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## Annual evaluation report for 2022

### Introduction

This is the first annual evaluation report produced under the 2022 WFP evaluation policy<sup>1</sup> and framed against the strategic plan for 2022–2025.<sup>2</sup>

Part 1 describes how the evaluation function is evolving in line with WFP's strategic direction and trends in WFP's operating environment. It gives an overview of evaluation evidence available to support the achievement of WFP's strategic priorities, including the status of centralized, decentralized and impact evaluations ongoing in 2022 and planned for 2023.

Part 2 examines the performance of WFP's evaluation function. It reports major developments and progress against the outcomes identified in the 2022 evaluation policy in the areas of evaluation quality, coverage, use, capacity, partnerships and financial and human resources.

Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in the coming year.

### Draft decision\*

The Board takes note of the annual evaluation report for 2022 (WFP/EB.A/2023/7-A) and the management response (WFP/EB.A/2023/7-A/Add.1), and encourages further action, taking into account considerations raised by the Board during its discussion.

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<sup>1</sup> "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C).

<sup>2</sup> "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2).

\* 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.

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

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## Part 1: Overview of centralized, decentralized and impact evaluations

1. WFP adheres to the United Nations definition of evaluation: evaluation serves the dual purpose of accountability and learning; these two objectives are mutually reinforcing.
2. Decisions regarding what, when and how to evaluate are based on considerations of strategic relevance, demand, timeliness for decision-making, risks, knowledge gaps, feasibility and evaluability. Care is taken to ensure complementarity between different evaluation types, and consultations are held with WFP's external and internal audit services.
3. To support the implementation of the coverage norms set out in the 2022 evaluation policy, evaluation planning and resourcing are embedded in the WFP management plan, the WFP financial framework,<sup>1</sup> the revised corporate results framework for 2022–2025<sup>2</sup> and other corporate documents.<sup>3</sup>
4. In 2022, conflict, economic shocks, climate extremes and soaring prices combined to create a global food crisis of unprecedented proportions in a world still reeling from the disruptions of the coronavirus disease 2019 (COVID-19) pandemic. Against this backdrop, all evaluations were carefully planned and managed to ensure that corporate accountability and learning needs were met, while minimizing the burden on WFP operations and partnerships.

### 1.1 WFP centralized evaluations

#### *Overview of centralized evaluations, 2022–2023*

5. The programme of centralized evaluations conducted by the Office of Evaluation (OEV) is designed to be as relevant as possible to WFP's dynamic programming and diverse operating contexts. All centralized evaluations and management responses are presented to the Executive Board.
6. In 2022, 58 evaluations<sup>4</sup> were completed (27) or ongoing (31) (table 1). Following consultation with the Executive Board and WFP management, at least 14 new evaluations will start in 2023.

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

<sup>2</sup> "WFP corporate results framework (2022–2025)" (WFP/EB.1/2022/4-A/Rev.1).

<sup>3</sup> Such as the "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1) and "WFP Policy Formulation" (WFP/EB.A/2011/5-B). An evaluation of the country strategic plan (CSP) policy will be presented to the Board at the 2023 annual session.

<sup>4</sup> Including evaluation syntheses and reviews.

**TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2022 AND NEW IN 2023**

Type	2022		2023
	COMPLETED	ONGOING	NEW
<b>Policy</b>	WFP's role in peacebuilding in transition settings (EB.1/23)	Building resilience for food security and nutrition (EB.A/23) Disaster risk reduction and climate change (EB.A/23) Country strategic plans (EB.A/23)	Environmental Emergency preparedness
<b>Strategic</b>	WFP's work on nutrition and HIV/AIDS (EB.1/23)	Protection from sexual exploitation and abuse (EB.A/24)	Mid-term evaluation of the WFP strategic plan (2022–2025) Refugees and displacement
<b>Country strategic plan (CSP) or interim country strategic plan (ICSP)</b>	Afghanistan CSP (2018–2022) (EB.2/22) Algeria ICSP (2019–2022) (EB.1/23) Bolivia (Plurinational State of) CSP (2018–2022) (EB.2/22) Central African Republic ICSP (2018–2022) (EB.1/23) Chad CSP (2019–2023) (EB.1/23) Ecuador CSP (2017–2021) (EB.2/22) India CSP (2019–2023) (EB.2/22) Jordan CSP (2020–2022) (EB.2/22) Kyrgyz Republic CSP (2018–2022) (EB.2/22) Mauritania CSP (2019–2023) (EB.1/23) Mozambique CSP (2017–2021) (EB.A/22) Nigeria CSP (2019–2022) (EB.1/23) Pakistan CSP (2018–2022) (EB.2/22) State of Palestine CSP (2018–2022) (EB.1/23) Peru CSP (2018–2022) (EB.2/22) South Sudan ICSP (2018–2022) (EB.2/22) Sri Lanka CSP (2018–2022) (EB.2/22) Sudan CSP (2019–2023) (EB.2/22) Tajikistan CSP (2019–2024) (EB.2/22) United Republic of Tanzania CSP (2017–2021) (EB.A/22)	Benin CSP (2019–2023) (EB.2/23) Bhutan CSP (2019–2023) (EB.2/23) Burkina Faso CSP (2019–2023) (EB.2/23) Cambodia CSP (2019–2023) (EB.2/23) Dominican Republic CSP (2019–2023) (EB.2/23) Egypt CSP (2018–2023) (EB.A/23) Ghana CSP (2019–2023) (EB.2/23) Guinea ICSP (2019–2023) (EB.A/24) Haiti CSP (2019–2023) (EB.2/23) Kenya CSP (2018–2023) (EB.A/23) Lesotho CSP (2019–2024) (EB.A/24) Madagascar CSP (2019–2023) (EB.1/24) Malawi CSP (2019–2023) (EB.2/23) Namibia CSP (2017–2023) (EB.2/23) Nepal CSP (2019–2023) (EB.2/23) Philippines CSP (2018–2023) (EB.2/23) Rwanda CSP (2019–2024) (EB.A/24) Senegal CSP (2019–2023) (EB.2/23) Syrian Arab Republic ICSP (2022–2023) (EB.2/24) Zambia CSP (2019–2023) (EB.A/23)	Colombia CSP <sup>2G</sup> (2021–2024) Congo CSP (2019–2024) Cuba CSP <sup>2G</sup> (2021–2024) Ethiopia CSP <sup>2G</sup> (2020–2025) Iraq CSP (2020–2024) Mali CSP (2020–2024) Sierra Leone CSP (2020–2024)

Type	2022		2023
	COMPLETED	ONGOING	NEW
Corporate emergency response		WFP response in Myanmar <sup>5</sup> (EB.2/23) Regional response to the protracted emergency in the Sahel (EB.2/24)	WFP response in Ukraine
Inter-agency humanitarian evaluation	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen  Inter-agency humanitarian evaluation of the COVID-19 response	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in northern Ethiopia  Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Afghanistan	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Ukraine
Synthesis	Synthesis of evidence and lessons on WFP's performance measurement and monitoring from centralized and decentralized evaluations (2018–2021) (EB.1/23)		Cooperating partners
Review	Review of the implementation of recommendations from thematic evaluations of a strategic/global nature (EB.A/22)		
Joint evaluation/ joint synthesis	Joint evaluation of the UN Joint Programme on AIDS's work on efficient and sustainable financing	Joint evaluation of the UNAIDS Joint Programme's work on social protection jointly managed by UNAIDS, WFP, ILO and UNICEF  Strategic joint evaluation of the collective international development and humanitarian assistance response to COVID-19 led by OECD-DAC COVID-19 Global Evaluation Coalition  UNDP-led joint synthesis of evaluative evidence of SDG 17 partnerships	

Abbreviations: Letters and figures in brackets refer to the Board sessions at which the evaluations were or will be presented: EB.A = annual session; EB.1 = first regular session; and EB.2 = second regular session. For example, EB.A/22 refers to the 2022 annual session.  
2G = second generation.

### Policy evaluations

- Policy evaluations are an integral part of the policy development process at WFP. The evaluation policy coverage norm<sup>6</sup> requires evaluation of WFP policies four to six years after the start of implementation and/or prior to policy changes. Policy evaluations focus on specific WFP policies and the systems, guidance and activities that are put in place to implement them. Policy evaluations aim to assess the quality, implementation and results

<sup>5</sup> This evaluation will also cover the evaluation of the Myanmar country strategic plan (2018–2023).

<sup>6</sup> As set out in "WFP Policy Formulation" (WFP/EB.A/2011/5-B).

- of policies in order to support policy improvement and assist programme staff in policy implementation.
8. The policy evaluation on WFP's role in peacebuilding in transition settings was presented to the Board at its 2023 first regular session. The evaluation concludes that the policy is well formulated and remains relevant and that WFP's main contribution to peace continues to be its work on food insecurity, resilience and livelihoods. However, gaps remain in the implementation of the policy, in particular in conflict-sensitive programming, and in enhancing the practice and use of context and conflict analysis to inform programmes.
  9. In 2022 OEV initiated a policy evaluation on building resilience for food security and nutrition and the evaluation of WFP policies on disaster risk reduction and management and climate change.<sup>7</sup> As these three policies are strongly linked, the evaluations are being conducted in close coordination to ensure complementarity and efficiency. Both evaluations will be presented to the Board at its 2023 annual session.
  10. An evaluation of the policy on country strategic plans (CSPs) was launched in 2022. Covering five years of implementation (2017–2022), it focused on assessing WFP repositioning in light of the 2030 Agenda and the expected organizational changes set out in the CSP policy document. The evaluation will be presented to the Board at its 2023 annual session.
  11. Two new evaluations are planned to start in 2023, one on the environmental policy (2017) and other on the emergency preparedness policy (2017).

### ***Strategic evaluations***

12. Strategic evaluations are forward looking and assess strategic, systemic or emerging corporate issues and programmes and initiatives with global or regional coverage. The subjects of these evaluations are selected for their relevance to WFP's strategic direction.
13. A strategic evaluation of WFP's work on nutrition and HIV/AIDS was presented to the Board at its 2023 first regular session. The evaluation assessed the 2010 policy on HIV/AIDS, the 2017 nutrition policy and WFP's organizational readiness to meet the challenges set out in the Decade for Action on Nutrition. The evaluation was timely, both globally and for WFP internally, coinciding with a period of considerable global change and the inclusion of nutrition integration as one of four cross-cutting priorities in the strategic plan (2022–2025). The evaluation concludes that HIV remains a relevant issue for WFP as it strives to reach the most vulnerable but that in light of changes in the HIV landscape, the policy is no longer relevant. It finds that the nutrition policy, while aligned with global priorities at the time of development, does not encompass a cross-cutting approach to nutrition. Further, the evaluation determines that WFP does not yet have the institutional architecture or investment to fully implement its ambitions for integrating nutrition across the WFP portfolio or to sustain and improve coordination and collaboration with partners working on HIV and nutrition.
14. A strategic evaluation of WFP's work in the area of protection from sexual exploitation and abuse (PSEA) was initiated in 2022 in response to significant stakeholder interest. Engaging in extensive stakeholder consultation throughout, the evaluation will take a formative approach to assessing WFP's work on PSEA in the diverse contexts in which it operates. The evaluation will assess the relevance and effectiveness of PSEA mechanisms in light of international practice and the coherence and coordination of WFP's approach to PSEA through its internal assets and capacities and inter-agency and operational partnerships.

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<sup>7</sup> OEV and the Programme and Policy Development Department agreed to evaluate the policy on disaster risk reduction and management and the policy on climate change together given the strong conceptual, programmatic and organizational linkages between them.

The evaluation will also assess how WFP practices are perceived and experienced by beneficiaries. The evaluation will be presented to the Board at its 2024 annual session.

15. In 2022 OEV organized an extensive consultative process to identify evidence and learning gaps and priority topics in the internal and external environment and upcoming policy evaluations. This process included a review of planned thematic audits and a survey of stakeholders from country offices, regional bureaux and headquarters and enabled OEV to develop a shortlist of proposed topics for future strategic evaluations, which was then discussed with Board members and senior management to identify priorities and confirm timing.
16. Following the consultation process, two strategic evaluations will be launched towards the end of 2023: a mid-term evaluation of the strategic plan (2022–2025) and a strategic evaluation on refugees and displacement.

### ***Country strategic plan evaluations***

17. CSP evaluations are the main instrument for institutional accountability and learning related to WFP's activities at the country level. The evaluation process is timed to ensure that the final report on the evaluation of a CSP is ready when the country office starts designing the new CSP.
18. Twenty CSP evaluations were completed in 2022: those for Mozambique and the United Republic of Tanzania were presented to the Board at its 2022 annual session; those for Afghanistan, the Plurinational State of Bolivia, Ecuador, India, Jordan, the Kyrgyz Republic, Pakistan, Peru, South Sudan, Sri Lanka, the Sudan and Tajikistan were presented to the Board at its 2022 second regular session; and those for Algeria, the Central African Republic, Chad, Mauritania, Nigeria and the State of Palestine were presented at the 2023 first regular session.
19. Overall, these evaluations concluded that WFP was effective in mitigating food insecurity during crises and was well established as the lead humanitarian agency with strong comparative advantage in emergency response. At the same time, the need to respond to multiple emergencies during the period evaluated partially overshadowed the changing lives agenda.
20. WFP continues to play a key role in school-based programmes, either by helping to develop and strengthen national programmes or through direct implementation. Results are promising and show enhanced coverage of national programmes and improvements in school attendance and retention rates. Strengthening home-grown school feeding, however, remains challenging due to complex procurement procedures and limited local partnerships. WFP was generally effective in treating (moderate) acute malnutrition, but less so in preventing stunting. In some countries, the food consumption score – nutrition indicator changed abruptly after the onset of the COVID-19 pandemic, as did the adoption of coping strategies, suggesting that beneficiaries have limited resilience in the face of shocks. Food assistance for assets at the level of individuals is perceived by beneficiaries as providing lasting positive effects, including greater protection from natural disasters and increased production and income. However, progress in addressing root causes and achieving results in resilience and livelihood operations on a larger scale is hindered by the geographical dispersion of interventions, the limited size of projects, the short-term nature of programming and insufficient funding. Country capacity strengthening (CCS) performance is weakened by a lack of comprehensive capacity gap assessments, adequate prioritization of CCS activities, high government staff turnover and the limited experience of WFP staff in this area.

21. The evaluations also identified a number of systemic issues affecting performance, including the following:
- Evidence generation and use: Evidence is produced in a range of areas but it is not systematically used for strategic decision-making and evidence-based programming. Monitoring and reporting systems are not adequately linked to results-based management at the country office level.
  - Efficiency of operations: Budget revisions for the inclusion of new focus areas and activities imply high transaction costs and may affect timeliness and responsiveness. For most CSPs, the management of strategic outcomes was siloed, limiting the potential for harnessing internal synergies as well as hindering coordination with other (non-WFP) humanitarian and development actors. Transfer costs for cash are lower than those for food; however, the cost effectiveness of cash-based transfers can be reduced by high inflation rates, which rapidly erode purchasing power, and by limited food availability in local markets.
  - Sustainability: Government ownership, integration into national programming, community engagement, and stable financial and human resources are key success factors for sustainability. A lack of long-term vision and strategy reduces the sustainability of CCS interventions.
  - People management: Overreliance on short-term contracts affects continuity and is not conducive to attracting and retaining the most qualified and competent staff. Staff profiles have a major influence on WFP's ability to act as an enabler. Investments are required to build competencies in key areas such as resilience, livelihood support and CCS.
  - Funding: Flexibility in the use of funding continues to be constrained by earmarking and other conditions (e.g., donor stipulations regarding food procurement, service provider contracting and transfer modalities), limiting the ability of WFP to "do the right thing at the right time". Many donors still consider WFP exclusively as a humanitarian agency and development activities are generally underfunded compared to emergency response. High dependence on large donors may be a source of risk for country offices and there are signs that fundraising has sometimes been difficult due to donor fatigue and competing priorities.
22. As set out in the OEV workplan for 2022–2024,<sup>8</sup> 15 CSP and ICSP evaluations were planned to start in 2022. Of those, 13 are progressing as planned in Benin, Bhutan, Burkina Faso, Cambodia, the Dominican Republic, Ghana, Malawi, Namibia, Nepal, the Philippines, Senegal, the Syrian Arab Republic and Zambia. The evaluation of the CSP for Nicaragua was initially postponed due to adjustments in the CSP cycle and later cancelled; a corporate emergency response evaluation is ongoing for Myanmar, in lieu of the originally planned CSP evaluation.<sup>9</sup> In addition to those included in the 2022–2024 workplan, CSP evaluations for Lesotho, Madagascar, Guinea and Rwanda started in 2022 to allow sufficient time for WFP to consider the results in the new CSP cycles starting in 2024.
23. In 2023, OEV will start seven CSP and ICSP evaluations in the following countries: Colombia, Congo, Cuba, Ethiopia, Iraq, Mali and Sierra Leone. CSP evaluations for Burundi, the Democratic Republic of the Congo, Djibouti, Guatemala, Liberia, the Niger and Sao Tome and Principe have been cancelled (see paragraph 75) and the CSP evaluation for Armenia has been postponed by a year due to adjustments in the CSP cycle. As in previous years, OEV expects continued volatility in the timing of CSP evaluations because of changing CSP

