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# WFP Impact Evaluation Strategy

(2019–2026)



WFP Office of Evaluation



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# Foreword

In the era of the Sustainable Development Goals, evaluation evidence is needed more than ever. Evaluations help the World Food Programme (WFP) perform better, improving the lives of the millions of poor and vulnerable people the organization serves every day. Knowing which interventions do – and do not – work provides essential information to steer a more precise course towards Zero Hunger. In this context, impact evaluation can play a unique role in generating robust evidence essential for policy making, critical to improving programme success and valuable for learning and accountability.

Developed by WFP's Office of Evaluation (OEV), this Impact Evaluation Strategy (2019-2026) describes how WFP can play a greater role in humanitarian and development impact evaluation, with the ambition of contributing operationally relevant evidence with global significance to the achievement of the Sustainable Development Goals. The Impact Evaluation Strategy, which sits under the WFP Evaluation Policy (2016-2021) and the Corporate Evaluation Strategy (2016-2021), was developed through a process of consultations, workshops and comparative

analyses with our partners in other international organizations, including the World Bank, FAO, IFAD and UNICEF, among others.

For WFP, the world's largest humanitarian organization fighting hunger and malnutrition, impact evaluation can make a major contribution towards saving lives and changing lives. The potential return on investment for evidence generated by impact evaluations far outweighs initial investment in resources. Achieving the vision set out in this strategy will ultimately depend on strong support from WFP leadership and its partners.

As Director of Evaluation, I am pleased to introduce this Impact Evaluation Strategy, confident it will contribute to our global efforts to achieve the Sustainable Development Goals.

**Andrea Cook**  
Director of Evaluation



## Section 1: Introduction

This Impact Evaluation Strategy is set out through the following sections: Section 2: Why Should WFP Invest in Impact Evaluation? provides background information regarding the use and potential benefits of impact evaluations; Section 3: Impact Evaluation in WFP, gives an overview of past and ongoing centralized and decentralized impact evaluation activities; Section 4: Key Considerations for an Impact Evaluation Function, highlights some of the choices to be made when developing an impact evaluation function for WFP; Section 5: Vision and Objectives of the Impact Evaluation Strategy provides a detailed description of the objectives of the strategy; Section 6: Impact Evaluation Activities, provides a broad overview of the main activities to be implemented; Section 7: Strategy Implementation, Oversight and Monitoring, sets out the management, oversight, monitoring and reporting mechanisms to support the impact evaluation function in WFP; and Section 8: Resourcing the Impact Evaluation Strategy gives an overview of funding requirements

and sources for delivering the impact evaluation strategy.

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*Assisting 86.7 million people in around 83 countries each year, the World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience.*

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While the strategy covers a period of seven years, the first two years will be a pilot phase, designed to test the level of demand and develop approaches to supporting and delivering impact evaluations across WFP. This is intended to ensure that the operational model taken is fit for purpose and meets organizational needs. Lessons learned during this pilot phase will be reflected in WFP's next evaluation policy.

## Section 2: Why Should WFP Invest in Impact Evaluation?

Impact evaluations answer questions such as what, how and for whom results have been achieved. For international organizations and donors, the increased use of impact evaluations is driven by a need to demonstrate results in clear and measurable terms.

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*Measuring the impact (i.e. net effect) of an intervention enables stakeholders to understand whether something works. Equally, testing multiple ways of achieving the same result can help to identify which interventions represent the greatest value for money and are the most suitable for scale-up and replication.*

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Impact evaluations have already proven to be valuable for development interventions. In 2015, a World Bank report<sup>1</sup> found that: “projects with impact evaluations are more likely to implement their activities as planned and, in so doing, are more likely to achieve their objectives”.

The Agency Française de Développement (AFD) found<sup>2</sup> that impact evaluations support policymakers and practitioners by

providing evidence for: 1) the impact of interventions 2) factors of success 3) supporting/contesting theoretical assumptions 4) effects of scaling (from micro to macros) and 5) assessing value for money.

Many donors<sup>3</sup>, international development organizations<sup>4</sup> and non-governmental organizations<sup>5</sup> have adopted impact evaluation as a tool for learning and accountability purposes. The benefits of using impact evaluations have increased demand and led to corresponding increases in supply from social scientists and evaluators specialized in impact evaluation methodologies. As a result, impact evaluation as a practice has become prevalent across international development programming and related social science research.

Interest in and donor funding for impact evaluations have also led to a rise in impact evaluation networks and organizations, including the Abdul Latif Jameel Poverty Action Lab (J-PAL), the Evidence in Governance and Politics (EGAP), the Innovations for Poverty Action (IPA), the International Initiative for Impact Evaluation (3ie), and World Bank Development Impact Evaluation (DIME) unit. As a result of these initiatives, the impact evaluation research

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<sup>1</sup> Legovini et al (2015), “Impact Evaluation Helps Deliver Development Projects”, World Bank, Washington D.C., WPS7157:

<http://documents.worldbank.org/curated/en/2015/01/23173058/impact-evaluation-helps-deliver-development-projects>

<sup>2</sup> Pamiès-Sumner, S. (2015), “Development Impact Evaluations: State of Play and New Challenges”, AFD: <https://www.afd.fr/en/development-impact-evaluations-state-play-and-new-challenges>

<sup>3</sup> Including, Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ), the UK Department for International Development (DFID).

<sup>4</sup> Including, the International Fund for Agricultural Development (IFAD) and the International Organization for Migration (IOM), the United Nations Children’s Fund (UNICEF), WFP and the World Bank.

<sup>5</sup> Including, Building Resources Across Communities (BRAC), the International Rescue Committee (IRC), Oxfam.

design registry, hosted by the Evidence in Governance and Politics (EGAP), has received 1193 entries since 2009. DIME already has a portfolio of more than 170 impact evaluations.

Despite global recognition of the value of impact evaluation, the humanitarian sector has not benefitted to the same extent as the development sector. Fragile and rapidly evolving contexts may have limited impact evaluations in the past, but today's new technologies and data sources present opportunities for WFP to harness the potential of impact evaluation, notably in

bridging the humanitarian-development nexus, and shifting from strictly short-term emergency responses to embrace the country strategic plan model. As countries and donors invest in data disaggregation and commit to the data revolution, humanitarian organizations are under increasing pressure to use new technology and innovation to demonstrate the effectiveness of their interventions in supporting poor and marginalised populations escape poverty. Impact evaluation can help WFP contribute to achieving the SDGs and leaving no one behind.



## Section 3: Impact Evaluation in WFP



The WFP Evaluation Policy (2016-2021) defines impact evaluations as assessments of the positive and negative, direct or indirect, intended or unintended changes in the lives of affected populations in receipt of WFP interventions. The Office of Evaluation expanded on this definition by specifying that impact evaluations measure changes in development outcomes of interest for a target population that can be attributed to a specific programme or a policy through a credible counterfactual.

The WFP evaluation guidance<sup>6</sup> notes that impact evaluations are useful in answering cause and effect questions to understand whether interventions have had an impact, i.e. net effect, on target populations, and to assess the extent of the impact and how it came about. The term “impact” is understood as short-term or long-term “changes and effects”, which is not to be confused with impact indicators in a results chain.

### COUNTERFACTUAL

*WFP defines the counterfactual as estimating what would have happened in the absence of the intervention – or, establishing that outcomes for the beneficiaries would not be present without the intervention.*

<sup>6</sup> WFP 2017. Technical Note: Impact Evaluation.

