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Evaluation reports

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Annual evaluation report for 2021

Introduction

This is the sixth and final annual evaluation report produced under the WFP evaluation policy for 2016–2021.¹ The next annual evaluation report will be framed by the new strategic plan and corporate results framework for 2022–2025 and the updated evaluation policy, covering 2022–2030.

Part 1 provides an overview of evaluation evidence that supports the achievement of WFP's strategic priorities and includes centralized and decentralized evaluations completed, conducted and planned in 2021 and 2022, as well as ongoing impact evaluations.

Part 2 examines the performance of WFP's evaluation function. It reports major developments and assesses the key performance indicators used to measure progress towards the outcomes identified in the evaluation policy for 2016–2021 in the areas of evaluation coverage, quality and use of evaluation reports, evaluation partnerships and joint evaluations and financial and human resources for evaluation.

Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in 2022, which will be a year of transition to the evaluation policy for 2022–2030.

¹ "Evaluation Policy (2016–2021)" (WFP/EB.2/2015/4-A/Rev.1).

In line with the Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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Draft decision*

The Board takes note of the annual evaluation report for 2021 (WFP/EB.A/2022/7-A) and the management response (WFP/EB.A/2022/7-A/Add.1), and encourages further action, taking into account considerations raised by the Board during its discussion.

* 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.

Part 1: Evaluation – What is it for? WFP evaluations for evidence-based decision making

1. Part 1 provides an overview of evaluation evidence that contributes to WFP's achievement of its strategic priorities. It includes centralized and decentralized evaluations completed, ongoing and planned in 2021 and 2022, as well as ongoing impact evaluations.
2. WFP adheres to the United Nations definition of evaluation: evaluation serves the dual purpose of accountability and learning; these two objectives are mutually reinforcing.
3. Decisions regarding what, when and how to evaluate are based on considerations of strategic relevance, demand, timeliness for decision making, risks, knowledge gaps, feasibility and evaluability. Care is taken to ensure complementarity between different evaluation types, and consultations are held with WFP's external and internal audit services.
4. To support the phased adoption of the coverage norms set out in the evaluation policy for 2016–2021, evaluation planning and resourcing are embedded in the WFP strategic plan for 2017–2021,² the policy on country strategic plans³ (CSPs), the WFP financial framework⁴ and the revised corporate results framework for 2017–2021.⁵

1.1 WFP centralized evaluations

Overview of centralized evaluations, 2021–2022

5. The programme of centralized evaluations is conducted by the Office of Evaluation (OEV). It is designed to be as relevant as possible to WFP's dynamic programming. All centralized evaluations and management responses are presented to the Executive Board.
6. The coronavirus disease 2019 (COVID-19) pandemic continued to cause major disruptions worldwide in 2021, affecting WFP programmes and evaluations. Notwithstanding this, OEV completed its programme of work approved in 2020. All centralized evaluations in 2021 were carefully planned and managed to ensure that corporate accountability and learning needs were still being met, wherever possible avoiding any unnecessary burden on WFP operations and partnerships.
7. In 2021, 42 evaluations were completed or ongoing (table 1).
8. Following consultation with the Executive Board and WFP management, work on 52 confirmed evaluations will continue (29 evaluations) or start (23 evaluations) in 2022 (table 2).

² "WFP Strategic Plan (2017–2021)" (WFP/EB.2/2016/4-A/1/Rev.2).

³ "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1).

⁴ "Update on the Financial Framework Review" (WFP/EB.2/2015/5-C/1).

⁵ "Revised Corporate Results Framework (2017–2021)" (WFP/EB.2/2018/5-B/Rev.1).

TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2021

Type	Subject of evaluation	Executive Board session at which evaluation was or will be presented
Policy	South–South and triangular cooperation policy	2021 second regular session
	WFP’s role in peacebuilding in transition settings	2023 first regular session
	Building resilience for food security and nutrition	2023 annual session
Strategic	Contribution of school feeding activities to the achievement of the Sustainable Development Goals	2021 annual session
	WFP’s use of technology in constrained environments	2022 first regular session
	Nutrition and HIV/AIDS	2023 first regular session
Country strategic plan	Afghanistan CSP (2018–2022)	2022 second regular session
	Algeria ICSP (2019–2022)	2022 second regular session
	Bolivia (Plurinational State of) CSP (2018–2022)	2022 second regular session
	Central African Republic ICSP (2018–2022)	2022 second regular session
	Chad CSP (2019–2023)	2022 second regular session
	China CSP (2017–2021)	2021 second regular session
	Ecuador CSP (2017–2022)	2022 second regular session
	Egypt CSP (2018–2023)	2023 annual session
	El Salvador CSP (2017–2022)	2022 first regular session
	Gambia (the) CSP (2019–2022)	2021 second regular session
	Haiti CSP (2019–2023)	2023 annual session
	Honduras CSP (2018–2022)	2022 first regular session
	India CSP (2019–2023)	2022 second regular session
	Jordan CSP (2020–2022)	2022 second regular session
	Kenya CSP (2018–2023)	2023 annual session
	Kyrgyzstan CSP (2018–2022)	2022 second regular session
	Lao People’s Democratic Republic CSP (2017–2021)	2021 second regular session
	Lebanon CSP (2018–2022)	2021 second regular session
	Mauritania CSP (2019–2022)	2022 second regular session
	Mozambique CSP (2017–2022)	2022 annual session
	Nigeria CSP (2019–2022)	2022 second regular session
	Pakistan CSP (2018–2022)	2022 second regular session
	State of Palestine CSP (2018–2022)	2023 first regular session
	Peru CSP (2018–2022)	2022 second regular session
	South Sudan ICSP (2018–2022)	2022 second regular session
	Sri Lanka CSP (2018–2022)	2022 second regular session
	Sudan (the) CSP (2019–2023)	2022 second regular session
	Tajikistan CSP (2019–2024)	2022 second regular session
United Republic of Tanzania CSP (2017–2022)	2022 annual session	
Zimbabwe CSP (2017–2022)	2022 first regular session	

Type	Subject of evaluation	Executive Board session at which evaluation was or will be presented
Corporate emergency response	WFP response to the COVID-19 pandemic Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen Inter-agency humanitarian evaluation of the COVID-19 response	2022 first regular session
Synthesis	Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations	2021 annual session
	Synthesis on performance measurement and monitoring	2022 second regular session
Joint	United Nations Rome-based agency collaboration	2021 second regular session

Abbreviations: ICSP =interim country strategic plan.

TABLE 2: ONGOING AND NEW CENTRALIZED EVALUATIONS IN 2022

Type	Subject of evaluation	Status
Policy	WFP's role in peacebuilding in transition settings	Ongoing
	Building resilience for food security and nutrition	Ongoing
	WFP's disaster risk reduction and climate change	New
	Country strategic plans	New
Strategic	Nutrition and HIV/AIDS	Ongoing
	Supply chain management	New
Country strategic plan	Afghanistan CSP (2018–2022)	Ongoing
	Algeria ICSP (2019–2022)	Ongoing
	Bolivia (Plurinational State of) CSP (2018–2022)	Ongoing
	Central African Republic ICSP (2018–2022)	Ongoing
	Chad CSP (2019–2023)	Ongoing
	Ecuador CSP (2017–2022)	Ongoing
	Egypt CSP (2018–2023)	Ongoing
	Haiti CSP (2019–2023)	Ongoing
	India CSP (2019–2023)	Ongoing
	Jordan CSP (2020–2022)	Ongoing
	Kenya CSP (2018–2023)	Ongoing
	Kyrgyzstan CSP (2018–2022)	Ongoing
	Mauritania CSP (2019–2022)	Ongoing
	Mozambique CSP (2017–2022)	Ongoing
	Nigeria CSP (2019–2022)	Ongoing
	Pakistan CSP (2018–2022)	Ongoing
	State of Palestine CSP (2018–2022)	Ongoing
	Peru CSP (2018–2022)	Ongoing
	South Sudan ICSP (2018–2022)	Ongoing
	Sri Lanka CSP (2018–2022)	Ongoing

Type	Subject of evaluation	Status
	Sudan (the) CSP (2019–2023)	Ongoing
	Tajikistan CSP (2019–2024)	Ongoing
	United Republic of Tanzania CSP (2017–2022)	Ongoing
	Benin CSP (2019–2023)	New
	Bhutan CSP (2019–2023)	New
	Burkina Faso CSP (2019–2023)	New
	Cambodia CSP (2019–2023)	New
	Dominican Republic CSP (2019–2023)	New
	Ghana CSP (2019–2023)	New
	Madagascar CSP (2019–2023)	New
	Malawi CSP (2019–2023)	New
	Namibia CSP (2017–2023)	New
	Nepal CSP (2019–2023)	New
	Philippines CSP (2018–2023)	New
	Senegal CSP (2019–2023)	New
	Syrian Arab Republic ICSP (2022–2023)	New
	Zambia CSP (2019–2024)	New
Corporate emergency response	Myanmar corporate emergency	New
	Sahel corporate emergency (TBC)	New
	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen	Ongoing
	Inter-agency humanitarian evaluation of the COVID-19 response	Ongoing
	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Northern Ethiopia (TBC)	New
	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Afghanistan (TBC)	New
Synthesis	Synthesis on performance measurement and monitoring	Ongoing
	New topic (TBC)	New
Joint	Topic (TBC)	New

Policy evaluations

9. Policy evaluations examine particular WFP policies and the systems, guidance and activities for implementing them. They seek to generate insights and evidence that help policymakers improve policies and assist programme staff in policy implementation.
10. The policy evaluation on South–South and triangular cooperation (SSTC) was presented at the 2021 second regular session of the Board and at the second WFP global meeting on South–South and triangular cooperation. The evaluation had a high degree of stakeholder engagement throughout and its findings and conclusions were well received by management, including the recommendation that WFP should explicitly embrace SSTC as a strategic opportunity to enhance its role as an enabler of “changing lives” work. The evaluation results are largely positive, highlighting how WFP has emerged as a respected SSTC broker in school feeding and, increasingly, in aspects of nutrition such as school meals

and rice fortification. The evaluation concludes that to position itself as a valued partner for middle-income countries WFP needs to strengthen its strategic use of SSTC while mitigating the risk of over-reliance on extra-budgetary resources while continuing to advance towards mainstreaming SSTC across its units and thematic areas.

11. OEV's policy evaluation of WFP's role in peacebuilding in transition settings is timely given the increased global focus on issues related to the humanitarian-development-peace nexus. The evaluation will continue in 2022 and its results will be presented to the Board at its 2023 first regular session.
12. The policy evaluation on building resilience for food security and nutrition was initiated in 2021 and will build on evidence from the strategic evaluation of WFP's contributions to enhanced resilience (2019). Policies on disaster risk reduction and management and climate change will be evaluated jointly, starting in 2022. Given the conceptual and programmatic links between these three policies, there will be a strong focus on complementarity and efficiencies between the two evaluations. Both evaluations will be presented to the Board at its 2023 annual session.
13. An evaluation of the policy on CSPs will be initiated in 2022, building on the strategic evaluation of the pilot CSPs that was completed in 2018. It will draw on evidence gathered through multiple evaluations of CSPs and will be presented to the Board at its 2023 annual session.

Strategic evaluations

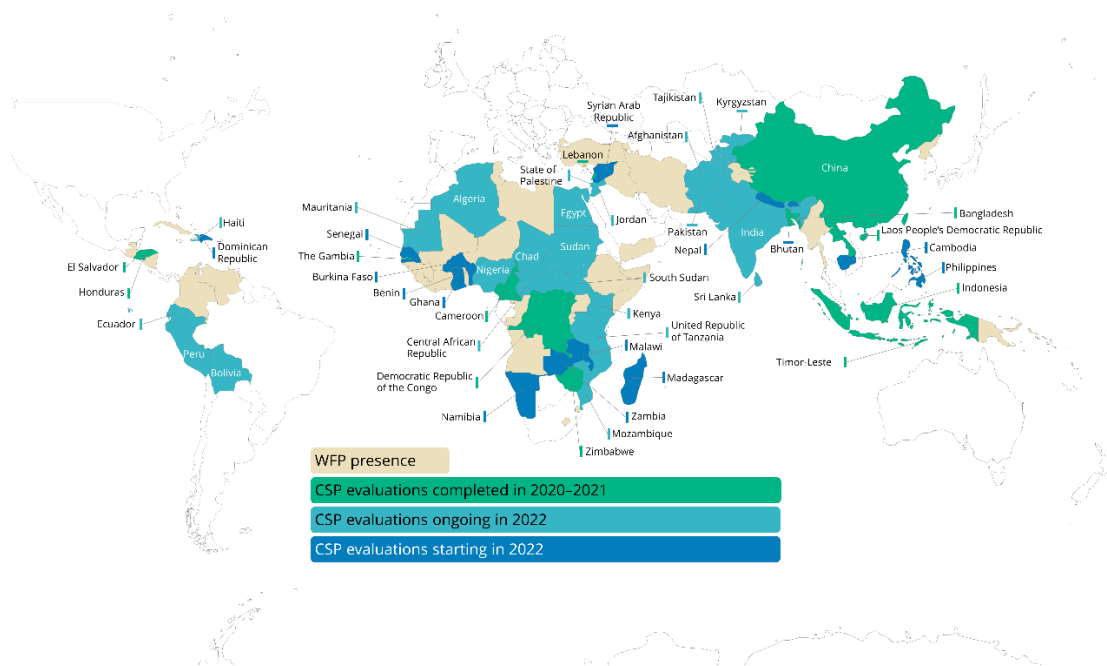
14. Strategic evaluations are forward looking and assess strategic, systemic or emerging corporate issues and programmes and initiatives with global or regional coverage. The subjects of these evaluations are selected for their relevance to WFP's strategic direction.
15. The strategic evaluation of the contribution of school feeding to the achievement of the Sustainable Development Goals (SDGs) combined a summative approach examining the relevance of and results achieved by WFP's 2013 school feeding policy and a formative approach to assess organizational readiness to deliver on the school feeding strategy. The evaluation found that the 2013 policy remains relevant and is reinforced by the strategy, which sets out a clear road map for engaging in integrated school-based health and nutrition programmes. However, more work must be done to clarify WFP's role in supporting national programmes during and after transition to full national ownership and more broadly to ensure WFP's readiness to play the catalytic role envisaged by the strategy. The evaluation was presented to the Board at its 2021 annual session, while preparations for the United Nations food systems summit and the formation of the school meals coalition established at the summit were under way.
16. A strategic evaluation of WFP's use of technology in constrained environments conducted in 2021 assessed effectiveness and efficiency gains, impact on people, management of partnerships and appropriateness of policies and processes in place to enable the strategic use of technologies, promote innovation and manage risks. The evaluation found that WFP has a robust strategic commitment to digital transformation with a focus on operational efficiency that needs to be matched by an equal focus on inclusion and protection with clear internal and external positioning on the responsible use of technology. The evaluation was presented to the Board at its 2022 first regular session.

17. A strategic evaluation of nutrition and HIV/AIDS was initiated in 2021 with the aim of evaluating the relevance and results of WFP's 2010 policy on HIV/AIDS and 2017 nutrition policy. The evaluation also examined the factors enabling and hindering the achievement of results and strategic partnerships and influenced the extent to which gender equality, equity and inclusion have been taken into account in programming in these areas. The evaluation will continue through 2022 and will be presented to the Board at its 2023 first regular session.
18. A strategic evaluation of supply chain management will be initiated in 2022. This is the final evaluation in a series started in 2017 to inform the implementation of the WFP strategic plan for 2017–2021.

