

**OFFICE OF EVALUATION WORK PROGRAMME,
2012–2013**



ANNUAL CONSULTATION ON EVALUATION

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INTRODUCTION

1. In the past four years, the Office of Evaluation (OE) has shifted the focus of its work programme from operations to a higher level, with a view to making evaluations more strategic and useful. The types are:
 - strategic evaluations: these focus on corporate issues where evaluation insights can contribute to improvements at a global or systemic level;
 - policy evaluations: these provide insights into the implementation and results of policies to provide lessons for policy-making;
 - country portfolio evaluations (CPEs): these help country offices to develop country strategies and provide inputs for all of their new operations; and
 - impact evaluations: these provide valuable insights into the outcomes and impacts of WFP's core programme activities and fill an important information gap.
2. In 2012–2013, OE will continue to innovate by introducing another type of evaluation: the regional portfolio evaluation, which will review WFP's assistance to a group of countries.
3. The goal of the evaluation work programme is to generate insights that can positively influence change and thereby contribute to improvements in WFP's performance. The choice of evaluation is therefore based on demand, with priority given to evaluations that make the greatest contribution to learning. The focus on learning is balanced by measures to meet accountability requirements by ensuring adequate evaluation coverage of WFP's work and by evaluating implementation and results against plans.
4. The 2012–2013 evaluation work programme was developed in consultation with country offices and regional bureaux concerning the programme activities, operations, and countries to be included in impact, operation and country portfolio evaluations. Policy evaluations were identified in consultation with the Policy, Planning and Strategy Division on the basis of the document "WFP Policy Formulation" (EB.A/2011/5-B); strategic evaluations were identified in consultation with senior management. The draft evaluation work programme is presented at the annual consultation on evaluation for review and inputs by the WFP membership.
5. The evaluation work programme for 2012–2013 is expected to include 36 evaluations. Implementation will require 15 staff, four more than in 2010-2011, and non-staff resources of about US\$8.5 million. Table 1 provides an overview.

TABLE 1: 2012–2013 EVALUATION WORK PROGRAMME	
Strategic evaluations	1
Policy evaluations	2
Joint evaluations (global logistics cluster)	1
Impact evaluations (including joint evaluations)	8
Regional portfolio evaluations	1
Country portfolio evaluations	13
Operation evaluations (OE and/or decentralized)	10
TOTAL	36

STRATEGIC EVALUATIONS

6. WFP's current Strategic Plan ends in mid-2013. Preparation of the new Strategic Plan can benefit from evaluation. The evaluation will be conducted between January 2012 and March 2013 and include interim milestones for feedback into the strategic planning process. The evaluation, to be presented at the Board's Annual Session in 2013, will build on the findings of the mid-term review of the Strategic Plan and selected previous evaluations. It will focus on WFP's strategy for shifting from food aid to food assistance, including the directions provided in the Strategic Plan (2008–2013) and strategies that evolved from them. The evaluation will provide insights that should be useful for:
- strategic planning, in that it will provide feedback on areas that have been successful and those where more work is needed;
 - strategy formulation, in that it will consider how the strategy was articulated, how it evolved and where it was successful; and
 - strategy implementation, in that it will provide insights into which implementation factors facilitated the attainment of strategic results.
7. The evaluation will also look at factors outside WFP that have facilitated implementation and results of the Strategic Plan, in order to generate a better understanding of the challenges WFP faces, external factors it has managed since the approval of the Strategic Plan and which areas could benefit from concerted efforts of all stakeholders – including the Board – to help WFP be as successful as possible.

POLICY EVALUATIONS

8. Over the past four years, OE has undertaken several evaluations of WFP policies: capacity development, the Enhanced Commitments to Women, HIV and AIDS – all completed in 2008 – and school feeding, which is ongoing in 2011.

9. The WFP policy development cycle document embeds evaluation in the policy-making process and suggests that evaluations be carried out when policies are developed or updated and in any case within four to six years of implementation. On the basis of consultations with the Policy, Planning and Strategy Division, past evaluations and requests from WFP stakeholders, and in line with the 2011 policy development cycle paper, the following policies were selected for evaluation in 2012–2013:
 - Private-sector partnership and fundraising strategy, which was recommended by the Joint Inspection Unit and accepted by WFP management; and
 - WFP’s policy on urban food insecurity, for which an update is planned in 2013.
10. The evaluation of the Strategic Plan is expected to provide lessons that will inform an eventual update of emergency policies. Impact evaluations of food for work (FFW) (see Impact Evaluations below) are expected to contribute findings that could be used in formulating the policy on climate change.
11. Table 2 shows planned and past policy evaluations and policies that could be subject to policy evaluation in future.

