Annual Evaluation Report, 2015

Executive Summary

Part 1 of this annual evaluation report presents synthesized findings, lessons and recommendations from Office of Evaluation reports. While the majority are for evaluations completed in 2015, two synthesis reports include some evaluations completed earlier.

Relevant to the current global context and forthcoming World Humanitarian Summit, Section 1.2 presents a synthesis of evaluation findings on WFP's strategic and operational emergency preparedness and response efforts. Reflecting the growing prominence of nutrition issues in global development dialogue around the Sustainable Development Goals and Zero Hunger Challenge, Section 1.3 highlights findings from evaluations concerning WFP's policy, partnerships and programme activities related to nutrition. The synthesis of other findings from country-specific evaluations presented in Section 1.4 reflects on WFP's work in different contexts and its shifts from food aid to food assistance, and from implementer to enabler.

Part 2 reports on developments in WFP's evaluation function, notably its new evaluation policy, which was approved in late 2015, and on the Office of Evaluation's performance against its 2015 workplan. The new policy is supported by an evaluation charter, which establishes the mandate, authorities and institutional arrangements for the new evaluation function and is annexed to this report. Alongside its continued programme of centralized evaluations, the operationalization of the augmented function envisaged in the policy is a major focus for the Office of Evaluation's efforts in 2016.

Building on WFP's strengths is ever more important in the 2030 Agenda era. Drawing on the synthesized evaluations presented in Part 1 and focusing on the topics that featured most frequently in the recommendations of individual evaluations and the two synthesis reports, this summary identifies the following issues for senior management's consideration.

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 some language contained in this report may not be standard WFP terminology; please direct any requests for clarification to the WFP Director of Evaluation.

Overarching Lessons and Recommendations

1. WFP's continued shifts from **food aid to food assistance** and from **implementer to enabler**, as heralded by the 2014–2017 Strategic Plan, were confirmed by many evaluations as highly relevant and appropriate for sustainable hunger solutions in diverse contexts. WFP's strategic reorientation appears to be gathering pace on the ground wherever the context permits, and increasingly recognized by staff.

2. The evaluations confirm WFP's strengths in **emergency response** – often in extremely challenging contexts – which continued to form the bulk of its programme expenditures. WFP's investments in strengthening its response capacity and the coordination and quality of its responses have enhanced its reputation in the humanitarian system, with positive results, especially in large-scale, sudden-onset emergencies. However, the high visibility of Level 3 emergencies, and the global demands of managing several such emergencies concurrently have at times had unintended consequences for chronic, underfunded and lower-level emergencies.

3. The increasing ambition and range of WFP's work require a **knowledge-driven** organization to: manage the continuous innovation demanded by today's complex context; support its partnerships; and underpin its comparative advantage, especially in rapidly evolving fields such as nutrition, resilience and assistance modalities. Reflected in multiple findings concerning data and analysis to underpin programme design, modality selection, targeting and prioritization, outcome monitoring and cost-effectiveness, the evaluations provided ample evidence of positive efforts, although these are not yet fully reflected on the ground. The most frequent category of recommendations related to further strengthening of WFP's **evidence and knowledge culture**, by applying stronger incentives to increase attention to monitoring, evidence generation and analysis in all contexts; and by increasing the sharing and use of lessons in programme design and decision-making.

4. Success in all areas of WFP's work – from emergency response to capacity development – depends on effective **partnerships.** The evaluations revealed a mixed picture regarding collaboration and synergy among United Nations agencies, and relationships with cooperating partners. The second most frequent group of recommendations urged WFP to apply its strong corporate commitment to partnerships more consistently, supported by clear analysis of complementarities and added value.

5. Concerning partnerships with governments, a similar number of reports, including both syntheses, recommended building on identified positive results with more systematic and systems-oriented approaches to **national capacity development** in WFP's areas of proven expertise, such as emergency preparedness, food security and vulnerability analysis, social protection, and school feeding. This strategic reorientation towards supporting national systems tailored to the diverse contexts and sectors in which WFP works entails: i) in contexts other than emergency response, positioning WFP's programming within national social protection and other frameworks, such as for nutrition, and accelerating the shift to enabler by making the provision of technical advice the default standard approach; ii) in protracted situations, developing long-term transition plans that prepare WFP to hand over responsibility to national partners; and iii) in emergency contexts, strengthening the engagement and capacity of national counterparts in preparedness and response.

6. Several evaluations recommended greater **financing flexibility** to support the humanitarian-development nexus and the long-term perspective of the 2030 Agenda, anticipating WFP's ongoing Financial Framework Review and associated processes to better enable country-level results-based management. In this regard, findings concerning developments – for example in cash-based transfer[1] programming and in monitoring systems – suggest that the time lag between system improvements and operational results should not be underestimated.

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[1] WFP now uses the term "cash-based transfers" to refer to both cash and voucher transfer modalities, while evaluation reports reflect the prior separation of cash and vouchers.

7.   Mixed findings on gender led to recommendations in many reports – including the two syntheses – on systematically including plans for meeting gender policy objectives in all projects and country and corporate strategies, moving beyond the "inclusion of women" approach in ways that are appropriate to each context. Underpinning many of these issues is WFP's investment in its staff through the People Strategy. There were multiple recommendations on: i) ensuring that relevant staff profiles and deployments combine the necessary operational competence with strategic, partnership and analytical skills; and ii) providing staff with accessible guidance and skills development, notably in accountability to affected populations, gender, equity-focused programme design and monitoring, and in rapidly evolving areas of knowledge such as cash-based transfers and nutrition programming.

Draft decision*

The Board takes note of "Annual Evaluation Report, 2015" (WFP/EB.A/2016/7-A*) and the management response in WFP/EB.A/2016/7-A/Add.1, and encourages further action on the recommendations, taking into account considerations raised by the Board during its discussion.

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* 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 Findings

1.1.   Introduction

1.   At this time of unprecedented humanitarian need and complexity, amid the global dialogue on strengthening the effectiveness of the global humanitarian system and its connections with development, and noting the global Sustainable Development Goal (SDG) commitments to ensuring that through the 2030 Agenda "no one is left behind", this year's synthesis of common findings and lessons from evaluations highlights issues that are particularly relevant to WFP's next Strategic Plan.

2.   Reflecting this global dialogue and the range of evaluations completed in 2015, this year's synthesized findings are presented in three sections: i) emergency preparedness and response; ii) nutrition; and iii) country-specific evaluations.

3.   With the resources available to WFP's Office of Evaluation (OEV), different types of centralized evaluation are conducted to assess systematically the relevance, alignment, coherence and coordination of WFP's policies, strategies, country portfolios and operations, and their results in terms of effectiveness, efficiency, impact and sustainability. While the 32 evaluations covered in Part 1 (Table 1), were not selected for statistical representativeness, they span all WFP activity types across a wide range of environmental, political and socio-economic settings, and cover two of its most important thematic areas – emergency response and nutrition.

4.   Each synthesis used an analytical framework based on the evaluation questions and the prominent themes of findings, systematically extracted from the evaluation reports and analysed for common patterns and notable divergences related to strengths, weaknesses, challenges, strategic conclusions and lessons.

TABLE 1: EVALUATIONS SYNTHESIZED IN PART 1 OF THE 2015 ANNUAL EVALUATION REPORT

Subject		Reference period												
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Synthesis 1 – Emergency Preparedness and Response														
Synthesis of WFP's Emergency Preparedness and Response	WFP's Preparedness and Response Enhancement Programme (PREP)							▓	▓	▓				
	Global logistics cluster**	▓	▓	▓	▓	▓	▓	▓	▓					
	FAO/WFP Joint Evaluation of **Food Security Cluster Coordination** in Humanitarian Action*					▓	▓	▓	▓	▓	▓			
	WFP's use of **pooled funds** for humanitarian preparedness and response*						▓	▓	▓	▓	▓			
	WFP's Regional Response to the Syrian Crisis							▓	▓	▓	▓			
	Inter-Agency Humanitarian Evaluation of the Response to Conflict in **South Sudan**										▓	▓		
	Inter-agency Evaluation of the **Typhoon Haiyan** humanitarian response *									▓	▓			
	Mozambique: PRRO 200355 (2012–2014)*								▓	▓	▓			
	Mali EMOP 200525* (2013–2014)									▓	▓			
	Ethiopia: PRRO 200290 (2012–2013) mid-term evaluation *								▓	▓	▓			
	Tajikistan: PRRO 200122 (2010–2014) *						▓	▓	▓	▓	▓			
	Madagascar: PRRO 200065 (2010–2013) *						▓	▓	▓	▓				
	Burkina Faso, Mali, Mauritania, the Niger: Regional EMOP 200438 (2012–2013) *								▓	▓				
Country programme evaluation	United Republic of Tanzania country programme evaluation							▓	▓	▓	▓	▓		
	State of Palestine country programme evaluation							▓	▓	▓	▓	▓		
Operation evaluation	**Somalia**: PRRO 200443 (2013–2015) mid-term evaluation									▓	▓	▓		
	Iran: PRRO 200310 (2013–2015) mid-term evaluation									▓	▓	▓		
Synthesis 2 – Nutrition and Synthesis 3 – Country-Specific														
Policy ***	Nutrition Policy							▓	▓	▓	▓			
Strategic ***	Joint Evaluation of Renewed Efforts Against Child Hunger and Undernutrition (REACH) (FAO/UNICEF/WFP/WHO/DFATD Canada)							▓	▓	▓	▓			
Country programme evaluation	United Republic of Tanzania CPE							▓	▓	▓	▓	▓		
	State of Palestine CPE							▓	▓	▓	▓	▓		
Level 3	WFP's Regional Response to the Syrian Crisis							▓	▓	▓	▓			
Synthesis year 2 of operations evaluations	**Armenia**: DEV 200128 (2010–2016) mid-term evaluation						▓	▓	▓	▓	▓	▓	▓	
	Bangladesh: CP 200243 (2012–2016) mid-term evaluation								▓	▓	▓	▓	▓	
	Ecuador: PRRO 200275 (2011–2014)							▓	▓	▓	▓			
	Ghana: CP 200247 (2012–2016) mid-term evaluation								▓	▓	▓	▓	▓	
	Guinea Bissau PRRO 200526 * (2013–2015)									▓	▓	▓		
	Haiti DEV 200150 * (2012–2014)								▓	▓	▓			
	Honduras CP 200240 * (2012–2016) mid-term evaluation								▓	▓	▓	▓	▓	
	Iran (Islamic Republic of): PRRO 200310 (2013–2015) mid-term evaluation									▓	▓	▓		
	Malawi CP 200287 * (2012–2016) mid-term evaluation								▓	▓	▓	▓	▓	
	Mali EMOP 200525 * (2013–2014)									▓	▓			
	Mozambique: CP 200286 (2012–2015) mid-term evaluation								▓	▓	▓	▓		
	Pakistan PRRO 200250 * (2013–2015)									▓	▓	▓		
	Somalia: PRRO 200443 (2013–2015) mid-term evaluation									▓	▓	▓		
	Tunisia: DEV 200493 (2012–2015)								▓	▓	▓	▓		
	Zambia CP 200157 * (2011–2015) mid-term evaluation							▓	▓	▓	▓	▓		
	Zimbabwe PRRO 200453 * (2012–2015)								▓	▓	▓	▓		

CP = country programme; DEV = development project; EMOP = emergency operation; PRRO = protracted relief and recovery operation
* Evaluation completed in 2014
** Evaluation completed in 2012
*** Evaluation only included in synthesis 2 on nutrition
Source: OEV database. Reference period: For operations evaluations, it refers to the duration of the operation and the scope of the evaluation.

1.2.   Emergency Preparedness and Response

5.   WFP is a leading actor in the international humanitarian system. In 2014[2] WFP was the single largest recipient of overall humanitarian funding and of pooled funds; emergency preparedness and response (EPR) activities totalled USD 3.65 billion or 86 percent of WFP's programme expenditures, directly assisting 70 percent of its beneficiaries. It leads or co-leads three of the global clusters introduced in 2005: Logistics, Food Security, and Emergency Telecommunications.

6.   Acknowledged weaknesses in the humanitarian system's collective response to three large-scale emergencies in 2010 prompted the Inter-Agency Standing Committee (IASC) to adopt the Transformative Agenda in 2011 to strengthen leadership, coordination and accountability in

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[2] The latest year for which published data were available.

major humanitarian responses. As well as participating in this global reform agenda, WFP also introduced a series of internal strengthening initiatives, which were consolidated into a major organizational redesign in 2012 and 2013.

7. Since then however, the number, scale and complexity of emergencies have increased, further stretching the capacities of donors and humanitarian organizations. In 2015, WFP and the IASC-led humanitarian system responded to six concurrent Level 3 emergencies[3] and six Level 2 emergencies,[4] the majority of which had been ongoing for longer than a year. In May 2016, the United Nations Secretary-General convenes the first World Humanitarian Summit to "generate greater global leadership and political will to end conflict, alleviate suffering and reduce risk".

8. Reflecting this context, emergency response and preparedness continued to form a major focus of WFP's evaluations during 2015. In addition to participating in inter-agency evaluations of IASC's collective responses to Typhoon Haiyan in the Philippines and the crisis in South Sudan, in 2015 OEV completed evaluations of WFP's response to the Syrian crisis and of its Preparedness and Response Enhancement Programme (PREP). The latter evaluation formed the last in OEV's series of strategic evaluations on EPR, complementing those completed in 2014 on WFP's use of pooled funds and of the food security cluster. This section of the AER considers the synthesis evaluation report of this series,[5] together with EPR-related findings from five other evaluations completed in 2015.[6]

9. Together, the six base evaluation reports covered WFP's EPR activities in 30 countries, including the two collective responses in the Philippines and South Sudan. The analysis revealed a high degree of consistency in findings and recommendations across the reports.

WFP's EPR capacity and position in the humanitarian system

10. A major finding from the evaluations is that WFP strengthened its capacity to implement EPR programmes in line with global reform efforts such as the Transformative Agenda. Along with its active contributions to inter-agency reforms and processes, this capacity strengthened WFP's position in the evolving humanitarian system.

11. WFP's investments in EPR through PREP and the clusters it leads or co-leads were highly relevant. They contributed to positive results, especially in responses to Level 3 emergencies. New system-wide and corporate processes promoted by global reforms satisfied demands from Headquarters, donors and international humanitarian partners. Strengthened coordination capacities and WFP's investments in operational information management resulted in more timely, consistent and user-friendly products for corporate and external audiences. The reform efforts also enabled WFP to harness more predictable contributions from the Central Emergency Response Fund.

12. WFP used system-wide instruments, such as global and country-based pooled funds, with positive results. Although they accounted for only 4 percent of WFP's donor contributions between 2009 and 2013, pooled funds significantly contributed to WFP's operations, complementing internal advance financing mechanisms. They were also important for funding common services provided by WFP.

13. In addition, WFP supported global reform processes by sharing experiences, good practices and tools. Its EPR package facilitated the development of a global protocol on emergency response preparedness, led by the IASC Preparedness and Resilience Task Team as part of the

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[3] Central African Republic, Ebola virus, Iraq, South Sudan, Syrian Arab Republic, Yemen.

[4] Democratic Republic of the Congo, Libya, Mali, Nepal, Somalia, Ukraine.

[5] See "Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response (2012–2015)", covering evaluations of PREP, the food security cluster, the global logistics cluster, the use of pooled funds, the Philippines (inter-agency), emergency operations in Mali and the Syrian region, and protracted relief and recovery operations in Ethiopia, Madagascar, Mozambique and Tajikistan.

[6] Country portfolio evaluations in the State of Palestine and the United Republic of Tanzania; inter-agency evaluation in South Sudan; and operation evaluations in the Islamic Republic of Iran and Somalia.

Transformative Agenda. WFP's innovative internal advance financing mechanisms were also identified as valuable examples for other humanitarian actors.