Country strategic plan evaluations

19. CSP evaluations are the main instrument for institutional accountability and learning related to WFP's activities at the country level. The evaluation process is timed to ensure that the final report on the evaluation of a CSP is ready when the relevant country office starts designing the new CSP. These evaluations are meant to assess and explain progress towards expected results by addressing four main questions:
 - To what extent are WFP's strategic position, role and specific contributions based on country priorities, people's needs and WFP's strengths?
 - What are the extent and quality of WFP's specific contributions to CSP strategic outcomes?
 - To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?
 - What factors explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?
20. Seven CSP evaluations initiated in 2020 were completed in 2021: those for China, the Gambia, Lao People's Democratic Republic and Lebanon were presented to the Board at its 2021 second regular session and those for El Salvador, Honduras and Zimbabwe were presented at its 2022 first regular session. Those for Mozambique and the United Republic of Tanzania will be presented to at the Board's 2022 annual session.
21. Representing a range of programming contexts, the CSP evaluations completed to date have revealed that WFP has contributed to alleviating hunger in emergencies and protracted crises even when emergency response was not a key component of CSP design. The successful response to the COVID-19 crisis, with WFP quickly and significantly scaling up food and cash-based transfers (CBTs), is a case in point. School feeding programmes are also proving to be effective for food security and as an incentive for school enrolment and retention, although the sustainability of home-grown school feeding and the leveraging of domestic resources remain challenges. WFP's approach and contributions to strengthening national capacities may vary across countries. Long-term strategies are generally lacking and activities focus more on individual training than on systems strengthening and enabling policy environments, with negative consequences for effectiveness and sustainability. Gender sensitivity is being mainstreamed in programming, but implementation needs to be strengthened to achieve transformative results.

22. The evaluations also identified several systemic issues that are influencing performance and results. They continue to highlight that unpredictable and earmarked funding presents significant challenges to WFP, limiting its ability to do the “right thing at the right time” and sometimes hindering the continuity of processes. High staff turnover can also affect continuity and insufficient human resource capacity sometimes limits WFP’s ability to deliver on CSPs. Monitoring and reporting frameworks are still not able to capture and demonstrate WFP’s contributions to national capacity strengthening, and important gaps remain between the implementation of pilot initiatives and efforts to contribute to evidence-based policy making. Finally, WFP budgeting and reporting systems remain a structural limitation on the organization’s capacity to link resources to results. As relevant to each country, these issues are addressed in the evaluation recommendations, which have been well received by country office and regional bureau management and have already been used to inform the design of second-generation CSPs.
23. In accordance with the OEV workplan for 2021–2023, 21 CSP and ICSP evaluations were planned to start in 2021. Of those, 17 are progressing as planned: Algeria (ICSP), Bolivia (Plurinational State of), Central African Republic (ICSP), Chad, Ecuador, Haiti, Jordan, Kyrgyzstan, Mauritania, Nigeria, Pakistan, Peru, Sri Lanka, State of Palestine, Sudan, Tajikistan and the United Republic of Tanzania. The evaluations for Burkina Faso (CSP), Sao Tome and Principe (CSP), and the Syrian Arab Republic (ICSP) have been postponed due to adjustments in the CSP cycles. The Myanmar CSP evaluation has been postponed to 2022 due to the extremely complex situation in the country and will be conducted as a corporate emergency response evaluation. In addition to those in the 2021–2023 workplan, CSP evaluations for Egypt, India, Kenya and South Sudan started in 2021.
24. In 2022 OEV will start the following 14 CSP and ICSP evaluations, which include those postponed from 2021: Benin, Bhutan, Burkina Faso, Cambodia, Dominican Republic, Ghana, Madagascar, Malawi, Namibia, Nepal, Philippines, Senegal, Syrian Arab Republic (ICSP) and Zambia. CSP evaluations for Djibouti, Nicaragua and Rwanda have been postponed by a year due to adjustments in the CSP cycles.
25. OEV expects continued volatility in this workload because of changing CSP cycles. Following on from the changes introduced for all CSP evaluation questions in 2020, the standard questions for all CSP evaluations that will start in 2022 have been adjusted to look at how WFP is adapting and responding to the COVID-19 pandemic. The questions will better reflect the assessment of the internal coherence of CSPs at the design stage, better distinguish between the relevance of WFP targeting and its efficiency in covering targeted populations, ensure that the assessment of WFP effectiveness includes analysis of its contributions to United Nations sustainable development cooperation frameworks (UNSDCFs) and assess the appropriateness of human resource capacity for delivering on the CSPs. For some evaluations, such as for the Lao People’s Democratic Republic and the Plurinational State of Bolivia, OEV has reached out to other United Nations entities evaluating their country programmes in order to seek creative ways of engaging with other evaluation teams and with stakeholders in the countries at issue.

Figure 1: CSP evaluation coverage, 2021–2022

Source: OEV.

Disclaimer: The designations employed and the presentation of material in the map in figure 1 do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area or concerning the delimitation of frontiers. A dispute exists between the governments of Argentina and the United Kingdom of Great Britain and Northern Ireland concerning sovereignty over the Falkland Islands (Malvinas). A dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed upon by the parties. The final boundary between the Sudan and South Sudan has not yet been determined.

Evaluations of corporate emergency responses

26. Acute food insecurity and malnutrition rose in 2021 as a result of the increasing number of conflicts around the world, the global climate crisis and economic shocks, exacerbated by the COVID-19 pandemic. Consequently, crisis response continued to account for the largest share (79 percent) of WFP's operational requirements in 2021. Annex III shows the main emergency responses since 2011, highlighting the complex and protracted nature of most of the related crises.
27. OEV ensures evaluation coverage of WFP country, regional and global emergency responses (L3 and protracted L2 emergencies)⁶ through CSP evaluations, corporate emergency evaluations and inter-agency humanitarian evaluations. In all three, particular attention is paid to seeking out the voices of affected populations.

⁶ The WFP Revised Emergency Activation Protocol (circular [OED2022/003](#)) replaces the previous level (L1–L3) system and in 2022 OEV will make the necessary adjustments to align with the new guidance on the classification and management of large-scale humanitarian operations.

28. As emergency responses increasingly take place under ICSPs in accordance with their original designs, their evaluation provides an opportunity to assess the extent to which the CSP framework and its related processes facilitate corporate emergency responses. In 2021, a CSP evaluation was completed for Zimbabwe (L2) and was ongoing for Mozambique (L3). In addition, CSP evaluations were begun in Central African Republic (L2), Haiti (L2), Nigeria (L3) and South Sudan (L3).
29. WFP corporate emergency evaluations assess WFP emergency responses in order to provide evaluation evidence and learning related to WFP's performance and to provide accountability for results to WFP stakeholders, including affected populations. Building on the strategic evaluation of WFP's capacity to respond to emergencies,⁷ OEV carried out a corporate emergency evaluation of the WFP global response to the COVID-19 pandemic using a retrospective developmental approach to assess how WFP had adapted its operations between February 2020 and June 2021. The evaluation assessed how well WFP's enabling environment and organizational assets had adapted to respond to the demands of the crisis, how well WFP fulfilled its role as a partner in the collective humanitarian response and what was achieved and learned. The evaluation produced 10 evidence summaries covering all aspects of the response. It aimed to contribute to ongoing decisions by sharing the evidence summaries with key stakeholders in consultative group sessions, holding data collection debriefs for each regional bureau and for headquarters, presenting insights to senior leadership and regularly sharing draft reports for comment. The evaluation concluded that although it was unprepared for a global pandemic, WFP stayed to deliver and adapted to meet needs. Its common services response and increased advocacy have changed its global profile, positioning it as a "systems enabler" for humanitarian response. However, these achievements had a high human cost. WFP owes an immense debt to its workforce, which shouldered the burdens of staying to deliver, often under intense strain. The evaluation complemented other lesson learning and oversight activities on the pandemic conducted internationally and within WFP.
30. Two corporate emergency evaluations are planned for 2022. The first covers Myanmar, where a complex emergency response is ongoing. The second will look at the regional response to the protracted emergency in the Sahel.
31. Inter-agency humanitarian evaluations assess the results of the collective humanitarian response by member organizations of the Inter-Agency Standing Committee (IASC) to a specific crisis or thematic issue. They evaluate the extent to which planned collective results have been achieved and how humanitarian reform efforts have contributed to that achievement. They contribute to both accountability and strategic learning across the humanitarian system.
32. WFP has continued to invest significantly in inter-agency humanitarian evaluations through financial contributions and OEV staff participation in the management groups for the evaluations. Two such evaluations started in 2021: the Yemen inter-agency humanitarian evaluation covers the period from the declaration of the L3 response in 2015 to 2021, and the final evaluation report was disseminated in the first quarter of 2022; the inter-agency evaluation of the COVID-19 humanitarian response was launched in the second half of 2021 but will mainly take place in 2022. The latter evaluation will assess IASC preparedness and response at the global, regional and country levels and the extent to which it met the humanitarian needs of people in the context of the COVID-19 pandemic.

⁷ ["Summary report on the strategic evaluation of WFP's capacity to respond to emergencies \(2011–2018\)"](#) (WFP/EB.1/2020/5-A).

33. In 2021, two new inter-agency humanitarian evaluations were triggered under the IASC scale-up protocol and are expected to start in 2022. They will cover the crisis responses in the Tigray region of Ethiopia and in Afghanistan.

Evaluation syntheses

34. A synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations was presented to the Board at its 2021 annual session. The synthesis showed that successful country capacity strengthening interventions require needs assessments and expertise at the design stage. Transformative change requires a combination of advocacy and technical advice aligned with national government frameworks. Collaborating with partners, including other United Nations agencies, and establishing clear plans and agreements prior to transition was found to help sustain results. The synthesis provided useful and timely inputs for the planned update of the policy on capacity development and the development and roll-out of guidance and tools to country offices.
35. A synthesis of evidence on performance measurement and monitoring was initiated in late 2021 to inform implementation of WFP's strategic plan and corporate results framework for 2022–2025. It will be presented to the Board at its 2022 second regular session. A new synthesis will be commissioned in 2022 on a topic yet to be confirmed.

Joint evaluation initiatives

36. A joint evaluation of the collaboration between the United Nations Rome-based agencies (RBAs) was presented and discussed in various forums in 2021, including at the RBA Senior Consultative Group biannual meeting, the fifth informal meeting of the RBA governing bodies and the autumn sessions of the governing bodies of the International Fund for Agricultural Development (IFAD) and WFP.⁸ The evaluation found there to be limited quantitative evidence on the added value of RBA collaboration. While it can enhance effectiveness and achieve administrative cost savings, there are multiple administrative obstacles to achieving constructive interaction between the structures and cultures of the RBAs. These difficulties can be overcome by technical colleagues working together where they perceive clear mutual interest, but across the RBAs there is widespread ambivalence about collaboration.

1.2 WFP decentralized evaluations

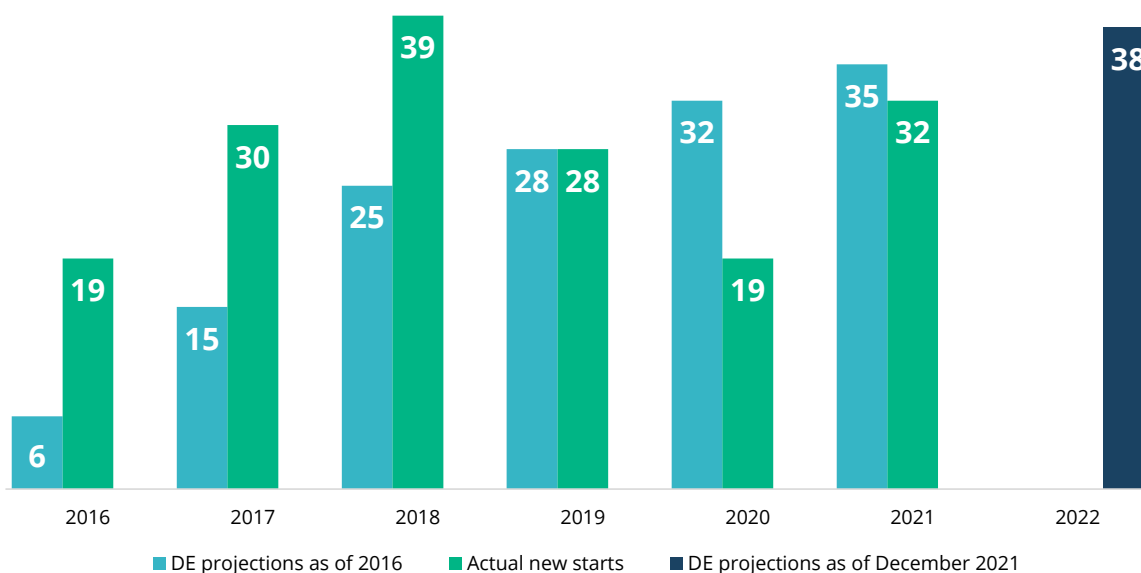
37. Decentralized evaluations are planned based on learning needs and the aim to generate evidence and demonstrate results; requests from donors and partners are also taken into account. In 2021 OEV continued to work closely with the Research, Assessment and Monitoring, and Corporate Planning and Performance divisions and with regional bureaux to enhance synergies in the planning and implementation of various types of evidence generation activities for second-generation CSPs. In addition to decentralized evaluations commissioned by country offices, the number of multi-country thematic evaluations commissioned by regional bureaux increased, a trend that is expected to continue as these offices identify learning priorities of strategic importance across their regions.

⁸ ["Summary report on the joint evaluation of United Nations Rome-based agency collaboration"](#) (WFP/EB.2/2021/6-B/Rev.1).

Overview of decentralized evaluations, 2021–2022

38. As illustrated in figure 2, the corporate evaluation strategy for 2016–2021 called for 35 decentralized evaluations to begin in 2021. In the end, 32 decentralized evaluations began in 2021, 13 of which were part of the original planning and the remaining 19 were based on the learning needs of commissioning offices and donor requirements.

Figure 2: Projected decentralized evaluations and new starts, 2016–2022

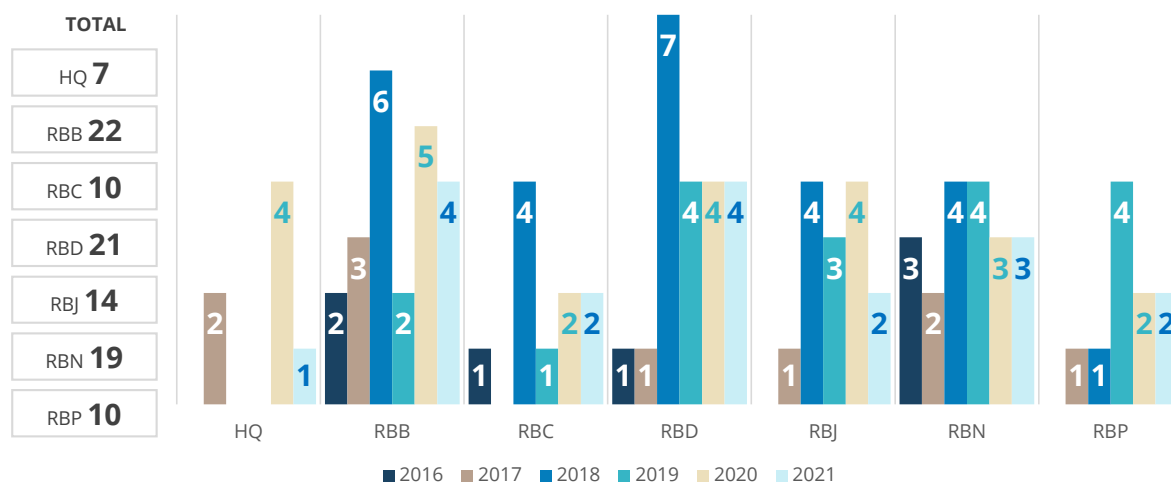


Source: OEV.

Abbreviation: DE = decentralized evaluation.

39. Since 2016, 103 decentralized evaluations have been completed (figure 3), with 18 finalized in 2021. Around 92 percent of decentralized evaluations completed to date have been commissioned by country offices. Of the decentralized evaluations planned for 2016–2021, 23 have been cancelled. The most frequent reason for cancellation was the desire to turn the evaluation into another type of assessment (for instance, a review), followed by changes in evaluation needs by country office senior management.
40. A closer look at the distribution of decentralized evaluations by region for 2016–2021 (figure 3) shows that 18 evaluations were completed in 2021 and 24 in 2020. Between 2016 and 2021, the highest number of evaluations completed were for the regional bureaux for Asia and the Pacific, Western Africa and Eastern Africa.

