



# EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

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## TERMS OF REFERENCE EVALUATION OF WFP POLICY<sup>1</sup> ON CAPACITY DEVELOPMENT (2009-2015) FINAL 07/12/2015

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<sup>1</sup> WFP policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009

## 1. Background

### 1.1 Introduction

1. Policy Evaluations focus on a WFP policy and the operations and activities that are in place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.
2. The Terms of Reference (TOR) are for the evaluation of the current **WFP Policy on Capacity Development: An Update on Implementation**, approved by WFP Executive Board in October 2009. The update aimed at showing “how WFP is continuing to respond to the challenge of developing capacity in the countries where it operates, taking into account developments since 2004”<sup>2</sup>.
3. The TOR were prepared by the WFP Office of Evaluation (OEV) evaluation manager Dawit Habtemariam based on a document review and consultations with stakeholders.
4. The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides introduction and information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP’s policy and the activities to implement it, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.
5. The evaluation is scheduled to take place from January to November 2016. It will be managed by WFP’s Office of Evaluation (OEV) and conducted by an independent evaluation team. The plan is to present the evaluation report to the WFP Executive Board in February 2017.
6. The annexes provide additional information on the evaluation timeline and on the composition of the internal reference (IRG) and the external advisory group (EAG).

### 1.2 Context

7. Capacity development is a multidimensional and complex process of sustained increase in the ability to fulfil a given vision or goal such as achieving zero hunger. Literature review of the concept shows the absence of an internationally agreed understanding and definition of its meaning. Capacity development is a broad overlapping and non-linear process taking place at various levels– individual attitudes and behavior, organizational structures, network linkages, legal systems and cultural norms<sup>3</sup>.
8. WFP’s working definition of capacity development is: “*Building on existing skills, knowledge, systems and institutions to enable governments to take responsibility for investing in and managing hunger solutions through WFP advocacy and technical*

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<sup>2</sup>ibid, pp 5

<sup>3</sup> Capacity Development Literature Review Ian Christoplos, Kristoffer Engstrand, Anna Liljelund Hedqvist, UTV Working Paper 2014:1 Sida pp v-ix, 47-57

assistance.”<sup>4</sup> Recognizing the dynamic nature of capacity development, this definition which emerged from field-driven consultation, will continue to be refined. Available literature does not clearly differentiate between capacity development in humanitarian versus development contexts.

9. The international discourse also indicates that capacity development debates have increasingly been linked to technical cooperation, aid effectiveness, development effectiveness, sustainability, ownership, leadership and partnerships in rapidly changing humanitarian and development settings. In December 2011, the Busan Partnership for effective development cooperation - Fourth High Level Forum on Aid Effectiveness, stressed that *“the use and strengthening of country systems should be placed within the overall context of national capacity development for sustainable outcomes, while noting that assessing country institutions, systems and capacity development needs, to be led by developing countries.”*<sup>5</sup> The General Assembly, in its resolution 66/197 of 22 December 2011, also called for assisting capacity building for sustainable development in developing countries.

10. According to a recent study known as Capacity Development Beyond Aid, *“Despite a growing consensus on what successful capacity development is about and what it takes to make capacity development happen, only modest progress had been made in changing practices and creating the conditions for it to take root. Given the complexity of the topic, interventions typically take far longer to implement and are more contested than envisioned, and they rarely respond to detailed design or linear execution. This is especially the case when capacity development is associated with complex reform processes – either sectoral or governance or in contested environments”*<sup>6</sup>.

11. A major challenge that exists in capacity development efforts is that they are often insufficiently anchored in gap analyses of what is required to reach intended goals. These efforts include replicating “good practices” regardless of context. Efforts that reward visible, concrete short-term outputs (e.g., numbers of people trained) frequently overshadow long-term and inevitably diffuse processes of organizational and institutional capacity development and reform. Technical assistance remains at the core of most capacity development efforts. If it is to be perceived as more than a technical process, it is important to critically reflect on i) the higher level cross-cutting outcomes and impacts to which it should contribute; ii) the growing attention to public-private-partnerships iii) Examining implicit assumptions about how capacity development will lead to more efficient public administration and locally owned efforts and iv) learning from capacity development sustainability experiences.<sup>7</sup>

12. In September 2015, the United Nations General Assembly adopted the 17 Sustainable Development Goals (SDGs)<sup>8</sup>. In addition to Goal 17 whose objective is to enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, most of the other SDGs relevant to WFP do refer to some forms of capacity development placing it at the core of the 2030 agenda.

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<sup>4</sup> Ibid pp 7

<sup>5</sup> Busan partnership for effective development cooperation fourth high level forum on aid effectiveness, Busan, Republic of Korea, December 2011

<sup>6</sup> Capacity Development beyond Aid, Heinz Greijn, Volker Hauck, Tony Land and Jan Ubels, May 2015

<sup>7</sup> Capacity Development Literature Review Ian Christoplos, Kristoffer Engstrand Anna Liljelund Hedqvist, UTV Working Paper 2014:1 Sida pp v-ix, 47-57

<sup>8</sup> <http://www.un.org/sustainabledevelopment>

13. The shift from food aid to food assistance during the period covered by the evaluation induced a major change in WFP's approach to capacity development. Indeed, WFP SP (2014-2017)<sup>9</sup> streamlined capacity development across all strategic objectives while WFP SP (2008-2013)<sup>10</sup> had a stand-alone strategic objective to strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

14. WFP's Strategic Plan (SP 2014-2017) and Corporate Partnership Strategy (CPS 2014-2017)<sup>11</sup> highlight WFP's commitment to partnerships with partners including host governments and non-governmental organizations (NGOs) and to support them in developing capacity for designing and implementing nationally owned hunger solutions. Today, this approach is reflected in most programmes but in particular in the new Country Strategic Plans and in the approach taken by WFP in the Middle Income Countries (MICs).

15. WFP's current gender policy (2015-2020)<sup>12</sup> states that a comprehensive WFP staff capacity development plan is in place, based on a 2014 WFP-wide assessment of staff capacity in gender at the headquarters, regional and country levels. While the 2009 Gender Policy<sup>13</sup> emphasized the need to ensure that staff members develop the capacity to mainstream gender in their work including carrying out gender analyses.

## **2. Reasons for the Evaluation**

### **2.1 Rationale**

16. WFP's policy on the formulation of corporate policies specifies that they should be evaluated within four to six years of implementation to assess the quality and effectiveness of the policies. Since its publication in October 2009, the **WFP Policy on Capacity Development: An Update on Implementation** is now in its 6th year. From that perspective, OEV decided to include it in its 2015 Annual Programme of Work.