Impact evaluations are useful to demonstrate the impact of an intervention to support decision making, particularly to:

- Assess innovative programmes
- Inform strategic decisions on whether to scale up innovations and pilots
- Test whether a programme is replicable in a new context
- Test causal pathways and delivery mechanisms

Impact evaluations complement other kinds of evaluation. Although useful under the right circumstances, WFP does not expect every programme and intervention to be subject to impact evaluation. In many cases it will be undesirable to do an impact evaluation for a wide range of reasons (for example, budget, timing, questions of interest). It is therefore important to consider impact evaluation as one tool in a wider spectrum of evidence-generating activities.

## A SHORT HISTORY OF WFP IMPACT EVALUATIONS

Since **2005**, WFP has completed four series of centralized impact evaluations, comprising a total of 23 impact evaluations.

In **2015**, WFP partnered with 3ie to deliver a series of four impact evaluations focused on moderate acute malnutrition (MAM) interventions in humanitarian settings, as part of 3ie's Humanitarian Assistance Thematic Window (HATW). The series provided useful evidence for improving WFP policies and operations, but also raised new questions about nutrition and humanitarian interventions that should be answered in future impact evaluations. While this experience reinforced the value of impact evaluations in humanitarian contexts, it also highlighted the need for a more strategic approach to delivering them.

Since **2016**, WFP has increasingly commissioned decentralized impact evaluations. To support the decentralization process, WFP is building the awareness and capacity of country offices for selecting the best tools to meet different evidence needs, including impact evaluations, activity evaluations, research and reviews. The Office of Evaluation, regional evaluation officers (REOs), and policy and programme units can all support WFP teams to decide when an impact evaluation is feasible and desirable, or whether it is better to use alternative approaches for generating evidence. In addition, WFP currently has 10 planned or ongoing decentralized impact evaluations.

Consultations with WFP staff and partners conducted during the development of this strategy indicate growing demand for WFP impact evaluations related to several trends and factors, including:

- **Strategic approach to WFP programming.** The WFP Integrated Road Map (2016) emphasizes strengthening the organization around strategic priorities. This led to the need for developing country strategic plans in every country office. Country strategic plans set priorities for multiple years, which in turn encourage offices to think about what they want to achieve and the results they want to deliver in the medium term.
- **Growing range of interventions and related target outcomes.** WFP has witnessed a steady increase in the use of Cash-Based Transfers (CBT) in recent years (35 percent of the asset transfer portfolio in 2018). The growing use of CBT has the added challenge of ascertaining how to potentially address a range of food, education, health and other needs simultaneously (for example, with multipurpose cash). However, broadening the range of potential outcomes also requires much stronger evidence for the effects of interventions in specific outcome areas.
- **Commitment to building national capacities.** Sustainable Development Goal 17 commits WFP to seeking to strengthen global partnerships, including improving data, monitoring and accountability. Many partner countries are increasingly interested in harnessing impact evaluation as a tool for finding the most cost-effective solutions for delivering interventions

that achieve development and humanitarian objectives.

- **Accountability for results.** Knowing what kind of impact WFP actions have on the lives of the people it serves is core to ensuring accountability. WFP impact evaluations are therefore an important tool for describing and detailing to donors, country partners and target beneficiaries the difference WFP interventions are making.
- **Declining availability of official development assistance.** Scarcity encourages competition and this is also true for organizations relying on official development assistance to finance their work. When donors are forced to make tough choices about which organizations to fund, they consider the strength of evidence for their effectiveness. WFP country offices are keenly aware that they need to demonstrate the effectiveness of their interventions in order to remain competitive.

Consultations also identified that WFP is capable of delivering impact evaluations focused on the humanitarian and development nexus. Central to Agenda 2030, the humanitarian-development nexus is at the heart of WFP's ambition of not just saving lives but also changing lives. WFP has the potential to play a leadership role in efforts to generate evidence and to improve the practice of impact evaluation of humanitarian-development nexus activities. This will require WFP to make a significant investment in the evaluation function in order to meet rising demand, while introducing a flexible, demand-led approach for delivering impact evaluations that builds on lessons learned over the past decade.

## Section 4: Key Considerations for an Impact Evaluation Function

Establishing an effective impact evaluation function requires learning from experiences gained by WFP and other organizations that use impact evaluations. The purpose, objectives and activities selected for this impact evaluation strategy were informed by a participatory strengths, weaknesses, opportunities and threats (SWOT) exercise with staff from headquarters, regional bureaux and country offices aimed at capturing past experiences and current expectations from impact evaluation. The exercise also highlighted some key considerations to be taken into account when establishing the impact evaluation function: a) coverage, b) evidence priorities, and c) delivery model.

While WFP can potentially contribute to impact evaluation practices globally, taking on a leadership role requires making

strategic decisions about the best ways to overcome challenges and build necessary capacity. Making an informed decision about the optimal scale of WFP impact evaluation activities requires a better understanding of the potential benefits and the development and testing of a demand-led delivery model to meet organizational needs.

This strategy guides efforts to systematically test how impact evaluations can best be harnessed for meeting WFP evidence needs. As described in Section 1, the first two years of this strategy will be a pilot phase, adopting a testing and learning approach to enable WFP to generate greater knowledge for increasing impact evaluation activity in line with organizational needs, donor support and increases in capacity.



## 4.1 Coverage

To date, WFP has completed 26 impact evaluations. This is a relatively low number, given the size of the WFP portfolio, the number of country offices, and the number of sectors covered by WFP interventions. Figure 1 provides an overview of completed impact evaluations, highlighting the fact that they are not currently used by a significant proportion of WFP country offices.

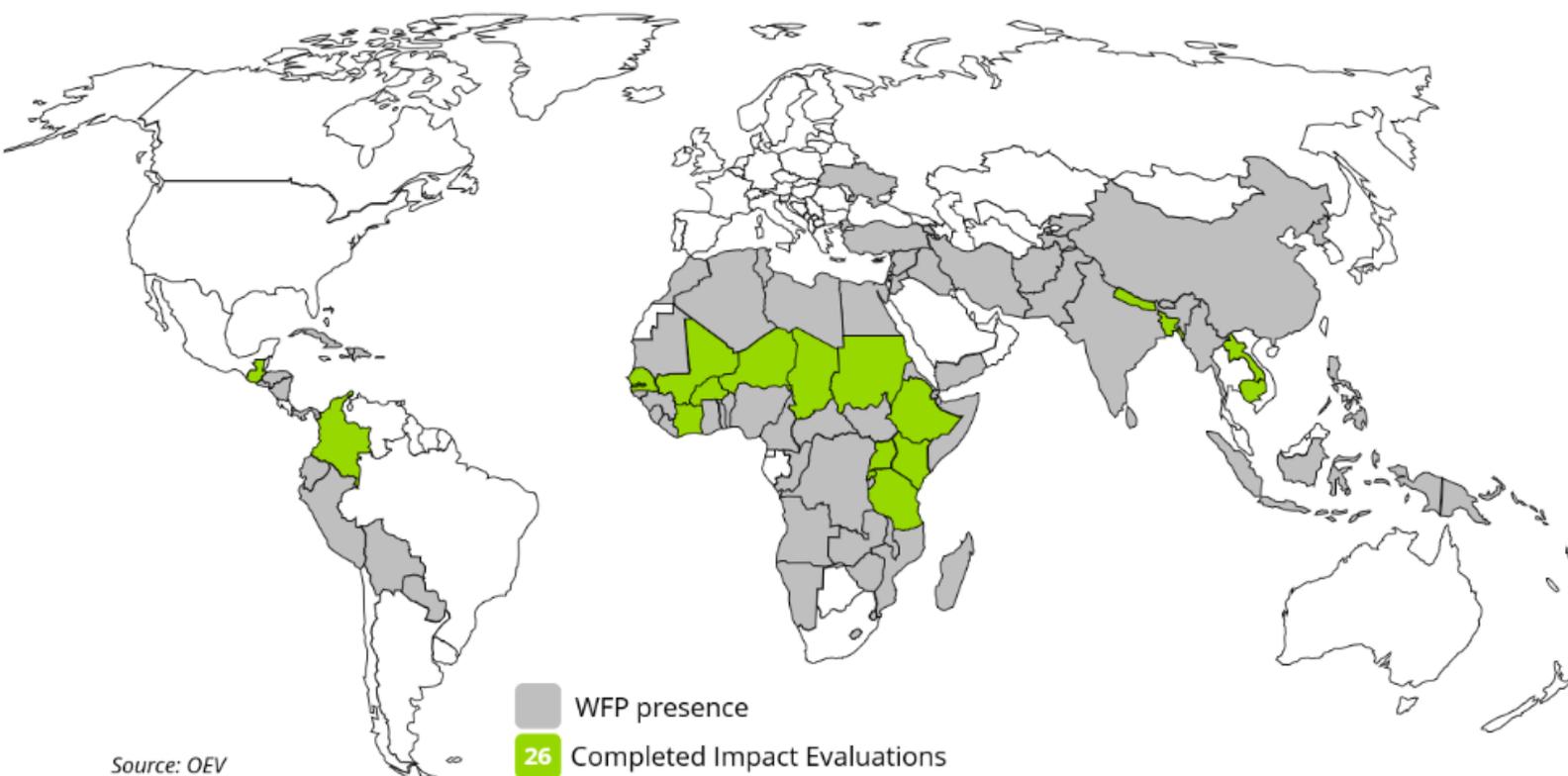
Outside WFP, there appear to be two main options for determining the level of impact evaluation coverage:

- **Centrally determined.** Organizations such as the Green Climate Fund (GCF) and IFAD determine their level of impact evaluation coverage in relation to spend (30 percent and 15 percent of their respective portfolios are subject to impact evaluations). A centrally determined impact evaluation coverage norm supports organizations by helping

them demonstrate their cost-effectiveness at managing donor resources and delivering interventions. However, a risk of adopting a centrally determined coverage norm is that impact evaluations may become compliance exercises and potentially less useful for supporting learning and thought leadership.

- **Demand-driven.** Another approach to determining impact evaluation coverage, used by organizations such as DFID and the World Bank Development Impact Evaluation (DIME), is by simply responding to demand from programmes and partners. For example, the World Bank DIME unit selects impact evaluations based on global evidence priorities and demand from programmes, World Bank donors and partners. However, the risk of a demand-driven approach is that not all

**Figure 1: Completed impact evaluations (2019)**



Source: OEV

country offices or partners have the awareness and capacity to express demand, resulting in an uneven distribution of impact evaluation activity.

Given the advantages and risks associated with both centrally determined and demand-driven approaches to impact evaluation coverage, WFP's Office of Evaluation will instead explore ways of stimulating demand for impact evaluations in areas identified as corporate priorities for WFP and then adjust to increase coverage over time.

## 4.2 Evidence Priorities

Impact evaluations are most useful when focused on opportunities for significant advancement in theory and practice, thereby filling knowledge gaps to inform learning and programmes. WFP already learns from impact evaluations. For example, the moderate acute malnutrition impact evaluation series supported the WFP Nutrition Division (OSN) to develop its directive on the minimum standards for nutrition emergency preparedness and response, which promotes integrating nutrition-specific and nutrition-sensitive efforts.

It will be essential to dedicate WFP Office of Evaluation resources towards building awareness and capacity in line with centrally determined evidence priorities. This has the benefit of increasing coverage in under-represented high priority areas, while also enabling WFP to dedicate scarce resources to the individual impact evaluations that are most likely to benefit the organization.

Previous impact evaluation series completed by the Office of Evaluation focused on specific issues. Building on this evidence base, internal consultations identified the following priority areas for WFP impact evaluations:

- 1) CASH-BASED TRANSFER MODALITIES
- 2) GENDER EQUALITY AND WOMEN'S EMPOWERMENT INTERVENTIONS
- 3) CLIMATE CHANGE AND RESILIENCE
- 4) NUTRITION
- 5) SCHOOL FEEDING

These priorities are expected to change over time, so the Office of Evaluation will need to actively engage with WFP policy and programme units to understand the evolution of evidence needs, while fine-tuning knowledge gaps and exploring related questions.

## Completed WFP impact evaluation series

- **2005-2011** School Feeding Series (9 impact evaluations)
- **2011-2012** Food Assistance to Refugees in Protracted Situations (FARPS) Series (4 impact evaluations)
- **2013** Food Assistance for Assets (FFA) Series (6 impact evaluations)
- **2014-2018** Moderate Acute Malnutrition (MAM) Series (4 impact evaluations)

### 4.3 Delivery Models

There are divergent approaches to delivering impact evaluations across organizations. To date, the WFP evaluation function relies predominantly on external evaluators. However, the quality of impact evaluations produced by evaluation providers is variable. Experience shows that variation in quality can be related to programme implementation challenges, but also the availability of evaluation providers with the skills and incentives to deliver impact evaluations that are flexible and dedicated to meeting the needs of WFP.

A comparison of multilaterals (for example, FAO, IFAD, UNICEF, World Bank, and others) working in the same sectors and contexts as WFP reveals a preference for a mixed model, combining in-house impact

evaluation expertise with additional external expert capacity. This combination has the benefit of enabling an organization to ensure the quality and consistency of impact evaluations, while also tapping into many different types of expertise.

WFP will explore the potential benefits of a demand-led impact evaluation delivery model by increasing in-house capacity and forming partnerships and contractual arrangements with external specialists. At the end of the two-year pilot phase, the Office of Evaluation will assess whether the level of impact evaluation demand warrants a change in delivery model in light of impact evaluation coverage in priority areas and in-house capacity to deliver a portfolio that meets the evidence needs of WFP.

# Section 5: Vision and Objectives of the Impact Evaluation Strategy

This strategy establishes the purpose, objectives and activities to be implemented by WFP to harness impact evaluation as a tool for generating evidence that informs global efforts to end hunger and achieve the SDGs.

harness tools and technologies to generate relevant insights into what works best in humanitarian and development interventions.

Objectives 1 and 2 relate to the dual ambition of WFP impact evaluations: **delivering operationally relevant and useful impact evaluations that contribute to the global evidence base for achievement of the SDGs.** Objective 3 relates to the ways of working needed to achieve this, and Objective 4 details how to

*WFP uses rigorous impact evaluation evidence to inform policy and programme decisions, optimize interventions, and provide thought leadership to global efforts to end hunger and achieve the SDGs*

Figure 2: Objectives of the Impact Evaluation Strategy (2019-2026)

<b>OBJECTIVE 1</b> Contribute to the evidence base for achieving the SDGs	<b>OBJECTIVE 2</b> Deliver operationally relevant and useful impact evaluations	<b>OBJECTIVE 3</b> Maximize the responsiveness of impact evaluations to rapidly evolving contexts	<b>OBJECTIVE 4</b> Harness the best tools and technologies for impact evaluation
WFP uses its position as the world's largest humanitarian organization fighting hunger and malnutrition to ensure impact evaluation evidence contributes to global knowledge on what works best to achieve SDGs.	WFP uses robust impact evaluations to test programme theories, and learn what works best, how, and for whom.	Impact evaluations are supported and delivered in a manner that responds to evolving contexts, maximizing opportunities to improve performance and optimize interventions.	WFP impact evaluations harness the best possible tools for capturing and analysing data to generate relevant insights into what works best in humanitarian and development interventions.



