



World Food  
Programme

SAVING  
LIVES  
CHANGING  
LIVES

# Annual Evaluation Report

2020 in review

# Contents

<b>Foreword</b>	<b>4</b>
<b>Part 1: Evaluation: What is it for? WFP evaluations for evidence-based decision making</b>	<b>7</b>
1.1 WFP centralized evaluations	8
1.2 WFP decentralized evaluations	28
1.3 WFP impact evaluations	32
<b>Part 2: Evaluation: How well is WFP's evaluation function performing?</b>	<b>35</b>
2.1 Major developments in evaluation	36
2.2 Performance of the evaluation function	40
<b>Part 3: Evaluation: How is it evolving at WFP?</b>	<b>58</b>
<b>Annexes</b>	<b>66</b>
Annex I. KPI Dashboard	68
Annex II. Overview of WFP policies current in 2020 and evaluation coverage	70
Annex III. Ongoing impact evaluations conducted under impact evaluation windows in 2020	72
Annex IV. Decentralized evaluations completed in 2020	73
Annex V. Interim country strategic plans ongoing in 2020	74
<b>Acronyms</b>	<b>75</b>
<b>Disclaimer</b>	<b>75</b>
<b>Photo Credits</b>	<b>76</b>
<b>Endnotes</b>	<b>78</b>

# Tables

Table 1: Centralized evaluations completed or ongoing in 2020	12
Table 2: Ongoing and new centralized evaluations in 2021	13
Table 3: Minimum evaluation coverage norms	42
Table 4: Resources available for the evaluation function, 2017–2021 (USD million)	53

# Figures

Figure 1: Country strategic plan evaluation coverage, 2020–2021	20
Figure 2: Major emergency responses, 2011–2021	22
Figure 3: Projected decentralized evaluations and new starts, 2016–2021	28
Figure 4: Completed decentralized evaluations by region/headquarters and year of completion, 2016–2020	29
Figure 5: Number of country offices with completed or ongoing decentralized evaluations by region (2016–2020)	29
Figure 6: Completed decentralized evaluations by programme area, 2016–2020*	30
Figure 7: Ongoing impact evaluations conducted under impact evaluation windows in 2020	33
Figure 8: Planned versus actual implementation of the 2020 workplan of the WFP Office of Evaluation	40
Figure 9-A: Percentage of active* policies evaluated	43
Figure 9-B: Percentage of active policies within four to six years of the start of implementation evaluated	43
Figure 10: Percentage of first-generation CSPs, evaluated or with an ongoing or planned evaluation at the end of 2020	43
Figure 11: Percentage of Level 3 and protracted Level 2 emergency responses from 2017 to 2019 evaluated or with an ongoing evaluation at the end of 2020	44
Figure 12: Percentage of country offices that have completed at least one decentralized evaluation in their current CSP or ICSP cycle	44
Figure 13: Post-hoc quality assessment of evaluation reports completed, 2016–2020	45
Figure 14: Percentage of draft CSPs reviewed and commented on by the WFP Office of Evaluation	47
Figure 15: Implementation status of evaluation recommendations due in 2020	47
Figure 16: Number of completed joint and inter-agency humanitarian evaluations in which WFP participated, 2016–2020	49
Figure 17: Expenditure on evaluation as a percentage of WFP total contribution income, 2016–2020	54
Figure 18: Growth rates of WFP total contribution income and evaluation expenditure, 2016–2020	55
Figure 19: WFP Office of Evaluation other expenditure, by outcome of the Evaluation Policy (2016–2021), 2020	55
Figure 20: Composition of evaluation teams: gender ratio and geographical diversity, 2020	56
Figure 21: Composition of the Office of Evaluation and evaluation teams at the regional bureau level: gender ratio and geographical diversity	57



# Foreword

COVID-19 has affected the lives and livelihoods of the near eight billion people living on our planet. As the World Food Programme and the international community continue to support governments cope with the devastating impact of the pandemic, there has emerged a collective appreciation that the road to recovery must be founded on science and evidence.

This 2020 Annual Evaluation Report, the fifth produced under the WFP Evaluation Policy (2016-2021), highlights the significant steps taken to enhance evaluation use and to promote a culture of evidence-based decision making across the organization. The report, presented in three parts, provides a snapshot of evidence generated by the different evaluation types carried out during the year. It also reveals the state of the evaluation function: measuring evaluation coverage, quality, use, funding and partnerships through key performance indicators, and identifies priorities for 2021 in line with the objectives set out in the Evaluation Policy.

