



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

Executive Board
Annual session
Rome, 22–24 June 2022

Distribution: General

Agenda item 7

Date: 24 May 2022

WFP/EB.A/2022/7-A/Add.1

Original: English

Evaluation reports

For consideration

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

Management response to the annual evaluation report for 2021

Introduction

1. This document presents management's response to the sixth and final annual evaluation report produced by the Office of Evaluation (OEV) in line with the evaluation policy for 2016–2021.¹
2. Management notes OEV's continued commitment to an effective and efficient evaluation function, considering the key role that the evaluation function plays in supporting organizational learning, accountability, transparency and overall performance and results.
3. Management values the content of the annual evaluation report for 2021 and acknowledges the importance of presenting the outlook for the evaluation function and highlighting areas for attention in the coming years.
4. This response refers to the key evaluation-related efforts and achievements that supported evidence-based decision making in 2021 and presents the following comments for consideration in future evaluations and annual evaluation reporting under WFP's updated evaluation policy.²

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

² "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C).

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WFP evaluations for evidence-based decision making

5. Management appreciates that WFP adheres to the United Nations definition of evaluation, which states that evaluation serves the dual and mutually reinforcing purposes of accountability and learning.
6. Management notes and appreciates that the updated WFP evaluation policy of 2022 is rooted in the most recent international norms and standards for evaluation. Furthermore, in recognition of and support for the evaluation function, management has embedded evidence use from evaluations as a management key performance indicator (KPI) in the corporate results framework for 2022-2025.
7. Management is committed to ensuring that evidence from evaluations is better combined with research, monitoring and other evaluative activity to strengthen the use of evidence generated and thus improve learning and knowledge management.

Quality of evaluations

8. On the quality of evaluations, management welcomes the information on the results of the post-hoc quality assessment. This seems particularly relevant given the significant increase in the number of evaluations between 2016 and 2021 and the introduction of decentralized evaluations.
9. Management has taken note and recognizes the positive outcome of the peer review of WFP's evaluation function, which was conducted by the United Nations Evaluation Group and the Development Assistance Committee of the Organisation for Economic Co-operation and Development in 2020. Furthermore, management has noted possible areas of collaboration with OEV in working to improve monitoring as well as the evaluation of cross-cutting agendas, joint evaluation and national evaluation capacity, as indicated in the peer review.³ Going forward, this will strengthen overall performance management at WFP, including in evaluation and support WFP overall as a leader and contributor to United Nations reform, country-level harmonization initiatives, independent system-wide evaluations and joint evaluations.

Evaluation and learning

10. On the use of evaluations, given the relatively low rate of implementation of evaluation recommendations noted in the report on the implementation status of evaluation recommendations prepared for consideration by the Board at its 2022 annual session,⁴ management would support an expanded analysis in the "use of evaluation" section of future annual evaluation reports. This is furthermore aligned with the new management result 5 in the corporate results framework for 2022–2025 on evidence and learning which has two new management KPIs, one dedicated to the extent to which draft country strategic plans (CSPs) and policies take into account the findings, lessons and recommendations of evaluations of CSPs and the second to the timeliness of evaluation reports.⁵ Management remains committed to systematically ensuring that all CSP design processes are informed by CSP evaluations as long as the current coverage norm for CSP evaluation is in place.

³ United Nations Evaluation Group and WFP. 2021. *Peer Review of the Evaluation Function at the World Food Programme*.

⁴ "Implementation status of evaluation recommendations" (WFP/EB.A/2022/7-F). The associated KPI measures the extent to which the recommendations made in WFP evaluation reports are implemented in a timely manner. It is linked to management result 5 of the corporate results framework for 2022–2025 and outcome 4 of the 2022 evaluation policy.

⁵ Under the [WFP corporate results framework \(2022-2025\)](#) management result 5 on evidence and learning contains the following KPIs: *Percentage of implemented evaluation recommendations (disaggregated by evaluation type)*; and *Percentage of WFP draft policies and draft CSPs which refer explicitly to evaluation evidence*.

11. Through management result 5, WFP is committed to seeking robust evidence and learning and will strive for ever more timely and relevant evidence gathering, data disaggregation and knowledge sharing across the organization. KPIs in this area include the percentage of implemented evaluation recommendations.
12. Management takes note of the standard questions for all CSP evaluations that were developed since the onset of these evaluations. The questions reflect the assessment of the internal coherence of CSPs at the design stage, distinguishing between the relevance of WFP targeting and its efficiency in covering targeted populations as well as the WFP response to the COVID-19 pandemics. Management welcomes the recent updates to ensure that the assessment of WFP effectiveness includes analysis of WFP's contributions to United Nations sustainable development cooperation frameworks and the appropriateness of human resource capacity for delivering on the CSPs.
13. Management stands ready to complement OEV's efforts to explore ways to improve the monitoring and evaluation learning loop at the CSP level. The ongoing synthesis of WFP's performance measurement and monitoring (2018–2021) will provide an excellent opportunity to engage on this topic.
14. On resources and earmarking, and specifically with regard to the mention of resource unpredictability and earmarking constraints in paragraph 22 of the annual evaluation report, management notes and agrees that although WFP shifted to the integrated road map to increase flexibility in the use of funds and move away from earmarking, the full benefits of this have yet to materialize.

Moving forward

15. Moving forward under the strategic plan and corporate results framework for 2022-2025, management would welcome evaluation work focusing on the scope and adequacy of the seven management results, related outputs and management KPIs in responding to corporate priorities.⁶ Alternatively, specific management results that are new or of strategic evaluative importance (namely management result 1, on leadership in emergencies, and management result 5, on evidence and learning) would also be welcome as the subject of strategic evaluations. Management suggests that such strategic evaluations would provide complementary information and learning opportunities in addition to those that will be brought about by the mid-term reviews of the strategic plan and the corporate results framework.
16. In closing, management notes continued progress towards fulfilling the evaluation policy's vision of creating a culture of evaluative thinking and behaviour in support of WFP's contribution to the Sustainable Development Goals and the 2030 Agenda for Sustainable Development. Management encourages OEV to consider the above suggestions as implementation of the new strategic plan and corporate results framework for 2022–2025 and the 2022 evaluation policy proceeds. This could also conceivably help shape and account for performance under the new management result 5, on evidence and learning, in the corporate results framework for 2022–2025.⁷

⁶ These cover effectiveness in emergencies, people management, partnerships, funding, evidence and learning, and leveraging of technology and innovation.

⁷ "WFP corporate results framework (2022-2025)" (WFP/EB.1/2022/4-A/Rev.1).