

# HQ/RB TERMS OF REFERENCE for EVALUATION

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## Headquarters

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### 1. Vision Statement

*The evaluation function plays a key role in strengthening WFP's contribution to ending global hunger. As outlined in WFP Evaluation Policy, the Evaluation Function aims to embed evaluation into the heart of an organizational culture of accountability and learning, ensuring that evaluation is planned for, and evaluation findings are comprehensively incorporated into all WFP's policies, strategies and programmes. Evaluations provide WFP decision-makers and all stakeholders with independent assessment of results for accountability and learning and enable WFP to better respond to the needs and expectations of the populations it serves.*

*The evaluation function is an integral, complementary yet distinct element of WFP's oversight and performance management system. To respond to its Strategic Plan commitments and related organizational strengthening initiatives, WFP adopted a model for its evaluation function, which combines centralized evaluation with demand-led decentralized evaluation. This model requires a strongly integrated function across WFP.*

### 2. HQ Preamble

*Through the Office of Evaluation (OEV), the Director of Evaluation provides global leadership, standard-setting and oversight of WFP's entire evaluation function and is accountable for setting and enhancing the framework of norms and standards, accountabilities and coverage for both centralized and decentralized evaluations; as well as maintaining the high quality of WFP's centralized evaluation function with continued innovation and improvement in evaluation quality and relevance. The Director of Evaluation heads an independent evaluation function within the WFP Secretariat and is independent in planning, selecting and presenting centralized evaluations as well as reporting on the performance and resourcing of the overall function to WFP's Executive Board.*

*The Director also acts as secretary for the Evaluation Function Steering Group (EFSG) which is responsible for steering and guiding the strategic direction for WFP Evaluation Function. More specifically, the EFSG supports the ED's role in championing the WFP Evaluation Policy, safeguarding its provisions and facilitating the evaluation function's development in line with the Policy, Charter and Strategy and embedding evaluation into decision-making and practice across WFP. In addition, the Director oversees and supports the decentralized evaluation function, developing and managing guidance and support mechanisms necessary for high quality decentralized evaluation, aiming for comprehensive and balanced evaluation coverage and increasing use of strategic evaluation partnerships. This includes enhancing capacity across WFP to meet stakeholders' requirements for accountability; strengthening its culture of learning, together with its partners, and facilitating evidence-based decision-making.*

### **3. Responsibilities**

#### **3.1 Strategic Direction and Guidance**

##### **a. Corporate Strategy, Policy, Guidance & CO Coordination**

1. Establish the strategic direction for WFP evaluation function, set its normative framework and lead the formulation and implementation of the WFP Evaluation Policy, Corporate Evaluation Strategy and Evaluation Charter. This includes but is not limited to defining norms and standards for WFP evaluations, safeguards for impartiality, expected coverage and intended purpose of each evaluation type.
2. Act as secretariat to the Evaluation Function Steering Group (EFSG) and ensure that it regularly convenes.
3. Lead the formulation and implementation of a range of evaluation-related strategies, including but not limited to the Impact Evaluation Strategy, the Evaluation Capacity Development Strategy and the Evaluation Communication and Knowledge Management Strategy.
4. Elaborate OEV's work plan in consultation with WFP senior management and other stakeholders with the view to contribute WFP strategic management; it submits OEV's work plan for the Board's consideration as part of WFP's Management Plan.
5. Ensure complementarity between centralized and decentralized evaluations, by consulting regularly with other Headquarter Divisions, regional bureaux and country offices.
6. Periodically review and update the WFP Evaluation Quality Assurance System (EQAS) for both centralized and decentralized evaluations ensuring adherence to UNEG and other relevant international norms and standards as well as drawing from latest evaluation practice.
7. Effectively mainstream cross-cutting issues (equity, gender, inclusion of persons with disability, human rights, protection, accountability to affected population) into WFP evaluation processes and support the organization in mainstreaming these approaches in programme design and implementation to help ensure that the most vulnerable benefit from WFP services.

