

SAVING
LIVES
CHANGING
LIVES



In brief

WFP's Evaluation Function

Introduction

WFP's evaluation function is framed by three foundational pillars:

- ✓ The **Evaluation Policy (2016-2021)**, approved by the Executive Board in November 2015, sets the vision, strategic direction and model for WFP's evaluation function – to embed evaluation as an integral part of all our work and thereby, help strengthen WFP's contribution to ending global hunger and achieving the 2030 Agenda for Sustainable Development Goals.
- ✓ The **Evaluation Charter**, issued by the Executive Director in May 2016, confirms the mandate and governance of the evaluation function, and establishes the necessary staff authorities, roles and institutional arrangements to operationalise the policy.
- ✓ The **Corporate Evaluation Strategy (2016-2021)**, endorsed by the Executive Management Group in April 2016, sets out a phased implementation plan, comprising all the elements and activities required for building the model of a combined centralized and demand-led decentralized evaluation function which meets UN evaluation norms and standards, and achieves the Policy's vision.

The evaluation function supports WFP's accountability, learning and continued strengthening, which comes not only from confirming and amplifying what we are good at, but also from asking challenging questions, welcoming external perspectives, and acting on lessons learned.

WFP's Evaluation Function Foundational Documents or Pillars

Policy: sets vision & strategic direction for WFP's evaluation function (Centralized and Decentralized)



Strategy: describes all the elements/workstreams necessary for **phased implementation**

Charter: sets new **mandate, governance, authorities & institutional arrangements**

WFP's Evaluation Policy

Evaluation is the systematic and impartial periodic assessment of the performance of WFP's activities, operations, strategies and policies. It provides evidence on achievement of intended and unintended results, causal contributions and performance (accountability); and helps to understand the reasons and factors affecting performance and results for continuous improvement (learning).

The 2016-2021 Evaluation Policy aims to strengthen WFP's contribution to ending global hunger by embedding evaluation into the heart of its culture of accountability and learning, ensuring that evaluation is planned for, and evaluation findings are comprehensively incorporated into all WFP's policies and programmes.

The policy sets the vision and purpose of evaluation in WFP's contemporary internal and external contexts. Its phased implementation shifts evaluation from being mostly the business of the Office of Evaluation (OEV) to its being an integral part of all WFP's work.

The application of the foundational evaluation principles of **independence, credibility and utility** (Figure 1) ensure evaluation quality, and enhance organisational accountability and learning by enabling confidence in the independence and credibility of evaluation findings, recommendations and lessons for continual improvement of WFP's performance and results.

To underpin WFP's commitment to safeguarding the independence and impartiality of all evaluations, the policy identifies specific provisions for impartiality; and

clarifies the **roles and accountabilities** of the main stakeholders in the evaluation function: Executive Board; Executive Director; Director of Evaluation; Directors of HQ Divisions, Regional and Country Directors.

As appropriate, evaluations in WFP consider application of the UN Charter humanitarian and related principles on gender, protection and accountability to affected populations, ethics, principles for interventions in fragile situations and the Paris Declaration principles for aid effectiveness.