## Objective 1

### Contribute to the evidence base for achieving the Sustainable Development Goals

The ambition of WFP is to contribute operationally relevant impact evaluation evidence with global significance. As the world's largest humanitarian organization fighting hunger and malnutrition, WFP can play a leadership role in developing innovative approaches in the area of impact evaluation. Central to this will be ensuring individual impact evaluations are designed in a manner that is accepted by other organizations involved in the same sectors, and providing contributions of value to global evidence bodies. Realizing this ambition requires strong commitment from WFP management across the organization.

WFP has the potential to contribute significant impact evaluation evidence, particularly in areas identified as corporate priorities. However, experience to date shows that relevant academic and donor communities have already established expectations of what they accept as strong evidence.

To achieve Objective 1, the Office of Evaluation will implement quality support and quality assurance activities focused on ensuring that WFP impact evaluations are recognized by relevant policy communities.





## Objective 2

### Deliver operationally relevant and useful impact evaluations

Objective 2 focuses on ensuring impact evaluations meet the specific evidence needs for WFP programmes. Impact evaluations use programme and academic theory as the basis for identifying hypotheses, and then rely on variations in intervention timing, packages or dosages to test these hypotheses. The usefulness of an impact evaluation depends on the extent to which evidence can be generated in a manner that aligns with relevant decisions. The optimal time for designing an impact evaluation is therefore before an intervention starts. This can only be accomplished if all WFP teams have the awareness and capacity to express their

demand for impact evaluation support at the time of designing their programmes and interventions.

To deliver Objective 2, the Office of Evaluation and regional bureaux will implement measures to ensure all impact evaluations meet the learning and accountability needs of programmes involved by following a demand-led approach. Activities will focus on building awareness and capacity, thereby improving the timeliness and quality of impact evaluation evidence to inform programme decisions.



## Objective 3

### Maximize the responsiveness of impact evaluations to rapidly evolving contexts

WFP contexts, characterized by rapid onset emergencies and continuously evolving programmes, can be particularly challenging for impact evaluations. Ensuring adequate support to meet WFP operational and global evidence needs requires an impact evaluation function that is ready to deploy expertise at short notice. When developing a responsive impact evaluation function, it will be important to protect the independence of evaluators while also ensuring a deep understanding of WFP programmes and the flexible approaches to impact evaluation required to deliver rigorous evidence. Considering the above challenges, delivering

impact evaluations that are programme relevant and building bodies of evidence requires a coordinated and responsive impact evaluation support function.

To meet Objective 3, the Office of Evaluation and regional bureaux will focus on improving coordination of impact evaluation activities with other WFP functions in research, assessment and monitoring. In addition, the Office of Evaluation will increase its capacity to provide on-demand support to WFP offices engaged in impact evaluations and related activities.



## Objective 4

### Harness the best tools and technologies for impact evaluation

The dual ambition for WFP impact evaluations – to be operationally useful and contribute to global evidence for the achievement of the SDGs – can only be achieved by harnessing innovation and the latest technology. Delivering agile and responsive impact evaluations that meet WFP objectives requires new ways of conducting impact evaluations that use the best available tools and methods in a manner that meets relevant academic standards.

While widespread use of traditional data collection (for example, process-monitoring data) and analysis tools presents challenges for impact evaluation techniques, the cost of information and communication technologies (ICTs) and alternative data-collection tools has now reduced. At the same time, the digitalization agenda adopted by WFP also creates opportunities for investment.

To meet Objective 4, the Office of Evaluation will collaborate with WFP and external partners to harness innovations and technologies towards delivering impact evaluations.

# Section 6: Impact Evaluation Activities

This section provides a broad overview of how impact evaluation activities implemented under the WFP Impact Evaluation Strategy (2019-2026) contribute to the outcomes and workstreams established by the WFP Corporate Evaluation Strategy (2016-2021). An action plan and outlines of roles and responsibilities for impact evaluation delivery are set out in Annexes 1 and 2.

Independent, credible and useful impact evaluations (Outcome 1)

## Use of impact evaluations (WS 1.5).

Central to achieving the objectives of the strategy is ensuring that impact evaluations are designed and delivered in a way that meets the needs of intended users. The dual ambition of operational usefulness and contribution to global evidence means that impact evaluations must align with best practices and expectations for both academic communities and humanitarian and development practitioners.

To ensure that WFP impact evaluations are globally recognized as providing credible evidence for what works in humanitarian interventions, the Office of Evaluation will work with relevant programme and sector leads in WFP to assess the strength of evidence in priority areas. The Office of Evaluation will also identify knowledge gaps and design impact evaluations that are suited to contributing credible evidence in those areas. Ensuring that WFP impact evaluations are operationally relevant and used for policy and programme decisions requires the Office of Evaluation to align impact evaluations with programmatic decision-making processes in the countries and WFP offices where evidence is produced. WFP will need to build the awareness and capacity of staff and managers to use evidence from impact

## WFP Corporate Evaluation Strategy Outcomes

Independent, credible and useful impact evaluations (Outcome 1)
Appropriate centralized and decentralized coverage (Outcome 2)
Adequate evaluation management capacity across WFP (Outcome 3)
Active evaluation partnerships in international arena (Outcome 4)

evaluations. It also means packaging evidence in a manner that is accessible, valued and useful for decision makers. Impact evaluations can be very sensitive for participants. To avoid unintended negative consequences, particularly when targeting vulnerable populations, close attention must be paid to ethical considerations. The Office of Evaluation will ensure all impact evaluations obtain relevant ethical clearances and incorporate best practice in their design and delivery.

**Quality assurance (WS 1.2).** To deliver impact evaluations that are both operationally relevant and contribute thought leadership, WFP must ensure evaluations are aligned with the expectations of policymakers and academics. This will involve establishing mechanisms that can assess each evaluation against criteria used by relevant academic communities. It also requires upholding best practices for experimental research and evaluation, like design registration, which is required for publication in leading academic journals.

**Quality support (WS 1.3).** Meeting WFP expectations for impact evaluation will require additional technical assistance. The Office of Evaluation already runs an established helpdesk for decentralized

evaluations. For impact evaluations, the helpdesk will be used to link requests with support from impact evaluation staff.

### Appropriate centralized and decentralized coverage (Outcome 2)

Focusing WFP impact evaluations on agreed priority evidence areas requires the Office of Evaluation to actively engage with programme units to help guide WFP impact evaluation activities in line with available capacity and resources. However, WFP evidence priorities will evolve during the timeframe of the strategy.

The Office of Evaluation will therefore review evidence priorities annually and update as needed. Because individual impact evaluations often take more than a year to complete, priorities will be assessed according to both current needs and trends in the WFP portfolio (for example, the growing importance of cash-based transfers).

The process of reviewing and updating evidence priorities will be completed in consultation with WFP management and programme leads. Within each priority area, WFP will carefully examine the evidence base across the spectrum of sources (for example, academic publications, assessments, evaluations, reviews) and identify critical questions and knowledge gaps based on evidence build-up over time and advancements in measurements and analysis.

- ### EVIDENCE PRIORITIES
- 1) cash-based transfer modalities
  - 2) gender equality and women's empowerment interventions
  - 3) climate change and resilience
  - 4) nutrition
  - 5) school feeding

Not all priority evidence areas require the same level or type of Office of Evaluation engagement. Across WFP there are varying levels of existing capacity and support available for generating evidence in priority areas. For example, WFP has invested in the capacity of the Nutrition Division and School Feeding Service to support evidence generation in these thematic areas. The Office of Evaluation will work with WFP organizational units to ensure any impact evaluations they manage, or support, are aligned with corporate priorities, meet quality standards for impact evaluations, and feed into future evaluation syntheses.