14.   However, the evaluations also identified some shortcomings. For example, the EPR synthesis found that while the focus on Level 3 emergencies improved WFP's response to corporate emergencies, there were sometimes unintended consequences for chronic, underfunded and lower-level emergencies.

15.   WFP's strong engagement in inter-agency response planning increased coherence, trust and ownership at the country level, but these processes were highly resource-intensive and did not result in significant changes to the strategic approach or content of operations. Overly demanding processes and limited or inconsistent field-level acceptance of reforms were widely reported in the evaluations.

Gender and accountability to affected populations

16.   The synthesis report highlighted that the clear corporate commitment to cross-cutting issues expressed by WFP and the humanitarian system was often incorporated to only a limited degree in operations. For example, although pooled funds had facilitated use of the IASC gender marker, and gender-disaggregated data were collected during needs assessments and monitoring, these developments had limited influence on WFP's programming. Limited funding for gender-related programming constrained WFP's ability to reduce gender gaps.

17.   The extent to which beneficiaries were consulted and their concerns addressed in programming varied. For example, although WFP set up a beneficiary hotline in Somalia in 2010, it was not widely known to locals at the time of the evaluation. On the other hand, WFP's approach to mainstreaming beneficiary considerations into programmes in South Sudan was cited as a positive example. Another positive example was noted in the State of Palestine, where WFP learned from and acted on beneficiary feedback.

Programmes using cash-based transfers

18.   The humanitarian system is undergoing a dynamic shift in transfer modalities from in-kind assistance to cash-based transfers.[7] This trend was also visible in – and in part led by – WFP, whose use of cash-based transfers in all contexts rose from 1 percent of beneficiaries in 2009 to 11 percent in 2014, representing 21 percent of WFP's 2014 operational costs.[8]

19.   Echoing the 2014 AER, which covered the evaluation of the cash and vouchers policy, the 2015 evaluations generally commended WFP for its increased use of cash-based transfers, highlighting the benefits of these modalities and their positive reception by beneficiaries. In the State of Palestine for example, WFP's innovative electronic voucher system served as a model for operations elsewhere. However, there were gaps in WFP's capacity for rapid implementation of cash-based transfers in emergency settings. Several evaluations – including those in the State of Palestine and of the regional response to the Syrian crisis – identified weaknesses in the analysis supporting the selection of modalities, particularly between vouchers and cash.

20.   Following the policy evaluation, in 2015, changes were made to corporate systems and guidance to enable more precise cost and outcome analysis of restricted and unrestricted, conditional and unconditional transfers; these changes will be assessed in future evaluations.

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[7] See also *Doing Cash Differently: How Cash Transfers Can Transform Humanitarian Aid.* London: Overseas Development Institute, 2015.

[8] WFP Annual Performance Report 2014, latest available data.

Non-governmental partners

21.   The evaluations found that WFP's relationships with non-governmental partners varied widely. Examples of effective partnerships were noted for example in Ethiopia and the United Republic of Tanzania; however, in Jordan, Lebanon and the Philippines, non-governmental organizations perceived their relationships with WFP – and other United Nations agencies – as contractual rather than true partnerships.

22.   Limited risk sharing, gaps in partners' capacity and insufficient consultation with non-governmental partners compromised programme implementation in some cases, such as in Iraq and Madagascar, and necessitated a shift to direct implementation by WFP in South Sudan. Pooled funds also did not result in any significant change in WFP's relationships with its partners. In contrast, some clusters led or co-led by WFP were found to have built trust and improved relationships with partners, such as in Bangladesh and Mali.

23.   Overall, measures for addressing these shortcomings through PREP were found to be inadequate for the importance of the issue, and there remains scope for ensuring that clusters systematically involve all participants as equal partners.

Capacity development of government partners

24.   WFP made important investments in developing the EPR capacities of government agencies, particularly in countries enduring frequent natural shocks. For example, the logistics cluster supported national disaster management agencies in improving warehousing and contingency planning in Haiti, Mozambique, Pakistan and several Pacific island countries. WFP also achieved positive results in building local capacities through vulnerability analysis and mapping activities in the State of Palestine and the United Republic of Tanzania, and through contingency planning and food-management support in Ethiopia, Mozambique and Tajikistan.

25.   Overall however, the strengthening of government partners' capacities did not receive sufficient emphasis and lacked coherence. Only 11 percent of PREP funding was allocated to strengthening the capacities of national authorities. Despite the availability of inter-agency guidance, evaluations of food security and logistics clusters reported that the clusters' roles in preparedness and capacity development were unclear. Pooled funds were found to have little comparative advantage in financing capacity-development activities.

Human resources

26.   In addition to relationships with partners and the often challenging operating contexts, other factors also affected WFP's EPR performance. While all evaluations emphasized WFP's experienced and pragmatic staff, whose capabilities earned WFP credibility with partners, human resources remained a major concern.

27.   Initiatives introduced by PREP, such as the emergency response roster, addressed only some aspects of reported challenges, and systemic staffing gaps significantly constrained the performance of operations. Global clusters led or co-led by WFP deployed their own staff from support teams as surge capacity to fill gaps in the field, but this reduced staff's capacity to undertake important core tasks at the global level. Staff training courses were of high quality, but their targeting and links to deployments were identified as areas for improvement.

Funding and flexibility

28.   Most evaluations identified funding gaps as limiting WFP's performance, causing delays, pipeline breaks, reduced delivery volumes and ration cuts. Inconsistent resourcing for strategic activities such as those introduced by PREP created concerns about sustainability. Dedicated funding for the global logistics cluster brought benefits in predictability and timeliness, but funding shortfalls at the country level led to inefficiency and the suspension of partners' programmes, as in South Sudan. The effectiveness of the food security cluster was limited by inconsistent funding at the global and country levels, despite wide recognition – confirmed by evaluations – that investments in coordination are worthwhile.

29.   WFP's two advance-financing mechanisms – the Immediate Response Account and the Working Capital Financing Facility – allowed it to respond and scale up quickly. Pooled funds were often used as collateral for, or repayments of, internal advances, for which ceilings nearly doubled between 2012 and 2014, significantly improving the availability of rapid and flexible funding. In 2014, WFP set up a joint rapid response mechanism with the United Nations Children's Fund (UNICEF), which was activated in South Sudan the following year, enabling the two organizations to scale up quickly to reach more than 1 million people in remote areas.

Lessons from EPR evaluations

i)   With some shifts in emphasis, the findings from the evaluations completed in 2015 largely confirmed the lessons on EPR provided in the 2014 AER. First, the positive benefits of innovations introduced through the global humanitarian reform process, including clusters, pooled funds and advance financing mechanisms, were reaffirmed by this broader 2015 analysis. WFP's investments in EPR, including strengthened technical capacity and advance financing mechanisms, enabled it to build on its strong reputation with more effective and predictable responses, especially to large-scale, sudden-onset emergencies.

ii)   Of importance to the World Humanitarian Summit (WHS), the second emerging lesson from 2014 – which identified the risk of system-wide processes crowding out operationally relevant activities – is confirmed. The 2015 evaluations found that the increasing demands of global processes are limiting the implementation of corporate reforms and have unintended effects, leading to recurring calls for scaling back these processes to reduce demands on field staff.

iii)   Despite the confirmed contribution of clusters to humanitarian response, the challenge of adequately resourcing cluster coordination remained in 2015: several evaluations called for more resources and leadership of human resources for emergency response. WFP's dedicated and competent staff delivered in ever-more demanding contexts, but the 2015 evaluations found that, despite the progress made, challenges remain, particularly regarding lack of capacity in newer areas such as the use of cash-based transfers in emergencies. Considering the importance of such transfers for WFP's effectiveness, all evaluations recommended further investment and attention in this rapidly changing area.

iv)   Building on the fourth emerging lesson from the 2014 evaluations, the analysis for this report confirmed the need for continued efforts to shift relationships with non-governmental partners from contractual to genuine partnerships. Evaluations in 2015 identified several good practices in WFP's engagement with national counterparts, particularly in strengthening EPR, contingency planning and food management. These examples illustrate the importance of strengthening national systems and capacities for emergency preparedness, to move beyond immediate response towards disaster risk reduction and resilience. Many of the 2015 evaluations recommended an increased focus on capacity development in relationships with government partners, and a more consistent approach to relationships with non-governmental partners.

v)   Echoing the 2014 AER, the 2015 evaluations found that there is still room for improving WFP's consideration of gender and accountability to affected people in EPR. This report and its constituent evaluations highlight several examples on which to build.

vi)   The 2015 synthesis revealed recurring calls for more rigorous analysis and its greater use in decision-making, especially related to gender, and accountability to and feedback from. affected people.
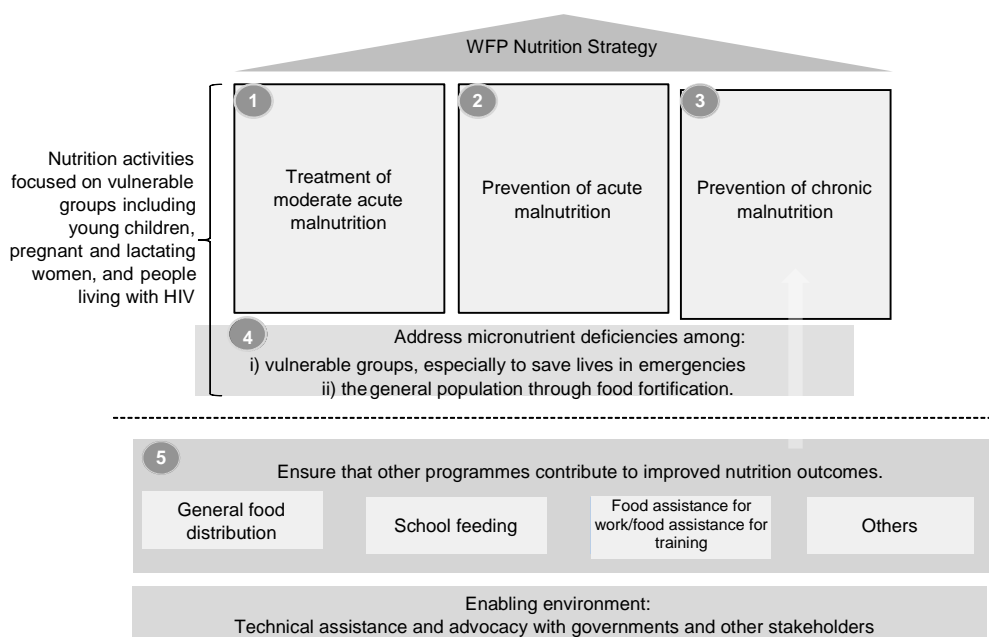
1.3.   Nutrition

30.   International interest in and understanding of nutrition continue to grow. Nutrition features in the SDGs, and the annual Global Nutrition Report[9] promotes global understanding and accountability on nutrition. Nutrition featured more prominently in WFP's Strategic Plan 2014–2017 than in its predecessor, building on the 2012 nutrition policy.

31.   Reflecting this increased attention, in 2015 nutrition was prominent on the evaluation agenda both within WFP and beyond. An independent comprehensive evaluation of the Scaling Up Nutrition (SUN) movement[10] confirmed the rapid mobilization of a broad base of supporters and recommended that SUN continue to build on its strengths, address fundamental design weaknesses and strengthen implementation.

32.   In 2015, OEV completed an evaluation of WFP's 2012 nutrition policy and led a joint evaluation of the multi-agency Renewed Efforts Against Child Hunger and Undernutrition (REACH) initiative, whose Secretariat is in WFP. In addition, 11 of the 16 WFP operations and one of the country portfolios evaluated in 2015 included nutrition activities. This section synthesizes all evaluation findings relevant to nutrition.

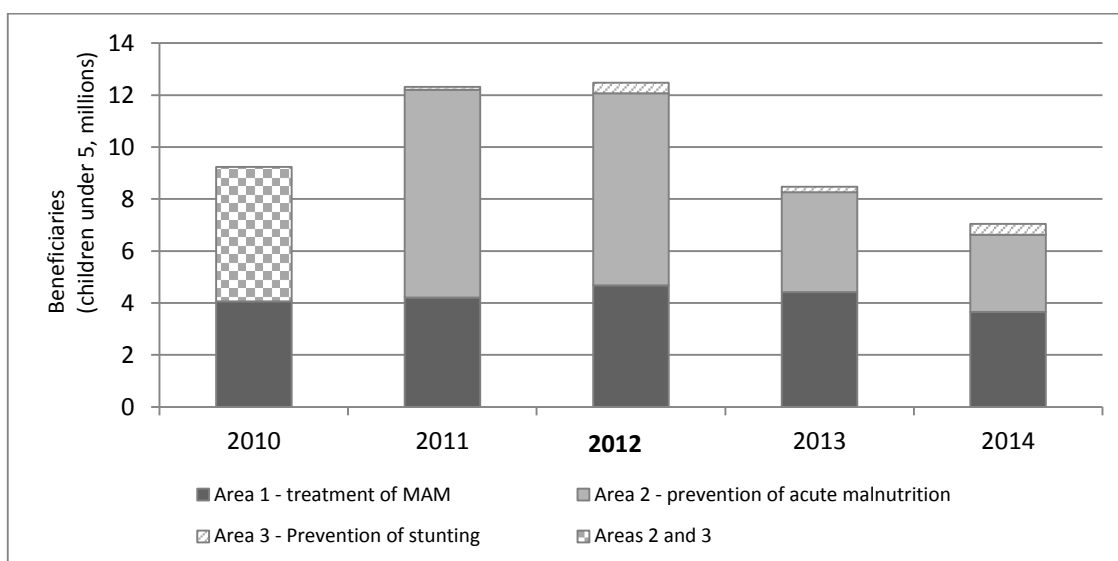*Evaluation of the 2012 nutrition policy*

33.   WFP's nutrition policy seeks to influence almost all of WFP's operations while advocating for a substantial expansion of nutrition programmes. Its conceptual framework distinguishes between nutrition-specific interventions, which address malnutrition directly, and nutrition-sensitive interventions, which address its underlying causes. Five distinct policy areas reflect a growing awareness of the need to address stunting as well as acute malnutrition, and focus on prevention as well as treatment. The policy advocates for working through partnerships and achieving greater coherence among United Nations agencies.

34.   The evaluation found the policy overall both relevant and timely: it was clearly written and well understood across WFP, and its conceptual framework was relevant and durable. It was consistent with WFP's mandate and coherent with its strategic plans, rightly emphasizing the importance of multi-sector and multi-stakeholder approaches and partnerships to address chronic and acute malnutrition, and making capacity development of governments and partners a specific objective.

35.   The policy drew on emerging evidence on undernutrition, including the significance of stunting. However, the evaluation concluded that adequately supporting some of the policy's prescriptions and recommendations with a strong evidence base remains a challenge. The policy omitted important emerging issues such as overnutrition, and its treatment of gender was superficial. It had a practical orientation, but its implied targets for expanding WFP's nutrition programming were overambitious. Its emphasis on supplementary feeding, along with insufficient attention to the complementary factors recognized in its conceptual framework, reinforced perceptions of the policy's excessive focus on product-based solutions.

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[9] International Food Policy Research Institute. 2015. *Global Nutrition Report 2015: Actions and accountability to advance nutrition and sustainable development.* Washington, DC.

[10] Mokoro Limited. 2015. Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement: Final Report – Main Report and Annexes. Oxford, UK.

Figure 1: Nutrition policy conceptual framework

36. Initial results included upgraded nutrition specifications for the commodities WFP procures; however, nutrition programmes were not scaled up to the extent envisaged by the policy (Figure 2: Actual beneficiaries in nutrition policy areas 1–3, 2010–2014). Food remained the dominant modality for WFP's nutrition interventions, with limited use of cash-based transfers reflecting the limited global evidence base for nutrition outcomes related to this modality. Stunting prevention programmes grew rapidly from a low base, but beneficiary numbers in areas such as treatment and prevention of acute malnutrition did not increase.