17. The recent adoption of the SDGs, the international calls for national capacity development, WFP's shift from food aid to food assistance as well as the preparation of the next strategic plan and of the country strategic planning approach both due for presentation at EB 2 2016 make this evaluation of WFP's policy on capacity development extremely timely. Indeed the evaluation results will be available to inform both documents and the evaluation itself as well as the management response will be presented at the following EB session (in February 2017).

### **2.2 Objectives**

18. Policy evaluations serve the dual objectives of accountability and learning.

19. **Accountability** – The evaluation will assess and report on the quality and results of the policy, its associated corporate action plan and activities to implement it. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked overtime.

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<sup>9</sup> WFP Strategic Plan (2014-2017) – WFP/EB.A/2013/5-A, Amy 2013

<sup>10</sup> WFP Strategic Plan (2008-2011) – WFP/EB.A/2008/5-A/1/Rev1, May 2008

<sup>11</sup> WFP Corporate partnership Strategy – WFP/EB.A/2014/5B, May 2013

<sup>12</sup> WFP Gender Policy (2015-2020) WFP/EB.A/2015/5-A, May 2015

<sup>13</sup> WFP Gender Policy 2009 - WFP/EB.A/2011/5-B – February 2009 pp 12

20. **Learning** – The evaluation will determine the reasons why certain changes occurred or not, to draw lessons, derive good practices and pointers for learning. It will provide evidenced-based findings to assist in decision-making around further implementation and eventual revision of the policy on capacity development.

21. Following preliminary consultations with stakeholders, more emphasis will be put on learning as the results of the evaluation will inform the positioning of capacity development in the next WFP Strategic Plan within the overall framework of the sustainable development goals. Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. Lessons will also be incorporated into OEV's lesson sharing system.

### **2.3 Stakeholders and Users of the Evaluation**

22. There are WFP internal and external stakeholders who play a key role in capacity development and will be participating in the evaluation process in various ways. The inception report will present more in-depth stakeholder analysis.

23. The main internal stakeholders and user groups of the evaluation are the WFP's Executive Board (EB), Headquarters Management and divisions, Regional Bureaus, Country Offices. The external stakeholders comprise beneficiaries, partner Governments, UN agencies, Non-Governmental organizations (NGOs), donor countries, Civil Society organizations and Academia.

24. WFP Policy and Programme division, including Technical Assistance Country Capacity Strengthening, School Feeding, Vulnerability Assessment and Mapping (VAM), Resilience and the Brazil Center of Excellence; as well as divisions of Performance Management and Monitoring; Procurement; Nutrition; Emergency Preparedness; Logistics; Budget and Programming; Human Resources; and Partnerships and Governance, regional bureaus and country offices have a crucial stake in the evaluation of the policy update. WFP Management and Executive Board are key stakeholders as they decide on the organisation's policies and strategic directions.

25. WFP internal stakeholders will be requested to share their perspectives and provide information necessary to the evaluation; be available to the evaluation team to discuss the policy and its performance and results; and facilitate the evaluation team's contacts with external stakeholders. When required, WFP Country offices will be asked to help setting up meetings and provide logistic support during the fieldwork.

26. National governments, donor government agencies, other UN agencies and Non-Governmental Organisations (NGOs), Civil Society Organizations, beneficiaries and Academia are critical stakeholders in this evaluation process and sharing of their experience with various approaches will be instrumental to generate lessons learned. These stakeholders will be consulted on such relevant topics as partnerships and resourcing.

27. It is expected that the results (findings, conclusions and recommendations) of the evaluation will be used to inform WFP's policy making and management decision as well as practices to improve planning, implementation performance and quality of WFP operations in capacity development.

### 3. Subject of the Evaluation

#### 3.1 WFP's Policy on Capacity Development: Update on Implementation

28. In 2004, WFP launched its policy “Building National and Regional Capacities”<sup>14</sup> providing “a framework for WFP its Strategic Priority 5 to support countries in establishing and managing their own food assistance programmes”<sup>15</sup>. It highlighted that “WFP needs to make a shift from ad-hoc responses to a coherent and systematic approach to capacity-building”<sup>16</sup>. While the policy emphasized capacity strengthening in WFP’s operational portfolio, WFP did not have any normative guidance, formalized approaches, or results frameworks in place to support this area of work until 2008.<sup>17</sup>

29. The 2004 policy was evaluated in 2008<sup>18</sup>. The evaluation assessed progress on policy implementation and highlighted both strengths and areas requiring improvement. The evaluation<sup>19</sup> identified that the policy was consistent with WFP’s mandate and other policies and plans, but the high priority accorded to capacity development as a Strategic Objective was not fully reflected in the policy document. Highlighting the absence of a results framework with clear objectives, it found that the policy lacked clarity with regard to whether capacity development would focus on supporting WFP food assistance programmes or on developing locally owned capacities to address hunger and acute and chronic undernutrition.

30. The evaluation recommended that WFP recognize the dual objectives to capacity development, to be presented in an updated Policy that also captures recent thinking in capacity development including: a) an action plan that specifies how WFP will operationalize the Policy, b) clear communication of policy directives, including on level of priority capacity development takes among WFP’s strategic priorities; and c) guidance on the design of operations to minimize the risk of capacity substitution and to ensure handover and sustainability. In addition, it recommended that:

- i) guidance materials should continue to be adapted from other partners;
- ii) efforts are needed for the development of performance indicators for capacity development based on the results-framework in the action plan for the three levels at which capacity development takes place;
- iii) good practice in capacity development and approaches should be shared amongst WFP capacity development practitioners in HQ, RBs and COs;
- iv) job profiles need to include the requirements for capacity development experience;
- v) funding arrangements for capacity development (other than in support of programme implementation) should be reviewed to take into account the specific needs of capacity development in the context of any overall review of funding arrangements for WFP.

31. In November 2009, WFP issued “**WFP Policy on Capacity Development: An Update on Implementation**”<sup>20</sup>. Taking into account the findings of the 2008

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<sup>14</sup> Building County and Regional Capacities. WFP/EB.3/2004/4-B, 7 October 2004

<sup>15</sup> Ibid pg. 3, 7

<sup>16</sup> Ibid pg. 3

<sup>17</sup> TOR: Study of M&E Practices for Capacity Development Activities, WFP RBB page 2, not dated

<sup>18</sup> Summary Report of the Evaluation of WFP’s Capacity Development Policy and Operations (WFP/EB.A/2008/7). Evaluation of WFP’s Capacity Development Policy and Operations, OEDE/2008/3, 2 May 2008.