Impact evaluation evidence will also contribute to evaluation syntheses and other products. By encouraging centralized and decentralized impact evaluations to focus on common themes and questions identified for priority evidence areas, the Office of Evaluation will help to ensure that the evidence generated is suitable for future syntheses and meta-analyses.

**Centralized impact evaluation coverage (WS 2.1).** To encourage the generation of evidence in WFP priority areas, the Office of Evaluation previously relied on delivering centralized impact evaluation series, which were fully managed and funded by the Office of Evaluation. However, limitations in funding meant that series were relatively small (for example, four evaluations in the moderate acute malnutrition series). In addition, the fully centralized model reduced the opportunities for designing impact evaluations prior to intervention, which had implications for the strength of evidence generated.

To overcome these and related challenges, the Office of Evaluation has revised how it delivers centralized impact evaluations through impact evaluation windows. Impact evaluation windows are developed in partnership with WFP programme teams and co-funded by participating country offices. The aim of these windows is to stimulate and shape demand for impact

evaluations in priority areas and enable the Office of Evaluation to dedicate the necessary time and resources to prepare portfolios that meet WFP evidence needs.

The first two windows will focus on i) cash-based transfers and gender, and ii) climate change and resilience. During the pilot phase, the Office of Evaluation will continue to open windows for evidence priorities in relation to demand, funding and capacity.



## IMPACT EVALUATION WINDOWS

Windows are Office of Evaluation-managed and co-funded portfolios of impact evaluations that generate evidence in priority evidence areas. To increase the predictive power of evidence generated, and expand its ability to be generalized, each window is expected to deliver at least six impact evaluations. Impact evaluation windows are guided by the following principles. They should:

- I. Uphold evaluation norms and quality standards set by OEV
- II. Ensure utility of evidence generated for programmes and populations involved
- III. Measure what is important, not just easy, in the best possible ways (for example, strong identification and measurement strategies for meaningful outcomes)
- IV. Ensure transparent and ethical processes (for example, double-blind review of concept notes, registration of impact evaluation designs, ethical clearances, peer review, publication of results and findings, including null results)
- V. Support individual evaluation studies that together contribute to building bodies of evidence that can be generalized (for example, predefined themes and comparable interventions)
- VI. Consist of a pre-planned formal synthesis of evidence generated by all impact evaluations delivered through the window.



**Decentralized impact evaluation coverage (WS 2.1).** In priority evidence areas where WFP is unable to launch a window due to resource constraints, the Office of Evaluation will encourage decentralized impact evaluations to focus on questions identified in partnership with sector and thematic leads. This ensures that evidence generated by decentralized impact evaluations is both useful to the commissioning office and contributes to corporate evidence priorities whenever possible.

To support decentralized impact evaluations in priority areas, the Office of Evaluation will increase the availability of support and guidance, including: i) technical oversight and support for all impact evaluations, including on-demand support to each stage of an impact evaluation process; ii) quality support and assurance to all impact evaluation outputs; and iii) direct Office of Evaluation management for high-risk, high-priority impact evaluations.

The Office of Evaluation, and regional evaluation officers (when an evaluation is commissioned in their region), will provide advice on the feasibility and relevance of decentralized impact evaluations, and in some cases recommend alternative evaluation approaches. After discussion with the commissioning office, the Office of Evaluation will also determine whether an evaluation fits with the corporate definition for impact evaluation and suggest alternative evaluation types when it does not.

**Figure 3: WFP Office of Evaluation support to decentralized impact evaluations**

<p><b>1. Alignment with WFP evidence priorities.</b> Does the evaluation fit within current evidence priorities? If so, will it fit into future impact evaluation windows?</p>	<p><b>2. Risks associated with individual impact evaluations.</b> Does the evaluation cover multiple countries? Is there a need for direct Office of Evaluation oversight of the length or scope of the evaluation?</p>
<p><b>3. Design and measurement challenges.</b> Does the impact evaluation require innovations in designs and measurement strategies that offer significant opportunities for learning and future evidence generation for WFP?</p>	<p><b>4. Funding level and sources.</b> Is enough funding available from WFP or donors? Does the funding source increase the risks associated with the evaluation (for example, future programme funding)?</p>

In high-priority, high-risk areas, the Office of Evaluation will selectively manage impact evaluations identified by WFP regional bureaux and country offices. In practice, the Office of Evaluation will only manage impact evaluations identified in a decentralized manner when there is a clear case in terms of capacity constraints and risk to organizational reputation (for example, large, multi-country, priority impact evaluations with long timeframes that are difficult to manage). Decentralized impact evaluations deemed lower risk, and where there is adequate regional bureaux capacity to support them, will continue to receive quality support and advisory services but will not be directly managed by the Office of Evaluation.



**WFP capacity development (WS 3.1).** The extent to which WFP realizes the potential benefits of impact evaluations depends on overall staff capacity and awareness about the timing, usefulness and associated resource requirements. The Office of Evaluation will therefore increase the guidance and training available on impact evaluations. This will be accomplished by embedding impact evaluation information into existing processes (for example, decentralized evaluation quality assurance) and trainings (for example, EvalPro).

The Office of Evaluation will also seek to build capacity through the impact evaluations it manages centrally. Each impact evaluation window will include training on impact evaluations for staff and partners from participating offices. These training events will ensure that each WFP office involved in a window has a common understanding of impact evaluations prior to agreeing to co-fund and support their delivery.

To build awareness about impact evaluation, the Office of Evaluation will increasingly communicate and share findings and lessons learned from WFP impact evaluations. In addition, the Office of Evaluation will seek to bring in external impact evaluation experts to share their work and provide examples of the types of impact evaluations possible in WFP. The objective of these communication activities is to generate wider understanding and encourage WFP staff to engage with the Office of Evaluation when considering whether to use impact evaluations.

**Country offices.** Under this approach, country offices play an increasingly important role in both centralized and decentralized impact evaluations. In terms of evaluation timing, it is critical that country

offices engage with the Office of Evaluation early to ensure the feasibility of any impact evaluations. When delivering impact evaluations, country offices will need to adhere to evaluation designs. For all impact evaluations delivered through windows, the Office of Evaluation will put in place field coordinators to support country offices in monitoring programme and evaluation activities. The Office of Evaluation will also encourage country offices to hire field coordinators for decentralized impact evaluations.

**Regional bureaux.** WFP regional bureaux are essential for supporting and monitoring impact evaluation activities. The Office of Evaluation will work closely with regional evaluation officers to support and provide oversight for all impact evaluation activities. The Office of Evaluation will rely on regional bureaux to support impact evaluation windows by identifying suitable country programmes, assessing the feasibility of impact evaluations, and monitoring country office activities. For decentralized impact evaluations, regional evaluation officers will continue to provide support in a similar manner to that provided in other types of evaluations.

**Impact evaluation governance and institutional arrangements (WS 3.2).** Responsibility for the delivery of this strategy lies with the Director of Evaluation. Activities delivered under the strategy will be included in the Office of Evaluation's work plan, and progress monitored by the Evaluation Function Steering Group. Overall progress will be reported to the Executive Board in the Annual Evaluation Report.

In addition to adhering to institutional arrangements established for evaluation, the Office of Evaluation will seek to establish specific oversight mechanisms geared towards aligning impact evaluation activities with the objectives of contributing to global evidence and operational relevance, as outlined in Section 4. This includes establishing an impact evaluation advisory

panel to inform strategic decisions and investments. The advisory function will include individuals from organizations outside of WFP that have proven impact evaluation capacity and experience.

The governance of individual impact evaluations will follow WFP standard practices. Each evaluation will have an evaluation committee and evaluation reference group. In addition, evaluation windows will have window-level governance arrangements, including a technical advisory group and reference group to support the thematic coordination and formal synthesis of evaluation activities. Finally, the overall strategic direction of the WFP impact evaluation function will be supported by a strategic advisory panel of global experts.

