



# Annual Evaluation Report – 2023 in review

Anne-Claire Luzot, Director of Evaluation; Julia Betts, Deputy Director of Evaluation, & Sarah Longford, Deputy Director of Evaluation

Annual Consultation on Evaluation - 27 May 2024



# PART 1 – Key Insight from Centralized Evaluations

- This section offers highlights on:
  - Key areas of achievements and lessons generated by evaluations
  - Recommendations to support WFP in its search for continuous improvement



# 2023 Centralized Evaluations

<b>POLICY</b>	<ul style="list-style-type: none"><li>• WFP's Policy on Country Strategic Plans</li><li>• WFP's Disaster Risk Reduction Management and Climate Change Policies</li><li>• Policy on Building Resilience for Food Security and Nutrition</li></ul>
<b>CORPORATE EMERGENCY RESPONSE</b>	<ul style="list-style-type: none"><li>• Myanmar</li></ul>
<b>COUNTRY STRATEGIC PLANS</b>	<ul style="list-style-type: none"><li>• Benin CSP (2019–2023)</li><li>• Bhutan CSP (2019–2023)</li><li>• Burkina Faso CSP (2019–2023)</li><li>• Cambodia CSP (2019–2023)</li><li>• Dominican Republic CSP (2019–2023)</li><li>• Egypt CSP (2018–2023)</li><li>• Ghana CSP (2019–2023)</li><li>• Haiti CSP (2019–2023)</li><li>• Kenya CSP (2018–2023)</li><li>• Madagascar CSP (2019–2023)</li><li>• Malawi CSP (2019–2023)</li><li>• Namibia CSP (2017–2023)</li><li>• Nepal CSP (2019–2023)</li><li>• Philippines CSP (2018–2023)</li><li>• Senegal CSP (2019–2023)</li><li>• Zambia CSP (2019–2023)</li></ul>

# Strategic Positioning



- Strategic shift to an 'enabling' role achieved
- Support policy formulation social protection and school feeding
- Shift from livelihood to resilience approach
- But sudden emergencies needed crisis response

## Evaluations recommend

- Strengthen preparedness & response capacity
- Link emergency response & ongoing programming
- Align human resources & skills to CSP vision
- Retain dormant emergency Strategic Objective



# Results delivered



- SO1: General Food Assistance & nutrition coverage met - but food security & nutrition aims sometimes missed
- SO2: Strong school feeding & nutrition results – but limited programme integration
- SO3: contribution of resilience to incomes but programmes short term & small scale
- SO4: Some contribution to development of National policies & capacities strengthening - but stronger analysis & strategies needed
- SO5: High quality logistics & supply chain services helped mitigate crisis effects

## Evaluations recommend

- Strategic approach to country capacity-strengthening
- Advocacy for nexus-focused resourcing
- Integrated programme approach & evaluate pilots



# Targeting & prioritization



- **Targeting:** some gaps in vulnerable groups/areas
- **Prioritization:** challenging, reduced food security and nutrition outcomes

## Evaluations recommend:

- Focus all targeting systems on vulnerability, equity, inclusion
- Evidence-based approach to prioritization



# Cross cutting issues



- Protection mostly addressed – but some vulnerable groups missed
- Environmental sustainability - strong but unsystematic efforts; staffing & skills gaps
- Gender equality - uneven & lack of a transformative lens
- Accountability to Affected Populations (AAP) – gaps in use of feedback systems

## Evaluations recommend:

- Stronger skills and capacity for addressing cross-cutting issues, including gender-transformative approaches & disability inclusion
- Attention to use of beneficiary feedback systems



# Partnerships



- Strong strategic partnerships with national authorities & UN agencies
- But gaps in operational co-ordination including local level
- Expanded engagement with private sector

## Evaluations recommend

- Base partnership strategies on shared goals; build operational partnerships
- Sub-national partnerships as part of localization '



# Factors supporting results



1. Technical expertise



2. Principled approach



3. Advocacy capacity e.g humanitarian access



4. Knowledge generation capability



5. Leveraging capacity e.g. for private sector partner engagement



6. Convening power - multi-sectoral dialogue on food security and nutrition



7. Willingness and ability to innovate



8. Brokering skills for food & nutrition security dialogue

# Factors constraining achievement of results



- Earmarked & short-term funding
- Siloes and fragmentation
- Gaps in monitoring capacity / coverage
- Use of available evidence

## **Evaluations recommend**

- Clear programme logic /theory of change
- Integrated organizational structures
- Prioritize innovation
- Investing in monitoring, prioritise knowledge management



## Part 2 – Performance of Evaluation Function

This section reports on progress towards the outcomes set out in the WFP Evaluation Policy (2022) in respect of the:

- quality of evaluation reports;
- evaluation coverage;
- use of evaluations;
- evaluation partnerships and joint evaluations; and
- financial and human resources.



