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Annual evaluation report for 2023

Introduction

This is the second annual evaluation report produced under the 2022 WFP evaluation policy¹ and framed against the strategic plan for 2022–2025.²

It has been restructured and shortened to two parts in line with feedback received from Executive Board members.

Part 1 summarizes key insights from all centralized evaluations completed in 2023. It is organized around WFP strategic outcomes and cross-cutting issues and highlights the main results that WFP achieved and any systemic constraints on WFP's ability to achieve results.

Part 2 examines the overall performance of WFP's evaluation function, measuring progress against the outcomes set out in the evaluation policy and reporting on evaluation quality, coverage, use, capacity, partnerships and financial and human resources.

Draft decision*

The Board takes note of the annual evaluation report for 2023 (WFP/EB.A/2024/7-A) and the management response (WFP/EB.A/2024/7-A/Add.1) and encourages further action, taking into account the considerations raised by the Board during its discussion.

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

² "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 WFP's 2022 evaluation policy (WFP/EB.1/2022/4-C), 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: Key insights from centralized evaluations

1. During the 2023 annual consultation on evaluation and subsequent annual session of the Executive Board, Board members requested that systemic issues emerging from evaluations other than country strategic plan (CSP) evaluations be included in WFP's annual evaluation reports. Accordingly, this report includes a new section that offers insights from all centralized evaluations completed in 2023.¹ It highlights key areas of achievement and lessons generated by evaluations in order to help WFP as it strives for continuous improvement. Relevant evaluation findings are also referenced in WFP's annual performance report.
2. The findings are based on three policy evaluations, one corporate emergency evaluation and 16 CSP evaluations completed in 2023 and presented to the Executive Board (see table 1).

TABLE 1: CENTRALIZED EVALUATIONS COMPLETED OR ONGOING IN 2023 AND NEW IN 2024

Type	2023		2024
	Completed	Ongoing	New
Policy	Policy on CSPs (EB.A/23)	Environment (EB.1/25)	Enterprise risk management
	Policies on disaster risk reduction and management and climate change (EB.A/23)	Emergency preparedness (EB.1/25)	
	Policy on building resilience for food security and nutrition (EB.A/23)		
Strategic		Protection from sexual exploitation and abuse (EB.A/24)	Supply chain road map (2022–25)
		Mid-term evaluation of the WFP strategic plan for 2022–2025 (EB.2/24)	Vulnerability assessment, analysis and targeting
		Support for refugees, internally displaced persons and migrants (EB.A/25)	
Country strategic plan (CSP) or interim country strategic plan (ICSP)	Benin CSP (2019–2023) (EB.2/23)	Colombia second-generation CSP (2021–2024) (EB.2/24)	Armenia CSP (2019–2024)
	Bhutan CSP (2019–2023) (EB.1/24)	Cuba second-generation CSP (2021–2024) (EB.2/24)	China second-generation CSP (2022–2025)
	Burkina Faso CSP (2019–2023) (EB.2/23)	Ethiopia second-generation CSP (2020–2025) (EB.A/25)	Côte d'Ivoire CSP (2019–2023)
	Cambodia CSP (2019–2023) (EB.2/23)	Guinea ICSP (2019–2023) (EB.A/24)	Democratic Republic of the Congo second-generation CSP (2021–2024)
	Dominican Republic CSP (2019–2023) (EB.2/23)	Iraq CSP (2020–2024) (EB.2/24)	Eswatini CSP (2020–2024)
	Egypt CSP (2018–2023) (EB.A/23)	Islamic Republic of Iran ICSP (2018–2025) (EB.2/25)	Guatemala second-generation CSP (2021–2024)

¹ Inclusion of key insights from both decentralized and impact evaluations in part 1 will be considered in the annual evaluation report for 2024.

Type	2023		2024
	Completed	Ongoing	New
	Ghana CSP (2019–2023) (EB.2/23)	Lesotho CSP (2019–2024) (EB.A/24)	Indonesia second-generation CSP (2021–2025)
	Haiti CSP (2019–2023) (EB.2/23)	Mali CSP (2020–2024) (EB.2/24)	Liberia CSP (2019–2023)
	Kenya CSP (2018–2023) (EB.A/23)	Rwanda CSP (2019–2024) (EB.A/24)	Somalia second-generation CSP (2022–2025)
	Madagascar CSP (2019–2023) (EB.1/24)	Sierra Leone CSP (2020–2024) (EB.A/25)	Türkiye second-generation CSP (2023–2025)
	Malawi CSP (2019–2023) (EB.2/23)	Syrian Arab Republic ICSP (2022–2023) (EB.2/24)	Uganda CSP (2018–2022)
	Namibia CSP (2017–2023) (EB.2/23)		
	Nepal CSP (2019–2023) (EB.2/23)		
	Philippines CSP (2018–2023) (EB.1/24)		
	Senegal CSP (2019–2023) (EB.2/23)		
	Zambia CSP (2019–2023) (EB.A/23)		
Corporate emergency response	WFP response in Myanmar ² (EB.2/23)	Regional response to the protracted emergency in the Sahel (EB.2/24) WFP response in Ukraine (EB.1/25) ⁴	WFP response in Yemen ³
Inter-agency humanitarian evaluation (IAHE)		Response to the humanitarian crisis in Northern Ethiopia Response to the humanitarian crisis in Afghanistan	Response to the Türkiye-Syrian Arab Republic earthquake Synthesis of the humanitarian crisis response in Ukraine Response to the humanitarian crisis in Somalia
Synthesis		WFP's cooperating partners	Topic to be selected

² This evaluation also covered the evaluation of the Myanmar CSP for 2018–2023.

³ This evaluation will cover the Yemen interim CSPs for 2019–2022 and 2023–2025, replacing the planned interim CSP evaluation.

⁴ This evaluation will cover the Ukraine transitional interim CSP for 2023–2024.

Type	2023		2024
	Completed	Ongoing	New
Global joint evaluation/ joint synthesis	Global Sustainable Development Goal (SDG) Coalition joint synthesis of the partnership pillar	<p>Joint United Nations Programme on HIV/AIDS (UNAIDS) work on social protection jointly managed by UNAIDS, WFP, the International Labour Organization (ILO) and the United Nations Children's Fund (UNICEF)</p> <p>Collective international development and humanitarian assistance response to the coronavirus disease 2019 (COVID-19) led by the Development Assistance Committee of the Organisation for Economic Co-operation and Development COVID-19 Global Evaluation Coalition</p> <p>Global SDG Coalition joint synthesis of the people pillar</p> <p>Inter-agency synthesis for United Nations-system evaluations of SDG-5 led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)</p>	

Abbreviations: EB.A/23 = 2023 annual session of the Executive Board; EB.2/23 = 2023 second regular session of the Executive Board; EB.1/24 = 2024 first regular session of the Executive Board; EB.A/24 = 2024 annual session of the Executive Board; EB.2/24 = 2024 second regular session of the Executive Board; EB.1/25 = 2025 first regular session of the Executive Board; EB.A/25 = 2025 annual session of the Executive Board; EB.2/25 = 2025 second regular session of the Executive Board.

How has WFP's strategic positioning evolved?

3. **A successful strategic shift.** Evaluations in 2023 revealed that WFP has achieved the strategic shift set out in its policy on CSPs. In many countries it has successfully transitioned from largely direct implementation of responses to food and nutrition insecurity to a more “enabling” role, supporting national partners in their search for hunger solutions while maintaining its traditional emergency response capacity.
4. Approaches that contributed to WFP's strategic shift included:
 - supporting policy and strategy development, with WFP playing an influential role in policy formulation for social protection and school meals in particular;
 - focusing on country capacity strengthening in areas including disaster risk reduction, emergency preparedness and response and food security monitoring capacity;
 - moving from short-term food assistance to a broader umbrella of social protection interventions; and
 - shifting from livelihoods interventions to a more medium-term resilience approach.
5. The strategic shift of WFP was welcomed by national stakeholders and helped to bring WFP closer to the centres of national decision making.

6. **Systemic and structural barriers nevertheless remain.** Evaluations found that WFP's structures and systems need further development if the planned strategic transition is to be fully realized. Challenges include the following:
 - **heavily earmarked funding**, which constrains WFP's ability to respond to contextual changes and plan for the medium term;
 - **insufficient human resources**, meaning that the number and skills of staff are insufficient to consistently meet the needs on the ground, resulting in staff overload and an inability to engage in certain technical areas and/or poor alignment between staffing and the strategic needs of CSPs;
 - **non-optimized country office organizational structures**, which impede timely decision making and hampered efforts to work across the full portfolio of activities in countries; and
 - **insufficiently integrated and cohesive CSP design and implementation**, with a tendency toward "silos" and fragmentation constraining results.
7. **Volatile contexts and sudden emergencies have required WFP to adapt swiftly.** In all the countries and operational settings evaluated, plans for positioning WFP in the strong enabling role envisioned in CSPs were threatened by emergencies such as natural disasters, conflict and political and economic shocks. This highlights the volatility of WFP's operating environments around the world.
8. Country offices accordingly needed to engage in various forms of crisis response alongside existing CSP activities. To support adaptation, the CSP budget revision tool was extensively used, with 48 such revisions applied across the 16 CSPs evaluated in 2023. Seven country offices added emergency-focused strategic objectives to their CSPs, either to engage in humanitarian response directly or to provide services to governments or the humanitarian community.
9. Evaluations revealed that the urgency of emergency responses sometimes overtook planned CSP strategic or programmatic work, resulting in non-alignment of activities. Moreover, some CSPs separated emergency preparedness activities from emergency response, which impeded crisis response when needed. Other CSPs lacked clear exit strategies from planned or unplanned emergency interventions.

Evaluations recommend:

- aligning human resource capacity to the strategic visions and directions of CSPs;
- strengthening country office emergency preparedness and response capacity at all levels and simplifying the budget revision process for CSPs;
- for CSPs where WFP adopts a largely enabling role, retaining a dormant emergency response strategic objective that can be activated as needed; and
- ensuring that ongoing programmatic work is fully integrated into any new crisis response activities.

What results were delivered?

10. Evaluations in 2023 reveal valuable results delivered under the five strategic plan outcomes but also identified lessons that could help to improve future performance.

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

11. Evaluations showed that while WFP largely met coverage needs for general food assistance and nutrition activities, it did not always achieve its food security and nutrition aims. For example, while food consumption scores and dietary diversity improved in seven countries, in nine others, cash or food transfers were insufficient to meet beneficiaries' needs, resulting in increased use of crisis coping strategies. The main reason for the shortfall in assistance was cuts in the volume or duration of rations and cash-based transfers and reduced coverage of nutrition interventions, all driven by a lack of funding.

Strategic outcome 2: People have better nutrition, health and education outcomes

12. Evaluations found positive results for both school meals and nutrition activities. Children's enrolment, attendance, retention and academic performance improved under school meals programmes and dropout rates fell, while home-grown school feeding activities enhanced the consumption of locally available nutritious foods and increased smallholder farmer incomes. Nutrition activities reduced mortality and enhanced nutritional status for target populations and aided recovery from moderate acute malnutrition. Weaknesses identified included a lack of integration across activity types, some delivery delays and insufficient analysis of pilot projects to inform their potential scale-up.

Strategic outcome 3: People have improved and sustainable livelihoods

13. Policy evaluations found that WFP's conceptual framework for resilience was strong but not fully up to date with current practice. Resilience activities such as smallholder farmer support were found to help increase the incomes of target populations, diversify livelihoods and enhance crop yields. They also supported women's participation in the labour market. Lack of funding and limited multi-year or predictable financing posed the greatest challenge, resulting in short-term or small-scale interventions insufficient to counter the impact of shocks and/or address the underlying causes of food insecurity and malnutrition. The evaluations revealed that limited attention to multisectoral and/or interlinked approaches also impeded results.

Strategic outcome 4: National programmes and systems are strengthened

14. All the evaluations, including that of the policy on CSPs, found that the CSP approach had improved the alignment of WFP activities with national systems and programmes. WFP actions helped to improve national policy frameworks and create road maps to realize national food security and nutrition aims; enhance national and local programme design and delivery capacities; build greater institutional effectiveness; and improve national monitoring systems for food and nutrition security. Activities in the areas of school meals, nutrition and social protection delivered particularly strong results. Shortcomings included inadequate systems-level capacity analysis and in some countries, insufficient planning or strategizing for capacity strengthening. All 16 CSP evaluations showed that corporate monitoring indicators for capacity strengthening were inadequate to capture WFP's results in that area.

Strategic outcome 5: Humanitarian and development actors are more efficient and effective

15. Evaluations revealed that WFP provided high-quality and highly valued on-demand logistics and supply chain services to governments, other United Nations entities and the wider humanitarian community. It offered personnel transport and last-mile support for emergency response, as well as strengthening the capacity of local first responders and enhancing government emergency preparedness and response systems to support nationally led crisis response. Evaluations found that WFP's specialist emergency experience and technical expertise played a critical role in alleviating the effects of crises on beneficiary populations across countries.

Did targeting and prioritization enable WFP to meet beneficiaries' needs?