Figure 3: Completed decentralized evaluations by region/headquarters and year of completion, 2016–2021



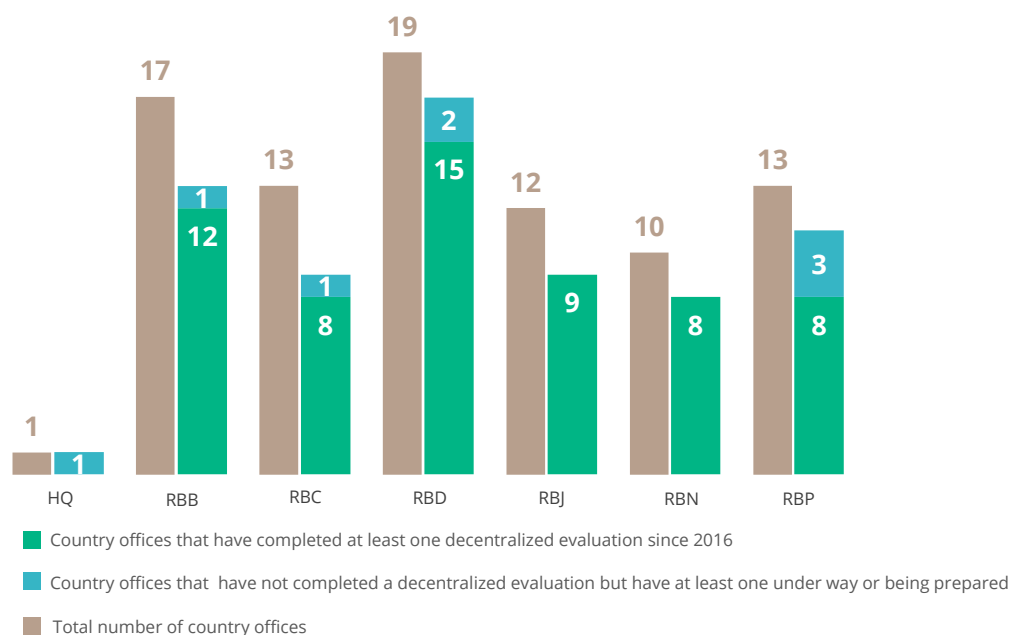
Source: OEV.

Abbreviations: HQ = headquarters; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

41. The percentage of countries that have completed at least one decentralized evaluation varies from region to region (figure 4);⁹ Eastern Africa has the highest percentage. Progress in meeting the coverage norms for decentralized evaluations is observed in Asia and the Pacific, Western Africa, Eastern Africa and Latin America and the Caribbean. To date 60 of 85 country offices have completed at least one decentralized evaluation (71 percent).

⁹ Figure 4 reflects changes to the countries that fall under the regional bureaux introduced in 2021: the Sudan moved from the Regional Bureau for the Middle East, Northern Africa and Eastern Europe to the Regional Bureau for Eastern Africa; and Kyrgyzstan and Tajikistan moved from the Regional Bureau for Middle East, Northern Africa and Eastern Europe to the Regional Bureau for Asia and the Pacific. The figure also presents the offices for Barbados and the Bolivarian Republic of Venezuela under the Regional Bureau for Latin America and the Caribbean, excludes Panama as a country office and includes the China office under WFP headquarters.

Figure 4: Number of country offices with completed or ongoing decentralized evaluations by region (2016–2021)



Source: OEV.

42. Since the first multi-country decentralized evaluation commissioned by the Regional Bureau for Latin America and the Caribbean in 2019, more regional bureaux have conducted multi-country evaluations on a range of topics.

TABLE 3: MULTI-COUNTRY DECENTRALIZED EVALUATIONS, 2019–2022

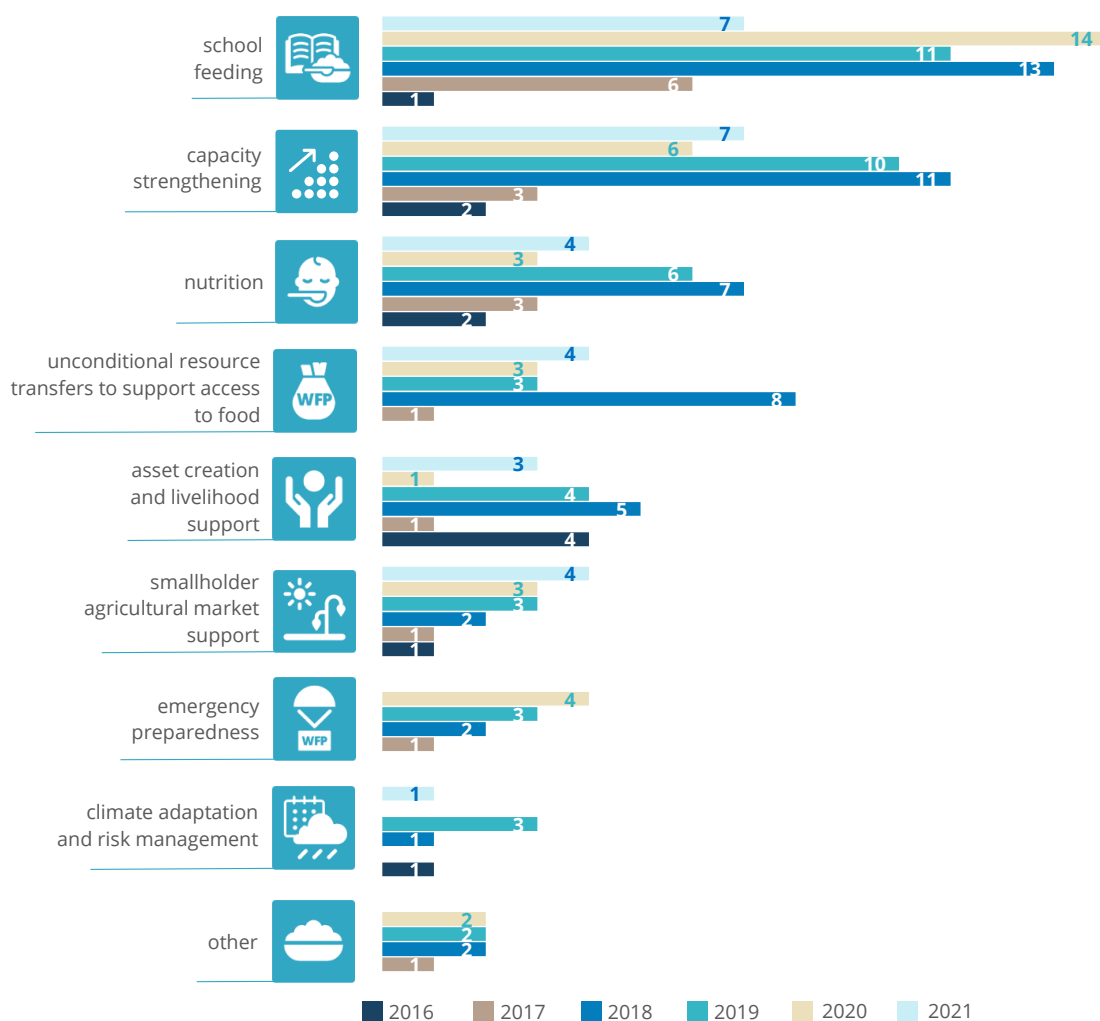
Regional bureau	Start year	Completion year	Title of multi-country decentralized evaluation
Southern Africa	2020	2021	WFP contribution to market development and food systems in Southern Africa: A thematic evaluation (2018–2021)
	2021	ongoing	Joint final evaluation of the Southern Africa Development Committee regional vulnerability assessment and analysis (RVAA) programme (2017–2022)
Eastern Africa	2021	2022	Thematic evaluation of cooperating partnerships in the Eastern Africa region (2016–2020)
	2021	ongoing	Thematic evaluation of supply chain outcomes in the food system in eastern Africa (2016–2021)
Latin America and the Caribbean	2018	2019	<i>Evaluación final del proyecto "Respuesta al fenómeno de El Niño en el Corredor Seco", El Salvador, Guatemala, Honduras y Nicaragua (2016–2018)</i>

43. Headquarters divisions other than OEV are also engaged in generating evidence through decentralized evaluations. In 2021 an evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women, jointly commissioned by the WFP Gender Office, the Food and Agriculture Organization of the United Nations (FAO),

IFAD and the United Nations Entity for Gender Equality and the Empowerment of Women, was completed. The School-based Programmes Division is expected to finalize a synthesis of a series of evaluations of school feeding programmes in emergency settings in the Democratic Republic of the Congo, Lebanon, the Niger and the Syrian Arab Republic with a global learning event in 2022, as well as to launch with the United Nations Children's Fund (UNICEF) and the United Nations Population Fund a joint evaluation of the Breaking Barriers to Girls Education project in Chad and the Niger.

44. Between 2016 and 2021, the most common topic of completed decentralized evaluations was school feeding (50 percent of evaluations), followed by capacity strengthening (38 percent) and nutrition (24 percent). Other areas of focus were unconditional resource transfers (18 percent) and asset creation and livelihood support activities (17 percent) (figure 5). Plans for 2022–2024 indicate that while school feeding is likely to remain an area of focus given the evaluation requirements of certain donors, the proportion of evaluations covering capacity strengthening, climate adaptation and risk management, smallholder agricultural market support and asset creation and livelihood support is expected to increase, potentially outpacing the focus on school feeding of previous years.

Figure 5: Completed decentralized evaluations by programme area, 2016–2021*



Source: OEV.

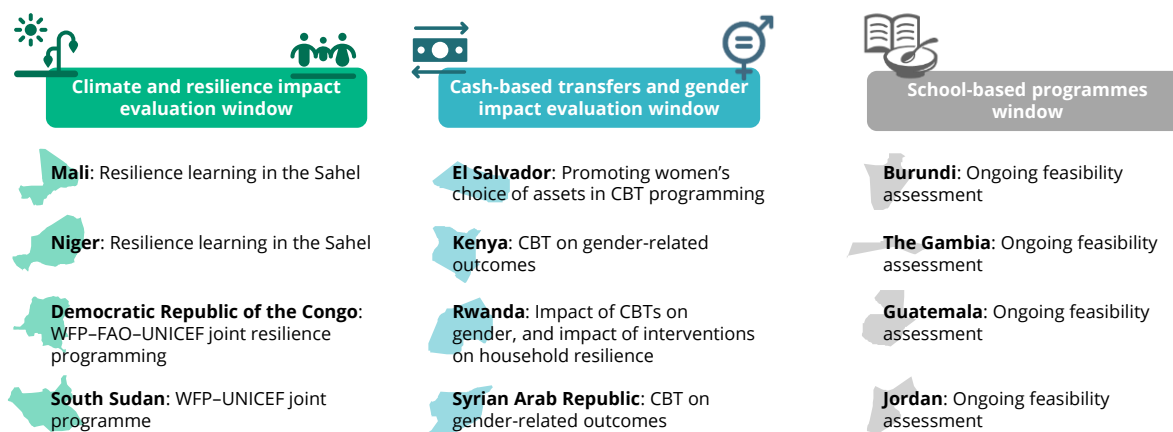
* Decentralized evaluations can cover more than one programmatic area.

1.3 WFP impact evaluations

45. Figure 6 provides an overview of ongoing impact evaluations conducted under the two thematic “windows” that continued in 2021, as well as those planned under the new school-based programmes window launched in March 2021. Work on the humanitarian workstream was defined and feasibility assessments were initiated. A fourth window focusing on nutrition will be launched in 2022. More detailed information is provided in annex IV.
46. Impact evaluations progressed in El Salvador, Kenya and Rwanda under the **CBT and gender window**. In El Salvador, the evaluation is targeting 1,500 households in 75 communities that are prone to high levels of food insecurity; it involves three rounds of data collection, and baseline, midline and endline surveys took place in 2021. In Kenya, the evaluation is designed to follow the window-wide pre-analysis plan. The baseline survey took place at the end of 2021. The evaluation in Rwanda seeks to measure the impact of the food assistance for assets component of the project (compared with a control group) and tease out the differential impact on resilience and women’s empowerment of making women the recipients of cash transfers. Following a baseline survey in December 2020, midline surveys were completed in 2021 and an endline survey is planned for 2023. Work on the impact evaluation in the Syrian Arab Republic has been postponed due to operational constraints.
47. Under the **climate and resilience window**, an impact evaluation on resilience in the Sahel (in Mali and the Niger) is under way; baseline surveys were completed in 2021 and high frequency data collection is ongoing. Programme monitoring mechanisms are being developed to track the implementation of activities. Inception and baseline reports have been completed and are undergoing a quality review before publication. Meanwhile, the impact evaluation in the Democratic Republic of the Congo focuses on the joint resilience programme implemented by FAO, UNICEF and WFP in North and South Kivu. The initial agreed design has been deemed unfeasible and alternative approaches are being explored. The impact evaluation of UNICEF–WFP joint resilience programmes in South Sudan is progressing well; baseline data collection was completed in 2021 and high frequency surveys have begun.
48. The **school-based programmes window** was launched following a consultation and literature review process. Eleven country offices¹⁰ expressed interest in joining. A virtual impact evaluation training course, offered to all country offices that applied to the window and participated in remote workshops and feasibility assessments attracted more than 200 participants from WFP and partners. Four country offices (Burundi, the Gambia, Guatemala and Jordan) are considered promising and are currently undergoing feasibility assessments for formal inclusion in the impact evaluation window. Three were deemed unfeasible (the Republic of the Congo, Senegal and Yemen) and the remaining four (Ecuador, Iraq, Rwanda and Sri Lanka) are continuing exploratory discussions.

¹⁰ Burundi, Republic of the Congo, Ecuador, the Gambia, Guatemala, Iraq, Jordan, Rwanda, Senegal, Sri Lanka, and Yemen.

Figure 6: Ongoing and planned impact evaluations conducted under impact evaluation windows in 2021



Source: OEV.

49. Under the **optimizing humanitarian interventions** workstream, OEV completed a humanitarian literature review focused on the impact of transfers; identified four focus areas for humanitarian impact evaluation through extensive WFP consultations; developed an impact evaluation concept note design library that can be used during future humanitarian interventions; and developed a guidance toolkit for data collection and evaluation design.
50. In 2021 OEV received additional donor funding for conducting impact evaluations aimed at optimizing humanitarian interventions; expanding the design library to deliver evaluations across all WFP windows; exploring opportunities to use innovative data collection and machine learning methods for humanitarian impact evaluations; and building and sustaining communities of practice for humanitarian impact evaluations. Impact evaluations on forecast-based financing are being designed for use in Bangladesh and Nepal. Discussions on targeting-focused impact evaluations are under way in the Democratic Republic of the Congo and El Salvador.

Part 2: Evaluation – How well is WFP's evaluation function performing?

51. Part 2 explores the overall performance of WFP's evaluation function. It starts by highlighting the main developments in the function during 2021 and assessing the key performance indicators (KPIs) for measuring progress towards the outcomes set out in the evaluation policy for 2016–2021. It then reflects on progress made in strengthening evaluation capacity, the quality and use of evaluations and developments in evaluation partnerships and concludes with a look at the resourcing of the evaluation function.

2.1 Major developments in evaluation

52. This section reports the major developments in WFP's evaluation function that contributed to the effective operationalization of the evaluation policy in 2021.

Global COVID-19 pandemic

53. Evaluation teams continued to adapt approaches, tools and processes to meet the challenges of producing high-quality and timely evaluations during the COVID-19 pandemic, leveraging WFP's wide range of datasets and building on lessons learned from remote data collection and hybrid models of evaluations. Depending on the context, the teams used hybrid approaches that combined remote data collection and in-person field visits and mixed in-person and online stakeholder workshops to maintain evaluation coverage.