Figure 1: Evaluation Principles



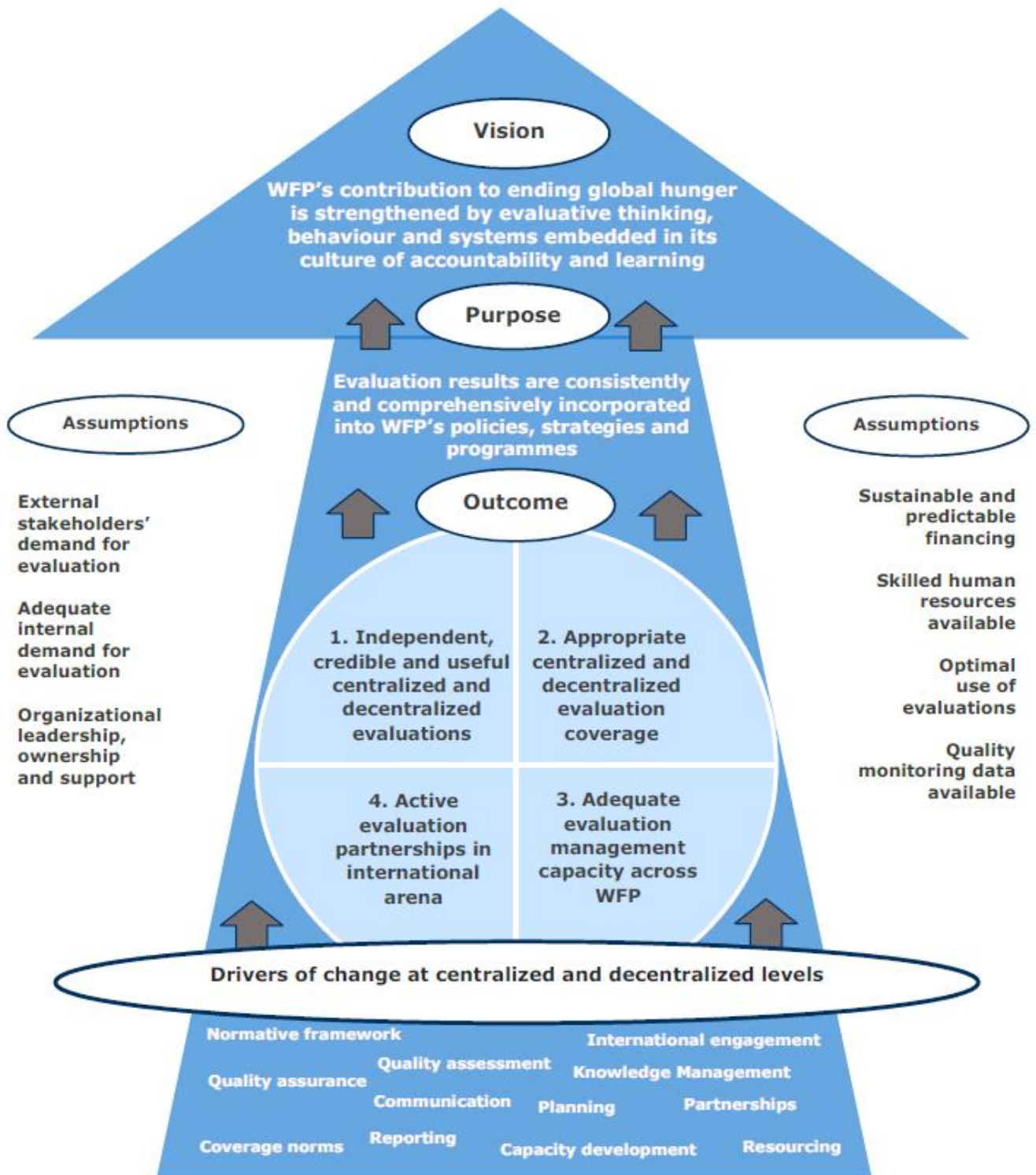
As illustrated in the **Theory of Change** (Figure 2), the Policy is achieved by adopting a phased approach to attain the **following outcomes**:

- 1) Independent, credible and useful **evaluations embedded into the policy and programme cycle**, with all evaluations managed in accordance with the United Nations Evaluation Group's (UNEG) Norms & Standards, and WFP's Evaluation Quality Assurance System (EQAS).
- 2) Appropriate application of evaluation **coverage norms** to WFP's policies, strategies and

programmes, either by the Office of Evaluation (centralized evaluations) or by other Headquarters divisions, Regional Bureaux and Country Offices (decentralized evaluations).