<sup>19</sup> WFP policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009 pp 10-11

<sup>20</sup> WFP Policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009

evaluation, and developments since 2004, it provided an update on implementation of the 2004 policy which has still remained in force. The policy states “WFP’s capacity development objective is therefore to achieve nationally owned sustainable hunger solutions based on increased capacity for efficient and effective design, management and implementation of tools, policies and programmes to predict and reduce hunger. Outcomes to achieve this objective must be generated at the levels of an enabling environment, institutional and individual capacities”.<sup>21</sup>

32. Outcomes at the enabling environment level (7 years):

- i) Laws, policies and strategies that prioritize the reduction of hunger and food insecurity are adopted and implemented.
- ii) Laws, policies and strategies to foster the role of civil society in sustainable hunger solutions are developed and implemented.
- iii) Ministries and agencies with responsibility for hunger reduction and food security are adequately and sustainably resourced.

33. Outcomes at the institutional level (3-7 years):

- i) Financially viable and well-managed national food assistance agencies are operating effectively.
- ii) Viable multi-sectoral partnerships to address the causes of hunger and food insecurity are functioning.

34. Outcomes at the individual level (1-3 years) include successive cohorts emerge of empowered individuals and communities capable of designing and implementing efficient and effective food assistance programmes and policies.

35. It is expected that the above stated hierarchy of outcomes can be a basis for the evaluation to articulate a theory of change at the inception stage to facilitate further development of the evaluation matrix and tools.

### **3.2 Overview of WFP Activities for Policy Implementation**

36. At enabling environment and institutional levels, the policy has aimed at providing technical advice and facilitating high-level consultations and informed advocacy and outreach, the development of business plans and guidelines for implementing food assistance, secondment of staff, support for stakeholder organizations and networks, and provision of equipment and capital services. At the individual level, WFP’s activities focus on designing and implementing of training workshops, exchange visits and targeted hosting of partner staff<sup>22</sup>. Since 2010, WFP has published operational guidelines to strengthen capacity to reduce hunger, WFP’s approach to hunger governance and capacity development, and the national capacity index (NCI), Ability and Readiness Index, its complementary guides, and Capacity Gap and Needs Assessment.

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<sup>21</sup> Ibid pg 10-11

<sup>22</sup> WFP policy on Capacity Development: An Update on Implementation WFP/EB.2/2009/4-B, October 2009 pp 6

**Table 1: Numbers of countries where WFP invested in Capacity Development & Augmentation**

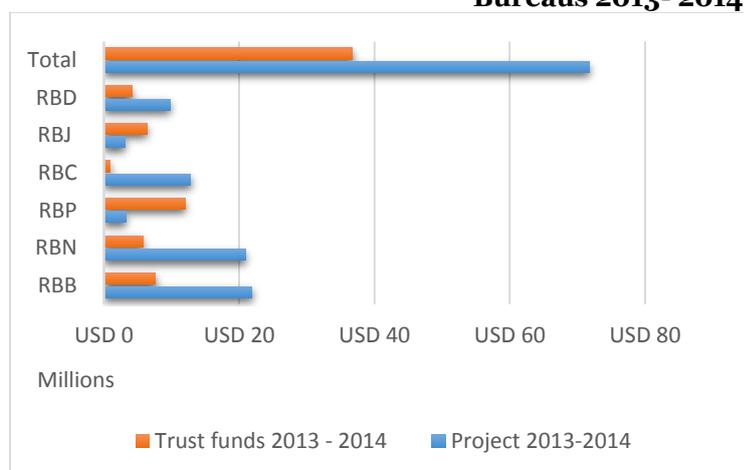
RB	WFP Countries	Countries covered 2013	Countries covered 2014
RBB	14	12	13
RBN	9	8	8
RBP	11	10	11
RBC	17	11	15
RBJ	12	9	11
RBD	19	16	16
<b>Grand Total</b>	<b>82</b>	<b>66</b>	<b>74</b>

Source: RMXS financial data

**Note:** Data on Capacity Development & Augmentation Expenditure (CD&A) are available from 2013 – 2014. Before 2013 the costs for capacity development & augmentation were not disaggregated and were included into the other direct operational cost (ODOC) category cost, which includes Food ODOC, C&V related costs and CD&A costs.

For 2013 and 2014 there are no CD&A expenditure for EMOP, PRRO, CP & TF in Korea DPR, Eritrea, Iran, Angola, Guinea Bissau, Cameroon

**Table 2: Capacity Development & Augmentation expenditure distribution by Regional Bureaus 2013- 2014\***



The data does not include expenditure at the regional levels, as it can't be approximated as to which amount would go into the specific countries involved in the particular regional expenditure investment. Overall figures for HQ and the different regions that cannot be attributed to the individual countries on the list are: for 2013 (HQ 268.14, RBP 58539.74, RBN 5156.66) for 2014 (HQ 408,406.83, RBB 156,282.4, RBC 8,558.08, RBD 233,702.79, RBJ 112,965.94, RBN 26,775.43, RBP 263,635.5). Total WFP's programme expenditure was USD 4.3 billion in 2013. The number of country offices reporting on the category increased in 2014, and expenditure on capacity development and augmentation totalled USD 345 million (included the Special Operations that were not included in APR formula of 2013 and in this table ) – a 62 percent increase from 2013. The percentage of CD&A per total WFP programme expenditures is 1.25

Source: RMXS financial data on PRRO, EMOP, CP and TF.

\*Approximation method has been used by excluding all SO expenditures to derive CD expenditure from CD&A figures as most of Augmentation figures can be found within SOs this approach has been used within APR documentation.

**Table 3: Capacity Development & Augmentation project categories planned budget vs actual expenditures by Regional Bureaus for 2013 – 2014**



Source: RMXS financial data on PRRO, EMOP, CP and TF.

The comparison shows in this table is only for project categories. A very limited number of Trust Funds have the approved budget in the system and cannot be compared to the Trust Funds corresponding expenditure. This value is derived from expenditures on capacity development and augmentation, minus special operations.

37. In 2013, half of WFP's projects included a capacity-development component to help governments to eliminate hunger; expenditures amounted to USD 38 million – 1 percent of WFP's programme of work. According to the WFP Annual Performance

Report 2014 , the recently published guidelines <sup>23</sup>on design, technical assistance and capacity development that included new tools to assess capacity gaps and a national capacity index (NCI) to provide a measurable indicator is aimed at helping to develop capacity development indicators for the United Nations development system. These guidelines identify three main areas of technical assistance and capacity strengthening in WFP: supporting the capacity to respond to emergencies, to reduce consequences of food insecurity and to rebuild lives and livelihoods. In addition, it identified several cross-cutting themes: food security analysis and targeting; nutrition and HIV/AIDS programming and standards; learning from South-South and triangular arrangements; and facilitating learning through the Brazil Centre of Excellence.