#### **Impact evaluation expertise (WS 3.3).**

Impact evaluations require specific expertise related to the method of analysis used. In

many cases this expertise is found in academic research organizations. To access this expertise, the Office of Evaluation will engage organizations with proven impact evaluation capacity as service providers. The Office of Evaluation will seek new service providers as needed, either through procurement or partnership arrangements.

#### **Impact evaluation staffing (WS 3.4).**

Piloting a new approach to impact evaluation in WFP requires sufficient staff experienced and skilled in delivering impact evaluations. Effective delivery of impact evaluations requires proven experience in both the processes and methods of analysis used. Achieving the objectives set out in this impact evaluation strategy will require increasing the number of staff members in line with its evolution. The Office of Evaluation will review staffing needs on an annual basis.



## Active evaluation partnerships in international arena (Outcome 4)

**Partnerships (WS 4.1).** WFP partners play an important role in all WFP programmes, and by extension any related impact evaluation activities. Although experience in impact evaluation is relatively limited in WFP, there is a large existing community of impact evaluation experts and organizations. The development process of this strategy included an exercise to map out and consult with key stakeholders and identify opportunities for WFP to fill gaps and take a leadership role in humanitarian impact evaluation partnerships.

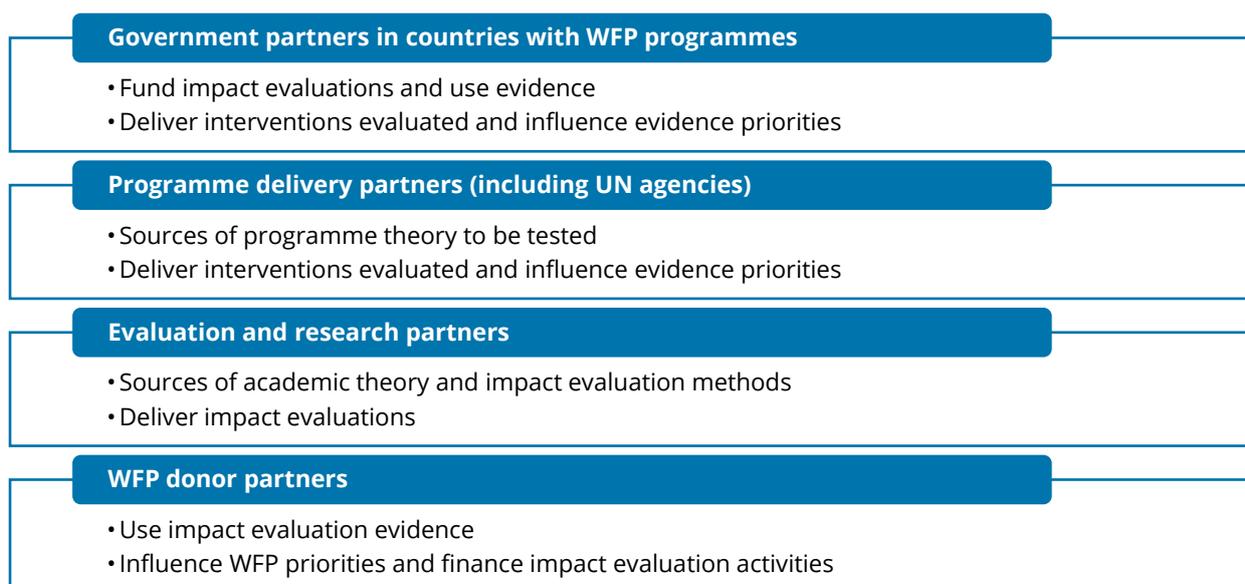
To deliver the impact evaluation strategy, WFP will obtain support from partner organizations with impact evaluation experience and a successful track record of implementation.

Achieving the ambition of contributing evidence that is globally relevant requires cultivating partnerships with academic, policy and practitioner communities. Many

of these partnerships are sector specific and will be led by programme teams. However, there are also global networks of academics engaged specifically in impact evaluation and related experimental social sciences with whom the Office of Evaluation will strengthen ties through their inclusion in steering and advisory groups and dissemination activities. Figure 4 gives an overview of the different types of partnerships that are essential for delivering the impact evaluation strategy.

**National and regional capacity development (WS 4.2).** In addition to forming partnerships to support WFP in the development of its impact evaluation function, the Office of Evaluation and REOs will support national and regional capacity development. Where WFP is working in partnership with national governments, impact evaluation activities may be used to build partner capacity. In addition, where WFP provides technical assistance to governments, it may also offer impact evaluation advice along with sector-specific support.

**Figure 4: WFP impact evaluation partnerships**



# Section 7: Strategy Implementation, Oversight and Monitoring

The strategy will be implemented in two phases. A phased approach will allow WFP to build capacity, fine-tune its impact evaluation delivery model, and establish effective management and quality assurance systems. The first two years of the strategy will be used as a pilot phase to test demand and explore options.

In 2021, at the end of the pilot phase, the Office of Evaluation will conduct an in-depth review of that phase to inform revision of the impact evaluation strategy. This review will make specific recommendations regarding the most appropriate model for delivering impact evaluations in WFP. The timing of the pilot phase is aligned with the WFP Evaluation Policy (2016-2021). The review of the pilot phase will therefore provide valuable inputs for future WFP evaluation policy and evaluation strategy.

## 7.1 Management

This strategy will be implemented by the WFP Office of Evaluation, regional bureaux and other WFP units engaged in the

commissioning and use of impact evaluations. Throughout the implementation of the strategy, the Office of Evaluation will be responsible for supporting and providing oversight of all impact evaluation activities delivered across WFP.

The Office of Evaluation has established a dedicated impact evaluation team to oversee and deliver activities in this strategy. The impact evaluation team is composed of specialists with skills and experience in managing and conducting impact evaluations. For the duration of the pilot phase, the impact evaluation team will be led by the WFP Evaluation Officer (Impact Evaluation), who reports to the Director of Evaluation through a designated senior officer.

The Evaluation Officer (Impact Evaluation) is responsible for managing the human resources and budgets associated with all impact evaluation activities supported by the Office of Evaluation. The human resources, budgets and workplans are to be approved annually by the Director of

**Figure 5: Impact evaluation strategy timeline**



Evaluation, and subsequently by the WFP Executive Board as part of the Office of Evaluation Management Plan.

## 7.2 Oversight, Monitoring and Reporting

WFP will establish a strategic advisory panel of global impact evaluation experts to advise on the development of its impact evaluation function. The panel will guide the WFP impact evaluation function by informing decisions and reviewing progress made in implementing the impact evaluation strategy. The panel will support WFP by providing advice on the development of impact evaluation capacities, formation of strategic partnerships, evidence priorities for impact evaluation, methodologies accepted for evaluation, meta-analysis and syntheses, among other technical and organizational topics.

Progress made towards implementing the impact evaluation strategy will be monitored and reported by the WFP Evaluation Officer (Impact Evaluation) to the Office of Evaluation's management group on a quarterly basis.

An annual report will be prepared for review by the strategic advisory panel on the

following dimensions of the impact evaluation function:

- *WFP capacity to harness impact evaluations.* The extent to which efforts resulted in increased WFP capacity to use impact evaluations (for example, coverage, purpose, timing and design).
- *Alignment with evidence priorities for WFP impact evaluations.* The overall alignment of the WFP impact evaluation portfolio with corporate evidence priorities.
- *Usefulness of impact evaluation activities.* The extent to which impact evaluations are supporting WFP decisions (for example, operational use) and external perceptions of quality of impact evaluation designs (for example, thought leadership objectives).
- *Financial sustainability of impact evaluation approach.* Diversification of sources and level of funding available for impact evaluations.