Peer review of the evaluation function of WFP informed the updated evaluation policy

54. Following the positive 2020 peer review of the evaluation function conducted under the aegis of the United Nations Evaluation Group (UNEG) and the Development Assistance Committee of the Organisation for Economic Co-operation and Development, work in 2021 focused on identifying follow-up action in response to the review recommendations.¹¹ Internal consultations on the six major recommendations combined with three informal consultations with the Executive Board directly informed the development of the updated evaluation policy. The updated policy reflects the most recent international norms and standards for evaluation and is aligned with WFP's new strategic plan, covering 2022–2025. It builds on the previous evaluation policy to ensure that the evaluation function continues to mature, particularly at the decentralized level; the use of evaluations and evaluation evidence at WFP is enhanced; and the evaluation function can enhance its partnerships to support global decision making and SDG achievement.

Review of the WFP impact evaluation strategy for 2019–2026

55. An independent assessment of the WFP impact evaluation strategy was conducted in 2021 to ensure that the strategy is fit for achieving its vision and to assess WFP's progress towards developing the organizational capacity needed to conduct rigorous and adaptive impact evaluations that are aligned with global evidence needs and useful for operational learning. In 2022, OEV will consult key stakeholders inside and outside WFP involved in impact evaluations to develop responses to the recommendations of the review.

Expanded scope of the contingency evaluation fund

56. The contingency evaluation fund once again proved its critical role by providing timely support totalling USD 667,271 to nine country offices, covering critical funding gaps for decentralized evaluations. An additional USD 190,700 was allocated to the India and Sri Lanka country offices on an exceptional basis to cover funding shortfalls and enable CSP evaluations to proceed. Following an analysis of the bottlenecks affecting the timely financing of various evaluation types and a review of the suitability of alternative financing

¹¹ "WFP response to the recommendations in the summary report on the peer review of the evaluation function at the World Food Programme" (WFP/EB.A/2021/7-D/Add.1/Rev.1).

arrangements with a view to ensuring predictability, sustainability and the harmonization of processes, the Evaluation Function Steering Group agreed to broaden the use of the contingency evaluation fund. Through new criteria introduced in 2022, the fund will not only be used to support country offices that have not adequately planned and budgeted for decentralized evaluations and face genuine resource constraints; it will also provide funding for CSP evaluations and small country offices that need financial support to meet cost of data collection for impact evaluations if eligibility and assessment criteria are met.

Expansion of long-term agreement service providers

57. Following a rigorous year-long procurement process, WFP signed long-term agreements (LTAs) with 37 companies, the majority of which operate through consortia offering evaluation capacity across the world, to ensure geographical and language coverage. The top two considerations during the selection process were to increase the number of LTAs in order to ensure access to sufficient evaluation expertise and capacity to commission multiple evaluations at the same time; and to ensure that LTA holders have the expertise to conduct evaluations in conflict-affected and hazardous locations, which has been a significant challenge in the past. For all firms awarded LTAs, OEV organized induction workshops and bilateral “meet and greet” sessions between March and August 2021.

Ethics action plan

58. Following the launch in 2020 of UNEG ethics guidelines promoting higher ethical standards for evaluation, OEV developed and began to implement an action plan for integrating the guidelines into WFP evaluations. Sixteen action points were agreed, relating to governance, capacity development, engagement with service providers, adjustments to guidance and templates and links with other processes and exercises.

2.2 Performance of the evaluation function

59. This section reports on progress towards the outcomes set out in the evaluation policy for 2016–2021 in respect of evaluation coverage, the quality of evaluation reports, the use of evaluations, evaluation partnerships and joint evaluations, and financial and human resources. It ends with a brief overview of centralized evaluations delivered versus planned. KPIs have been developed to facilitate systematic reporting over time. Results for 2021 are presented, together with an explanation of the progress made.

Evaluation coverage

60. This section presents progress towards the revised evaluation coverage norms approved by the Board at its 2019 annual session (table 4).¹² Annex I shows overall progress against coverage norms since 2016.

¹² “Annual Evaluation Report for 2018” (WFP/EB.A/2019/7-A).

TABLE 4: MINIMUM EVALUATION COVERAGE NORMS

CENTRALIZED EVALUATIONS	DECENTRALIZED EVALUATIONS
<ul style="list-style-type: none"> ▶ Strategic evaluations providing balanced coverage of WFP’s core planning instruments, including elements of the WFP strategic plan for 2017–2021 and related strategies. ▶ Evaluation of policies 4–6 years after the start of implementation.* ▶ CSP evaluations** are required in the penultimate year of the CSPs. ▶ For ICSPs, the evaluation policy for 2016–2021 coverage norm for country portfolio evaluations applies.*** ▶ Evaluation of all corporate emergency responses, sometimes jointly under the Inter-Agency Standing Committee. ▶ Evaluation of corporate Level 3 and protracted Level 2 crisis responses, including multi-country crises, will be conducted by WFP or through inter-agency humanitarian evaluations (in accordance with revised inter-agency humanitarian evaluations guidelines) or CSP evaluations together with decentralized evaluations of certain aspects as appropriate. 	<ul style="list-style-type: none"> ▶ At least one decentralized evaluation is planned and conducted within each CSP and ICSP cycle. <p>Recommended:</p> <ul style="list-style-type: none"> ▶ before the scale-up of pilots, innovations and prototypes; ▶ for high-risk**** interventions, and before the third application of an intervention of similar type and scope.

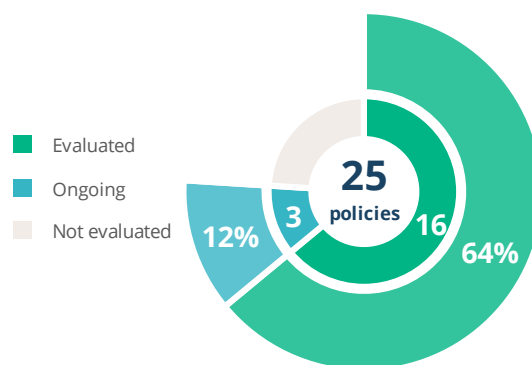
* [WFP/EB.A/2011/5-B](#).

** Original norm amended by the WFP policy on country strategic plans ([WFP/EB.2/2016/4-C/1/Rev.1](#)).

*** Every five years for the ten largest country offices and every 10–12 years for all other country offices.

**** [WFP/EB.2/2018/5-C](#).

61. *Policy evaluations.* Of the 25 policies¹³ listed in the updated compendium¹⁴ of active policies (see annex II), 16 have been the subject of evaluations (through either a policy evaluation or a strategic evaluation) and three are currently being evaluated (figure 7-A).

Figure 7-A: Percentage of active policies evaluated

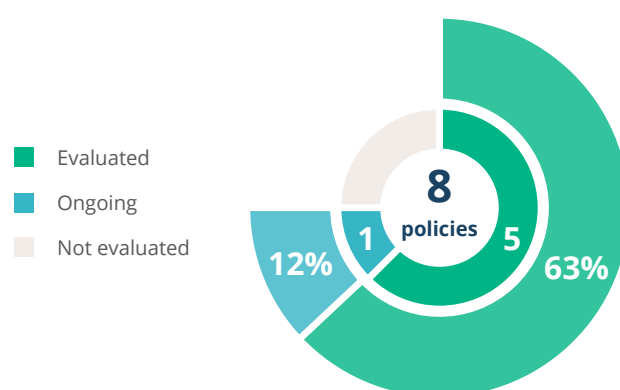
Source: OEV.

¹³ This does not include policies approved in the last three years.

¹⁴ “[Compendium of policies relating to the strategic plan](#)” (WFP/EB.1/2022/4-D).

62. As shown in figure 7-B, according to the coverage norm there are eight policies whose implementation started between four and six years before 2021 that should be evaluated; five have been evaluated and one was being evaluated at the end of 2021. Of the two remaining, the climate change policy will be evaluated in 2022 through an evaluation that will also cover the 2011 disaster risk reduction and management policy.

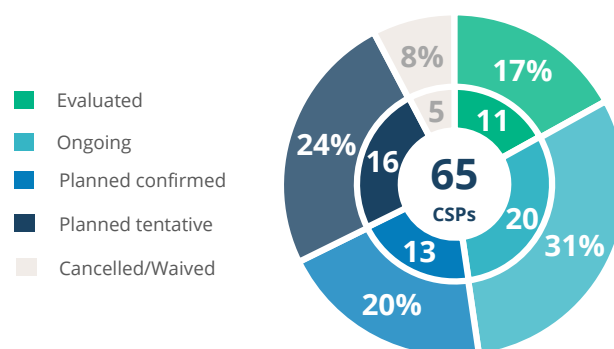
Figure 7-B: Percentage of active policies evaluated within four–six years of the start of implementation



Source: OEV.

63. Of the first generation of CSPs, 11¹⁵ have been evaluated to date and 20 are the subject of ongoing evaluations (see figure 1) to be completed in 2022 (figure 8).

Figure 8: Percentage of first-generation CSPs evaluated or with ongoing or planned evaluations at the end of 2021



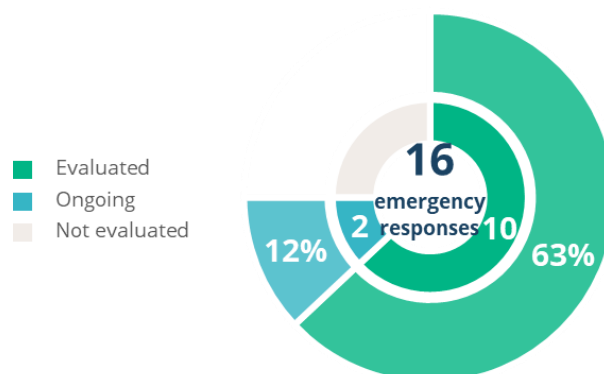
Source: OEV.

64. Seventeen country offices are currently implementing ICSPs; of these, four were covered by country portfolio evaluations and two by corporate emergency evaluations between 2014 and 2018. Three ongoing ICSP evaluations will be completed in 2022 (for Algeria, Central African Republic and South Sudan) (annex VI).

¹⁵ Bangladesh, Cameroon, China, El Salvador, Gambia (the), Honduras, Indonesia, Lao People's Democratic Republic, Lebanon, Timor-Leste and Zimbabwe.

65. *Emergency response evaluations* (for Level 3 and protracted Level 2 emergencies). Between 2018 and 2020 there were 16 corporate emergency responses;¹⁶ ten of these have been evaluated and two are subject to ongoing evaluations (figure 9).

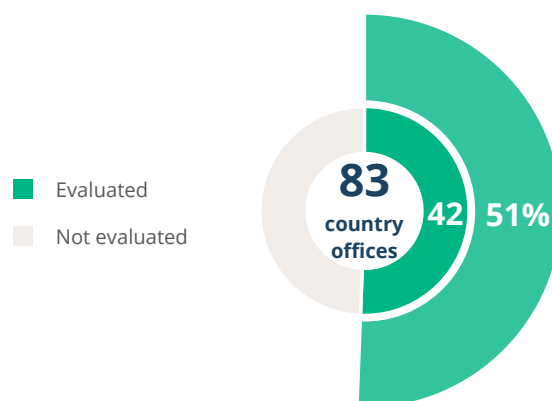
Figure 9: Percentage of Level 3 and protracted Level 2 emergency responses from 2018 to 2020 evaluated or with ongoing evaluations at the end of 2021



Source: OEV.

66. In 2018 the minimum coverage norm for decentralized evaluations was revised to ensure that decentralized evaluations are planned and conducted based on the need for evidence, that they have a clear purpose and that they complement other evaluations within the CSP cycle. Figure 10 indicates that 51 percent of WFP's 83 country offices implementing a CSP or ICSP¹⁷ have completed at least one decentralized evaluation in their current cycles.

Figure 10: Percentage of country offices that have completed at least one decentralized evaluation in their current CSP or ICSP cycle



Source: OEV.

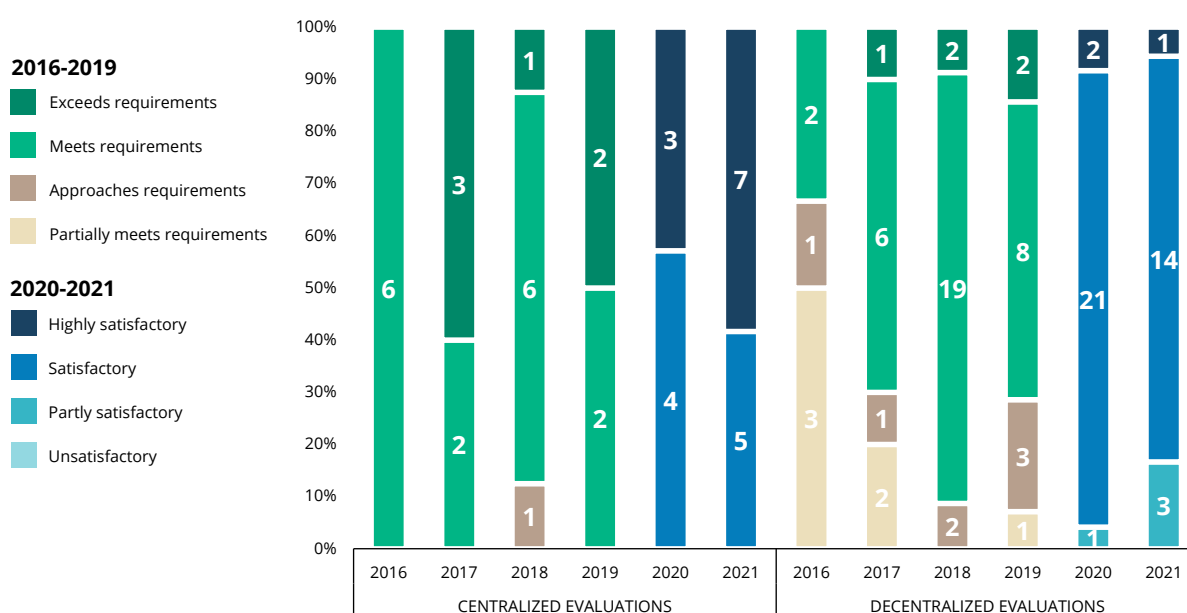
¹⁶ The emergency responses evaluated were those for Bangladesh (L3), Cameroon (L2), the Central African Republic (L2), the Democratic Republic of the Congo (L3), Iraq (L2), Mozambique (L3), Nigeria (L3), the Syrian Arab Republic (including regional response) (L3), Zimbabwe (L2) and, globally, the COVID-19 pandemic (L3). The emergency responses with ongoing evaluations are those for South Sudan (L3) and Yemen (L3). The emergency responses not yet evaluated are those for the Central Sahel (L3), Libya (L2), Myanmar (L3) and the subregional migrant crisis (L2) affecting Colombia, Ecuador, Peru.

¹⁷ Two country offices (Eritrea and Venezuela (Bolivarian Republic of)) did not have a CSP or ICSP in 2021.

Evaluation quality

67. Since 2016 WFP evaluation reports have undergone post-hoc quality assessment, a mechanism through which independent experts rate evaluation quality in line with the UNEG norms and standards and the requirements for evaluation set out in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). Post-hoc quality assessment reveals the extent to which users can rely on credible evaluation findings to inform decision making at WFP. It also informs OEV of whether quality assurance and support mechanisms for WFP evaluations are delivering the intended results.
68. In 2021, 27 percent of 30 evaluations were rated “highly satisfactory”, 63 percent “satisfactory” and 10 percent “partly satisfactory”. Figure 11 shows details related to the quality of centralized and decentralized evaluations. Overall, the high quality of centralized evaluations was maintained, with 100 percent rated satisfactory or above. The quality of decentralized evaluations fell slightly, with 83 percent rated satisfactory or above, compared to 96 percent in 2020.
69. In relation to the integration of gender, 83 percent of evaluations were found to “meet requirements” and 17 percent to “approach requirements” according to the UN-SWAP evaluation performance indicator, a further improvement compared to 2020. Overall WFP “exceeds UN-SWAP requirements” as the aggregate score of its evaluation reports “meets requirements” and it completed an evaluation of its gender policy in 2020. This is the fourth year in which WFP exceeded requirements, continuing a trend of improvement since 2017, when its aggregate score was “approaches requirements”.