38. The report also states that in 2014, WFP's performance in terms of capacity development outputs for addressing food insecurity was mixed. All planned national assessments, and 91 percent of planned nutrition training for government staff and technical advisory activities on food-security systems were achieved. Progress in improving national monitoring systems, however, was modest. Out of 85, only 21 percent of projects reported outcome-level data. This reflects changes in the data-collection methodology for the NCI and its thematic variants – nutrition, resilience and school feeding. For instance, as of 2014, projects are reporting NCI indicator values in a two-year cycle because it takes time to build national capacities and detect changes. It might also be due to delayed formulation of nutrition and resilience NCIs.

39. Capacity development outputs have been reported under various categories making uniformity and comparability of output data challenging. These categories included food fortification, disaster/emergency preparedness, strengthening of national capacities. The number of different outputs types varied from 20 to 50 since 2009, showing the diversity of capacity development activities.

### **3.3 Scope of the Evaluation**

40. The evaluation will cover the **2009 WFP Policy on Capacity Development: An Update on Implementation** primarily focusing on addressing the quality of the policy and its implementation including guidance, tools, technical capacity, resourcing, and policy results and contexts in which they occurred. It will cover the policy implementation period from 2009 to 2015. It will assess outcomes at all the three levels as stated in the policy. When assessing the quality of the policy, the evaluation will also use international benchmarks for policy design since October 2009.

## **4. Evaluation Approach, Questions, and Methodology**

### **4.1 Overview of Evaluation Approach**

41. The evaluation team will be expected to follow the most rigorous approach possible in order to maximise the quality, credibility and utility of the evaluation. The evaluation will be theory-based using contribution analysis, an approach by which the evaluation can draw a plausible conclusion that, within some level of confidence, whether the policy and its implementation have made an important contribution to observed results in capacity development. It is expected that the evaluation will be based on studying up to 6 carefully-selected WFP country offices from low income, middle income and countries in conflict or post conflict contexts in Africa, Middle

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<sup>23</sup> The Design and Implementation of Technical Assistance and Capacity Development: National Self-sufficient capacity to respond, reduce and rebuild from crises and achieve zero hunger, Rome June 2015 Programme and Policy Division, WFP.

East, Asia and Latin America. It will utilize relevant policy analysis frameworks and organizational performance approaches to construct a theory of change and test assumptions from output to outcome and outcome to objective of the policy. Evaluating results of the policy should not only mirror stratification of the short, medium and long term outcome levels, but also assess their interlinkages.

42. The evaluation will include analysis of human, financial (regular budget and trust fund) and institutional resourcing arrangements in rolling out the policy during the implementation period 2009-2015.

## 4.2 Evaluability Assessment

***Evaluability** is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

43. A preliminary evaluability assessment based on desk review indicates the availability of corporate policy, guidance documentation and datasets on programmatic and financial aspects of capacity development. Currently, some of the relevant data sets are being updated and completed. The level of data quality cannot be fully determined at present. Moreover, data availability and quality in the selected countries will have to be assessed to determine evaluability of certain outcomes and outputs. Since 2009, the reporting of outputs for capacity development has not been uniform because of the various categorizations under which the outputs been reported. The number of outputs varied greatly from year to year. At inception stage, the evaluation team will deepen this review and critically assess technical feasibility, data availability and quality to inform its choice of evaluation methods, taking in to account heterogeneity of capacity development and national contexts.

44. As WFP has been moving from capacity building to capacity development, the complexities of measuring and evaluating capacity development have become more challenging. There is a need to clarify what constitutes capacity development and how it relates to capacity building and augmentation. The absence of standard measurement metric to monitor and report changes in capacity development at various levels does limit evaluability of certain aspects such as value for money, efficiency and sustainability. The corporate indicators identified in the strategic plan are not yet populated. Expenditure data are not available for every year covered by the evaluation. On the other hand, some Regions such as WFP Regional Bureaus in Bangkok and Panama are piloting new approaches to monitoring capacity development which might provide promising quantitative data to inform the evaluation. Considering limitations to availability of quantitative data, the evaluation will be required to identify alternative approaches for data collection and develop a strong methodology to collect and analyse qualitative data in a rigorous manner.

45. OEV will ensure that an initial set of relevant background documentation and data sets are accessible to the evaluation team by way of electronic-library.

## 4.3 Evaluation Questions

46. The evaluation will address the following three questions and sub questions, which will be detailed further in an evaluation matrix to be developed by the evaluation

team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the policy should meet.

47. **Question 1: How good is the Policy?** The evaluation will compare the policy update, as articulated in 2009, with international good practice, practice of comparators and partners, and other benchmarks to understand whether the policy update was geared towards attaining best results. This includes the degree to which the policy update:

- i) Has a conceptual framework, vision, purpose, outcomes, outputs and activities of continued validity and highlighted gender and broader equity considerations;
- ii) Fully considered the findings, conclusions and recommendations of the 2008 Evaluation of WFP Policy on Capacity Development;
- iii) Has innovative and strategic focus compared with similar policies of other humanitarian and development organisations such as FAO, IFAD, UN Development Group, UNHCR, Unicef, OCHA, World Bank and UNDP;
- iv) Reflected good practice and remains relevant in the face of evolving capacity developments concepts and approaches at national and international levels<sup>24</sup> as well as internal WFP developments; and has continued relevance in view of the SDGs goals;
- v) Is coherent with i) WFP strategic plans (2011-2013, and 2004-2017) and relevant WFP corporate policies or frameworks, ii) the shift from food aid to food assistance, including coordination mechanism of capacity development within WFP (HQ, RB and COs) and iii) policies of other UN partners and host governments; and
- vi) Is feasible and actionable (practicality of the update).