In a year of unprecedented adversity, three developments deserve attention. The first, focuses on the ability of the evaluation function to adapt to circumstances and deliver on its workplan. While evaluation did not escape the turbulence that characterized 2020, the function adopted new approaches and made adjustments to sustain a level of coverage to ensure that corporate accountability and learning needs were still being met, while avoiding placing unnecessary burden on WFP operations and partnerships.

As a result, in 2020, 24 centralized evaluations were completed or ongoing, the majority being evaluations of country strategic plans. The first of these - Bangladesh, Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste - were presented to the Executive Board, realising a key ambition of the WFP Strategic Plan to ensure that the second generation of country strategic plans are grounded in sound independent evaluation evidence. The Office of Evaluation also continued to deliver on policy evaluations, strategic

evaluations and syntheses to contribute to corporate decision making.

The year also saw 24 decentralized evaluations completed and the start of 18 new ones. While school feeding programmes (28 percent) and capacity strengthening (20 percent) remain the leading programmatic areas, the range of decentralized evaluations continues to broaden to include nutrition, access to food, smallholder agriculture market support, emergency preparedness, climate adaptation, and asset creation and livelihood support.

Eight impact evaluations under the two windows launched in 2019 in partnership with the World Bank's Development Impact Evaluation unit got well underway: cash-based transfers and gender, and climate change and resilience. Preparations for a third window on school-based programming began in 2020, for launch in 2021.

The second development of note was the growth in partnerships. The year recorded a near doubling of WFP participation in joint and inter-agency humanitarian evaluations, as well as five joint decentralized evaluations, Benin, India, Malawi, Mozambique and Namibia. At the same time, WFP, together with partners, is accelerating the production of evidence summaries, rapid reviews and lessons learned papers around thematic, system-wide and SDG-related areas that are relevant to the needs of decision-makers and drive change at both global and local level. Through participation in the COVID-19 Global Evaluation Coalition, WFP provided evidence and lessons learned from evaluations on gender, education and cash-based transfers.

Regional bureaux have been particularly prominent in working to strengthen county evaluation capacities, following the 2014 UNGA Resolution and answering the call of UN Reform to collaborate more effectively within the UN system. Together with the development of guidelines and quality standards for UN sustainable development cooperation framework evaluations, this work

included joint evaluative exercises, direct technical support, promoting exchange on evaluation and supporting studies to assess capacities and gaps.

Thirdly, the year was characterized by a number of important reviews that sought to better define the work of the evaluation function. Notably, recommendations from an independent peer review of the independence, credibility and utility of WFP's evaluation function will inform the preparation of an updated WFP evaluation policy in 2021. The peer review concluded that WFP has a highly strategic independent corporate evaluation function that produces high-quality centralized and decentralized evaluations.

This is confirmed by our own measurement of results against key performance indicators in 2020. The year saw positive trends recorded across the board, in terms of evaluation coverage, the increase in evidence partnerships, and the continued rise in evaluation quality. However, we will continue to invest in the development of the evaluation function, including through further development of evaluation quality systems and investments in our evaluation workforce to deliver on the growing programme of work. The Evaluation Capacity Development Strategy (2020-2024) is expected to accelerate progress in building an evaluation cadre well equipped to manage high-quality evaluations across WFP.

To end on a high point, 2020 was a special year for everyone in WFP. There can be no greater recognition of achievement than the Nobel Peace Prize. Through our evaluation work we are incredibly privileged to understand just what it takes for WFP to deliver in so many challenging environments around the world, including through the continuing response to the COVID-19 pandemic. The commitment WFP has placed in evaluation will help us in knowing how to make a difference and in moving towards greater accountability and learning to build peace and achieve zero hunger.

**Andrea E. Cook**  
Director of Evaluation







## Part 1

### Evaluation

What is it for? WFP evaluations  
for evidence-based decision making



Part 1 looks at how the evaluation function is evolving in line with WFP's strategic direction and trends in WFP's operating environment.

It gives an overview of centralized and decentralized evaluations completed, conducted and planned in 2020 and 2021 and ongoing impact evaluations and highlights the types of evaluation evidence contributing to the strategic priorities of WFP.

## 1.1 WFP centralized evaluations

WFP adheres to the United Nations definition of evaluation: evaluation serves the dual purpose of accountability and learning; these two objectives are mutually reinforcing.

The programme of centralized evaluations is conducted by the Office of Evaluation (OEV). It is designed to be as relevant as possible to WFP's dynamic programming. All centralized evaluations and management responses are presented to the Executive Board.

Decisions regarding what, when and how to evaluate are based on considerations of strategic relevance, demand, timeliness for decision making, risks, knowledge gaps, feasibility and evaluability. Care is taken to ensure complementarity between different evaluation types, and consultations are also held with WFP's external and internal audit services.