##### **b. Partnerships & Resource Mobilization**

1. Support WFP's efforts to ensure adequate resources are available for evaluation, including leading donor engagement and resource mobilization for impact evaluation.
2. Lead WFP's engagement with the UNEG, EvalPartners, ALNAP and other professional evaluation networks with the view to ensure that WFP evaluations contribute to the delivery of WFP's results under the 2030 Agenda.
3. Collaborate with the evaluation offices of the Rome-Based Agencies, focusing on joint learning and capacity building initiatives.
4. Enhance partnerships through commissioning and management of joint evaluations with offices of evaluations of other agencies.
5. Participate in Inter-Agency Humanitarian Evaluations within the humanitarian programme cycle of the Inter-Agency Standing Committee.

6. Cooperate with other evaluation functions within the UN system to establish systems and processes that allow for effective and efficient commissioning and management of UNSDCF evaluations and system-wide evaluations that support delivery of the 2030 Agenda.
7. Support WFP COs and RBs' efforts to develop national evaluation capacity (NECD) and lead WFP's engagement in global partnerships focusing on NECD as relevant.
8. Establish partnerships with academic organisations and other external agencies engaged in generating evaluation evidence in WFP programmatic areas.

### **c. Human & Financial Resources**

1. Develop a budget to support the implementation of OEV's work plan, for the Board's approval as part of WFP's Management Plan.
2. Exercise full delegated authority over and report on all human and financial resources allocated to the Office of Evaluation.
3. Support the development and management of sustainable corporate financing mechanisms for centralized and decentralized evaluations, including the Contingency Evaluation Fund, and Trust Fund for Impact Evaluation (TFIE).
4. Lead the strengthening of evaluation staffing capacity across WFP. This includes:
  - a. Setting evaluation job profiles and competencies in WFP and collaborating with RAM in developing/updating job profiles for M&E.
  - b. Recruiting new staff in OEV as per OEV staffing plan.
  - c. Maintaining a 50:50 mix across the function of externally recruited evaluation specialists with high levels of proven competency and experience and current WFP staff with the required competency for evaluation, appointed in line with WFP's reassignment policy.
  - d. Supporting Regional Bureaus and Country Offices in meeting their international professional staffing requirements for Evaluation and M&E Officer posts.
  - e. Performing global Staffing Coordinator functions for the Evaluation Function.
  - f. Co-managing the M&E Fit-Pool in collaboration with RAM.
  - g. Provision of technical support to RB and CO staff for the duration of any impact evaluation, including through placement of impact evaluation field coordinators, formal training and on-demand guidance and support.
5. Maintain a technical reporting relationship with Regional Evaluation Officers.
6. Provide guidelines on the most appropriate models for structuring M&E function within different CO contexts in coordination with HR and RAM.
7. Lead the formulation and implementation of the WFP Evaluation Capacity Development strategy coherent with corporate human resources and monitoring strategies.
8. Develop, periodically update and deliver WFP Evaluation Foundational Course and other corporate evaluation trainings such as the Evaluation Learning Programme (EvalPro).
9. Ensure complementarity between HQ-led and RB-led evaluation capacity development initiatives by consulting regularly with Regional Evaluation Units.