# Outcome 1: Independent, credible and useful evaluations

WS  
1.4.A

Evaluation reports completed in the reference year rated by post-hoc quality assessment as “satisfactory” or “highly satisfactory”



WS  
1.4.B

Evaluation reports completed in the reference year rated by post-hoc quality assessment related to UN System Wide Action Plan for Gender Equality and Empowerment of Women as “meet requirements”

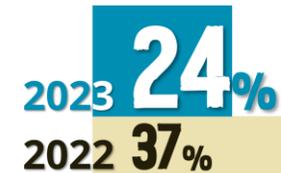
NEW 2023



WS  
1.4.C

Evaluation reports completed in the reference year rated by post-hoc quality assessment related to UN Disability Strategy as “meet requirements”

NEW 2023



# Outcome 2 – Balanced and relevant evaluation coverage

- Centralized Evaluations: adjustments based on consultations with Regional Directors
- Decentralized Evaluations: shifts based on sociopolitical instability, financial constraints and changes in project implementation

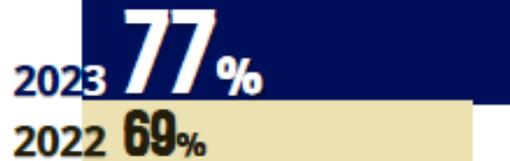
WS  
2.1

Evaluations planned in the reference year that were actually contracted



# Outcome 2: Balanced and relevant evaluation coverage

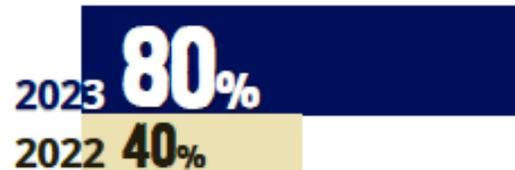
**WS 2.2.A** Active policies evaluated or the evaluation is taking place<sup>25</sup>



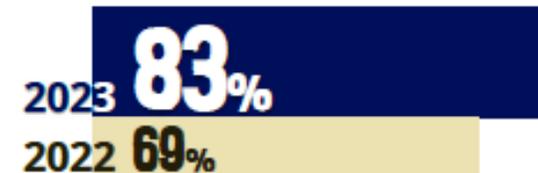
**WS 2.2.B** CSPs or ICSPs due for evaluation, evaluated



**WS 2.2.C** Corporate emergency responses due for evaluation in the reference year, evaluated<sup>26</sup>



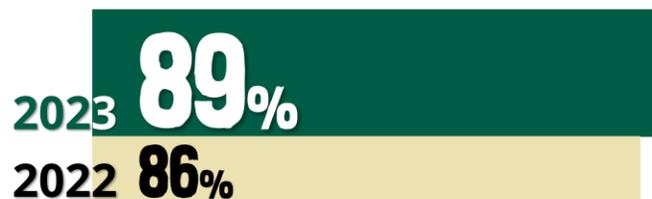
**WS 2.2.D** Country offices with at least one decentralized evaluation commissioned in the CSP or ICSP cycle [ending in the reference year]



# Outcome 3 – Evaluation Evidence systematically accessible and available

WS  
3.1.A

Completed evaluations that are made publicly available in a timely way (corporate results framework KPI)



WS  
3.2.A

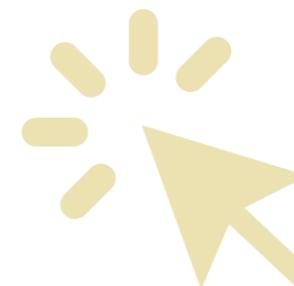
Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence (corporate results framework KPI)



WS  
3.1.C

Evaluation products accessed (corporate results framework KPI)  
*[Percentage increase/decrease of unique downloads of evaluation products from previous year]*

**+31.2%** 2023



**+32.9%**  
2022

# Outcome 4 – Enhanced capacity to commission, manage and use evaluations

WS  
4.1

Completed decentralized evaluations for which the evaluation managers completed the evaluation learning training programme



WS  
4.2.B2

Geographical diversity (UN regional groups) in evaluation teams  
*[Distribution of team member nationalities in United Nations Regional groups of Member States]*

NEW 2023



# Outcome 5 – Partnerships strengthen environment for evaluation and United Nations coherence

WS  
5.1

Joint evaluations with Governments in which WFP engaged in the reference year



Guatemala



Eswatini

WS  
5.2

Joint evaluations with United Nations agencies and other partners in which WFP engaged in the reference year



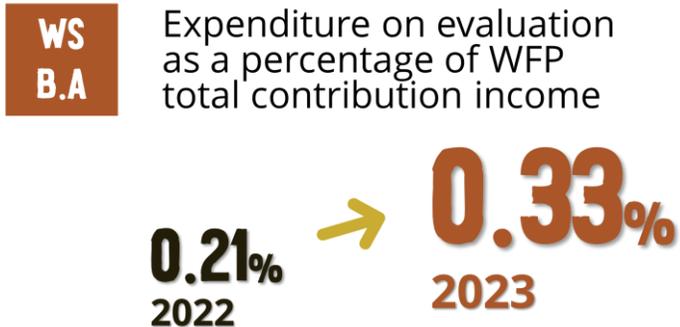
**UNHCR**  
The UN Refugee Agency



World Health  
Organization



# Cross-cutting Workstreams – Financial and Human Resources



**WS B.D2** Geographical diversity (UN regional groups) of evaluation function staff  
*[Distribution of staff nationalities in United Nations Regional groups of Member States]* **NEW 2023**