48. **Question 2: What were the results of the Policy?** The evaluation will collect and analyze information and data on results that can plausibly be associated with the policy statement and mechanisms to implement it. The evaluation will identify the main areas in which results were achieved and those that were not achieved and will make the distinction between outcomes as formulated in each strategic plan. It will assess their diffusion and sustainability. In so doing, the evaluation will generate, to the extent possible, an understanding of the circumstances and factors that contributed to the changes observed in the field in order to establish plausible associations between these occurrences and the stated policy and its implementation measures. Specifically, the evaluation will explore the extent to which:

- i) intended outcomes at the three levels of the policy framework have been achieved (taking into account that they may take different time horizons to be achieved); and any unintended (positive and negative) outcomes has been identified

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<sup>24</sup> Took in to account the United Nations Triennial Comprehensive Policy Review, and Busan declarations, with regard to capacity development (a. UN GA A/62/253 , Report of the Secretary- General , 13 August 2007) and other relevant international resolutions and norms

- ii) mainstreaming of capacity development across WFP and the related top level institutional, and resourcing arrangements are the best approach of implementing capacity development for nationally owned sustainable hunger solutions;
- iii) direct results of the policy implementation on beneficiary institutions can be detected in terms of their contribution to strengthening national capacity to end hunger;
- iv) WFP training activities have led to improve technical/managerial skills at all levels and how trained beneficiaries (counterparts) actually apply the acquired skills in field practice. The evaluation team should unpack this “applicability added value” with regard to: (i) professional outcomes including increase in professional enthusiasm of country players; (ii) application of critical thinking by field practitioners while doing their work; and (iii) the capacity to use evidence for decision making;
- v) new practices resulted in improved approaches in WFP and in-country partner organizations;

49. **Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the context, incentives or triggers that caused the observed changes (question 2). It will look at circumstances and explanatory factors that resulted from the way in which the policy was developed and articulated (question 1), the way in which it was implemented (e.g. looking at resource issues, technology), and others (e.g. underlying understanding, assumptions etc. that influence behaviour), including assessment of:

- i) The stage of development of countries (low income, middle income, conflict and post-conflict contexts);
- ii) WFP internal factors, (e.g. its comparative advantages, own capacity and enabling incentives), and external factors (e.g. national ownership, buy-in of WFP capacity development interventions and related partnerships with national and regional stakeholders for capacity development);
- iii) Process of action plan for implementation of the policy and any documented organizational change in WFP at HQ, RB, and CO levels including changes its way of doing business of capacity development as well as fighting hunger;
- iv) Financial commitments and prioritization including availability and predictability of regular operational and trust funds;
- v) Quality guidelines and tools for capacity development, the availability, adequacy, and their application at HQ, RB, CO, monitoring and reporting;
- vi) Institutional/organizational structures and processes for diffusion and sustainability of augmented capacity and its results.

## 4.4 Methodology

*This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.*

50. The evaluation methodology will systematically address the evaluation questions and sub-questions (in section 4.3 above) in a way that meets the dual purposes of accountability and learning. Assessment of progress towards results will be around the policy objective, outcomes outputs, activities, inputs and processes.

51. Even if literature refers to the multi-level characteristics of capacity development, there is hardly any discussion of the methodological implications for collecting data and how they should be different at the individual, organizational and systemic levels. There is no one set of tools for assessing all aspects of capacity development. While case studies can be stronger in providing contextual understanding and lessons learnt of implementation in those contexts, theory-based approaches lend themselves to offer better explanatory power and be suited to respond to what works, for whom, where and why, and can it be replicated in the of capacity development<sup>25</sup>.

52. It will use using mixed evaluation methods: combining the country case study approach with the theory based approach; relying on various information and data sources to demonstrate impartiality and minimize bias and optimizing a cross-section of information sources. The selection criteria to impartially select countries to be visited and the stakeholders to be interviewed should be specified in the Inception Report. These will include country context (humanitarian, development, middle and low income countries, etc.), programme size, and proportion of WFP portfolio dedicated to capacity development activities and investments.

53. The evaluation team will undertake a substantial review of various documents such as: all existing WFP policies and their respective approaches to capacity development; and all centralized evaluations (and corresponding management responses) which have taken place since the policy approval<sup>26</sup>. Indeed, many evaluations do include findings, conclusions and recommendations related to capacity development; a substantial amount of project documents and standard project reports to inform the desk studies; and all relevant documents. As noted under the evaluability section, the team will employ techniques to assess qualitative data and information in addition to quantitative data.

54. During the Inception Phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above) test and complete the methodology including data collection instruments details as agreed by the Evaluation Manager. As mentioned earlier the evaluation team will be required to develop strong qualitative data collection methods to inform some of the evaluation questions. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) which provides details on the elements to be included in the methodology.

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<sup>25</sup> Methodological approaches to evaluate support to capacity development: Synthesis Report Stein-Erik Kruse, Kim Forss April 2014 pp 7-33

<sup>26</sup> All available on the internet

## 4.5 Quality Assurance

55. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Coordinator for Policy Evaluations will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

56. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

## 5. Organization of the Evaluation

### 5.1 Phases and Deliverables

#### 57. Proposed timeline summary of key evaluation deliverables

Phases	Sep- Oct 2015	Nov. 2015	Dec. 2015	Jan- Mar 2016	Mar- May 2016	June- Oct. 2016	Feb. 2017	Deliverables
Phase 1 (Preparation) Preparation of CN/ ToR Stakeholder consultation Identify and hire evaluation team	x x x	x x x	x					Concept Note ToR
Phase 2 (Inception) HQ Briefing eval team Document review Inception mission				x				Inception Report
Phase 3 (Fieldwork) Data collection Analysis workshops Debriefings					x x x x			Debriefing presentations Aide-memoire Analysis reports
Phase 4 (Reporting) Draft reports Comments and revisions						x x x x		Drafts Stakeholders workshop  Final
Phase 5 (Presentation) Exec. Board Management response  EB.A/2017 (February)						x x x	x	

## **5.2 Evaluation Component**

58. A team leader and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. Within the team, the team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The team leader requires strong evaluation and leadership skills, experience with evaluation of coordination mechanism and national programme capacity strengthening and technical expertise in one of the technical areas listed below. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed EQAS standards and agreed timelines.

59. The team will not have been involved in the design, implementation or M&E of the WFP capacity development policy nor have conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct.

60. The team should have strong capacity in conducting global evaluations that incorporate country level case studies, and the use of mixed methods in evaluation. The team will be required to have a strong experience of policy evaluation and of capacity development, including analysis and synthesis of both qualitative and quantitative data and information. It will be multi-disciplinary including an appropriate balance of extensive knowledge, skill and expertise in evaluating capacity development, food security, disaster preparedness and response, gender equality, equity, organizational change, technical assistance, partnerships and policies. The evaluation team should comprise men and women of mixed cultural backgrounds. During country case studies, core team members should be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have the appropriate language capacity (French and Spanish). Office support in data analysis will be required to support the evaluation team members.

61. The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyze information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report.

62. Support will be provided by OEV to collect and compile relevant documentation, not available in public domain, facilitate the evaluation team's engagement respondents and provide support to the logistics of field visits.

## **5.3 Roles and Responsibilities**

63. This evaluation is managed by OEV. Dawit Habtemariam has been appointed as evaluation manager responsible for the evaluation preparation and design, follow-up and first level quality assurance throughout the process following EQAS. Anne-Claire Luzot, OEV Coordinator for Policy Evaluations, will conduct the second level quality assurance. Helen Wedgwood, Director of OEV, will approve the TOR, budget, full evaluation report and summary evaluation report.