## **3.2 Technical Support**

### **a. Information, Knowledge & Learning**

1. Formulate and operationalize WFP Evaluation Communication and Knowledge Management Strategy in line with WFP Communications, Advocacy and Marketing Strategy and the WFP corporate Knowledge Management Strategy.
2. Support the Executive Director's promotion of a corporate culture of accountability and learning through the systematic planning of learning workshops as part of centralized evaluations' processes and the regular organization of Global Evaluation Meetings.
3. Publish all centralized and decentralized evaluation reports and related products on WFP internal and external websites and disseminate through UNEG, ALNAP and other global evidence repositories.
4. Contribute to global evidence mapping initiatives.
5. Ensure timely and appropriate communication of evaluation results to support organizational learning.
6. Promote the use of evaluation evidence to inform the design of corporate and regional and country-level policies, strategies and programmes. This includes but is not limited to reviewing draft Country Strategic Plans as part of the PRP process.
7. Analyse and synthesize available evidence and prepare synthesis and other learning products focussing on priority/strategic themes., and support WFP to generate evidence through impact evaluation windows that answer priority questions.
8. Organize the annual consultation on evaluation and evaluation roundtables with the Executive Board.
9. Facilitate learning across regions on decentralized evaluation practice and stimulate dialogue with the view to identify appropriate actions to strengthen the DE function across all regions.
10. Regularly present centralized evaluation findings, conclusions and recommendations to the Oversight and Policy Committee to facilitate dialogue with WFP senior management on WFP strategic and systemic issues.
11. Manage WFP evaluation community of practice, fostering engagement of WFP evaluation cadre and issue a periodic newsletter.
12. Contribute to the preparation of and actively participate to regional meetings where evaluation issues are discussed (CDs and REC meetings), upon request from the RB.

### **b. RB and CO Support & Services**

1. Advise HQ Divisions, RBs and COs on adequacy of evaluation planning and budgeting. While OEV provides direct advice to HQ Divisions and RBs, Regional Evaluation Units are primarily responsible for advising COs, seeking guidance from OEV as required.<sup>1</sup>
2. Provide technical support/guidance on any other evaluation-related activities at RB and CO level.
3. Support the identification, feasibility assessment, management, design, and delivery of impact evaluations in partnership with RBs and COs.
4. Ensure an enabling framework for the planning and commissioning of decentralized evaluations that support adherence to DEQAS through the set-up and management of a range of support mechanisms,<sup>2</sup> including:
  - a. A helpdesk which provides technical advice to commissioners of decentralized evaluations: OEV Helpdesk is the first port of call for HQ Divisions and RBs; it can also support COs when the issue is escalated by the RB;
  - b. Managing an Outsourced Quality Support Service;
  - c. Managing WFP Contingency Evaluation Fund;
  - d. Establishing and managing long-term agreements with firms providing evaluation services; and
  - e. Establishing and maintaining a roster of independent evaluators.

#### **c. Emergency Preparedness & Response**

1. Ensure that corporate emergencies Level 3 and protracted Level 2 crisis responses, including responses to multi-country crises, are evaluated either by WFP through an emergency response evaluation, a CSP evaluation or an inter-agency humanitarian evaluation. This may be complemented by decentralized evaluations covering certain aspects of the response, as appropriate.
2. Drawing from good practices, further enhance EQAS guidance and methodologies specific to evaluations of complex emergency responses.

### **3.3 Management Oversight**

#### **a. Corporate Performance Monitoring**

1. Define, monitor and report on key performance indicators for WFP Evaluation Function.
2. Develop and manage the WFP Evaluation Management Information System (MIS); provide timely updates on centralized evaluations; and provide quality assurance on data collected to inform the measurement of key performance indicators.
3. Prepare, publish and present the WFP Annual Evaluation Report, with contributions from RBs.

#### **b. Risk & Compliance Management**

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<sup>1</sup> For impact evaluations, Regional Evaluation Units should refer to OEV which will provide direct guidance to COs.

<sup>2</sup> In addition to the management of WFP Evaluation Learning Programme

1. Ensure adherence EQAS and UNEG norms and standards to all centralized evaluations.
2. Provide assurance on compliance with evaluation principles by all centralized evaluations.
3. In collaboration with HR, embed roles and accountabilities for evaluation into Country Director's performance management system.

**c. Independent Oversight**

1. Plan, select and manage all centralized evaluations to be conducted by independent evaluation teams.
2. Manage the programme of work for centralized evaluations, ensuring compliance with the Centralized Evaluation Quality Assurance System (CEQAS).
3. Approve centralized evaluation reports after appropriate consultation and quality assurance, for direct presentation to the Board without prior clearance by the Executive Director.
4. Advise management on the coherence between centralized evaluation recommendations and management responses.
5. Oversee and report on the decentralized evaluation function with a particular emphasis on coverage, quality, impartiality and utility.
6. Ensure the application of the impartiality provisions for centralized evaluations.
7. Ensure that impact evaluations uphold transparent and ethical processes, including peer review, registration of designs, ethical clearances, and publication of results.
8. Ensure independent quality assessment of all completed WFP evaluations.
9. Engage directly with the Executive Board to support its oversight of the evaluation function and present findings and recommendations from centralized evaluations.
10. Facilitate dialogue with senior management on the performance and further development of the evaluation function.