Figure 11: Post-hoc quality assessment of evaluation reports completed, 2016–2021



Source: OEV.

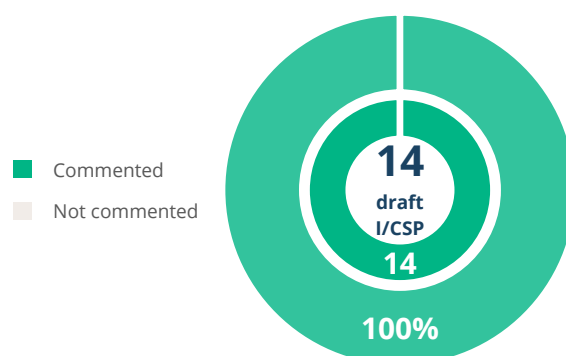
Use of evaluation

70. Efforts to promote the use of evaluation accelerated in 2021, and there were many examples of the use of evaluation for organizational decision making, accountability and organizational change. References to evaluative evidence were noted in new policies and strategies such as the social protection strategy, the people policy and the draft gender policy. The WFP strategic plan for 2022–2025 also incorporates evidence from a range of

centralized evaluations in a section on reviews, assessments and evaluations, and refers to evidence as one of the enablers of the plan. The development of the new corporate results framework for 2022–2025 was informed by recommendations from evaluations and other types of learning exercises, which have also informed the revision of indicators.

71. The evaluation function continued to make a valuable contribution at the regional and country levels by reviewing, analysing, summarizing and sharing evidence in close consultation with programme teams as inputs for the development of new CSPs. Evaluation staff across WFP continued to identify other opportunities to share evidence as a basis for learning and action. For example, in the Regional Bureau for Western Africa, evaluation staff joined a series of webinars designed to disseminate evidence related to programmatic topics, such as lessons learned related to lean seasons. In the Regional Bureau for Eastern Africa, a summary of evidence-based themes related to gender from recent evaluations across the region was presented at a regional gender workshop. The Regional Bureau for Southern Africa is working on a country summary report for Mozambique country office and is extracting evidence from past evaluations for the Zimbabwe country office to inform the design of second-generation CSPs.
72. OEV continued to review all draft CSPs (see figure 12), policies and strategies to assess the use of evaluative evidence and the budgeting and planning for evaluations.

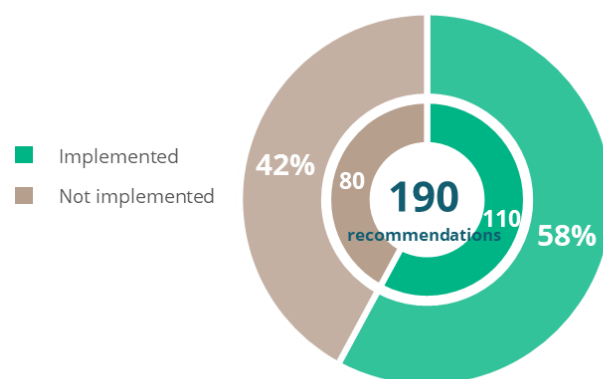
Figure 12: Percentage of draft CSPs reviewed and commented on by OEV



Source: OEV.

73. A technical note on evidence products was finalized and disseminated in 2021. The document clarifies the differences between syntheses, summaries of evidence, literature reviews, evidence maps and systematic reviews. OEV collaborated with the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) on the development of EvalMapper, which brings together evaluations from all ALNAP members including WFP to facilitate access to evaluation evidence and provide a visual representation of various sources of evidence by country.
74. OEV was also involved in providing evaluative evidence for a range of COVID-19-related summaries coordinated by the COVID-19 Global Evaluation Coalition, including on food security, use of CBTs in humanitarian and development settings and gender equality, particularly in education.
75. Noting that the use of evidence is enhanced by ownership of and engagement in evaluation processes, WFP continued to look for ways to engage partners throughout evaluation processes including through stakeholder workshops for all its evaluations. In the Regional Bureau for Asia and the Pacific, validation workshops using innovative visual methods continued to enhance stakeholder engagement and ownership. Evaluation recommendations and management responses continue to be key in shaping how

- stakeholders systematically use evaluation evidence to inform decision making. At the country level, the governments of Lesotho, Namibia and Tunisia are among the national actors using evaluation recommendations to enhance the monitoring and evaluation frameworks for their national school meals programmes.
76. OEV was invited to share evaluation evidence at a number of events in 2021, including a Global Operational Task Force meeting, an Emergency Operations Division senior staff retreat and the second WFP global meeting on SSTC.
 77. In order to share evaluation evidence OEV participated in learning events throughout the year, including:
 - A briefing, jointly organized with United Nations Office for the Coordination of Humanitarian Affairs, for the governing bodies of FAO, IFAD and WFP on the results of the inter-agency humanitarian evaluations for Mozambique and Ethiopia.
 - Webinars led by the Programme – Humanitarian and Development Division such as “A Conversation on Gender: What do we know? What do we need to know? What do we need to do?”
 - Asian Evaluation Week.
 78. OEV invited stakeholders to a series of EvalExchange sessions focusing on developmental evaluation, national evaluation capacity development and gender.
 79. Enhancing evidence use requires better knowledge management across the organization. With this in mind, regional evaluation staff continued to seek opportunities to connect with programme and knowledge management staff. In the Regional Bureau for Eastern Africa, for example, staff facilitated “knowledge cafés” and collaborated on regional knowledge management products and processes, including the consolidation and summarizing of evidence for quarterly *Knowledge Node* publications that are shared across the region. In the Regional Bureau for Southern Africa knowledge management staff are involved in the preparation and dissemination of summary evaluation reports.
 80. OEV adapted to the new R2 system and adjusted the framing of evaluation recommendations and the review of draft management responses. OEV commissioned a review of the implementation of recommendations from global evaluations from 2016–2020, which involved a high degree of stakeholder consultation. The review report will be presented to the Board at the 2022 annual session.
 81. Figure 13 provides an overview of the implementation status of WFP centralized and decentralized evaluation recommendations with implementation deadlines in 2021. Overall, 58 percent of recommendations were implemented on time; a lower share of recommendations from centralized evaluations were implemented on time (51 percent) compared with those from decentralized evaluations (61 percent). The 2021 report on the implementation status of evaluation recommendations will be presented by WFP management to the Board at its 2022 annual session.

Figure 13: Implementation status of evaluation recommendations due in 2021

Source: Monitoring and Evaluation Liaison Unit.

Strengthening evaluation partnerships

82. Contributing to and aligning with UNEG continued to be of strategic importance in 2021. WFP was involved as lead, co-lead or member of various UNEG groups: the Deputy Director of Evaluation was Vice-Chair of UNEG strategic outcome 2 (enhance professionalism and capacity); WFP was also co-lead of the humanitarian evaluation interest group, the professionalization working group and the evaluation use interest group and member of the decentralized evaluation interest group and working groups on ethics, methods, COVID-19 and system-wide evaluation. WFP participated in UNEG evaluation practice exchange sessions related to COVID-19 and the use of evaluation evidence.
83. At the global level the WFP Director of Evaluation continued to chair EvalPartners, a network that plays an important role in evaluation globally including through support for a proposed United Nations resolution on country-led evaluation and by setting EvalAgenda 2030. In July 2021, WFP organized a successful High Level Political Forum side event on country-led evaluations of the SDGs, where experience from Argentina, India and Nigeria was shared.
84. WFP signed a memorandum of understanding with the World Bank-led Global Evaluation Initiative signalling an intent to work in partnership to contribute to national evaluation capacity development.
85. OEV engaged in the Global COVID-19 evaluation coalition by providing evidence for summaries on topics related to food security and gender.
86. OEV continued to play an active role in EvalForWARD, which expanded to include CGIAR in 2021 and increased its focus on national evaluation capacity development. The community of practice co-sponsored a range of events related to the 2021 United Nations food systems summit pre-summit, gLOCAL, the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP26) and other themes. In particular, OEV contributed extensively to the independent dialogues for the food systems summit, working with the other RBAs and CGIAR to host an event in July to launch a new summary paper entitled "Evidence pathway to gender equality and food system transformation" and co-organizing in December a post-COP26 dialogue on how evaluative evidence can facilitate implementation of the Paris Agreement on climate change.

87. At the regional level a number of activities took place despite the COVID-19 restrictions:
- The Regional Bureau for Asia and the Pacific conducted an inter-agency evaluation training session and standardized the inter-agency evaluation training curriculum; it also contributed to the enhancement of the number and quality of UNSDCF evaluations in the region by strengthening inter-agency collaboration.
 - The Regional Bureau for the Middle East, Northern Africa and Eastern Europe engaged with the inter-agency regional evaluation network for Arab States to explore opportunities for partnerships, particularly with regard to UNSDCF evaluations.
 - The Regional Bureau for Southern Africa and the Regional Bureau for Eastern Africa continued to strengthen partnerships with United Nations entities through the United Nations Network of Evaluation in East and Southern Africa (UNNEESA), a network of evaluation staff from entities working in the two regions. WFP co-chairs the network, as well as working groups on staff capacity development and support for UNSDCF evaluations and knowledge management. Through the network, WFP is playing a critical role in supporting UNSDCF evaluations and has so far reviewed and provided feedback on evaluation products relating to Djibouti, Kenya, Mozambique, South Sudan and Zambia.
 - In southern Africa WFP continued to strengthen partnerships with national evaluation capacity development actors through the Centre for Learning on Evaluation and Results – Anglophone Africa (CLEAR-AA) based at the University of Witwatersrand and the South Africa Monitoring and Evaluation Association (SAMEA).
 - Finally, the Regional Bureau for Latin America and the Caribbean continued its partnership with the German Institute for Development Evaluation on a national evaluation capacity index and has established a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women to build on the results of the initiative and strengthen gender and human rights perspectives in country-led evaluations.

Joint evaluation initiatives

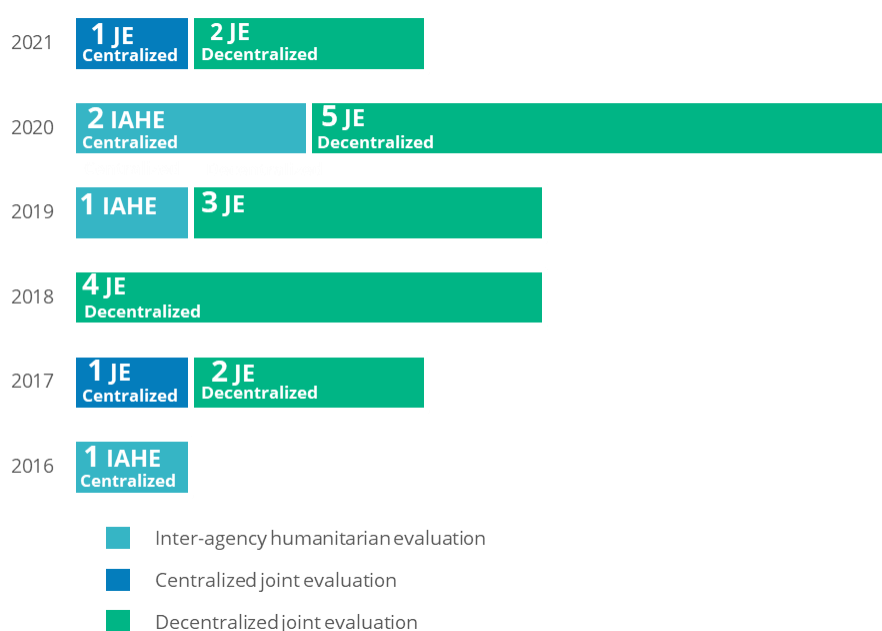
88. WFP continued to engage in joint evaluations with national governments, other United Nations entities and donors. One centralized¹⁸ and two decentralized¹⁹ joint evaluations were completed in 2021 (figure 14).
89. Conducting joint evaluations, especially with national institutions, is one of WFP's strategies for strengthening national capacities; WFP commissioned three joint evaluations in 2021, with the governments of Benin, the Dominican Republic and Lesotho. Meanwhile, joint evaluations with other United Nations entities strengthen partnerships and the potential for future joint funding and programming. WFP has attracted funding for joint programmes in social protection with UNICEF, the International Labour Organization and the World Health Organization; seven operations in Madagascar, Malawi, Mauritania, Nigeria, the State of Palestine and the Republic of the Congo are being jointly evaluated. A regional evaluation is being conducted for the 2020–2022 joint programme "Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean".

¹⁸ Joint evaluation of collaboration among the RBAs.

¹⁹ [Global end-term evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020](#) and [Evaluación conjunta de la actividad articulada de Progresando con Solidaridad y el Servicio Nacional de Salud, con apoyo del Programa Mundial de Alimentos, para la prevención de la desnutrición y la anemia en población nutricionalmente vulnerable de la República Dominicana 2014–2020](#).

90. Donors continued to closely engage with joint evaluations of their funded programmes in 2021. WFP is currently conducting a joint evaluation of CBTs in Lebanon with the Office of the United Nations High Commissioner for Refugees, and a joint evaluation of the southern Africa regional vulnerability assessment and analysis programme with the Southern Africa Development Community. Two joint evaluations of resilience building in Somalia conducted with FAO will start in 2022.
91. At the global level WFP worked with FAO, IFAD and the United Nations Industrial Development Organization to oversee the development of an evidence summary on COVID-19 and food security. WFP was also a member of the management group that supported the Evaluation Office of the Joint United Nations Programme on HIV and AIDS (UNAIDS) in its role of overseeing the independent evaluation of UNAIDS joint programme's work on efficient and sustainable financing for the AIDS response; the evaluation focused on the relevance, coherence, efficiency, effectiveness, sustainability and impact of the joint programme and was finalized in March 2022. OEV also provided input for the terms of reference for the evaluability assessment of the COVID-19 multi-partner trust fund and subsequent system-wide evaluation of the United Nations development system response to the social and economic impacts of COVID-19, both of which are being managed out of the Office of the United Nations Secretary-General.

Figure 14: Number of completed joint and inter-agency humanitarian evaluations in which WFP participated, 2016–2021



Source: OEV.

Strengthening national evaluation capacity

92. WFP expects to enhance its contribution to national evaluation capacity development, including through partnerships with other actors at the global, regional and country levels. As mentioned in paragraph 84, collaboration with the Global Evaluation Initiative was formalized through the signing of a memorandum of understanding and is expected to create synergies with other stakeholders and enhance engagement in and contributions to national evaluation capacity development. WFP also played a key role in a UNEG study entitled "United Nations contributions to national evaluation capacity development and evolution in national evaluation systems: An overview of implementation of General Assembly resolution 69/237".

93. A range of regional and country-level engagements took place:
- The Regional Bureau for Asia and the Pacific continued to engage with national governments to enhance their understanding of and appreciation for evaluation, including by strengthening inter-agency collaboration and government engagement in UNSDCF evaluations. WFP is also supporting country-led evaluations and other system strengthening initiatives of the Government of India and of civil society in Indonesia.
 - The Regional Bureau for the Middle East, Northern Africa and Eastern Europe supported the Ministry of Education in Tunisia with the development of a monitoring and evaluation framework in line with recommendations resulting from the 2019 evaluation of WFP's capacity strengthening activities related to the national school meals programme. In December 2021, WFP joined partners including other United Nations entities in exploring opportunities to enhance support for evaluation capacity development in the region.
 - The Regional Bureau for Western Africa and the Regional Bureau for Eastern Africa are engaging national actors in the evaluation reference groups for WFP-commissioned evaluations, thereby helping to spread evaluation knowledge to various sectors and institutions.
 - Jointly with CLEAR-AA, UNICEF and SAMEA, the Regional Bureau for Southern Africa launched a model for the Emerging Evaluator Work Immersion project, with the aim of testing a model that can be scaled up and implemented by other partners to expand the pool of national and regional evaluators. In Lesotho, WFP is co-managing the evaluation of the Government's public works programme and the WFP's food for assets programme and is using the process to systematically share WFP tools and guidelines that can be adopted and used in future country-led evaluations.
 - In Latin America and the Caribbean, the regional bureau continued to support the development of a national evaluation capacity index in Argentina, Guatemala, Peru and Uruguay, and the results of a 2020 pilot of the index were discussed and presented in country workshops with Costa Rica, Ecuador and Mexico and at multiple other events.