16. **Targeting has room to improve.** Evaluations reflect the increasing use of government targeting systems as WFP moves “upstream”. While this approach is aligned with WFP’s intended strategic shift, evaluations also showed that WFP did not consistently engage with governments to ensure that the people or areas most in need were targeted or to validate supplied beneficiary lists. Post-distribution monitoring did not always ascertain whether the most vulnerable people (identified for targeting) were actually reached.
17. WFP’s own targeting mechanisms also met challenges: evaluations found geographical targeting gaps, with activities not always focused on the most food-insecure areas. A choice of breadth over depth enabled wider reach but impeded food security gains for affected populations. Inconsistent consultation with local communities also hampered participatory approaches to community and individual targeting, and there was insufficient targeting of young people and people living with disabilities.
18. **Prioritization posed difficult choices.** Across all countries evaluated, funding shortages meant that WFP was repeatedly forced to prioritize. Evaluations found that the organization made three main choices: to reduce transfer values to beneficiaries while maintaining the number of beneficiaries as far as feasible; to reduce the breadth of coverage where necessary; and to shift from status-based to vulnerability-based targeting, applying criteria relevant to each operating environment. All evaluations found these changes necessary but extremely difficult, in all cases leading to rising food insecurity for vulnerable populations.

Evaluations recommend:

- verifying the vulnerability focus of national targeting systems;
- ensuring that all targeting systems – whether national or WFP – are focused on equity and inclusion; and
- adopting an evidence-based approach to prioritization.

How well did WFP address cross-cutting issues in programming?

19. Cross-cutting issues include protection, gender equality and women’s empowerment, accountability to affected populations (AAP) and environmental sustainability. Overall, evaluations showed mostly strong performance in addressing protection and environmental sustainability issues but inconsistent attention to gender equality and women’s empowerment and significant gaps in attention to AAP and disability concerns.
20. **WFP mostly addressed protection issues but with gaps for some marginalized groups.** The majority of evaluations found that WFP had fully or adequately addressed protection concerns and ensured beneficiaries’ dignity, for example by conducting risk assessments and then tailoring intervention modalities to address identified risks. However, evaluations found gaps in efforts to ensure the protection of marginalized populations such as people living with HIV, people with disabilities, young people, women and victims of violence.

21. **Efforts to address environmental sustainability were substantial but not systematic.** CSP evaluations and the evaluation of WFP's disaster risk reduction and climate change policies found that WFP had paid adequate attention to environmental and climate change concerns in many CSPs, using programmatic strategies such as climate-responsive agricultural practices and "clean cooking" in school canteens. Environmental screening checklists proved useful. However, not all CSP narratives adequately addressed the issues, and programme components did not always incorporate them adequately. Staffing and skill gaps were notable constraints.
22. **Attention to gender equality and women's empowerment was uneven and lacked a transformative lens.** Evaluations found variable attention to gender within CSP design and implementation. Gender was successfully mainstreamed across activities in around half of the country programmes evaluated. Factors found to support mainstreaming included country office participation in WFP's corporate gender transformation programme; the development and use of a gender action plan or strategy; dedicated staffing; and/or the use of a gender resource network. By contrast, some CSP narratives lacked transformative gender objectives and indicators, while insufficient staff capacity and expertise and a lack of detailed gender analysis at the design stage also proved challenging. Some country offices used ad hoc initiatives rather than a systemic or strategic approach, and a focus on achieving equal participation rather than applying gender-transformative approaches remained pervasive.
23. **There was insufficient focus on disability concerns.** Of the six CSP evaluations providing evidence on disability inclusion, five found that WFP had paid insufficient attention to the issue. However, the Malawi country office was found to have developed a comprehensive disability and social inclusion strategy and approaches.
24. **Significant gaps arose in AAP.** All evaluations reporting on AAP found gaps in WFP's approach, including insufficient beneficiary engagement and consultation and/or limited information provided to those in need. While WFP had developed extensive community feedback mechanisms, 11 evaluations found these to be incomplete or underutilized.

Evaluations recommend:

- building skills and capacity for addressing cross-cutting issues, including gender-transformative approaches and disability inclusion;
- conveying a clear message that gender equality does not equate to "including women"; and
- enhancing attention to AAP, with a focus on how systems are used as well as their development.

How well did partnerships work?

25. Strategic partnerships with national authorities and other United Nations entities were strong but gaps arose in operational coordination. Evaluations consistently showed that CSP instruments helped to strengthen partnerships with national authorities, enhancing WFP's role in policy and strategy formulation and increasing its potential to inform national decisions. At the same time, however, scope was identified for broadening and deepening operational partnerships, particularly with entities and authorities at the decentralized level. Evaluations reported successful WFP advocacy with national or de facto authorities, including for expanded humanitarian access in Burkina Faso and Myanmar and the inclusion of vulnerable groups in national social protection strategies in the Dominican Republic.

26. CSP instruments also helped to position WFP strategically within coordinated United Nations engagement on food security and nutrition. As with government partnerships, however, such strategic coordination did not always translate into strengthened operational collaboration, given the often diverse operational capacities and approaches of the entities involved. Partnerships with cooperating partners were found to be strong and collaborative and engagement with the private sector increased. However, evaluations found that some country offices lacked a strategic or comprehensive approach to partnerships.

Evaluations recommend:

- generating clear partnership strategies based on an ethos of shared goals and mutual benefits;
- ensuring attention to subnational partnerships as part of localization; and
- expanding operational coordination through a “partnership first” approach.

What factors supported the achievement of results?

27. Evaluations identified **eight factors** – all highly valued by partners – that facilitated the achievement of results:
- **technical expertise**, in areas such as nutrition, adaptive/shock-responsive social protection, climate change, agricultural insurance and supply chain/logistics;
 - **a principled approach**, in particular for humanitarian assistance, earning WFP the trust and respect of national partners;
 - **advocacy capacity**, especially with regard to humanitarian access and the strategic and political priority of food and nutrition security;
 - **knowledge generation capability**, in particular with regard to vulnerability, market conditions and other areas of food and nutrition security;
 - **leveraging capacity**, for example the ability to leverage private sector capacity to address humanitarian and development challenges;
 - **convening power**, with regard to multisectoral dialogue on food security and nutrition;
 - **willingness and ability to innovate**, with a high capacity to design and implement digital and technical solutions; and
 - **brokering skills**, such as the ability to enhance dialogue between governments and the wider United Nations system and engagement with South–South and triangular cooperation.

Digital innovation

Evaluations identified a series of digital innovations that benefited government partners in their search for food security and hunger solutions, such as:

- a geospatial platform in Egypt that strengthened government capacity to undertake geographical analysis of statistical data on social protection and monitor the supply chain for wheat;
- digitalization of social cash transfers in Namibia and Zambia, paving the way for scale-up in Zambia and helping to address registration challenges in Namibia, where the Government subsequently requested WFP's support in building a similar nationally owned system;
- digital monitoring for the school meals programme in Ghana and humanitarian interventions in Haiti, providing real-time data to government; and
- a mobile communications platform to support emergency response in the Philippines, which helped to improve coordination and communications in the response to Typhoon Rai.

What hampered WFP's success in achieving results?

28. Beyond challenges related to the operating environment, evaluations in 2023 identified four main factors that impeded WFP's ability to achieve results:

- **heavily earmarked and short-term funding**, which constrained the intended shift to an enabling role under CSPs and constricted WFP's ability to deliver food and nutrition security solutions for all those in need;
- **lack of internal cohesion**, with a fragmented or "siloed" approach in CSP design and implementation diminishing the transformative potential of CSPs. Examples include a fragmented approach to social protection across strategic outcomes;
- **gaps in monitoring capacity and/or coverage** such as inadequate monitoring frameworks and systems, a lack of baselines and the existence of data gaps due to reliance on external sources; and
- **inconsistent use of available evidence** to inform CSP design and activities, such as limited gender analyses, and weak knowledge management systems.

Evaluations recommend:

- building a clear programme logic and theory of change into each new CSP, including linkages across the humanitarian–development–peace nexus;
- adopting integrated staffing and organizational structures within country offices and sub-offices, in alignment with CSP needs;
- fostering and adequately resourcing innovation, including knowledge-sharing on models and approaches to innovation;
- investing in monitoring for learning and accountability, expanding the use of digital systems where feasible;
- making maximum use of evidence products to inform planning and implementation; and
- prioritizing knowledge management within and across programme areas.

Part 2: Performance of evaluation function

29. 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. Results for 2023 are presented for each of the five outcomes defined in the evaluation policy's theory of change,⁵ together with an explanation of the progress made. Annex I provides details regarding the monitoring indicators.

Outcome 1: Evaluations are independent, credible and useful

Innovative evaluation methods

30. Following a year-long pilot of the Evaluation Methods Advisory Panel in 2022, the Office of Evaluation (OEV) continued to use six external evaluation advisers to provide independent advice and feedback on a range of draft and completed evaluation products. These reviews and other feedback were used to enhance understanding of innovative evaluation methods and informed capacity strengthening initiatives for evaluation officers. In 2023, there was an increase in the variety of evaluation methods used,⁶ including for example utilization-focused evaluation, developmental evaluation, quasi-experimental design with propensity score matching and elements of equity-focused and participatory approaches.

Quality support

31. Twenty-three decentralized evaluations were completed in 2023 (see annex II) across 17 country offices and one headquarters division,⁷ with regional evaluation units and OEV continuing to provide direct technical support and oversight to country offices and headquarters divisions respectively to ensure that evaluation processes and products were credible.
32. The independent quality support service for decentralized evaluations managed by OEV continued to be a critical support for regional evaluation units. Ninety-five percent of decentralized evaluations were reviewed by this service, which provided country offices, regional bureaux and headquarters divisions with timely feedback on various draft products.⁸

Quality assurance

33. WFP's evaluation quality assurance system (EQAS) was used by WFP staff managing all categories of evaluations and by the evaluators themselves. The system benefited from the following key updates in 2023:
- Revised EQAS guidance for decentralized evaluations has been published following several years of country offices, regional evaluation units and headquarters divisions using the system to commission and manage decentralized evaluations. The revision was informed by user feedback, and the guidance now includes practical examples and tips.
 - The finalization of an EQAS for impact evaluations was postponed to 2024 to take into account the first final report of an impact evaluation, which was published in December 2023.
 - An EQAS for corporate emergency evaluations will be finalized in 2024.

⁵ "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C), figure 2.

⁶ Analytical methods included aspects of contribution analysis, outcome harvesting, process tracing, qualitative impact protocol, social network analysis and most significant change, among others.

⁷ The Cambodia country office commissioned four decentralized evaluations and the Kenya country office, two. The School-based Programmes Division commissioned two.

⁸ The service provided feedback on 20 terms of reference, 26 inception reports and 20 evaluation reports.

34. OEV completed all major actions required to implement the United Nations Evaluation Group (UNEG) ethics guidelines, which promote high ethical standards for evaluation. Progress was made in building a common understanding of data protection risks, with data protection concepts applied to WFP evaluations and modifications made to EQAS templates and checklists.
35. A technical note on integrating gender into WFP evaluations was updated in 2023; it is structured around the phases of the evaluation process and focuses on areas of underperformance identified using the United Nation System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) evaluation performance indicator. OEV has begun to promote the note through various internal and external forums.
36. A technical note on integrating disability inclusion into evaluation was finalized in line with the United Nations disability inclusion strategy evaluation performance indicator. The technical note provides practical guidance and complements the UNEG guidance on disability inclusion in evaluations in a way that reflects WFP's specific circumstances, commitments and programming. Revision of the EQAS for centralized evaluations continues, with the aim of mainstreaming disability inclusion.
37. Additional updates of technical notes were completed in 2023, including for notes on the quality of evaluation recommendations and on management responses to decentralized evaluations.