37. WFP has been proactive in the SUN movement and other partnerships, but progress towards greater coherence among United Nations agencies, although not entirely within WFP's control, has been regrettably slow.

Figure 2: Actual beneficiaries in nutrition policy areas 1–3, 2010–2014

Source: Nutrition policy evaluation report.
MAM = moderate acute malnutrition.
The analysis was limited to children under 5. Area 4 beneficiaries are captured in Areas 1−3. For Area 5, the evaluation was unable to distinguish between potential and actual nutrition-sensitive interventions.

38.   The evaluation recommended: i) revising, updating and further developing the nutrition policy, and linking it to WFP's next Strategic Plan; ii) improving policy guidance and dissemination, particularly in critical areas identified in the evaluation, including gender and nutrition-sensitive programming; iii) improving monitoring and operational research; iv) developing capacity within WFP; v) continuing WFP's commitment to multi-sector partnerships; and vi) addressing systemic issues that constrain resource availability.

Evaluation of REACH

39.   The United Nations REACH initiative aims to support the governance of country-level nutrition responses. It brings together WFP, the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), UNICEF and the International Fund for Agricultural Development (IFAD) to strengthen country-level nutrition planning and promote stronger nutrition coordination among these United Nations agencies. REACH began in 2008 and was expanded in 2010. This evaluation, covering 2011–2015, focused on the role of the REACH Secretariat, hosted by WFP, and its results in Bangladesh, Ghana, Mali, Mozambique, Nepal, Rwanda, Uganda and the United Republic of Tanzania.

Figure 3: REACH theory of change

If we address these issues …	with these strategies …	then we can achieve …	this impact
Little consensus on the causes of undernutrition	**REACH outcomes**	**Governance impact**	**Nutritional impact and coverage**
Little transparency about multitude of activities	**1** Increase awareness and consensus of stakeholders	Better management and governance of a multi-sector approach to nutrition	
Limited political commitment	**2** Strengthened national policies and programmes	Political support to fund programmes	**Improved nutrition for women and children**
Weak coordination of gov'ts with United Nations agencies and other stakeholders	**3** Increased human and institutional capacity		
Nutrition is not seen as a multi-sector issue	**4** Increased effectiveness and accountability		
Poor capacity development			
Accountability and responsibility are undervalued			

Source: REACH evaluation report.

40.   The evaluation found that REACH fitted well with the priorities of the international nutrition agenda and of partner agencies, including gender and equity objectives. At the country level, it complemented the SUN movement. However, considering the complexity of the institutional environment, its timeframes were overambitious; its theory of change underestimated the importance of political commitment and the political economy of inter-agency cooperation; and its design was under-resourced for the scale of intended change.

41.   REACH made substantial progress in two of its four outcome areas: Outcome 1 – Increased awareness and commitment; and Outcome 2 – Strengthening national nutrition policies and programmes. There was less progress towards Outcome 3 – Capacity development and Outcome 4 – Increasing effectiveness and accountability. The initiative's high-level planning, tools and analysis highlighted equity and gender issues in nutrition, but implementation in these areas was slow. Country-level results were achieved at lower cost than budgeted, allowing timelines to be extended.

42.   Even before the evaluation was complete, it had been decided that REACH would become the coordinating body for the United Nations SUN Network. Taking this decision into account, the evaluation's recommendations centred on: i) maintaining the focus of REACH as a neutral facilitator of country-level nutrition governance; ii) expanding timeframes for engagement; iii) strengthening incentives for agencies' contributions to the initiative; iv) redesigning the theory of change; v) aligning REACH with other technical support initiatives in nutrition; and vi) strengthening support for gender and equity in nutrition.

Nutrition findings from other evaluations

43.   Nutrition-related findings from 2015 operation evaluations corroborated the nutrition policy evaluation findings regarding the uneven pace of roll-out of the policy's concepts and approaches. There were delays in implementing nutrition-sensitive programming and building the required evidence base through accurate monitoring and impact measurement. In a few cases – most notably in Bangladesh – country offices clearly applied the policy in analysis and programme design. In others, the evaluators' analysis drew explicitly on the policy's concepts, but in several cases, the nutrition policy had little apparent influence on programmes or on the approach to their evaluation.

44.   Several findings from operation evaluations concerning WFP's overall effectiveness are also relevant to its nutrition efforts. For example, operational ambitions frequently outstripped WFP's human resource capacity; the skills and approaches required were not always matched by WFP's technical and human capacities; and, when funding was constrained, WFP could be more effective by concentrating its activities in fewer areas over a sustained period.

45.   Reflecting programme design, nutrition was not a significant theme in the evaluation of the Syrian response. The Tanzanian country programme evaluation (CPE) found that WFP had followed policy guidelines in addressing stunting and micronutrient deficiencies in refugee camps, and had engaged constructively in national nutrition policy discussions, but could have been more proactive. Considering the relatively low levels of undernutrition, the increasing obesity and the micronutrient deficiencies in the State of Palestine, its CPE affirmed WFP's decisions to adjust the composition of food rations and work with government and other partners instead of providing special nutrition products.

Lessons from nutrition evaluations

i)   *WFP's role and comparative advantage in nutrition.* Evaluation findings suggest the need for a more realistic view of available resources for nutrition programmes, particularly prevention activities, reflecting the need for clear evidence of WFP's comparative advantage. In coordination with partners, better articulation of the role of product-based approaches is needed, along with evidence of WFP's added value in each nutrition focus area, in both emergency and development contexts.

ii)   *United Nations collaboration.* The evaluations of WFP's nutrition policy and REACH echoed findings regarding United Nations collaboration from the independent evaluation of SUN. They all underscored the need for: i) commitment to the United Nations Global Nutrition Agenda[11] and SUN Network from the highest levels of United Nations agencies; and ii) a clear mandate and stronger accountability mechanisms set by the governing bodies of United Nations agencies to strengthen incentives for inter-agency cooperation and coordination.

iii)   *Operationalizing the nutrition policy.* WFP's nutrition policy is a strong platform, but should be strengthened in several areas:

   a)   WFP is appropriately making nutrition a higher corporate priority, which needs to be reflected in its next Strategic Plan, in full collaboration with other agencies and in line with the United Nations Global Nutrition Agenda.

   b)   There is scope for expanding WFP's nutrition capacity further by equipping country offices and regional bureaux with appropriate staff and skills to deliver high-quality programme management, effective national policy advocacy and support for national nutrition strategy and planning.

   c)   High-quality guidance should be made more accessible to staff. Significant gaps in nutrition guidance should be filled, especially related to nutrition-sensitive approaches, the "double burden", outcome monitoring, and coherence among nutrition, gender and cash-based transfer activities.

iv)   *Strengthening the evidence base for WFP's work in nutrition*:

   a)   Providing evidence of the effectiveness-in-practice of some of WFP's nutrition approaches remains a challenge. There is scope for developing a comprehensive operational research strategy in partnership with international and national nutrition research institutions.

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[11] United Nations Global Nutrition Agenda version 1.0, 2015. The United Nations Nutrition Network comprises WFP, IFAD, FAO, UNICEF and WHO.

b) Progress on utilizing the nutrition outcome indicators included in the Strategic Results Framework is at an early stage. As in other areas, decision-makers are called on to prioritize consistently the need for evidence of impact. The development of guidance appropriate for WFP programmes and national monitoring and evaluation systems will help.

v) *Addressing systemic resource constraints*. In addition to strengthening the evidence base for credible advocacy – particularly on prevention of malnutrition – and the internal and external coherence of nutrition interventions, other efforts to address WFP's resource constraints that are relevant for nutrition include: i) the Financial Framework Review and related measures to increase the flexibility and predictability of funding; and ii) improved financial and outcome monitoring systems to enable better analysis of cost-effectiveness and results-based budgeting and reporting.

1.4.   Country-Specific Evaluations

Context

46.   This section identifies additional findings and lessons synthesized from country-specific evaluations completed in 2015.[12] The evaluations reflected the diversity of WFP's operations, spanning all its activity types implemented in a range of environmental, political and economic contexts, including escalating conflicts, sudden shocks, protracted crises, and relatively stable environments. The contexts described in the two CPEs – the State of Palestine and the United Republic of Tanzania – were notably dissimilar, except for the longevity of WFP's engagement.

47.   Above all, the operations and portfolios evaluated were exceptionally diverse in scale. For example, WFP's regional response to the Syrian crisis had a budget of USD 4.7 billion for 2011–2014, compared with a budget of USD 293 million for the United Republic of Tanzania portfolio for the same period. Of the 16 individual operations evaluated, 25 percent had budgets of less than USD 17 million.[13] Figure 4 illustrates the range of contexts and scales of WFP's responses. This diversity makes the common qualitative findings and lessons emerging from the synthesis all the more significant.

48.   As well as the sheer number and scale of crises in 2015 (see Introduction), the challenges WFP faced have arguably become increasingly complex, concerning for instance: i) understanding beneficiary needs; ii) seeking coherence among an increasingly wide range of actors; iii) assuring that short-term emergency activities take longer-term and interconnected problems into account – "connectedness"; iv) managing transitions between immediate emergency response, protracted crises and long-term social protection; and v) the different approaches appropriate in low- and middle-income contexts.

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[12] The Synthesis Report of Operations Evaluations was presented to the Board in November 2015 and includes operation evaluations conducted between July 2014 and June 2015.

[13] Of the 16 operations evaluations included in the synthesis, 9 are mid-term evaluations.

Figure 4: Contextual characteristics of complex evaluations and operations evaluations

Country Office key ● = Small ● ● = Medium ● ● ● = Large	Complex Evaluations			Operation Evaluations																
	State of Palestine CPE	United Republic of Tanzania CPE	Syrian Response	Armenia	Bangladesh	Ecuador	Ghana	Guinea-Bissau	Haiti	Honduras	Iran, Islamic Republic of	Malawi	Mali	Mozambique	Pakistan	Somalia	Tunisia	Zambia	Zimbabwe
Fragile state*	■		■	■	■		■	■	■			■			■	■			■
Middle-income country**			■	■	■	■	■			■	■				■		■	■	
Affected by recurrent natural disasters***		■		Partial	■	■			■			■	■	■	Partial	■		■	■
WFP office size	●●●	●●	●●●	●	●●●	●	●	●	●●●	●●	●	●●	●●●	●●	●●●	●●●	●	●	●●●

Note: "Large" combines WFP's large and very large classification; "small" combines small and very small.

▨ Partial

* *Source of definition:* Organisation for Economic Co-operation and Development (OECD) 2015 (2014 World Bank, African Development Bank, Asian Development Bank harmonized list); 2014 Fragile States Index, Fund for Peace.

** *Source:* World Bank.

*** *Source:* World Risk Index 2013.

Strategic positioning and partnerships

49.   While continuing to progress from food aid to food assistance as well as responding to escalating and multiple protracted crises, WFP also had to take account of: i) the changing international landscape and objectives reflected in the global humanitarian and development dialogue; ii) global humanitarian reforms; iii) demands for greater transparency, accountability to affected populations and evidence of effectiveness at good value; iv) emerging practices in humanitarian action, influenced by rapid technological advances; and v) evolving knowledge in fields such as nutrition.

50.   Broadly the evaluations confirmed that WFP is continuing its adaptation to these changing international needs and expectations. Generally, operations were found appropriate to *beneficiaries' needs*, but with some qualifications. In several cases, WFP's programmes were not as well aligned with beneficiary needs during implementation as they were at the design stage. This reduced alignment reflects the changing contexts, over-optimistic initial assumptions about funding and/or failure to use monitoring to refine targeting.

51.   Where assessed, WFP's work was broadly aligned with humanitarian principles, but some difficult compromises were noted. For example, while WFP reported that its approach maximized access to affected populations, some beneficiaries and partners perceived that WFP's relationship with the Syrian Government undermined its reputation for impartiality and neutrality. In the State of Palestine, debate over the perceived dichotomy between humanitarian response and development reflected wider institutional challenges for WFP as it seeks to play a more enabling role.

52.   Particularly as WFP continues its shift from implementer to enabler, its choice of, and relationships with, partners are critical to meeting its Strategic Objectives. The 2015 evaluations showed that WFP recognizes this, although greater distinction is required in its partnering approach, appropriate to its many different relationships with implementing agencies, state actors, United Nations and other international agencies, and the private sector.

53.   For example, most evaluations commented positively on the broad coherence with national policies and frameworks. Regarding partnerships with governments, the evaluations found overall strong intent where opportunities existed, albeit with some over-optimistic assumptions about partners' technical and financial capacities, which led to over-ambitious programming. Several evaluations found that more progress could have been made towards alignment with existing national social protection systems – noting the potential for sustainable capacity development of national institutions and for WFP's influence on national policies.

54.   Regarding inter-agency partnerships, alignment with countries' United Nations Development Assistance Frameworks (UNDAFs) was generally strong. However, in the country portfolio operating within a Delivering as One framework, the efforts involved were frequently reported to outweigh the benefits.

55.   Some good examples of private-sector partnerships were highlighted, including the innovative partnership for electronic vouchers in the Syrian regional response. In both this response and the State of Palestine portfolio, there was increased attention to the secondary economic benefits arising from private-sector involvement.

Analysis and design

56.   Substantial analytical work fed into the design of operations and portfolios, with 12 of the 16 operations evaluated showing a strong analytical base. However, evaluations also highlighted the need for continued analysis to support the refinement and adaptation of activities over time, and programme designs frequently failed to address the trade-offs necessitated by underfunding, which could have been anticipated. For instance, while WFP's understanding of humanitarian needs enabled rapid scale up in response to the Syrian crisis – with broadly appropriate programmes at the outset – analyses of markets, gender, food insecurity, conflict dynamics and cost-effectiveness were insufficient to inform decisions regarding targeting and transfer modalities.

57.   Of the six cases assessed in the context of country strategies, only two used these analyses to inform operation design; in some cases and sectors, implementation did not match strategic design, or strategic re-positioning was slow, for reasons that were not always evident. Selection of the best transfer modality is increasingly important, and rapidly evolving technology has broadened the options. Echoing findings from previous years, many evaluations found the analysis underpinning the selection of transfer modalities unsatisfactory – particularly for deciding between cash and vouchers. Recently updated guidance and support for cash-based transfers are expected to be reflected in future evaluation findings.

Performance and results

58.   The 2015 evaluations found generally strong technical performance, with renewed acknowledgement of WFP's agility and strength in logistics and of its leading role in international humanitarian response. They also found innovation and adaptation in response to evolving contexts and to the direction of WFP's successive strategic plans, but they recognized that these adaptations – from food aid to food assistance and from implementer to enabler – are works in progress.

59.   Although WFP's response to the Syrian crisis could have been stronger, the evaluation found that overall, WFP's support was timely and responsive in an operation that was massively scaled up as the crisis evolved. WFP was effective in protecting refugees' food security, and delivered assistance in ways that had collateral economic benefits. In the State of Palestine, the innovative electronic voucher modality was rapidly scaled up, enabling more beneficiaries to be reached than originally targeted, and with greater cost-effectiveness than in-kind assistance.

60.   At the output level, the operation and country portfolio evaluations illustrated that the largest shortfalls in coverage achieved against that planned were in nutrition and food assistance-for-assets activities, mainly because of funding shortfalls. Although general distribution was more likely to reach target numbers of beneficiaries, funding shortfalls and pipeline breaks meant that beneficiaries often did not receive as much assistance as planned. Even when beneficiary numbers met or exceeded targets, transfers were often reduced in frequency, quantity or both.

