

Evaluation title	Evaluation of the WFP People Strategy (2014-2017)	Evaluation report number	OEV/2018/008
Type	Strategic Evaluation	Centralized/Decentralized	Centralized
Global/region or country	Global	PHQA date	February 2020
Overall category – Quality rating		Gender Evaluation Performance Indicator (EPI) – Overall report category and rating	
Exceeds requirements: 79%		Meets requirements: 9 points	

The Evaluation of the WFP People Strategy (2014-2017) has been prepared and written to a high standard and is assessed as exceeding requirements. The overview of the evaluation subject and the evaluation context, purpose and scope convey the key elements. The mixed method approach and triangulation helped ensure a high degree of confidence in the findings. The presentation of findings follows the framework structure and the report makes exemplary use of the theory of change and triangulation to reinforce assessments. Conclusions and recommendations flow logically from the findings and recommendations are specific, actionable and targeted. Gender considerations were mainstreamed and examined through interviews and the use of data from other sources. The report would have benefitted from more explicit treatment of ethical considerations to guide interviews, and more detailed note-taking of diverse views at group meetings to bring out gender differences in the perceptions of respondents.

CRITERION 1: REPORT SUMMARY	Category	Meets
The text is an effective summary of the whole report, mostly with sufficient detail of the context, the evaluation subject, methodology, the policy, findings, conclusions and recommendations. It would be suitable to be used as a standalone document. The only weaknesses are a small number of minor omissions of technical details (e.g. evaluation type, scope and commissioning unit) that would not detract from the reader's grasp of the evaluation and its findings.		
CRITERION 2: OVERVIEW OF EVALUATION SUBJECT	Category	Meets
The description of the evaluation subject conveys the key elements and modalities of the policy in a concise format with relevant information about the strategy imperatives, its theory of change, and with good referencing to original sources. This section also provides a comprehensive overview of the analytical basis with a timeline of the People's Strategy. Although the description is wide ranging, it lacks detail on implementation. The theory of change is effective at summarising the challenges of the policy but lacks any critical assessment of the policy process. Similarly, the listing of stakeholders stops short of any analysis of their interests and objectives.		
CRITERION 3: EVALUATION CONTEXT, PURPOSE AND SCOPE	Category	Exceeds
The report provides a sound, if brief explanation of the evaluation context, purpose and scope with some referencing of sources, especially related to the changing global context. The description of the evaluation context makes clear how the wider situation may have influenced the results found by the evaluation. Whilst the brief coverage meets requirements, the concise presentation lacks much in-depth exploration of changes in the internal context affecting the policy and does not look into the implications of the balance between learning and accountability.		
CRITERION 4: METHODOLOGY	Category	Meets
The methodology charts a logical description of how questions were developed against evaluation criteria; the development of an evaluation framework with indicators, data sources and means of analysis; the rationale for selection of countries to visit; the use of triangulation; and the limitations in the study. The methods used represent an appropriate mix of document analysis, individual and group interviews. The explanation of the methodology is quite comprehensive but lacks some details and explanation in a few areas. The use of purposive sampling is not discussed; it is not clear why gaps arising in the information from comparator agencies and interviews with Executive Board members could not be overcome; and no specific reference to ethical standards is given.		
CRITERION 5: FINDINGS AND ANALYSIS	Category	Exceeds
The presentation of findings is well structured, using the evaluation questions and associated issues from the evaluation matrix as a framework. Findings make explicit use of varied sources of data with presentation on the diversity and similarity through tables, footnotes and figures. Sources are provided for all findings and the report makes exemplary use of the theory of change and triangulation to reinforce assessments. The presentation of findings is well balanced with many examples of contrasting views. Good use is also made of numerical data in tables and figures. There are no major weaknesses to the findings.		
CRITERION 6: CONCLUSIONS	Category	Exceeds

Conclusions logically flow from the findings with no notable gaps or omissions. They are well structured against the evaluation questions and interpreted in the context of the four imperatives set in the strategy. The text for each topic gives a nicely balanced account of positive and negative features and includes an innovative piece regarding behaviour change from the theory of change. Lessons learned go beyond findings and provide a new 'take' on their topics, providing a clear viewpoint about factors that could usefully guide future HR initiatives.

CRITERION 7: GENDER and EQUITY	Category	Exceeds
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Gender and equity issues are considered throughout the evaluation. The approach adopted mainstreamed gender considerations into the evaluation questions. Gender issues were examined through staff interviews and the use of data from other sources. A mixed method approach and use of triangulation helped ensure a high degree of confidence in the findings. One recommendation includes a specific dimension for gender equality, diversity and inclusion. Two aspects could have been further strengthened in the evaluation, specifically: more analysis of diverse views to bring out gender differences in the perceptions and findings, and more explicit treatment of ethical considerations, especially in the preamble to the protocol used for group interviews.

CRITERION 8: RECOMMENDATIONS	Category	Exceeds
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Recommendations are relevant, follow logically from the findings and conclusions, cover all critical areas and are realistic for WFP. Recommendations are specific with a strong overarching statement supported by a short narrative to explain and describe the intent and a longer section in which the rationale is set out. All recommendations are prioritised, with the responsible post or unit clearly noted with a deadline for completion. There are no significant weaknesses with respect to the recommendations.

CRITERION 9: ACCESSIBILITY/CLARITY	Category	Meets
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The report is fully accessible to the audiences for which it is intended and is presented to a high standard. Good use is made of bold headings to highlight key points and the structure is logical. Acronyms are not over-used and sources for data and quotes are well referenced in the annexes and from other external sources. There is very little that could have been improved with respect to accessibility / clarity. For the most part the figures and graphics are a useful aid to interpretation, but a few errors have not been picked up and the overall length is slightly long, compounded by a small font size.

Gender EPI	
1. Scope of Analysis, Evaluation Criteria and Questions	3
2. Methodology	3
3. Findings, Conclusions & Recommendations	3
Overall EPI score	9

Quality rating scale legend: Evaluation reports	Overall scoring of gender EPI scale legend: Evaluation reports UNSWAP Evaluation Performance Indicator
Exceeds requirements: 75–100%	
Meets requirements: 60–74%	
Approaches requirements: 50–59%	7–9 points = Meets requirements
Partially meets requirements: 25–49%	4–6 points = Approaches requirements
Does not meet requirements: 0–24%	0–3 points = Missing requirements