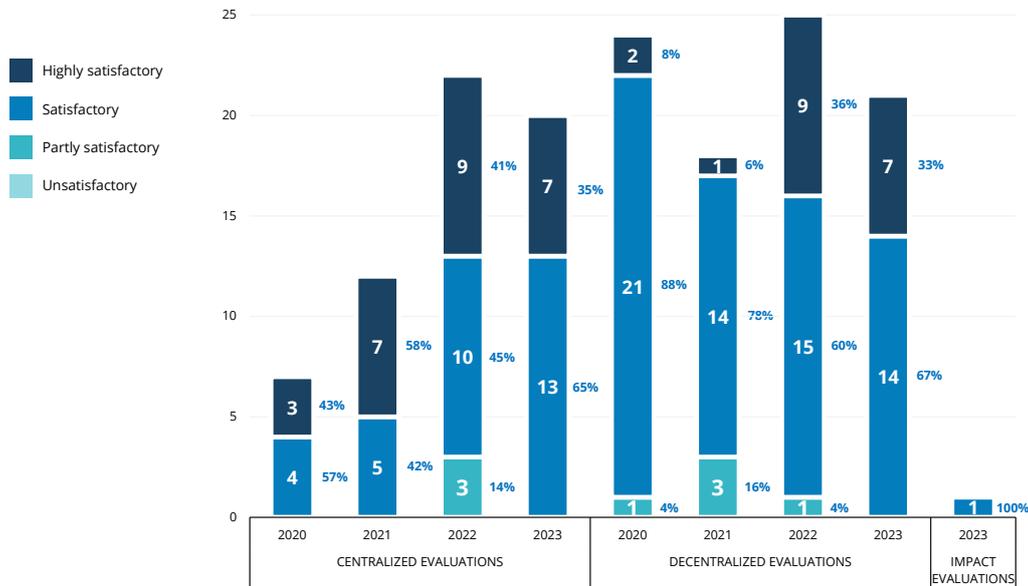
Post-hoc quality assessment

38. Every WFP-led evaluation undergoes a post-hoc quality assessment, a mechanism through which independent experts rate evaluation quality in line with UNEG norms and standards and the UN-SWAP requirements for evaluation. Post-hoc quality assessments indicate the extent to which users can rely on credible evaluation findings to inform decision making at WFP. They also inform OEV of whether quality assurance and support mechanisms for WFP evaluations are delivering the intended results.
39. In 2023, 33 percent of the 42 WFP-led evaluations⁹ were rated "highly satisfactory" and 67 percent "satisfactory"; no evaluations were rated "partly satisfactory" or "unsatisfactory". Figure 1 provides information on the quality of centralized and decentralized evaluations. The year 2023 was the first since the introduction of post-hoc quality assessments in which all reports were deemed to have met requirements with no significant gaps; 2023 also saw the first assessment of an impact evaluation since the implementation of the 2022 evaluation policy.
40. In relation to the integration of gender, 69 percent of evaluations were found to "meet requirements", 29 percent to "approach requirements" and 2 percent to "miss requirements" according to the UN-SWAP evaluation performance indicator. The average rating for the 42 evaluations was 6.8 ("meets requirements"). Combined with the fact that WFP conducted an evaluation of its corporate gender policy in 2020, these percentages result in an overall rating of "exceed requirements" for WFP.
41. The Colombia and Türkiye country offices and the Regional Bureau for Eastern Africa were awarded the WFP Evaluation Excellence Award for Gender Responsive Evaluations. This award celebrates outstanding decentralized evaluations and their evaluation managers for having done an exceptional job integrating gender dimensions into evaluation questions, approaches and methods as part of efforts to assess gender equality and conduct gender responsive evaluations.

⁹ Two additional decentralized evaluations were led by the United Nations Children's Fund and did not go through WFP post-hoc quality assessment process.

42. Since 2023 WFP has been reporting on the United Nations disability inclusion strategy evaluation performance indicator on disability inclusion and its performance in integrating disability inclusion into its evaluations. Of the evaluation reports completed in 2023, 24 percent were found to meet requirements. OEV will continue to disseminate the new guidance on this indicator.

Figure 1: Post-hoc quality assessment of evaluation reports completed, 2020–2023



Source: OEV.

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

Evaluation planning

43. While WFP met all major deliverables set out in the evaluation function workplan for 2023–2025,¹⁰ evaluation planning continued to be dynamic and adjustments were made throughout the year taking into consideration changing CSP cycles and resources and following consultations with regional directors that led to the postponement or waiving¹¹ of some CSP evaluations.
44. Emphasis continued to be placed on supporting country office planning. OEV and regional evaluation units worked with research, assessment and monitoring colleagues to improve the evidence planning and budget tool. This resulted in a high-level global analysis of planned budgets and expenditures for vulnerability analysis and mapping, monitoring and evaluation activities, which was shared with 83 country offices and stimulated reflection at the country, regional and global levels regarding appropriate levels of investment in the assessment, monitoring and evaluation functions. OEV continued to call for adequate resources and staffing capacity to be planned, budgeted and allocated so that country offices can appropriately monitor and evaluate the performance and impact of assistance on people's lives.

¹⁰ "WFP management plan (2023–2025)" (WFP/EB.2/2022/5-A/1/Rev.1), annex III.

¹¹ The Congo, Guatemala, Liberia and the Niger CSP evaluations were postponed, and the Djibouti and Nicaragua CSP evaluations were waived.

45. OEV, the Office of the Inspector General and the External Auditor interacted regularly to coordinate evaluation and audit planning, ensuring the alignment and complementarity of their respective workplans and avoiding overlap. Work continued on refining a joint dashboard to help identify synergies and potential overlaps between evaluations and internal and external audits.

Coverage norms

46. Contractual arrangements were put in place for 70 percent of the evaluations originally planned for 2023. See annex I for a breakdown of contracted evaluations by evaluation type.
47. *Policy evaluations.* Policy evaluations are an integral part of the policy development process at WFP and WFP policies are required to be evaluated¹² between four to six years after the start of their 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. These evaluations aim to assess the quality, implementation and results of policies in order to support policy improvement and assist programme staff in policy implementation.
48. Of the 13 policies listed in the current compendium of active WFP policies,¹³ 8 have been the subject of evaluations (either policy or strategic evaluations)¹⁴ and 2 are currently being evaluated (see annex III). By the end of 2023, 77 percent of the 13 policies had been evaluated or were being evaluated.
49. At the 2023 annual session of the Board, OEV presented the evaluations of the CSP policy, the policies on disaster risk reduction and management and climate change, and the policy on building resilience for food security and nutrition.
50. An evaluation of the 2017 emergency preparedness policy was initiated in 2023 and is due to be presented at the Board's 2025 first regular session. The policy aims to enable WFP to respond to emergencies in an efficient, effective and timely manner. The evaluation focuses on the policy's quality, implementation mechanisms and results during the first six years of implementation. An evaluation of the 2017 environmental policy was launched in 2023 and is due to be presented to the Board at its first session of 2025. That evaluation will assess the quality of the policy, implementation of the policy to date and the relevance of the policy to the current operating environment.
51. *Strategic evaluations.* Strategic evaluations are forward looking and assess strategic, systemic and 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.
52. While there was no strategic evaluation completed in 2023, three strategic evaluations were under way.
- The strategic evaluation of WFP's policy on protection from sexual exploitation and abuse (PSEA) continued into 2023. The evaluation aims to assess the evolving capacity of WFP to fulfil system-wide commitments to PSEA and to understand how and why WFP's approach to PSEA has been effective in identifying opportunities to bolster the prevention of and response to sexual exploitation and abuse at all levels, including

¹² "WFP Policy Formulation" (WFP/EB.A/2011/5-B).

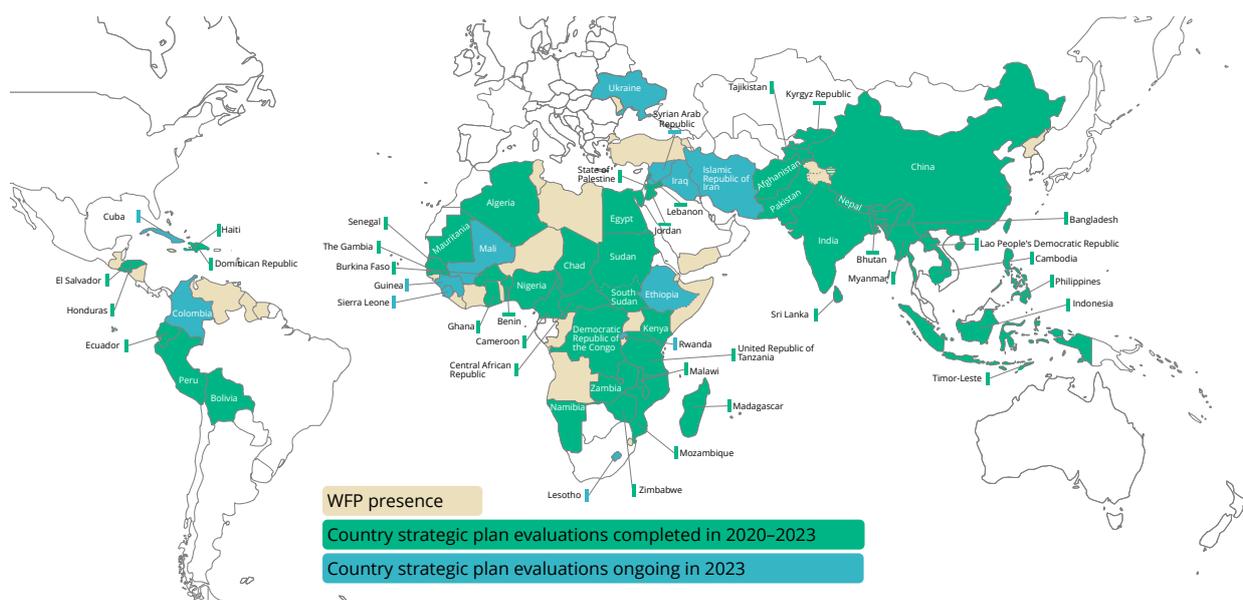
¹³ "Compendium of policies relating to the strategic plan" (WFP/EB.2/2023/4-C). This does not include policies approved before 2011 or after 2019.

¹⁴ Previous annual evaluation reports noted that the WFP policy on building resilience for food security and nutrition had been evaluated as part of the [strategic evaluation of WFP's support for enhanced resilience](#) (WFP/EB.1/2019/7-A) and that the CSP policy had been evaluated as part of the [strategic evaluation of the pilot country strategic plans \(2017–mid-2018\)](#) (WFP/EB.2/2018/7-A). Between 2021 and 2023, however, the two policies were the subject of a specific policy evaluation that was presented to the Board at its 2023 annual session.

- through inter-agency efforts. The evaluation will be presented to the Board at its annual session in 2024.
- A mid-term evaluation of WFP's strategic plan for 2022–2025 was launched in 2023. As the first evaluation of a WFP strategic plan, its purpose is to provide WFP management and the Executive Board with evidence to support ongoing implementation of the current strategic plan and to inform the preparation of the next strategic plan, which will take WFP to 2030. The evaluation will be presented at the Board's 2024 second regular session.
 - A strategic evaluation of WFP's support for refugees, internally displaced persons and migrants was launched in 2023. The evaluation aims to generate evidence to inform WFP policies, strategies and approaches in the areas of displacement and migration. It will assess WFP's performance and draw lessons from WFP interventions and organizational arrangements for assessing refugees, internally displaced people and migrants. The evaluation will be presented at the Board's 2025 annual session.
53. *CSP evaluations.* CSP evaluations are the main instrument for institutional accountability and learning related to WFP activities at the country level. The evaluation process is timed to ensure that the draft or final report of each evaluation is ready when the relevant country office starts designing its next CSP, with draft final reports shared ahead of stakeholder workshops and CSP formulation workshops.
54. Figure 2 provides an overview of CSP evaluations completed in 2022 and 2023 and ongoing evaluations. Sixteen CSP evaluations were completed in 2023. Those for Egypt, Kenya and Zambia were presented at the Board's 2023 annual session; those for Benin, Burkina Faso, Cambodia, the Dominican Republic, Ghana, Haiti, Malawi, Namibia, Nepal and Senegal were presented at the Board's 2023 second regular session; and those for Bhutan, Madagascar and the Philippines were presented at the Board's 2024 first regular session.
55. Of the 65 first-generation CSPs, 69 percent (45 CSPs) have been evaluated to date and 8 percent (4 CSPs) are the subject of ongoing evaluations to be completed in 2024. Eight CSP evaluations are to be completed in 2025 and 2026¹⁵ and the remainder (8 CSPs¹⁶) have been waived. As shown in table 1, three evaluations of second-generation CSPs (for Colombia, Cuba and Ethiopia) started in 2023 and six will start in 2024.
56. Fourteen country offices were implementing interim CSPs (ICSPs) or transitional ICSPs in 2023 (see annex IV); of these, two (for Algeria and the Central African Republic) were the subject of ICSP evaluations completed in 2022; two ICSP evaluations (for Guinea and the Syrian Arab Republic) are currently ongoing and will be presented to the Board in 2024. One ICSP evaluation (for the Islamic Republic of Iran) started in 2023 and will be presented to the Board in 2025. Two country offices (Ukraine and Yemen) are covered by corporate emergency evaluations due to be presented to the Board in 2025.

¹⁵ Armenia, Republic of the Congo, Côte d'Ivoire, Eswatini, Liberia, the Niger, Sierra Leone and Uganda.

¹⁶ Colombia, Djibouti, Guatemala, Guinea-Bissau, Morocco, Nicaragua, Sao Tome and Principe and Tunisia.

Figure 2: Country strategic plan evaluation coverage, 2020–2023

Source: OEV.

Disclaimer: The designations employed and the presentation of material in the map in figure 2 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.

57. *Corporate emergency evaluations.* In line with the WFP evaluation policy, all crises classified as level 2 or level 3 emergencies before January 2022 or as corporate scale-up or corporate attention emergencies from February 2022 onwards¹⁷ are to be evaluated through OEV-commissioned corporate emergency evaluations or CSP evaluations or through inter-agency humanitarian evaluations.
58. Corporate emergency evaluations assess WFP performance during emergency operations. Their scope can be global, multi-country or single country. Their purpose is twofold: to provide evaluation evidence and accountability for results to WFP stakeholders and to provide learning on WFP's performance during emergency responses to enhance operations (if still ongoing) and for broader learning related to complex emergency responses.
59. In 2023, 80 percent of corporate emergency responses due for evaluation were evaluated, rising from 40 percent in the previous year. OEV completed the Myanmar corporate emergency evaluation in lieu of a CSP evaluation; the evaluation looked in depth at WFP's humanitarian response and informed the development of a new ICSP. The Sahel corporate emergency evaluation, covering eight countries and building on the CSP evaluations conducted in the region, is ongoing and is expected to yield a wider perspective on regional strategic issues and to facilitate learning across countries. It will be presented at the Board's 2024 second regular session. In 2023 OEV launched a new corporate emergency evaluation of WFP's response to the humanitarian crisis in Ukraine and began preparations for one for Yemen.