61.   The evaluations found mixed performance in capacity development. Positive examples consistent with WFP's shift from implementer to enabler were identified in school feeding, disaster risk reduction, national capacity for social protection in the State of Palestine, and vulnerability analysis and mapping in the United Republic of Tanzania. However, 5 of the 16 operation evaluations identified piecemeal approaches rather than systems-oriented models, and some opportunities were missed for engaging in and influencing national policies and/or integrating WFP's portfolio into these. Confusion between capacity development and capacity augmentation continued, and possibilities for hand-over were frequently constrained by governments' limited technical and financial capacities or the national context. Under-reporting and under-representation continued to be significant issues.

62.		The operations and country portfolios evaluated in 2015 also yielded mixed results on gender. Four of the 16 operations had gender-sensitive designs, while gender analysis and subsequent monitoring in others were only superficially considered. However, 13 of the operation evaluations and both the CPEs found evidence of country offices making efforts to tackle gender barriers and empower women, which were not always captured in reporting systems.

Lessons from country-specific evaluations

i)	*On innovation.* Among WFP's most striking innovations is its use of electronic vouchers, especially in emergencies, including its facilitation of platforms for joint use by multiple agencies to meet a range of beneficiary needs. The development and use of electronic vouchers in the State of Palestine was seen as one of the portfolio's greatest achievements, and became a model for WFP operations elsewhere, including in the Syrian response. Echoing similar lessons from last year's AER concerning innovation management, however, innovation must be underpinned by strong analysis and monitoring. Strengthening WFP's monitoring will enable better understanding and credible communication of the costs and benefits of different designs, approaches and modalities.

ii)	*Analysis and monitoring.* Almost all the evaluations stressed the need for WFP to strengthen monitoring and analysis to improve modality design and targeting during implementation as well as to inform initial choices. Both the 2015 synthesis of operation evaluations and last year's AER noted that in WFP's increasingly complex and crowded operating environment, the capacity to provide evidence of outcomes and cost-effectiveness analysis routinely is of ever-greater importance for securing stakeholders' confidence.

iii)	*Stronger links to national social protection systems.* WFP activities increasingly resonate with and form part of wider national social protection systems. WFP should proactively and more consistently engage in the development of these systems, in line with its continuing shift from food assistance implementer to enabler of sustainable hunger solutions.

iv)	*Funding constraints.* WFP is often constrained by the type and volume of funding it receives. In many cases, transfer modalities were bounded by donor preferences.[14] The shift to more strategic and sustainable hunger solutions requires continued effort to achieve more flexible and predictable funding and financial allocations. At the same time, funding constraints can often be anticipated and should be taken into account more explicitly when planning the scale and targeting of WFP's operations.

v)	*From implementer to enabler.* The evaluations found that while progress in this transition continued, limitations persisted. The 2015 evaluations indicated that success lies in smart, strategic choices of national partners for programme delivery and long-term commitment, linked to more comprehensive assessment and systematic approaches to capacity development built on synergies.

vi)	*Corporate systems and support.* WFP has demonstrated its agility in scaling up during rapid-onset stages of crises. Further development of WFP's corporate systems, along with greater support and guidance, would enhance country offices' management of transition in protracted and rapidly altering contexts, and engagement in national capacity development in more stable contexts. This development requires: i) more flexible funding, as implied by the ongoing Financial Framework Review; ii) skills for undertaking WFP's new roles; and iii) more systematic guidance and support in areas where WFP is seeking to strengthen or innovate, particularly monitoring and analysis of cost-effectiveness, gender, social protection and capacity development, and "enabling" approaches more generally.

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[14] The operation evaluation synthesis noted that: "Dependent on voluntary contributions, WFP found itself vulnerable to donor preferences in these 16 operations. Earmarking of funds, short-term commitments and fragmented contributions restricted its room to manoeuvre and limited its scope to strategize for the future. Country-level reorientation has occurred despite, rather than because of, resource flows."

Part 2: WFP'S Evaluation Function

2.1   New Evaluation Policy

63.   Development of WFP's evaluation function in 2015 was framed by the findings and recommendations of two significant reviews in the preceding year: the peer review of WFP's evaluation function carried out by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC);[15] and the Joint Inspection Unit's analysis of evaluation functions across the United Nations system. Following the Board's endorsement of management's response to the peer review recommendations in November 2014, a new evaluation policy was approved by the Board in November 2015.

64.   Coinciding with the 2015 International Year of Evaluation, progress in United Nations and IASC system-wide arrangements for evaluation, and preparations for the 2030 Agenda, the new policy places evaluation at the core of WFP's continued organizational strengthening efforts to achieve its Strategic Objectives and maximize its contribution to the SDGs.

65.   The 2016–2021 evaluation policy[16] aims to strengthen WFP's contribution to ending global hunger by embedding evaluation thinking, behaviour and systems into WFP's culture of accountability and learning, through ensuring that evaluation results are consistently and comprehensively incorporated into WFP's policies, strategies and programmes.

66.   Reflecting the 2030 Agenda's emphasis on global and national partnerships, the new policy establishes WFP's evaluation function as a combined centralized and demand-led decentralized evaluation model – a significant departure from the previous policy. It aims to: i) respond to rising stakeholder demand for evidence of and accountability for results at the country level; and ii) underpin WFP's partnerships and evidence-based contributions to national policies, systems and capacities for achieving the SDGs.

67.   The policy includes a comprehensive normative and accountability framework comprising coverage norms, principles, standards, roles and responsibilities for evaluation across WFP. Alongside its targets for resourcing the substantial increases required in the number of WFP's evaluations, the policy also envisages: augmentation and capacity development of WFP staff; advisory support to enhance the quality of evaluations; knowledge management; and reporting systems. The Director of Evaluation provides global leadership of, sets standards for, oversees and reports on the entire evaluation function.

68.   Recognizing the scale of change implied by this augmentation of WFP's evaluation function, the policy adopts a phased approach to organizational change, foreseeing gradual implementation between 2016 and 2021. The policy is supported by: i) an Evaluation Charter (Annex), which elaborates the evaluation function's mandate, authorities and institutional arrangements; and ii) an internal evaluation strategy to guide the policy's phased implementation. Together, the evaluation policy, charter and strategy form the basis for embedding evaluation across WFP over the coming years. As a first step, the Executive Director opened WFP's first global evaluation meeting, held in late 2015 to disseminate the policy and launch WFP's global evaluation network.

2.2   OEV Performance to Plan in 2015

69.   This section reports on OEV's performance to plan, as presented in WFP's Management Plan 2015–2017. It outlines performance on: i) the conduct and coverage of the planned programme of complex evaluations and the temporary series of operation evaluations managed by OEV; ii) establishment of WFP's decentralized evaluation function; iii) evaluation dissemination and use; iv) engagement in the international evaluation system; and v) the use of human and financial resources for the year, to conclude reporting on OEV's management results.

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[15] Available at: http://documents.wfp.org/stellent/groups/public/documents/reports/wfp264679.pdf

[16] WFP/EB.2/2015/4-A/Rev.1

Evaluations and coverage

70.   The 2015 programme of evaluations completed by OEV sustained the significant advances in evaluation coverage begun in 2014 (Figure 5). In 2015, 27 countries were covered by OEV evaluations – fewer than the peak of 33 covered in 2014, but still representing a healthy increase since launch of the operation evaluation series in 2013, with 20 in 2013 and 21 in 2012.

Figure 5: 2015 Countries covered by centralized evaluations completed in 2015, by region
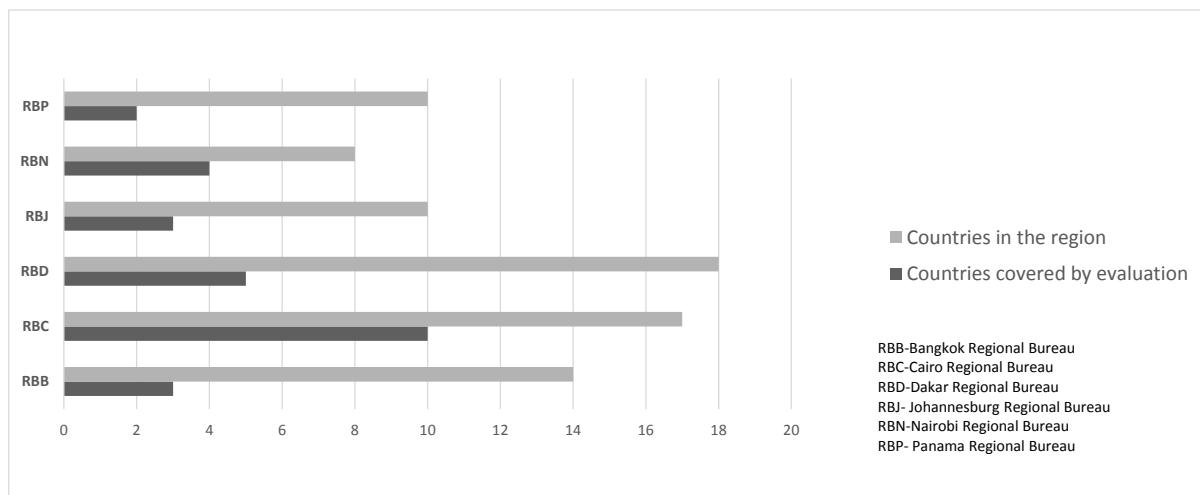
Sources: 2015 OEV database and 2015 programme of work as of 24 January 2016.

71.   Figure 6 shows that as in previous years, there were significant disparities in the regional distribution of evaluations. This is partly because, when selecting countries, greater weight was given to the relevance of the topic, for global evaluations, and to the timeliness of evaluation to inform decision-making, for country-specific evaluations, than to geographical distribution.

Figure 6: Countries visited by evaluation teams[17]
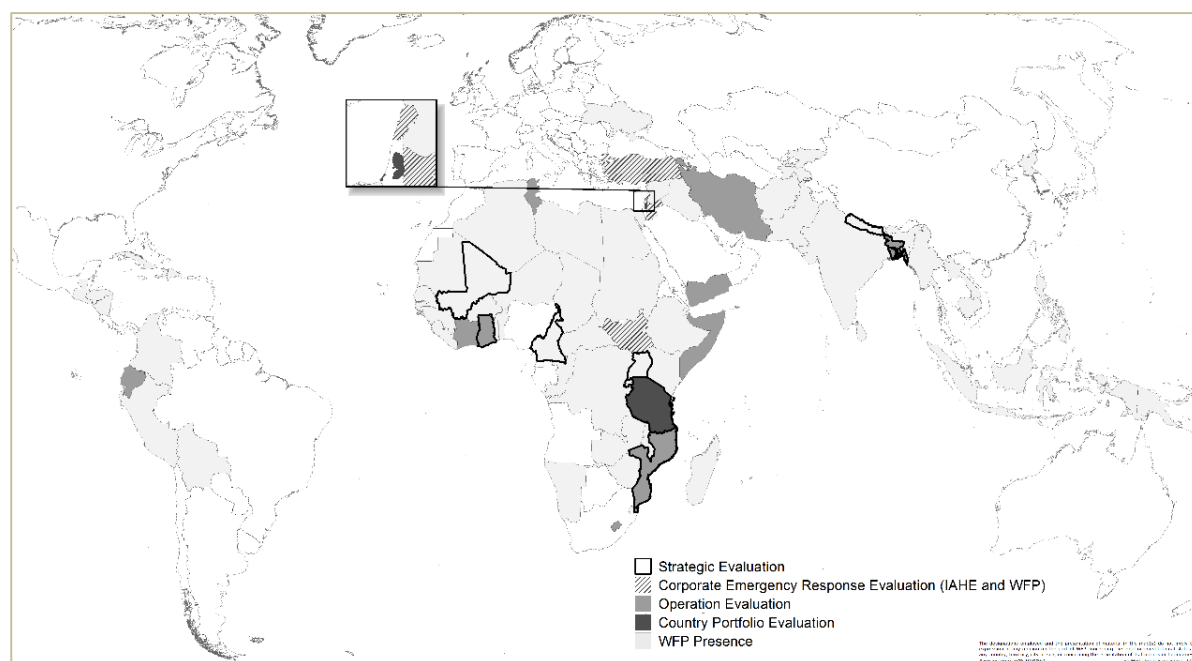
WFP corporate emergency response evaluation = Syrian regional crisis; IAHE corporate emergency response evaluation = South Sudan.

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[17] Evaluation teams of centralized evaluations completed in 2015.

72. Figure 7 illustrates the coverage of operation evaluations completed in 2015. Although the selection of these evaluations took into account the distribution of WFP's programme of work, here too coverage in 2015 alone was not evenly representative of programme categories or regions.[18]

Figure 7: Completed operation evaluations and WFP operations by programme category and region, 2015
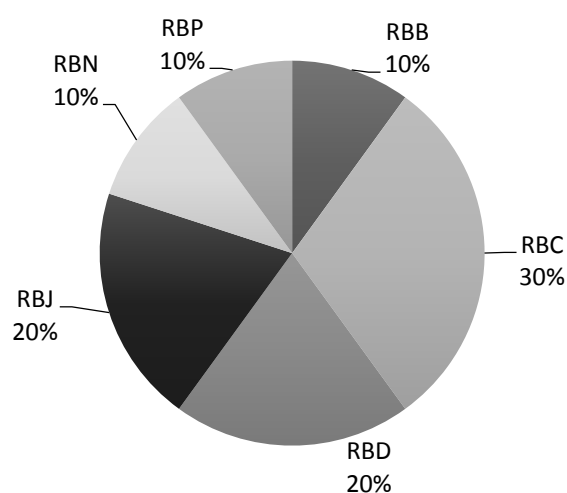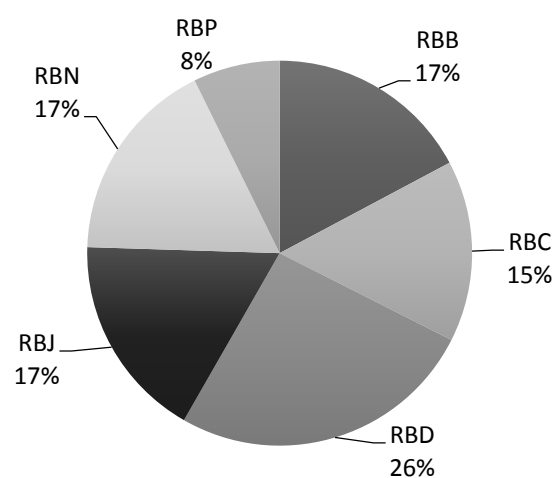
a. Operation evaluations by programme category
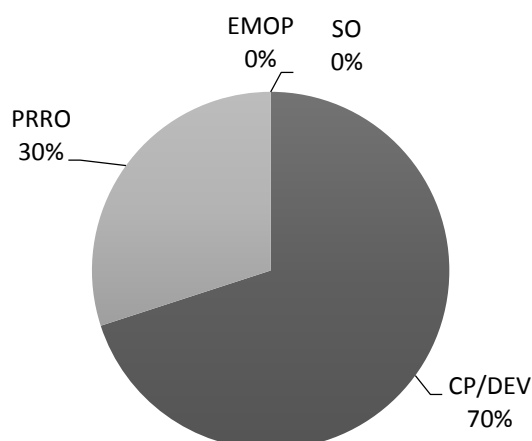
b. WFP operations by programme category
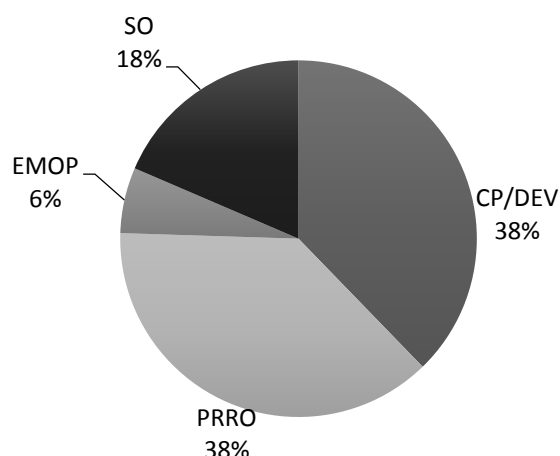
c. Operation evaluations by regional bureau

d. WFP operations by regional bureau

Calculated in terms of number of operations. Data cover the ten operation evaluations completed in 2015, and WFP's 2015 programme of work, excluding Level 3 emergencies.
*Source*s*: OEV database and WFP programme of work as of 7 January 2016.