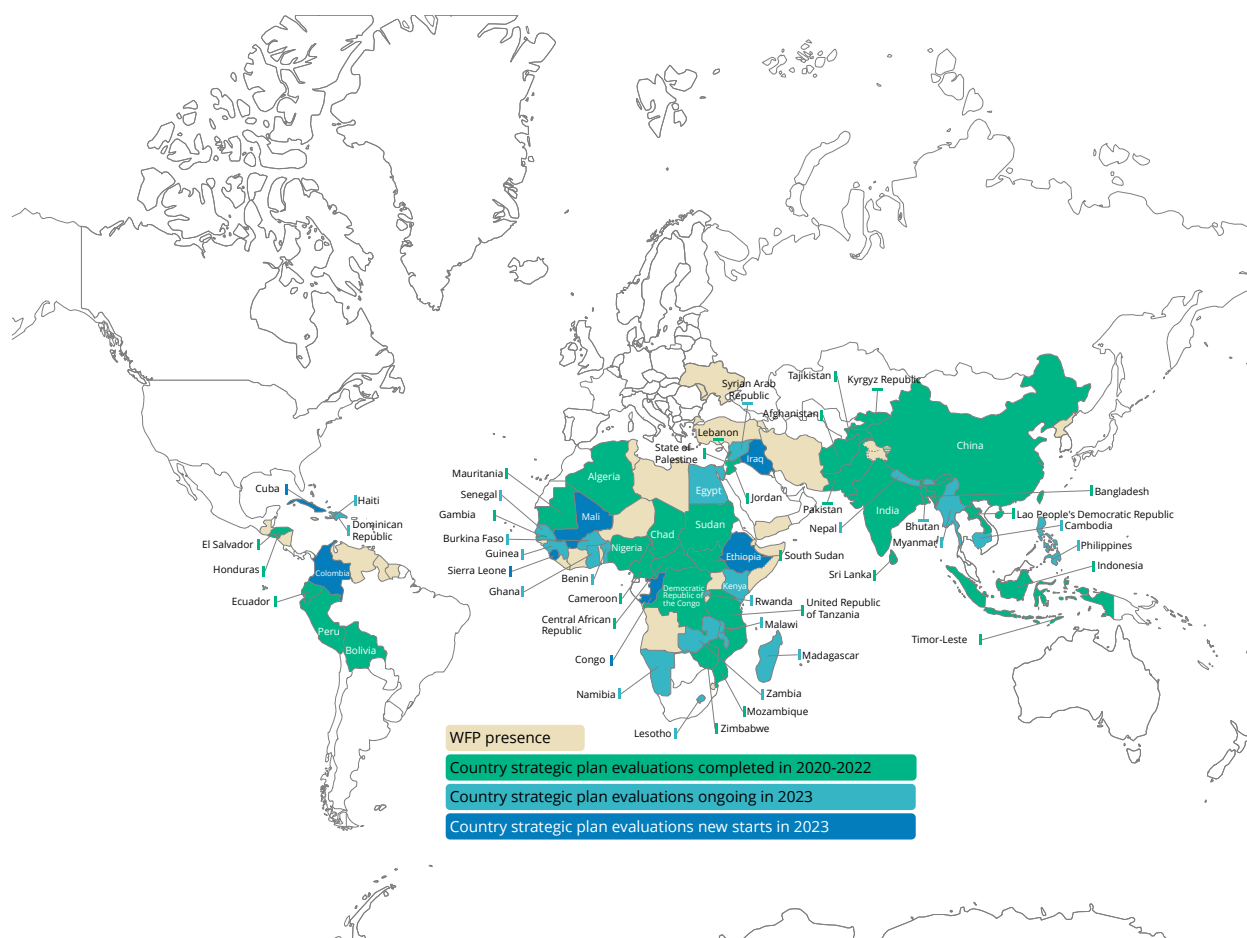
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<sup>8</sup> [Evaluation function work plan 2022–2024](#), Annex IV of the “[WFP management plan \(2022–2024\)](#)” (WFP/EB.2/2021/5-A/1/Rev.1).

<sup>9</sup> The corporate emergency evaluation will also meet the objectives of a CSP evaluation.

cycles, which largely occur due to harmonization with national administrative cycles and United Nations sustainable development cooperation frameworks (UNSDCFs).

**Figure 1: Country strategic plan evaluation coverage, 2020-2023**



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

### **Evaluations of corporate emergency responses**

24. In line with the WFP evaluation policy, all crises classified as Level 2 (L2) or Level 3 (L3) emergencies up until January 2022 or as Corporate Scale-Up or Corporate Attention from February 2022 onwards<sup>10</sup> are to be evaluated through OEV-commissioned corporate emergency evaluations or CSP evaluations or through inter-agency humanitarian evaluations.
25. Annex III shows the main emergency responses since 2012 and highlights the complex and protracted nature of most of the related crises. In 2022, WFP received record contributions of USD 14.2 billion – nearly 50 percent more than in 2021, meeting two thirds of operational requirements as assessed at 31 December 2022.<sup>11</sup> WFP's life-saving operations continued to

<sup>10</sup> As per the revised emergency activation protocol (Executive Director's circular [OED/2023/003](#)).

<sup>11</sup> Draft annual performance report for 2022.



- focus on the largest and most complex emergencies in the world and represented 83 percent of expenditures across WFP's eight strategic results.
26. In 2022, OEV completed CSP evaluations covering corporate emergency responses for the Central African Republic, Mozambique, Nigeria and South Sudan, while for Haiti, the evaluation is ongoing. CSP evaluations were also completed for Chad and Mauritania, which are part of the Central Sahel corporate emergency response. Additional CSP evaluations covering Corporate Attention emergency responses in Burkina Faso (also part of the Central Sahel emergency), Kenya, Madagascar and Mali will be presented to the Board during 2023.
  27. Corporate emergency evaluations assess WFP performance during emergency operations. Their scope can be global, multi-country or single-country and their purpose is twofold: to provide evaluation evidence and accountability for results to WFP stakeholders; and to provide learning on WFP's performance during the emergency response to enhance the operation (if still ongoing) and for broader learning on WFP complex emergency responses.
  28. In 2022, OEV launched two new corporate emergency evaluations, the first covering WFP operations in Myanmar, where a complex emergency response is ongoing since 2017, and the second assessing the WFP regional response to the protracted emergency in the Sahel. The Myanmar evaluation is in lieu of a CSP evaluation. It looks in depth at WFP's humanitarian response and is expected to inform the development of a new ICSP. The Sahel evaluation covers eight countries and, building on the CSP evaluations conducted in the region, is expected to bring a wider perspective on regional strategic issues and to facilitate learning across countries.
  29. Inter-agency humanitarian evaluations assess the results of the collective humanitarian response by member organizations of the Inter-Agency Standing Committee (IASC) to a specific crisis or thematic issue. They evaluate the extent to which planned collective results have been achieved and the part played by humanitarian reform in that achievement, contributing to accountability and strategic learning across the humanitarian system.
  30. WFP has continued to invest significantly in inter-agency humanitarian evaluations through financial contributions and OEV staff participation in the evaluation management groups. In 2022, an inter-agency humanitarian evaluation was completed covering the collective response in Yemen from the declaration of the L3 emergency in 2015 until 2021. A second inter-agency evaluation on the COVID-19 humanitarian response was also completed, assessing IASC preparedness and response at the global, regional and country levels and the extent to which it met the humanitarian needs of people in the context of the COVID-19 pandemic.
  31. In 2021, two new inter-agency humanitarian evaluations were triggered under the IASC scale-up protocol and have started in 2022; the evaluations cover emergency responses in northern Ethiopia and Afghanistan.
  32. Preparatory work on an evaluation of the Ukraine emergency response began in early 2023.

### ***Evaluation syntheses***

33. A synthesis of evaluation evidence and lessons learned related to WFP performance measurement and monitoring for the period 2018–2021 was presented to the Board at its 2023 first regular session. The synthesis presented findings from 53 centralized evaluations and decentralized evaluations from 2018–2021, examining the extent to which WFP's normative framework for monitoring allowed for the effective measurement of achievements at the country level and enabled reporting on corporate performance; the report also looked at whether and how WFP monitoring systems generate credible information that is subsequently used by the organization. The synthesis highlights that monitoring data is used for reporting – within WFP and to donors – for accountability purposes; to a lesser extent, it is used by management to inform the adjustment of ongoing

activities and programmes and to foster learning. The synthesis concludes that while the monitoring normative framework remains relevant, there is still room for improvement in areas such as resourcing and making greater use of monitoring data for learning and programme adaptation.

### **Review**

34. At the 2022 annual session, OEV presented the Board with a report produced following a consultative review of the implementation of recommendations from global evaluations from 2016 to 2020. The WFP management response agreed that there is a continuing need to highlight systemic issues for attention when presenting evaluation reports to the Oversight and Policy Committee.

### **Joint evaluation initiatives at the global level**

35. Joint evaluations<sup>12</sup> are gaining momentum in the context of United Nations reform and the 2030 Agenda, which defines partnerships and collaborative work as tools for the achievement of the Sustainable Development Goals (SDGs). In 2022, OEV managed joint evaluations with a global scope together with evaluation offices from other United Nations entities and global partners. Specifically, OEV contributed to the design and management of two strategic global joint evaluation exercises: the joint evaluation of the UNAIDS joint programme's work on social protection, jointly managed by the Joint United Nations Programme on HIV and AIDS (UNAIDS), WFP, the International Labour Organization (ILO) and the United Nations Children's Fund (UNICEF); and the strategic joint evaluation of the collective international development and humanitarian assistance response to COVID-19 led by the COVID-19 Global Evaluation Coalition of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC). Both evaluations are due to be completed in the second part of 2023.
36. WFP is supporting the Global Coalition on evaluative evidence for SDG syntheses – a joint initiative with United Nations agencies, bilateral and multilateral organizations and global evaluation networks that will generate syntheses organized around the five SDG pillars: People, Planet, Prosperity, Peace and Partnership. WFP is part of the management group of the Partnership synthesis and is committed to supporting the syntheses on People and Planet, which are currently planned for 2023 and 2024. The Partnership synthesis started in 2022 and the results will be presented at the first SDG summit in 2023.

### **1.2 WFP decentralized evaluations**

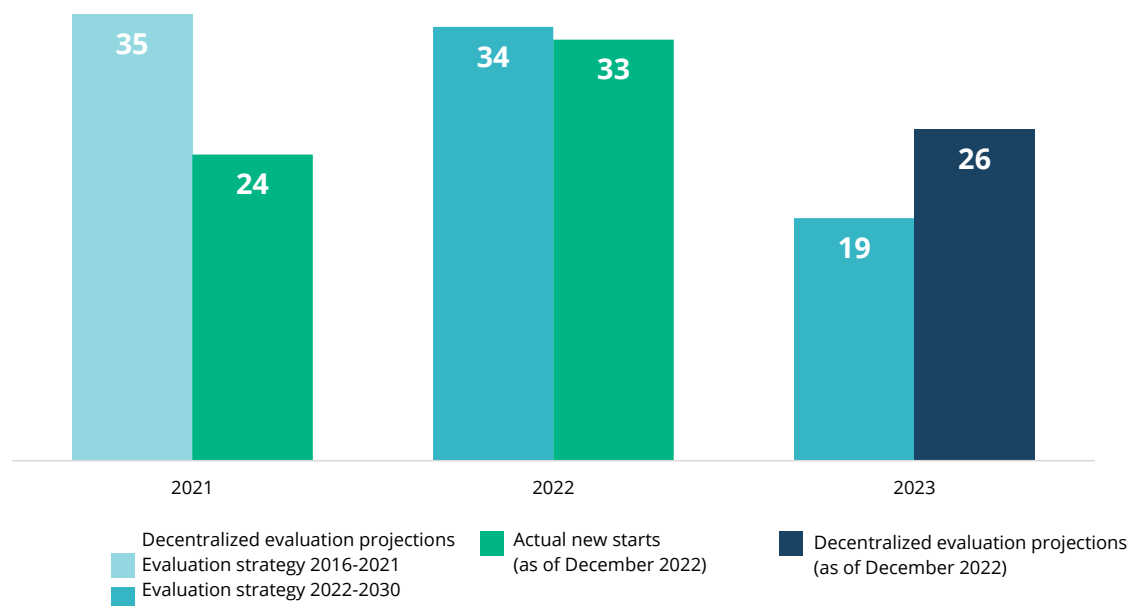
37. Decentralized evaluations are commissioned to meet learning needs, demonstrate results and in some cases to meet commitments made to donors and other partners. In addition to decentralized evaluations commissioned by country offices (78 percent of all decentralized evaluations in 2022), the number of multi-country thematic evaluations commissioned by regional bureaux and headquarters divisions increased, a trend that is expected to continue as these offices identify learning priorities across regions and programmatic/operational areas.

### **Overview 2022–2023**

38. In 2022, 33 out of the 34 planned decentralized evaluations started (figure 2). In 2023, 26 decentralized evaluations are projected to start (as at December 2022), seven more than planned in the corporate evaluation strategy for 2022–2030. The overall number and timing of decentralized evaluations can change over time because country offices may decide to commission a different type of exercise or evidence needs might change.

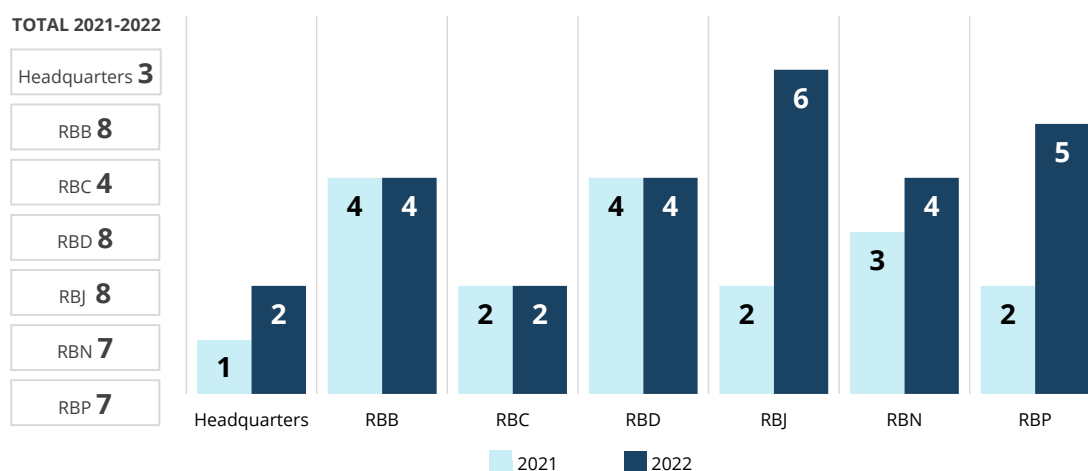
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<sup>12</sup> The United Nations Evaluation Group defines joint evaluation as a joint evaluative effort by more than one entity of a topic of mutual interest, with the degree of "jointness" varying from cooperation in the evaluation process to pooling of resources and combined reporting (United Nations Evaluation Group, 2013. [Resource Pack on Joint Evaluations](#)).

**Figure 2: Projected decentralized evaluations and new starts, 2021–2023**

Source: OEV.

39. As shown in figure 3, 27 decentralized evaluations were completed in 2022 compared with 18 in 2021, with most exercises completed in the Southern Africa region. Of the decentralized evaluations planned to start in 2022, 17 were cancelled for a variety of reasons. In some cases, evaluations were turned into other evaluative exercises (for instance, a review); in others, cancellation was due to changes in evidence needs, lack of capacity (human or financial) or an overlapping timeline with another evaluation.

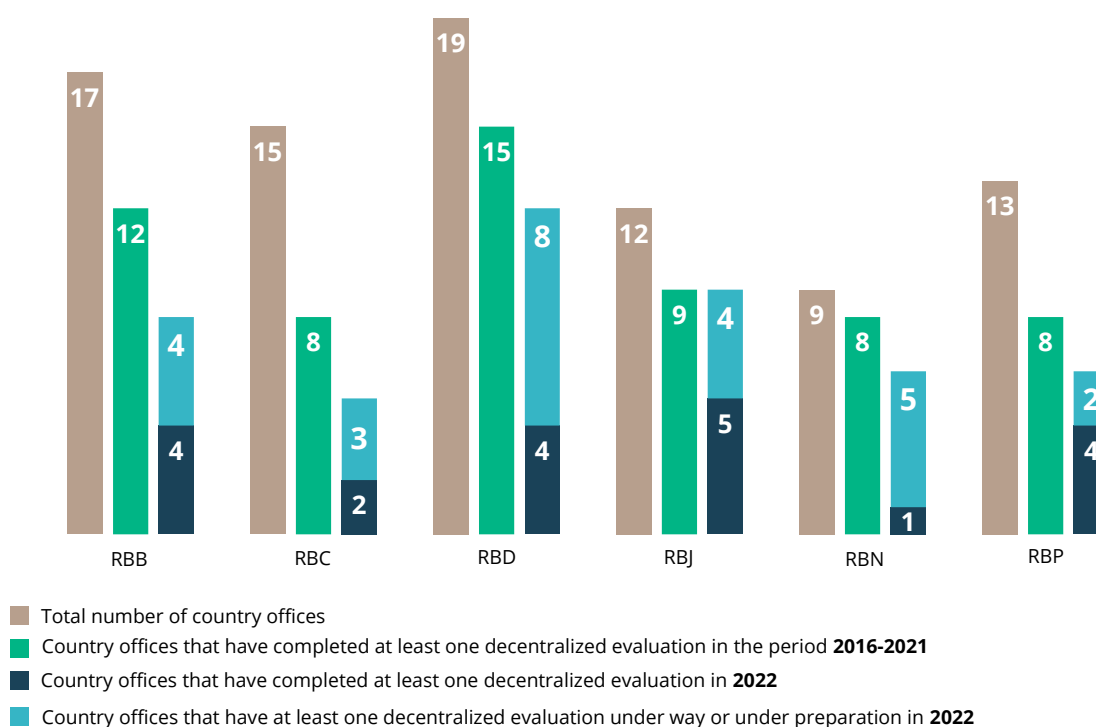
**Figure 3: Completed decentralized evaluations by region/headquarters and year of completion, 2021–2022**

Source: OEV.

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

40. The number of countries that have completed at least one decentralized evaluation varies from region to region (figure 4). In the period 2016 to 2021, 60 country offices (70 percent) completed at least one decentralized evaluation. Considering 2022 as the baseline year for the updated evaluation policy, the number of country offices that have completed a decentralized evaluation or have an ongoing one is 47, representing 55 percent of the 86 country offices, including the China country office managed by the Strategic Partnerships Division (not shown in figure 4). Of the 17 country offices that did not commission a decentralized evaluation in the period 2016 to 2021, six initiated a decentralized evaluation in 2022. An additional five country offices have planned evaluations in 2023 to 2025.

**Figure 4: Numbers of country offices with completed or ongoing decentralized evaluations by regional bureau, 2016–2021 and 2022**



Source: OEV.

41. The number of multi-country decentralized evaluations has increased from one commissioned in 2021 in Southern Africa<sup>13</sup> to six completed or ongoing across three regions in 2022, as shown in table 2.