This report, along with feedback received from the strategic advisory panel, will be shared with the Evaluation Function Steering Group for feedback and advice and reported to the Executive Board through the WFP Annual Evaluation Report as approved by the Director of Evaluation.



# Section 8: Resourcing the Impact Evaluation Strategy

This strategy clearly sets out the potential benefits that impact evaluations can have for WFP. It also establishes an ambition for harnessing related impact evaluation activities towards building a common evidence base in the sectors in which WFP operates. Achieving the objectives outlined in this strategy requires investing in the organizational capacity and impact evaluations of WFP.

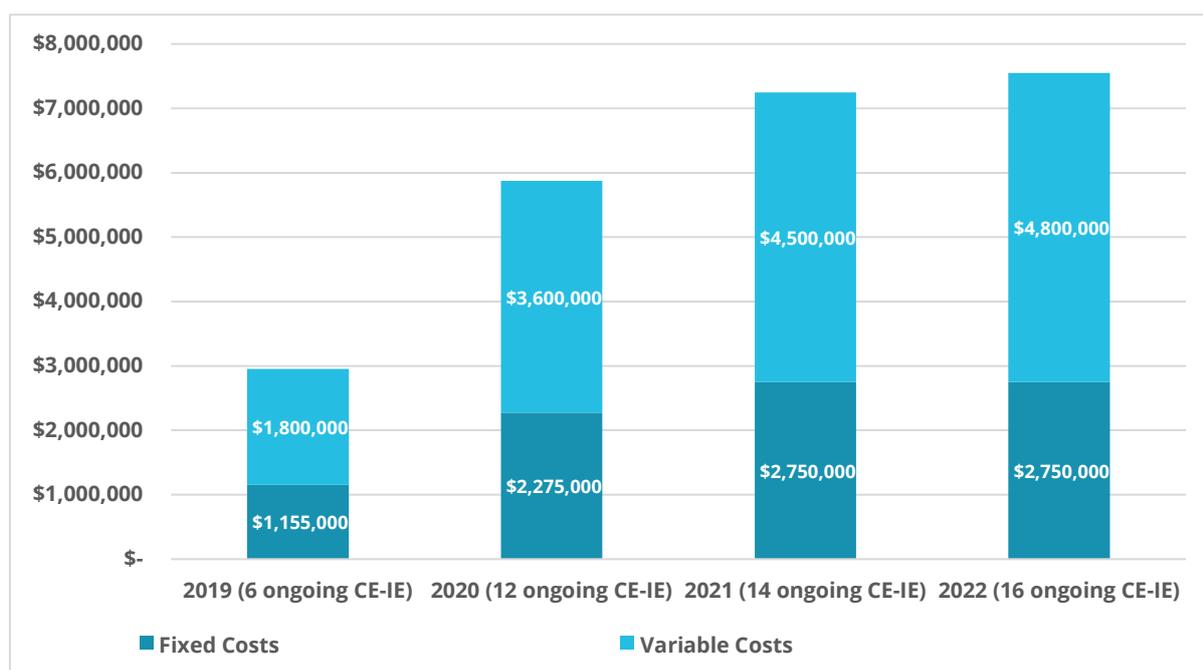
The total cost of implementing this strategy depends on the level of impact evaluation activity, impact evaluation designs, the type of data used (monitoring data versus additional surveys), and the delivery model (in-house versus outsourced). Covering these costs requires diversifying the sources of funding for impact evaluations and data collection.

## 8.1 Cost Drivers of Delivering the Impact Evaluation Strategy

The funds presented in Figure 6 are for illustrative purposes and will change depending on the volume of impact evaluation activities. These costs are based on the projected cost of providing technical assistance and quality support to all centralized and decentralized impact evaluations, as well as delivering a portfolio of centralized impact evaluations.

In 2019, two windows commenced that will deliver at least six impact evaluations each over three-to-five-year periods. The Office of Evaluation plans to launch a third window in 2020. These will be complemented by decentralized impact evaluations that fall outside the scope of the windows. It should be noted that not all impact evaluations will start in the first year of the window, as they can sometimes take many months to set up, influencing scale up rates; and last over

**Figure 6: Estimated costs of delivering impact evaluations (2019-2022)**



several years, which will cause the active portfolio to fluctuate over time.

Impact evaluations tend to cost more than other types of evaluation on average. There are both fixed and variable cost drivers associated with impact evaluation.

**Fixed costs of delivering the impact evaluation strategy.** Fixed costs are primarily driven by the human resources required to manage an impact evaluation function. At a minimum, WFP requires a team of impact evaluation specialists capable of managing the activities outlined in this strategy, which includes capacity development, quality support, delivering a centralized impact evaluation portfolio, partnerships, and active external and internal communications. To effectively deliver impact evaluations in a responsive manner requires hands-on support from impact evaluation specialists when needed. The total cost of maintaining an adequate team of impact evaluation specialists will be dependent on the size of the impact evaluation portfolio. The Office of Evaluation will monitor the volume of impact evaluation activities and adjust the size of the impact evaluation team accordingly, drawing on a combination of WFP staff and external specialists.

**Variable costs associated with impact evaluations.** Variable costs are related to the number and type of impact evaluations delivered. The cost of data collection increases with sample size, which is driven by both the expected effect size of an intervention and the evaluation design. Impact evaluations that test multiple versions of an intervention through “multi-arm” evaluation designs require enough outcome data to provide statistically significant measurements for each intervention arm. Typical data costs for an impact evaluation range from under USD

100,000 to more than USD 500,000 depending on country, evaluation design and the specific data requirements.

Impact evaluations often cover multiple years of programming. The exact duration of an impact evaluation is determined by the minimum amount of time required to measure impact on changes in an outcome of interest. Impact evaluations therefore require multi-year activity funding, which may not always coincide with the programme or intervention timeline.

The WFP Evaluation Strategy (2016-2021) established a Contingency Evaluation Fund to co-fund decentralized evaluation activities. It will be important for the Evaluation Function Steering Group to assess whether the Contingency Evaluation Fund is sufficient, or additional funding mechanisms are needed specifically for impact evaluations.



## 8.2 Resourcing the Impact Evaluation Strategy

WFP will utilize funding from three different sources: **country programme budgets**; **donor and government funding**; and the **Office of Evaluation budget** (the programme support and administrative budget (PSA) and multilateral funding). The exact combination of each funding source will differ depending on the impact evaluation activities, countries involved and programme budgets.

At a minimum, WFP will need to commit sufficient resources to cover fixed costs associated with delivering this strategy on an annual basis using a combination of the Office of Evaluation's programme support and administrative budget and multilateral funding. This will ensure that core activities needed to deliver the WFP impact evaluation function are not dependent on any individual donor or project budget to ensure independence and alignment of activities with corporate priorities.

WFP will also work towards embedding the cost of impact evaluations into programme budgets. Data collected for monitoring purposes may have the potential to support impact evaluations, and offices may be able to embed impact evaluation costs into proposals if planned from the outset.

WFP will work to identify new funding sources. The Office of Evaluation will work with the Partnerships and Governance Department to secure additional donor contributions for resourcing the impact evaluation function to enhance WFP contributions to global evidence. These resources will be used primarily to cover variable costs associated with delivering this strategy. The Office of Evaluation will establish a dedicated trust fund for impact evaluation activities that can receive support from multiple donors.