73. With USD 2.4 million in non-staff Programme Support and Administrative (PSA) funding, ten complex evaluations of multiple operations, policies and strategies were completed and 12 new ones started in 2015. Maintaining this level of output with a reduced investment was made possible by efficiency gains from conducting more evaluations through partnerships (see paragraphs 75 and 76). The funds thus liberated were dedicated to enhancing other aspects

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[18] Coverage over the life of the whole series of operation evaluations is more representative of geographic distribution and programme categories.

of WFP's evaluation function.[19] The series of operation evaluations, which were funded largely from project resources, continued: 10 were completed and 15 started.

74.   Table 2 shows performance rates against plans for the various evaluation types managed by OEV. In all, 20 evaluations were completed; at ten, the number of complex evaluations completed was 91 percent of those planned, while the ten operation evaluations completed were three more than planned, bringing the overall completion[20] rate to 111 percent. With one more CPE begun in 2015 than originally planned, the overall start[21] rate was 104 percent.

TABLE 2: IMPLEMENTATION OF EVALUATION WORK PLAN 2015

		Country portfolio evaluations	Impact evaluations	Global evaluations (policy and strategy)	Humanitarian emergency Level 3	Syntheses	Sub-total evaluations (core programme)	Single operation evaluations (temporary)	Total evaluations
Completions	Planned to be completed in 2015	2	0	3	3	3	11	7	**18**
	Actual completions 2015	**2**	**0**	**3**	**2**	**3**	**10**	**10**	**20**
	Completion rate	100%	-	100%	67%	100%	**91%**	143%	**111%**
Starts	Planned to start 2015	3	4	1	0	3	**11**	15	**26**
	Unplanned actual starts	1	-	-	-	-	-	-	-
	Total actual starts 2015	**4**	**4**	**1**	**0**	**3**	**12**	**15**	**27**
	Start rate	133%	100%	100%	0%	100%	**109%**	100%	**104%**

75.   In addition, preparations were begun for an evaluation of WFP's response to the Ebola crisis and an Inter-Agency Humanitarian Evaluation (IAHE) of the corporate emergency response in Iraq. An evaluability advisory assessment of WFP's Strategic Plan[22] was also conducted (reporting in

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[19] According to WFP's 2008 Evaluation Policy (applicable through 2015), paragraph 25, "the Director of the Office of Evaluation has full discretion in establishing the evaluation work programme in line with the Evaluation Policy and full authority over the management of human and financial resources for evaluation".

[20] "Completion" occurs when the final evaluation report is approved by the Director of OEV. Reports approved at the end of the calendar year are usually presented at the first Board session of the following year.

[21] An evaluation starts when budget expenditure commences.

[22] Evaluability assessments assess whether objectives are adequately defined and results sufficiently verifiable to enable credible and reliable evaluation.

2016). This assessment had been postponed to 2015 to take account of adjustment of the new Strategic Plan to the SDGs and Zero Hunger Challenge.

76. Pursuing the development and modelling of best practices in partnerships with other actors in international humanitarian and development evaluation – outcome 4 of WFP's 2016–2021 evaluation policy – OEV continued its participation in IAHEs of Level 3 emergency responses in South Sudan (completed) and the Central African Republic (near completion), with evaluation management coordinated by the Office for the Coordination of Humanitarian Affairs (OCHA).[23] Initiated in 2014, this new type of evaluation is part of the humanitarian programme cycle of the IASC Transformative Agenda, and provides shared analysis of and learning from the collective humanitarian response. Including the OEV-managed evaluation of WFP's Ebola and Syrian responses, four of the seven Level 3 emergencies ongoing in 2014 and the six ongoing in 2015 are or have been under evaluation.

77. The series of four impact evaluations covering WFP's work on moderate and acute malnutrition in humanitarian contexts was started as planned in partnership with the International Initiative for Impact Evaluation. Part of a larger thematic effort on this topic, the evaluations were planned for eight countries to generate learning from and for many actors. OEV hosted an inception workshop in September 2015 with 30 practitioner and academic participants. This series will be completed in 2017.

78. Both of these partnerships involve cost sharing, enabling increased coverage and enhanced learning with the available resources.

Strengthening decentralized evaluation

79. In 2015, activities to strengthen the decentralized evaluation function focused primarily on its normative framework. All elements of the function have been embedded in the new evaluation policy by setting norms and standards for decentralized evaluations and clear roles and accountabilities for the various stakeholders within WFP in terms of planning, resourcing, capacity development, quality assurance, reporting, use, management response and dissemination. The framework also includes clear provisions for safeguarding the impartiality of decentralized evaluations.

80. OEV prioritized initiatives for developing WFP's capacity to undertake high-quality decentralized evaluations:

i)   A process guide was drafted for decentralized evaluation. Following the standards of the Evaluation Quality Assurance System, it clarifies the management process for decentralized evaluations and the roles and responsibilities of key stakeholders at various stages. It also includes templates, checklists and technical notes. The first draft of the guide was validated by country offices and regional bureaux, and will be piloted in 2016. This process guide is part of a comprehensive decentralized evaluation quality assurance system, which applies the same international, professional evaluation standards as those in OEV's well-established Evaluation Quality Assurance System for centralized evaluations.

ii) Initiated in 2014, the decentralized evaluation help desk became fully operational in 2015, supporting regional bureaux and country offices in 20 exercises within its first year. The majority of requests came at the planning, inception and preparation stages of decentralized evaluations (Figure 8).

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[23] Joint evaluations coordinated by OCHA are not presented to the Board.

Figure 8: Percentages of requests for support at different evaluation phases, 2015
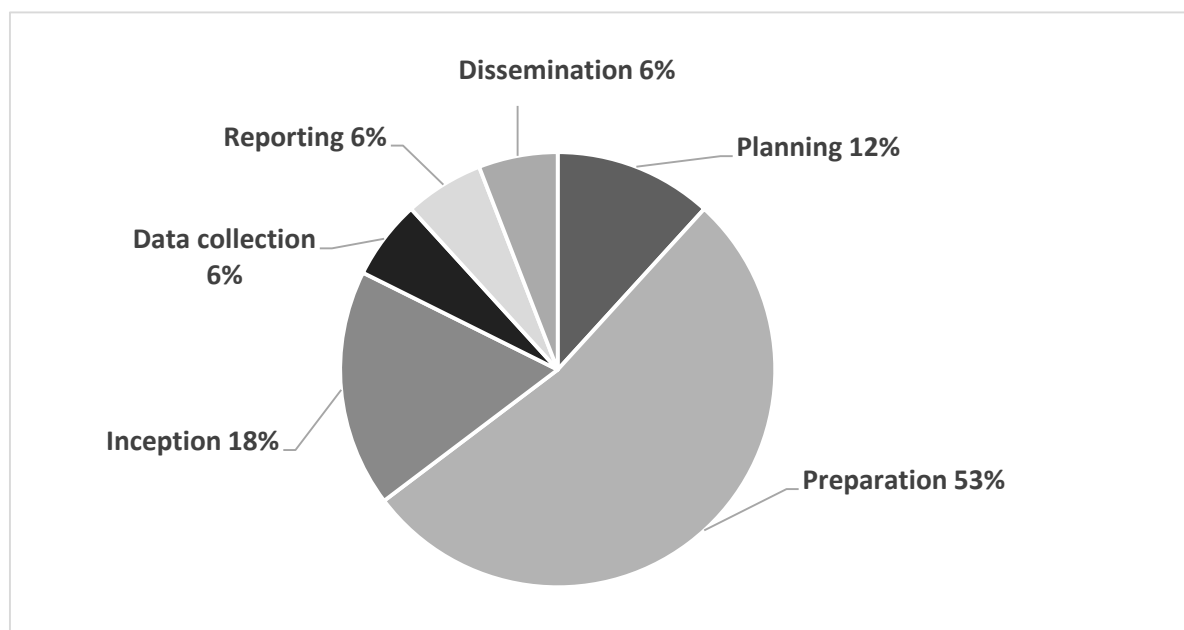
iii) Embedding of evaluation in WFP's Monitoring and Evaluation Learning Programme. OEV led the design and implementation of sessions on evaluation and initiated development of a further module dedicated to evaluation and review as part of this initiative, led by WFP's Performance Management and Monitoring Division.

iv) To increase WFP staff's awareness of evaluation-related issues, OEV organized evaluation sessions in two regional monitoring and evaluation network meetings.

v) An intranet page on decentralized evaluation was established, providing colleagues worldwide with immediate access to guidance and other information on decentralized evaluations.

81. In parallel, OEV engaged with other divisions to strengthen planning for evaluation and discuss and develop sustainable funding mechanisms for decentralized evaluations.

Figure 9: Core elements of the decentralized evaluation function
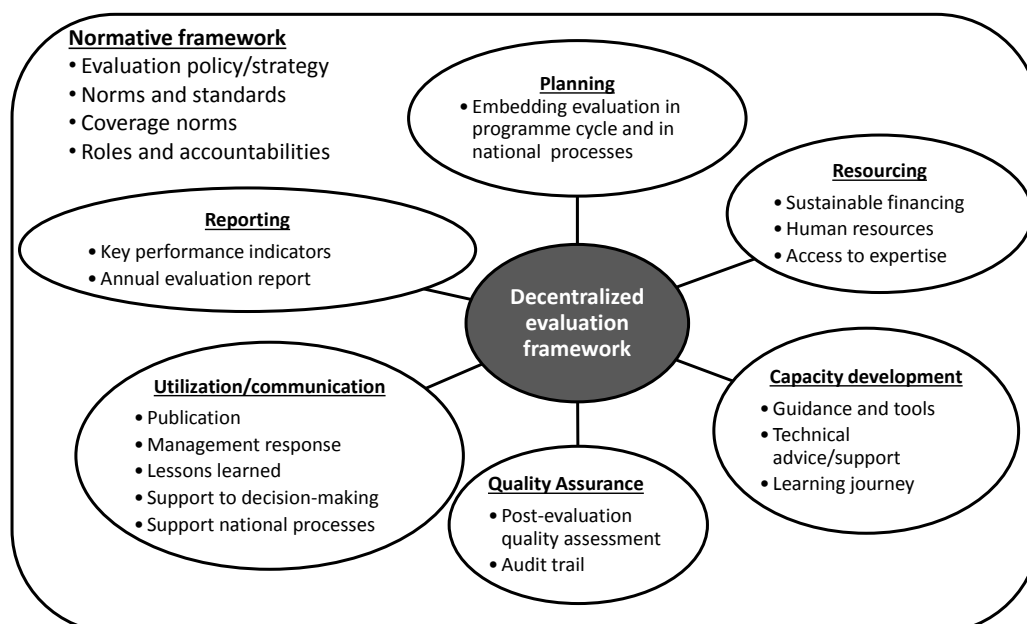
Learning from and use of evaluations

82.   To strengthen the use of evaluation evidence in WFP's policy and programme planning processes, OEV provided evaluation evidence through the strategic programme review process to inform the development of country strategies and projects. OEV provided comments on 94 percent of strategic programme review documents and attended two thirds of review meetings. OEV also systematically reviewed pilot Country Strategic Plans and advised on associated templates.

83.   CPEs are designed to provide evidence of WFP's current strategic positioning and results as a starting point for future country strategies and Country Strategic Plans, while operation evaluations are designed to inform project planning. So the nature and timing of country office planning decisions continued to be a strong criterion in the selection process for country-level evaluations – whether of single operations, corporate emergency responses or country portfolios – to ensure the most appropriate type of evaluation for impending decision-making needs.

84.   OEV is also an observer in the Policy and Programme Advisory Group, which includes colleagues from Headquarters, regional bureaux and country offices. OEV contributes lessons from past evaluations to inform reflection on corporate developments and engagement in evaluation-related issues. A special consultation with this group was held in 2015 on the demand-led, decentralized function and provisions for safeguarding impartiality.

85.   Continuing efforts to build tailor-made learning opportunities into the evaluation process included dedicated events for stakeholder learning from evaluations (Table 3), supplemented by briefings, consultations and presentations to stakeholders and WFP senior management.

TABLE 3: EVALUATION-RELATED STAKEHOLDER LEARNING EVENTS IN 2015

Evaluation	Stakeholders	Location
CPE United Republic of Tanzania	External partners and WFP staff	Dar-es-Salaam
Final Evaluation of the Purchase for Progress (P4P) Pilot	Participants at the annual P4P Global Consultation (including staff, partners, donors and academia)	Rome
Nutrition Policy	WFP technical and management staff	Rome
Strategic Evaluation of WFP's Use of Pooled Funds	IASC Humanitarian Financing Task Force	Geneva
	OCHA	New York

86.   Syntheses of evaluations of WFP's work have also been well received as tools to enable learning. A synthesis of findings from the series of four recent strategic evaluations on aspects of emergency preparedness and response[24] was supplemented by: i) cross-referencing of findings with related findings from several other evaluations, including that of WFP's response to the Syrian crisis; and ii) interviews with senior EPR stakeholders concerning progress on follow-up actions to the evaluations.

87.   The evaluability assessment of WFP's Strategic Plan adopted an innovative strategic approach in response to the decision to bring forward design of the new Strategic Plan to align it with the 2030 Agenda, and to adapt WFP's planning and financing systems through the Road Map to Zero Hunger. The evaluability assessment advised WFP's management on the extent to which the performance management architecture enables assessment of progress on WFP's Strategic Objectives, and on what improvements could be made in the next Strategic Plan.

88.   Staffing factors necessitated a shift in priorities of planned activities in this area, including the postponement of upgrades to OEV's intranet and internet sites. However, all evaluation reports

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[24] PREP; the global logistics cluster; the WFP/FAO joint evaluation of food security cluster coordination in humanitarian action; and WFP's use of pooled funds for humanitarian preparedness and response.

continued to be publically available online, and contributions to WFP's ongoing work on corporate knowledge management were maintained.

89.   Unique page views of OEV's intranet site increased by 68 percent, with only 7 percent being new visitors. Intranet activity increased significantly in the last quarter of 2015, when the new evaluation policy was approved and new materials for decentralized evaluation were published. Unique page views of OEV's internet site dropped by 15 percent, with a 25 percent decrease in visitors, 80 percent of whom were new.

Evaluation function reporting

90.   Evaluation forms part of WFP's performance management architecture and the quality of evaluations is greatly enhanced by high-quality monitoring data. Therefore, OEV engaged with the Performance Management and Monitoring Division to formulate WFP's monitoring strategy.

91.   OEV's systems for reporting on the centralized evaluation function were analysed in relation to the new evaluation policy and steps were taken to design a system for oversight of the policy's implementation. This system, to be further developed in 2016, will measure the quality and extent of evaluation activities across WFP.

92.   Development of a post-evaluation quality assessment system covering both centralized and decentralized evaluations was postponed to 2016 – the first year of the new policy's implementation.

93.   An independent meta-assessment of 21 OEV-managed evaluations found that OEV met the requirements for gender integration set by the United Nations System-Wide Action Plan, and improved on its 2014 score. This was achieved by investing in the technical capacity and awareness of gender requirements of OEV and evaluation teams.

*Engagement with the international evaluation system*

94.   Through its inter-agency collaboration and partnerships with United Nations system-wide evaluation networks, OEV continued its engagement in and support to the IASC's IAHE arrangement for greater learning and accountability under the Transformative Agenda. OEV participated in evaluations of the collective responses in the Central African Republic and South Sudan, and in the Coordinated Accountability and Lessons Learning (CALL) initiative for the Syrian response. A synthesis report of findings and lessons from the almost 1,000 entries in the CALL information system is being prepared as a contribution to preparations for the WHS.