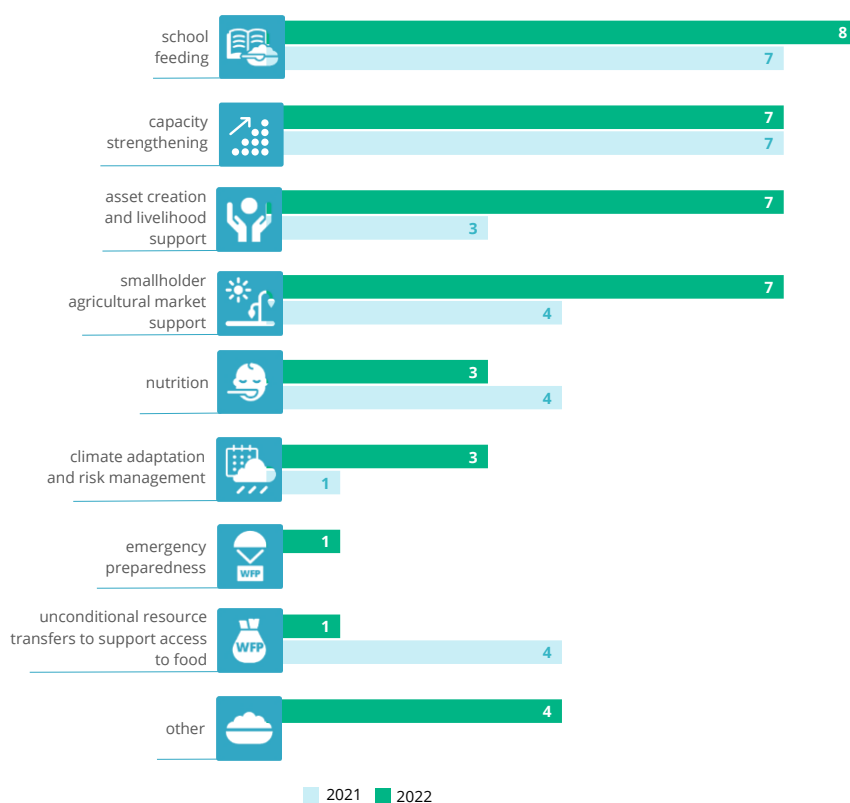
<sup>13</sup> WFP. 2021. *WFP Contribution to Market Development and Food Systems in Southern Africa: A Thematic evaluation – 2018 to 2021*.

**TABLE 2: MULTI-COUNTRY DECENTRALIZED EVALUATIONS, 2021–2022**

Regional bureau	Start year	Completion year	Title of multi-country decentralized evaluation
<b>Southern Africa</b>	2021	2022	Joint evaluation of the Southern Africa Development Community regional vulnerability assessment and analysis (RVAA) programme (2017–2022)
<b>Eastern Africa</b>	2021	2022	Thematic evaluation of cooperating partnerships in the Eastern Africa region (2016–2020)
	2021	2022	Thematic evaluation of supply chain outcomes in the food system in eastern Africa (2016–2021)
	2022	Ongoing	Local and regional food procurement policy pilot programmes in eastern Africa from 2021 to 2023
<b>Latin America and the Caribbean</b>	2021	2022	Evaluation of the joint programme “Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean”, 2020–2022
	2022	Ongoing	Regional evaluation of WFP’s contribution to shock-responsive social protection in Latin America and the Caribbean (2015–2022)

42. By 2022, eight decentralized evaluations had been commissioned by headquarters divisions. In 2022, the School-based Programmes Division finalized a synthesis of evaluations of school feeding programmes in emergency settings in the Democratic Republic of the Congo, Lebanon, the Niger and the Syrian Arab Republic and launched a new joint evaluation with UNICEF and the United Nations Population Fund (UNFPA) of the Breaking Barriers to Girls Education Project in Chad and the Niger. The Retail and Markets Unit is launching a thematic evaluation of WFP’s contribution to market development and food systems in Bangladesh and South Sudan (2018–2022). The Livelihoods, Asset Creation and Resilience Unit is embarking on an evaluation of a resilience programme covering the Democratic Republic of the Congo, the Niger and Somalia.
43. In 2022, most decentralized evaluations completed were focused on school feeding programmes (30 percent, 8 of the 27 evaluations), capacity strengthening (26 percent), asset creation and livelihood support (26 percent) and smallholder agricultural market support (26 percent)<sup>14</sup> (figure 5). Comparing this coverage with WFP activities and volume of work by expenditures for 2022, there are two categories of activities – unconditional resource transfers, and service provision and platforms activities – for which evaluative work may need to increase to address potential evidence gaps.
44. Plans for the period 2023–2026 indicate that while school feeding is likely to remain an area of focus given the evaluation requirements of specific donors, the proportion of evaluations covering capacity strengthening, climate adaptation and risk management, smallholder agricultural market support, and asset creation and livelihood support is expected to increase.

<sup>14</sup> As each evaluation can focus on more than one programmatic area, the percentages shown are independent and do not add up to 100 percent.

**Figure 5: Completed decentralized evaluations by programme area, 2021–2022**

Note: "other" includes social protection, supply chain, cooperating partnerships and communication and advocacy.

Source: OEV.

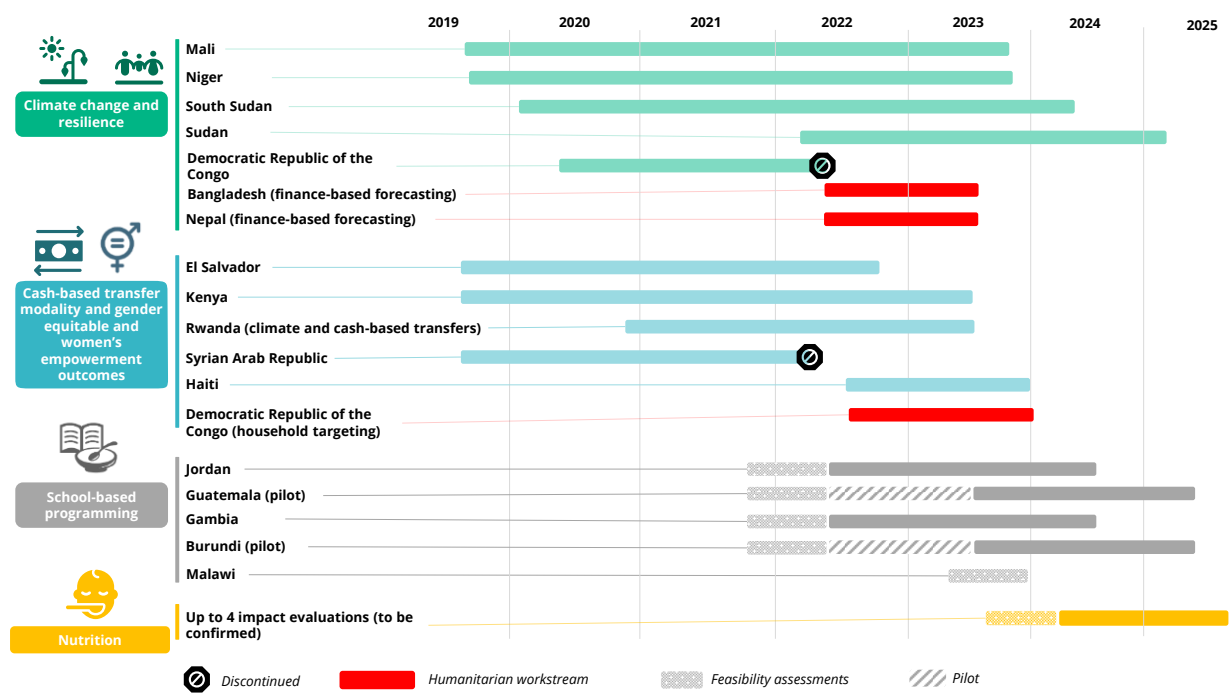
### 1.3 WFP impact evaluations

45. The WFP evaluation policy defines impact evaluations as assessments that "measure changes in development outcomes of interest for a target population that can be attributed to a specific programme or policy through a credible counterfactual". WFP defines the counterfactual as estimating what would have happened in the absence of the intervention. Constructing a credible counterfactual requires identifying comparable households or communities that receive different types or levels of support. Figure 6 provides an overview of ongoing impact evaluations conducted under three thematic "windows" in 2022, as well as those planned for 2023. Additional country offices have shown interest in joining the thematic windows but not all WFP programmes are suitable for impact evaluation and decisions about joining the windows are subject to feasibility assessments and absorption capacity.
46. Under the **climate and resilience window**, four impact evaluations are under way covering activities in the Niger, Mali, South Sudan (joint with UNICEF) and Rwanda. In addition, a feasibility assessment in Sudan was concluded in 2022 in anticipation of design work planned for 2023. The evaluations estimate the impacts of integrated resilience or food assistance for assets interventions on food consumption dynamics and other key outcomes of interest for WFP. Baseline surveys were completed in 2021 and several rounds of high frequency data have been collected throughout 2021 and 2022. Endline data collection is ongoing in Rwanda and will start in the first quarter of 2023 for the other countries, together with qualitative data collection. Inception reports have been published and baseline reports are under final review. In the case of the Democratic Republic of the Congo, an impact evaluation was not deemed feasible, but a cross-sectional study is being planned with

questionnaires and research questions under finalization and data collection scheduled in the course of 2023.

47. Under **the cash-based transfer and gender window**, ongoing impact evaluations in El Salvador, Kenya, Rwanda and Haiti are estimating the impact of providing paid work to women outside the household on outcomes of gender equality and women's empowerment. The El Salvador impact evaluation will be finalized in 2023. In Kenya, following the baseline survey at the end of 2021 and early 2022, the midline survey is planned for 2023. The impact evaluation in Rwanda will be finalized in 2023 following the baseline survey, which was completed in 2020, and the midline and endline surveys completed in 2022. The Haiti country office is planning an evaluation, with baseline data to be collected in early 2023.
48. The **school-based programmes window** includes evaluations in Burundi, Guatemala, Jordan and the Gambia. In the Gambia the impact evaluation will compare the outcomes of children from schools enrolled in the Gambia Agriculture and Food Security Project with those of children not involved in the programme. In Jordan, the evaluation assesses the impact on employment opportunities in community-based kitchen and children's learning and nutrition outcomes. In Burundi, a pilot evaluation is comparing a new decentralized procurement model with previously centralized food distribution to schools; if successful, the pilot will lead to a large-scale impact evaluation to assess the impact of the new model on smallholder farmers. Finally, in Guatemala, a pilot evaluation is assessing the impact of a smartphone app designed to connect schools and registered suppliers (farmers).
49. Under the **nutrition window**, OEV and the Nutrition Division are developing a concept note highlighting the aim and scope for the window and have commissioned a literature review which will identify evidence gaps and provide recommendations for future areas of enquiry to inform the launch of this fourth thematic window. The nutrition window will address the impacts of different nutrition response packages on the outcomes of women and children in humanitarian settings.
50. Under the **optimizing humanitarian interventions** workstream, an impact evaluation on measuring the impacts of anticipatory action (in the form of cash transfers) is ongoing in Nepal and an impact evaluation on quantifying the difference between data- and community-driven targeting methods is under way in the Democratic Republic of the Congo. In 2023, additional impact evaluations will focus on topics including targeting (El Salvador), anticipatory action (Bangladesh) and drought response in Africa (countries to be selected), as well as macro-insurance projects. In addition, OEV is developing a library of potential designs for impact evaluations that can be used during future humanitarian interventions, along with guidance materials and ready-programmed survey modules.

**Figure 6: Ongoing impact evaluations conducted under impact evaluation windows in 2022**



Source: OEV.



## **Part 2: Performance of evaluation function**

### **2.1 Major developments in evaluation**

51. This section reports the major developments in WFP's evaluation function that contributed to the effective operationalization of the evaluation policy in 2022.

#### ***Updated evaluation function normative framework***

52. The Board approved the latest WFP evaluation policy in March 2022, the second iteration since the introduction of the WFP evaluation model of centralized and decentralized evaluations. Setting the strategic direction for the WFP evaluation function, the main changes introduced by the 2022 policy were an updated theory of change for the evaluation function, recognition of impact evaluation as a third category of evaluations, updated institutional arrangements and a much stronger emphasis on the use of evaluation evidence. Accompanying the evaluation policy, a number of other corporate, strategic and management documents were drafted following consultations, including the evaluation charter, which sets the mandate, governance, authorities and institutional arrangements for the evaluation function;<sup>15</sup> and the corporate evaluation strategy.<sup>16</sup> Regional bureaux started consultation processes to update their regional evaluation strategies, which will be finalized in early 2023.
53. As a follow-up to the 2018 strategic evaluation on CSP pilots, it was agreed to review the potential introduction of a ratings system and, if found feasible, establish one for second-generation CSP evaluations. A ratings study has been concluded and extensive consultations will be necessary to take forward recommendations.

#### ***Follow-up to the independent review of the WFP impact evaluation strategy for 2019–2026***

54. Overall, the review found that the WFP impact evaluation strategy is an important and timely initiative and it identified substantial demand for more impact evaluations. Following the review, OEV consulted key internal and external stakeholders and sought feedback from the evaluation function steering group in preparing WFP's response to the recommendations, which included partnership engagement (in particular with other United Nations agencies), internal capacity strengthening, and a broadening of methods and communication approaches. An impact evaluation unit was created within OEV, the first in the United Nations system.

#### ***Evaluation Methods Advisory Panel and other advisory services***

55. In response to the recommendation of the peer review of the evaluation function to "experiment with various evaluation approaches and methodologies and offer an expanded menu of evaluation tools", in 2022 OEV launched the Evaluation Methods Advisory Panel (EMAP) aimed at fostering innovation in evaluation approaches and methods. During its 12-month pilot phase, the EMAP comprised seven external evaluation advisers who provided independent expert advice on a range of draft and completed evaluation products. The EMAP is a new feature of the WFP evaluation function that seeks to strengthen the credibility and utility of evaluations. It is distinct but complementary to other existing quality assurance, support and assessment systems.

#### ***Lessons on national evaluation capacity development***

56. Following the recommendation of 2021 peer review of the evaluation function that WFP should develop and implement clear principles for national evaluation capacity development (NECD) with a tailored and realistic approach, OEV in collaboration with regional bureaux and country offices commissioned an exercise to document lessons

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<sup>15</sup> [WFP Evaluation Charter](#) (Executive Director's circular OED2023/001).

<sup>16</sup> WFP. 2022. [WFP Corporate Evaluation Strategy 2022](#).

learned from implementing NECD initiatives in different country and regional contexts. Twenty-two initiatives were analysed and five lesson briefs<sup>17</sup> were prepared, highlighting the work of WFP at the global, regional and country levels.

### ***Focus on how to monitor and report on the efficiency and effectiveness of the function***

57. Leveraging the wide range of data in WFP evaluation's management information system, and in light of adjustments required to enhance monitoring and reporting on the implementation of the corporate evaluation strategy, OEV started a deep dive into the cost, timeliness and other elements of evaluations to better understand trends over time and across different evaluation types. OEV engaged with the Independent Oversight Advisory Committee (IOAC) on early insights and also reviewed reporting by evaluation offices in other agencies to identify norms and best practice in how the efficiency and effectiveness of evaluation functions is being captured. This work will continue in 2023.

### ***Launch of the Evaluation Excellence Award for Gender-Responsive Evaluations***

58. The Gender-Responsive Evaluation Award was launched to celebrate exceptional evaluations and appreciate the people behind their delivery. Covering decentralized evaluations completed in 2021, 18 evaluations were considered for the award. Shortlisted reports were reviewed for final selection by an independent panel comprising two internal experts and one external expert. The Malawi country office and the Gender Equality Office were the 2022 recipients of the Gender-Responsive Evaluation Award in recognition of exceptional achievement in integrating the gender dimension in their evaluations.<sup>18</sup>

### ***Year of transition: the "new normal" way of working***

59. In the course of 2022, OEV started returning to in-person modalities following a period of overall reduction in face-to-face interaction with direct stakeholders of WFP programmes due to the COVID-19 crisis. Evaluation inception missions, workshops, enumerator training sessions and other activities that had been delivered online reverted to hybrid or in-person engagement with country offices. Continued adjustments were necessary to choose the most appropriate data collection approach for different contexts.

## **2.2 Performance of the evaluation function**

60. This section reports on progress towards the outcomes set out in the WFP evaluation policy (2022) in respect of the quality of evaluation reports, evaluation coverage, the use of evaluations, evaluation partnerships and joint evaluations, and financial and human resources. Monitoring and performance indicators have been developed to facilitate systematic reporting over time. Results for 2022 are presented by outcome area, together with an explanation of the progress made.

### ***Outcome 1: Evaluations are independent, credible and useful***

61. Significant efforts were made in 2022 to ensure that evaluations were designed and conducted using approaches, methods and techniques that were well adapted to their purposes and context.

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<sup>17</sup> WFP. 2022. [Country Capacity Strengthening: Lessons from WFP initiatives in NECD](#).

<sup>18</sup> WFP. 2021. [Evaluation of the Food Assistance for Assets \(FFA\) in the Context of Malawi 2015–2019](#); and Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Entity for Gender Equality and the Empowerment of Women and WFP. 2021. [Accelerating Progress towards Rural Women's Economic Empowerment in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020: Final evaluation](#).

### 1.1 *Innovative evaluation methods*

62. The independent experts on the EMAP (see paragraph 55) reviewed a selection of completed policy, strategic, CSP, corporate emergency response and decentralized evaluation reports. The first EMAP annual report offers a road map for the WFP evaluation function to review its current practices and remain innovative in a rapidly changing landscape while continuing to strengthen the quality and utility of future evaluations and guidance. Focus areas include diverse evaluation approaches and methods; use of theory-based evaluation; linkages between elements of the evaluation design; and triangulation, clarity and transparency.
63. OEV, regional evaluation units and country offices explored innovative ways to apply different approaches and methods in evaluations within different contexts. For example, the Regional Bureau for Eastern Africa used outcomes harvesting for its regional evaluation of supply chain outcomes. A developmental approach is being explored for the regional evaluation of local and regional food procurement pilot programmes in Ethiopia, the Sudan and Uganda.

### 1.2 *Quality support*

64. The regional evaluation units and OEV provided direct technical support to country offices and headquarters divisions respectively to ensure access to and use of various tools, guidance and services for commissioning and managing quality decentralized evaluations.
65. OEV managed the outsourced independent quality support service for decentralized evaluations to ensure that country offices, regional bureaux and headquarters divisions received timely feedback on over 70 draft products (including terms of reference, inception reports and evaluation reports).
66. Given staffing constraints in country offices and in small and/or not yet stabilized regional evaluation units, the quality support service for decentralized evaluations will continue to be critical to the delivery of quality decentralized evaluations in the foreseeable future.