Financial resources for WFP's evaluation function

94. In 2021 the overall financial resources available for the evaluation function were USD 29.75 million, which represents 0.32 percent of WFP's total contribution income (USD 9.4 billion).
95. The total budget available to OEV in 2021 was USD 19.74 million, of which USD 12.73 million was allocated from the programme support and administrative (PSA) budget. The year 2021 was also the second year in which programme funds (totalling USD 4.75 million) from country portfolio budgets were made available to OEV for the conduct of CSP evaluations. USD 2.26 million was also received through the multi-donor trust fund for impact evaluations.
96. A total of USD 10.01 million was budgeted for the decentralized evaluation function in 2021. This mainly covered the conduct of decentralized evaluations funded from country programme sources, PSA funding for regional evaluation units and the continuation of the contingency evaluation fund.

97. Table 5 shows that USD 32.27 million is available for evaluation in 2022. This is due to a USD 2.44 million increase in the OEV PSA budget, a projected USD 542,000 from country portfolio budgets for impact evaluation data collection costs (newly introduced from 2022 onwards), a USD 270,668 increase in PSA funding for regional evaluation units and an estimated USD 1.17 million in additional projected funding from programme sources for the conduct and management of an increased number of decentralized evaluations (increasing from 32 in 2021 to 38 in 2022 as shown in figure 2).

TABLE 5: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION, 2018–2022 (USD million)

	FUNDING SOURCE	2018	2019	2020	2021	2022
OEV workplan	PSA base total	7.42	10.39	12.21	12.73	15.17
	PSA base staff costs (projected for 2022)	3.00	5.66	7.03	7.27	9.09
	Established staff positions	15	29	37.5	39	48
	PSA base other costs	4.43	4.73	5.18	5.46	6.07
	PSA equalization account investment case	0.40				
	Extra-budgetary (multilateral) ^[1]	0.50	0.59			
	Extra-budgetary (multilateral 2018 – carry over to 2019) ^[2]		0.12			
CSP evaluation from CSP budgets^[3]	Programme sources		1.75	2.25	4.75	4.00
Multi-donor (impact evaluation)^[4]	Extra-budgetary (earmarked grants)		0.52	4.53	2.26	1.12
Data collection impact evaluation costs						0.54
OEV subtotal		8.33	13.37	19.00	19.74	20.82
Regional evaluation units^[5]	Regional evaluation officers + others (operational costs 2018–2020/from 2021 regional bureau PSA business case)	1.61	1.64	1.64	2.58	2.85
	Regional investment case (regional bureau PSA embedded from 2020)			0.90		
	Regional investment case (PSA equalization account in 2019 and 2020)			0.36		
	Multilateral		1.67			
Contingency evaluation fund^[6]	PSA (multilateral from 2022 onwards)	1.50	1.50	1.50	1.50	1.50

	FUNDING SOURCE	2018	2019	2020	2021	2022
Decentralized evaluations ^[7]	Programme sources (projected for 2022)	5.33	3.92	2.67	5.93	7.10
Outside OEV subtotal		8.44	8.73	7.07	10.01	11.45
Total		16.77	22.09	26.07	29.75	32.27
As % of WFP contribution income ^[8]		0.23	0.28	0.31	0.32	0.38

[1] Multilateral funding for support for the decentralized evaluation system.

[2] Multilateral funding for support for the decentralized evaluation system; having received the 2018 allocation late in the year, part of the balance was carried forward to 2019.

[3] From 2019, these are programme funds from country portfolio budgets for CSP evaluation. Figures for 2022 are based on 16 new CSP evaluations (Benin, Bhutan, Burkina Faso, Cambodia, Dominican Republic, Egypt, Ghana, Kenya, Malawi, Namibia, Nepal, Nicaragua, Philippines, Senegal, Syrian Arab Republic and Zambia).

[4] For 2019, 2020 and 2021 contributions received to date into the multidonor trust fund; for 2022 projection based on confirmed pledges.

[5] Between 2018–2020, the budget for regional evaluation units came from various sources including regional bureau PSA as well as additional PSA or multilateral allocations approved through investment cases coordinated by OEV. In 2021, the budget for regional evaluation units has been consolidated under a regional bureau PSA business case.

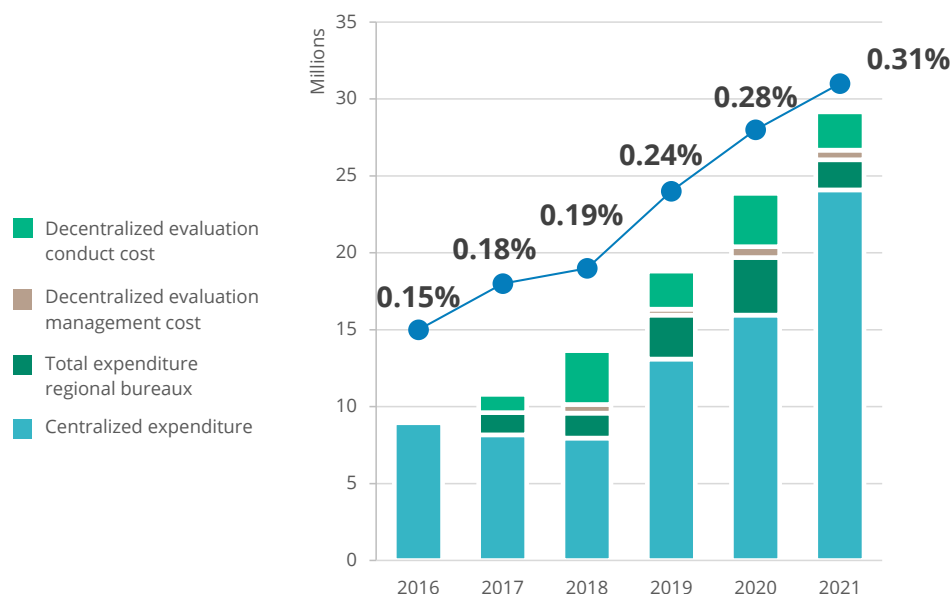
[6] Contingency evaluation fund: top-up funding for decentralized evaluations and from 2022 onwards for CSP and impact evaluations.

[7] Figures for 2018 are based on the number of decentralized evaluations that started (preparation phase) in 2018 and an estimation of their conduct and management costs. Figures for 2019, 2020 and 2021 are based on the number of decentralized evaluations that started in 2019, 2020 and 2021; an estimate of their management costs; and a combination of planned or actual conduct costs. For 2021, the cost of conducting decentralized evaluations includes USD 507,139 for the conduct of project-specific baseline data collection for decentralized evaluations launched in 2021, primarily for McGovern-Dole evaluations. Figures for 2022 are based on the number of decentralized evaluations that are expected to start in 2022, an estimate of their management costs and their planned conduct costs.

[8] Figures for 2018, 2019 and 2020 are based on actual contribution income and for 2021 and 2022 on projected contribution income (Source: Salesforce).

98. Figure 15 shows actual expenditure on the evaluation function since 2016. In 2021, this amounted to USD 29.15 million. Since 2016, evaluation expenditure as a proportion of WFP total contribution income has increased steadily, reaching 0.31 percent.

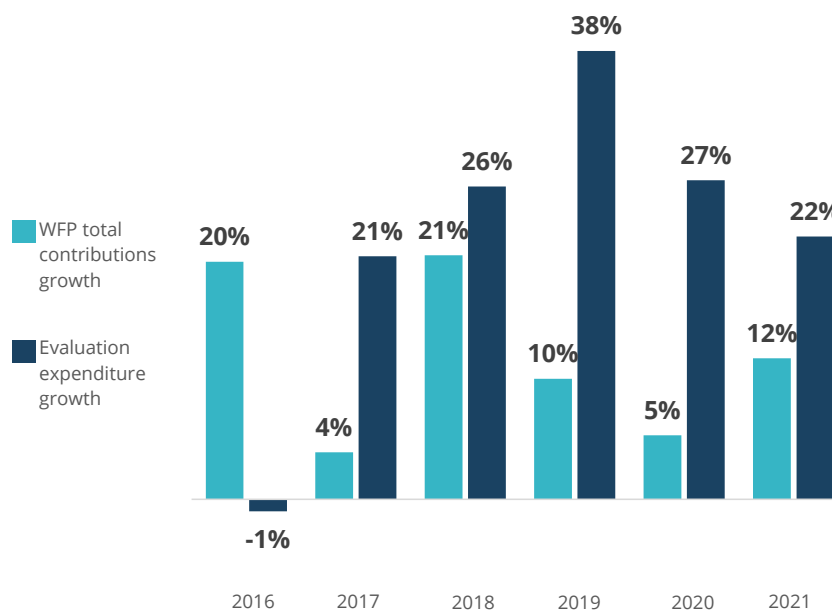
Figure 15: Expenditure on evaluation as a percentage of WFP total contribution income, 2016–2021



Source: OEV.

99. The target of the evaluation policy for 2016–2021 was for 0.8 percent of contribution income to be dedicated to evaluation by 2021. Figure 16 shows that evaluation expenditure continues to increase, demonstrating the organization’s sustained commitment to the evaluation function. Expenditure on evaluation is expected to rise progressively with the continued growth of the function. The evaluation policy for 2022–2030 specifies that from 2023 WFP will allocate at least 0.4 percent of its total contribution income to its evaluation function.

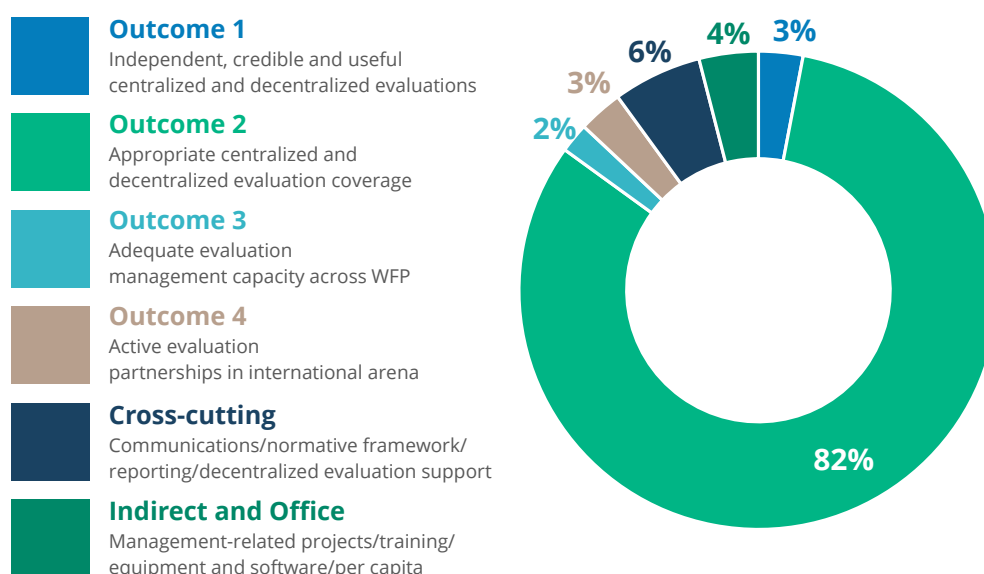
Figure 16: Growth rates of WFP total contribution income and evaluation expenditure, 2016–2021



Source: OEV.

100. As expected, the distribution of OEV non-staff expenditure (figure 17) shows clearly that most expenditure is dedicated to the conduct of centralized evaluations. This is in line with the objectives of the evaluation policy for 2016–2021 and its coverage norms.

Figure 17: OEV non-staff expenditure in 2021, by outcome of the evaluation policy (2016–2021)

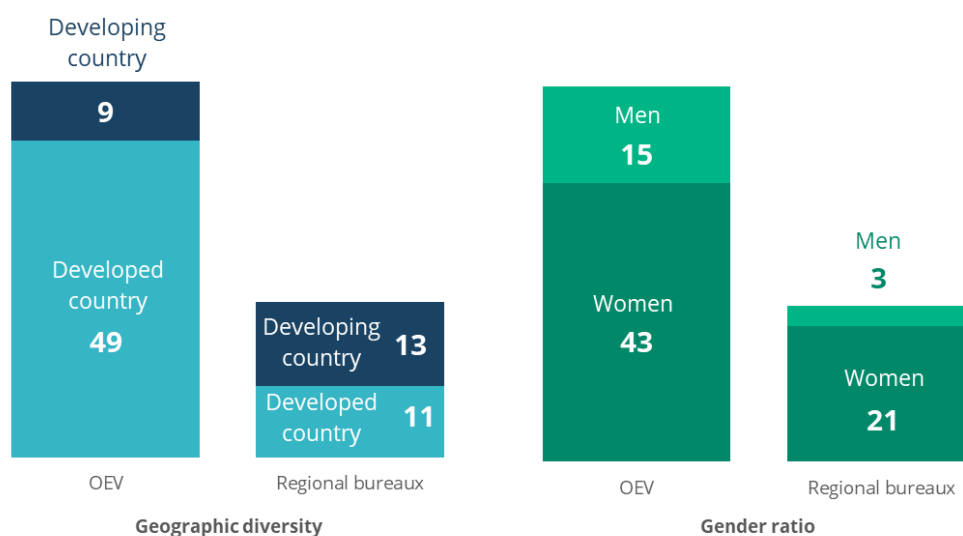


Source: OEV.

Human resources

101. Since the adoption of the evaluation policy for 2016–2021, the OEV workforce increased from 32 in 2016 to 58 in 2021. The ratio of fixed-term staff to total incumbent positions rose from 38 percent in 2016 to 67 percent in 2021, providing greater stability.
102. In the regional bureaux, consolidation of staffing continued in 2021. The Regional Bureau for Southern Africa recruited two national officers (on service contracts) and the Regional Bureau for Latin America and the Caribbean finalized the external recruitment of a regional evaluation officer. Over the year, regional bureaux engaged six consultants to carry out specific work on matters such as evidence mapping, communication and stakeholder involvement²⁰ and support for national evaluation capacity development,²¹ as well as to fill gaps during the recruitment of the regional evaluation officer.²²
103. Figure 18 illustrates the geographic diversity of the workforce in the evaluation function: the share of employees from developing countries is 16 percent in OEV at headquarters and 54 percent in the regional bureaux. In terms of gender diversity, women make up 75 percent of the evaluation function workforce in OEV at headquarters and 87 percent in the regional bureaux. As the evaluation cadre grows, it needs the right skills and capacities to discharge the function effectively; the function can only be enhanced through a cadre that reflects the diversity and inclusiveness of WFP as a whole and to which WFP is committed through its people policy.

Figure 18: Composition of OEV and the regional evaluation units: gender ratio and geographical diversity, 2021



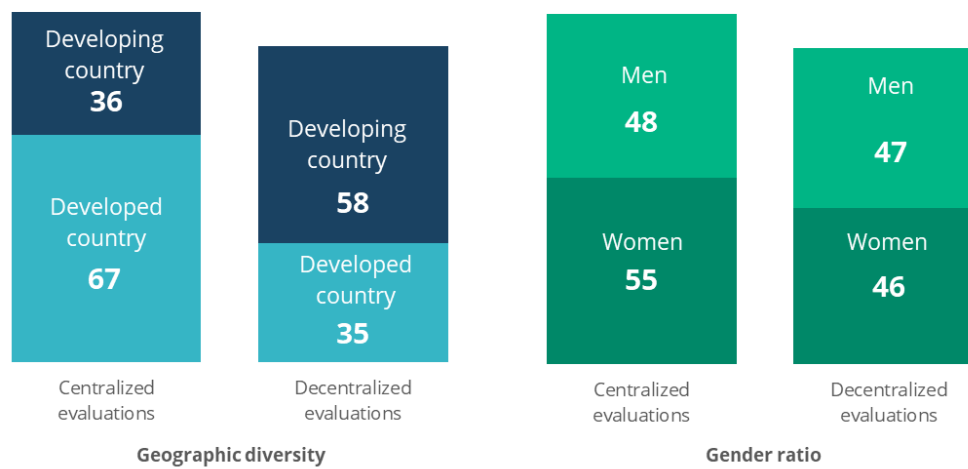
Source: OEV.

