

# Annual Evaluation Report 2012



**World Food Programme**

# Purpose

- Highlight findings of a systemic nature from the evaluations
- Draw out organisational level lessons and strategic recommendations

# Overview

## 10 Evaluations in 2012:

- 2 x Strategic (Global Logistics Cluster, Private Sector Partnership/Fundraising Strategy)
- 3 x Impact Evaluations (Food assistance in protracted refugee situations - Bangladesh, Chad, Rwanda)
- 3 x CPEs (Afghanistan, Somalia, Zimbabwe)
- 2 x Syntheses (FARPS & Strategic Shift from Food Aid to Food Assistance Series)

# Findings (i)

## *Partnership strengths in:*

- WFP's leadership of the Global Logistics Cluster widely valued enhancing timeliness and likelihood of achieving intended outcomes
- Global Logistics Cluster operations increased:
  - Coordination
  - Programme delivery
  - Effect on affected populations
- CPE's more inclusive and strategic approaches to partnership over time
- Private sector from long term partnerships, e.g: nutrition and sudden-onset emergencies

# Findings (ii)

## *Other strengths in:*

- Strong logistics and delivery capacity for large scale emergency relief operations
- WFP's comparative advantages in logistics, country presence and scale, staff and results-oriented culture
- Increasing use of pilots for testing innovations
- Positive impact of food assistance on immediate needs of refugees in protracted situations

# Findings (iii) Factors limiting effectiveness

## *Strategic issues & Implementation*

- Private Sector:
  - Emphasis on corporate fundraising over foundations and general public
  - Unclear roles and relationships across WFP and insufficient distinction between partnership and fundraising
- CPE's reactive response to constraints & unclear medium term vision\strategy recent improvements noted
- FARPS strategy for durable solutions not applied, opportunities for more effective partnerships missed
- Insufficient analysis of conflict and political economy & tendency to stick to traditional delivery models
- Missing opportunities of coordinated approach with stronger focus on national capacity & sustainability

# Findings (iii) Factors limiting effectiveness (cont.)

*On Monitoring, Accountability, Transparency e.g:*

- Financial and reporting systems for partner transparency
- Inconsistency in Private Sector management fees, and conflict of interest
- Follow up to JAMs, inaccurate recording and food distribution monitoring
- Outcome monitoring still limited

# Recommendations

1. Mainstreaming application of good partnership principles
2. Reaffirmation and clarification of country strategy role in WFP
3. Follow through on commitments to strengthen monitoring and reporting systems
4. More consistent application of design tools, e.g: conflict, livelihoods, gender and partner capacity analysis



# Evaluation Function

2012 Internal OEV Review diagnostic of progress against the Evaluation Policy:

- Major gap in Operations Evaluation coverage
- Stimulate learning from evaluation
- Quality issues
- Clarify strategy on decentralised evaluation