64. The Evaluation manager has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the inception and field missions; conducting the first reviews of evaluation products; and consolidating comments from stakeholders on the main evaluation products. He will also be the interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth communication and implementation of the evaluation process. Serena Succi, OEV Research Analyst, will provide research support throughout the evaluation.

65. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

66. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of respondents.

67. There will be an internal reference group and an external advisory group for this evaluation (See membership in Annex 2). In their advisory role, they are expected to review and provide feedback on evaluation products such as TOR and reports:

- i) an internal reference group composed of a cross-section of WFP stakeholders from relevant business areas at HQ, Regional Bureau and CO; and
- ii) an external advisory group composed of technical experts of capacity development in international development and/or humanitarian areas.

## 5.4 Communication

*It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

68. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A more detailed communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

69. OEV will make use of data sharing software (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will assist in discussion any particular issue.

70. Main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will organize

a stakeholders workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

71. The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official UN languages in February 2017. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. The COs and RBs are encouraged to circulate the final evaluation report to external stakeholders.

## **5.5 Budget**

72. The evaluation will be financed from OEV's Programme Support and Administrative budget.

## Annex 1: Tentative Evaluation Timeline

	Name of the Evaluation	By Whom	Key Dates (deadlines)
<b>Phase 1 - Preparation</b>			Nov-Dec 2015
	Desk review. Draft TORs. OEV/D clearance for circulation to WFP staff	EM	10/11/ 2015
	Review draft TOR on WFP feedback	EM	24/11/2015
	Final TOR sent to WFP Stakeholders	EM	27/11/ 2015
	Contracting evaluation team/firm	EM	11/12/2015
<b>Phase 2 - Inception</b>			Jan-Mar 2016
	<b>Team preparation prior to HQ briefing (reading Docs)</b>	Team	11-18/01/2016
	<b>HQ briefing (WFP Rome)</b>	EM & Team	26-28/01/2016
	<b>Inception Mission in country</b>	EM+TL	01-10/02/2016
	<b>Submit Draft Inception Report (IR) to OEV</b>	TL	19/02/2016
	OEV quality assurance and feedback	EM	26/02/2016
	Submit revised IR	TL	04/03/2016
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	11/03/2016
<b>Phase 3 - Evaluation Phase, including Fieldwork</b>			Mar.-May 2016
	Fieldwork & Desk Review. Field visits at RB + CO(s). Internal briefings with CO and RB	Team	March-May 2016
	<b>Exit Debrief (ppt) after each country visit</b>	TL	
	Overall debriefing with HQ, RB and COs Staff.	EM+TL	30/05/2016
<b>Phase 4 - Reporting</b>			Jul-Sep. 2016
<b>Draft 0</b>	<b>Submit draft Evaluation Report (ER) to OEV</b> (after the company's quality check)	TL	08/07/2016
	OEV quality feedback sent to the team	EM	15/07/2016
<b>Draft 1</b>	<b>Submit revised draft ER to OEV</b>	TL	22/07/2016
	OEV seeks OEV Dir. Clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders (IRG) for their feedback.	EM	29/07/2016 05/08/2016
	OEV consolidate all WFP's comments (matrix), and share them with team	EM	19/08/2016
<b>Draft 2</b>	<b>Submit revised draft ER (D2) to OEV</b> based on the WFP's comments, and team's comments on the matrix of comments.	TL	22/08/2016
	Review matrix and ER.	EM	23/08/2016
	Share D2 with EAG	EM	23/08/2016
	Stakeholders workshop	EM	05-06/09/2016
<b>Draft 3</b>	<b>Submit revised draft ER (D3) and draft SER</b>	TL	13/09/2016
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	16/09/2016
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	23/09/2016
	Revise Executive Summary of evaluation report	TL	07/10/2016
	OEV sends and discuss the comments on the SER to the team for revision	EM	10/10/2016
<b>Draft 4</b>	Submit final draft ER (with the revised SER) to OEV	TL	17/10/2016
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team	EM+TL	24/10/2016
<b>Phase 5 Executive Board (EB) and follow-up</b>			Oct 2016-Feb. 2017
	Submit SER/recommendations to RMP for management response + SER for editing and translation	EM	31/10/2016
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	8-12/2/2017
	Presentation of management response to the EB	D/RMP	8-12/2/2017

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

## Annex 2: Reference Groups

<b>External Advisory Group</b>		
<b>Name</b>	<b>Organization</b>	<b>Position</b>
Kanni Wignaraja	UN Development Operations Coordination Office	Director
Patrick Tiefenbacher	UNDP , Bureau for Policy and Programme Support BPSS	Senior adviser
Tom Anyonge	IFAD Institutions, organizations and capacity development Policy and Technical Advisory Division	Lead Technical Specialist
Andrew Nadeau	FAO Capacity Development	Unit Head
Suresh Babu	IFPRI International Food Research Institute	Head of Capacity Strengthening
Francesca Bonino	UNHCR	Senior Evaluation Officer
To be identified	OCHA	
To be identified	Unicef	
To be identified	World Bank	

<b>Internal Reference Group</b>		
<b>Name</b>	<b>Division Unit</b>	<b>Position</b>
Stanlake Samkange	Policy & programme division OSZ	Director
Getachew Diriba	Technical Assistance & Country OSZI	Chief
Kenn Crossley	Technical Assistance & Country OSZI	Deputy Director
Susanne Quadros	Programme Officer Capacity strengthening Service OSZI	Programme officer
Zlatan Milisic	Direct Implementation Programme Service OSZP	Deputy Director
Volli Carucci	Asset creation and livelihood Unit OSZPR	Chief
Inge Breuer	Safetynets & Social Protection Unit OSZIS	Chief
George Heymell	Purchase for Progress P4P Coordination Unit OSZF	Director
Arif Husain	Analysis and trend service OSZA	Chief
John McHarris	Vulnerability Analysis VAM, OSZAF	Chief
Cyril Ferrand	Global Food security Cluster	GFSC Coordinator
Lauren Landis	Nutrition Division	Director
Lynda Kiess	Nutrition Division	Program Advisor
Stefano Porretti	Emergencies Preparedness Division OSE	Director
Paul Howe	Emergency Programme and Policy Unit OSZPH	Chief
Tahir Nour	Market Access Programmes Unit, OSZIC	Chief
Richard Choularton	Climate Resilience for Food Security , OSZIR	Chief
Corinne Fleischer	Supply Chain Division OSC	Director
Mahadevan Ramachandran	Procurement Division OPS	Deputy Director
Adrian Vanderknaap	Logistics and Transport Services	Chief