104. WFP evaluations are conducted by external consultants. OEV has LTAs with 37 consultancy firms and research institutions that provide evaluation services in the technical and geographical areas required for the delivery of planned centralized and decentralized evaluations. For all evaluations completed in 2021, 196 independent evaluator consultants were hired, of whom 48 percent were men and 52 percent were women (figure 19). The proportion of consultants from developing countries was higher for decentralized evaluations (62 percent) than for centralized evaluations (35 percent).

²⁰ The Regional Bureau for Eastern Africa and the Regional Bureau for Asia and the Pacific.

²¹ The Regional Bureau for Latin America and the Caribbean.

²² The Regional Bureau for Southern Africa.

Figure 19: Composition of evaluation teams: gender ratio and geographic diversity, 2021

Source: OEV.

Part 3: Evaluation – how is it evolving at WFP?

105. Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in the coming year, along with strategic priorities identified for each of the outcomes of the evaluation policy for 2022–2030.
106. As reported in parts 1 and 2 of this document, despite the adjustments required due to COVID-19, significant progress was made in 2021 towards each of the four objectives set out in the evaluation policy for 2016–2021. It was a year of continued scale-up to meet the expectations of the policy but also of reflection and consultation as OEV prepared the WFP response to the recommendations in the peer review of the evaluation function, which directly informed the evaluation policy for 2022–2030.

Normative framework

107. The strategic plan and corporate results framework for 2022–2025 incorporate evidence as an enabler and commit to the collection and use of more robust, timely and relevant evidence throughout the programme cycle. These changes, and the approval of the evaluation policy for 2022–2030, mean that 2022 will be a transition year focused on building on good practices, introducing new directions and making adjustments.
108. The corporate evaluation strategy and the evaluation charter will be updated in line with the approved evaluation policy; the regional bureaux will then update their regional evaluation strategies to set the framework for the implementation of the policy, tailoring them to their specific accountability and learning needs and contexts.

Priorities for ensuring continued independent, credible and useful evaluations

109. *Innovative evaluation methods.* OEV will continue to strengthen the credibility and utility of independent evaluations by expanding the range of approaches and methodologies used. An evaluation methods advisory panel, composed of senior external experts will be launched, with the aim of enhancing WFP's evaluation approaches and methods by providing advice on various types of evaluation. The panel will complement WFP's existing quality assurance provisions to help it reflect international best practice and innovation related to evaluation approaches, methods, gender, inclusion, equity and ethical issues, among other topics.
110. *Climate change, environment and food systems.* Building on the outcomes of COP26, OEV will engage in the dialogue on how evaluative evidence can help achieve the Paris Agreement. As a UNEG member, OEV will contribute to the development of common guidance on mainstreaming environmental considerations in evaluation. WFP will also contribute ideas and evidence to the newly formed food systems coordination hub jointly led by the RBAs in collaboration with the wider United Nations system.
111. *Implementation of impact evaluation strategy review recommendations.* The response to the recommendations from the strategy review will be developed through a consultation process across WFP with consideration of how best to situate and approach capacity building for impact evaluation within WFP; enhance synergies with regional research, assessment and monitoring teams; broaden partnerships for the delivery of impact evaluations; and proactively build strategic partnerships regarding other aspects of the strategy.
112. *Inclusion, equity and human rights.* OEV will finalize evaluation guidance and roll out capacity development activities on inclusion, equity and human rights to strengthen its approach to ensuring the inclusion of marginalized and vulnerable populations (including persons with disabilities).

Priorities for ensuring evaluation coverage is balanced and relevant and serves both accountability and learning purposes

113. *Continued expansion of the programme of work.* Evaluation coverage will continue to increase in 2022 largely due to the volume of CSP evaluations required by WFP's CSP policy, the resumption of coverage norms affected by the pandemic, and continued implementation of the impact evaluation strategy for 2019–2026 with the opening of a fourth impact evaluation window, on nutrition. In addition, a large number of country-led decentralized evaluations are ongoing or planned, and an increase in multi-country decentralized evaluations and regionally-led thematic decentralized evaluations is envisaged.
114. *Planning, prioritization and pacing.* OEV will consult a cross-section of WFP as part of a review of priority topics for strategic evaluations aligned with the new strategic plan. The office will continue to engage closely with the Programme and Policy Development Department and will review the implications of the updated compendium of policies. OEV will also continue to engage with the Office of Internal Audit and work to ensure complementarities, synergies and efficiencies between evaluations and audit exercises.
115. *Adapting to COVID-19.* OEV will continue to explore ways to stay agile, responsive and flexible while maintaining the rigour of quality norms and standards and will contribute to inter-agency initiatives on COVID-19-related evaluations. OEV is also part of the evaluation advisory group for the first system-wide evaluation of the United Nations development system response to COVID-19, currently under way.

Priorities for ensuring that evaluation evidence is systematically available and accessible to meet the needs of WFP and partners

116. Beyond the ongoing utilization of evidence in corporate decision making mechanisms, the evaluation function, in line with the communication and knowledge management strategy and in partnership with the Innovation and Knowledge Management Division and other relevant divisions, will develop new ways of sharing evaluative evidence and increasing its uptake by decision makers at all levels of the organization.
117. *Design of evaluation evidence products.* Greater efforts will be made to present, channel and share evaluation evidence in a form that maximizes reach and appeal to users.
118. *Integration of evaluation evidence into WFP programmes and policies.* In addition to the corporate mechanisms that the evaluation function already contributes to, OEV and the regional evaluation units will engage with all levels of the organization to facilitate the integration of evaluation evidence into programmes and strategies.
119. *Tailoring evaluation evidence to the needs of WFP and its partners.* The evaluation function will improve its understanding of potential user demands and find ways to respond. OEV and the regional evaluation units will enhance the quality, timeliness and user-friendliness of evaluation evidence summaries at the global and regional levels in close consultation with relevant staff and will develop new ways to bring together and use evaluation evidence. These will be widely disseminated to ensure that evidence is integrated into ongoing programmatic and operational processes.

Priorities for ensuring enhanced capacity throughout WFP to commission, manage and use evaluations

120. *Capacity strengthening.* To formalize learning for the evaluation function and provide structured pathways for staff growth and development in partnership with the United Nations Staff College, and in coordination with the UNEG professionalization working group, OEV will implement the first phase of a recognition scheme while concurrently developing a foundations course. Work will continue on embedding evaluation know-how in the processes of other functions, in particular for programming, monitoring and evaluation, vulnerability analysis and mapping and procurement. OEV will continue to work with relevant divisions to enhance synergies between monitoring and evaluation and strengthen capacity, particularly at the country level, where the two functions are often carried out by the same employees.
121. *LTA expertise and efficiencies.* OEV will put in place a mechanism for monitoring LTA performance and will examine the efficiency of the LTA outsourced model, including whether the expanded pool of external evaluators has led to increased choice in proposals, diversity of evaluators, language availability and expertise. OEV will organize an LTA workshop to review performance and promote learning with the LTA companies and consortia.

Priorities for strengthening partnerships in international forums

122. OEV and the regional evaluation units will build on and strengthen partnerships in order to contribute to humanitarian evaluation practice, national evaluation capacity and United Nations development system reform.
123. As part of the update to the corporate evaluation strategy, a key priority will be to outline the principles that will govern WFP engagement in national evaluation capacity development over the period of the updated evaluation policy, building on lessons learned from initiatives supported by OEV and regional evaluation units since 2017.
124. WFP's portfolio of evaluations will need to be set against the growing demand for more joint evaluations, system-wide evaluations and UNSDCF evaluations. OEV will continue its engagement with UNEG, contributing to the development of a draft system-wide evaluation policy and the implementation of the UNSDCF evaluation guidelines; some regional evaluation units are already supporting initial quality assurance work for UNSDCF evaluations. Regional evaluation units will also coordinate with networks such as the United Nations Evaluation Development Group for Asia and the Pacific, UNNEESA,²³ in eastern and southern Africa, and the United Nations monitoring and evaluation task team in Latin America and the Caribbean.

Resources

125. *Adequate and sustained financing.* With the Corporate Planning and Performance Division, the priority is to implement in a timely manner the expanded scope of the contingency evaluation fund in order to support country offices that face genuine resource constraints in respect of planned and budgeted decentralized and CSP evaluations and small country offices that face genuine resource constraints in respect of impact evaluation data collection costs. OEV will introduce strategies for advocating and securing adequate resourcing for the implementation of regional evaluation strategies.

²³ There are ongoing discussions on the potential expansion of UNNEESA to include western and central Africa.

126. *Skills and capacity within the evaluation cadre.* Following the launch of a strategic workforce planning exercise for the evaluation function in late 2021, OEV will work with the Human Resources Division to develop an action plan. The plan will seek to ensure that the evaluation function has the skills and capacity, particularly at the country and regional levels, necessary to implement the policy and strategy effectively in the next three–five years and that the workforce reflects the diversity and inclusion set out in the WFP people policy. It is expected to feed into the relaunch of the joint monitoring and evaluation FitPool, co-managed with the Research, Assessment and Monitoring Division, and to inform implementation of the evaluation capacity development strategy endorsed in 2020.

Monitoring and reporting

127. In the light of the updated evaluation policy and corporate evaluation strategy, OEV will undertake a review of the KPIs used to monitor progress in the implementation of the policy and adjust indicators that feed into the updated corporate risk register as required.

ANNEX I

Key performance indicators

Annex I provides an overview of the progress made in the implementation of the WFP evaluation function since 2016 and reports on the revised coverage norms (published in the annual evaluation report for 2018).

Key performance indicators	Reference year					
	2016	2017	2018	2019	2020	2021
1. Evaluation coverage						
1.1.A Percentage of active policies evaluated ¹	21% <i>4 out of 19 policies</i>	23% <i>5 out of 22 policies</i>	39% <i>9 out of 23 policies</i>	56% <i>15 out of 27 policies</i>	61% <i>16 out of 26 policies</i>	64% <i>16 out of 25 policies</i>
1.1.B Percentage of active policies within four to six years of the start of implementation evaluated	20% <i>1 out of 5 policies</i>	20% <i>1 out of 5 policies</i>	34% <i>2 out of 6 policies</i>	34% <i>3 out of 9 policies</i>	75% <i>6 out of 8 policies</i>	63% <i>5 out of 8 policies</i>
1.2 Percentage of first-generation CSPs evaluated	N/A	N/A	N/A	0% <i>0 out of 65 CSPs</i>	6% <i>4 out of 65 CSPs</i>	17% <i>11 out of 65 CSPs</i>
1.3 Percentage of WFP's ten largest country portfolios covered by country portfolio evaluations in the reference years or the previous four years	30% <i>3 out of 10 portfolios</i>	30% <i>3 out of 10 portfolios</i>	40% <i>4 out of 10 portfolios</i>	N/A	N/A	N/A
1.4 Percentage of WFP country portfolios (excluding the ten largest) covered by country portfolio evaluations in the reference years or the previous ten years	28% <i>20 out of 72 portfolios</i>	31% <i>22 out of 72 portfolios</i>	32% <i>23 out of 72 portfolios</i>	N/A	N/A	N/A
1.5 Percentage of Level 3 and protracted Level 2 emergency responses within the three years previous to the reference years evaluated ²	75% <i>6 out of 8 Level 3 responses</i>	70% <i>7 out of 10 Level 3 responses</i>	45% <i>5 out of 11 Level 3 responses</i>	39% <i>5 out of 13 Level 3 and protracted Level 2 responses</i>	64% <i>9 out of 14 Level 3 and protracted Level 2 responses</i>	63% <i>10 out of 16 Level 3 and protracted Level 2 responses</i>

¹ The indicator considers the policies that were active in the reference year, excluding those that started in recent years. Policies are normally evaluated through policy evaluations, but strategic evaluations or peer reviews are also considered in this indicator when they cover the main aspects of a policy.

² Level 3 emergency responses were the only ones considered for the years 2016–2018. The indicator for 2019, 2020 and 2021 also considers protracted Level 2 emergency responses.

Key performance indicators

Reference year

1.6.A Percentage of country offices that have completed at least one decentralized evaluation in the reference year or the previous two years	20%	19%	39%	46%	57%	46%
	<i>16 out of 81 offices</i>	<i>16 out of 83 offices</i>	<i>32 out of 83 offices</i>	<i>38 out of 83 offices</i>	<i>47 out of 83 offices</i>	<i>39 out of 85 offices</i>
1.6.B Percentage of country offices that have completed at least one decentralized evaluation in their current CSP or ICSP cycle ³	N/A	N/A	N/A	30%	40%	51%
				<i>21 out of 69 offices</i>	<i>32 out of 80 offices</i>	<i>42 out of 83 offices</i>

2. Evaluation quality

2016 2017 2018 2019 2020 2021

2.1 Percentage of evaluation reports completed in the reference years rated by post-hoc quality assessment as “meeting” or “exceeding” requirements (2016–2019) or as “satisfactory” or “highly satisfactory” (2020–2021)	67%	80%	90%	78%	97%	90%
	<i>8 out of 12 reports</i>	<i>12 out of 15 reports</i>	<i>28 out of 31 reports</i>	<i>14 out of 18 reports</i>	<i>30 out of 31 reports</i>	<i>27 out of 30 reports</i>

3. Evaluation use

2016 2017 2018 2019 2020 2021

3.1 Percentage of draft CSP concept notes reviewed and commented on by WFP Office of Evaluation	79%	100%	100%	100%	100%	100%
	<i>30 out of 38 concept notes</i>	<i>77 out of 77 concept notes</i>	<i>42 out of 42 concept notes</i>	<i>12 out of 12 concept notes</i>	<i>6 out of 6 concept notes</i>	<i>14 out of 14 concept notes</i>
3.2.A Implementation status of actions within evaluation recommendations due for implementation	66%	80%	81%	64%	N/A	N/A
	<i>654 out of 995 actions</i>	<i>1 076 out of 1 341 actions</i>	<i>203 out of 250 actions</i>	<i>209 out of 325 actions</i>		
3.2.B Implementation status of evaluation recommendations due for implementation ⁴	N/A	N/A	N/A	N/A	56%	58%
					<i>110 out of 198 recommendations</i>	<i>110 out of 190 recommendations</i>

³ This is an interim indicator that considers only those country offices with ongoing CSPs or interim CSPs as of December 2021 and the decentralized evaluations completed within their CSP or interim CSP cycles.

⁴ This indicator includes recommendations made in centralized and decentralized evaluation reports with a due date in the reference year, implemented or closed with partial implementation.

Key performance indicators

Reference year

4. Evaluation funding	2016	2017	2018	2019	2020	2021
4.1 Expenditure on evaluation as a percentage of WFP total contribution income	0.15%	0.18%	0.19%	0.24%	0.28%	0.31%
	<i>USD 9 million out of USD 5 771 million</i>	<i>USD 10.8 million out of USD 5 999 million</i>	<i>USD 13.6 million out of USD 7 234 million</i>	<i>USD 18.8 million out of USD 7 970 million</i>	<i>USD 23.9 million out of USD 8 390 million</i>	<i>USD 29.2 million out of USD 9 400 million</i>

5. Evaluation partnerships	2016	2017	2018	2019	2020	2021
5.1 Number of completed joint and inter-agency humanitarian evaluations in which WFP participated	1	3	4	4	7	3

ANNEX II

Overview of WFP policies current in 2021 and evaluation coverage

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>		
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>		
2003	Food aid and livelihoods in emergencies* <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>	2020 first regular session ¹	
2004	Emergency needs assessment* <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>	2007 second regular session ²	
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>	2018 annual session ³	
2005	Definition of emergencies* <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>	2020 first regular session ⁴	
2005	Exiting emergencies* <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>	2020 first regular session ⁵	
2006	Targeting in emergencies* <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>	2020 first regular session ⁶	
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>	2018 annual session ⁷	
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>		
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>	2015 first regular session ⁸	

¹ “Summary report on the strategic evaluation of WFP’s capacity to respond to emergencies (2011–2018)” (WFP/EB.1/2020/5-A).