To support the phased adoption of the coverage norms set out in the Evaluation Policy (2016–2021), evaluation planning and resourcing are embedded in the WFP Strategic Plan (2017–2021),<sup>1</sup> WFP's Policy on Country Strategic Plans<sup>2</sup> (CSPs), its financial framework<sup>3</sup> and its revised Corporate Results Framework (2017–2021).<sup>4</sup>

### WFP CENTRALIZED EVALUATIONS

The COVID-19 pandemic led to the implementation of quarantine measures worldwide in 2020 that affected WFP programmes and evaluations. Notwithstanding this, all centralized evaluations in 2020 were carefully planned and managed, ensuring that corporate accountability and learning needs were still being met, wherever possible avoiding placing unnecessary burden on WFP operations and partnerships at a time of unprecedented emergency response throughout the organization.

In 2020, 24 evaluations were completed or ongoing (table 1) and one joint evaluation was initiated.

Following consultation with the Executive Board and WFP management, work on 38 confirmed evaluations will continue or start in 2021 (table 2), as well as one joint evaluation.





Table 1: Centralized evaluations completed or ongoing in 2020

TYPE	SUBJECT OF EVALUATION	EXECUTIVE BOARD SESSION
POLICY	WFP gender policy (2015-2020)	2020 annual session
	South-South and triangular cooperation policy	2021 second regular session
STRATEGIC	Funding WFP's work	2020 annual session
	Contribution of school feeding activities to the achievement of the Sustainable Development Goals	2021 annual session
	WFP's use of technology in constrained environments	2022 first regular session
COUNTRY STRATEGIC PLAN	Afghanistan CSP (2018-2022)	2022 annual session
	Algeria ICSP (2019-2022)	2022 annual session
	Bangladesh CSP (2017-2021)	2021 first regular session
	Cameroon CSP (2018-2021)	2020 second regular session
	China CSP (2017-2021)	2021 second regular session
	Democratic Republic of the Congo ICSP (2018-2020)	2020 second regular session
	El Salvador CSP (2017-2022)	2022 annual session
	Gambia (the) CSP (2019-2022)	2021 second regular session
	Honduras CSP (2018-2022)	2021 second regular session
	Indonesia CSP (2017-2020)	2020 second regular session
	Lao People's Democratic Republic CSP (2017-2021)	2021 second regular session
	Lebanon CSP (2018-2022)	2021 second regular session
	Mozambique CSP (2017-2022)	2022 annual session
	Timor-Leste CSP (2018-2022)	2020 second regular session
	Zimbabwe CSP (2017-2022)	2022 first regular session
CORPORATE EMERGENCY RESPONSE	Inter-agency humanitarian evaluation of the response to Cyclone Idai in Mozambique	
	Inter-agency humanitarian evaluation of gender equality and empowerment of women and girls	
SYNTHESIS	Synthesis of evidence and lessons from WFP's policy evaluations	2020 annual session
	Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations	2021 annual session
JOINT	Rome-based United Nations agency collaboration	2021 second regular session

Abbreviations: CSP = country strategic plan; ICSP = interim country strategic plan

Table 2: Ongoing and new centralized evaluations in 2021

TYPE	SUBJECT OF EVALUATION	STATUS
POLICY	South-South triangular cooperation policy	Ongoing
	WFP's role in peacebuilding in transition settings	New
STRATEGIC	Contribution of school feeding activities to the achievement of the Sustainable Development Goals	Ongoing
	WFP's use of technology in constrained environments	Ongoing
	Nutrition and HIV/AIDS	New
COUNTRY STRATEGIC PLAN	Afghanistan CSP (2018-2022)	Ongoing
	Algeria ICSP (2019-2022)	Ongoing
	China CSP (2017-2021)	Ongoing
	El Salvador CSP (2017-2022)	Ongoing
	Gambia (the) CSP (2019-2022)	Ongoing
	Honduras CSP (2018-2022)	Ongoing
	Lao People's Democratic Republic CSP (2017-2021)	Ongoing
	Lebanon CSP (2018-2022)	Ongoing
	Mozambique CSP (2017-2022)	Ongoing*
	Zimbabwe CSP (2017-2022)	Ongoing
	Plurinational State of Bolivia CSP (2018-2022)	New
	Central African Republic ICSP (2018-2022)	New
	Chad CSP (2019-2022)	New
	Ecuador CSP (2017-2022)	New
	Haiti CSP (2019-2022)	New
	India CSP (2019-2023)	New
	Jordan CSP (2020-2022)	New
	Kyrgyzstan CSP (2018-2022)	New
	Mauritania CSP (2019-2022)	New
	Nigeria CSP (2019-2022)	New
	Pakistan CSP (2018-2022)	New
	State of Palestine CSP (2018-2022) TBC	New
	Peru CSP (2018-2022)	New
	South Sudan ICSP (2018-2022)	New
	Sri Lanka CSP (2018-2022)	New
	Sudan (the) CSP (2019-2022)	New
	Tajikistan CSP (2019-2022)	New
	United Republic of Tanzania CSP (2017-2022)	New
CORPORATE EMERGENCY RESPONSE	WFP's response to the COVID-19 pandemic	New
	Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen	New
	Inter-agency humanitarian evaluation of the COVID-19 response	New
SYNTHESIS	Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations (2016-2020)	Ongoing
	New topic to be determined	New
JOINT	Rome-based United Nations agency collaboration	Ongoing

