

# Evaluation Brief

WFP Office of Evaluation: *Measuring Results, Sharing Lessons*



## Country Portfolio Evaluations

### Why Country Portfolio Evaluations?

The Office of Evaluation (OEV) introduced Country Portfolio Evaluations (CPE) in 2008 to inform strategic decision making under WFP's Strategic Plan. CPEs encompass the full spectrum of WFP activities over a number of years. They assess WFP's strategic positioning and evaluate the performance and results of the portfolio as a whole, providing an evidence base for strategic and operational decision making. At the end of 2017, a total of 30 CPEs will have been conducted, including a regional portfolio evaluation in Central America.

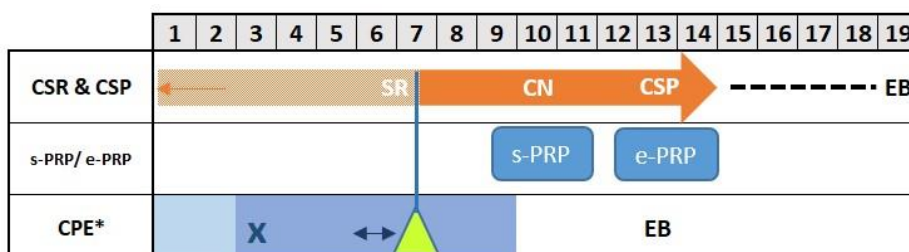
With the introduction by 2019 of Country Strategic Plans (CSP) as the unit of WFP's country-level planning to contribute to the Sustainable Development Goals and 2030 Agenda, a Country Portfolio Evaluation is required in every case in the penultimate year of the CSP (See Figure 1).

### What is a Country Portfolio Evaluation?

Evaluations serve the dual objective of accountability and learning. CPE's use the internationally agreed evaluation criteria of relevance, coherence, efficiency, effectiveness, impact, sustainability and connectedness to:

- Assess the performance and results of the country portfolio;
- Determine the reasons for observed success or failure and provide evidence-based findings to allow informed strategic decisions going forward and improve programme design and implementation.

**Figure 1. CSP vs CPE Timeline**



\*IN SUM: for CPE findings to feed into the CSP preparation, the CPE should start a minimum of 10 months before the CSP Concept Note is due.

CPE's focus on **three standard questions**:

**Question 1:** How has WFP strategically positioned itself and aligned to the humanitarian and development needs of the population, the government's national agenda and policies, and partners' objectives and strategies?

**Question 2:** What is the quality of WFP's strategic decision making and what factors have driven it?

**Question 3:** What results have been achieved?

The methodology used:

- Builds on the logic of the Country Strategic Plan and (in the current transition phase under the IRM) the logic of the objectives arising across the portfolio of operations.
- Analyses the synergies and coherence with other actors (especially in the context of UN Reform) and across and between WFP activities, rather than assessing individual activities in depth.

The methodology aims to demonstrate impartiality and lack of biases, relying on a cross-section of information sources (e.g. documents and multiple stakeholder groups, including beneficiaries), using a mixed method approach and ensuring triangulation of information. The sampling technique used to select sites to be visited and stakeholders to be interviewed is transparent and impartial.

### Management and Selection

#### Evaluation Management

CPEs are centrally managed by the independent WFP Office of Evaluation (OEV). Evaluation teams, selected by OEV, conduct the evaluations, including fieldwork, analysis and reporting.