- 3) **Capacities for evaluation** enhanced across WFP, with management arrangements that meet the United Nations Evaluation Group norms and standards.
- 4) Best practices in evaluation are developed and modelled through **partnerships** with other international humanitarian and development evaluation actors relevant to WFP's work.

Figure 2: Evaluation Policy Theory of Change



The **evaluation function** comprises the **normative framework** and the set of **accountabilities** applicable at centralized and decentralized levels to meet the policy objectives. It includes the following:

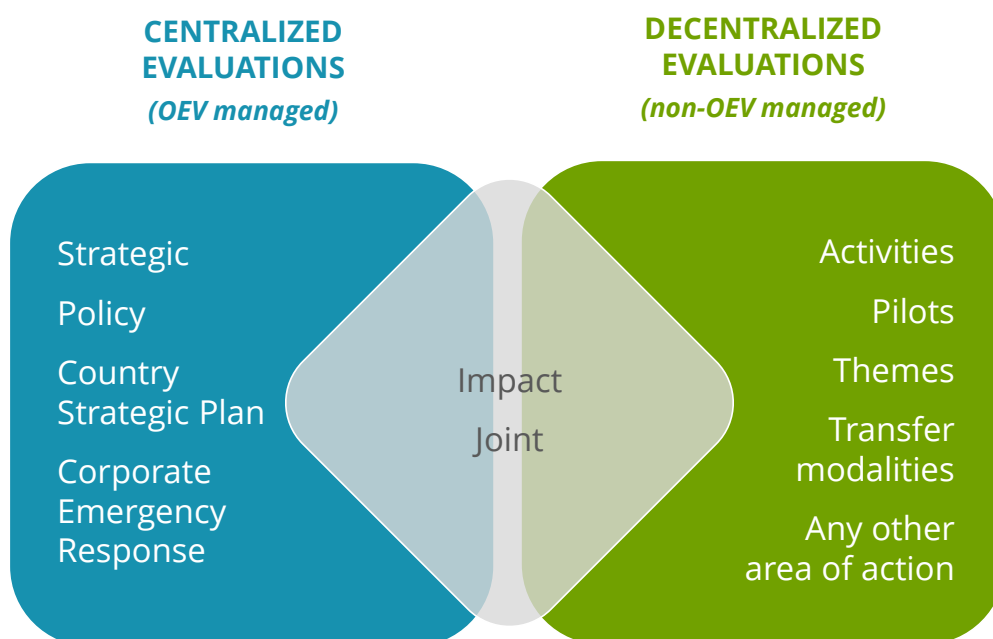
- **Planning and selection.** Evaluation is integrated into WFP's policy and programme management cycle and stakeholder requirements.
- **Quality.** adherence to WFP Evaluation Quality Assurance System based on UNEG Norms and Standards; and all completed evaluations are independently quality assessed.
- **Use, communication and follow-up.** Stimulate learning by actively communicating evaluation results to all stakeholders and applying them in policy, strategy and programme design. All evaluations and management responses are publicly available.
- **Partnerships.** Aligned with the Agenda 2030 call for stronger evaluation partnerships worldwide, the Policy commits to inter-agency collaboration and strengthening of national evaluation capacities.

An effective evaluation function requires secure, predictable and adequate **financial and human resources**. Through the evaluation policy, WFP is committed to progressively allocating 0.8% of its total contribution income to address the needs of its entire evaluation function over the life of the policy; to sustainable financing solutions for decentralized evaluations; and to the establishment of evaluation adviser posts in Regional Bureaux by 2017.

There are **two categories of evaluations** in WFP: those commissioned and managed by the Office of Evaluation - **Centralized Evaluations**; and those commissioned and managed by the Country Offices, Regional Bureaux and HQ-based Divisions - **Decentralized Evaluations**.

Figure 3 explains the alignment of the **types** of various evaluations conducted in WFP to Centralized and Decentralized evaluation categories. All evaluations are conducted by independent consultants and made publicly available (www.wfp.org/evaluation).