95.   In line with their 2014 joint statement of intent, the evaluation offices of the four Rome-based agencies hosted a technical seminar in November 2015 on the evaluability of SDG 2 – *End hunger, achieve food security and nutrition, and promote sustainable agriculture*. Attendees from 38 countries included evaluators, academics, government representatives, United Nations and other international agency staff, with an additional 1,000 virtual participants. The seminar set the basis for future development of a shared SDG 2 evaluation agenda.

96.   Reflecting increased global attention to humanitarian issues, OEV launched a humanitarian evaluation interest group in the United Nations Evaluation Group (UNEG). Its first study, started in 2015, will allow a better understanding of how application of the humanitarian principles of humanity, impartiality, neutrality and independence are evaluated – highlighting best practices, challenges and opportunities.

97.   OEV continued its lead role in UNEG, with the Director of OEV serving as vice-chair for system-wide evaluation issues during the very active International Year of Evaluation. In 2015, OEV: i) convened a group to consider the implications of the 2030 Agenda and the SDGs for United Nations evaluation functions; ii) continued its engagement in the Independent System-Wide Evaluation Interim Coordination Mechanism and its pilot evaluations of UNDAFs and capacity building in statistics; and iii) assisted the review and updating of UNEG's foundational norms and standards, also taking account of how specific aspects of evaluation in humanitarian contexts are recognized.

98. In addition, OEV continued to support the work of UNEG on professionalization of evaluation, decentralized evaluation and the Quadrennial Comprehensive Policy Review of evaluation issues affecting WFP. The Director also continued as a steering group member of the Active Learning Network for Accountability and Performance (ALNAP); two evaluations managed or co-managed by OEV were selected as good practice examples in ALNAP's Guide on Evaluation of Humanitarian Action.

Resources for evaluation

99. This section reports only on resources available to OEV for evaluation. In line with WFP's Evaluation Policy (2016–2021), over the coming years WFP's management information system will be expanded to enable aggregated reporting on resources dedicated to WFP's evaluation function as a whole.

100. The total budget for evaluation in 2015 was USD 9 million – 8 percent more than in 2014. This represented 0.18 percent of WFP's total projected 2015 contributions income.[25]

101. WFP allotted USD 5.5 million from the 2015 PSA budget to OEV's work programme: USD 2.5 million for staff and USD 3 million for non-staff expenditures, approximately in line with the 2014 allotment. A further USD 600,000 was allotted to the critical corporate initiative of continuing to develop the decentralized evaluation function and other enhancements in line with WFP's response to the DAC/UNEG peer review. These two components represented a 13 percent increase over 2014. OEV expended 99 percent of all funds within the year.

102. The special account from which operation evaluations are funded – largely from project sources – totalled USD 2.59 million, similar to the 2014 level, but with a small increase in standard WFP staff rates.

Figure 10: OEV budget, 2015
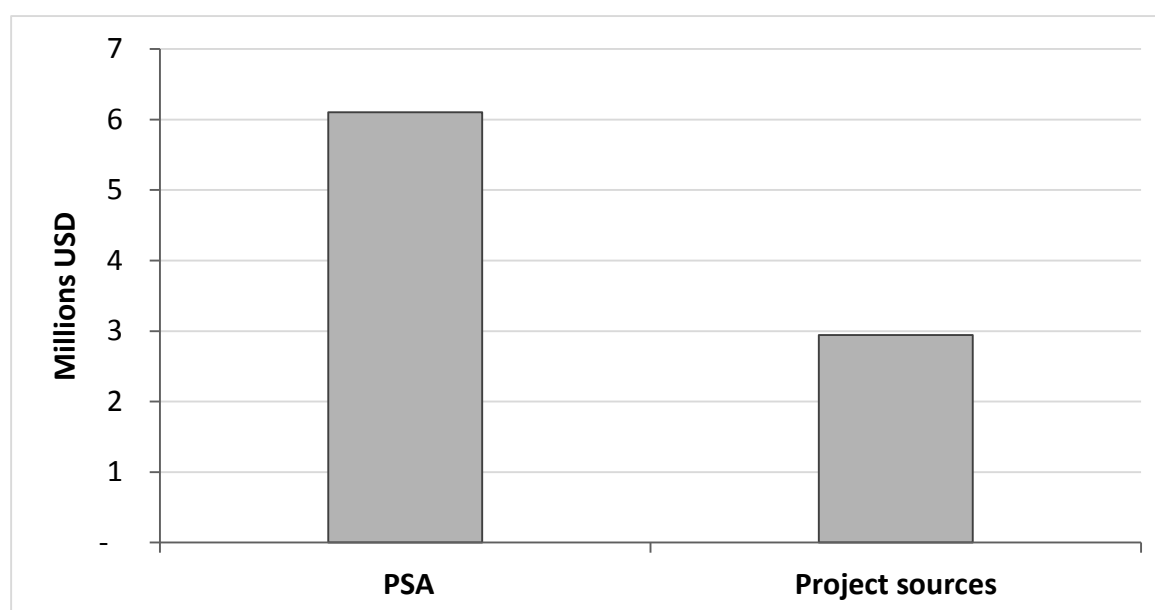
103. OEV's established staff comprised the Director, nine professional officers and three general service staff. Further improvements were made in geographical and gender diversity, although there are still more women than men. The 50:50 balance between WFP staff on rotation and externally recruited experts was maintained.

104. Over the year, the position occupancy rate was 89 percent, compared with 81 percent in 2014; temporary staff filled gaps. Professional staff turnover during the year was 17 percent, compared with 33 percent in 2014.

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[25] Source: WFP MP EB.2/2015/5_A/1/Rev.1 (pg. 6)

105.   Just over the target of 2 percent of professional staff work time was spent in professional development – slightly less than 2 percent for established professional staff and slightly more for short-term personnel. Current systems do not adequately capture virtual modes of learning such as webinars and peer-to-peer exchange, which are increasingly common.

106.   OEV maintained 12 long-term agreements (LTAs) with consultancy firms and research institutions providing evaluation services in the technical and geographical areas required for the programme of complex evaluations. Seven LTAs provided services for the operation evaluations.[26] As in 2014, all evaluation teams in 2015 were contracted through LTAs.

107.   For evaluations managed by OEV in 2015, 81 consultants were hired, compared with 106 in 2014. Fifty-seven percent of consultants for complex evaluations were contracted for the first time bringing fresh expertise to complement that of consultants with WFP experience, (compared with 41 percent in 2014). The average evaluation team for complex evaluations was 6.1 consultants, up from 4.8 in 2014; operation evaluation teams averaged 3.6 consultants.

108.   The composition of evaluation teams had a reasonable gender balance, with 57 percent men and 43 percent women compared with 46 percent men and 54 percent women in 2014. The proportion of professionals from developing countries climbed to 36 percent,[27] compared with a low of 25 percent in 2014, with 58 percent from developed countries and 6 percent of dual nationality. Figure 11 shows the gender and geographical diversity combined.

Figure 11: Composition of evaluation teams, 2015

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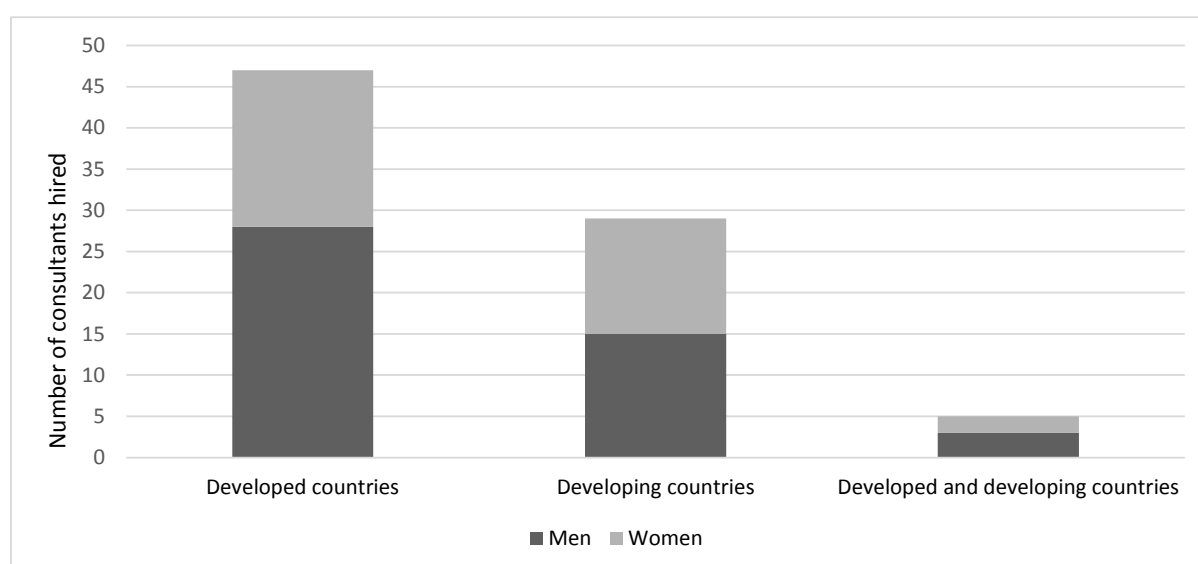
[26] Three organizations have LTAs for both types of service.

[27] This figure does not include local researchers who are subcontracted at the country level.

ANNEX

WFP EVALUATION CHARTER

World Food Programme
wfp.org

Executive Director's Circular

(Office of Evaluation)

Date: 10 May 2016

Circular No.:   OED2016/007

Revises:

Amends:

Supersedes: OED2010/004

WFP Evaluation Charter

Introduction

1. Pursuant to the Evaluation Policy (2016-2021)[1] approved by the Executive Board in November 2015, this Executive Director Circular establishes the Charter for WFP's evaluation function. This Charter should be read in conjunction with the Evaluation Policy.

2. In line with *Agenda 2030*, the Evaluation Policy responds to expectations by member states and all WFP stakeholders for independent and credible evidence on its results, which generate knowledge to strengthen WFP's contribution to ending global hunger. The Evaluation Policy establishes the vision and strategic direction for embedding evaluation into WFP's culture of and systems for accountability and learning across the organization. It sets the normative framework and standards, and specifies a new model for WFP's evaluation function, comprising centralized and demand-led decentralized evaluation, to be implemented in a phased approach elaborated in an Evaluation Strategy.[2]

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[1] WFP/EB.2/2015/4-A/Rev.1, henceforth in this document referred to as 'Evaluation Policy'. Verbatim from the Evaluation Policy has been replicated as relevant and it is indicated in italics.

[2]Under development in 2016, available at:

http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp283853.pdf

3. Together, the Charter and the Evaluation Policy *constitute the governance framework for WFP's evaluation function.* In addition, the Evaluation Charter sets the institutional arrangements for operationalization of the Policy and Strategy that enable evaluation to be progressively integrated into WFP's policies, strategies and programmes.

4. The new evaluation function established by the Evaluation Policy carries implications well beyond the Office of Evaluation. Accordingly, the Charter specifies governance and roles in the evaluation function across WFP, in addition to *the terms, authority and accountability of the Director of Evaluation*. Hence, this Evaluation Charter:

    A. Locates WFP's evaluation function mandate within the framework of the UN, WFP's general rules and regulations, and the related governance and oversight arrangements established by WFP's Executive Board.

    B. Provides the designation, authorities, terms of appointment and selection process for the position of Director of Evaluation, established under the Evaluation Policy (2016-2021).

    C. Specifies the authorities required for successful performance of the roles and accountabilities identified in the policy.

    D. Sets out the required institutional arrangements for policy operationalization.

5. The Charter supersedes ED Circular OED2010/004, which covered the selection and appointment terms of the position of Director of WFP's Office of Evaluation.

A. Evaluation Mandate

i.   UN system

6. WFP's Evaluation Policy takes full account of the 2012 UN General Assembly Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the UN system, which contains several provisions on evaluation in the UN system. They emphasize the role of independent, credible and useful evaluation functions, with sufficient resources, and an organizational culture that ensures the active use of evaluation findings and recommendations in policy development[3]. The QCPR also called for:

    i. The use of the norms and standards for evaluation developed by the United Nations Evaluation Group (UNEG), across UN programmes and specialized agencies[4];

    ii. Harmonized evaluation requirements and strengthened system-wide evaluation for greater coherence, complementarity and transparency across the UN system, based on enhanced coordination and exchange of experience among UN entities, including among others the Joint Inspection Unit (JIU), UNEG, and Office for Coordination of Humanitarian Affairs (OCHA)[5];

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[3] Quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) A/RES/67/226, para 173.
[4] QCPR A/RES/67/226, para 180.
[5] QCPR A/RES/67/226, para 44, 167, 177-8.

iii. Development of national capacities for evaluation[6] and for the integration into evaluation of accountability for gender equality[7];

iv. Funds, programmes and specialized agencies to develop evaluation plans aligned with new strategic plans[8].

7. In addition, WFP's Office of Evaluation (OEV) engages in the UN Independent System Wide Evaluation (ISWE) policy[9], established in 2013 to assess whether the United Nations system is efficiently and effectively responding to global, regional and country level needs and priorities, and achieving the internationally-agreed development goals. In the humanitarian sphere, OEV participates in the Inter-Agency Humanitarian Evaluation (IAHE) arrangement also established in 2013, under the Inter Agency Standing Committee (IASC) Humanitarian Programme Cycle coordinated by OCHA.

8. Working in close collaboration with UNEG, OEV will contribute in partnership with Regional Bureaus and Country Offices to the 2030 Agenda for Sustainable Development commitments for an integrated follow-up and review framework, *"summarized as needing: to be rigorous and based on evidence, informed by country-led evaluations; to promote accountability to citizens, effective international cooperation and exchange of best practices and mutual learning that identify achievements, challenges, gaps and critical success factors, and support countries in making informed policy choices; and promote coordination and effectiveness of the international development system."*[10] Agenda 2030 also recognizes the need for enhanced capacity-building support for developing countries, including the strengthening of national data systems and evaluation programs.

ii. <u>WFP</u>

9. The 2014 General Regulations and Rules Article VII, XI and XII contains provisions relating to evaluation, presented in Annex I and summarized below.

i. The Executive Director shall make arrangements for the evaluation of country programmes, projects and other activities.

ii. Recipient governments shall give full cooperation to enable authorized personnel of WFP to monitor operations, to ascertain their effects, and to carry out evaluations and other missions to assess the results and impact of the programmes and projects.

10. In addition the Evaluation Policy specifies the Executive Board's oversight role of the evaluation function. These are listed in Annex II, which provides relevant extracts from the Evaluation Policy.

11. The Evaluation Policy sets out the Executive Director's evaluation responsibilities (see Annex II[11]), the most pertinent of which are:

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[6] Further operationalised in the United Nations General Assembly Resolution: Building capacity for the evaluation of development activities at the country level A/RES/69/237.

[7] QCPR A/RES/67/226, para 61, 63, 84.

[8] QCPR A/RES/67/226, para 173.

[9] Policy for Independent System-wide Evaluation of Operational Activities for Development of the United Nations System 2013.

[10] Report of the Secretary-General: Report: critical milestones towards coherent, efficient and inclusive follow-up and review at the global level A/70/684; Transforming our world: the 2030 Agenda for Sustainable Development A/RES/70/1.

[11] For easy reference, Annex II provides extracts from the Evaluation Policy including: Section VII Roles and Accountabilities; Table 1 Independence and Impartiality Provisions and Table 3 Coverage Norms.

i. Issue the *evaluation Charter*;

ii. *Safeguard the provisions of the Evaluation Policy, fostering a corporate culture of accountability and learning, embedding evaluation principles into management and decision making*;

iii. *Appoint, subject to Executive Board approval, a Director of Evaluation*;

iv. As part of WFP's management and project planning processes, *allocate human and financial resources across WFP* to ensure evaluation capacity and coverage in line with the Evaluation Policy's provisions;

v. Ensure that *substantive management responses to evaluation recommendations are published*.