### 1.3 *Quality assurance*

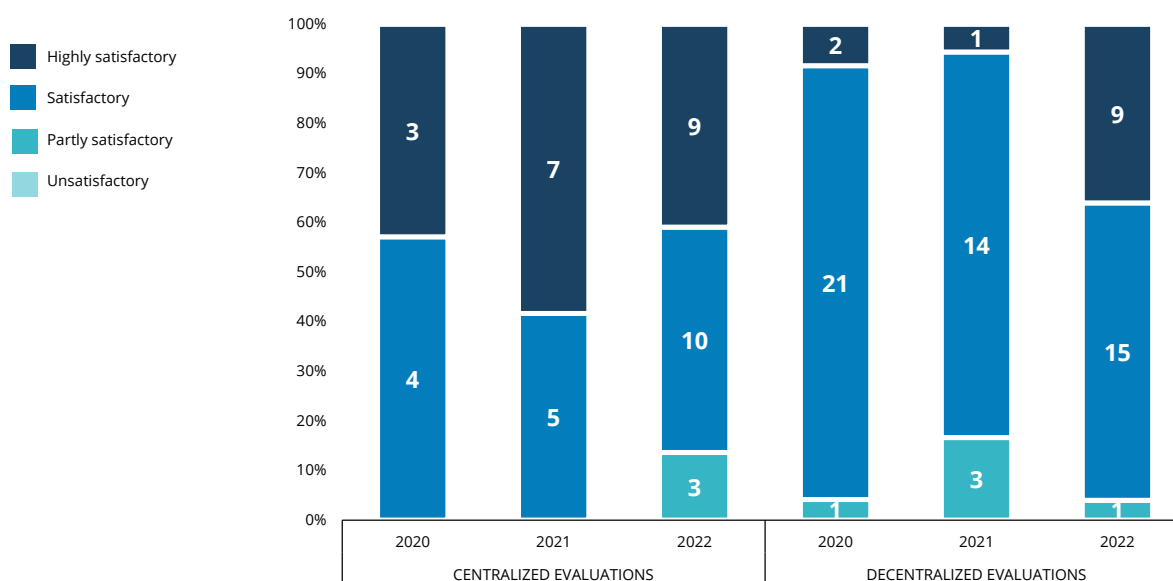
67. The evaluation quality assurance system (EQAS) was applied by WFP staff managing all categories of evaluations and by evaluators conducting the evaluations. The EQAS for impact evaluations and corporate emergency evaluations were drafted in 2022 and will be finalized and disseminated in 2023. The decentralized EQAS process guide and a number of associated tools were reviewed to bring them in line with the updated policy and will be finalized in 2023.
68. OEV contributed to ongoing work to revamp the corporate programme guidance manual by ensuring evaluation was appropriately embedded. The office also engaged with the Corporate Performance and Planning Division on a review of the guidance on preparing management responses to centralized evaluations; a review of the guidance on preparing management responses to decentralized evaluations will be completed in 2023.
69. OEV continued to integrate United Nations Evaluation Group (UNEG) ethics guidelines in WFP evaluations in 2022, with adjustments to guidance and templates that will be finalized in 2023.

### 1.4 *Post-hoc quality assessment*

70. Since 2016, WFP evaluation reports have undergone post-hoc quality assessment, a mechanism through which independent experts rate evaluation quality in line with UNEG norms and standards and the requirements for evaluation set out in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). Post-hoc quality assessment reveals the extent to which users can rely on credible evaluation findings to inform decision-making at WFP. It also informs OEV of whether quality assurance and support mechanisms for WFP evaluations are delivering the intended results.

71. In 2022, 38 percent of 47 evaluations were rated “highly satisfactory”, 53 percent “satisfactory” and 9 percent “partly satisfactory”. Figure 7 shows details related to the quality of centralized and decentralized evaluations. Overall, centralized evaluations continued to be of high quality, with 86 percent rated satisfactory or above. This was a decline from 100 percent in 2021 and was driven by the partially satisfactory ratings of the findings for three CSP evaluations: overall reports cannot receive a satisfactory rating if their findings are rated below satisfactory. OEV is working closely with evaluation managers and evaluation teams to ensure that the gaps identified through post-hoc quality assessment are fully addressed in ongoing and future evaluations. The quality of decentralized evaluations rose in 2022, with 96 percent rated satisfactory or above compared with 83 percent in 2021.
72. In relation to the integration of gender, 76 percent of evaluations were found to “meet requirements” and 24 percent to “approach requirements” according to the UN-SWAP evaluation performance indicator, a slight decline compared to 2021. Overall, WFP “exceeds UN-SWAP requirements” as the aggregate score of its evaluation reports “meets requirements” and it completed an evaluation of its gender policy in 2020. This is the fifth year in which WFP exceeded requirements, continuing a trend of improvement since 2017, when its aggregate score was “approaches requirements.”

**Figure 7: Post-hoc quality assessment of evaluation reports completed, 2020–2022**



Source: OEV.

## **Outcome 2: Evaluation coverage is balanced and relevant and serves both accountability and learning purposes**

### **2.1 Evaluation planning**

73. As noted in paragraph 15, a consultative process was conducted with WFP senior management and the Executive Board to agree on proposed topics for strategic evaluations for the period 2023–2027.
74. OEV collaborated with internal and external audits for evaluation planning, using a joint dashboard to assist with identifying overlaps and potential synergies.

75. Following consultation with regional management and the Executive Board Bureau, the evaluation workplan for CSP evaluations starting in 2022 and 2023 was revised in light of the anticipated transition period between the end of the term of the current Director of Evaluation (February 2023) and the arrival of the new incumbent (unknown at the time of writing). As the primary function of CSP evaluations is to inform the design of the next CSP, they could not be postponed by a year as the findings would arrive too late to serve this purpose. This deviation from stipulated evaluation coverage is an exceptional situation arising from foreseen human resource challenges. Policy and strategic evaluations have been prioritized.
76. At the country office level, planning and budgeting for CSP, impact and decentralized evaluations in the context of other evidence-generation activities continued to improve in 2022 through country office use of the evidence planning and budgeting tool supported by regional bureaux and coordinated by the Research, Assessment and Monitoring Division (RAM) and OEV. OEV and the regional evaluation units reviewed these plans and budgets as part of the programme review process to ensure synergies and complementarity between planned evaluations and other types of evidence-generation activities (i.e., mid-term reviews, assessments) to meet different needs.
- 2.2 *Coverage norms*
77. This section presents progress towards the coverage norms of the evaluation policy (table 3). Annex I shows progress against coverage norms since 2021.

**TABLE 3: MINIMUM EVALUATION COVERAGE NORMS**

COMMISSIONING UNIT	TYPE OF EVALUATION	
<b>OEV</b>	<p><b>Strategic evaluations</b></p> <p>These provide balanced coverage of the core planning instruments of WFP, including elements of the WFP strategic plan and related strategies.</p>	<p><b>Syntheses</b></p> <p>These summarize evidence from a number of completed evaluations. There are no specific norms for syntheses, but OEV will aim to conduct at least one synthesis each year.</p> <p><b>Joint and system-wide evaluations</b></p> <p>WFP will seek out opportunities with other United Nations entities and at the country level in consultation with national partners to undertake more joint and system-wide evaluations including UNSDCF evaluations and inter-agency humanitarian evaluations.</p>
	<p><b>Policy evaluations</b></p> <p>Evaluation of policies takes place between four and six years after the start of implementation<sup>a</sup> and/or prior to policy changes.</p>	
	<p><b>Corporate emergency evaluations</b></p> <p>All crises classified as “Corporate Scale-Up phase” and “Corporate Attention phase”<sup>b</sup> will be subject to evaluation through OEV-commissioned corporate emergency evaluations or CSP evaluations or inter-agency humanitarian evaluations. The Director of Evaluation will determine the most appropriate option in consultation with key stakeholders.</p>	
	<p><b>CSP evaluations<sup>c</sup></b></p> <ul style="list-style-type: none"> <li>• A CSP evaluation is required in the penultimate year of each CSP.</li> <li>• For interim CSPs, an evaluation is required every 5 years for the 10 largest country offices<sup>d</sup> and every 10–12 years for all other country offices.</li> </ul>	
	<p><b>Impact evaluations</b></p> <p>The Director of Evaluation determines how many windows and how many evaluations within each window can be managed at any one time, considering organizational evidence priorities and capacity.</p>	

COMMISSIONING UNIT	TYPE OF EVALUATION
COUNTRY OFFICE	At least one decentralized evaluation (e.g., activity or thematic evaluation or CSP strategic outcome evaluation) per country office per interim CSP or CSP cycle.
REGIONAL BUREAUX	No specific norms but criteria to guide decision-making on evaluation should be applied, particularly for multi-country evaluations. <sup>e</sup>
HEADQUARTERS OFFICE/DIVISION	No specific norms but criteria to guide decision-making on evaluation should be applied.

<sup>a</sup> "WFP Policy Formulation" (WFP/EB.A/2011/5-B). The policy formulation document is pending revision, which may result in the need to adjust the policy evaluation coverage norm.

<sup>b</sup> Executive Director's circular OED 2023/003.

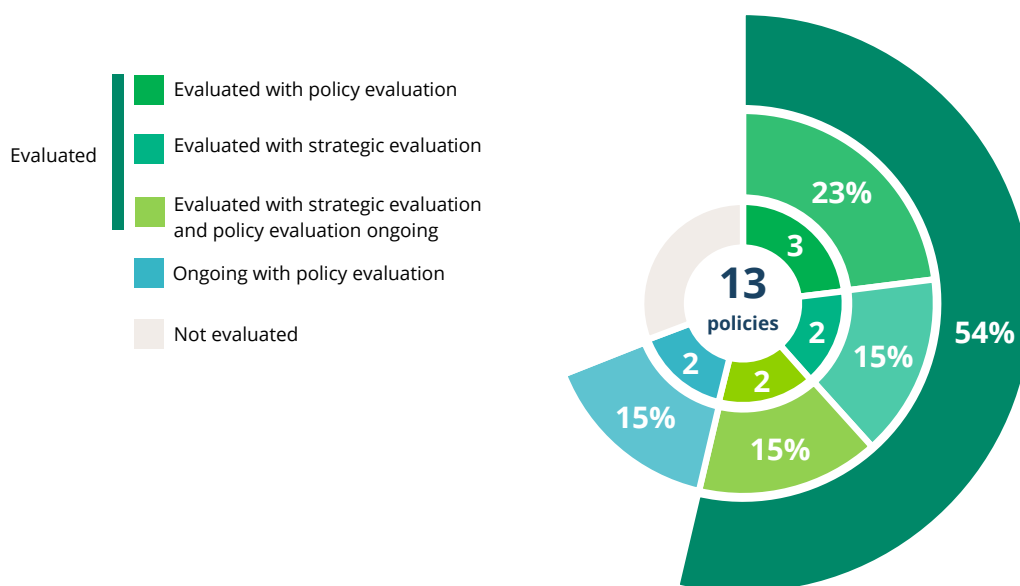
<sup>c</sup> "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1). The current norm for all CSP evaluations will be reviewed in 2023 once the evaluations of first-generation CSPs and the evaluation of the CSP policy have been completed.

<sup>d</sup> Country offices have been grouped into size categories based on WFP criteria established by the Operations Management Support Office, as well as the size of the office, number of employees and number of beneficiaries.

<sup>e</sup> Regional programmes and projects should include plans for generating evidence through evaluation where appropriate.

78. *Policy evaluations.* Of the 13 policies<sup>19</sup> listed in the updated compendium<sup>20</sup> of active policies (see annex II), 7 have been the subject of evaluations (through either a policy evaluation or a strategic evaluation)<sup>21</sup> and 2 are currently being evaluated (figure 8-A).

**Figure 8-A: Percentage of active policies evaluated**



*Policies started before 2011 and after 2018 are not reflected in this figure.  
Internal percentages do not add up to total percentage because of rounding.  
Source: OEV.*

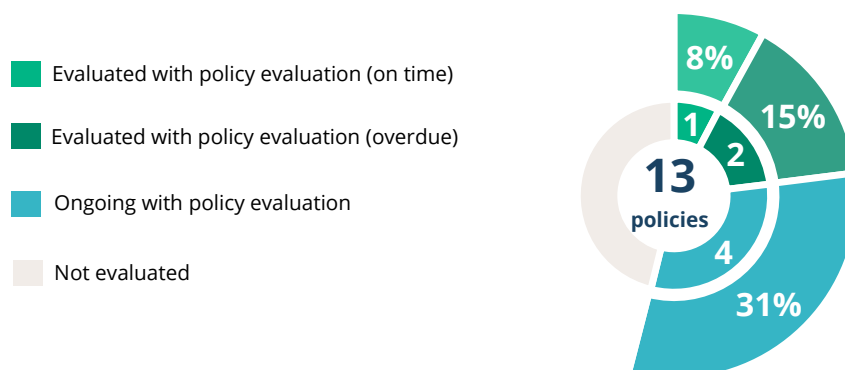
<sup>19</sup> This does not include policies approved before 2011 or after 2018.

<sup>20</sup> "Compendium of policies relating to the strategic plan" (WFP/EB.2/2022/4-A).

<sup>21</sup> In previous annual evaluation reports, the WFP policy on building resilience for food security and nutrition was considered as having been evaluated by the [Strategic evaluation of WFP's support for enhanced resilience](#) (WFP/EB.1/2019/7-A) and the CSP policy was considered as having been evaluated by the [Strategic evaluation of the pilot country strategic plans \(2017–mid-2018\)](#) (WFP/EB.2/2018/7-A). Between 2021 and 2023, the two policies were covered by a specific policy evaluation that will be presented to the Board at its 2023 annual session.

79. As shown in figure 8-B, considering only policy evaluations, three policies of the compendium of active policies were evaluated, one within the four-to-six-year window from the start of the policy (see coverage norm in table 3), and two after six years. Four policies are the subject of ongoing policy evaluations to be completed in 2023. Of the six remaining, the school feeding and nutrition policies were evaluated with a strategic evaluation; the evaluations of the environmental policy and emergency preparedness policy will start in 2023; the evaluation of the enterprise risk management policy will start in 2024; and the evaluation of the WFP oversight framework policy has not yet been planned.

**Figure 8-B: Percentage of active policies evaluated on time with policy evaluations**

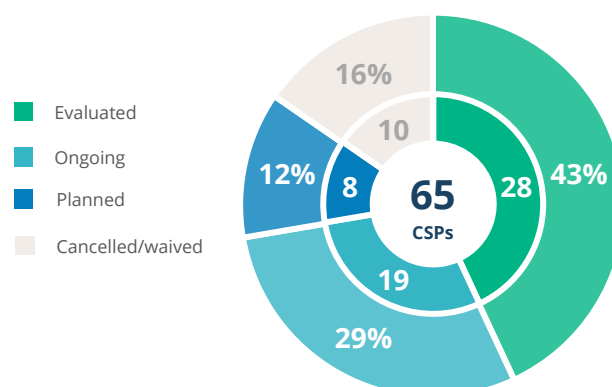


*Notes:* Policies started before 2011 and after 2018 and strategic evaluations that evaluate policies are not reflected in this figure. "On time" means that the policy evaluation was completed within four to six years of the start of the policy's implementation. "Overdue" means that the policy evaluation was completed more than six years after the start of the policy's implementation.

*Source:* OEV.

80. Of the first generation of CSPs, 28 have been evaluated to date and 19 are the subject of ongoing evaluations to be completed in 2023 (figure 9). Four evaluations of first-generation CSPs are planned to start in 2023 and the remaining four will begin in 2024.<sup>22</sup> In addition, as shown in table 1, three evaluations of second-generation CSPs (for Colombia, Cuba and Ethiopia) will start in 2023.

**Figure 9: Percentage of first-generation CSPs evaluated or with an ongoing or planned evaluation at the end of 2022**

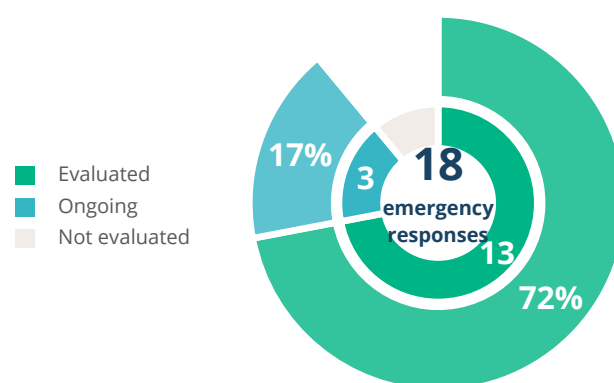


*Source:* OEV.

<sup>22</sup> Armenia, Côte d'Ivoire, Eswatini and Uganda.

81. Fifteen country offices are currently implementing ICSPs; of these, three were covered by ICSP evaluations completed in 2022 (for Algeria, the Central African Republic and South Sudan). Three country portfolios were covered by a country portfolio evaluation (Burundi) or by a corporate emergency evaluation (the Syrian Arab Republic and Türkiye) between 2016 and 2018. Two ICSP evaluations (for Guinea and the Syrian Arab Republic) started in 2022 and will be presented to the Executive Board in 2024 (annex V).
82. In 2022, the activation of “Corporate Scale-Up” or “Corporate Attention” emergencies started and these operations will be evaluated in due course. Between 2019 and 2021 there were 18 corporate emergency responses (L3 or protracted L2);<sup>23</sup> 13 of these have been evaluated and 3 are subject to ongoing evaluations (figure 10).

**Figure 10: Percentage of L3 and protracted L2 emergency responses from 2019 to 2021, evaluated or with an ongoing evaluation at the end of 2022**



Source: OEV.