Chris Kaye	Performance Management & monitoring Unit RMP	Director
Ally Raza Quresci	Project Budgeting and Programming Service RMBP	Chief
Sean O' Brien	Resource management integration & support office RMX	Director
Giuseppe Manni	Resource management organizational integration RMXO	Senior Programme Adviser
Arnhild Spence	Partnership, Policy coord. Advocacy Division	Director
Rasmus Egendal	Government Partnership Division PGG	Deputy Director
Andreas Hansen	Partnership and Advocacy Coordination PGC	External Relations Officer
Prerana Issar	Human resource Division HR	Director
Charlotte Ravoet	Capability Development Branch HRMTC	Human resource Officer
Muiu Kawinzi	Gender Office GEN	Director
Daniel Balaban	Brazil Centre of Excellence	Director
<b>Regional Level</b>		
David Kaatrud	Regional Bureaux Bangkok RBB	Regional Director
Ramaswami Parvathy	Regional Bureaux Bangkok RBB	Deputy Regional Director
Peter Guest	Regional Bureaux Bangkok RBB	Senior Regional Programme advisor
Claire Mbizule	Regional Bureaux Bangkok RBB	Regional Monitoring and Evaluation Adviser (RMEA)
Muhannad Hadi	Regional Bureaux Cairo RBC	Regional Director
Carlo Scaramella	Regional Bureaux Cairo RBC	Deputy Regional Director
Carl Paulsson	Regional Bureaux Cairo RBC	Senior Regional Programme advisor
Claudia Ahpoe	Regional Bureaux Cairo RBC	Regional Monitoring and Evaluation Adviser (RMEA)
Ellen Kramer	Regional Bureaux Cairo RBC	Regional Programme Advisor Capacity Strenght.
Denise Brown	Regional Bureau Dakar RBD	Regional Director
Felix Gomez	Regional Bureau Dakar RBD	Deputy Regional Director
Natasha Nadazin	Regional Bureau Dakar RBD	Senior Regional Programme Advisor
Aboubacar Koisha	Regional Bureau Dakar RBD	Regional Monitoring and Evaluation Adviser (RMEA)
Chris Nikoi	Regional Bureau Johannesburg RBJ	Regional Director
Brenda Barton	Regional Bureau Johannesburg RBJ	Deputy Regional Director
Sarah Longford	Regional Bureau Johannesburg RBJ	Senior Regional Programme Advisor
Silvia Biondi	Regional Bureau Johannesburg RBJ	Regional Monitoring and Evaluation Adviser (RMEA)

Valerie Guarnieri	Regional Bureau Nairobi RBN	Regional Director
Vernon Archibald	Regional Bureau Nairobi RBN	Deputy Regional Director
Ilaria Dettori	Regional Bureau Nairobi RBN	Senior Regional Programme Advisor
Genevieve Chicoine	Regional Bureau Nairobi RBN	Regional Monitoring and Evaluation Adviser (RMEA)
Miguel Baretto	Regional Bureau Panama RBP	Regional Director
Alzira Ferreira	Regional Bureau Panama RBP	Deputy Regional Director
Regis Chapman	Regional Bureau Panama RBP	Senior Regional Programme Advisor
Jacqueline Flentge	Regional Bureau Panama RBP	Regional Monitoring and Evaluation Adviser (RMEA)
<b>Country level</b>		
Niels Balzer	Country Office Zimbabwe	Head of Programme
Arduino Mangoni	Country Office Lesotho	Deputy country director/head of programme
Napo Ntlou	Country Office Lesotho	School Feeding officer
	Other countries to be added as the evaluation unfold	

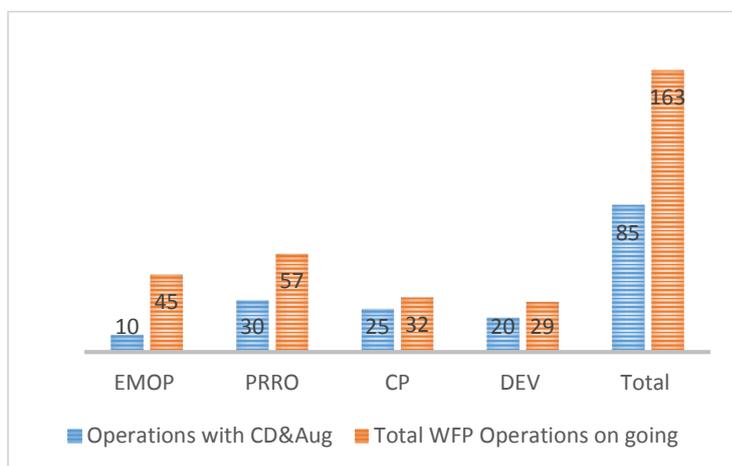
## Annex 3: List of References

Folder name / File name	Author	Date	Status
<b>1. Evaluation Process</b>			
Terms of Reference	OEV	2015	Public
Concept note	OEV	2015	Public
EQAS Pack for Policy Evaluations	OEV	2014	Public
Capacity Development Literature Review	SIDA	2014	Public
Methodological approach to evaluate CD doc. & annex-5	SIDA	2014	Public
<b>2 WFP Document</b>			
<b>2.1 Capacity development Policies and updates</b>			
Building country and regional capacities	WFP	2004	Public
WFP policy on Capacity Development	WFP	2009	Public
Evaluation of WFP's Capacity Development Policy and Operations	WFP	2008	Public
Update on Capacity - Building	WFP	2007	Public
Action plan for the implementation of the CD and hand over components of the WFP Strategic Plan 2008 - 2013	WFP	2010	Public
<b>2.2 WFP Corporate documents</b>			
Strategic Plan 2008 - 2013	WFP	2008	Public
Strategic Plan 2006 - 2009	WFP	2005	Public
Strategic Plan 2014 - 2017	WFP	2013	Public
Strategic Results framework 2008 - 2013	WFP	2009	Public
Strategic Results framework 2014 - 2017	WFP	2013	Public
Annual Performance Reports 2009, 2010 , 2011, 2012 , 2013, 2014	WFP	various	Public
Action Plan for the Implementation of the Capacity Development and hand over component of WFP Strategic Plan 2008 - 2013	WFP	2010	Public
<b>2.3 Capacity Development Guidelines</b>			
Capacity Gaps and Needs Assessment_complementary guidelines	WFP	2014	Public
Framework capacity development	WFP	2013	Public
National Capacity Index NCI guidelines	WFP	2014	Public
Operational Guide to strengthen capacity of Nations to reduce hunger	WFP	2010	Public
The Design and Implementation of technical assistance and capacity development guidelines	WFP	2015	Internal
Glossary	WFP	2015	Public
Capacity Development Materials	WFP	2012	Public
Ability and Readiness of Nations to Reduce Hunger: Analyzing Economic and Governance Capacities for Hunger Reduction	WFP	2010	Public
Approaches to Assessing Governmental/Institutional Capacities for Anti-Hunger Solutions: A Resource Guide	WFP	2007	Internal
Survey of Capacity Development Activities at WFP	WFP	2014	Internal
Capacity Development Country case studies	WFP	2015	Internal
A Study of M&E practices for Capacity Development Activities Terms of Reference	WFP	2015	Internal
Capacity Development database overview	OSZI	2015	Internal
Survey of Capacity Development Activities at WFP	OSZI	2014	Internal
Capacity Development - Country Case Studies	OSZI	2014	Internal
Transition to Capacity Development Report	OSZI	2015	Internal
Implementing Strategic Objective Five (SO 5) Strengthen the Capacities of Countries to Reduce Hunger	OSZI	2010	Internal
<b>2.4 Capacity Development Datasets</b>			