B. Director of Evaluation

12. The Director of Evaluation *heads an independent evaluation function* comprising centralized evaluation and demand-led decentralized evaluation. The Director of Evaluation is located within the WFP Secretariat and reports directly to the Executive Director. S/he serves only in an *advisory or observer role in WFP committees or task forces*. Through the Office of Evaluation the Director of Evaluation provides global leadership, *standard setting and oversight* of WFP's entire evaluation function.

13. The designation, appointment terms and selection procedure of the Director of Evaluation are specified in Annex III of this Charter.

C. Authorities

14. The Executive Director, through this Charter, establishes the following authorities necessary for enabling successful performance of roles and accountabilities in WFP's evaluation function. These are set by and pursuant to the Evaluation Policy empowering staff in the organization and its stakeholders to fulfill their evaluation related responsibilities.

15. The **Director of Evaluation** has authority to:

Normative Framework for Entire Evaluation Function	i. *Set the normative framework for centralized and decentralized evaluations – norms, standards, safeguards for impartiality, guidance and expected coverage*.
	ii. Set evaluation job profiles and competencies in WFP and establish a *technical reporting* relationship with Regional Evaluation Officers (established by the Evaluation Policy), whose line management is to Regional Director or Deputy Regional Director.
	iii. *Ensure adherence* to UNEG *norms and standards* to all centralized evaluations.
	iv. *Access* all relevant *information* necessary for the conduct of evaluations, oversight of and *reporting*[12] on the evaluation function, with due regard for confidentiality.

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[12] See also Directive on Information Disclosure CP2010/001.

Centralized Evaluations	i. *Select with full discretion* all centralized evaluations to be undertaken, in consultation with WFP Senior Management and the Executive Board.
	ii. *Approve centralized evaluation reports* after appropriate consultation and quality assurance, *for direct presentation to the Board without prior clearance* by the Executive Director.
	iii. *Publish all centralized evaluation reports* and related products on the WFP website.
	iv. *Advise* management on the *coherence between centralized evaluation recommendations and management responses*.
Decentralized Evaluations	i. *Oversee and report on the decentralized evaluation function*.
	ii. *Ensure an enabling framework for the planning of decentralized evaluations* and design *systems that support adherence to the Decentralized Evaluation Quality Assurance System*.
	iii. Manage a *hotline for staff and evaluators* as part of the Evaluation Policy's provisions to safeguard independence and impartiality.
OEV Management	i. Exercise *full delegated authority over all human and financial resources allocated to the Office of Evaluation*.
	ii. Maintain a *50:50 mix of externally recruited evaluation specialists with high levels of proven competency and experience and current WFP staff with the required competency for evaluation, appointed in line with WFP's reassignment policy*.
Quality Assessment	i. Ensure *independent quality assessment of all completed evaluations in WFP*.
International Engagement	i. *Lead WFP's engagement on evaluation in UNEG and other professional evaluation networks,* including strengthening of national evaluation capacities.
Reporting	i. Engage directly with the Executive Board *to support its oversight* of the evaluation function and on evaluation findings and recommendations.
	ii. Prepare, publish and present to the Executive Board the *Annual Evaluation Report*, including *reporting on progress in Evaluation Policy implementation.*

16.   In their regions**, Regional Directors** have the authority to:

Impartiality Provisions	i. Require application of the *impartiality provisions*[13] for the demand-led decentralized evaluation function.

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[13] See Annex II Table 1.

	ii. Embed *roles and accountabilities for evaluation integrated into* Country Director's *performance management system*.
	iii. Ensure that *all decentralized evaluation reports are publicly available*.
Support to evaluation process	i. Establish, fill and line manage the position of Regional Evaluation Officer, with technical standards set by and reported on to the Director of Evaluation.
	ii. Ensure that *plans for decentralized evaluations are included in the design of strategies and interventions*.
	iii. Ensure that resources are budgeted to manage and conduct independent decentralized evaluations and provide regional level support; meet the coverage norms and oversee application of Decentralized Evaluation Quality Assurance System *(DEQAS)*.
	i. Require that *management responses to decentralized evaluations are prepared and made publicly available,* and that *relevant follow-up actions are undertaken*.
	ii. Ensure that new programmes and strategies prepared in the region are based on evidence from evaluations.

17. **Directors of HQ Divisions, Regional and Country Directors** as commissioners of <u>decentralized evaluations</u> have the authority to:

Impartiality provisions	i. *Facilitate the evaluation process and provide access to required information[1] for evaluation conduct*.
	ii. Set up and chair[14] an evaluation committee (see Item 7 in Table 1 below) for each evaluation commissioned, in order to: nominate and support the evaluation manager; make decisions on the evaluation budget, funds allocation, selection of the evaluation team; approve TOR, inception and evaluation report.
	iii. Ensure that all decentralized *evaluations are conducted by* qualified i*ndependent evaluators* who *sign the Code of Conduct for Evaluators in the UN system*.
	iv. *Comply with the Evaluation Policy's provisions and safeguards for impartiality* and ensure that evaluation management is *free from undue influence and reporting is unbiased and transparent*.
	v. Ensure that *decentralized evaluation reports are publicly available*.
Evaluation process	i. *Include plans for evaluation in the design of interventions* – consistent with the Evaluation Policy's coverage norms such that evaluation is factored into: office work plans, PACEs and reporting systems.

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[14] Chair role may be delegated to DCD, DRD or Deputy HQ Division Directors.

ii. Enable staff to *strengthen* their *skills in evaluation* in coordination with OEV's capacity development initiatives.

iii. *Prepare management responses* and ensure that they are *publicly available. Undertake and report on* follow up actions, and use evidence from decentralized *evaluations in* the revision and *preparation of new policies, programmes, strategies and other interventions*.

18. In addition, the Inspector General, within the overall authority and mandate enshrined by the OIG Charter (2015)[15] *will coordinate with OEV so that evaluation coverage and use of recommendations are appropriately considered in Country Office internal audits when relevant.*

19. The Director of Finance has the authority to include evaluation accountabilities into Directors' Assurance Statements, in line with the Internal Control Framework's '3rd Line of Defence'[16].

D. Institutional arrangements

20. Table 1 lists the required institutional arrangements for implementation of the 2016 Evaluation Policy, together with its purpose and brief description. Each begins with an indication of whether modification is needed to an existing mechanism, or a completely new arrangement is required.

Table 1: Institutional Arrangements for the Evaluation Function

	Arrangement	**Purpose and Description**
1	Executive Board Annual Consultation on Evaluation	(existing, to be slightly modified in line with Evaluation Policy reporting requirements on the augmented evaluation function) To *consider progress on implementation of the Evaluation Policy and effectiveness* of WFP's entire evaluation function as reported annually by the Director of Evaluation in line with agreed function key performance indicators; *review OEV's work plan and priorities* and *approve OEV's budget* as part of WFP's Management Plan.
2	EMG	(no change) To champion culture of demand for and use of evaluation in decision-making across WFP as part of its commitment to WFP being an accountable, evidence-driven and learning organization; receive and consider all evaluations presented to the EB; designate lead directors for each central evaluation, and ensure appropriate management response and follow up.

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[15] As per Evaluation Policy para 53, and consistent with the Charter of the Office of the Inspector General (2015).

[16] ED's Circular No. OED2015/016: Internal Control Framework.

3	Evaluation Function Steering Group (corporate level)	(new) To support the Executive Director's role to: *safeguard the Evaluation Policy's provisions particularly regarding coverage norms, resourcing, accountabilities and impartiality provisions; foster a corporate culture of accountability and learning, embedding evaluation in management and decision-making* at all levels of WFP by: • Enabling and providing strategic guidance for application of the Evaluation Policy's provisions, with particular emphasis on the decentralized function; • Considering progress on Evaluation Policy implementation, targets and coverage norms, stewarding and supporting the financial mechanisms and arrangements established, and facilitating cross-functional solutions to challenges encountered; • Leading by example, stimulating awareness, demand for and use of evaluation, internally and in engagement with partners, humanitarian and development policy dialogue. Chaired by the Chief of Staff; Secretariat by Director of Evaluation; Membership: Regional Directors; Directors of Policy and Programme, Budget and Programming, Government Partnerships, Performance Management and Monitoring, Human Resources (full Terms of Reference (TOR) available separately).
4	Strategic Programme Review Process	(existing, adjustments needed to Strategic Programme Review Process (SPRP) TOR, Country Strategic Plan (CSP) and Project concept note and document templates) To ensure that plans and budgets for future evaluations, and use of evaluation evidence are adequately incorporated at design stage, to support evidence-based decision-making and evaluability of WFP's work.
5	Regional Evaluation Committee	(new) To support the Regional Director in meeting their accountabilities for evaluation, build evaluation awareness, presentation of evaluation results to stimulate learning from and use of evaluation in programme management, and ensure decentralized evaluation plans are developed and included in unit work plans, budgets and reports (full TOR's available separately).
6	Sustainable Financing Mechanism	(new) To *progressively* achieve the Evaluation Policy's target of *0.8%* of WFP's total contribution income in order to address the *needs of its entire evaluation function*. These include: progressive application of the *coverage norms* for both centralized and decentralized evaluations, and the expanded responsibilities set by the Evaluation Policy at all organizational levels, including in OEV. The financial mechanisms and arrangements for achieving this will be established in 2016 and applied progressively, stewarded by the Evaluation Function Steering Group.
7	Decentralized Evaluation Committee (for each evaluation commissioned)	(new) Temporary committees to facilitate meeting the impartiality provisions of the Evaluation Policy, ensuring due process in evaluation management. Further details are provided in paragraph 17ii, and further information is available in DEQAS guidance.

8	Evaluation Community of Practice	(new) To facilitate WFP's *evaluation culture*, capacity and standards, the evaluation Community of Practice will be convened and curated by the Director of Evaluation through OEV, to share knowledge, experience and learning on evaluation through online forum and annual Global Evaluation Meetings; an *evaluation capacity development* process, professional competency and career framework for staff working in evaluation across WFP.
9	Staff Performance Management and Directors' Assurance on Internal Control Frameworks	(existing, modification to accommodate new evaluation responsibilities) To embed r*oles and accountabilities for evaluation* into WFP's staff (including RD, CDs, DRD, DCD) work plans and their *performance and competency enhancement system* (PACEs); Regional Evaluation Officers' PACE plans and assessment will be informed by the Director of Evaluation; Related to WFP's Internal Control Framework 3rd Line of Defence, Directors' Assurance Statements will cover compliance with Evaluation Policy provisions for impartiality, coverage and use.
10	Post hoc Evaluation Quality Assessment System	(existing, modification required to include all evaluations) To contribute to the credibility and continuous improvement in WFP's evaluations, OEV will arrange for *independent quality assessment of all* (centralized and decentralized) *completed evaluations*, and make the results available to evaluation commissioners, for follow up action as needed.
11	Evaluation Repository & Knowledge Management System	(existing, for centralized evaluations only; changes needed to cover decentralized evaluations) To provide open access to evaluations for WFP stakeholders for accountability and learning purposes, contributing to the international body of evaluation evidence.
12	Management Response and Follow Up (ACE)	(existing for centralized evaluations only; changes needed to cover centralized and decentralized evaluation) To meet the Executive Director's role and Regional Directors' accountabilities for decentralized evaluation, by ensuring that *management responses to all evaluation recommendations are publicly available* and appropriate *follow up actions* taken and reported annually to the Executive Board. The current database system and Annual Report on follow up to evaluations, managed by RMP, will be modified to include all WFP evaluations.
13	Evaluation Hotline	(new) Subject to applicable restrictions related to protected information, and as per the UN Evaluation Code of Conduct,[17] evaluators contracted under the terms of the Evaluation Policy may *access all relevant information necessary for the conduct of evaluations*, with due regard for confidentiality. Likewise, WFP staff *facilitate the evaluation process and provide access to required information. Application by WFP staff of behavioral independence and impartiality provisions must not have repercussions, including in their career advancement*. To facilitate resolution of staff or evaluator concerns regarding impartiality and independence, the Director of Evaluation will manage a confidential hotline, and follow up consistent with WFP policies and procedures.

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17 UNEG Code of Conduct for Evaluation in the UN System (2008), para 12, 13.

14	External Peer Review of WFP's Evaluation Function	(existing) To provide independent periodic assessment of WFP's Evaluation Policy and function, an *external peer review* under the auspices of the UNEG-DAC mechanism, will be conducted ahead of the next Evaluation Policy.

E. Application, Amendments, Related Directives and Guidance

21. The Executive Director, the Director of Evaluation, those with authorities identified in this Charter, and members of the identified institutional arrangements, are responsible for applying this Circular.

22. The Director of Evaluation is responsible for its periodic review and for proposing amendments as appropriate, to the Executive Director. Within the authorities set by this Charter, the Director of Evaluation may issue additional directives and guidance as necessary to complement this Charter and accomplish the objectives of the Evaluation Policy.

F. Entry in force

23. This circular comes into effect immediately with the exception of paragraph 13 which will come into effect with commencement of the recruitment process for the new Director of Evaluation. It shall be attached for information to the Director of Evaluation's Annual Evaluation Report (2015).

Ertharin Cousin

Executive Director

ANNEX I: 2014 WFP's General Regulations and Rules Extracts

General Rule VII.1: Responsibilities of the Executive Director for programmes, projects and other activities	The **Executive Director** shall be responsible for assuring that programmes, projects and other activities to be implemented are sound, carefully planned and directed towards valid objectives, for assuring the mobilization of the necessary technical and administrative skills, and for assessing the ability of recipient countries to carry out these programmes, projects and other activities. The Executive Director shall be responsible for assuring the supply of commodities and acceptable services as agreed. **The Executive Director shall make arrangements for the evaluation of country programmes, projects and other activities.**
General Rule VII.2: Reporting	Each year the **Executive Director** shall submit to the Board for its consideration and approval an Annual Report and other reports as directed by the Board. These reports **shall enable the Board to obtain a comprehensive view of the operational activities of WFP, its resource position, the results of programme and project evaluations**, **and progress in achieving targets and policies established by the Board.**
General Rule XI.1: Matters to be included in food aid programme and project agreements	In addition to other terms and conditions upon which the proposed activities are to be carried out in connection with an approved programme or project, the **agreements** shall indicate aid to be provided by other agencies or institutions, the terms of delivery of commodities, the obligations of the government with respect to the utilization of the commodities supplied, including the use and control of any local currencies generated from their sale, and with respect to the arrangements made for their storage, internal transportation and distribution; the **responsibility of the government** for all expenses incurred from the point of delivery, including the cost of import duties, taxes, levies, dues and wharfage; and such other relevant terms and conditions as may be mutually agreed upon as necessary for the execution and **subsequent evaluation of the programme or project.**
General Rule XII.1: Monitoring of operations by WFP personnel	As agreements are carried into effect, **recipient governments** shall give full cooperation to **enable authorized personnel** of WFP to monitor operations, to ascertain their effects, and **to carry out evaluations and other missions to assess the results and impact of the programmes and projects**. Any final report that shall be submitted to the Board should be shared with the recipient countries concerned for their comments prior to submission.