## Regional Bureaux

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### 1. Vision Statement

*The evaluation function plays a key role in strengthening WFP's contribution to ending global hunger. As outlined in WFP Evaluation Policy, the Evaluation Function aims to embed evaluation into the heart of an organizational culture of accountability and learning, ensuring that evaluation is planned for, and evaluation findings are comprehensively incorporated into all WFP's policies, strategies and programmes. Evaluations provide WFP decision-makers and all stakeholders with independent assessment of results for accountability and learning and enable WFP to better respond to the needs and expectations of the populations it serves.*

*The evaluation function is an integral, complementary yet distinct element of WFP's oversight and performance management system. To respond to its Strategic Plan commitments and related organizational strengthening initiatives, WFP adopted a model for its evaluation function, which combines centralized evaluation with demand-led decentralized evaluation. This model requires a strongly integrated function across WFP.*

*In line with WFP Evaluation Policy, the mission of the Regional Bureaux in evaluation is for WFP, at country and regional levels, to generate credible evidence tailored to regional needs and priorities and use it along with other credible evidence to inform strategic and operational decisions in ways that enhance WFP contribution towards zero hunger and agenda 2030 across COs in the region. In addition, evidence of such contribution should be shared internally and externally for accountability and learning as well as to support advocacy and resource mobilization efforts.*

### 2. RB preamble

*Regional Directors have an important role in the decentralized evaluation function and more broadly in overseeing the roll-out of the Regional Evaluation Strategies. They are responsible for ensuring application and safeguarding of the Evaluation Policy provisions for the decentralized evaluation function; and taking appropriate action to strengthen decentralized evaluation in line with the Policy and the Regional Evaluation Strategy with the support of OEV. Their engagement in centralized evaluation processes is also essential to shape those evaluations and ensure that they contribute to WFP strategic management. Finally, across both centralized and decentralized evaluation functions, Regional Directors are also responsible for ensuring that all available credible evaluative evidence the formulation of new programmes, strategies and other interventions across their respective regions.*

*Within the Regional Bureau, the Regional Evaluation Units under the leadership of the Regional Evaluation Officers are responsible for supporting the Regional Directors in meeting a large part of these accountabilities including rolling-out the Regional Evaluation Strategies and supporting/ advising COs on planning and commissioning of decentralized evaluations. However, other RB staff, including the Senior and other Regional Programme Advisers, and the Regional Monitoring Adviser also have a key role to play.*

*Regional Directors chair the Regional Evaluation Committees (REC) which mirror the EFSG at corporate level and are responsible for supporting the Regional Director in championing the Evaluation Policy in the region, steering the roll-out of the Regional Evaluation Strategy, exercising his/her authorities necessary for embedding evaluation into decision-making and practice across WFP, and facilitating the evaluation function's development in the region.*