¹⁷ In accordance with the revised emergency activation protocol (Executive Director's circular [OED/2022/003](#)).

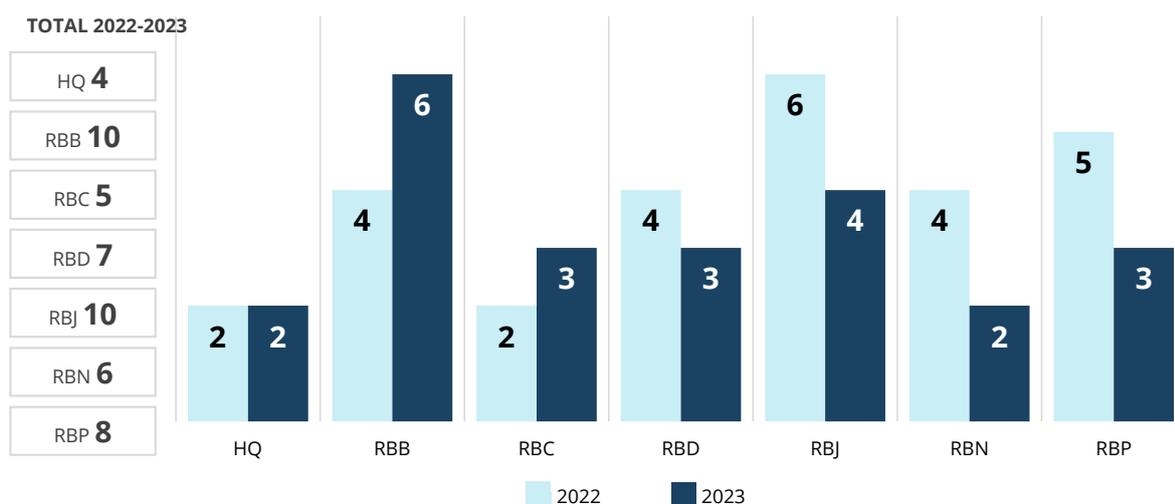
60. In addition, in 2023 OEV presented to the Board five CSP evaluations covering corporate emergency responses for Burkina Faso, the Central African Republic, Haiti, Kenya and Nigeria.¹⁸ Additional CSP evaluations covering corporate emergency responses in Colombia, Iraq, Madagascar, Mali and the Syrian Arab Republic will be presented to the Board in 2024.
61. OEV is also actively engaged in the management groups of IAHEs, which assess the collective humanitarian response to emergencies for which the United Nations Emergency Relief Coordinator in consultation with Inter-Agency Standing Committee principals has activated system-wide humanitarian scale-ups. Such evaluations for the responses to humanitarian crises in Afghanistan and northern Ethiopia were ongoing in 2023.
62. *Evaluation syntheses.* An evaluation synthesis that draws together evidence from centralized and decentralized evaluations on WFP's role in the management of and strategic engagement with cooperating partners was launched in 2023. The synthesis aims to contribute to WFP's global and regional evidence base and support corporate decision-making. The synthesis was initiated in response to interest by senior management in gaining knowledge about WFP's engagement with cooperating partners and will be presented at the Board's 2024 second regular session.
63. *Joint evaluation initiatives and system-wide evaluations at the global level.* OEV recognizes the value of joint work on evaluation and supports the conduct of joint evaluations¹⁹ and system-wide evaluations.
64. OEV contributes to global joint evaluations with staff time, expertise and funding. The office co-funds and co-manages joint global evaluations as a member of evaluation management groups and steering committees. It engages in a variety of global joint evaluations with a diverse set of partners operating under a range of different governance and management arrangements.
65. WFP is part of the management group for the Global SDG Synthesis Coalition, which brings together United Nations entities, bilateral and multilateral organizations and global evaluation and synthesis bodies and networks with the aim of harnessing the power of evaluation and synthesis to accelerate the achievement of the SDGs. In 2023, the coalition produced its first synthesis on partnership (SDG 17). WFP is a co-chair of the "People Pillar" synthesis, together with the United Nations Development Programme (UNDP); UNICEF; the United Nations Educational, Scientific and Cultural Organization; and UN-Women. WFP is also part of the inter-agency synthesis for United Nations system evaluations on SDG 5 led by UN-Women.
66. In 2023 OEV contributed to the implementation of two global joint evaluations: the joint evaluation of UNAIDS work on social protection, managed by UNAIDS, WFP, ILO and UNICEF; and the system-wide strategic joint evaluation of the collective international development and humanitarian assistance response to the COVID-19 pandemic led by the COVID-19 Global Evaluation Coalition of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC). For the latter evaluation, OEV is a member of the evaluation steering group that provides oversight and guidance, supports management and acts as an advisory body. Both of these evaluations will be finalized in 2024.

¹⁸ These CSP evaluations cover the full CSP but include a special focus on the emergency response. In so doing, they assess adherence to humanitarian principles, WFP's emergency preparedness and the timeliness of the emergency response, protection and accountability to affected populations, risk management, staff well-being and other areas of interest. The design of these evaluations considers specific data access and quality constraints due to the emergency context and gives particular attention to evaluation ethics, avoiding harm and finding innovative ways to hear the voices of hard-to-reach groups.

¹⁹ The UNEG 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, to combined reporting (sic)." (Source: UNEG. 2013. *Resource Pack on Joint Evaluations*, p. 12).

- 67. *Decentralized evaluations.* Decentralized evaluations are commissioned to meet learning needs, demonstrate results and in some cases to meet commitments made to donors and other partners. The minimum coverage norm establishes that at least one decentralized evaluation should be commissioned by each country office in each ICSP or CSP cycle. Eighteen country offices ended an ICSP or CSP cycle in 2023. Of those, 83 percent commissioned at least one decentralized evaluation during their planning cycles.
- 68. The 2023–2025 evaluation workplan envisaged that 24 decentralized evaluations would be commissioned in 2023, in addition to three baselines conducted as part of multi-year evaluations. Since then, there have been many shifts in the planned timing of these evaluations due to changes in project implementation (e.g. in timelines and coverage), limited technical capacity, financial constraints, sociopolitical instability and other factors. This has led to varying coverage across the regions. For example, three countries in the Middle East, Northern Africa and Eastern Europe region were unable to start their planned decentralized evaluations, given other priorities, whereas six decentralized evaluations were commissioned in Eastern Africa, surpassing the two initially planned.
- 69. As seen in figure 3, 23 decentralized evaluations were completed in 2023, of which 21 (91 percent) were commissioned by country offices and 2 by headquarters divisions.

Figure 3: Completed decentralized evaluations by region/headquarters and year of completion, 2022–2023



Source: OEV.

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

- 70. Four multi-country thematic evaluations (table 2), commissioned by regional bureaux and two headquarters divisions, continued in 2023 and will be completed in early 2024, providing a rich perspective on topics prioritized for learning by the regional bureaux and technical division.

TABLE 2: MULTI-COUNTRY DECENTRALIZED EVALUATIONS, 2022–2023

Regional bureau/ headquarters	Start year	Completion year	Subject of multi-country decentralized evaluation
Eastern Africa	2022	Ongoing	Local and regional food procurement policy pilot programmes in eastern Africa 2021–2023
Latin America and the Caribbean	2022	Ongoing	Regional evaluation of WFP's contribution to shock-responsive social protection in Latin America and the Caribbean 2015–2022
Headquarters Livelihoods, Asset Creation and Resilience Unit	2022	Ongoing	Joint evaluation of the Rome-based agency resilience initiative "Strengthening the resilience of livelihoods in protracted crisis in the Democratic Republic of the Congo, the Niger, and Somalia" 2017–2023
Headquarters Supply Chain Operations Division, Cash-Based Transfer, Retail and Markets Unit	2023	Ongoing	Thematic evaluation of WFP's contribution to market development and food systems in Bangladesh and South Sudan 2018–2022

71. *Impact evaluations.* Impact evaluations are not subject to coverage norms and may cover activities lasting one year or even three or four years. The first completed impact evaluation, conducted under the cash-based transfer and gender window in El Salvador, was finalized in 2023 and the associated report published, marking the beginning of a series of multi-year impact evaluations. Other impact evaluation reports published in 2023 included an inception report for Kenya and baseline reports for Mali, the Niger and South Sudan.
72. The windows for impact evaluations on cash-based transfers and gender, climate change and resilience, and school-based programmes continued, as did the humanitarian workstream. OEV met its indicative target of starting six new impact evaluations in 2023, with impact evaluations launched in the Democratic Republic of the Congo (on humanitarian targeting), Ghana, Lebanon, Malawi and Peru and a forecast-based financing impact evaluation designed for the Philippines, which will begin only in the event of a typhoon that triggers a WFP response. A forecast-based financing impact evaluation in Bangladesh designed in 2022 was not triggered in 2023. OEV continued with impact evaluations in 12 country offices.²⁰ Due to the outbreak of conflict, the impact evaluation in the Sudan was temporarily paused and design discussions restarted in December 2023. Contrary to the plan, OEV did not launch a fourth impact evaluation window on nutrition because the Nutrition Division is formulating a new nutrition strategy and research agenda.
73. In the middle of 2023, OEV circulated a call for expressions of interest by country offices to join the three open impact evaluation windows. OEV received expressions of interest from 21 offices, the highest number since the launch of the impact evaluation strategy in 2019. After initial discussions, 19 country offices were invited to undergo training and continue feasibility assessments. OEV plans to start up to nine new impact evaluations in 2024 under the three windows.

²⁰ In Burundi, the Gambia, Guatemala, Haiti, Jordan, Kenya, Mali, Nepal, the Niger, Rwanda, South Sudan and the Sudan.

TABLE 3: IMPACT EVALUATIONS COMPLETED OR ONGOING IN 2023 AND NEW IN 2024

Window	2023		2024
	COMPLETED	ONGOING	NEW
Climate change and resilience		Mali (2019–2024)	Three new impact evaluations to be confirmed
		Niger (2019–2024)	
		Rwanda (2020–2024)*	
		South Sudan (2020–2024)	
		Sudan (2022–now on hold)	
		Humanitarian workstream	
		Ghana (2023–2024)	
		Philippines (forecast-based financing) (2023–N/A)	
Cash-based transfers and gender	El Salvador (2020–2023)	Haiti (2022–2024)	Three new impact evaluations to be confirmed
		Kenya (2019–2024)	
		Rwanda (2020–2024)*	
		Humanitarian workstream	
		Democratic Republic of the Congo (household targeting) (2023–2024)	
		Lebanon (2023–N/A)	
		Peru (2023–N/A)	
School-based programmes		Burundi (2022–2026)	Three new impact evaluations to be confirmed
		Gambia (2022–2024)	
		Guatemala (2022–2023)	
		Jordan (2022–2024)	
		Malawi (2023–2025)	

* The impact evaluation in Rwanda belongs to two windows.

Note: **Bold** signifies new starts in 2023. The years in brackets indicate the year that the impact evaluation started and the last year of data collection.

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

Evaluation communication products designed to reach and appeal to users

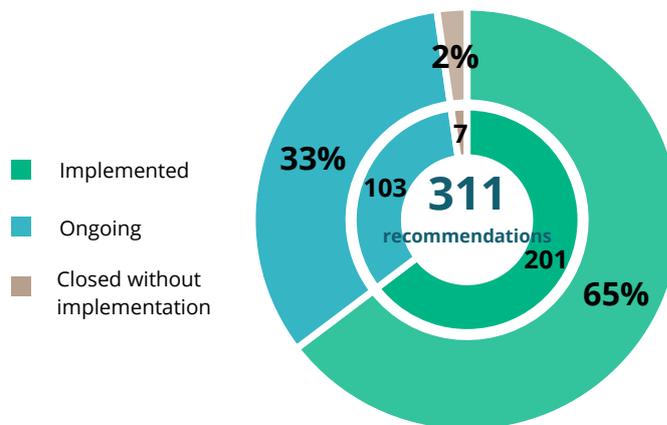
74. OEV continued to disseminate evaluation evidence in a variety of forms tailored to target audiences in 2023, consistent with user preferences captured in a stakeholder survey conducted at the end of 2022. Products ranged from multilingual, visually attractive snapshots of evidence such as briefs, infographics, digital reports and videos to more traditional evaluation reports and quality-assured evidence summaries. Tailored briefs were also provided to members of WFP's leadership group ahead of missions.

75. The evaluation publications library on corporate web channels grew in both number of documents and popularity; social media engagement held steady as Twitter became X and opportunities to communicate the role of evaluation were embraced through live events, dedicated webinars, and diverse channels. There was a 31.2 percent increase over 2022 in unique downloads of evaluation products from the WFP website.
76. More regional and national events were attended and supported, including the Africa Evidence Network meeting in Uganda, Africa's Evidence to Action conference in Ethiopia and the Asia Pacific Evaluation Association Conference in the Philippines. In Rome, the first WFP Impact Evaluation Forum drew significant participation and engagement by partners and across WFP, aided by a dedicated communications plan featuring an event webpage, video and in-house exhibition. Bringing together governments, donors, WFP and other United Nations entities, non-governmental organizations and academic institutions, the forum facilitated collaboration and the sharing of experiences on impact evaluation.

Clear processes for integrating evaluation evidence into programmes and policies

77. OEV and regional evaluation units reviewed their approaches in order to tailor inputs and provide programme designers with evidence in a timely and digestible format, with the aim of improving the usefulness of evaluation evidence at various stages of the CSP formulation process. To that end, OEV has systematically participated in pre-strategic programming review process meetings, feeding evaluation evidence into discussions on draft lines of sight, the development of which is a strategic milestone in the CSP design process. Regional evaluation units seized opportunities to share insights from centralized and decentralized evaluations at strategic moments, offering country or thematic evidence summaries and infographics relevant to the themes of forthcoming CSPs. Despite efforts to ensure the timely publication of evaluation reports, there were some delays experienced in publishing decentralized evaluations compared to centralized evaluations and further work is required to address the underlying reasons for this. All WFP centralized, decentralized and impact evaluation reports are published on the WFP website.
78. Work on integrating evaluation evidence into WFP programmes and policies has entailed close collaboration between OEV and the Corporate Planning and Performance Division to clarify processes at headquarters and regional bureaux used to follow up on actions to implement recommendations and the risk and recommendation tracking tool system used to store and manage management response information. Updated standard operating procedures for management responses to centralized and decentralized evaluations were issued in December 2023. An area for continued improvement is the timely publication of management responses. While all centralized evaluation management responses were published in a timely way, only 13 percent of those for decentralized evaluations were published within ten weeks of the approval of the related evaluation reports.
79. In February 2023, OEV organized a successful joint stakeholder workshop for two closely interrelated WFP policy evaluations: the evaluation of the policy on building resilience for food security and nutrition and the evaluation of the policies on disaster risk reduction and management and climate change. Upon the completion of these evaluations, OEV also supported the organization of a joint management response workshop with the participation of the headquarters divisions expected to lead the follow-up actions. This helped to ensure a coordinated response to the two policy evaluations.
80. As presented in figure 4, 65 percent of evaluation recommendations due to be acted on in 2023 were implemented on time; the implementation rate for recommendations from centralized evaluations (57 percent) was lower than the rate for those from decentralized evaluations (69 percent). Management will present the 2023 report on the implementation status of evaluation recommendations at the Board's 2024 annual session.

Figure 4: Implementation status of evaluation recommendations due in 2023 (as of 3 April 2024)



Source: Corporate Planning, Budgeting and Reporting Service, Chief Financial Officer Division.

81. The systematic sharing of inputs for draft policies and CSPs by OEV and regional evaluation unit staff represents another important institutional mechanism for ensuring that evaluation evidence contributes effectively to the ongoing improvement of WFP interventions. Overall, 95 percent of WFP draft policies and CSPs developed in 2023 included explicit reference to evaluation evidence when such evidence was available.²¹

Evaluation evidence tailored to the needs of WFP and partners

82. In 2023 OEV and regional evaluation units established regular engagement channels with evidence users in selected units at headquarters, regional bureaux and country offices, with the aim of sparking conversations about evidence. These exchanges have revealed specific needs for evidence, which OEV is working on addressing in a timely, focused and user-friendly way.
83. Increased engagement between the evaluation function and its users has led to the development of tailor-made evidence products, such as the following:
- In response to stakeholder requests, the production and customized dissemination of summaries of evaluation evidence across thematic and geographic lines increased notably. Nine summaries of evaluation evidence based on available evaluation evidence, each offering a reference point on a given topic, were completed in 2023 (annex V). An example of this was when, at the request of the social protection team at headquarters, OEV was asked to present a summary of evaluation evidence at the social protection round table for the Executive Board in October.

²¹ Two draft CSPs did not have sufficient country-specific evaluations to refer to and have been excluded from this calculation (the Sao Tome and Principe CSP and the Moldova ICSP). Only the Burundi draft CSP did not include any explicit reference to available country-specific evaluations when presented during the strategic programme review process.

- Evidence “blinks”,²² prepared quickly on request, offer evidence to feed into event discussions or document preparation. Two evidence blinks were produced in 2023, feeding evidence into WFP-led sessions at the United Nations food systems summit in July 2023 and into internal discussions on disability inclusion.
 - Interactive (virtual or face-to-face) events in the form of brownbag lunches and webinars present the latest available evidence on a given topic as a starting point for WFP stakeholders to share experiences, thoughts and questions.
84. OEV continued to explore the potential of artificial intelligence (AI) applications to increase the office’s capacity to repackage evidence into products that can more comprehensively and quickly draw on existing evidence. OEV collaborated with other WFP divisions overseeing AI pilot projects and shared internal lessons to inform work on establishing a corporate knowledge base and capacity. With the support of a senior AI and transformation specialist, OEV has laid out the features of its envisaged evidence mining solution, ensuring that it is ready for piloting when a corporate “sandbox” environment for testing such solutions is made available by the Technology Division in early 2024.

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

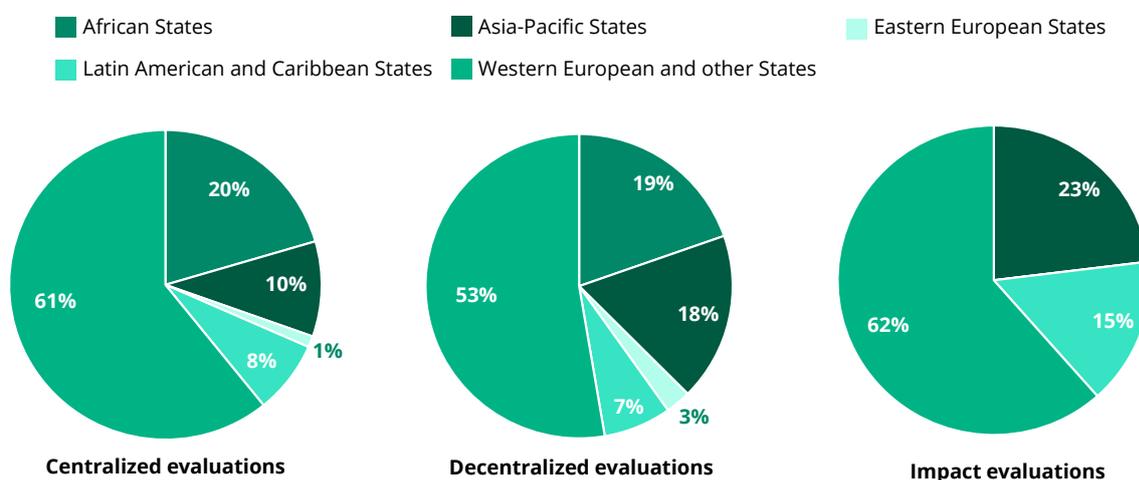
85. *Capacity strengthening.* WFP continued to run its core Evaluation Learning Programme (EvalPro) for new decentralized evaluation managers and launched two new initiatives for capacity strengthening and professional development for staff managing evaluations. In 2023, OEV resumed in-person workshops for EvalPro 4 with 31 participants involved in ongoing or planned decentralized evaluations. Among these participants were 24 new evaluation managers, three heads of unit (for monitoring and evaluation; vulnerability analysis and mapping; and monitoring, evaluation, accountability and learning) and three government counterparts. All new evaluation managers were also enrolled in the online component of EvalPro 4. Fourteen of the 21 completed decentralized evaluations led by WFP in 2023 (67 percent) had evaluation managers who completed the training and/or had previous experience managing an evaluation. All evaluation managers completed the workshop or webinar series, while on average staff progress in the online self-paced component of EvalPro 4 was 60 percent, an improvement compared to previous years.
86. Building on EvalPro, WFP launched a pilot of a micro credentialing scheme on evaluation in collaboration with the United Nations System Staff College to enhance evaluation management capabilities in key technical and managerial areas and provide a framework for recognizing acquired learning and skills. Four micro credential programmes were launched in 2023²³ with 42 WFP staff from country offices, regional bureaux and headquarters level enrolled.
87. With the launch of an “evaluation foundations” course on the WeLearn platform, WFP continued efforts to ensure that staff have a basic shared understanding of evaluation, their roles in it and the way it complements and differs from other evidence gathering exercises. The course aims to equip staff with practical guidance and tools to enable them to better plan for evaluation, participate in evaluation processes, facilitate evaluation use and engage in partnerships beyond WFP, including for national evaluation capacity development (NECD) and joint evaluations.

²² Evidence “blinks”, produced at headquarters, consolidate evidence available from evaluations in a concise manner and are developed at short notice to respond to specific requests to provide evidence in support of documents or events.

²³ The courses address theory of change, theory-based evaluation, evaluability assessment, and evaluation preparation and design.

88. *Evaluation expertise (external)*. WFP evaluations are conducted by external consultants. OEV has long-term agreements with 35 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. In June and October 2023 OEV convened two workshops with long-term agreement service providers to take stock of the quality of services rendered and allow for mutual feedback; the first workshop focused on centralized evaluations and the second on decentralized evaluations involving selected country offices and all regional evaluation officers. Topics discussed included how to further streamline and strengthen the selection process and explore options for strengthening and diversifying evaluation approaches. Specific areas of improvement in the quality of evaluations were jointly identified for action. Importantly, the workshops provided an opportunity to exchange information and lessons regarding quality assurance techniques and approaches. OEV also conducted two information sessions on WFP data for evaluators and analysts designed to enhance their ability to make use of the growing array of WFP internal datasets as evaluation evidence.
89. For the evaluations completed in 2023, WFP hired 296 independent consultant evaluators, 43 percent of whom were men and 57 percent women, showing continued attention to gender balance on evaluation teams.
90. With regard to geographical diversity, the proportion of consultants from developing countries was higher for decentralized evaluations (51 percent) than for centralized evaluations (38 percent), showing that WFP still needs to pay close attention to the use of national and regional evaluators; this issue was discussed with the service provider during the workshops. Figure 5 introduces a new way of monitoring regional representation in the composition of evaluation teams from year to year.

Figure 5: Composition of evaluation teams by United Nations regional group of Member States, 2023



Source: OEV.

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

91. 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 working group, and WFP co-led the decentralized evaluation working group, the professionalization working group, the working group on United Nations sustainable development cooperation framework (UNSDCF) evaluations, the

NECD working group and the partnership working group. WFP is a member of the ethics working group; the gender, disability and human rights working group; the environment and social impact working group; the methods working group; the evaluation synthesis working group; the humanitarian evaluation interest group; the evaluation use working group; and the data and AI working group. WFP also participated in UNEG evaluation practice exchange sessions.

Regional and national capacity development

92. A significant milestone in NECD was the adoption of United Nations General Assembly resolution [A/RES/77/283](#) on strengthening Voluntary National Reviews through country-led evaluation during the seventy-seventh session of the General Assembly. WFP played an active role in the multi-stakeholder partnership which supported the preparation of the resolution and was led by the Permanent Mission of Nigeria to the United Nations and included UNICEF, UN-Women, EvalPartners and the International Development Evaluation Association. Through the resolution, Member States are encouraged to use evidence from evaluations for decision making and for reporting on their progress towards achieving the 2030 Agenda. The resolution also calls on United Nations entities to provide support to Member States undertaking evaluations of the implementation of the SDGs and to facilitate the exchange of experience and knowledge products from those evaluations while encouraging countries to present regular Voluntary National Reviews with a country-led evaluation component.
93. Another significant step forward for WFP was the launch of its NECD action plan that operationalizes WFP's commitment, as expressed in its 2022 evaluation policy, to contributing to regional and national capacity in order to accelerate progress towards the SDGs. Building on WFP experience at the global, regional and country levels between 2018 and 2022 and informed by the NECD lessons briefs prepared through extensive stakeholder engagement in 2022, the action plan provides WFP with a coherent framework for coordinated NECD work at the global, regional and country levels and the means to track achievements over time and generate lessons.
94. The Regional Bureau for Latin America and the Caribbean continued its strategic partnership with the German Institute for Development Evaluation, which facilitates the work of the National Evaluation Capacities Index initiative.²⁴ In 2023 the index was used in Argentina, the Dominican Republic, Guatemala, Paraguay and Peru. Besides assessing the level of national evaluation capacity, the index is a collaborative network that facilitates the exchange of experience and practices and coordination among key evaluation capacity development players in the region such as the Inter-American Development Bank, the Global Evaluation Initiative and other United Nations entities, including UN-Women and UNICEF.