83. The minimum coverage norm establishes that at least one decentralized evaluation should be commissioned per country office per ICSP or CSP cycle. As shown in figure 11, 26 country offices ended an ICSP or CSP cycle in 2022. Of those, 18 countries commissioned at least one decentralized evaluation during the cycle. The country offices for Burundi, India and Lebanon conducted two decentralized evaluations during their cycles.
84. The reasons why eight country offices<sup>24</sup> did not commission a decentralized evaluation during their CSP or ICSP cycle included challenges in conducting both a CSP and a decentralized evaluation during a short CSP cycle or ICSP cycle, the postponement of a planned evaluation due to implementation delays, having parts of their portfolio covered by evaluations not commissioned by the country office (e.g., donor evaluations or inter-agency humanitarian evaluations) and the cancellation of a planned donor-requested evaluation due to lack of funding.

<sup>23</sup> The emergency responses evaluated were those for Afghanistan, Bangladesh, Cameroon, the Central African Republic, the Democratic Republic of the Congo, Iraq, Mozambique, Nigeria, South Sudan, the Syrian Arab Republic (including regional response), Yemen, Zimbabwe and, globally, the COVID-19 pandemic. The emergency responses with ongoing evaluations are those for the Central Sahel, Ethiopia and Myanmar. The emergency responses not yet evaluated are those for Libya and the subregional migrant crisis affecting Colombia, Ecuador and Peru (evaluations of CSPs for Ecuador and Peru were completed in 2022).

<sup>24</sup> Barbados (Caribbean), Cameroon, Jordan, Morocco, Tajikistan, Togo, United Republic of Tanzania and Yemen.



**Figure 11: Percentage of country offices with at least one decentralized evaluation completed in the CSP or ICSP cycle ending in 2022**



Source: OEV.

**Outcome 3: Evaluation evidence is systematically available and accessible to meet the needs of WFP and partners**

85. This new outcome was introduced in the evaluation policy to shift the focus of the evaluation function from the production of evaluations to the use of evaluation evidence. A new unit was created within OEV to coordinate increased interaction within the function and with other evidence generators in order to leverage good practices in this area.

*3.1 Evaluation communication products designed to reach and appeal to users*

86. Continuing the strategy of tailoring evaluation evidence to targeted audiences at timely moments, OEV prepared and made publicly available in 2022 a record number of evaluation reports and associated products delivered on multiple channels.

87. Besides the briefs and infographics prepared for the wave of CSP evaluation presentations to the Executive Board, OEV worked with country and regional colleagues in disseminating products to in-country audiences, increasingly in local languages (for example in Portuguese for Mozambique or Spanish in Latin American countries), while packaging evaluation evidence for internal and external stakeholders. Activities are ongoing in Nepal and Senegal to share evaluation results with affected populations and local stakeholders such as government counterparts, other United Nations agencies, donors and civil society in innovative and meaningful ways, including through videos and posters.

88. A stakeholder survey was launched at the end of 2022 to collect feedback on WFP evaluation's current products, channels and services and to capture information on evidence use and stakeholder preferences. The results of the survey, which is set to be annual, will inform the performance indicators presented in the annual evaluation report and adjustments to products.

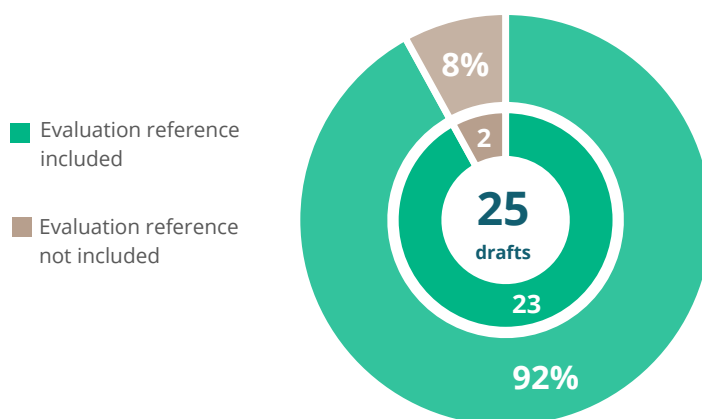
*3.2 Clear processes for integrating evaluation evidence into programmes and policies*

89. OEV and regional evaluation units supported the integration of evaluation evidence into WFP programmes and policies through institutionalized processes. Inputs were provided into second-generation CSP design processes, sharing perspectives from centralized and decentralized levels to enhance draft CSP documents through the programme review process. This ensured that new programmes made use of available evaluation evidence and also facilitated learning from experience. Inputs were also provided for annual country reports and the annual performance report. Regional evaluation officers participated in CSP

formulation missions and facilitated access to evaluation evidence by providing summaries of evaluation evidence that complemented CSP evaluations.

90. In 2022, OEV continued to comment on all draft policies and draft CSPs. The majority of them included explicit reference to evaluation evidence (92 percent) when the evidence was available<sup>25</sup> (figure 12).

**Figure 12: Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence**



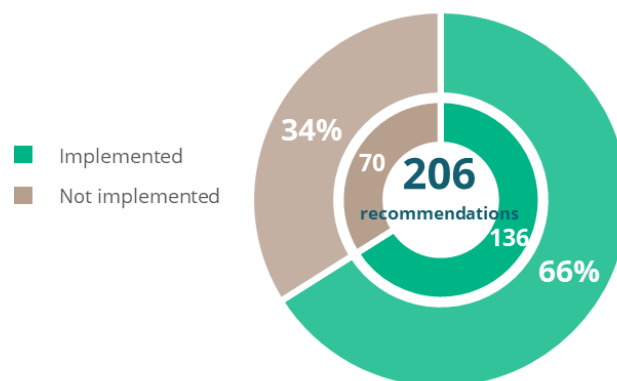
Source: OEV.

91. The evaluation function also engaged with senior management in evaluation-related discussions. OEV initiated regular exchanges at the global level through the evaluation function steering group and the Oversight and Policy Committee, bringing to corporate attention high-level issues emerging from evaluations; the evaluation function also participated in management and programmatic meetings at the regional or headquarters levels, where evaluation evidence could offer relevant contributions. For instance, during regional evaluation committee meetings organized by the Regional Bureau for Latin America and the Caribbean, senior management discussions were supported by summarized evaluation evidence from recent CSP evaluations in the region.
92. OEV and regional evaluation units coordinated with counterpart divisions and units to support management responses to evaluations by providing advice to senior management and supporting coordination between regional technical units and country offices. Some regional evaluation units set out standard approaches for the engagement of stakeholders in CSP formulation missions and in evaluation processes, including in the response to and follow-up on recommendations.
93. Figure 13 provides an overview of the implementation status of centralized and decentralized evaluation recommendations with implementation deadlines in 2022. Overall, 66 percent of recommendations were implemented on time; a lower share of recommendations from centralized evaluations were implemented on time (44 percent) compared with those from decentralized evaluations (76 percent). By the end of 2022, the implementation rate for the 190 recommendations due in 2021 had increased from 58 percent (at the end of 2021) to 72 percent. The 2022 report on the implementation status

<sup>25</sup> Three draft CSPs did not have enough country-specific evaluations to refer to and have been excluded from this calculation (the Pacific multi-country strategic plan, the ICSP for Iran and the ICSP for the Bolivarian Republic of Venezuela).

of evaluation recommendations will be presented by WFP management to the Board at its 2023 annual session.

**Figure 13: Implementation status of evaluation recommendations due in 2022**



Source: Monitoring and Evaluation Liaison Unit.

### 3.3 Evaluation evidence tailored to the needs of WFP and partners

94. OEV and regional evaluation units strengthened their relationships with users to increase understanding of and responsiveness to evidence needs. For example, the regional evaluation unit in the Regional Bureau for Eastern Africa showcased evaluation work and evidence at a joint meeting of deputy country directors and heads of programme in Nairobi in April 2022. In the regional bureaux for Latin America and the Caribbean, Eastern Africa and Western Africa, evidence-focused sessions were jointly organized between evaluation and RAM teams to offer managers a chance to express evidence needs and share evidence, thus promoting evidence-based programming among senior managers.
95. As another way to facilitate the incorporation of learning from the past into new programmes, OEV and regional evaluation units supported the production of summaries of evaluation evidence, which benefited the design of new CSPs for the Dominican Republic, Haiti, Madagascar, Malawi, the Republic of the Congo and Zambia.
96. Other examples of regional evaluation units working to increase the accessibility of evaluation evidence included the following: summarizing decentralized evaluation reports to share with key stakeholders (RBJ<sup>26</sup> and RBN); providing guidance on evaluation for school feeding programmes (RBB); enhancing evidence accessibility with visuals (RBB and RBN<sup>27</sup>); creating dashboards to facilitate easy access to evaluation evidence and recommendations (RBC); mapping evidence gaps (RBC and RBN); and providing guidance on the use of videos to disseminate evaluation results (RBP).
97. In close coordination with the Innovation and Knowledge Management Division (INK), the Technology Division (TEC) and RAM, OEV started exploring options to mine evidence from existing reports using artificial intelligence. With the support of a digital transformation specialist, OEV has led wide-ranging consultations in and outside of WFP, seeking opportunities for synergies with other WFP projects and clarifying requirements and options

<sup>26</sup> Two summaries of decentralized evaluation reports completed on the Malawi evaluation of the Joint Programme on Girls' Education and the regional bureau thematic evaluation of market development activities. Three more summaries of decentralized evaluation reports are being drafted and will be finalized in 2023, covering resilience-building work in Zimbabwe, social protection in Malawi and school feeding in Lesotho (see annex IV for full titles).

<sup>27</sup> As part of the regional *Evaluation of Supply Chain Outcomes in the Food System*, a regional evaluation unit workshop.

in order to develop a solution in 2023. This initiative is expected to enable OEV to produce more summaries of evaluation evidence more quickly in response to organizational needs without compromising quality.

**Outcome 4: WFP has enhanced capacity to commission, manage and use evaluations**

98. In 2022, WFP continued to develop evaluation cadre capacities and initiatives designed to embed a culture of evaluation throughout the organization, as well as enhancing its monitoring of the performance of long-term agreements.

*4.1 Capacity strengthening (WFP)*

99. WFP continued to implement its core Evaluation Learning Programme (EvalPro) for new decentralized evaluation managers, while working to increase internal and external opportunities for capacity strengthening and professional development for staff, based on existing gaps and new and emerging priorities. Six of the evaluation managers of decentralized evaluations completed in 2022 (24 percent) finished the online self-paced component of EvalPro 4, "How to manage a decentralized evaluation", while 100 percent completed the workshop/webinar component. On average, staff progress for the online self-paced component was 49 percent. Building on EvalPro, OEV launched a collaboration with the United Nations System Staff College to establish a scheme of micro-credentials on evaluation; the office also held sessions facilitated by experts on developmental evaluation and utilization-focused evaluation and actively supported UNEG in the development of a foundational course on evaluation for intermediate-level officers.

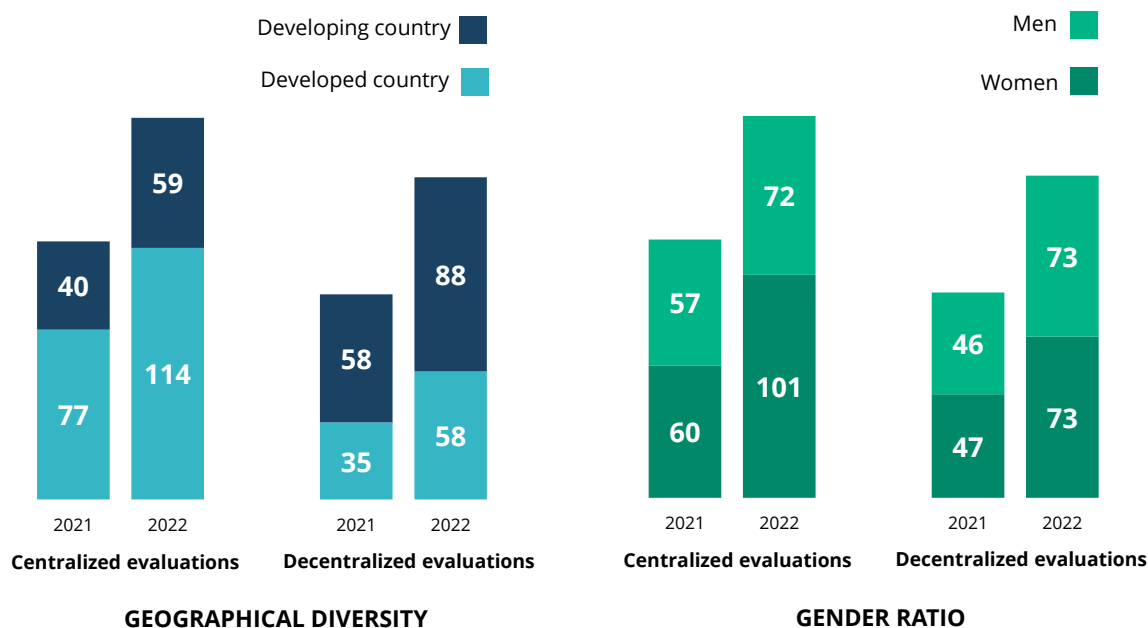
100. WFP continued its efforts to ensure that staff have a foundational and shared understanding of evaluation, its value and their role in it. As part of this, WFP's Evaluation Learning Channel on WeLearn was redesigned to better align with the WFP evaluation capacity development strategy, providing a space for all WFP staff to learn more about evaluation and offering resources and courses based on roles and interests. Other initiatives included the development of evaluation function summaries for officers in programme and policy, monitoring and evaluation, vulnerability assessment and monitoring and procurement; and participation in marketplaces in the margins of country director induction and global social protection workshops.

*4.2 Evaluator expertise (external)*

101. WFP evaluations are conducted by external consultants. OEV has long-term agreements with 37 consultancy firms and research institutions that provide evaluation services in the technical and geographical areas required for the delivery of planned centralized and decentralized evaluations. For all evaluations completed in 2022, 319 independent evaluator consultants were hired (52 percent more consultants than in 2021), of whom 45 percent were men and 55 percent were women (figure 14). The proportion of consultants from developing countries was higher for decentralized evaluations (60 percent) than for centralized evaluations (34 percent), similar results as in 2021. WFP paid attention to gender balance on evaluation teams by ensuring that both male and female in-country evaluators were appointed.

102. Working with the Human Resources Division, the regional bureaux for Western Africa and for Latin America and the Caribbean set up rosters of experts to support decentralized and other country-led evaluations. The rosters are expected to diversify the evaluator expertise available for each region.

**Figure 14: Composition of evaluation teams: gender ratio and geographic diversity, 2021–2022**



Source: OEV.

**Outcome 5: Partnerships contribute to a strengthened environment for evaluation at the global, regional and national levels and to United Nations coherence**

103. WFP continued to contribute to and align with UNEG through its leadership, co-leadership and membership of various UNEG groups. The Deputy Director of Evaluation acted as Vice-Chair of the UNEG strategic outcome 2 and WFP co-led the humanitarian evaluation interest group, the professionalization working group, the NECD working group and the evaluation use interest group. WFP is a member of the decentralized evaluation interest group and working groups on ethics, methods, the UNSDCF and COVID-19. WFP also participated in UNEG evaluation practice exchange sessions.

**5.1 Regional and national capacity development**

104. At the global level, the Director of Evaluation continued to chair EvalPartners, a network that plays an important role in evaluation worldwide. In addition to shaping EvalAgenda 2030, the network continued work started in 2021 to support a proposed United Nations resolution on country-led evaluation.

105. WFP is increasingly engaging in a wide range of regional evaluation capacity development and NECD activities, partnering with governments and non-governmental actors around the world. These initiatives include diagnostics and mapping related to national evaluation systems, technical assistance provided to strengthen monitoring and evaluation systems, and support for joint and country-led evaluations and institutional and individual capacity strengthening. Reflecting on this experience and building on the report that was produced by UNEG working group on NECD in 2021, WFP conducted an exercise in 2022 to capture lessons learned, presenting them in a series of five briefs and a digital report that documented 22 initiatives in 25 countries where WFP worked with 49 different partners between 2018 and 2022. These lessons have informed the WFP NECD action plan that will guide this area of work in the coming years.

106. Following the signing of a memorandum of understanding with the Global Evaluation Initiative in 2021, WFP continued to engage with other partners to explore ways of enhancing support for national capacity development. To this end, WFP participated in the national evaluation capacities (NEC) conference co-organized by the Global Evaluation Initiative and the Independent Evaluation Office of the United Nations Development Programme (UNDP), which took place in Turin, Italy, in October 2022 and contributed to the Turin Agenda,<sup>28</sup> which outlines partners' aspirations in regard to support for the strengthening of national evaluation capacities.
107. Interaction at the regional level included the following:
- The Regional Bureau for the Middle East, Northern Africa and Eastern Europe participated in a panel discussion on evaluations in fragile settings at the NEC conference, sharing WFP's experience of evaluating and integrating conflict sensitivity in operations in Libya. The regional evaluation office has been playing a key role as the Global Evaluation Initiative works towards establishing activities in the region and is a key member of the working group, along with other United Nations agencies including UNDP and UNICEF. The regional bureau participated in the 9<sup>th</sup> annual regional conference in May 2022 and met with fellow evaluators from the region to discuss the implications of and opportunities for evaluations in the post-pandemic period. The conference also showcased success stories for NECD in the Middle East, Northern Africa and Eastern Europe.
  - The Regional Bureau for Asia and the Pacific continued to support the India country office on NECD through training, advocacy and the dissemination of information. WFP and government staff participated in the NEC conference in Turin and shared the exemplary work WFP is doing in supporting national capacity strengthening.
  - At the Regional Bureau for Western Africa, the partnership with the Government of Benin continued with the commissioning of a second joint evaluation with the Ministry of Education on school feeding. The head of the school feeding department at the Ministry attended the NEC conference in Turin and described the partnership with WFP as an exemplary of use of joint evaluation processes to support capacity strengthening.
  - At the Regional Bureau for Southern Africa, WFP continued to work with the Centre for Learning on Evaluation and Results (CLEAR-AA) at WITS University to implement the joint programme on individual capacity strengthening by supporting young and emerging evaluators. The partners organized a learning workshop on emerging evaluators' experiences and lessons learned in 2022 to inform the next cohort.
  - The Regional Bureau for Eastern Africa supported country-led evaluation in Kenya jointly with other actors including ILO and UNICEF and supported the strengthening of evaluation capacities in Kenya and Djibouti by facilitating the attendance of government officials at the NEC conference in Turin.
  - At the Regional Bureau for Latin America and the Caribbean, WFP continued its strong partnership with the German Institute for Development Evaluation and other partners to implement the national evaluation capacity index (INCE), and raise awareness of it.<sup>29</sup> WFP supported the assessment of national systems in Costa Rica, Colombia, Ecuador and Mexico in 2022 and results from 2021 were presented and discussed in workshops in Guatemala. To enhance learning across the region, the INCE website was launched with OEV support and experiences were shared by national

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<sup>28</sup> United Nations Development Programme. 2022. [Turin agenda, 25–28 October](#).