# Annex 1: Impact Evaluation Strategy Action Plan

CORPORATE EVALUATION WORKSTREAM	2019	2020	2021	2022	2023	2024	2025	2026
<b>OUTCOME 1: INDEPENDENT, CREDIBLE AND USEFUL CENTRALIZED AND DECENTRALIZED EVALUATIONS</b>								
<b>1.2. Quality Assurance</b>								
Set up TA and QA Function for IE	█							
Manage IE HelpDesk	█	█	█	█	█	█	█	█
<b>1.3. Quality Support</b>								
Provide IE Technical Assistance	█	█	█	█	█	█	█	█
<b>1.5 Use of Impact Evaluations</b>								
Support use of IE evidence	█	█	█	█	█	█	█	█
<b>OUTCOME 2: APPROPRIATE CENTRALIZED AND DECENTRALIZED EVALUATION COVERAGE</b>								
<b>Centralized Impact Evaluations</b>								
Deliver impact evaluation windows	█	█	█	█	█	█	█	█
Fundraising for impact evaluation windows	█	█	█	█	█	█	█	█
Host window events	█	█	█	█	█	█	█	█
Produce window communications	█	█	█	█	█	█	█	█
<b>Decentralized Impact Evaluations</b>								
HelpDesk support for IE	█	█	█	█	█	█	█	█
Manage priority impact evaluations	█	█	█	█	█	█	█	█
Identify and guide on thematic priorities	█	█	█	█	█	█	█	█

**OUTCOME 3: ADEQUATE EVALUATION MANAGEMENT CAPACITY ACROSS WFP**

**3.1. WFP Capacity Development**

Update IE Guidance	
Provide IE Trainings (for example, EvalPro)	
Launch eminent impact evaluator series	
Support IE Coordination	

**3.2 Impact Evaluation Governance and Institutional Arrangements**

Establish IE Advisory Function	
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**3.3 Impact Evaluation Expertise**

Review IE suppliers and partners	
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**3.4 Impact Evaluation Staffing**

Review IE staffing requirements	
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**OUTCOME 4. ACTIVE EVALUATION PARTNERSHIPS IN INTERNATIONAL ARENA**

**4.1. Partnerships**

Establish IE Delivery Partnerships	
Engage with IE funding partners	
Engage with practitioners	
Engaging with academic institutions	
Participation in evaluation associations, American Evaluations Association, European Evaluation Association, etc.	

**4.2. National and Regional Capacity Development**

Advisory support to partner governments	
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**C. COMMUNICATION & KNOWLEDGE MANAGEMENT**

Internal IE communications	
External IE communications	

## Annex 2: Impact Evaluation Roles and Responsibilities<sup>7</sup>

OEV will provide technical assistance and quality assurance for all centralized (CE) and decentralized (DE) impact evaluations (IEs). In addition, OEV will lead the management of CEs coming from windows or identified as WFP priority (for example, multi-country and large complex IEs). Decentralized impact evaluations will also be approved by OEV at each step in the implementation process. REOs are the first point of contact for advice on decentralized impact evaluations. Regional Bureau (RB) programmatic leads also play an important role in ensuring that both centralized and decentralized impact evaluations meet WFP’s evidence needs.

	IE PROCESS	WFP ROLES AND RESPONSIBILITIES										IE Provider
		CE Impact Evaluations (windows & priority)					DE Impact Evaluations					
		OEV	REO	HQ	RB	CO	OEV	REO	HQ	RB	CO	
PLANNING	Identify evaluation type and scope	A/D, L	P	S	C	P	A/D	P, S		C	L	
	Estimate budget and timeline	A/D, L				P	S	P, S			L	
	Link with monitoring plan	S			S	L	S	P, S		S	L	
	Clarify provisions for impartiality & independence	L				P	S	P, S			L	
	Agree roles and responsibilities	L	C	S	S	P	S	P, S		S	L	
PREPARATION	Draft the Concept Note (for CE) or Terms of Reference (DE)	L	C		C	P	C, S	P, S		C	L	
	Finalise provisions for impartiality and independence	L			P	P	S	P, S		P	L	
	Quality assure, consult and finalise IE Concept Note (CE) or the Terms of Reference (DE)	L	C		S	P	S	P, S		S	P	
	Submit and get approval for IE Concept Note or Terms of Reference	A/D	S			P	A/D	S			P	
	Select the evaluation team and budget	A/D, L				P	C, S	P, S		S	L	
	Prepare a document library	L				P	S			S	L	
	Develop Communication and Learning Plan	L				P	S	S		C	L	

<sup>7</sup> Roles in descending order of responsibility: A/D: Approve/decide on step; L: Lead – takes overall responsibility to undertake the step; P: Participate actively in step; S: Support and review the process with specific tasks, if required; and C: Comment and advise on step in process in a peer review capacity.

INCEPTION	Conduct team orientation	L				P	S	S		S	L	P
	Undertake desk review of documents	S				S	S				S	L
	Conduct Inception meetings	P				P	S	S		S	L	P
	Prepare draft Inception Report (IR)	S				S	S	S		C	S	L
	Quality assure IR	A/D, L	C		S	S	A/D	C, S		S	L	P
	Obtain relevant ethical clearances	S				S	S				S	L
	Submit and get approval for IE Inception Report	A/D	S			P	A/D	S			P	P
	Finalise pre-analysis plan and register IE design	S				S	C, S				S	L
	Circulating and finalising the Inception Report	S	S		S	S	S	P, S		P, S	S	L
DATA COLLECTION AND ANALYSIS	Prepare for evaluation data collection	P				P	S	S			S	L
	Data collection	S				S	S				S	L
	Conduct preliminary analysis and quality checks	P				S	S				S	L
	Presentation of data and debriefing/s	P				P	S	C		C	C, S	L
	Conduct full impact analysis according to plan	P				S	S				S	L
REPORTING	Draft evaluation report (Baseline, Mid-line(s) and/or End-line)	P	C			S	S				S	L
	Quality assure the draft report (Baseline, Mid-line(s) and/or End-line)	A/D, L			S	P	A/D, S	P, S		S	L	P
	Circulate report for comments (Baseline, Mid-line(s) and/or End-line)	L	P	P	P	P	P	P	P	P	L	S
	Finalise the evaluation report (Baseline, Mid-line(s) and/or End-line)	P				S	S	C, S		C	S	L
	Submit and get approval for Final Report (End-line)	A/D, L				P	A/D, S	P, S		P, S	L	P
DISSEMINATION	Prepare management response		S	L, P	P	L, P		S	P	P	L, P	
	Publish evaluation report	A/D, L				P	A/D, S	C, S			L	P
	Disseminate and use evaluation results	L	P	P	P	P	S	P	P	P	L	S

# Acronyms

3ie	International Initiative for Impact Evaluation
AFD	Agence Française de Développement
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry of Economic Cooperation and Development)
BRAC	Building Resources Across Communities
C4ED	Center for Evaluation and Development
CBT	Cash-Based Transfers
CE	Centralized Evaluation
CEF	Contingency Evaluation Fund
CES	Corporate Evaluation Strategy
CO	Country Office
DE	Decentralized Evaluation
DFID	UK Department for International Development
DIME	Development Impact Evaluation
EB	Executive Board
EGAP	Evidence in Governance and Politics
GCF	Green Climate Fund
GEF	Global Environment Facility
HQ	Headquarters
IE	Impact Evaluation
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
IPA	Innovations for Poverty Action
IRC	International Rescue Committee
IRM	Integrated Road Map
JPAL	Abdul Latif Jameel Poverty Action Lab
OEV	Office of Evaluation
OSN	Nutrition Division
MAM	Moderate Acute Malnutrition
M&E	Monitoring and Evaluation
PSA	Programme Support and Administration budget
RB	Regional Bureau
REO	Regional Evaluation Officer
RMP	Performance Management and Monitoring
SDG	Sustainable Development Goal
UN	United Nations
UNICEF	United Nations Children's Fund
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme
WS	CES Workstream

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