TABLE 2: SELECTED POLICY EVALUATIONS			
Date policy approved	Policy		
Planned policy evaluations, 2012–2013			
2008	WFP's Private-Sector Partnership and Fundraising Strategy		
2002	Urban Food Insecurity: Strategies for WFP		
Policies covered under policy evaluations, 2008–2012			Evaluation published
2009	WFP School Feeding Policy		2012 ^a
2004	Building National and Regional Capacities		2008
2002	Gender Policy (2003–2007): Enhanced Commitments to Women to Ensure Food Security		2008
2003	Programming in the Era of AIDS: WFP's Response to HIV and AIDS		2008
Policies covered under other global or thematic evaluations, 2007–2011			Evaluation published
2006	Food Procurement in Developing Countries		2011 ^b
2006	Targeting in Emergencies		2007 ^c
2004	WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities		2011 ^d
2004	Emergency Needs Assessment		2008 ^e
Policies for potential future policy evaluations			Evaluation timeframe
2012	Nutrition Policy		2016 2018
2004	Food for Nutrition: Mainstreaming Nutrition in WFP		
2004	Micronutrient Fortification: WFP Experiences and Ways Forward		
2010	WFP's HIV and AIDS Policy		2014 2016
2009	WFP Gender Policy		2013 2015
2009	WFP Policy on Capacity Development		2013 2015
2009	WFP Policy on Disaster Risk Reduction		2013 2015
2008	Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges		2012 2014

Notes:

^a The school feeding policy evaluation will be presented at EB.1/2012.

^b In 2011, OE is undertaking evaluations of Purchase for Progress and the agriculture and market support project in Uganda.

^c The 2007 evaluation of targeting was not a policy evaluation, but it covered the subject.

^d The evaluation of safety nets is not a policy evaluation, but its coverage means that an additional evaluation of the policy is not warranted in the coming biennium.

^e Emergency needs assessments were partially covered under the 2008 evaluation of the Strengthening Needs Assessments Project and the 2010 Joint Evaluation with FAO of the Food Security Information System.

JOINT EVALUATIONS

12. WFP has undertaken joint evaluations with:
 - the Food and Agriculture Organization of the United Nations (FAO): in 2010, Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security; and
 - the Office of the United Nations High Commissioner for Refugees (UNHCR): in 2011, impact evaluations of food assistance for refugees in protracted situations in Ethiopia and Yemen (see Impact Evaluations below).
13. In 2012–2013, OE will undertake joint evaluations of: i) the global logistics cluster, with the evaluation office(s) of major cluster partners; and ii) impact evaluations of food assistance for refugees in protracted situations in Chad and Rwanda, with UNHCR (see Impact Evaluations below).
14. Possibilities for other joint evaluations will be explored in the light of further analysis of actual levels of joint work, overlaps of operational areas and the work plans of other agencies:
 - an impact evaluation of mother-and-child health and nutrition (MCHN), possibly with the United Nations Children’s Fund (UNICEF);
 - FFW, possibly with the International Fund for Agricultural Development (IFAD), FAO and/or NGO partners; and
 - selected CPEs, partner agencies to be decided.

IMPACT EVALUATIONS

15. The first impact evaluation by OE started in 2009. The Concept Note for Impact Evaluations provides the rationale for this kind of evaluation, what they entail and the prioritization of subjects for evaluation. The choice of programme activities selected for impact evaluation was based on the number of beneficiaries reached, food distributed and direct expenses entailed.¹
16. The first series of impact evaluations, which focused on school feeding, will be completed in 2011. The second series started in 2011 and focuses on food assistance – mostly general food distributions – for refugees in protracted situations. This series is undertaken jointly with UNHCR. Two of these evaluations are ongoing in 2011 – in Ethiopia and, if the situation stabilizes, in Yemen – and two more will be included in the 2012–2013 work programme, in Chad and Rwanda.
17. The concept note identified FFW related to building resilience to disasters and adapting to climate change and MCHN programmes for impact

¹ See: <http://documents.wfp.org/stellent/groups/public/documents/resources/wfp219164.pdf>

evaluation. A preliminary list of potential countries to participate in these evaluations was based on numbers of beneficiaries reported over the past four years, with priority given to countries where a significant programme has been implemented. The preliminary list was reduced in consultation with country offices to the shortlist shown in Table 3; OE will undertake further analysis to validate the list and reduce the number of countries.