<sup>29</sup> [INCE initiative website](#).

governments during the NEC conference in Turin, the ReLAC<sup>30</sup> conference in Ecuador and the Global Evaluation Initiative's gLOCAL evaluation week. WFP completed one joint evaluation with the Government of Colombia and launched another one with the Government of Guatemala, working with the Ministry of Social Development, the Ministry of Public Health and Social Assistance and the Secretariat for Food and Nutritional Security. Finally, WFP continued to support country-led evaluations with technical and financial assistance provided to the Government of the Dominican Republic to evaluate its national food security and nutrition plan. The country-led evaluation on the Government of Peru's school feeding programme, Qali Warma, was also supported by WFP.

## 5.2 Partnerships

108. Throughout 2022, WFP continued to play a prominent role in the broader evaluation community and to raise awareness, together with partners, of the global evaluation agenda in high-level international events. In addition to the NEC conference in Turin in October (mentioned in outcome 5.1), WFP engagement was particularly strong at the European Evaluation Society in Copenhagen in May and the United Nations High-level Political Forum in New York in July. Following a voluntary national review lab at the United Nations High-level Political Forum, WFP and partners developed a two-page document setting out the four ways in which evidence from country-led evaluations can result in more rigorous voluntary national reviews.
109. OEV contributed data and evaluation reports to the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) *2022 State of the Humanitarian System*.<sup>31</sup> The report, published every four years, is an independent study based on evidence from practitioners, crisis-affected populations, academics, policymakers and donors and provides a unique sector-level mapping and assessment of international humanitarian assistance. OEV and the Regional Bureau for Eastern Africa participated in the launch of the report in Nairobi, Kenya, in September and hosted an Executive Board informal briefing with the Emergency Operations Division to highlight the report's main findings and recommendations, which led to further internal reflection at a workshop with WFP senior leadership in December.
110. OEV further strengthened its partnership with the Development Impact Evaluation in the Development Research Group of the World Bank on impact evaluations within the windows on cash-based transfers and gender, and climate and resilience; the memorandum of understanding between the two entities was updated and extended to cover the school-based programming window and a non-disclosure agreement was drafted.
111. Regional bureaux engaged with the following United Nations regional evaluation networks: the United Nations Evaluation Development Group for Asia and the Pacific, the United Nations Network for Evaluation in Sub-Saharan Africa (UNNESSA) and the United Nations Network for Evaluation in Latin America and the Caribbean. Led and co-chaired by WFP and UNICEF, UNNESSA organized a joint session with the International Organization for Migration, UNICEF, the Food and Agriculture Organization of the United Nations (FAO), the Office of the United Nations High Commissioner for Refugees and WFP on evaluation topics as part of the June 2022 gLOCAL evaluation week. Jointly with UNNESSA, CLEAR AA, the South African Monitoring and Evaluation Association and UNICEF, WFP also hosted two successful sessions, on supporting the development and inclusion of emerging evaluators, during gLOCAL evaluation week.

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<sup>30</sup> [Latin American and Caribbean Network of Monitoring, Evaluation and Systematisation](#).

<sup>31</sup> Active Learning Network for Accountability and Performance in Humanitarian Action. 2022. [The 2022 State of the Humanitarian System](#).

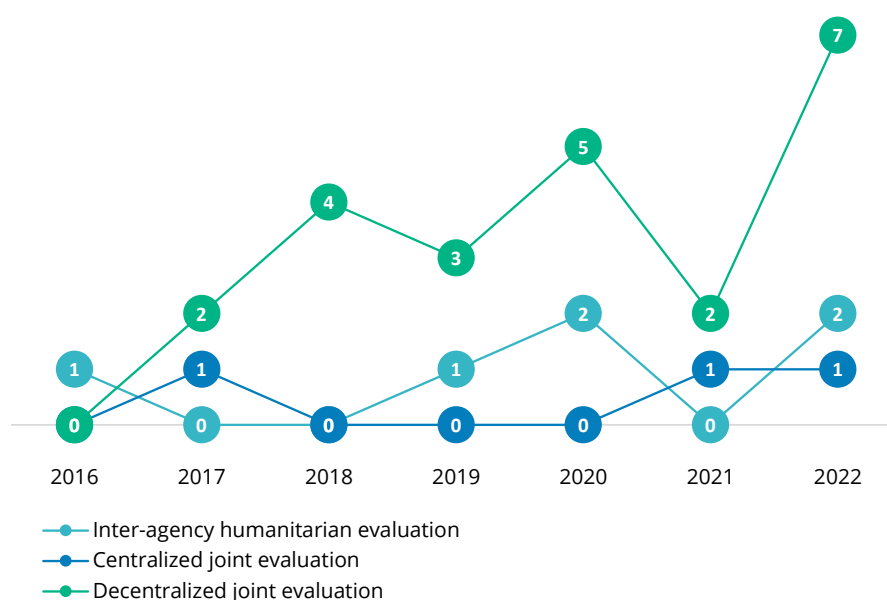
112. As indicated in figure 15 and listed in annex I, at the country level WFP continued to enhance its partnerships with other United Nations agencies by conducting joint evaluations.

### 5.3 System-wide evaluation at the global level and UNSDCF evaluations at the country level

113. A system-wide evaluation is a systematic and impartial assessment of the relevance, coherence, efficiency, effectiveness and sustainability of the combined contributions of United Nations entities towards the achievements of collective development objectives with strategic system-wide implications. In line with WFP's commitment to system-wide evaluations, which are a central part of the reform led by the Secretary-General, OEV provided inputs for two global system-wide evaluation exercises in 2022: the evaluability assessment of the COVID-19 multi-partner trust fund and the subsequent system-wide evaluation of the United Nations development system response to the social and economic impacts of COVID-19; and the system-wide evaluation of the Joint SDG Fund.

114. Through UNNESSA, WFP continued to support UNSDCF evaluations at the country level, reviewing the draft inception report on the Malawi UNSDCF and coordinating the review of the terms of reference for the Lesotho UNSDCF evaluation. Likewise, through the United Nations Network for Evaluation in Latin America and the Caribbean, WFP supported the review of UNSDCF evaluations for the Dominican Republic and Colombia. WFP is an active member of the UNEG working group on UNSDCF, represented by OEV staff as well as staff from the regional evaluation units for Latin America and the Caribbean and the Middle East, Northern Africa and Eastern Europe. The UNEG working group has been exploring how to help country offices apply the UNSDCF evaluation guidelines that were issued in 2022.

**Figure 15: Number of completed joint and inter-agency humanitarian evaluations in which WFP participated, 2016–2022**



Source: OEV.

### Cross-cutting workstreams

115. In terms of the evaluation policy cross-cutting workstreams, in addition to the updating of the evaluation policy, strategy and charter, highlights in 2022 included the following:

- *Resources:* OEV had sufficient resources to deliver on its workplan. The endorsement by the evaluation function steering group of the updated technical note on the contingency fund formally extended the use of the fund beyond decentralized



evaluations to CSP evaluations and impact evaluations. Consultation within and beyond the evaluation function led to the conclusion of the strategic workforce planning exercise for evaluation, which was launched in October 2021. Key workforce actions were identified and prioritized to address the forecasted shift/uplift in capabilities and increase in workforce demand, particularly in country offices and regional bureaux, as a result of the evolution of decentralized and impact evaluations and emphasis on strategic outcome 3.

- *Institutional arrangements:* OEV deepened its engagement with the IOAC, whose role was expanded in 2021 to encompass the evaluation function and provide a forum for the discussion of matters raised in WFP evaluations. OEV reviewed the responses in the Executive Director's assurance exercise provided by 127 directors, department heads and other senior officials who self-assessed their operationalization of the evaluation policy and the corporate evaluation strategy and their fulfilment of the responsibilities outlined in the evaluation charter; only six respondents indicated that they needed some strengthening. In 2023, OEV will prioritize the dissemination of information on the accountabilities of all directors as laid out in the evaluation charter and will seek to raise more awareness in this area.
- *Reporting:* As part of the transition to the updated evaluation policy and strategy, the function revisited its key performance indicators, adjusting several and adding new monitoring indicators (annex I). As part of the revision of the corporate risk register, OEV engaged with the Programme – Humanitarian and Development Division and the Risk Management Division to highlight the risk of a suboptimal use of evaluation evidence to inform programming and policies.

### **Financial resources for WFP's evaluation function**

116. In 2022, the total financial resources available for the evaluation function amounted to USD 34.39 million, or 0.24 percent of total contribution income (USD 14.2 billion). The total budget available to OEV in 2022 was USD 23.55 million, of which USD 15.17 million was allocated from the programme support and administrative (PSA) budget. The year 2022 was the third in which programme funds from country portfolio budgets (totalling USD 4.5 million) were made available to OEV for the conduct of CSP evaluations. The sum of USD 1.12 million was received through the multi-donor trust fund for impact evaluations, adding to a balance on the fund from previous contributions at the start of the year of USD 2.12 million. A total of USD 9.34 million was budgeted for the decentralized evaluation function in 2022. This mainly covered the conduct of decentralized evaluations paid for from country programme sources and PSA funding for regional evaluation units. The sum of USD 1.5 million was available for the contingency evaluation fund.
117. Table 4 shows that USD 34.3 million is available for the evaluation function in 2023, when the OEV PSA budget will increase by USD 0.73 million. A further USD 0.5 million has been allocated from the Corporate Critical Initiative (CCI) Fund for the implementation of the strategic plan and corporate results framework (CRF). The sum of USD 1.99 million in confirmed contributions is expected to be made available through the multi-donor trust fund for impact evaluations, adding to an opening balance from previous contributions of USD 1.54 million. A projected USD 1.48 million from country portfolio budgets will be available for impact evaluation data collection costs (newly introduced from 2022 onwards). A total of USD 1 million has been received for the school-based programmes trust fund, which is expected to be utilized from 2023 until 2025, pending an assessment of the feasibility of evaluating the impact of the home-grown school feeding model in Malawi. Regional evaluation units will receive a USD 0.64 million increase in PSA funding and an estimated USD 4.30 million is projected to be received from programme sources for the conduct and management of decentralized evaluations.

**TABLE 4: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION VS. EXPENDITURE, 2022–2023**  
(USD million)

		2022		2023
OEV MANAGED FUNDS	FUNDING SOURCE	AVAILABLE RESOURCES	EXPENDITURE	AVAILABLE RESOURCES
OEV workplan [1]	PSA total [2]	15.17	14.90	15.90
	CCI for strategic plan/CRF			0.50
CSP evaluations [3]	CSP budget	4.50	3.01	2.25
Impact evaluations	Multi-donor trust fund [4]	3.24	1.50	3.53
	CSP budget [5]	0.64	0.73	1.48
	School-based programmes trust fund [6]			1.00
<b>SUBTOTAL OEV</b>		<b>23.55</b>	<b>20.14</b>	<b>24.66</b>
		2022		2023
FUNDS MANAGED OUTSIDE OEV	FUNDING SOURCE	AVAILABLE RESOURCES	EXPENDITURE	AVAILABLE RESOURCES
Regional evaluation units [7]	PSA (regional bureaux)	3.20	2.90	3.84
Decentralized evaluations [8]	CSP budget	6.14	6.03	4.30
<b>SUBTOTAL OUTSIDE OEV</b>		<b>9.34</b>	<b>8.93</b>	<b>8.14</b>
Contingency evaluation fund [9]	Multilateral	1.50	Included in [3] and [8]	1.50
<b>GRAND TOTAL</b>		<b>34.39</b>	<b>29.07</b>	<b>34.30</b>
<b>As % of WFP contribution income [10]</b>		<b>0.24%</b>	<b>0.20%</b>	<b>0.31%</b>

[1] All activities required to implement the evaluation strategy in accordance with workplan for 2022–2023.

[2] In 2022, staff costs: USD 9.13 million; other costs: USD 6.04 million. In 2023, staff costs: USD9.95 million; other costs: USD 5.95 million.

[3] “Available resources” indicates partial funding; figures are allocations for commissioning CSP evaluations. For 2022 expenditure, 13 CSP evaluations were contracted in 2022 (for Benin, Bhutan, Burkina Faso, Cambodia, the Dominican Republic, Ghana, Madagascar, Malawi, Namibia, Nepal, the Philippines, the Syrian Arab Republic and Zambia). Note that contingency evaluation fund expenditures are included in this line for 2022.

[4] Confirmed donor contributions (in 2022, USD 1.12 million; in 2023, USD 1.99 million) plus the balance on the trust fund from previous year contributions as at 28 January 2022 (USD 2.12 million) and 1 February 2023 (USD 1.54 million). Please note that the impact evaluation multi-donor trust fund is for multi-year funding.

[5] Reported and expected country office contributions.

[6] Contributions received for the school-based programmes trust fund in 2022 are expected to be utilized from 2023 to 2025 and pending an assessment of the feasibility of an impact evaluation in Malawi. Expenditure against the multi-donor trust fund is based on actuals during fiscal year 2022 (following corporate reporting methodology for extrabudgetary funds).

[7] Regional evaluation unit budgets, based on approved regional bureau budgets and final allocations (staff and other). Expenditures based on regional bureau figures for 2022.

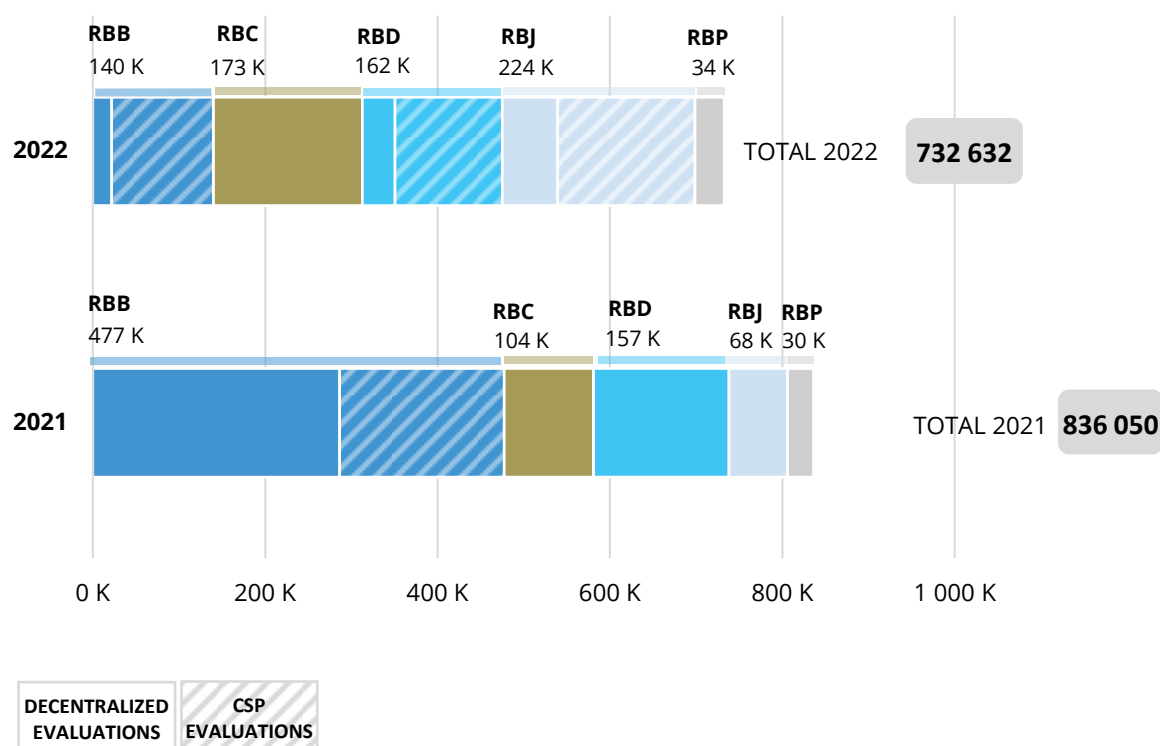
[8] Based on projection of decentralized evaluations conducted between 2023 and 2026.

[9] Contingency evaluation fund – formally extended to cover CSP evaluations and impact evaluations from 2022, in addition to decentralized evaluations. Contingency evaluation fund expenditure includes decentralized and CSP evaluations for 2022.

[10] Percentages based on confirmed contribution income (2022) and projected contribution income (2023).

118. The **contingency evaluation fund** provided essential support to nine country offices in 2022 as shown in figure 16; five countries received support for the conduct of decentralized evaluations, three countries for CSP evaluations and one country for both types of evaluation. The total amount allocated in 2022 (USD 732,632) is slightly less than that of 2021 due to delays in the contracting of some decentralized evaluations. The country offices for Sao Tome and Principe, South Sudan and the Sudan received approval from the evaluation function steering group in 2022 for the allocations to conduct decentralized evaluations but will only receive funding in 2023 once the final budget is confirmed.

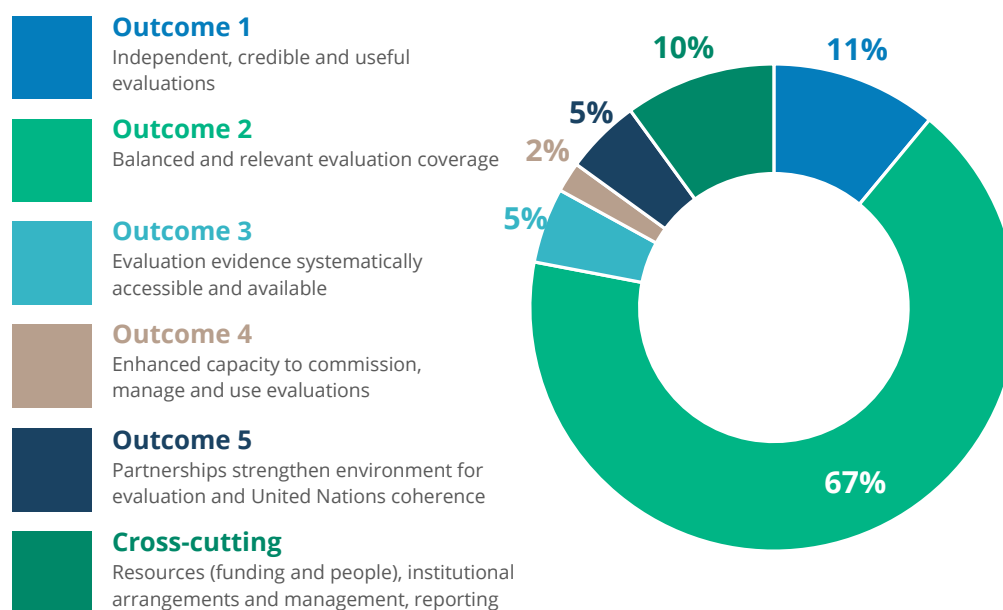
**Figure 16: Allocations from the contingency evaluation fund in 2021 and 2022, by region and country office (in USD)**



Source: OEV.