Figure 3: Evaluation Types





The policy envisages a **phased approach** (see Figure 4) for progressive **application of the agreed minimum coverage norms** (Table 1).

Table 1: Minimum Evaluation Coverage Norms

Centralized Evaluation	Decentralized Evaluation
<ul style="list-style-type: none"> ▶ Strategic evaluations providing balanced coverage of WFP’s core planning instruments, including elements of the WFP Strategic Plan (2017–2021) and related strategies. ▶ Evaluation of policies 4–6 years after the start of implementation¹. ▶ Country Strategic Plan Evaluations (CSPEs)² are required in the penultimate year of the Country Strategic Plan (CSP). For Interim Country Strategic Plans (ICSPs), the Evaluation Policy (2016–2021) coverage norm set out for country portfolio evaluations applies³. ▶ Evaluation of all corporate emergency responses, sometimes jointly with the Inter-Agency Standing Committee. ▶ Evaluation of corporate Level 3 and protracted Level 2 crisis responses, including multi-country crises, will be conducted by WFP or through inter-agency humanitarian evaluations (in accordance with revised inter-agency humanitarian evaluations guidelines) or country strategic plan evaluations together with decentralized evaluations of certain aspects as appropriate. 	<ul style="list-style-type: none"> ▶ At least one decentralized evaluation is planned and conducted within each CSP and ICSP cycle. Should the CSP or ICSP be extended beyond 5 years, the country office should conduct an additional decentralized evaluation. <p>Recommended:</p> <ul style="list-style-type: none"> ▶ before the scale up of pilots, innovations and prototypes; ▶ for high-risk⁴ interventions, and before the third application of an intervention of similar type and scope.

¹ WFP policy formulation (WFP/EB.A/2011/5-B).

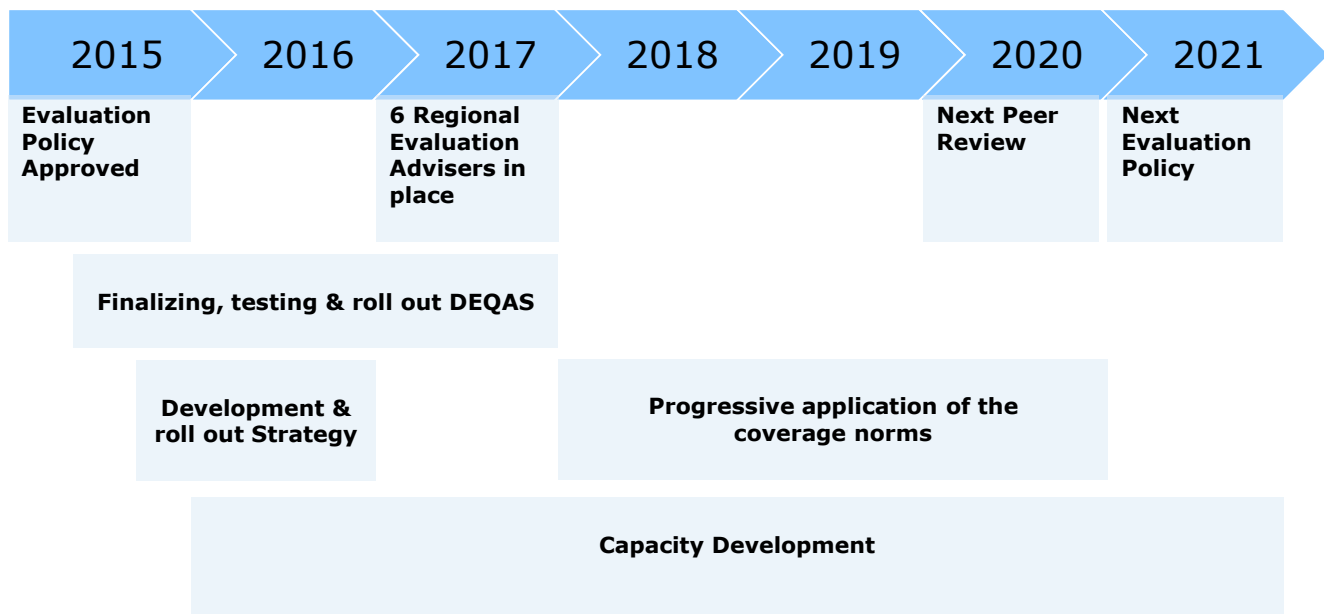
² The original norm set in the Evaluation Policy was amended by the WFP Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