TABLE 3: SHORTLIST OF COUNTRIES FOR IMPACT EVALUATIONS		
Region²	FFW	MCHN
ODB	Afghanistan, Bangladesh, Nepal, Sri Lanka	Bangladesh, Democratic People's Republic of Korea (DPRK)
ODC	Relevant operations have relatively small beneficiary numbers.	
ODD	Mali, Senegal	Burkina Faso
ODJ	Burundi, Ethiopia, Uganda, Zambia	Burundi, Ethiopia, Kenya, Malawi, Somalia, Uganda
ODPC	Haiti	Colombia, Guatemala, Haiti
ODS	Relevant operations have relatively small beneficiary numbers.	

18. The FFW impact evaluations will generate insights to inform development of WFP's climate change policy (see above) and will therefore be started first; the evaluations of MCHN will start later in the biennium. In total OE expects to undertake eight impact evaluations in 2012–2013: two of food assistance to refugees in protracted situations, five of FFW and one of MCHN. Additional impact evaluations of MCHN will follow in 2014–2015. As indicated previously, OE will explore the potential for undertaking these evaluations jointly.

REGIONAL PORTFOLIO EVALUATIONS

19. Regional portfolio evaluations are to be introduced in 2012–2013 to review all WFP operations in a sub-region. The approach will be similar to that used in CPEs but the evaluations will cover a number of countries where similar objectives are being pursued and that may have benefitted from regional operations. The first such evaluation will be in Central America, covering El Salvador, Guatemala, Honduras and Nicaragua. The portfolio in each of these countries is relatively small and so they do not warrant separate CPEs.

² ODB Regional Bureau Bangkok (Asia)

ODC Regional Bureau Cairo (Middle East, Central Asia and Eastern Europe)

ODD Regional Bureau Dakar (West Africa)

ODJ Regional Bureau Johannesburg (Southern, Eastern and Central Africa)

ODPC Regional Bureau Panama City (Latin America and the Caribbean)

ODS Regional Bureau Sudan

COUNTRY PORTFOLIO EVALUATIONS

20. Selection of countries for CPEs is based on criteria such as the number and size of operations and other activities, grants, relative importance in WFP's programme of work and the timing of country strategy documents. Table 4 shows the countries included in OE's work programme for 2012–2013 based on these criteria and consultations with regional bureaux and country offices.

Region	Countries
ODB	Afghanistan, Cambodia, Indonesia, Timor-Leste
ODC	Iraq, potentially Kyrgyzstan
ODD	Niger, Central African Republic
ODJ	Congo, Democratic Republic of the Congo, Uganda, United Republic of Tanzania
ODPC	None, but four countries under the regional portfolio evaluation
ODS	Sudan; the geographic focus of this evaluation is to be determined

21. OE seeks to arrive at a geographically balanced choice of countries, number of operations and US dollar value of the portfolio (see Annex). Table 5 show the percentage of the WFP portfolio that will have been covered by evaluations at the end of 2013: this includes completed and planned CPEs and the regional portfolio evaluation in Central America. The percentages will be updated to reflect the evolution of WFP's overall portfolio and the evaluation work programme as implemented.

	ODB	ODC	ODD	ODJ	ODPC	ODS
US\$ value of the portfolio	45	68	58	61	95	100
Number of operations	48	52	40	52	75	100
Number of countries	43	23	22	47	45	100

22. There is good coverage of the WFP portfolio in terms of dollar value and number of operations. The relatively low coverage rate of ODC and ODD in terms of number of countries may be redressed in future through regional portfolio evaluations that would include a larger number of countries with relatively small portfolios.

OPERATION EVALUATIONS

23. During 2010–2011, OE undertook few operation evaluations because more strategic evaluations were prioritized due to budget constraints. Coverage of the largest operations by independent evaluations has been adequate (see Table 6, with a few exceptions where evaluations need to be programmed in the near future. Operations that serve very small numbers of beneficiaries often go unevaluated even though interesting and important lessons may be drawn from them.