Notes: Funding from the contingency evaluation fund in 2021 supported decentralized evaluations in Bhutan, the Dominican Republic, Egypt, Guinea, India, Lesotho, Nigeria, Pakistan and the Philippines; and CSP evaluations in India and Sri Lanka. Funding from the contingency evaluation fund in 2022 supported decentralized evaluations in Benin, Bhutan, Eswatini, Guatemala, Iraq and Türkiye; and CSP evaluations in Bhutan, Ghana, Lesotho and Namibia.

119. Based on the global contribution forecast available when the updated evaluation policy was drafted, OEV expected to approach the 0.4 percent floor for the proportion of total contribution income allocated to evaluation, as set out in the policy. However, the actual global contribution income for 2022 (USD 14.2 billion) and the updated forecast for 2023 (USD 11 billion) have exceeded these initial projections, such that the overall percentage of resources allocated to evaluation has declined.
120. The distribution of OEV non-staff expenditure (figure 17) shows that most expenditure is dedicated to the conduct of centralized evaluations. This is in line with the objectives of the evaluation policy (2022) and its coverage norms.

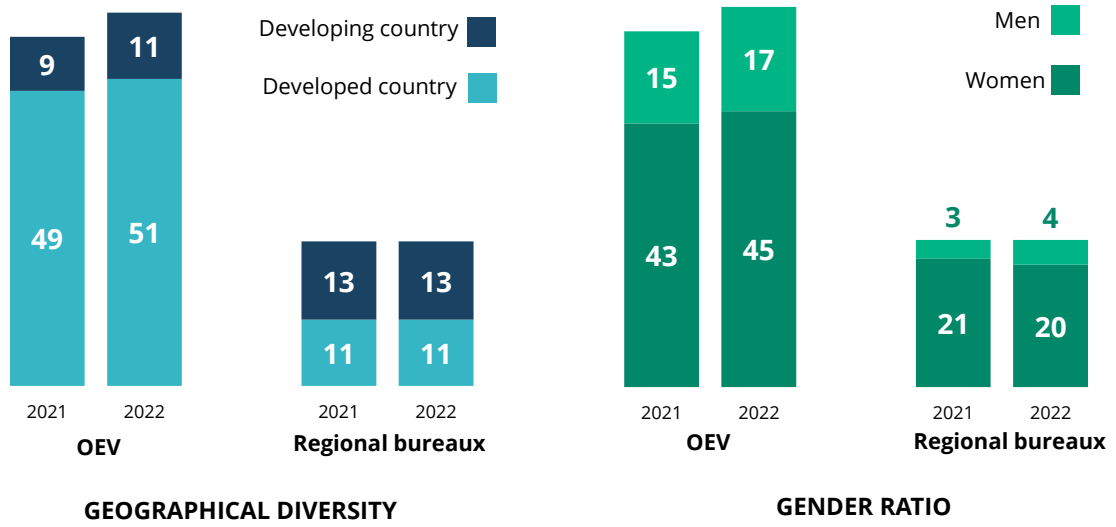
**Figure 17: OEV non-staff expenditure in 2022, by outcome of the 2022 evaluation policy**

Source: OEV.

### Human resources

121. In line with the staffing framework and the conversion of consultancy contracts to fixed-term positions, the number of fixed-term positions in OEV increased from 48 to 54 in 2022. The ratio of fixed-term staff to incumbent positions rose from 67 percent in 2021 to 73 percent in 2022, providing greater stability. The regional bureaux for the Middle East, Northern Africa and Eastern Europe and for Southern Africa both finalized the external recruitment of regional evaluation officers. A major undertaking was the launch of the joint Monitoring and Evaluation Future International Talent pool together with the Human Resources Division and RAM, which will be used to pre-screen qualified candidates who can be called on for vacant positions in 2023.
122. Figure 18 illustrates the geographical diversity of the workforce in the evaluation function: the share of employees from developing countries is 18 percent in OEV at headquarters and 54 percent in the regional bureaux. In terms of gender diversity, women make up 73 percent of the evaluation function workforce in OEV at headquarters and 83 percent in the regional bureaux. As the evaluation cadre grows, it needs the right skills and capacities to discharge the function effectively; the function can only be enhanced through a cadre that reflects the diversity and inclusiveness of WFP as a whole and to which WFP is committed through its people policy.

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



Source: OEV.

### **Part 3: Looking forward**

123. Part 3 looks ahead, presenting the outlook for the evaluation function and highlighting areas for attention in the coming year for each of the outcomes of the 2022 evaluation policy.

#### **Normative framework**

124. Promoting the updated normative framework for evaluation – including the evaluation policy, charter and strategy, the regional evaluation strategies and the implementation of the UNEG ethics guidelines that promote high ethical standards for evaluation – will be a key priority in 2023 to ensure that staff at different levels of the organization understand the new direction and adjustments.

125. Regional bureaux will complete the process to align, update and disseminate their regional evaluation strategies, tailoring them to their accountability and learning needs and contexts.

#### **Priorities for ensuring continued independent, credible and useful evaluations**

126. OEV and the regional evaluation units will reflect on lessons and recommendations from the independent EMAP and consider them in light of results from other quality assurance mechanisms (like the quality support system for decentralized evaluations and the post hoc quality assessment). In 2023, OEV will focus on implementing the recommendations and enhancing methods and approaches where appropriate.

127. The EQAS for impact evaluations and corporate emergency evaluations will be finalized and disseminated in 2023. A synthesis process guide and associated communications protocol will also be completed.

128. Following the development of a new technical note on the integration of disability inclusion in evaluation in 2022, OEV will focus on implementing the guidance to facilitate the effective integration of disability considerations in evaluations and thereby support WFP in assessing progress on disability inclusion in its work. Following revised norms and standards expected to be issued by the WFP Global Privacy Office in 2023, the data protection competencies of OEV, regional evaluation units and service providers will be strengthened.

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

129. Delivery of the programme of work will drive the priorities of the function, and depending on the recommendations from the CSP policy evaluation, coverage norms for CSP evaluations may be adjusted in due course. A fourth impact evaluation window – on nutrition – will be launched.

130. Regular joint planning meetings will be convened between OEV and the Office of the Inspector General to plan and coordinate the work processes of both functions in order to ensure complementarity, synergies and efficiencies between evaluations and audit exercises. External audit will also be consulted in this regard.

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

131. Priorities in 2023 will be:

- developing the capacity to map user needs for evidence and extract evidence from existing evaluative products by using advanced data mining technologies, working closely with INK, TEC and RAM;
- increasing the delivery of evidence tailored to user needs, including summaries of evidence and thematic webinars, and stepping up support for regional evaluation units, liaising with programme teams to identify and respond to needs and evidence-sharing opportunities; and

- enhancing internal and external collaboration on evidence and knowledge management, in particular with other functional offices in WFP that generate evidence or facilitate the sharing of evidence.

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

132. To ensure adequate capacity for evaluation management throughout WFP, and in accordance with the UNEG competency framework and ongoing discussions on the professionalization of the evaluation function in the UNEG forum, OEV will continue to roll out the evaluation capacity development strategy for 2020–2024. OEV and regional evaluation units will also continue to develop and manage relationships with external companies and consultants providing services through long-term agreements and individual contracts.
133. OEV priorities in 2023 will include:
- continuing to mainstream evaluation into the capacity development initiatives of other functions and conducting cross-functional training, with a particular focus on increasing the capacity for engaging in and using impact evaluations throughout WFP and building communities of practice.
  - working closely with the UNEG professionalization working group, piloting a recognition scheme for evaluation (initiated in 2022 through a memorandum of understanding with the United Nations System Staff College in Turin) in order to enable the WFP evaluation cadre to develop the capacity for high-quality evaluation management and to provide a framework for the recognition of their achievements;
  - coordinating with the Human Resources Division on the implementation of the strategic workforce action plan for evaluation, which includes coordination of workforce planning for monitoring and evaluation officers with RAM and other divisions; and
  - engaging in structured interactions with service providers to ensure that evaluation firms and evaluators understand WFP evaluation policies and procedures, in particular the EQAS, and how they can innovate and adapt evaluation approaches, methods and processes.

### **Priorities for strengthening partnerships in international forums**

134. WFP will continue to engage in the international evaluation system, focusing on the areas where it can add the greatest value and that are of most relevance to its work.
135. In 2023, priorities will include:
- enhancing partnerships with a wide range of stakeholders at the regional and country levels (other United Nations entities, national governments, civil society, etc.) for the provision of support for country-led evaluations, the promotion of and conduct of joint evaluations, cooperation with voluntary organizations for professional evaluation, South–South learning and the development of tools for assessing national evaluation capacity. The work will include:
    - operationalizing the memorandum of understanding on the global evaluation initiative led by the World Bank’s Independent Evaluation Group on enhancing the results of NECD through a coordinated approach involving partners at the global, regional and national levels; and
    - continuing to participate in a strategic partnership for creating a platform for evaluation capacity development with EvalPartners, a global movement that shapes the international evaluation agenda;

- further developing WFP's network of organizations generating evidence through impact evaluations in priority areas;
  - participating in the work of UNEG as lead, co-lead and member of the various interest groups and working groups to ensure that evaluations contribute to the delivery of results under the 2030 Agenda;
  - participating in the work of ALNAP;
  - continuing to engage in and contribute to the system-wide evaluations led by the Executive Office of the Secretary-General and to UNSDCF evaluations at the country level; and
  - identifying new regional partners, informed by the regional evaluation strategies.
136. With regard to impact evaluations, OEV aims to work with regional bureaux and country offices to map thematic, regional and country-specific communities engaged in impact evaluations. OEV will also engage with a wider range of strategic research and evaluation networks and communities of practice identified during the setup of the evaluation windows and will continue exploring opportunities to generate impact evaluation evidence jointly with other United Nations and multilateral agencies. Furthermore, OEV will explore how best to engage within UNEG to build understanding of impact evaluation within the United Nations.

### **Resources**

137. Priorities in 2023 will be to continue to advocate resource allocations in line with coverage norms; monitor and utilize the multi-year funding in the multi-donor trust fund for impact evaluations; review the use of the contingency evaluation fund in accordance with the technical guidance note issued in 2022; and implement the strategic workforce action plan for evaluation.

### **Institutional arrangements and management**

138. OEV will continue to engage with the Oversight and Policy Committee and ensure the effective functioning of the evaluation function steering group and the regional evaluation committees in accordance with the updated terms of reference attached to the evaluation charter.

### **Reporting**

139. Priorities include updating the indicators to reflect changes in policy frameworks, UNEG norms and standards, the CRF and other normative frameworks; and identifying indicators for monitoring and reporting on progress in the implementation of regional evaluation strategies.



## ANNEX I

## Key monitoring indicators (\* = new indicator in 2022)

Outcome 1. Independent, credible and useful evaluations	2021	2022
WS1.1 Examples of evaluations utilizing innovative or adaptive methods, approaches, or techniques with the potential to strengthen evidence insights and use (*)	N/A	See paragraphs 62–63
WS1.2 Percentage of completed decentralized evaluations (excluding joint that do not follow WFP EQAS) that have used the quality support service for the draft terms of reference, draft inception report and draft evaluation report (*)	94%	96%
	17 out of 18 evaluations	24 out of 25 evaluations
WS1.3 EQAS updated to reflect changes in international norms and standards (UNEG norms and standards and associated guidance, UN-SWAP requirements, and other internationally agreed principles) (*)	N/A	See paragraphs 67–69
WS1.4 Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment as “satisfactory” or “highly satisfactory”	90% (CE: 100%   DE: 83%)	91% (CE: 86%   DE: 96%)
	CE: 12 out of 12 reports DE: 15 out of 18 reports	CE: 19 out of 22 reports DE: 24 out of 25 reports
Outcome 2. Balanced and relevant evaluation coverage	2021	2022
WS2.1 Percentage of evaluations planned in the reference year that were actually contracted (*)	75% (CE: 79%   DE: 71%)	77% (CE: 91%   DE: 67%)
	CE: 22 out of 28 evaluations DE: 22 out of 31 evaluations	CE: 21 out of 23 evaluations DE: 22 out of 33 evaluations
WS2.2.A Percentage of active policies evaluated	53%	54%
	8 out of 15 policies	7 out of 13 policies
WS2.2.B Percentage of CSPs or ICSPs due for evaluation, evaluated (*)	40%	90%
	2 out of 5 I/CSP	19 out of 21 I/CSP
WS2.2.C Percentage of Corporate Scale-Up and Corporate Attention emergency responses within the three years previous to the reference year, evaluated (*)	N/A	N/A <sup>1</sup>

<sup>1</sup> The emergency activation protocol started in 2022; therefore, 2023 will be the baseline year for this new indicator. Figure 10 shows the previous indicator with the percentage of L3 and protracted L2 emergency responses from 2019 to 2021 evaluated or with an ongoing evaluation at the end of 2022. The new indicator only considers Corporate Attention or Corporate Scale-Up emergencies activated in any period in the three years previous to the reference year. It would be neither appropriate nor possible to complete an evaluation within the same year as the protocol is activated.

Outcome 2. Balanced and relevant evaluation coverage	2021	2022
WS2.2.D Percentage of country offices with at least one decentralized evaluation completed in the CSP or ICSP cycle [ending in the reference year]	<b>57%</b> <i>4 out of 7 country offices</i>	<b>69%</b> <i>18 out of 26 country offices</i>
WS2.2.E Number of strategic evaluations completed in the reference year (*)	<b>2</b>	<b>1</b>
WS2.2.F Number of intermediate and final impact evaluation reports approved in the reference year (*)	<b>1</b> <i>Intermediate reports: 1 inception report Final reports: 0</i>	<b>8</b> <i>Intermediate reports: 4 baseline reports, 4 inception reports Final reports: 0</i>
WS2.2.G Number of synthesis evaluations completed in the reference year (*)	<b>1</b> (CE: <b>1</b>   DE: <b>0</b> )	<b>2</b> (CE: <b>1</b>   DE: <b>1</b> )
Outcome 3. Evaluation evidence systematically accessible and available	2021	2022
WS3.1.A Percentage of completed evaluations that are made publicly available in a timely way (CRF KPI) (*)	<b>84%</b> (CE: <b>77%</b>   DE: <b>89%</b> ) <i>CE: 10 out of 13 evaluations DE: 16 out of 18 evaluations</i>	<b>86%</b> (CE: <b>92%</b>   DE: <b>81%</b> ) <i>CE: 22 out of 24 evaluations DE: 22 out of 27 evaluations</i>
WS3.1.B Percentage of management responses of completed evaluations (by category) that are made publicly available in a timely way (*)	<b>23%</b> (CE: <b>54%</b>   DE: <b>0%</b> ) <i>CE: 7 out of 13 management responses DE: 0 out of 18 management responses</i>	<b>38%</b> (CE: <b>67%</b>   DE: <b>12%</b> ) <i>CE: 16 out of 24 management responses DE: 3 out of 26 management responses</i>
WS3.1.C Evaluation products accessed (CRF KPI) (*) [Percentage increase/decrease of unique downloads of evaluation products from previous year]	<b>N/A</b> <i>24 037 unique downloads</i>	<b>+32.9%</b> <i>31 948 unique downloads</i>
WS3.2.A Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence (CRF KPI) (*)	<b>N/A</b>	<b>92%</b> <i>23 out of 25 drafts</i>
WS3.2.B Percentage of implemented evaluation recommendations <sup>2</sup> (CRF KPI)	<b>58%</b> (CE: <b>51%</b>   DE: <b>61%</b> ) <i>111 out of 190 recommendations</i>	<b>66%</b> (CE: <b>44%</b>   DE: <b>76%</b> ) <i>136 out of 206 recommendations</i>
WS3.3 Number of summaries of evaluation evidence produced (*)	<b>5</b> (headquarters-led: <b>1</b>   regional: <b>4</b> )	<b>9</b> (headquarters-led: <b>2</b>   regional: <b>7</b> )

<sup>2</sup> This indicator includes recommendations made in centralized and decentralized evaluation reports with a due date in the reference year that have been implemented or closed with partial implementation.