³ Every 5 years for the 10 largest country offices; and every 10–12 years for all other country offices.

⁴ Enterprise risk management policy (WFP/EB.2/2018/5-C)



Figure 4: Phased approach timeline



WFP's Evaluation Charter

The **Evaluation Charter**, issued by the Executive Director in May 2016, enshrines the **mandate and governance of WFP's evaluation function**. It established the **staff authorities required by the**

Policy and set out the 14 **institutional arrangements** to operationalise the policy. Table 2 provides an updated description, reflecting progress made since 2016.

Table 2: Institutional Arrangements for WFP's Evaluation Function

Adaptation of Existing Arrangements	New Arrangements
<p>EB Annual Consultation on Evaluation (ACE)</p> <p>In addition to review of OEV's work plan and approval of OEV's budget as part of WFP's Management Plan, the focus of the ACE will be broadened to consider progress on implementation of the Evaluation Policy and effectiveness of WFP's entire evaluation function.</p>	<p>Evaluation Function Steering Group (EFSG)</p> <p>Chaired by the Deputy Executive Director, OEV's secretariat support, and cross-functional membership at Director level, the EFSG will support the ED's role in safeguarding the Policy's provisions; fostering and embedding the evaluation culture into decision-making and practice across WFP. It will review policy implementation progress, provide strategic guidance, resolve issues and take decisions on some resourcing aspects of the Policy.</p>
<p>Management Response and Follow Up system</p> <p>To facilitate enhanced tracking of the implementation of actions in response to recommendations from both centralized and decentralized evaluations to allow qualitative analysis of evaluation recommendations and of management's follow-up actions to meet accountabilities for decentralized evaluation, OEV will contribute to the design of a governance, risk and compliance system led by the Resource Management Division, this is intended to ensure systematic and coherent monitoring of the implementation of all oversight recommendations, including those from WFP centralized and decentralized evaluations.</p>	<p>Regional Evaluation Committee (REC)</p> <p>Mirroring the EFSG at Regional level, the REC will support the Regional Director's new accountabilities and build awareness, demand, use and planning for evaluation across Regions and COs. Regional Evaluation Officers will provide the secretariat for the REC.</p>
<p>Strategic Programme Review Process (SPRP)</p> <p>To ensure that evaluation evidence is incorporated into programmes, policies and strategies at design stage, including Country Strategic Plans. Regional evaluation officers and OEV will continue to map evidence from recent global and country-level evaluations and identify ways of strengthening the evidence base for informing decisions regarding future programme design and implementation.</p>	<p>Sustainable Financing Task Force</p> <p>To ensure sustainable financing of the evaluation function, especially at the country and regional levels. Chaired by the Director of Budget, the cross-divisional task force established in 2018 was tasked to develop a strategic approach in order to resolve issues, especially cross-divisional ones, provide strategic guidance, and steward and support the resourcing mechanisms that underpin the evaluation policy.</p>
<p>Staff Performance Management and Directors' Assurance on Internal Control Frameworks</p> <p>To embed evaluation responsibilities for impartiality, coverage and use, evaluation requirements are included in the Directors' Assurance Statements and will be integrated into relevant staff performance and competency enhancement system (PACEs) and work plans across WFP.</p>	<p>DE Committee (temporary)</p> <p>To ensure due process in evaluation management, and minimize bias, a DE committee will be convened for each DE commissioned.</p>
<p>Post-hoc Quality Assessment</p> <p>To contribute to the credibility and continuous improvement WFP's evaluations, the Post-hoc Quality Assessment covers all completed evaluations, including Des. Summary results are made publicly available and will continue to be shared with evaluation commissioners.</p>	<p>Integrated package of measures to safeguard impartiality provisions</p> <p>In addition to existing mechanisms for safeguarding impartiality and ethics provisions in line with the Evaluation Policy, OEV will further strengthen its approach to centralized and decentralized evaluations by developing an integrated package of measures aimed at pre-empting and facilitating prompt resolution of situations where impartiality and ethics are at risk.</p>
<p>Evaluation Repository and Management Information System</p> <p>OEV's system covers both CE and DEs and provides access to evaluation results for all WFP stakeholders for accountability and learning purposes. The corporate evaluation Management Information System facilitates corporate reporting against KPIs for the WFP evaluation function.</p>	<p>Evaluation Community of Practice</p> <p>To help build WFP's evaluation culture and capacity, OEV's current informal network was replaced by WFP 'communities' platform for evaluation to share knowledge, experience and learning as Policy implementation proceeds.</p>