\* The Mozambique CSP evaluation was begun in late 2020 and then postponed in line with the extension of the CSP



## POLICY EVALUATIONS

Policy evaluations examine particular WFP policies and the systems, guidance and activities that are in place to implement them. They seek to generate insights and evidence to help policymakers improve future policies and assist programme staff in policy implementation.

At the 2020 annual session of the Executive Board, OEV presented the evaluation of the WFP Gender Policy (2015–2020),<sup>5</sup> which was approved by the Board in 2015 and had the aim of making gender equality and women’s empowerment “everybody’s business”. An update of the policy was recommended, along with calls to enhance the distributed leadership on gender equality and women’s empowerment across WFP. Increased allocation of financial and specialized human resources is needed to meet commitments stated in the policy. Further, evidence from analyses of gender equality-related activities should inform the mid term reviews of CSPs, CSP evaluations and, ultimately, new CSPs. The evaluation made eight recommendations; all were agreed to by WFP management.

WFP’s South–South and Triangular Cooperation Policy<sup>6</sup> was also approved by the Board in 2015 to expand WFP’s engagement with developing countries to facilitate progress and support country-led efforts in food security and nutrition. Preparation for this evaluation began in late 2019, and the methodological approach was adapted as a result of the COVID-19 pandemic. The timeline was extended, and the inception and data collection phases were carried out remotely. The evaluation report will be presented to the Board in November 2021.

In 2021, OEV will initiate the evaluation of the policy on WFP’s Role in Peacebuilding in Transition Settings (2013)<sup>7</sup> to be presented to the Board at its annual session in 2022. The evaluation has been postponed in previous years due to resourcing issues but is now particularly timely given the awarding of the 2020 Nobel Peace Prize to WFP.







## STRATEGIC EVALUATIONS

Strategic evaluations are forward-looking and assess strategic, systemic or emerging corporate issues, programmes and initiatives with global or regional coverage, and are selected for their relevance to WFP's strategic direction.

In 2020, OEV worked on three strategic evaluations:

► **The strategic evaluation of funding WFP's work (2014–2019)** was presented at the Board's 2020 annual session. The evaluation examined all sources of funding, including governments (donors and host countries), multi-donor funds and multilateral organizations, private donors (individuals, corporations and foundations) and innovative sources of financing. The evaluation made eight recommendations, all of which were agreed to, including the need to clarify funding ambitions, priorities and approaches as part of the new strategic plan development process.

► **The strategic evaluation of contribution of school feeding activities to the achievement of the Sustainable Development Goals (SDGs)** was initiated in late 2019 and the evaluation report will be presented to the Board during its annual session in 2021. The evaluation is assessing WFP's strategic positioning in school feeding, its performance

against the school feeding policy and how well WFP is positioned and equipped to advocate and implement integrated school health and nutrition programmes in various country settings, scaling up its interventions and supporting governments in the development and implementation of their own programmes. The evaluation will inform the implementation of the new school feeding strategy for 2020–2030 and the development of a potential new school feeding policy.

► In 2020, OEV initiated a new **strategic evaluation of WFP's use of technology in constrained environments** for presentation to the Board at its 2022 first regular session. The evaluation is assessing whether WFP has effectively deployed the most appropriate information and communication technology applications to increase its management and programmatic performance in constrained environments. It also looks at whether effective measures are in place to mitigate and manage risks to operations and populations resulting from the use of digital technologies and data.

A strategic evaluation of nutrition and HIV/AIDS is planned for 2021, combining the evaluations of the two policies. The planned evaluation of organizational change was postponed due to re-prioritization in 2020 and will be considered in the programme of work for 2022 onwards in the light of a review of priorities for strategic evaluation in 2021, to be informed by the new strategic plan.

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_1667](https://www.yunbaogao.cn/report/index/report?reportId=5_1667)