Outcome 4. Enhanced capacity to commission, manage and use evaluations	2021	2022
WS4.1 Percentage of completed decentralized evaluations for which the evaluation managers completed the evaluation learning training programme (*)	<b>18%</b> <i>3 out of 17 decentralized evaluations</i>	<b>42%</b> <i>10 out of 24 decentralized evaluations</i>
WS4.2.A Gender ratio in evaluation teams <i>[Percentage of women]</i>	<b>51%</b> (CE: <b>51%</b>   DE: <b>51%</b> ) <i>CE: 60 women and 57 men DE: 47 women and 46 men</i>	<b>55%</b> (CE: <b>58%</b>   DE: <b>50%</b> ) <i>CE: 101 women and 72 men DE: 73 women and 73 men</i>
WS4.2.B Geographical diversity in evaluation teams <i>[Percentage of consultants with at least one nationality from a developing country]</i>	<b>47%</b> (CE: <b>34%</b>   DE: <b>62%</b> ) <i>CE: 40 from developing and 77 from developed countries DE: 58 from developing and 35 from developed countries</i>	<b>46%</b> (CE: <b>34%</b>   DE: <b>60%</b> ) <i>CE: 59 from developing and 114 from developed countries DE: 88 from developing and 58 from developed countries</i>
Outcome 5. Partnerships strengthen environment for evaluation and United Nations coherence	2021	2022
WS5.1 Number of joint evaluations with Governments in which WFP engaged in the reference year	<b>1</b> Dominican Republic	<b>3</b> Benin, Colombia and Lesotho
WS5.2 Number of joint evaluations with United Nations agencies and other partners in which WFP engaged in the reference year	<b>2</b> <b>Global:</b> FAO, IFAD, UN-Women <b>Global:</b> FAO, IFAD	<b>7</b> <b>Caribbean:</b> ILO, UNDP, UNICEF, UN-Women <b>Malawi:</b> ILO, UNICEF <b>Madagascar:</b> ILO, UNFPA, UNICEF <b>Yemen:</b> IASC <b>Southern Africa region:</b> donors, Southern African Development Community <b>Global:</b> UNAIDS, UNFPA <b>Global:</b> IASC
WS5.3 Number of joint and system-wide evaluations in which WFP engaged in the reference year (CRF KPI)	<b>3</b> (CE: <b>1</b>   DE: <b>2</b> )	<b>10</b> (CE: <b>1</b>   IAHE: <b>2</b>   DE: <b>7</b> )

Cross-cutting workstream B. Resources	2021	2022
WSB.A Expenditure on evaluation as a percentage of WFP total contribution income	<b>0,30%</b>	<b>0,20%</b>
	<i>USD 29.2 million out of USD 9.6 billion</i>	<i>USD 29.1 million out of USD 14.2 billion</i>
WSB.B Contingency evaluation fund (*) [contingency evaluation fund allocated in the reference year as a percentage of contingency evaluation fund requested]	<b>97%</b>	<b>72%</b>
	<i>USD 836 050 allocated out of USD 861 621 requested Allocated for decentralized evaluations: USD 645 350 Allocated for CSP evaluations: USD 190 700</i>	<i>USD 732 632 allocated out of USD 1 022 574 requested Allocated for decentralized evaluations: USD 330 950 Allocated for CSP evaluations: USD 401 682</i>
WSB.C Gender ratio of evaluation function staff [Percentage of women]	<b>78%</b> (OEV: <b>74%</b>   regional bureaux: <b>88%</b> )	<b>76%</b> (OEV: <b>73%</b>   regional bureaux: <b>83%</b> )
	<i>OEV: 43 women and 15 men Regional bureaux: 21 women and 3 men</i>	<i>OEV: 45 women and 17 men Regional bureaux: 20 women and 4 men</i>
WSB.D Geographical diversity of evaluation function staff [Percentage of staff with at least one nationality from a developing country]	<b>27%</b> (OEV: <b>16%</b>   regional bureaux: <b>54%</b> )	<b>28%</b> (OEV: <b>18%</b>   regional bureaux: <b>54%</b> )
	<i>OEV: 9 from developing and 49 from developed countries Regional bureaux: 13 from developing and 11 from developed countries</i>	<i>OEV: 11 from developing and 51 from developed countries Regional bureaux: 13 from developing and 11 from developed countries</i>
Cross-cutting workstream C. Institutional arrangements and management	2021	2022
WSC Compliance rate in the Executive Director's annual assurance statement regarding evaluation <sup>3</sup> (*)	<b>97%</b>	<b>95%</b>
	<i>126 out of 130 offices (country offices, regional bureaux, headquarters)</i>	<i>127 out of 133 offices (country offices, regional bureaux, headquarters)</i>

Abbreviations: CE = centralized evaluations; DE = decentralized evaluations; IAHE = inter-agency humanitarian evaluation; IFAD = International Fund for Agricultural Development; KPI = key performance indicator; WS = workstream.

<sup>3</sup> Indicating "adequate" or "strong" agreement in response to the question: "Does the office operationalize the Evaluation Policy and Corporate Evaluation Strategy and fulfil its responsibilities as outlined in the Evaluation Charter?"

## ANNEX II

## Overview of WFP policies current in 2022 and evaluation coverage

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

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

<sup>2</sup> The policy was covered by the “Summary report on the strategic evaluation of WFP’s capacity to respond to emergencies (2011–2018)” (WFP/EB.1/2020/5-A). In addition, the WFP emergency needs assessment policy was evaluated in 2007 through the “Evaluation of WFP’s Strengthening Emergency Needs Assessment Implementation Plan” (WFP/EB.2/2007/6-A).

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

<sup>4</sup> The policy was covered by the “Summary report on the strategic evaluation of WFP’s capacity to respond to emergencies (2011–2018)” (WFP/EB.1/2020/5-A).

<sup>5</sup> *Ibid.*

<sup>6</sup> *Ibid.*

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

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>	2015 first regular session <sup>8</sup>	
2010	HIV and AIDS* <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>	2023 first regular session <sup>9</sup>	
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience (WFP/EB.2/2011/4-A)</i>	2023 annual session	<b>2022</b>
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>	2019 annual session <sup>10</sup>	
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)</i>	2023 first regular session <sup>11</sup>	
2013	School feeding <sup>12*</sup> <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	2021 annual session <sup>13</sup>	
2015	Building resilience for food security and nutrition* <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>	2019 first regular session <sup>14</sup> 2023 annual session	
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>	2021 second regular session <sup>15</sup>	
2016	Country strategic plans* <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>	2018 second regular session <sup>16</sup> 2023 annual session	<b>2022</b>
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>	2023 annual session	<b>2022</b>

<sup>8</sup> [“Summary Evaluation Report on WFP’s Cash and Voucher policy \(2008–2014\)” \(WFP/EB.1/2015/5-A\).](#)

<sup>9</sup> The policy was covered by the [“Summary report on the strategic evaluation of WFP’s work on nutrition and HIV/AIDS” \(WFP/EB.1/2023/5-A\).](#)

<sup>10</sup> [“Summary report on the evaluation of the update of WFP’s safety nets policy \(2012\)” \(WFP/EB.A/2019/7-B\).](#)

<sup>11</sup> [“Summary report on the evaluation of the policy on WFP’s role in peacebuilding in transition settings” \(WFP/EB.1/2023/5-B\).](#)

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

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

<sup>14</sup> [“Summary report on the strategic evaluation of WFP’s support for enhanced resilience” \(WFP/EB.1/2019/7-A\).](#) This formative evaluation partially covered the policy. An evaluation of the policy on building resilience for food security and nutrition will be presented to the Board at its 2023 annual session.

<sup>15</sup> [“Summary report on the evaluation of the WFP South–South and triangular cooperation policy” \(WFP/EB.2/2021/6-A\).](#)

<sup>16</sup> [“Summary evaluation report of the strategic evaluation of the pilot country strategic plans \(2017–mid-2018\)” \(WFP/EB.2/2018/7-A\).](#) This formative evaluation partially covered the policy. An evaluation of the CSP policy will be presented to the Board at its 2023 annual session.

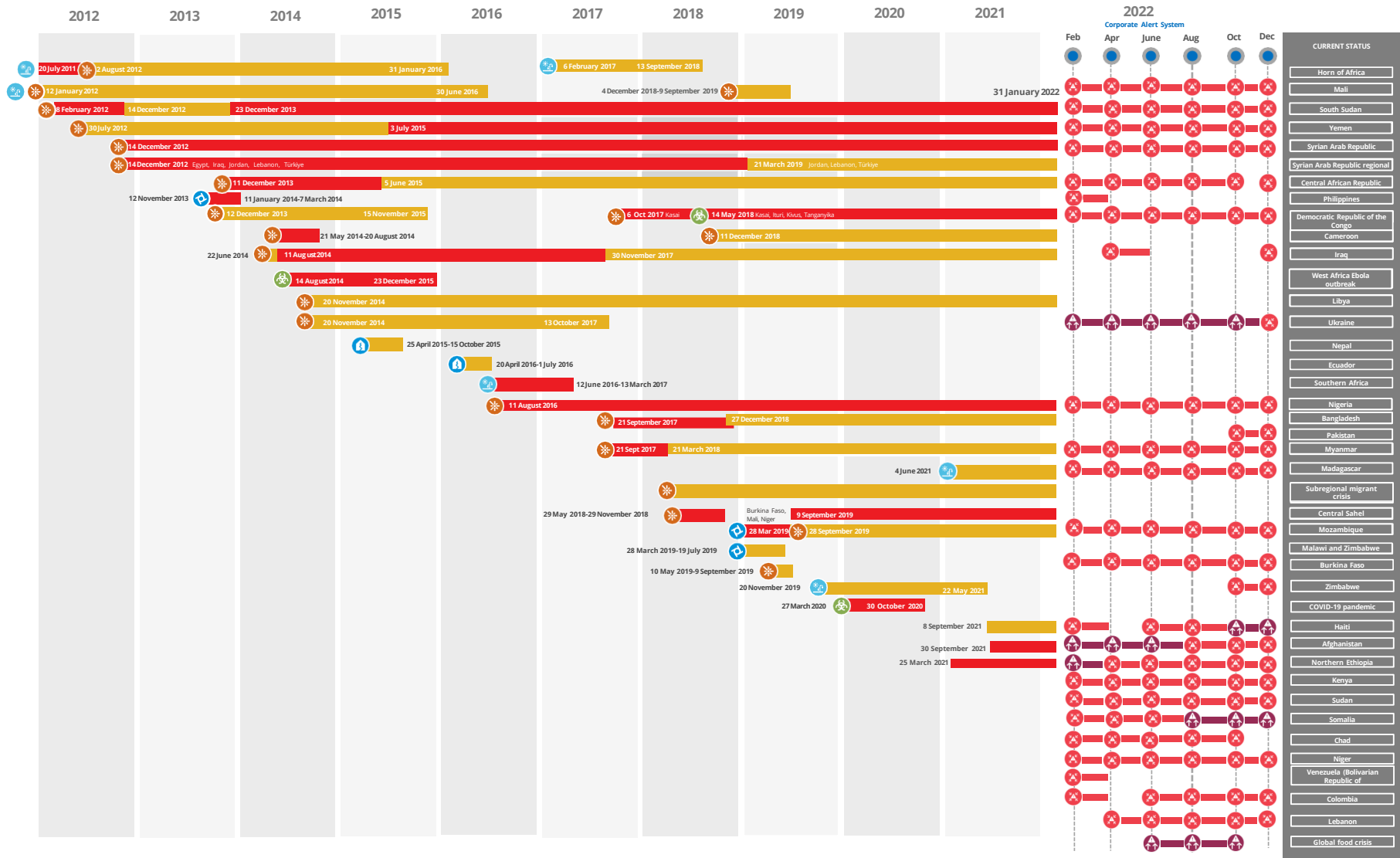
Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>	TBC	<b>2023</b>
2017	Nutrition* <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>	2023 first regular session <sup>17</sup>	
2017	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>		<b>2023</b>
2018	Oversight <i>WFP oversight framework (WFP/EB.A/2018/5-C)</i>		
2018	Enterprise risk management <i>2018 enterprise risk management policy (WFP/EB.2/2018/5-C)</i>		<b>2024</b>
2019	Local and regional food procurement <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>		<b>2025</b>
2020	Protection and accountability <i>WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>		
2021	Fraud and corruption <i>Revised anti-fraud and anti-corruption policy (WFP/EB.A/2021/5-B/1)</i>		
2021	Workforce management <i>WFP people policy (WFP/EB.A/2021/5-A)</i>		
2021	Evaluation <i>WFP evaluation policy 2022 (WFP/EB.1/2022/4-C)</i>		
2022	Country capacity strengthening <i>Country capacity strengthening policy update (WFP/EB.A/2022/5-A)</i>		
2022	Gender <i>WFP gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1)</i>		
2023	Aviation <i>WFP aviation policy (WFP/EB.1/2023/4-A)</i>		

\* Subject to completed, ongoing or planned strategic evaluations.

<sup>17</sup> “Summary report on the strategic evaluation of WFP’s work on nutrition and HIV/AIDS” (WFP/EB.1/2023/5-A).

# ANNEX III

## Major emergency responses, 2012–2022





## ANNEX IV

## Decentralized evaluations completed in 2022

Regional bureau	Title of decentralized evaluation
<b>Asia and the Pacific</b>	<p><b>Bhutan</b> – Evaluation of WFP’s support to smallholder farmers and its expanded portfolio across the agriculture value chain in Bhutan, 2019–2021</p> <p><b>Nepal</b> – Endline evaluation of USDA McGovern-Dole International Food for Education and Child Nutrition Programme in Nepal, 2017–2020</p> <p><b>Pakistan</b> – Evaluation of Humanitarian Response Facilities Network in Pakistan, 2014–2020</p> <p><b>Philippines</b> – Thematic Evaluation of WFP Philippines Country Capacity Strengthening Activities, 2018–2022</p>
<b>Middle East, Northern Africa and Eastern Europe</b>	<p><b>Egypt</b> – Evaluation of the First 1,000 Days Programme in Egypt, 2017–2021</p> <p><b>Türkiye</b> - Evaluation of WFP’s Livelihood Activities in Türkiye, 2020–2022</p>
<b>Western Africa</b>	<p><b>Benin</b> – Évaluation décentralisée conjointe finale du Programme National d’Alimentation Scolaire Intégré (PNASI) au Bénin, 2017–2021</p> <p><b>Côte d’Ivoire</b> – Final evaluation of the first phase of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d’Ivoire, 2015–2021</p> <p><b>Guinea</b> – Évaluation thématique des activités de renforcement des capacités institutionnelles en Guinée, 2019–2021</p> <p><b>Nigeria</b> – Formative Evaluation of WFP Livelihoods Activities in Northeast Nigeria, 2018–2021</p>
<b>Southern Africa</b>	<p><b>Lesotho</b> – Evaluation of Asset Creation and Public Works Activities in Lesotho, 2015–2019</p> <p><b>Madagascar</b> – Formative Evaluation of the Integrated Social Protection Programme in the South of Madagascar, 2020–2022</p> <p><b>Malawi</b> – Final Evaluation of the SDG Fund Joint Program Social Protection for the Sustainable Development Goals in Malawi: Accelerating Inclusive Progress Towards the Sustainable Development Goals, 2020–2021</p> <p><b>Republic of Congo</b> – Mid-Term Evaluation of the WFP McGovern-Dole Funded School Feeding Project in the Republic of Congo, 2018–2022</p> <p><b>Regional Bureau in Johannesburg</b> – Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) Programme, 2017–2022</p> <p><b>Zimbabwe</b> – Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe, 2018–2021</p>

Regional bureau	Title of decentralized evaluation
<b>Eastern Africa</b>	<p><b>Kenya</b> – Mid-term Evaluation (including annual outcome monitoring) of Outcome 2 (Sustainable Food Systems Programme), of WFP Kenya Country Strategic Plan, in arid and semi-arid areas in Kenya, 2018–2023</p> <p><b>Regional Bureau in Nairobi</b> – Thematic Evaluation of Supply Chain Outcomes in the Food System in Eastern Africa, 2016–2021</p> <p><b>Regional Bureau in Nairobi</b> – Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region, 2016–2020</p> <p><b>Regional Bureau in Nairobi</b> – Innovative Pilot Evaluation: Aflatoxin Reduction in the Rwanda Maize Value Chain, October–December 2021</p>
<b>Latin America and the Caribbean</b>	<p><b>Caribbean</b> – Final Evaluation of Joint Programme ‘Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean’, 2020–2022</p> <p><b>Colombia</b> – Evaluación final conjunta de piloto de protección social reactiva a emergencias en Arauca, Colombia, 2020–2021</p> <p><b>Colombia</b> – Evaluación final del Proyecto School Feeding Response Activity 2019–2021 –Colombia, 2018–2021</p> <p><b>Nicaragua</b> – Evaluación intermedia del proyecto BOOST en las zonas de Nueva Segovia, Madriz, Estelí, Matagalpa, Jinotega y la RACCN, 2018–2021</p> <p><b>Peru</b> – Evaluación del Efecto Estratégico 1, hacia los objetivos Hambre Cero a través de la abogacía, comunicación y movilización, del Plan Estratégico de País – Perú, 2017–2021</p>
Headquarters	Title of decentralized evaluation
<b>Strategic Partnerships Division</b>	Impact evaluation of the Preschool Nutrition Pilot in Selected Counties of Xiangxi Prefecture, Hunan, in China, 2018–2021
<b>School-based Programmes Division</b>	Synthesis of Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria, 2015–2019

## ANNEX V

## Interim country strategic plans ongoing in 2022

Country	Interim country strategic plan	Last portfolio evaluation	Interim country strategic plan evaluation start
<b>Algeria</b>	<b>2019–2022</b>		<b>2020</b>
Angola	2020–2023		
Burundi	2022–2024	2016	
Caribbean	2020–2022		
<b>Central African Republic</b>	<b>2018–2022</b>	<b>2018</b>	<b>2020</b>
Democratic People's Republic of Korea	2019–2023		
Guinea	2019–2023		2022
Islamic Republic of Iran	2018–2023		
Libya	2019–2023		
Pacific	2019–2023		
<b>South Sudan</b>	<b>2018–2022</b>	<b>2017</b>	<b>2021</b>
Syrian Arab Republic <sup>1</sup>	2022–2024	2018	2022
Togo	2021–2022		
Türkiye <sup>2</sup>	2020–2022	2018	
Yemen <sup>3</sup>	2019–2022		

In **bold**, interim country strategic plan evaluations completed.

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

<sup>2</sup> The Türkiye portfolio was covered in 2018 by the evaluation of the WFP regional response to the Syrian crisis (2015–2017).

<sup>3</sup> An inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen was completed in 2022.

## Acronyms

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CCI	critical corporate initiative
CCS	country capacity strengthening
CLEAR-AA	Centre for Learning on Evaluation and Results
COVID-19	coronavirus disease 2019
CRF	corporate results framework
CSP	country strategic plan
EMAP	Evaluation Methods Advisory Panel
EQAS	evaluation quality assurance system
EvalPro	Evaluation Learning Programme
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
ICSP	interim country strategic plan
ILO	International Labour Organization
INCE	national evaluation capacity index
INK	Innovation and Knowledge Management Division
IOAC	Independent Oversight Advisory Committee
NEC	national evaluation capacities
NECD	national evaluation capacity development
OECD-DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
PSA	programme support and administrative (budget)
PSEA	protection from sexual exploitation and abuse
RAM	Research, Assessment and Monitoring Division
SDG	Sustainable Development Goal
TEC	Technology Division
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNNESSA	United Nations Network for Evaluation in Sub-Saharan Africa
UNSDCF	United Nations sustainable development cooperation framework
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women