ANNEX II: Evaluation Policy 2016–2021 Extracts

TABLE 1: INDEPENDENCE AND IMPARTIALITY PROVISIONS		
UNEG norm	**Centralized evaluation**	**Decentralized evaluation**
The evaluation function is located independently from other management functions	• Director of Evaluation heads an independent evaluation function within the WFP Secretariat • Evaluation budget is approved by the Board in the context of WFP's Management Plan; Director of Evaluation has full discretion and control over resources allocated	• Decision-making on evaluation[18] made by management as distinct from staff directly responsible for implementing evaluated interventions
The head of evaluation must have the independence to supervise and report on evaluation	• Director of Evaluation has full discretion over evaluation selection, approval and issuance of evaluation reports to the Board	• Mechanisms ensure that evaluations are free from undue influence and reporting is unbiased and transparent – e.g. external review of draft terms of reference (TOR), inception and evaluation report
	• All evaluations are publicly available • OEV ensures independent post-hoc quality assessment	
To avoid conflict of interest and undue pressure, evaluators need to be independent of the entity being evaluated (evaluand)	• All evaluations are conducted by independent consultants • Potential conflicts of interest are assessed prior to hiring of evaluation teams[19]	
Evaluators must have no vested interest and have full freedom to conduct their evaluative work impartially	• All evaluators sign the Code of Conduct for Evaluators in the United Nations system	
The independence of the evaluation function should not impinge on the access that evaluators have to information on the subject of the evaluation	• Formal provisions – the evaluation charter and the Directive on Information Disclosure – ensure that staff provide evaluators with access to information	
Impartiality is the absence of bias at all stages of the evaluation process: planning, design and method, team selection, methodological rigour, data gathering, analysis, findings, conclusions and recommendations	• EQAS • With due regard for confidentiality, evaluation design, process and reporting systematically take into account the views of all stakeholders • Analytical transparency is built into evaluation design, conduct and reporting • Coverage norms are applied • Mechanisms for assessing conflict of interest are used	Provisions in addition to those for centralized evaluation: • decentralized EQAS (DEQAS) for transparent evaluation management • help-desk • OEV hotline for staff and evaluators • roles and accountabilities for evaluation integrated into: i) WFP's staff performance management system; and ii) the internal control assurance statements of directors

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[18] Decision-making (informed by Regional Evaluation Adviser advice for decentralized evaluations at country and regional levels) includes: evaluation selection, design, team selection, budgeting, TOR, inception and evaluation report approvals. Adjustments will be made for small country offices, including a larger role for the regional bureau.

[19] UNEG. 2005. Norms for Evaluation in the UN System. http://www.uneval.org/document/detail/21; Standards for Evaluation in the UN System. http://www.uneval.org/document/detail/22

TABLE 3: MINIMUM EVALUATION COVERAGE NORMS	
Centralized evaluation	**Decentralized evaluation**
• Strategic evaluations providing balanced coverage of WFP's core planning instruments, including Strategic Plan elements and related strategies	• Evaluation of at least 50% of each country office's portfolio of activities[20] within a 3-year period[21]
• Evaluation of policies 4–6 years after implementation starts[22]	Recommended: • before scale-up of pilots, innovations, and prototypes; • for high-risk[23] interventions; and • before third repeat of an intervention of similar type and scope
Country portfolio evaluations: • every 5 years for the 10 largest country offices (2 per year) • every 10–12 years for all other country offices (7 per year)	
• Evaluation of all corporate emergency responses, sometimes jointly with IASC	
• Centrally managed operation evaluations providing balanced coverage[24]	
All country programmes	

VII. ROLES AND ACCOUNTABILITIES

1. Achieving this policy requires a range of roles and accountabilities across WFP.

Executive Board

2. The Board exercises oversight of the evaluation function through the following roles.

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[20] In terms of USD value of resourced requirements and implemented through operations or trust funds.

[21] In countries with only one development project or country programme, evaluations can be every five years.

[22] WFP/EB.A/2011/5-B.

[23] WFP/EB.A/2015/5-B.

[24] The current temporary series of centrally managed operation evaluations is expected to wind down as the decentralized evaluation function develops. Operation evaluations can also be decentralized.

Normative framework	i) Approving this evaluation policy; safeguarding its provisions. ii) Approving the appointment, made by the Executive Director, of the Director of Evaluation. iii) Providing strategic guidance on the evaluation function through the annual consultation on evaluation and evaluation roundtables. iv) Fostering an evaluation culture as *members* of WFP's Governing Body and in the countries they represent.
Oversight	i) Considering annual evaluation reports,[25] which include progress on implementation of the evaluation policy and effectiveness of the evaluation function – both centralized and decentralized elements – and guiding management in policy implementation. ii) Considering all centralized evaluation reports. iii) Considering timely and substantive management responses to all the evaluations presented, and reports on follow-up action.
Planning	i) Reviewing OEV's work plan and priorities as set out in WFP's Management Plan.
Resourcing	i) As part of WFP's Management Plan approving OEV's budget. Reviewing trends in the human and financial resources dedicated to centralized and decentralized evaluations through the annual evaluation report.
Use	i) Considering use of evaluation evidence when approving new policies, strategies, programmes, management plans and other relevant documents. ii) Using evidence generated by evaluations in its decision-making.

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[25] Decentralized evaluations and inter-agency humanitarian evaluations are reported on in the annual evaluation report only.

The Executive Director

3. The Executive Director is accountable for the following.

Normative framework	i) Safeguarding the provisions of this policy, particularly regarding coverage norms, resourcing, accountabilities and impartiality provisions for decentralized evaluation. ii) Issuing the evaluation charter. iii) Fostering a corporate culture of accountability and learning, embedding evaluation principles into management and decision-making. iv) Appointing, subject to Executive Board approval, a Director of Evaluation who is a professionally competent evaluator with no conflict of interest, for a single six-year term with no re-entry into WFP.[26]
Resourcing	i) As part of WFP's management and project planning processes, allocating human and financial resources across WFP to ensure evaluation capacity and coverage in line with the evaluation policy's provisions.
Management response	i) Ensuring that substantive management responses to evaluation recommendations are published when an evaluation report is considered by the Board, follow-up actions are implemented and progress on their implementation is reported annually. ii) Responding to the annual evaluation report, and ensuring that actions are taken to support a high-performing WFP evaluation function.
Use	i) Encouraging evaluative thinking, and drawing on evaluations to ensure evidence-based decision-making on policies, strategies and programmes.
International engagement	i) Supporting WFP's contributions to evaluation internationally, and – particularly as an IASC Principal – humanitarian evaluation.

The Director of Evaluation

4. The Director of Evaluation heads an independent evaluation function within the WFP Secretariat. She/he serves only in an advisory or observer role in committees or task forces established for management purposes. Through the Office of Evaluation, the Director of Evaluation provides global leadership, standard-setting and oversight of WFP's entire evaluation function and is accountable for the following.

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[26] As an interim arrangement to ensure continuity, the term of the incumbent Director, which expires on 7 January 2016, shall be extended by one year. The single 6-year term of appointment will take effect from the entry into service of the next Director of Evaluation.

Normative framework	i) Leading implementation of the evaluation policy, ensuring adherence to UNEG norms and standards and application of latest evaluation practice. ii) Developing and leading implementation of the evaluation strategy. iii) Supporting the Executive Director's promotion of a corporate culture of accountability and learning. iv) Setting the normative framework for centralized and decentralized evaluations – norms, standards, safeguards for impartiality, guidance and expected coverage.
Oversight	i) Providing assurance on compliance with evaluation principles by all centralized evaluations. ii) Overseeing and reporting on the decentralized evaluation function. iii) Facilitating dialogue with senior management on the performance and further development of the evaluation function.
Planning	i) Elaborating OEV's work plan in consultation with WFP senior management and other stakeholders, for the Board's consideration as part of WFP's Management Plan. ii) Ensuring an enabling framework for the planning of decentralized evaluations. iii) Ensuring regular consultations with regional bureaux and country offices, for complementarity between centralized and decentralized evaluations.
Resourcing	i) Exercising full delegated authority over all human and financial resources allocated to OEV. ii) Proposing a budget corresponding to OEV's work plan, for the Board's consideration as part of WFP's Management Plan. iii) Supporting the development of a sustainable corporate financing mechanism for decentralized evaluations.
Management response	i) Engaging with management to advise on coherence between centralized evaluation recommendations and management responses.
Management of centralized evaluations	i) Delivering quality evaluations. ii) Recruiting independent evaluation consultants. iii) Ensuring adherence to the Code of Conduct for Evaluators. iv) Submitting reports directly to the Board without prior clearance by WFP management.
Quality assurance	i) Updating and disseminating evaluation methods and other guidance materials through EQAS to ensure that WFP evaluation practice meets UNEG and other relevant international standards. ii) Ensuring adherence to EQAS for all centralized evaluations and designing systems that support adherence to DEQAS.
Quality assessment	i) Ensuring independent quality assessment of all completed evaluations in WFP.
Capacity development	i) Setting up and implementing with stakeholders within WFP a comprehensive approach to internal capacity development for the decentralized evaluation function, coherent with corporate human resources and monitoring strategies.
Use	i) Publishing all centralized evaluation reports on the WFP website. ii) Ensuring timely and appropriate communication of evaluation results to support organizational learning. iii) Organizing the annual consultation on evaluation and evaluation roundtables.

International engagement	i) Leading WFP's engagement in UNEG and other professional evaluation networks. ii) Supporting the efforts of UNEG and WFP to develop national evaluation capacity as relevant. iii) Promoting joint evaluations whenever appropriate.
Reporting	i) Approving centralized evaluation reports for direct presentation to the Board without prior clearance by the Executive Director and WFP management. ii) Preparing and publishing the annual evaluation report, including reporting on progress in implementing the policy.

Regional Directors

5. The evaluation function is shared across WFP. Regional Directors have an important role in the decentralized evaluation function and in evaluations commissioned by country offices, being accountable for the following.

Normative framework	i) Ensuring application of provisions for the decentralized evaluation function, including coverage norms and impartiality. ii) Taking appropriate action to strengthen decentralized evaluation with the support of OEV.
Planning	i) Engaging in regular consultations with OEV and country offices to ensure complementarity between centralized and decentralized evaluations. ii) Ensuring that plans for decentralized evaluations are included in the design of strategies and interventions.
Resourcing	i) Ensuring that resources are budgeted to manage independent decentralized evaluations and provide regional-level support.
Management responses and follow-up actions	i) Ensuring that management responses to decentralized evaluations are prepared and made publicly available, and that relevant follow-up actions are undertaken.
Quality assurance	i) Overseeing application of DEQAS.
Capacity development	i) With OEV, providing technical advice to country offices managing decentralized evaluations.
Use	i) Ensuring that new programmes and strategies prepared in the region are based on evidence from evaluations. ii) Ensuring that all decentralized evaluation reports are publicly available.

Directors of Headquarters Divisions, Regional and Country Directors

6. Directors of Headquarters divisions, regions and country offices can commission decentralized evaluations. In addition, they are stakeholders in centralized evaluations. Accordingly, they are accountable for the following.

As commissioners of decentralized evaluations	
Normative framework	i) Complying with the evaluation policy's provisions and safeguards for impartiality. ii) Meeting coverage norms.
Planning	i) Including plans for evaluation in the design of interventions – consistent with the evaluation policy's coverage norms – and ensuring interventions' evaluability by establishing appropriate baselines, indicators and targets for expected results. ii) Including evaluation in office work plans. iii) Promoting joint evaluations whenever feasible and relevant.
Resourcing	i) Budgeting adequately for the management and conduct of independent decentralized evaluations.
Management of decentralized evaluations	i) Designing and managing evaluations in compliance with UNEG norms and standards. ii) Identifying, recruiting and managing evaluation consultants. iii) Ensuring consultants' adherence to the Code of Conduct for Evaluators. iv) Using competitive and performance-based procedures for recruitment.
Management responses and follow-up actions	i) Preparing management responses and ensuring that they are publicly available. ii) Undertaking and reporting on follow-up actions.
Quality assurance	i) Applying DEQAS.
Quality assessment	i) Reviewing quality assessment reports on completed evaluations and taking action to improve the quality of future evaluations.
Capacity development	i) With the support of OEV, strengthening staff capacities to manage decentralized evaluations.
Use	i) Using evidence from decentralized evaluations in preparing new policies, programmes, strategies and other interventions. ii) Ensuring that decentralized evaluation reports are publicly available.

As stakeholders of centralized evaluations	
Support for the conduct of evaluations	i) Ensuring the evaluability of WFP's undertakings – establishing baseline information, performance indicators and targets for expected results. ii) Facilitating the evaluation process and providing access to required information. iii) Engaging in consultation on evaluation plans and providing feedback on evaluation products.
Resourcing	i) *Country Directors only*: Contributing financially to selected operation evaluations managed by OEV.[27]
Management response and follow-up actions	i) Preparing management responses to assigned evaluation recommendations, implementing follow-up actions and reporting on them.
Use	i) Using evidence from centralized evaluations to inform the preparation of new programmes, strategies and policies.

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[27] Executive Director Decision Memo, December 2015: Extension in time and revision of targets for the Executive Director Decision Memo 5/10/2012; Establishment of a Special Account for Operation Evaluations and Approval of Direct Support Costs Funding Modality.

ANNEX III: Designation, Appointment Terms and Selection Procedure for the Director of Evaluation

Designation

1. In accordance with the Recommendations and Response to the 2014 UN-DAC Peer Review of WFP's Evaluation Function[28], and Evaluation Policy 2016-21, the position of Director of the Office of Evaluation is hereby redesignated as the Director of Evaluation.

Appointment Terms

2. The Director of Evaluation is appointed by the Executive Director. In addition to retaining responsibility for WFP's Office of Evaluation, the Director of Evaluation will provide global leadership and set standards for, oversee and report on the evaluation function across the whole of WFP including centralized and decentralized evaluation, in conformity with the UN evaluation principles of independence, credibility and utility, the normative framework and accountabilities set out in the Evaluation Policy and Charter.

3. Appointed at grade D2, the term of office of the Director of Evaluation term shall be one non-renewable and non-repeatable six-year term, with no re-entry into WFP.

4. The Director of Evaluation heads an independent evaluation function within the WFP secretariat. To avoid any real or perceived conflict of interest, the Director of Evaluation shall not be assigned any other management responsibilities and will serve only in an advisory or observer role in committees or task forces established for management purposes.

Selection process

5. With the paramount criteria being those of technical competence and behavioral independence and integrity, an internationally competitive and transparent selection procedure for the position of Director of Evaluation is established as follows:

   i. The Human Resources Division (HR) will prepare an external vacancy announcement, based on a Terms of Reference informed by the accountabilities set by the Evaluation Policy.

   ii. The vacancy announcement will be widely advertised and circulated through appropriate channels and websites, including UN Member States, UN Evaluation Group and other relevant international bodies, networks and publications.

   iii. Based on the selection criteria identified in the vacancy announcement, HR will screen applications and prepare a list of candidates meeting the minimum qualifications.

   iv. A selection panel, appointed by the Executive Director with the composition described below and with the support of HR, will review the candidates in accordance with WFP recruitment policies and the post requirements. Based on their initial review, the selection panel will conduct interviews and recommend the two top-ranked candidates to the Executive Director in order of priority.

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[28] WFP/EB.2/2014/6-D/Rev.1.

v.   The Executive Director will present her/his final selection to the Executive Board for approval.

Selection Panel Composition

- Deputy Executive Director
- Chief of Staff
- Assistant Executive Director (OS or RM)
- Chair of UN Evaluation Group (or designated Director of another UN Evaluation Office)
- Two members of WFP's Executive Board, designated by the Bureau
- Director HR as Secretary.

Acronyms Used in the Document

AER	Annual Evaluation Report
CALL	Syria Coordinated Accountability and Lessons Learning initiative
CPE	country portfolio evaluation
DAC	Development Assistance Committee
EPR	emergency preparedness and response
FAO	Food and Agriculture Organization of the United Nations
IAHE	Inter-Agency Humanitarian Evaluation
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development
LTA	long-term agreement
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
P4P	Purchase for Progress
PREP	Preparedness and Response Enhancement Programme
PSA	Programme Support and Administrative [budget]
REACH	Renewed Efforts Against Child Hunger and undernutrition
SDGs	Sustainable Development Goals
SUN	Scaling Up Nutrition
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
WHO	World Health Organization
WHS	World Humanitarian Summit