Capacity development Data Universe_Expenditure 2013-2014	WFP	2015	Internal
Capacity development expenditure raw data 2010-2015	RMXS	2015	Internal
Capacity development overview matrix OSZI	OSZI	2014	Internal
Caveats Capacity investment data compilation OSZI	OSZI	2014	Internal
SPRs CD outputs 2009 - 2014	RMPP	2015	Internal
SPRs CD oucomes 2009 - 2014	RMPP	2015	Internal
SPRs outputs classification 2009 - 2014	WFP	2015	Internal
<b>2.4.1 Ability Readiness Index ARI</b>			
Abilities and Readiness Index (ARI) Guidance Notes	OSZI	2015	Public
Abilities and Readiness Index (ARI) countries matrix	OSZI	2015	Public
Abilities and Readiness Index (ARI) presentation	OSZI	2015	Public
<b>3. Non WFP capacity development documents</b>			
<b>3.1 Research and Academic</b>			
Aid Effectiveness and Capacity Development Implications for Economic Growth in Developing Countries	IFPRI	2008	Public
Capacity for a change	IDS	2008	Public
Lessons from managing capacity development projects	ODI	2012	Public
<b>3.2 UN and other non academic sources</b>			
Triennial comprehensive policy review of operational activities of the United Nations development system: conclusions and recommendations	UN	2007	Public
Measuring Capacity	UNDP	2010	Public
Capacity, Change and Performance Study Report	ECDPM	2008	Public
Enhancing UN contribution to National Capacity Development	UN	2006	Public
Living Up to the Capacity Development Challenge: Lessons and Good Practice	OECD	2006	Public
The challenge of Capacity Development working towards good practice	OECD	2005	Public
The Capacity Development Results framework	WB	2009	Public
<b>3.2.2 Evaluation of Norwegian support to Capacity Development in public sector</b>			
E valuation-of-norwegian-support-to-capacity-development	NORAD	2015	Public
Annex-5-overview-of-how-the-reprot-responds-to-tor	NORAD	2015	Public
Annex-6-literature-review	NORAD	2015	Public
Zip folder with countries and case studies reports	NORAD	2015	Public
Annexs-7-stakeholders-interviewed	NORAD	2015	Public

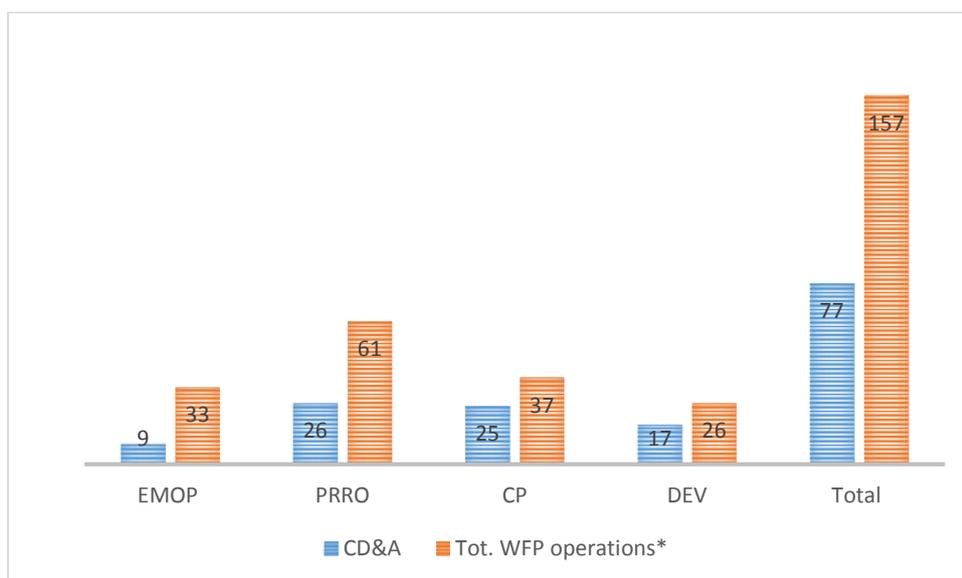
## Annex 4: Additional Tables

**Table 4 Operations with Capacity Development and Augmentation expenditure versus ongoing WFP operations 2014**



**Source:** RMXS financial data and Programme of Work

**Table 5 Operations with Capacity Development and Augmentation expenditure versus ongoing WFP operations 2013\***



**Source** RMXS financial data and APR 2013

\*In 2013, half of WFP's projects included a capacity-development component to help governments to eliminate hunger; expenditures amounted to USD 38 million – 1 percent of WFP's programme of work.

**Table 6: Categorization of Capacity Development Outputs (2009-2014)**

2009 – 2010	- Capacity Development strategic objective 2 - Capacity Development strategic objective 4 - Capacity Development strategic objective 5
2011 – 2012	- Capacity Development Food Fortification - Capacity Development Disaster/emergency preparedness - Capacity Development Strengthening National Capacities
2013	- Capacity Development Food Fortification SO4 - Capacity Development Disaster/emergency preparedness SO2 - Capacity Development Strengthening National Capacities SO5
2014	- Capacity Development Food Fortification - Capacity Development Disaster/emergency preparedness - Capacity Development Strengthening National Capacities

Source: SPRs

## **Acronyms**

CO	Country Office
EB	Executive Board
EMG	Executive Management Group
EQAS	Evaluation Quality Assurance System
EAG	External Advisory Group
HQ	Headquarters
IRG	Internal Reference Group
NCI	National Capacity Index
NGO	Non-Governmental Organizations
OEV	Office of Evaluation
PE	Policy Evaluation
RB	Regional Bureau
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UN	United Nations
WFP	World Food Programme