### 3. Responsibilities

#### 3.1 Strategic Direction and Guidance

##### **a. Corporate Strategy, Policy, Guidance & CO Coordination**

1. Lead the formulation and operationalization of the regional evaluation strategy in line with WFP Evaluation Policy and Corporate Evaluation Strategy.
2. Convene regularly the Regional Evaluation Committee.
3. Actively participate in the Evaluation Function Steering Group and other key evaluation coordination meetings.
4. Identify key evidence gaps and define regional priorities for generating evidence.
5. Advise COs on evaluation planning as well as scoping, design and implementation of decentralized evaluations to meet priority learning needs and address accountability requirements.
6. Consolidate and periodically update the regional evaluation plan.
7. Ensure complementarity between centralized and decentralized evaluations, by consulting regularly with OEV and country offices.
8. Contribute to effectively mainstreaming cross-cutting issues (equity, gender, inclusion of persons with disability, human rights, protection, accountability to affected population) into WFP decentralized evaluation processes and support the country offices and the regional bureau in using available evidence to enhance mainstreaming of these approaches in programme design and implementation to help ensure that the most vulnerable benefit from WFP services.
9. Contribute to centralized evaluations:
  - a. Engage in strategic consultations with OEV to provide inputs on planning and prioritization of centralized evaluations.
  - b. Support and contribute to the centralized evaluation processes, notably access to required information, participating to internal reference groups (IRG) and providing feedback on draft evaluation products.
  - c. Contribute to the selection of WFP priorities for impact evaluation, including the design and implementation of impact evaluation windows, as well as the selection and coordination of specific impact evaluations;
10. Periodically provide inputs to enhance/update WFP Evaluation Quality Assurance System (EQAS).

##### **b. Partnerships & Resource Mobilization**

1. Support commissioning and management of joint evaluations at country and regional levels.
2. Lead or co-lead in partnership with other UN agencies on National evaluation capacity development efforts at country and regional levels.
3. Establish regional partnerships with UN agencies and other regional partners including regional and national evaluation associations.
4. Cooperate with the Regional Monitoring and Evaluation units of other UN agencies to establish systems and processes that allow for effective and efficient commissioning and

management of UNSDCF evaluations and system-wide evaluations that support delivery of the 2030 Agenda.

5. Lead WFP in inter-agency forums on evaluation issues at country and/or regional levels as required.

### **c. Human & Financial Resources**

1. Include budget requirements as part of the RB's submission to WFP's Management Plan to support the implementation of the Regional Evaluation Unit's work plan and meet technical support and oversight needs of COs.
2. Exercise full delegated authority over and report on all human and financial resources allocated to the Regional Evaluation Units.
3. Support COs access to the corporate financing mechanism for decentralized evaluations (Contingency Evaluation Fund).
4. Ensure that COs adequately plan and budget for centralized and decentralized evaluations, as well as impact evaluations where relevant, in line with the Evaluation Policy.
5. Sensitize and support Country Offices managers on prioritization of budget allocations to evaluation activities to foster availability and efficient use of resources in Country Offices.
6. Contribute to the strengthening of evaluation staffing capacity across the region. This includes:
  - a. Adequately staffing the Regional Evaluation Units and recruiting staff with high levels of proven competency and experience for evaluation.
  - b. Advising COs on appropriate staffing levels for monitoring and evaluation (M&E unit composition, staff profile, level of seniority, etc...)
  - c. Supporting COs in the recruitment processes of national and international staff/consultant/JPO for M&E positions within the region
7. Advise COs on the most appropriate models for structuring M&E function based on corporate guidelines and considering each country context
8. Facilitate evaluation capacity development initiatives in line with WFP corporate ECD strategy. RB-led skill development and learning opportunities may include direct coaching of CO Evaluation Managers by the Regional Evaluation Unit, organizing Temporary Duty (TDY) for CO Evaluation Managers and establishing a regional community of practice to facilitate peer learning; organizing regional workshops, country office level training tailored to regional/country-specific learning needs, facilitating access to external evaluation training courses or events.
9. Ensure complementarity between HQ-led and RB-led evaluation capacity development initiatives by consulting regularly with OEV.

## **3.2 Technical Support**

### **a. Information, Knowledge & Learning**

1. Advocate for the systematic organization of learning events among WFP staff and key partners as part of the decentralized evaluation processes.
2. Ensure that all decentralized evaluation TORs, evaluation reports and management responses are submitted to OEV for publication on WFP websites.
3. Ensure that evaluation contributes to wider regional knowledge management initiatives and efforts.
4. Promote WFP's evaluation culture of accountability and learning engaging with regional and country staff to enhance learning from and use of evaluation evidence in programme and strategies design. This includes notably analysing available evidence relevant to the region and developing country or thematic evidence summaries and organizing learning events to disseminate such evidence.
5. Review draft Country Strategic Plans and budget revisions to ensure that they are grounded on and informed by evaluation evidence.
6. Ensure that regional strategies, initiatives, donor proposals and fundraising initiatives draw from evaluation evidence.
7. Ensure knowledge gained through evaluation activities, including the measurement of results, data collection processes, methods of analysis, and findings, contributes to monitoring and evaluation activities in the region.
8. Actively participate to WFP evaluation Community of Practice and foster engagement from CO M&E staff.
9. Issue periodic regional evaluation bulletins/newsletters.
10. Contribute to the preparation of and actively participate to the Global Evaluation Meeting.