WFP's Corporate Evaluation Strategy

Building on the Policy's Theory of Change and normative framework, and the Evaluation Charter's institutional arrangements, the **Corporate Evaluation Strategy 2016-2021** sets a phased plan for Policy implementation.

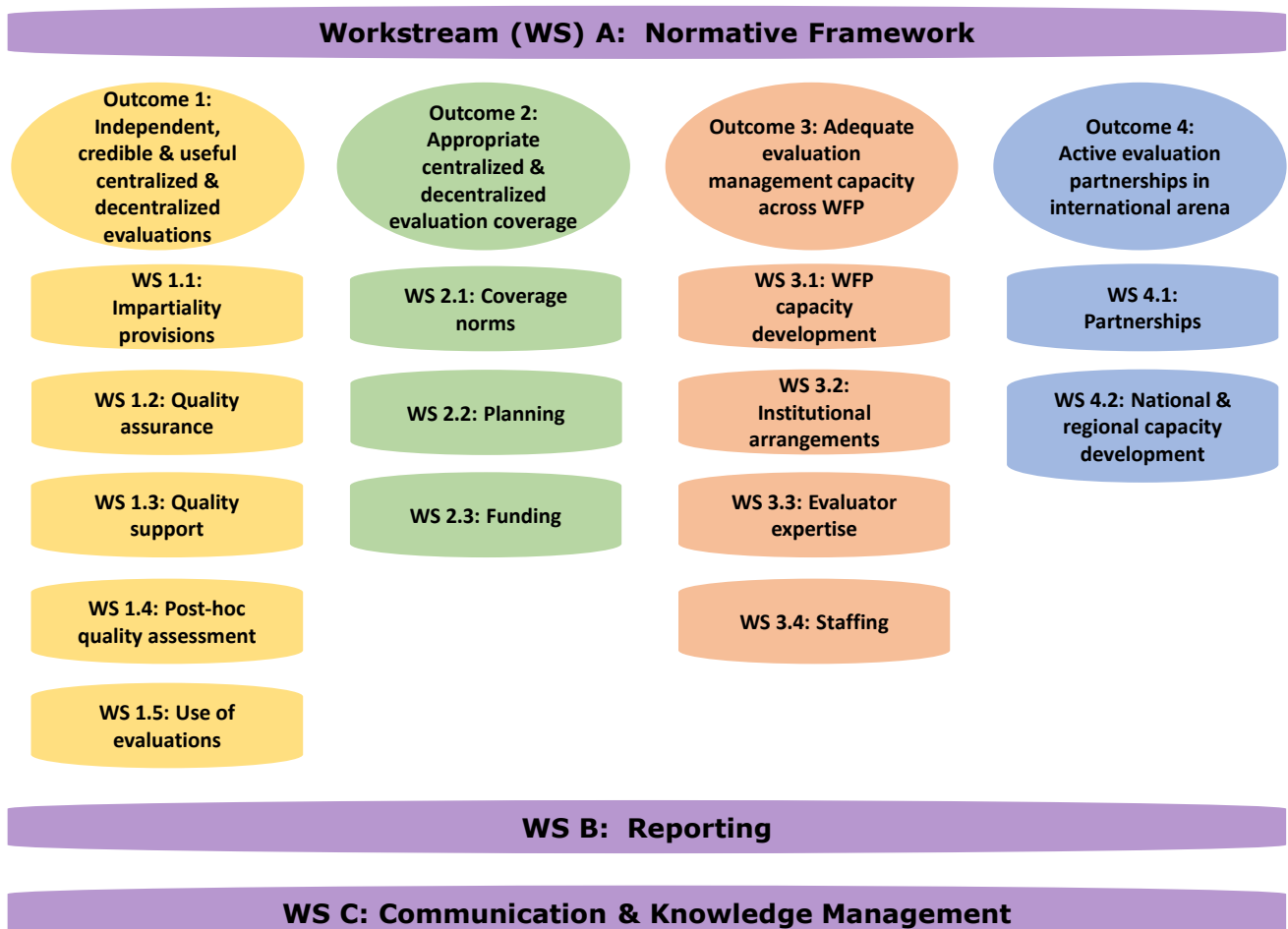
The evaluation strategy comprises all the elements and activities required for WFP's model of a combined centralized and demand-led decentralized evaluation function to meet UN evaluation norms and standards, achieving the Policy's vision.