² “Evaluation of WFP’s Strengthening Emergency Needs Assessment Implementation Plan” (WFP/EB.2/2007/6-A).

³ “Summary evaluation report on WFP’s policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017” (WFP/EB.A/2018/7-C).

⁴ “Summary report on the strategic evaluation of WFP’s capacity to respond to emergencies (2011–2018)” (WFP/EB.1/2020/5-A).

⁵ Ibid.

⁶ Ibid.

⁷ “Summary evaluation report on WFP’s policies on humanitarian principles and access in humanitarian contexts during the period 2004–2017” (WFP/EB.A/2018/7-C).

⁸ “Summary Evaluation Report on WFP’s Cash and Voucher policy (2008–2014)” (WFP/EB.1/2015/5-A).

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2009	Capacity development <i>WFP Policy on Capacity Development – An Update on Implementation (WFP/EB.2/2009/4-B)</i>	2017 first regular session ⁹	
2010	HIV and AIDS ^{10*} <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>	2023 first regular session	2021
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience (WFP/EB.2/2011/4-A)</i>	2023 first regular session	2021
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>	2019 annual session ¹¹	
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>	2023 first regular session	2020
2013	School feeding ^{12*} <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	2021 first regular session ¹³	
2015	Gender ¹⁴ <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>	2020 annual session ¹⁵	
2015	Building resilience for food security and nutrition* <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>	2019 first regular session ¹⁶	
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>	2021 second regular session ¹⁷	
2015	Evaluation ^{18**} <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>	2021 annual session ¹⁹	

⁹ “Summary Evaluation Report of WFP Policy on Capacity Development” (WFP/EB.1/2017/6-A/Rev.1).

¹⁰ A thematic evaluation of WFP’s HIV and AIDS Interventions in Sub-Saharan Africa was presented at the 2008 second regular session of the Board (WFP/EB.2/2008/6-A/Rev.1). A strategic evaluation of HIV and AIDS and nutrition started in 2021 and will include an assessment of the respective policies.

¹¹ “Summary report on the evaluation of the update of WFP’s safety nets policy (2012)” (WFP/EB.A/2019/7-B).

¹² An evaluation of the WFP school feeding policy was presented at the 2012 first regular session of the Board (WFP/EB.1/2012/6-D).

¹³ “Summary report on the strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals” (WFP/EB.A/2021/7-B).

¹⁴ An evaluation of the WFP Gender Policy (2008–2013) was presented at the 2014 first regular session of the Board (WFP/EB.1/2014/5-A).

¹⁵ “Summary report on the evaluation of WFP’s Gender Policy (2015–2020)” (WFP/EB.A/2020/7-B).

¹⁶ “Summary report on the strategic evaluation of WFP’s support for enhanced resilience” (WFP/EB.1/2019/7-A). This formative evaluation partially covered the policy.

¹⁷ “Summary report on the evaluation of the WFP South–South and triangular cooperation policy” (WFP/EB.2/2021/6-A).

¹⁸ A peer review of the evaluation function at WFP was presented at the 2014 annual session of the Board (WFP/EB.A/2014/7-D).

¹⁹ “Summary report on the peer review of the evaluation function at the World Food Programme” (WFP/EB.A/2021/7-D).

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2016	Country strategic plans* <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>	2018 second regular session ²⁰	2022
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>	2023 annual session	2022
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>		
2017	Nutrition ^{21*} <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>	2023 first regular session	2021
	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>		
2018	Oversight <i>WFP oversight framework (WFP/EB.A/2018/5-C)</i>		
2018	Enterprise risk management <i>2018 enterprise risk management policy (WFP/EB.2/2018/5-C)</i>		
2019	Local and regional food procurement <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>		
2020	Protection and accountability <i>WFP Protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>		
2021	Fraud and corruption <i>Revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1)</i>		
2021	Workforce management <i>WFP people policy (WFP/EB.A/2021/5-A)</i>		

* Subject to completed, ongoing and planned strategic evaluations.

** New policy planned for presentation to the Executive Board.

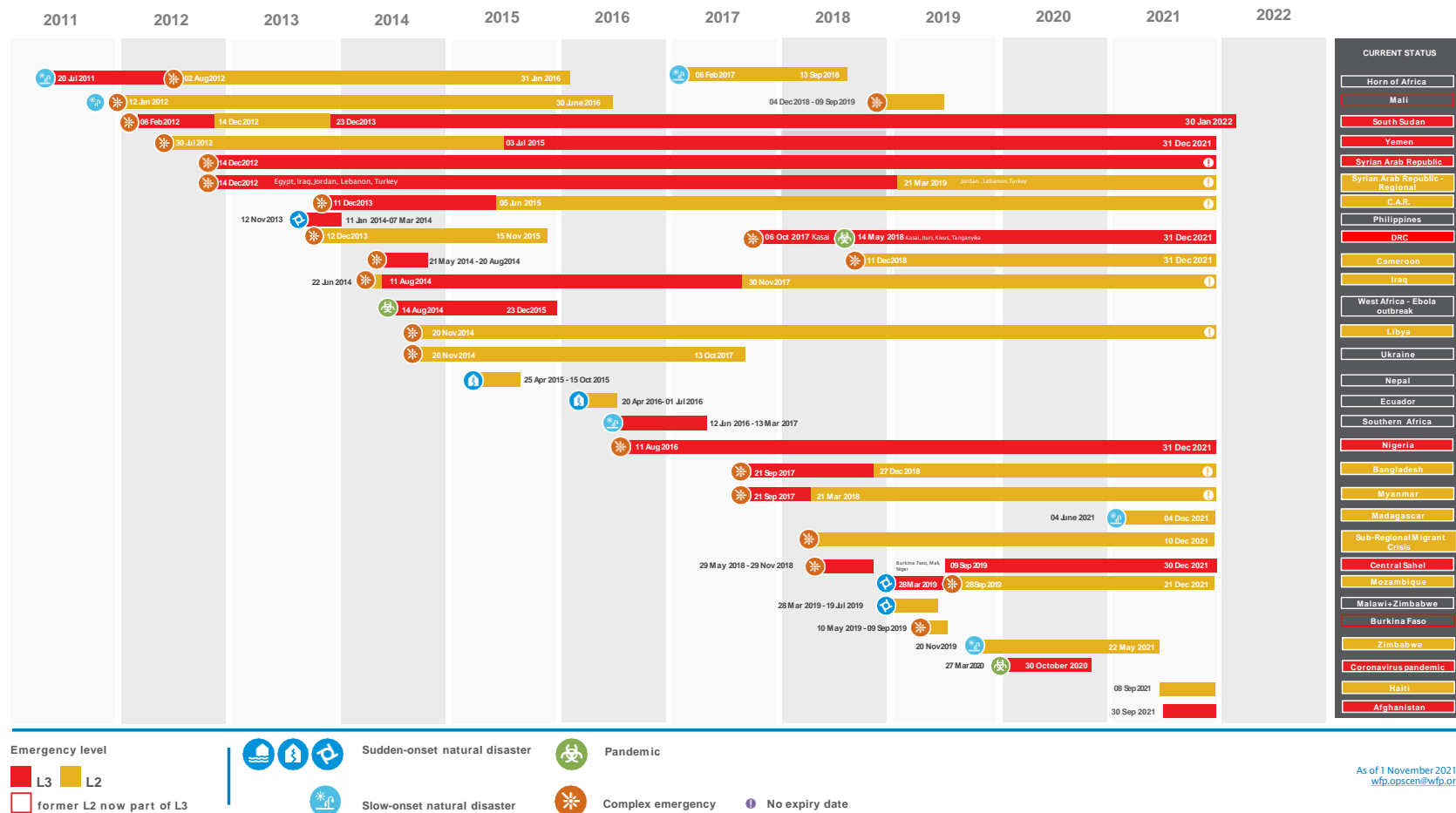
²⁰ “Summary evaluation report of the strategic evaluation of the pilot country strategic plans (2017–mid-2018)” (WFP/EB.2/2018/7-A). This formative evaluation partially covered the policy.

²¹ An evaluation of the nutrition policy (2012–2014) was presented at the 2015 second regular session of the Board (WFP/EB.2/2015/6-A).

ANNEX III

Major emergency responses, 2011–2021

WFP Emergency Responses (L2/L3)



Source: WFP Operational Information Management and Operations Centre Unit, as of 1 November 2021

ANNEX IV

Ongoing impact evaluations conducted under impact evaluation windows in 2021

COUNTRY	FOCUS	PROJECT	STATUS	START/END DATE
Niger: Resilience learning in the Sahel	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated resilience package: communities receive combination of food assistance for assets, school feeding, nutrition-specific and nutrition-sensitive interventions, with lean season support.	Baseline data collection completed in 2021. High-frequency data collection ongoing.	September 2019–September 2022
Mali: Resilience learning in the Sahel	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated resilience package: communities receive combination of food assistance for assets, school feeding, nutrition-specific and nutrition-sensitive interventions, with lean season support.	Baseline data collected in 2021. High-frequency data collection ongoing.	September 2019–September 2022
Democratic Republic of the Congo: WFP-FAO-UNICEF joint resilience programming	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Joint resilience programme: communities receive integrated support for increasing agricultural productivity, improving market access and income diversification, increasing access to basic services and enhancing community-level structures for gender equity, peace and social cohesion.	Paused because of security situation in selected areas.	TBD
South Sudan: Strengthening community resilience in urban settings	<i>Effectiveness of integrating and sequencing interventions for strengthening resilience</i>	Integrated urban resilience package: communities receive a package of interventions aimed at fostering safe learning environments for young and school-age children; access to high-quality health and nutrition services for women and children under 5; and improving the food security and livelihoods of households and communities.	Baseline data collection completed. High-frequency data collection ongoing.	January 2020 – December 2022
El Salvador	<i>Impact of promoting women's choice of assets in CBT programming</i>	Gender-responsive CBT programme: CBT to households affected by drought to facilitate relief and early recovery, accompanied by community-level asset creation activities.	Baseline and midline data collected, and finalizing endline data collection.	August 2019 – January 2022

COUNTRY	FOCUS	PROJECT	STATUS	START/END DATE
Kenya	<i>Impact of CBT with livelihoods training and market engagement on gender-related outcomes</i>	Gender-responsive CBT programme: mobile money transfers with training on food choices, budgeting and meal planning. Includes a market information digital application that tracks food prices and availability.	Baseline data collected in 2021. Midline and endline data collection planned for 2022.	August 2019 – September 2022
Rwanda	<i>Impact of CBT on gender and resilience outcomes</i>	Sustainable Market Alliance and Asset Creation for Resilient Communities and Gender Transformation project (SMART project)	Baseline and midline data collected in 2021. High-frequency data collection ongoing.	November 2020 – December 2023
Syrian Arab Republic	<i>Differential impact of CBT modalities and livelihoods packages on gender-related outcomes</i>	Gender-responsive CBT programme: CBTs for newly resettled internally displaced persons in peri-urban Damascus, accompanied by livelihood training.	Postponed	August 2019 – TBC

ANNEX V

Decentralized evaluations completed in 2021

Regional bureau	Title of decentralized evaluation
Asia and the Pacific	<p>Bangladesh – End-term evaluation of WFP school-feeding USDA McGovern-Dole grant 2017–2020</p> <p>Lao People’s Democratic Republic – End-line evaluation of USDA local regional procurement project in Nalae District, Luang Namtha Province in Lao PDR (2016–2019)</p> <p>Nepal – Mid-term evaluation of the McGovern-Dole International Food for Education and Child Nutrition Program 2018–2021</p> <p>Sri Lanka – Addressing climate change impacts on marginalized agricultural communities living in the Mahaweli River Basin of Sri Lanka from 2013 to 2020</p>
Middle East, Northern Africa and Eastern Europe	<p>Libya – General food assistance and school feeding programmes, Libya (2017–2019)</p> <p>State of Palestine – Evaluation of WFP’s unconditional resource transfer activity under the social safety net programme in Palestine (2018–2020)</p>
Western Africa	<p>Gambia (the) – Mid-term evaluation of nutrition activities in the Gambia 2016–2019</p> <p>Ghana – Final evaluation of the enhanced nutrition and value chains (ENVAC) project (2016–2021)</p> <p>Guinea-Bissau – Final evaluation of McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau 2016–2019</p> <p>Mauritania – <i>Évaluation décentralisée de la contribution du PAM au Système de protection sociale adaptative (SPSA) en Mauritanie depuis 2018</i></p>
Southern Africa	<p>Malawi – Evaluation of food assistance for assets (FFA) in the context of Malawi (2015–2019)</p> <p>Regional Bureau in Johannesburg – WFP contribution to market development and food systems in Southern Africa: A thematic evaluation (2018–2021)</p>
Eastern Africa	<p>Ethiopia – Support for strengthening resilience of vulnerable groups in Ethiopia: the fresh food voucher programme expansion in Amhara Region (2018–2020)</p> <p>Rwanda – WFP’s USDA McGovern-Dole International Food for Education and Child Nutrition Program’s support in Rwanda 2016–2021 (endline)</p> <p>South Sudan – Programme activity evaluation of food assistance for assets (FFA) project in South Sudan March 2016 to December 2019</p>
Latin America and the Caribbean	<p>Dominican Republic – <i>Evaluación conjunta de la actividad articulada de Progresando con Solidaridad y el Servicio Nacional de Salud, con apoyo del Programa Mundial de Alimentos, para la prevención de la desnutrición y la anemia en población nutricionalmente vulnerable de la República Dominicana 2014–2020</i></p> <p>Honduras – <i>Evaluación del modelo de descentralización del Programa Nacional de Alimentación Escolar (PNAE) 2016–2019</i></p>
Headquarters	Title of decentralized evaluation
Gender Office	Global end-term evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020

ANNEX VI

Interim country strategic plans ongoing in 2021

Country	ICSP cycle	Last portfolio evaluation	ICSP evaluation start
Algeria	2019–2022		2020
Angola	2020–2022		
Burundi	2018–2021	2016	
Caribbean	2020–2022		
Central African Republic	2018–2022	2018	2020
Cuba	2020–2021		
Democratic People's Republic of Korea	2019–2022		
Guinea	2019–2022		
Islamic Republic of Iran	2018–2022		
Libya	2019–2021		
Pacific	2019–2022		
Somalia	2019–2021	2018	
South Sudan	2018–2022	2017	2021
Syrian Arab Republic ¹	2019–2021	2018	
Togo	2021–2022		
Turkey ²	2020–2021	2018	
Yemen ³	2019–2021		

¹ The Syrian Arab Republic portfolio was covered in 2018 by the evaluation of the WFP regional response to the Syrian crisis (2015–2017).

² The Turkey portfolio was covered in 2018 by the evaluation of the WFP regional response to the Syrian crisis (2015–2017).

³ An inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen is ongoing.

Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CBT	cash-based transfer
CLEAR-AA	Centre for Learning on Evaluation and Results – Anglophone Africa
COP26	Twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
IFAD	International Fund for Agricultural Development
KPI	key performance indicator
LTA	long-term agreement
OEV	Office of Evaluation
PSA	programme support and administrative
RBA	Rome-based agency
SAMEA	South Africa Monitoring and Evaluation Association
SDG	Sustainable Development Goal
SSTC	South-South and triangular cooperation
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund
UNNEESA	United Nations Network of Evaluation in East and Southern Africa
UNSDCF	United Nations sustainable development cooperation framework
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women