Partnerships

95. Joint evaluations continued to be an important aspect of the decentralized evaluation function, constituting a vital means of resource optimization among United Nations entities in the field and an opportunity to promote collective learning, collaboration and government buy-in and ownership. In 2023 WFP conducted seven joint evaluations with other United Nations entities in Chad, Kenya, Lebanon, Mauritania, the Niger, Nigeria and the State of Palestine. In five of the seven exercises, WFP led the evaluation process; UNICEF was the lead agency for the other two. The seven evaluations were co-managed with UNICEF, the United Nations Population Fund (UNFPA), ILO, the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO), UNDP and the Food and Agriculture Organization of the United Nations (FAO). WFP also conducted two joint decentralized evaluations with the governments of Eswatini and Guatemala.

²⁴ See <https://inceval.org/homepage>.

96. OEV continued to strengthen collaboration with the Active Learning Network for Accountability and Performance in humanitarian action (ALNAP), a global network of international and national non-governmental organizations, United Nations entities, members of the Red Cross/Crescent Movement, bilateral and multilateral donor organizations, networks and academics dedicated to learning how to improve responses to humanitarian crises. In December 2023 the WFP Director of Evaluation became a member of the ALNAP Steering Committee, which will further cement the partnership in 2024.
97. OEV is an active member of the advisory group on the use of OECD-DAC evaluation criteria in humanitarian action, which is updating guidance for evaluation commissioners and practitioners on how to use the OECD-DAC criteria in the evaluation of humanitarian interventions. This workstream is based on broad consultations and has involved the preparation of an initial research paper and an online survey to gather feedback from humanitarian evaluation practitioners and those who commission and use humanitarian evaluations. The survey was launched in several regional evaluation networking events, including the *Réseau francophone de l'évaluation* forum in Luxembourg, which was attended by WFP's regional evaluation officer for West Africa. Analysis of survey results and drafting of revised guidelines will be completed in 2024.
98. OEV has continued to consolidate its partnership with the World Bank's development impact evaluation department to generate evidence through WFP's three impact evaluation windows. This impact evaluation partnership featured in high-level discussions to deepen knowledge-sharing between WFP and the World Bank during a "deep dive" session in December 2023. WFP and the World Bank signed a non-disclosure agreement in January 2023 to support data sharing.
99. WFP continued to engage and invest in EvalForward, a community of practice on evaluation for food security, agriculture and rural development co-sponsored by the Rome-based agencies and guided by recommendations from an independent review published in 2023.²⁵
100. Regional bureaux engaged with the following United Nations regional evaluation networks: the United Nations Evaluation Development Group for Asia and the Pacific (UNEDAP), the United Nations Network for Evaluation Systems Strengthening in Africa (UNNESSA) and the United Nations Network for Evaluation in Latin America and the Caribbean. UNEDAP has worked to expand strategic regional partnerships and collaboration, notably with the Asia Pacific Evaluation Association, and participates in the annual Asia Evaluation Week. Through the evaluation capacity development working group of UNNESSA, WFP co-commissioned with UNICEF a learning programme entitled "Evaluation in the UN context", which is designed to strengthen evaluation capacity and foster peer-to-peer learning, including through "knowledge cafes" for sharing knowledge and experience among United Nations and non-United Nations organizations.
101. *System-wide evaluation at the global level.* In 2023, the United Nations Sustainable Development Group established the System-Wide Evaluation Office with the objective of strengthening oversight, transparency, accountability and collective learning across the group. OEV provided support for the revision and finalization of the United Nations system-wide evaluation policy, led by the newly appointed Executive Director of the System-Wide Evaluation Office. This policy is due to be endorsed by the Secretary-General in 2024. OEV will engage in consultations in 2024 on the preparation of operational guidance and the set-up of governance mechanisms, quality systems and management response and follow-up systems.

²⁵ FAO, CGIAR's Independent Advisory and Evaluation Services, International Fund for Agricultural Development and WFP. 2023. [Independent Review of EvalForward Community of Practice – Final report](#).

102. *System-wide evaluation at the country level.* Co-chaired by WFP and the International Organization for Migration, UNEDAP conducted inter-agency evaluation training, which included participants from four United Nations country teams due to undergo UNSDCF evaluations in 2024. Likewise, through the United Nations Network for Evaluation in Latin America and the Caribbean, WFP supported the review of UNSDCF evaluations for Cuba and Colombia and secured the formal recognition of the network as a working group under the regional collaboration platform, the primary regional United Nations coordination platform. With the support of the Regional Bureau for Southern Africa, UNNESSA in 2023 partnered with the Centre for Learning on Evaluation and Results – Anglophone Africa to develop an NECD learning programme for United Nations country teams and national evaluation actors in Africa. The first cohort of 45 participants, the majority of whom were from governments, United Nations country teams and civil society organizations, came from Ethiopia, the Gambia, Liberia, Malawi, Mauritius, Somalia, South Africa, Uganda and other UNNESSA members.

Cross-cutting workstreams

103. Progress was also made in cross-cutting workstreams.

- *Normative framework.* A major milestone was the development and finalization of six regional evaluation strategies based on WFP's corporate evaluation strategy. OEV and the regional evaluation units also continued to disseminate the evaluation policy, charter and strategy to promote the idea that evaluation is everybody's business and to highlight the new emphasis on evidence use. The Director of Evaluation participated in discussions related to the Executive Board's governance review and OEV provided feedback on the report produced by the independent consultant.
- *Resources (funding and people).* The United States Agency for International Development awarded a multi-year grant to the multi-donor trust fund for impact evaluations, in support of work in the humanitarian workstream. Progress in implementing the strategic workforce action plan for evaluation was monitored through quarterly meetings, and cross-functional concerns were discussed at meetings convened by the Human Resources Division.
- *Institutional arrangements and management.* While the evaluation function steering group remained dormant due to changes in leadership at WFP, including within OEV, the Director of Evaluation from the start of her mandate engaged regularly with WFP leadership on evaluation function strategic issues and evaluation findings with system-wide implications. OEV continued to engage in the Oversight and Policy Committee to share evaluation evidence and systemic issues, met quarterly with the Independent Oversight Advisory Committee and used regional evaluation committees and regional management team meetings to discuss the evaluation topics of most concern to the regions.
- *Reporting.* Monitoring indicators were refined and adjusted (see annex I) and improvements were made in monitoring the efficiency and effectiveness of the function, using duration and cost per evaluation type as key performance indicators (KPIs). Reports on the four evaluation-related indicators on evaluation evidence in the corporate results framework (CRF) (management result 5) also fed into senior management discussions on the corporate risk register.

Financial resources for WFP's evaluation function

104. In 2023 the total financial resources available for the evaluation function amounted to USD 34.30 million, or 0.41 percent of total contribution income (USD 8.3 billion). As shown in table 4, the total budget available to OEV in 2023 was USD 24.66 million, of which:
- USD 15.9 million was allocated from the programme support and administrative (PSA) budget; the amount actually received from the PSA budget was USD 15.5 million;
 - USD 0.5 million was allocated from the critical corporate initiative fund for the implementation of the strategic plan and CRF;
 - Programme funds from country portfolio budgets (totalling USD 2.25 million) were made available to OEV for the conduct of CSP evaluations;
 - The sum of USD 1.99 million was received through the multi-donor trust fund for impact evaluations, adding to a balance in the fund from previous contributions at the start of the year of USD 1.54 million. In addition, USD 1.48 million was allocated from country portfolio budgets and USD 1 million was received in the school-based programmes trust fund as a multi-year (2023–2025) contribution for impact evaluation.
105. A total of USD 8.14 million was budgeted for the decentralized evaluation function in 2023. This mainly covered the conduct of decentralized evaluations paid for from country programme sources and PSA funding for regional evaluation units.
106. The sum of USD 1.5 million was available for the contingency evaluation fund (CEF).

TABLE 4: RESOURCES AVAILABLE FOR THE EVALUATION FUNCTION VS. EXPENDITURE, 2022–2024
(USD million)

OEV-managed funds	Funding source	2022		2023		2024
		Available resources	Expenditure	Available resources	Expenditure	Available resources
OEV workplan [1]	PSA total [2]	15.17	14.90	15.90	14.59	15.31
	Critical corporate initiative for strategic plan/CRF			0.50	0.50	
CSP evaluations [3]	CSP budget	4.50	3.01	2.25	2.26	2.5
Impact evaluations	Multi-donor trust fund [4]	3.24	1.50	3.53	2.05	2.2
	CSP budget [5]	0.64	0.73	1.48	0.84	1.63
	School-based programmes trust fund [6]			1.00	0.11	0.79
SUBTOTAL OEV		23.55	20.14	24.66	20.35	22.43

Funds managed outside OEV	Funding source	2022		2023		2024
		Available resources	Expenditure	Available resources	Expenditure	Available resources
Regional evaluation units [7]	PSA (regional bureaux)	3.20	2.90	3.84	3.23	3.91
Decentralized evaluations [8]	CSP budget	6.14	6.03	4.30	4.04	5.67
Subtotal outside OEV		9.34	8.93	8.14	7.27	9.58
Contingency evaluation fund [9]	Multilateral	1.50	Included in [3] and [8]	1.50	Included in [3] and [8]	1.50
Grand total		34.39	29.07	34.30	27.62	33.51
As percentage of WFP contribution income [10]		0.24%	0.21%	0.41%	0.33%	0.42%

[1] All activities required to implement the evaluation strategy, as set out in the 2023–2024 workplan.

[2] Allocation approved in the 2023 management plan: USD 15.9 million; actual allocation received in January 2023: USD 15.5 million.

[3] Figures are allocations for the commissioning of CSP evaluations.

[4] Multi-year confirmed contributions plus opening balance of the trust fund for impact evaluations as at January 2023 and January 2024.

[5] Expenditures reported from country offices (2022 and 2023); expected country office contributions (2024).

[6] Contribution to the school-based programmes trust fund in 2022 is expected to be utilized from 2023 through 2025 (2023: USD 400,656; 2024 USD 320,656; 2025 USD 217,655. Amounts are net of indirect support costs).

[7] Regional evaluation unit budgets, based on approved regional bureau budgets and final allocations (staff and other). Expenditures based on regional bureau figures for 2023.

[8] Based on projection of decentralized evaluations in 2024–2030.

[9] CEF. Expenditure is included in decentralized evaluations and CSP evaluations for 2022 and 2023.

[10] Percentages based on confirmed contributions (2022) and forecast contributions (2023 and 2024).

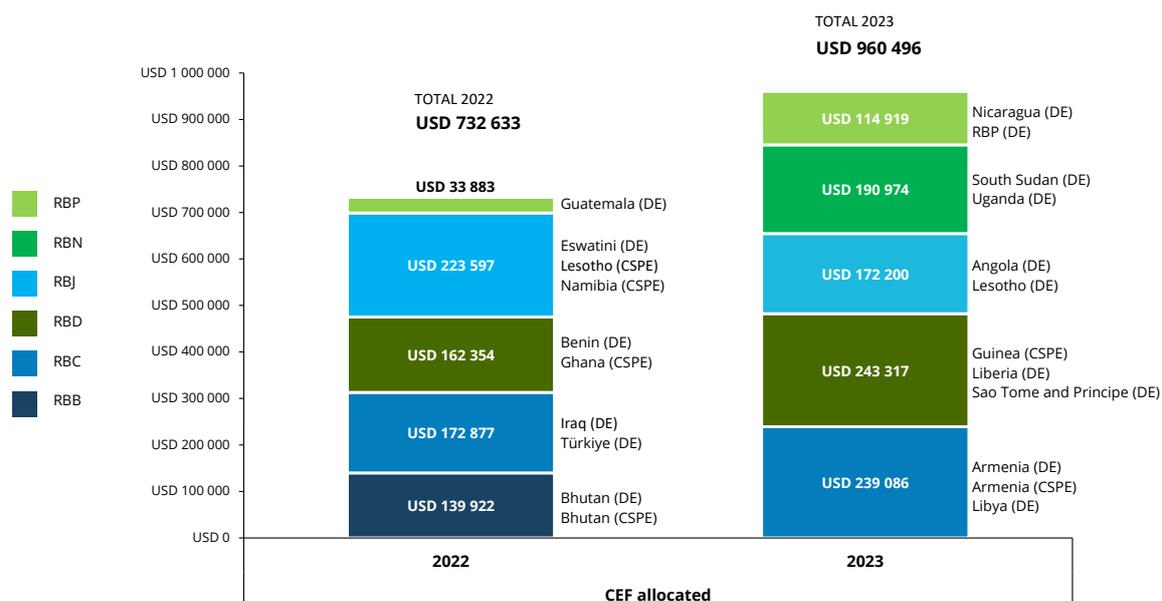
107. In the light of the constrained resource environment, OEV carefully monitored its 2023 budget, regularly reviewing planned activities to optimize the use of allocated resources. The office identified USD 1.3 million (USD 938,215 in allocated funds and USD 372,072 approved in the 2023 management plan but not allocated) that could be returned to the corporate PSA equalization account at year end. This was due to significant savings generated by vacant fixed-term positions and the cancellation, postponement or adjustment of activities.

Contingency evaluation fund

108. In 2023, there were 12 approved applications for CEF funding: two for CSP evaluations and ten for decentralized evaluations. Of the USD 1,215,174 requested, USD 960,496 was allocated, exceeding the amount allocated in 2022 due to increased demand (figure 6). USD 785,988 was allocated for decentralized evaluations and USD 174,508 for CSP evaluations. Ten country offices in five regions received support (with the Armenia office receiving funds for both types of evaluation); the Regional Bureau for Latin America and the Caribbean also received an allocation. Two applications, from the Indonesia country office and the Retail and Markets Unit, did not meet CEF eligibility criteria and were rejected.

109. Of the country offices supported through the CEF over the last three years, 62.5 percent are classified as small and 25 percent as medium-sized. The average funding allocation for decentralized evaluations is USD 78,000.

110. The implementation of the technical note on the use of the CEF was reviewed in the fourth quarter of 2023, which will lead to refinements aimed at improving the efficiency of transactions, guidance and procedures in 2024.

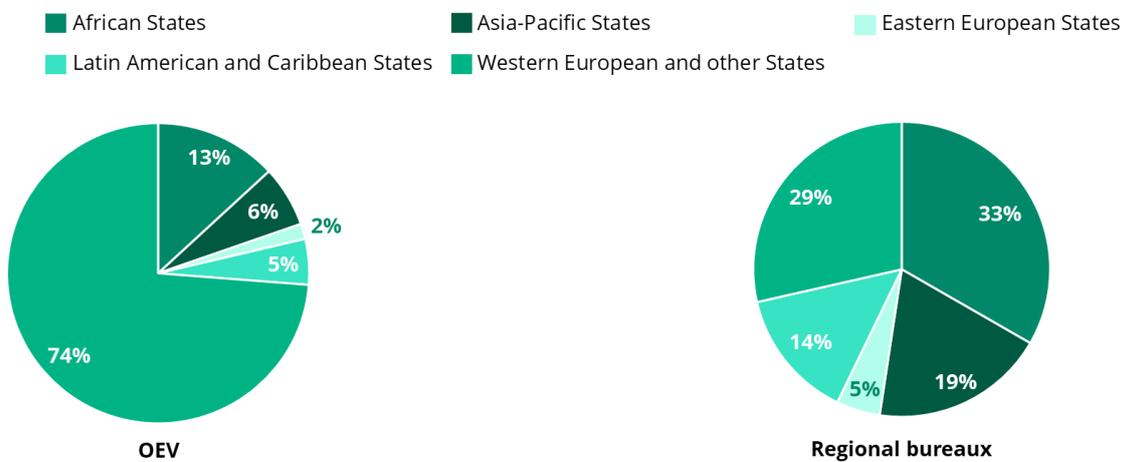
Figure 6: CEF allocations by region, evaluation category and country office, 2022–2023

Abbreviations: CSPE = country strategic plan evaluation; DE = decentralized evaluation.

Human resources

111. The Executive Board appointed a new Director of Evaluation on 30 June 2023 following the departure of the previous incumbent in early February. Continued progress was made at the beginning of the year to implement the staffing framework and increase the ratio of fixed-term staff to incumbent positions, with timely access to talent through the updated joint monitoring and evaluation Future International Talent pool. OEV recruited pre-screened candidates from Argentina, Bosnia and Herzegovina, Brazil, Italy and the United States of America. However, the introduction of a corporate hiring pause in October and subsequent PSA budget concerns delayed other recruitment, particularly for regional evaluation units, some of which are operating with significantly reduced capacity.
112. The share of the evaluation workforce from developing countries has risen to 25 percent in OEV at headquarters and 62 percent in the regional bureaux. Figure 7 illustrates the geographical diversity of the workforce in the evaluation function and shows notable improvement in the representation of the various United Nations regional groups across the evaluation function at WFP.
113. In terms of gender diversity, women make up 67 percent of the evaluation function workforce in OEV at headquarters and 76 percent in the regional bureaux.

Figure 7: Composition of OEV and the regional evaluation units by United Nations regional group of Member States, 2023



Source: OEV.

ANNEX I

Key monitoring indicators (* = new indicator in 2023)

Outcome 1. Independent, credible and useful evaluations	2022	2023
WS1.1 Examples of evaluations utilizing innovative or adaptive methods, approaches, or techniques with the potential to strengthen evidence insights and use	See paragraphs 62–63 (Annual evaluation report for 2022)	See paragraph 30
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	96%	95%
	24 of 25 evaluations	20 of 21 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)	See paragraphs 67–69 (Annual evaluation report for 2022)	See paragraphs 33-36
WS1.4.A Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment as “satisfactory” or “highly satisfactory”	91% (CE: 86% DE: 96%)	100% (CE: 100% DE: 100% IE: 100%)
	CE: 19 of 22 reports DE: 24 of 25 reports	CE: 20 of 20 reports DE: 21 of 21 reports IE: 1 of 1 report
WS1.4.B Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment related to the United Nations System-wide Action Plan for Gender Equality and Empowerment of Women as “meet requirements” (*)	74% (CE: 73% DE: 76%)	69% (CE: 65% DE: 71% IE: 100%)
	CE: 16 of 22 reports DE: 19 of 25 reports	CE: 13 of 20 reports DE: 15 of 21 reports IE: 1 of 1 report
WS1.4.C Percentage of evaluation reports completed in the reference year rated by post-hoc quality assessment related to United Nations Disability Strategy as “meet requirements” (*)	37% (CE: 41% DE: 33%)	24% (CE: 25% DE: 24% IE: 0%)
	CE: 9 of 22 reports DE: 8 of 24 reports	CE: 5 of 20 reports DE: 5 of 21 reports IE: 0 of 1 report

Outcome 2. Balanced and relevant evaluation coverage	2022	2023
WS2.1 Percentage of evaluations planned in the reference year that were actually contracted ¹	77% (CE: 91% DE: 67%)	70% (CE: 65% DE: 67% IE: 100%)
	<i>CE: 21 of 23 evaluations DE: 22 of 33 evaluations</i>	<i>CE: 13 of 20 evaluations DE: 16 of 24 evaluations IE: 6 of 6 evaluations</i>
WS2.2.A Percentage of active policies evaluated or the evaluation is taking place ²	69%	77%
	<i>9 of 13 policies</i>	<i>10 of 13 policies</i>
WS2.2.B Percentage of CSPs or ICSPs due for evaluation, evaluated	90%	93%
	<i>19 of 21 I/CSP</i>	<i>14 of 15 I/CSP</i>
WS2.2.C Percentage of corporate emergency responses due for evaluation in the reference year, evaluated ³	40%	80%
	<i>2 of 5 emergencies</i>	<i>4 of 5 emergencies</i>
WS2.2.D Percentage of country offices with at least one decentralized evaluation commissioned in the CSP or ICSP cycle [ending in the reference year]	69%	83%
	<i>18 of 26 country offices</i>	<i>15 of 18 country offices</i>
WS2.2.E Number of strategic evaluations completed in the reference year	1	0
WS2.2.F Number of final impact evaluation reports approved in the reference year ⁴	0	1
		<i>Cash-based transfers and gender window: El Salvador</i>
WS2.2.G Number of synthesis evaluations completed in the reference year	2 (CE: 1 DE: 1)	0

¹ In the case of impact evaluations, the reference year is the year in which the relevant memorandum of understanding is signed.

² This indicator was revised to include ongoing policy evaluations, in line with the coverage norm that states that "Evaluation of policies takes place between four and six years after the start of implementation and/or prior to policy changes".

³ This indicator was revised to consider corporate emergency responses due for evaluation only if they were activated during the fourth year before the reference year. In 2018 five corporate emergency responses were activated and were due to be evaluated before the end of 2022. CSP evaluations for Cameroon and the Democratic Republic of the Congo were completed by the end of 2022. By that time CSP evaluations had also been completed for Ecuador and Peru and initiated for Colombia – the three main countries included in the subregional migrant crisis. In addition, in 2022 a CSP evaluation was initiated for Mali and a corporate emergency evaluation for the Central Sahel, both to be completed in 2024. In 2019 five new corporate emergency responses were activated, of which those for Burkina Faso, Malawi, Mozambique and Zimbabwe were covered by CSP evaluations by the end of 2023. A new level 3 emergency declared for the Central Sahel in 2019 is covered by the corporate emergency evaluation for the Central Sahel mentioned above.

⁴ This indicator was revised to include only final impact evaluation reports. In 2022 intermediate reports (baseline reports and inception reports) were also referenced.

Outcome 3. Evaluation evidence systematically accessible and available	2022	2023
WS3.1.A Percentage of completed evaluations that are made publicly available in a timely way (CRF KPI)	86% (CE: 92% DE: 81%)	89% (CE: 100% DE: 78% IE: 100%)
	<i>CE: 22 of 24 evaluations DE: 22 of 27 evaluations</i>	<i>CE: 20 of 20 evaluations DE: 18 of 23 evaluations IE: 1 of 1 evaluation</i>
WS3.1.B Percentage of management responses of completed evaluations (by category) that are made publicly available in a timely way	38% (CE: 67% DE: 12%)	53% (CE: 100% DE: 13%)
	<i>CE: 16 of 24 management responses DE: 3 of 26 management responses</i>	<i>CE: 20 of 20 management responses DE: 3 of 23 management responses</i>
WS3.1.C Evaluation products accessed (CRF KPI) [Percentage increase/decrease of unique downloads of evaluation products from previous year]	+32.9%	+31.2%
	<i>31 948 unique downloads</i>	<i>41 905 unique downloads</i>
WS3.2.A Percentage of WFP draft policies and draft CSPs that refer explicitly to evaluation evidence (CRF KPI)	92%	95%
	<i>23 of 25 drafts</i>	<i>20 of 21 drafts</i>
WS3.2.B Percentage of implemented evaluation recommendations ⁵ (CRF KPI)	66% (CE: 44% DE: 76%)	65% (CE: 57% DE: 69%)
	<i>136 of 206 recommendations</i>	<i>201 of 311 recommendations</i>
WS3.3 Number of summaries of evaluation evidence produced	8 (headquarters-led: 2 regional: 6)	9 (headquarters-led: 2 regional: 7)

⁵ 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	2022	2023
WS4.1 Percentage of completed decentralized evaluations for which the evaluation managers completed the evaluation learning training programme	<p>42%</p> <p><i>10 of 24 decentralized evaluations</i></p>	<p>67%</p> <p><i>14 of 21 decentralized evaluations</i></p>
WS4.2.A Gender ratio in evaluation teams [Percentage of women]	<p>54% (CE: 58% DE: 50%)</p> <p><i>CE: 98 women and 72 men DE: 74 women and 73 men</i></p>	<p>57% (CE: 60% DE: 54% IE: 46%)</p> <p><i>CE: 103 women and 68 men DE: 61 women and 51 men IE: 6 women and 7 men</i></p>
WS4.2.B1 Geographical diversity (country development) in evaluation teams [Percentage of team members with at least one nationality from a developing country]	<p>46% (CE: 34% DE: 61%)</p> <p><i>CE: 58 from developing and 112 from developed countries DE: 89 from developing and 58 from developed countries</i></p>	<p>43% (CE: 38% DE: 51% IE: 31%)</p> <p><i>CE: 65 from developing and 106 from developed countries DE: 57 from developing and 55 from developed countries IE: 4 from developing and 9 from developed countries</i></p>
WS4.2.B2 Geographical diversity (United Nations regional groups) in evaluation teams [Distribution of team member nationalities in United Nations Regional groups of Member States] (*)	<p>African States: 19% (CE: 15% DE: 24%)</p> <p>Asia-Pacific States: 14% (CE: 10% DE: 18%)</p> <p>Eastern European States: 0% (CE: 0% DE: 1%)</p> <p>Latin American and Caribbean States: 11% (CE: 6% DE: 16%)</p> <p>Western European and other States: 56% (CE: 69% DE: 41%)</p>	<p>African States: 19% (CE: 20% DE: 19% IE: 0%)</p> <p>Asia-Pacific States: 13% (CE: 10% DE: 18% IE: 23%)</p> <p>Eastern European States: 2% (CE: 1% DE: 3% IE: 0%)</p> <p>Latin American and Caribbean States: 8% (CE: 8% DE: 7% IE: 15%)</p> <p>Western European and other States: 58% (CE: 61% DE: 53% IE: 62%)</p>

Outcome 5. Partnerships strengthen environment for evaluation and United Nations coherence	2022	2023
WS5.1 Number of joint evaluations with Governments in which WFP engaged in the reference year	3 Benin, Colombia and Lesotho	2 Eswatini and Guatemala
WS5.2 Number of joint evaluations with United Nations agencies and other partners in which WFP engaged in the reference year	7 Caribbean: ILO, UNDP, UNICEF, UN-Women Malawi: ILO, UNICEF Madagascar: ILO, UNFPA, UNICEF Yemen: IASC Southern Africa region: donors, Southern African Development Community Global: UNAIDS, UNFPA Global: IASC	7 Chad: UNFPA, UNICEF Kenya: FAO, ILO, UNICEF Lebanon: UNHCR Mauritania: ILO, UNICEF Niger: UNFPA, UNICEF Nigeria: ILO, UNDP, UNICEF, WHO State of Palestine: ILO, UNICEF
WS5.3 Number of global joint and system-wide evaluations in which WFP engaged in the reference year (CRF KPI)	10 (Global JE: 2 IAHE: 2 DE: 7)	9 (Global JE: 0 IAHE: 0 DE: 9)

Cross-cutting workstream B. Resources	2022	2023
WSB.A Expenditure on evaluation as a percentage of WFP total contribution income	0.21% <i>USD 29.1 million of USD 14.1 billion</i>	0.33% <i>USD 27.6 million of USD 8.3 billion</i>
WSB.B Contingency evaluation fund (CEF) [CEF allocated in the reference year as a percentage of CEF requested]	72% <i>USD 732 632 allocated of USD 1 022 574 requested USD 330 950 allocated for DEs USD 401 682 allocated for CSP evaluations</i>	79% <i>USD 960 496 allocated of USD 1 215 174 requested USD 785 988 allocated for DEs USD 174 508 allocated for CSP evaluations</i>
WSB.C Gender ratio of evaluation function staff [Percentage of women]	76% (OEV: 73% regional bureaux: 83%) <i>OEV: 45 women and 17 men Regional bureaux: 20 women and 4 men</i>	70% (OEV: 67% regional bureaux: 76%) <i>OEV: 41 women and 20 men Regional bureaux: 16 women and 5 men</i>

Cross-cutting workstream B. Resources	2022	2023
WSB.D1 Geographical diversity (country development) of evaluation function staff <i>[Percentage of staff with at least one nationality from a developing country]</i>	29% (OEV: 19% Regional bureaux: 54%) <i>OEV: 12 from developing and 50 from developed countries</i> <i>Regional bureaux: 13 from developing and 11 from developed countries</i>	34% (OEV: 25% Regional bureaux: 62%) <i>OEV: 15 from developing and 46 from developed countries</i> <i>Regional bureaux: 13 from developing and 8 from developed countries</i>
WSB.D2 Geographical diversity (United Nations regional groups) of evaluation function staff <i>[Distribution of staff nationalities in United Nations regional groups of Member States] (*)</i>	African States: 16% (OEV: 10% RB: 33%) Asia-Pacific States: 9% (OEV: 8% RB: 13%) Eastern European States: 2% (OEV: 2% RB: 4%) Latin American and Caribbean States: 5% (OEV: 2% RB: 13%) Western European and other States: 67% (OEV: 79% RB: 38%)	African States: 18% (OEV: 13% RB: 33%) Asia-Pacific States: 10% (OEV: 7% RB: 19%) Eastern European States: 2% (OEV: 2% RB: 5%) Latin American and Caribbean States: 7% (OEV: 5% RB: 14%) Western European and other States: 62% (OEV: 74% RB: 29%)
Cross-cutting workstream C. Institutional arrangements and management	2022	2023
WSC Compliance rate in the Executive Director's annual assurance statement regarding evaluation ⁶	95% <i>127 of 133 offices (country offices, regional bureaux, headquarters)</i>	97% <i>131 of 135 offices (country offices, regional bureaux, headquarters)</i>

Abbreviations: CE = centralized evaluation; DE = decentralized evaluation; JE = joint evaluation; KPI = key performance indicator; IASC = Inter-Agency Standing Committee; IE = impact evaluation; RB = regional bureau; UN-Women = United Nations Entity for Gender Equality and the Empowerment of Women; WS = workstream.

⁶ 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

Decentralized evaluations completed in 2023

Regional bureau	Title of decentralized evaluation
Asia and the Pacific	<p>Cambodia – Mid-Term Activity Evaluation of USDA McGovern Dole Grant (FFE-442-2019-013-00) for WFP School Feeding in Cambodia, 2019–2023</p> <p>Cambodia – Mid-Term Activity Evaluation of USDA Local and Regional Food Aid Procurement Grant (LRP-442-2019-011-00) for School Feeding in Cambodia, 2019–2023</p> <p>Cambodia – Mid-term Activity Evaluation of the KOICA supported Home-Grown School Feeding Programme in Cambodia in Kampong Thom, Kampong Chhnang and Pursat Provinces, 2020–2024</p> <p>Cambodia – Endline Activity Evaluation of USDA McGovern Dole Grant (FFE-442-2019-013-00) for WFP School Feeding in Cambodia, 2019–2023</p> <p>Lao People's Democratic Republic – Endline Evaluation of USDA McGovern-Dole Grant for WFP School Feeding in Laos, 2017–2022</p> <p>Nepal – Adapting to Climate Induced Threats to Food Production and Food Security in the Karnali Region of Nepal, 2018–2022</p>
Middle East, Northern Africa and Eastern Europe	<p>Iraq – Evaluation of WFP livelihood support, asset creation and climate adaptation activities in Iraq from January 2020 to December 2021</p> <p>Lebanon – Evaluation of the UNHCR/WFP Joint Action for Multipurpose Cash Assistance in Lebanon (2019–2021)</p> <p>State of Palestine – Evaluation of the Joint WFP/UNICEF/ILO Programme: “Towards a Universal and Holistic Social Protection Floor for Persons with Disabilities and Older Persons in the State of Palestine” 2020–2022</p>
Western Africa	<p>Chad – Évaluation des Activités de Résilience au Tchad, Septembre 2018–Septembre 2022</p> <p>Mauritania – Developing an integrated social protection model in the Guidimagha region, Mauritania – 2020–2022</p> <p>Nigeria – Institutionalizing Social Protection for Accelerated Sustainable Development Goals' Implementation in Nigeria, 2020–2022</p>
Southern Africa	<p>Congo – Final Evaluation of the WFP McGovern-Dole funded school feeding project (FFE-679-2017/020-00) in the Republic of the Congo, 2018–2023</p> <p>Eswatini – Evaluation of linking Eswatini Smallholder Farmers to the Home-grown School Feeding Market (HGSF) in Eswatini from 2019 to 2021</p> <p>Lesotho – Thematic Evaluation of WFP's Country Capacity Strengthening Activities in Lesotho, 2019–2023</p> <p>Mozambique - Final Evaluation of Mozambique Gender Transformative and Nutrition Sensitive (GTNS) Programme (2019 to 2023): A Mixed Methods Approach</p>
Eastern Africa	<p>Kenya – Endline evaluation of WFP'S USDA McGovern-Dole International Food for Education and Child Nutrition Programme in Kenya, 2016–2022</p> <p>Kenya – Final evaluation of the Joint UN SDG Funded Programme for Social Protection in Kenya, 2020–2022</p>

Regional bureau	Title of decentralized evaluation
Latin America and the Caribbean	<p>Guatemala – Evaluación conjunta de la entrega de Alimento complementario Fortificado en Guatemala, 2020–2022</p> <p>Haiti – Endline evaluation of WFP's USDA McGovern-Dole International Food for Education and Child Nutrition programme support in Haiti, 2020–2023</p> <p>Nicaragua – Evaluación intermedia del Proyecto Resiliencia climática de los hogares rurales del corredor seco en Nicaragua, 2020–2022</p>
Headquarters	Title of decentralized evaluation
School-based Programmes Division	<p>Evaluation of the Breaking Barriers for Girls' Education Programme in Chad, 2019–2022</p> <p>Evaluation of the Breaking Barriers for Girls' Education Programme in Niger, 2019–2022</p>

ANNEX III

Overview of WFP policies current in 2023 and evaluation coverage

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>		
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>		
2003	Food aid and livelihoods in emergencies* <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>	2020 first regular session ¹	
2004	Emergency needs assessment* <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>	2020 first regular session ²	
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>	2018 annual session ³	
2005	Definition of emergencies* <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>	2020 first regular session ⁴	
2005	Exiting emergencies* <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>	2020 first regular session ⁵	
2006	Targeting in emergencies* <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>	2020 first regular session ⁶	
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>	2018 annual session ⁷	
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>		
2010	HIV and AIDS* <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>	2023 first regular session ⁸	

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

² The policy was covered by 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” \(WFP/EB.2/2007/6-A\)](#).

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

⁴ The policy was covered by the [“Strategic evaluation of WFP’s capacity to respond to emergencies \(2011–2018\)” \(WFP/EB.1/2020/5-A\)](#).

⁵ *Ibid.*

⁶ *Ibid.*

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

⁸ The policy was covered by the [“Strategic evaluation of WFP’s work on nutrition and HIV/AIDS” \(WFP/EB.1/2023/5-A\)](#).

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
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 ⁹	
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>	2019 annual session ¹⁰	
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 ¹¹	
2013	School feeding ^{12*} <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>	2021 annual session ¹³	
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>	2023 annual session ¹⁴	
2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>	2023 annual session ¹⁵	
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>	2023 annual session ¹⁶	
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>		2023
2017	Nutrition* <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>	2023 first regular session ¹⁷	
2017	Emergency preparedness <i>Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>		2023
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>		2024

⁹ “Summary report on the evaluation of WFP's disaster risk reduction and management and climate change policies” (WFP/EB.A/2023/7-C).

¹⁰ “Summary report on the evaluation of the update of WFP's safety nets policy (2012)” (WFP/EB.A/2019/7-B).

¹¹ “Summary report on the evaluation of the policy on WFP's role in peacebuilding in transition settings” (WFP/EB.1/2023/5-B).

¹² An evaluation of the WFP school feeding policy was presented at the 2012 first regular session of the Board. “Summary Evaluation Report of WFP School Feeding Policy” (WFP/EB.1/2012/6-D).

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

¹⁴ “Summary report on the evaluation of WFP's policy on building resilience for food security and nutrition” (WFP/EB.A/2023/7-D).

¹⁵ “Summary report on the evaluation of WFP's policy on country strategic plans” (WFP/EB.A/2023/7-B).

¹⁶ “Summary report on the evaluation of WFP's disaster risk reduction and management and climate change policies” (WFP/EB.A/2023/7-C).

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

Approval date	Policy area and title of documents in which policies are set out	Year of evaluation presentation to the Executive Board	Anticipated start year of evaluation
2019	Local and regional food procurement <i>Local and regional food procurement policy (WFP/EB.2/2019/4-C)</i>		2025
2020	Protection and accountability <i>WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)</i>		2026
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>		2026
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>		
2023	Cash <i>Cash policy (WFP/EB.A/2023/5-A)</i>		
2023	South–South and triangular cooperation <i>South–South and triangular cooperation policy update (WFP/EB.A/2023/5-C)</i>		

* Policies with an asterisk were the subject of completed strategic evaluations.

ANNEX IV

Interim country strategic plans ongoing in 2023

Country	Interim country strategic plan ¹	Last portfolio evaluation	Interim country strategic plan evaluation start
Algeria	2019–2024		2020
Angola	2020–2024		
Burundi	2022–2024	2016	
Central African Republic	2018–2023	2018	2020
Democratic People's Republic of Korea	2019–2024		
Guinea	2019–2024		2022
Iran (Islamic Republic of)	2018–2023 2023–2025		2023
Libya	2019–2023		Cancelled
Pacific	2019–2023		
Republic of Moldova*	2022–2024		
Syrian Arab Republic ²	2022–2025	2018	2022
Ukraine*	2023–2024		2023
Venezuela (Bolivarian Republic of)	2023–2025		
Yemen ³	2023–2025		2024

* Transitional ICSP.

In **bold**, ICSP evaluations completed.

¹ The end years include any extensions of the original ICSPs.

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

³ An IAHE of the response to the humanitarian crisis in Yemen was completed in 2022. The new ICSP will be covered by a corporate emergency response evaluation.

ANNEX V

Summaries of evaluation evidence completed in 2023

Commissioning unit	Type	Title of the summary of evaluation evidence
OEV	Thematic	Summary of evaluation evidence on community engagement in the Regional Bureau for Western Africa
Safety-Nets and Social Protection Unit	Thematic	Summary of evaluation evidence on social protection
Regional Bureau for the Middle East, Northern Africa and Eastern Europe	Thematic	Thematic summary on self-reliance to refugees
Regional Bureau for Western Africa	Country	Niger summary of evaluation evidence
	Thematic	Thematic summary on gender equality and women empowerment in the Western Africa Region
	Thematic	Summary of evaluation evidence on school feeding in West and Central Africa
Regional Bureau for Latin America and the Caribbean	Country	Colombia summary of evaluation evidence
	Country	Nicaragua summary of evaluation evidence
	Thematic	Summary of evaluation evidence on gender equality and women's empowerment in Latin America and the Caribbean region

Acronyms

AAP	accountability to affected populations
AI	artificial intelligence
ALNAP	Active Learning Network for Accountability and Performance in humanitarian action
CEF	contingency evaluation fund
COVID-19	coronavirus disease 2019
CRF	corporate results framework
CSP	country strategic plan
EQAS	Evaluation Quality Assurance System
EvalPro	Evaluation Learning Programme
FAO	Food and Agriculture Organization of the United Nations
IAHE	inter-agency humanitarian evaluation
ICSP	interim country strategic plan
ILO	International Labour Organization
KPI	key performance indicator
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
SDG	Sustainable Development Goal
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNEDAP	United Nations Evaluation Development Group for Asia and the Pacific
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNNESSA	United Nations Network for Evaluation Systems Strengthening in Africa
UNSDCF	United Nations sustainable development cooperation framework
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WHO	World Health Organization