It describes various Workstreams to achieve each Policy Outcome, and others that cut across all Outcomes,

together with their corresponding expected results, activities and internal partnerships timelines and phasing. Figure 5 provides an overview of the Strategy and Annex 1 summarizes the workstreams, key activities and partners to achieve it.

In view of the importance of adequate **human and financial resources** for policy implementation, the Strategy also proposes funding sources⁵ for all the workstreams, supporting the needs of the overall evaluation function and meeting the policy's evaluation resourcing target of 0.8% of contributed WFP income.

Figure 5: Corporate Evaluation Strategy Overview



⁵ PSA, Project funds and other sources including multilateral and trust funds, SRAC allocation (Contingency Evaluation Fund) managed by the Evaluation Function Steering Group



Evaluation Function Reporting

As the evaluation function is embedded across WFP, the implementation of the Policy, Charter and Strategy has been supported by a reporting system which provides information on progress and where adjustments need to be made. The reporting system covers the entire function and ensures that progress is evidenced on all four evaluation policy outcomes in the following areas: evaluation coverage, quality of evaluation reports, use of evaluations, evaluation partnerships and joint evaluations, and financial and human resources (see Annex I). The Annual Evaluation Report is, and will remain, the primary channel for reporting to the Executive Board.

Looking Forward

Implementation of the workstreams, activities and institutional arrangements elaborated in WFP's Evaluation Charter and Strategy enables WFP to meet its evaluation policy vision and purpose through:

- ✓ Planning independent and impartial evaluation into its policies, strategies and country strategic plans from the outset, to generate the evidence and knowledge WFP needs to achieve its goals in an increasingly complex world.
- ✓ Commissioning a greater number of independent and credible evaluations, including impact evaluations, to meet all stakeholders' needs - at the right time, and with the right partners to maximise feedback and use of evaluation results while making sure that the necessary sustainable funding mechanisms are in place for WFP evaluation function.
- ✓ Broadening WFP's culture of accountability and learning and evaluation partnerships in international arena, by building on evaluations managed only by the Office of Evaluation to generating and sharing evaluation lessons across HQ, Regional Bureaus and Country Offices.
- ✓ Building a cadre of evaluation staff to better engage in the country-led Zero Hunger and evaluation partnerships, which are expected to increase under Agenda 2030, helping to meet the expectations of the people WFP serves, worldwide.