## Selection Criteria

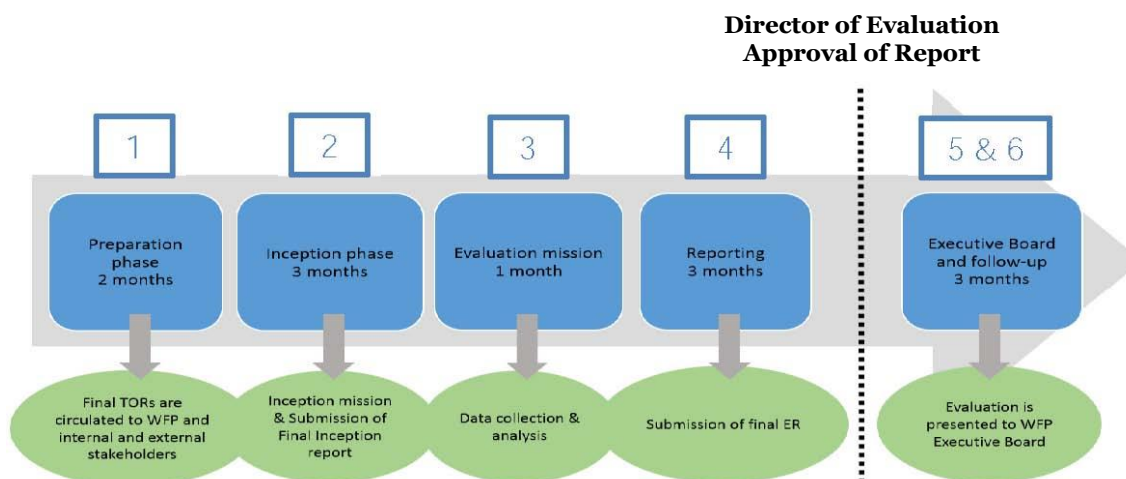
In the transition phase through 2017 and 2018 until all countries have approved Country Strategic Plans (or Interim Country Strategic Plans), OEV selects countries for CPE using objectively verifiable criteria (e.g. total population undernourished, annual dollar value of WFP's programme), followed by qualitative criteria.

Selection also considers overall resource profile and regional balance. Where possible CPE's are scheduled to generate evidence to feed into National Zero Hunger Strategic Reviews and/or the development of Country Strategic Plans.

## Evaluation Process: How?

The overall process of Country Portfolio Evaluation takes about 9 months and is comprised of six phases (see Figure 2).

**Figure 2.** Evaluation Phases



### 1. Preparation (2 months):

OEV conducts background research and consultation to structure the evaluation; prepares the evaluation terms of reference with input from the CO and RB; selects and contracts the evaluation team.

### 2. Inception phase, including briefing at Head Quarters and inception mission (3 months):

The evaluation team conducts a desk review of secondary data and has initial discussions with main stakeholders. This phase aims to ensure that the evaluation team has in-depth understanding of the context, issues and concerns related to the country portfolio and expectations for the evaluation and translates these into an operational plan for conducting the evaluation.

### 3. Evaluation phase, including field work (1 month):

this phase which lasts for 3-4 weeks, includes visits to project sites and interaction with WFP and other key

stakeholders through interviews, focus group discussions, possibly surveys and participatory evaluation methods, and collection of additional secondary data. One internal and one external debriefing session is held to present preliminary findings once field work is complete.

### 4. Reporting (3 months):

after analysing the data, the evaluation team produces a concise report that meets user needs and OEV quality standards. The reporting stage involves quality assurance of the evaluation report (ER). A final workshop to discuss the findings and way forward in response to the recommendations can also be built into the evaluation process. At this point, findings can start to feed in to future plans (see Figure 1).

Once revised by the Evaluation Manager and cleared by the Director of Evaluation, the draft evaluation report is shared with stakeholders for review. Once the review is

completed, the report is finalized.

The executive summary of the ER constitutes the Summary Evaluation Report (SER) for presentation to the Executive Board. WFP's senior management is invited to comment on the draft before finalization.

### 5. Sharing lessons & dissemination:

Findings from the evaluation are shared during the evaluation process through feedback to stakeholders. OEV shares the final report with WFP colleagues, external stakeholders/ partners, local partners, evaluation groups and interagency working groups.

All OEV-managed evaluations are presented to WFP's Executive Board, which is an important stakeholder. The evaluation report and other information products are published online and disseminated widely.

### 6. Completing the evaluation process:

OEV collects and stores primary data generated through the evaluation process for use for future evaluations or other WFP processes

#### Reference:

Full and summary reports of the evaluation and the Management Response are available at [www.wfp.org/evaluation](http://www.wfp.org/evaluation)  
For more information please contact the Office of Evaluation [WFP.evaluation@WFP.org](mailto:WFP.evaluation@WFP.org)