#### **b. RB and CO Support & Services**

1. Provide technical guidance to Country Offices to ensure that their evaluation plans are aligned with the Evaluation Policy minimum coverage norms. Review draft CSPs and budget revisions to ensure adequacy of evaluation plans.
2. Provide the first level of technical remote and onsite support/advice to Country Offices commissioning decentralized evaluation to support adherence to the Decentralized Evaluation Quality Assurance System (DEQAS). This includes ensuring appropriate use of corporate DE support mechanisms managed by OEV; resolving arising issues and seeking further advice from OEV when required.
3. Support Country Offices in accessing appropriate evaluation expertise for decentralized evaluations and proactively identify qualified evaluation service providers in the region.
4. Advise and support COs that have adequately budgeted for a decentralized evaluation but face genuine funding shortfalls on modalities for accessing the Contingency Evaluation Fund.
5. Manage country-level decentralized evaluations to high professional standards, or support outsourced external evaluation manager, when other evaluation management options within the CO are unavailable.
6. Support country offices on any other evaluation-related issues.
7. Assess the evaluability of Country Strategic Plans.

#### **c. Emergency Preparedness & Response**

1. Include specific evidence on emergency preparedness and response in the thematic evidence analysis and disseminate to relevant staff to strengthen WFP approach to EPR.
2. Provide technical guidance to Country Offices to ensure that emergency programmes have adequate evaluation plans in consultation with OEV.
3. Ensure that CO EPR minimum requirements, risks and mitigation action and associated plans include the implications that emergencies would have on ongoing/planned evaluations and what should be done to minimize negative effects.
4. Advise and provide technical assistance to COs to develop and implement contingency plans for DE processes, tailored to the emergency and response situation.

### 3.3 Management Oversight

#### **a. Corporate Performance Monitoring**

1. Oversee and report on the decentralized evaluation function across the region.
2. Collect the data needed to inform the measurement of key performance indicators for the decentralized evaluations within the region.
3. Provide timely updates on decentralized evaluations across the region in the Evaluation Management Information System (MIS) in close collaboration with OEV.
4. Provide inputs to OEV on corporate reports such as the annual evaluation report.

#### **b. Risk & Compliance Management**

1. Ensure adherence to the corporate normative framework for decentralized evaluations (DEQAS) especially in relation to quality assurance and impartiality provisions.
2. Provide assurance on compliance with evaluation principles by all decentralized evaluations across the region.
3. Prepare management responses to centralized evaluation recommendations for which the RD is nominated as OPC lead; implement follow-up actions that are addressed to the regional bureau and oversee the implementation of follow-up actions addressed to country offices<sup>3</sup>.
4. Ensure that management responses to decentralized evaluations commissioned in the region are prepared; ensure that they adequately address the recommendations, approve them and ensure that they are made publicly available.
5. Track and ensure the implementation of follow-up actions to recommendations from all decentralized evaluations across the region.<sup>3</sup>
6. Ensure that CDs deliver on their evaluation-related accountabilities as part their overall supervisory role.

#### **c. Independent Oversight**

1. Ensure the application of the impartiality provisions for decentralized evaluations across the region.

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<sup>3</sup>In line with corporate guidance, the responsibility for overseeing the implementation of follow-up actions falls under the Regional Compliance Officer or Regional Monitoring Adviser's responsibility

2. Manage thematic, complex or sensitive regional and/or multi-country level decentralized evaluations in adherence with DEQAS.