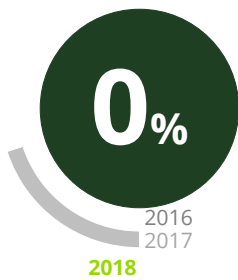
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Evaluation coverage KPIs

active policies evaluated



active policies evaluated within 4 to 6 years after start of implementation



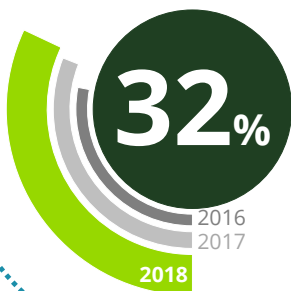
WFP ten largest portfolios, covered by a CPE in the previous 5 years



active corporate emergency responses ongoing in the previous 3 years evaluated



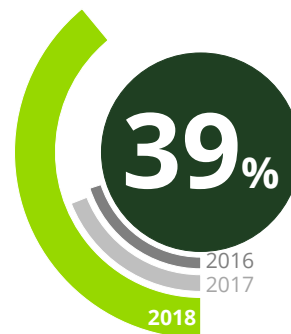
WFP portfolios (excluded 10 largest), covered by a CPE in the previous 10 years



country programmes that ended in 2018 had an evaluation that year or the previous one



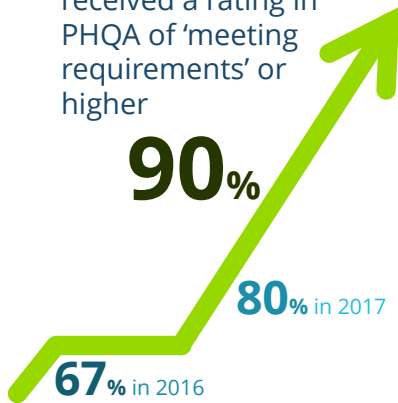
country offices have completed at least one decentralized evaluation within a 3 year period



2

Evaluation quality KPI

evaluation reports received a rating in PHQA of 'meeting requirements' or higher

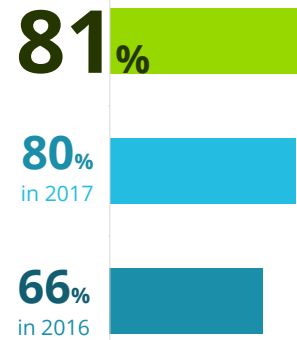
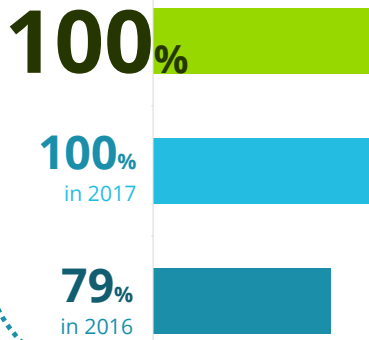


3

Evaluation use KPIs

strategic programme review documents commented on by OEV

Implementation of actions within management responses



5

Evaluation funding KPI

0.19% is the expenditure on evaluation as a percentage of WFP total contribution income

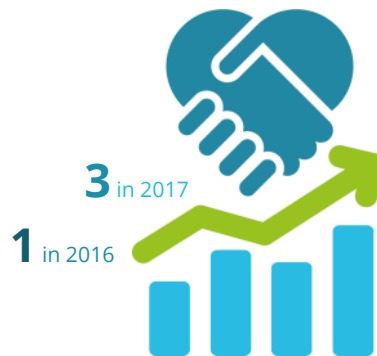


0.18% in 2017
0.15% in 2016

6

Evaluation partnerships KPI

5 joint and inter-agency humanitarian evaluations in which WFP participated





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