and practice regarding independence, credibility and utility, including evaluation policy, governance and strategy; resourcing, capacity and management; methods and quality assurance; follow-up to and use of evaluation; and wider learning and knowledge management. The peer review panel will advise on issues such as the balances between accountability and learning, OEV's independence and engagement, central and decentralized evaluation functions, and on ways to drive continual improvement in OEV's contribution to the overall effectiveness of WFP.
61. The panel is currently visiting Headquarters to exchange views with major stakeholders and will brief the Board at this ACE.

POLICY EVALUATION CYCLE		
Date approved	Policy	Evaluations in progress or planned
2002	Urban food insecurity: strategies for WFP	2013
2009	Gender	2013
2008	Evaluation	2013
2012	Nutrition	2015
2009	Capacity development	2015/2016
2011	Vouchers and cash transfers as food assistance instruments	2014
2010	HIV and AIDS	2015/2016
Completed policy evaluations 2008–2013		Evaluation published
2008	Private-sector partnership and fundraising strategy	2012
2009	School feeding policy	2012
2004	Building country and regional capacities	2008
2002	Enhanced Commitments to Women	2008
2003	Programming in the era of AIDS: WFP's response to HIV/AIDS	2008
Completed evaluations relevant to policy development		Evaluation published
2006	Food procurement in developing countries	2011 ¹
2004	Food-based safety nets	2011 ²
2004	Emergency needs assessments	2008 ³
2006	Targeting in emergencies	2007 ⁴

¹ In 2011, OEV presented mid-term evaluations of the global P4P initiative and the Agriculture and Market Support project in Uganda.

² While not a policy evaluation, the strategic evaluation of safety nets covered the subject sufficiently, so an additional evaluation of the policy is not warranted in the current planning horizon.

³ Emergency needs assessments were covered under the evaluation of the Strengthening Needs Assessments Project (2008) and the joint evaluation with FAO of food security information systems (2010).

⁴ The 2007 evaluation of targeting was not a policy evaluation, but covered the subject.

POLICY EVALUATION CYCLE		
Potential future evaluations		Timeframe
2012	Protection policy	2016–2018
2011	Disaster risk reduction	2015–2017
2010	Food aid and livelihoods in emergencies: strategies for WFP	2014–2016 ⁵
2006	Humanitarian access and its implications for WFP	2010–2012 ⁵
2005	Definition of emergencies	2009–2011 ⁵
2005	Exiting emergencies	2009–2011 ⁵
2004	Food for nutrition: mainstreaming nutrition	2008 ⁶
2004	Micronutrient fortification	2008 ⁶
2004	Humanitarian principles	2008–2012 ⁵
2012	WFP’s role in the humanitarian assistance system	2016–2018 ⁵
2014	Emergency preparedness and response policy	2018–2020 ⁵
2013	Policy on stabilization in transitions (planned)	2017–2019 ⁷
2013	The role of food assistance in transition contexts	2017–2019
2012	Getting to zero: WFP’s role as a UNAIDS Co-sponsor	2016–2019 ⁸
2013	Strategic Plan (2014–2017)	2017–2019

⁵ To be partially covered in the 2014–2015 strategic evaluation series on WFP’s emergency response.

⁶ To be covered within the evaluation of WFP’s Nutrition Policy 2015 and related evaluations, e.g. the moderate acute malnutrition impact evaluation series (2015).

⁷ The effectiveness of livelihood recovery interventions was evaluated in 2009.

⁸ To be covered in the evaluation of the HIV and AIDS Policy 2015/2016.

ACRONYMS USED IN THE DOCUMENT

ACE	Annual Consultation on Evaluation
CPE	country portfolio evaluation
DAC	Development Assistance Committee
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
M&E	monitoring and evaluation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
OMB	Regional Bureau Bangkok (Asia)
OMC	Regional Bureau Cairo (Middle East, North Africa, Eastern Europe and Central Asia)
OMD	Regional Bureau Dakar (West Africa)
OMJ	Regional Bureau Johannesburg (Southern Africa)
OMN	Regional Bureau Nairobi (East and Central Africa)
OMP	Regional Bureau Panama (Latin America and the Caribbean)
OMS	Regional Bureau Sudan
P4P	Purchase for Progress
PREP	Preparedness and Response Enhancement Programme
PSA	Programme Support and Administrative (budget)
REACH	Renewed Effort Against Child Hunger and Undernutrition
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group