Regional bureau	Country		Beneficiaries	Last evaluation			Planned	
				Field-work	Report	Type	Year	Type
ODB	Afghanistan	PRRO*	7 317 501	2009	2010	OpEv	2012	CPE
	Bangladesh	DEV**	2 166 000	2009	2009	OpEv		
	DPRK	PRRO	1 835 000					
	Myanmar	PRRO	1 568 630					
	Nepal	PRRO	1 259 776	2010	2010	CPE		
	Pakistan	EMOP	6 397 000					
	Pakistan	PRRO	6 985 000					
ODC	Yemen	PRRO	2 234 849	2011	2011	CPE		
ODD	Chad	EMOP	1 605 752	2010	2010	CPE		
	Niger	PRRO	1 147 300	2011	2011	OpEv ^a	2012/3	CPE
	Senegal	PRRO	1 100 000					
ODJ (Johannesburg office)	Malawi	PRRO	1 295 125	2008	2009	CPE		
	Zimbabwe	PRRO	1 550 000	2011	2012	CPE		
ODJ (Kampala office)	Ethiopia	DEV	1 235 880	2009	2010	OpEv		
	Ethiopia	PRRO	4 967 559	2009	2010	OpEv		
	Kenya	PRRO	1 914 650	2011	2011	CPE		
	Somalia	EMOP***	1 876 325	2011	2012	CPE		
	Uganda	DEV	1 285 383				2013	CPE
ODPC	Haiti	PRRO	2 440 000	2011	2011	CPE		
ODS	Sudan	EMOP	6 751 000	2010	2010	OpEv	2012/3	CPE

^a The evaluation covered the emergency response to the 2010 drought and included relevant parts of the PRRO.

* Protracted relief and recovery operation

** Development project

*** Emergency operation

24. During 2010–2011 OE received periodic requests for operation evaluations, but they were difficult to accommodate because of human and financial constraints and the short notice at which the evaluations were requested. For these reasons, and to ensure adequate coverage of operations not captured through CPEs or regional portfolio evaluations, during 2012–2013 OE will pilot a fund to cover up to ten operation evaluations. Operations to be included will be selected on the basis of the following criteria:
- the country has only one operation, so a CPE would not be appropriate;
 - the operation requires in-depth evaluation for accountability reasons; and
 - a request for an evaluation is made by a partner government, United Nations country team, NGO or donor.
25. Evaluations will be conducted only if a subsequent operation is designed so that the evaluation lessons can be used in future operations. The evaluation methods for operation evaluations will be revised to build on an updated self-evaluation tool currently under development and make the evaluations less costly and time-consuming without sacrificing independence or rigour. These evaluations will either be managed by OE or decentralized to country offices or regional bureaux, in which case OE will provide support and training.

EVALUATION SUPPORT SERVICE AND TRAINING

26. On the basis of the revised methods for operation evaluations, OE will update its training programme and determine the best way of delivering the programme. Staff time will be budgeted to ensure hands-on support; quality assurance can be provided for decentralized evaluations.

COVERAGE BY COUNTRY PORTFOLIO EVALUATIONS AND REGIONAL PORTFOLIO EVALUATIONS

Figure A1.1. US Dollar Value

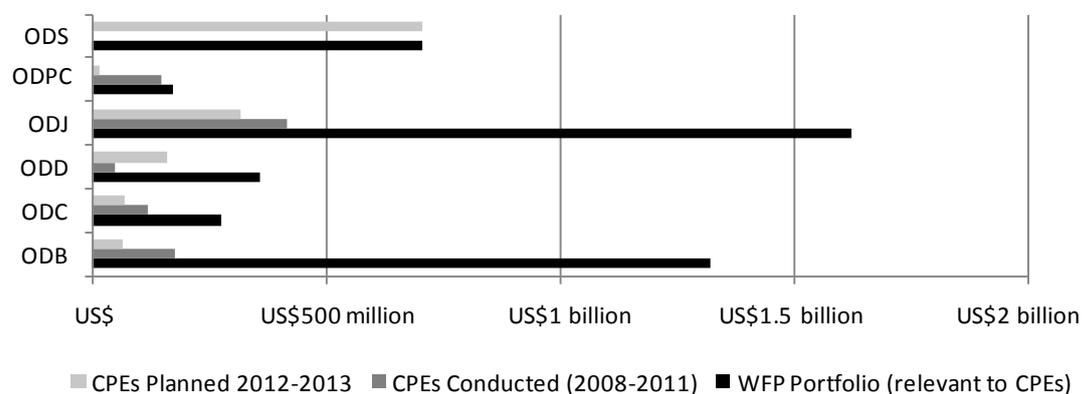


Figure A1.2. Number of Operations

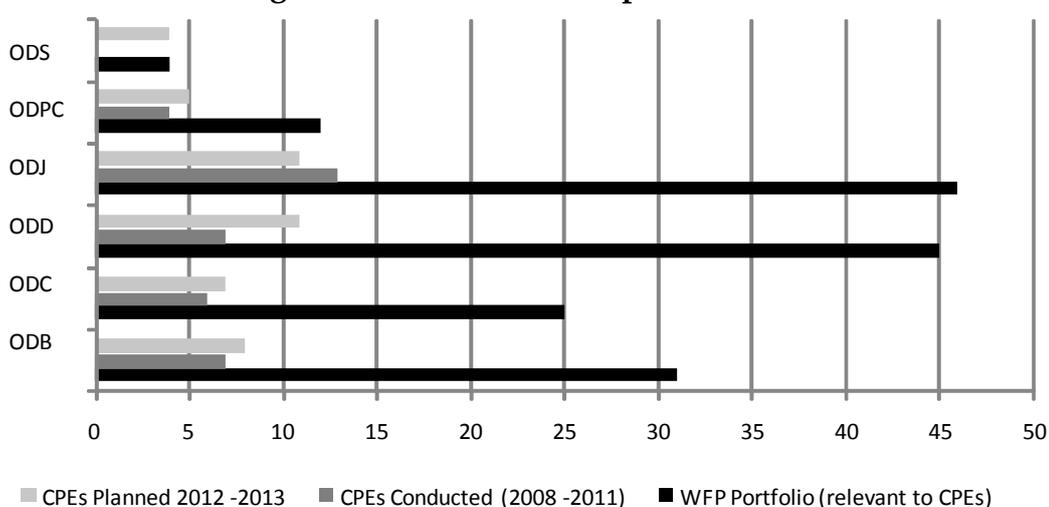
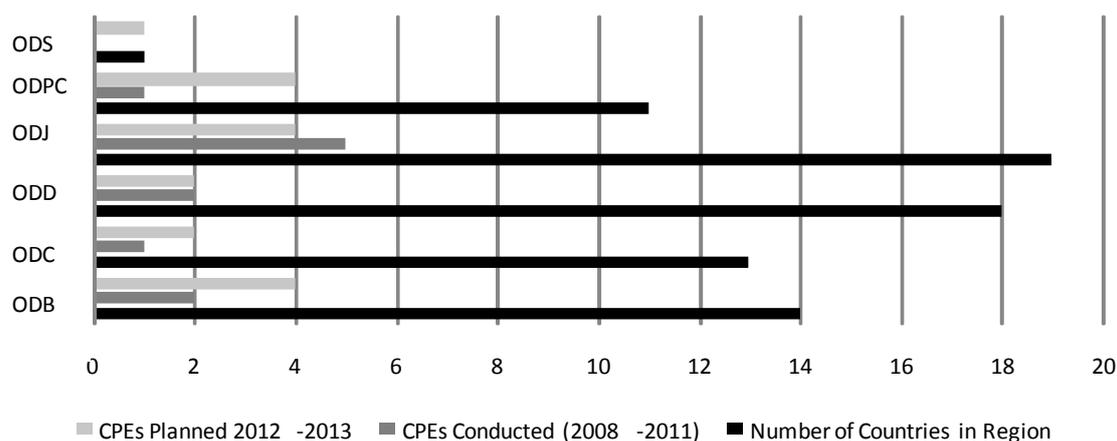


Figure A1.3 Number of Countries



ACRONYMS USED IN THE DOCUMENT

CPE	country portfolio evaluation
DPRK	Democratic People's Republic of Korea
FAO	Food and Agriculture Organization of the United Nations
FFW	food for work
IFAD	International Fund for Agricultural Development
MCHN	mother-and-child health and nutrition
ODB	Regional Bureau Bangkok (Asia)
ODC	Regional Bureau Cairo (Middle East, Central Asia and Eastern Europe)
ODD	Regional Bureau Dakar (West Africa)
ODJ	Regional Bureau Johannesburg (Southern, Eastern and Central Africa)
ODPC	Regional Bureau Panama City (Latin America and the Caribbean)
ODS	Regional Bureau Sudan
OE	Office of Evaluation
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund