



World Food Programme

SAVING LIVES  
CHANGING LIVES

**WFP EVALUATION**

**CHARTER 2023**

# Contents

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# Introduction

The establishment of the Charter for WFP's evaluation function follows the approval of the WFP Evaluation Policy 2022<sup>1</sup> by the WFP Executive Board in February 2022. This Charter should be read in conjunction with the Evaluation Policy.

In line with *Agenda 2030*, the Evaluation Policy responds to expectations by member states and all WFP stakeholders for independent and credible evidence on its results, which generates knowledge to strengthen WFP's contribution to achieving zero hunger. The Evaluation Policy establishes the vision and strategic direction for embedding evaluation into WFP's culture of and systems for accountability and learning. It sets the normative framework and standards, and specifies the model for WFP's evaluation function, comprising centralized evaluation, demand-led decentralized evaluation, and impact evaluation, to be implemented as set out in the Corporate Evaluation Strategy<sup>2</sup>.

Together, the Charter and the Evaluation Policy constitute the governance framework for WFP's evaluation function. The Evaluation Charter sets out the institutional arrangements and associated authorities for operationalization of the Evaluation Policy and Corporate Evaluation Strategy that enable evaluation findings to be integrated into WFP's policies, strategies, and programmes.

The evaluation function outlined in the Evaluation Policy carries implications well beyond the Office of Evaluation. Accordingly, the Charter specifies governance, oversight, leadership, and authorities in the evaluation function across WFP, specifically:

- A. Locating WFP's evaluation function mandate within the framework of the UN system and in the context of WFP's general rules and regulations.
- B. Outlining the governance, oversight, and leadership of the function by WFP's Executive Board, the Executive Director, and the Director of Evaluation.
- C. Outlining the authorities required across the organisation for successful performance of the roles and accountabilities identified in the policy.
- D. Setting out the required institutional arrangements for policy operationalization.

# A. Evaluation Mandate

WFP's Evaluation Policy takes full account of reforms proposed by the United Nations Secretary-General and adopted by member states in 2017, and of the direction provided by Quadrennial Comprehensive Policy Reviews, in support of achievement of Agenda 2030. The commitments made to achieve Agenda 2030 include rigorous assessments of the UN's role at country level, based on evidence, informed by country led evaluations, and which promote accountability to citizens. To achieve this WFP participates in inter-agency coordination mechanisms at global, regional and country levels, including efforts to enhance system-wide evaluation (SWE), and evaluation of UN sustainable development cooperation frameworks (UNSDCF) which outline the UN's efforts at country level. In the humanitarian sphere, OEV participates in the Inter-Agency Humanitarian Evaluation (IAHE) arrangement established in 2013 under the Inter Agency Standing Committee (IASC) Humanitarian Programme Cycle coordinated by OCHA.

The Evaluation Policy establishes norms and standards based on the 2016 United Nations Evaluation Group (UNEG) norms and standards for evaluation, and the prevailing OECD-DAC Network on Development Evaluation evaluation criteria.

The WFP 2022 General Regulations and Rules<sup>3</sup> contain provisions in General Rules Articles VII, XI and XII relating to evaluation, specifically that:

- The Executive Director shall make arrangements for the evaluation of programmes, projects and other activities.
- Recipient governments shall give full cooperation to enable authorized personnel of WFP to monitor operations, to ascertain their effects, and to carry out evaluations and other missions to assess the results and impact of the programmes and projects.

## B. Governance, oversight and leadership of the evaluation function

The Evaluation Policy specifies the Executive Board's oversight of the evaluation function through a number of roles:

### **NORMATIVE FRAMEWORK**

i) Approving this evaluation policy and safeguarding its provisions; ii) approving the appointment by the Executive Director of the Director of Evaluation; iii) providing strategic guidance on the evaluation function through the annual consultation on evaluation and evaluation round tables; iv) fostering an evaluation culture as members of WFP's governing body and in the countries they represent.

### **OVERSIGHT**

i) Considering annual evaluation reports, which include progress on the implementation of the evaluation policy and the effectiveness of the evaluation function and guiding management in policy implementation; ii) considering all reports on evaluations commissioned by OEV; iii) considering timely and substantive management responses to all evaluations presented; iv) considering reports on follow-up action, including reports prepared by OEV and WFP management.

### **PLANNING**

Approving the evaluation function work plan and priorities as set out in the WFP management plan.

### **RESOURCING**

i) Approving the evaluation function budget as part of the WFP management plan; ii) reviewing trends in the human and financial resources dedicated to the evaluation function through the annual evaluation report.

### **USE**

i) Considering the use of evaluation evidence when approving new policies, strategies, programmes, management plans and other relevant documents; ii) using evidence generated by evaluations in its decision making. iii) encouraging senior management to integrate lessons from evaluations into WFP practices.

The Policy also identifies the accountabilities of the Executive Director:

### **NORMATIVE FRAMEWORK**

i) Safeguarding the provisions of this policy, particularly regarding coverage norms, resourcing, accountabilities and impartiality provisions; ii) issuing the evaluation charter; iii) championing a corporate culture of accountability and learning and embedding evaluation principles in management and decision making; iv) appointing, subject to Executive Board approval, a Director of Evaluation who is a professionally competent evaluator with no conflict of interest, based on the terms of appointment outlined in annex II of the evaluation policy.<sup>4</sup>

### **RESOURCING**

As part of WFP management and project planning processes, allocating human and financial resources to ensure evaluation capacity and coverage across WFP in line with the provisions of the evaluation policy.

### **MANAGEMENT RESPONSE AND FOLLOW-UP**

i) Ensuring that substantive management responses to evaluation recommendations are published when evaluation reports are considered by the Board, that follow-up actions are implemented and that progress on their implementation is reported annually; ii) responding to the annual evaluation report and ensuring that actions are taken to support a high-performing WFP evaluation function.

### **USE**

Promoting a corporate culture of accountability and learning, including by encouraging evaluative thinking, the sound management of corporate knowledge and the use of evaluations to ensure evidence-based decision making on policies, strategies and programmes.

### **INTERNATIONAL ENGAGEMENT**

Supporting WFP contributions to evaluation internationally and – particularly as an Inter-Agency Standing Committee principal – to humanitarian evaluation.

The Policy also identifies the accountabilities of the Director of Evaluation as head of an independent evaluation function in WFP, providing global leadership, standard setting and oversight for the function:

### **NORMATIVE FRAMEWORK**

i) Leading the formulation and implementation of the evaluation policy and the evaluation charter, ensuring adherence to UNEG norms and standards and application of the latest evaluation practice; ii) developing and leading implementation of the corporate evaluation strategy and other evaluation-related strategies; iii) supporting the Executive Director's promotion of a corporate culture of accountability and learning; iv) setting the normative framework for evaluations – norms, standards, safeguards for impartiality, guidance and expected coverage; v) acting as secretary to the Evaluation Function Support Group.

### **OVERSIGHT**

i) Providing assurance that all evaluations are conducted in compliance with evaluation norms and standards; ii) overseeing and reporting on the evaluation function; iii) facilitating dialogue with senior management on the performance and further development of the evaluation function.

### **PLANNING**

i) Elaborating the evaluation function work plan in consultation with WFP senior management and other stakeholders for the Board's consideration as part of the WFP management plan; ii) ensuring that an enabling framework for the planning of evaluations commissioned outside OEV<sup>5</sup> is in place; iii) ensuring that regular consultations with regional bureaux and country offices are undertaken in order to achieve complementarity among evaluations commissioned across the function and comprehensive and balanced coverage for decentralized evaluations.

### **RESOURCING**

i) Exercising full delegated authority over all human and financial resources allocated to OEV; ii) proposing a budget corresponding to the evaluation function work plan (in consultation with the RBs) for the Board's consideration as part of the WFP management plan; iii) supporting the implementation of the budgetary framework for the evaluation function; iv) leading engagement with donors and resource mobilization for evaluation; v) in coordination with the Human Resources Division and the Research, Assessment and Monitoring Division, providing guidance on the most appropriate models for structuring the monitoring and evaluation function in various country office contexts.

### **MANAGEMENT OF OEV COMMISSIONED EVALUATIONS**

i) Delivering high-quality evaluations characterized by continued innovation; ii) recruiting independent evaluation consultants; iii) ensuring employees' adherence to the UNEG Pledge of Commitment to Ethical Conduct in Evaluation; iv) submitting reports directly to the Board without prior clearance by WFP management.

### **QUALITY ASSURANCE**

i) Updating and disseminating evaluation methods and other guidance materials through EQAS to ensure that WFP evaluation practices meet UNEG and other relevant international standards and draw from the latest evaluation practices; ii) ensuring that all OEV-commissioned evaluations adhere to EQAS and designing and operationalizing systems that support adherence to EQAS by all other evaluations; iii) systematically and comprehensively mainstreaming cross-cutting issues into WFP evaluation processes while ensuring that the differing needs of women, men, girls, boys and other affected populations are taken into consideration through programme design and implementation.

### **QUALITY ASSESSMENT**

Ensuring that independent post-hoc quality assessments of all completed evaluations are published alongside evaluation reports.

### **CAPACITY DEVELOPMENT**

i) Ensuring implementation of a comprehensive approach to internal capacity development for employees across the organization on steering, managing and using evaluations; ii) establishing mechanisms that support recognition and career development for a professional evaluation cadre.

### **MANAGEMENT RESPONSES TO OEV COMMISSIONED EVALUATIONS**

Advising management on coherence between OEV-commissioned evaluation recommendations and management responses.

### **USE**

i) Promoting and championing the use of evaluation within WFP and among its partners; ii) facilitating learning from evaluation evidence across regions; iii) publishing reports of all evaluations on the WFP website; iv) ensuring timely and appropriate communication of evaluation results in order to support organizational learning; v) organizing the annual consultation on evaluation and evaluation round tables.

### **INTERNATIONAL ENGAGEMENT**

i) Leading WFP engagement in UNEG, the Active Learning Network for Accountability and Performance and other professional evaluation networks; ii) leading WFP engagement in global partnerships that focus on national evaluation capacity development; iii) supporting joint and system-wide evaluations whenever appropriate, including UNSDCF evaluations and inter-agency humanitarian evaluations; iv) promoting WFP participation in global communities of practice.

### **REPORTING**

Preparing and publishing the annual evaluation report, including reporting on progress in implementing the policy.

The terms of appointment for the Director of Evaluation are noted in the WFP 2022 Evaluation Policy.

## C. Authorities

The Executive Director, through this Charter, outlines the following authorities necessary for enabling successful performance of roles and accountabilities in WFP's evaluation function. These are set by and pursuant to the Evaluation Policy, empowering staff across the organization to fulfil their evaluation related responsibilities.

In their regions, **Regional Directors** (with the technical support of the regional evaluation units) have the authority to:

### **NORMATIVE FRAMEWORK**

i) Ensure application of the provisions of the evaluation policy for evaluations commissioned by regional bureaux and country offices, including coverage norms and impartiality; ii) take appropriate action to strengthen evaluation at the regional and country levels with the support of OEV; iii) lead the formulation and operationalization of regional evaluation strategies in line with the evaluation policy and the corporate evaluation strategy; iv) chair the regional evaluation committees, which should be convened regularly.

### **PLANNING**

i) Engage in regular consultations with OEV and country offices to ensure complementarity among evaluations commissioned across the function; ii) Ensure that plans for evaluations are included in the design of regional strategies, interventions and other initiatives; iii) ensure the preparation and annual update of regional evaluation plans.

### **RESOURCING**

i) Ensure that resources are budgeted for and allocated to the management of independent evaluations, including those commissioned by country offices, and provide regional-level support and oversight; ii) ensure that resources are budgeted for and allocated to the maintenance of the regional evaluation units.

### **QUALITY ASSURANCE**

Oversee the application of evaluation quality assurance procedures.

### **CAPACITY DEVELOPMENT**

i) With OEV, provide technical advice to country offices managing evaluations; ii) contribute to the strengthening of evaluation capacity across the region; iii) facilitate evaluation capacity development initiatives in line with the WFP evaluation capacity development strategy.

### **MANAGEMENT RESPONSES AND FOLLOW-UP ACTIONS**

Ensure that management responses to evaluations commissioned by regional and country offices are prepared and made publicly available and that relevant follow-up actions are undertaken.

### **USE**

i) Ensure that CSPs and new programmes, initiatives and strategies prepared in the region are based on evidence from evaluations; ii) ensure that all reports on evaluations commissioned within the region are publicly available; iii) promote the development of evidence products such as evidence summaries; iv) facilitate learning from evaluation evidence within the region and among countries.

### **REGIONAL ENGAGEMENT**

i) In partnership with other United Nations entities, support national evaluation capacity development at the country and regional levels; ii) support the commissioning and management of joint evaluations at the country and regional levels.

### **REPORTING**

i) Ensure the quality and provision of data and information on the evaluation function across the region; ii) ensure the provision of inputs to OEV for corporate reporting on the evaluation function.

**Directors of HQ Divisions, Regional and Country Directors as commissioners of evaluations** have the authority to:

### **NORMATIVE FRAMEWORK**

i) Apply the provisions of the evaluation policy and its safeguards for impartiality.

### **PLANNING**

i) Include plans for evaluation in the design of interventions – consistent with the coverage norms of the evaluation policy – and ensure the evaluability of interventions by establishing appropriate baselines, indicators and targets for expected results; ii) for regional directors only, plan multi-country evaluations and regionally led thematic evaluations in the region in order to fill evidence gaps or to meet other cross-regional requirements; iii) include evaluation in office work plans.

### **RESOURCING**

Budget adequately for the management and conduct of evaluations and ensure that resources are allocated.

### **MANAGEMENT OF EVALUATIONS**

i) Design and manage evaluations in compliance with norms and standards set out in the WFP EQAS; ii) identify, recruit and manage evaluation consultants; iii) ensure that consultants adhere to the UNEG Pledge of Commitment to Ethical Conduct in Evaluation; iv) use competitive and performance-based procedures for recruitment.

### **QUALITY ASSURANCE**

Apply appropriate evaluation quality assurance procedures.

### **QUALITY ASSESSMENT**

Review quality assessment reports on completed evaluations and take action to improve the quality of future evaluations.

### CAPACITY DEVELOPMENT

With the support of OEV, strengthen staff capacity for managing decentralized evaluations and support other evaluation categories.

### MANAGEMENT RESPONSES AND FOLLOW-UP ACTIONS

i) Prepare management responses and ensure that they are publicly available; ii) undertake and report on follow-up actions.

### USE

i) Use evidence from evaluations in preparing new policies, programmes, strategies and other interventions; ii) ensure that evaluation reports are publicly available.

**Directors of HQ Divisions, Regional and Country Directors as stakeholders of centralized and impact evaluations** have the authority to:

### SUPPORT FOR THE CONDUCT OF EVALUATIONS

i) Ensure the evaluability of WFP undertakings by establishing baseline information, performance indicators and targets for expected results; ii) facilitate the evaluation process and provide access to required information; iii) engage in consultations on evaluation plans and provide feedback on evaluation products.

### RESOURCING

Country directors only: Ensure that CSP evaluation costs and, where appropriate, impact evaluation costs, are reflected in country portfolio budgets and that resources are allocated appropriately.

### MANAGEMENT RESPONSE AND FOLLOW-UP ACTIONS

Prepare management responses to assigned evaluation recommendations, implement follow-up actions and report on them.

### USE

Use evidence from evaluations to inform the preparation of new programmes, strategies and policies.

In addition, the Inspector General (and in particular the Office of Internal Audit), within the overall authority and mandate enshrined in the Revised Charter of the Office of the Inspector General (2019)<sup>6</sup>, and OEV will coordinate when developing their respective workplans with a view to ensuring complementarities and synergies between evaluations and audits, including consideration of the findings and recommendations derived from the respective exercises.

The Director of Finance has the authority to include evaluation accountabilities into the Letters of Representations, in line with the WFP Oversight Framework's three lines model.<sup>7</sup>

## D. Institutional arrangements

Table 1 lists the required institutional arrangements for implementation of the Evaluation Policy, together with their purpose and brief description. These mechanisms ensure coherence across the evaluation function.

**TABLE 1: INSTITUTIONAL ARRANGEMENTS FOR THE EVALUATION FUNCTION**

ARRANGEMENT	PURPOSE AND DESCRIPTION
<b>Oversight and Policy Committee</b>	<p>This advisory body comprises senior management and the directors of certain functions. Its key role is to review and agree on policies and to deliberate on and oversee the implementation of oversight recommendations and corporate risk management activities. The results of centralized evaluations and the implementation status of evaluation recommendations are presented for consideration by the Oversight and Policy Committee.</p>
<b>Evaluation Function Steering Group</b>	<p>This advisory body comprises Regional Directors and the Directors of certain functions. It supports the Executive Director in championing the evaluation policy and safeguarding its provisions to ensure that evaluation is embedded in decision making and practice across WFP. In particular the EFSG:</p> <ul style="list-style-type: none"> <li>■ Enables and provides strategic guidance for application of the Evaluation Policy's provisions, with particular emphasis on the decentralized function.</li> <li>■ Considers progress on Evaluation Policy implementation, targets and coverage norms, stewarding and supporting the financial mechanisms and arrangements established in the evaluation policy including the Contingency Evaluation Fund (CEF), and facilitates cross-functional solutions to challenges encountered.</li> <li>■ Leads by example, stimulating awareness, demand for and use of evaluation, internally and in engagement with partners in humanitarian and development policy dialogue.</li> </ul> <p>The Executive Director is responsible for chairing the EFSG. The Director of Evaluation serves as the EFSG Secretary. Full Terms of Reference for the EFSG are attached at Annex 1.</p>

## ARRANGEMENT

## PURPOSE AND DESCRIPTION

<b>Regional Evaluation Committee</b>	<p>These committees are chaired by the regional directors and comprise country directors from the respective regions and certain senior advisors and staff at the regional bureaux. They mirror the role of the EFSG at the regional level, supporting the regional directors in championing the evaluation policy and safeguarding its provisions to ensure that evaluation is embedded in decision making and practice across the regions, and they support the regional directors in developing and operationalizing regional evaluation strategies and reviewing and endorsing regional evaluation plans, which are updated annually. They also play a key role in enhancing coherence in evaluation activities between OEV, the regional bureaux and country offices. The regional evaluation officers act as secretaries to the regional evaluation committees.</p> <p>The Terms of Reference for Regional Evaluation Committees are attached at Annex 2.</p>
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<b>Independent Oversight Advisory Committee</b>	<p>This body provides independent expert advice to the Executive Board and the Executive Director on fulfilling their governance responsibilities. In relation to evaluation, the committee advises on the evaluation policy, strategy and charter; the annual evaluation work plan and budget; quality assurance systems for the evaluation function; and external assessments. It reviews the effectiveness of the evaluation function and provides a forum for the discussion of matters raised in WFP evaluations. The committee also provides advice on the adequacy of management response and follow-up to audit, ethics, ombudsman and evaluation recommendations.<sup>8</sup></p>
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## E. Application, Amendments, Related Directives and Guidance

The Executive Director, the Director of Evaluation, those with authorities identified in this Charter, and members of the identified institutional arrangements, are responsible for applying this Charter.

The Director of Evaluation is responsible for its periodic review and for proposing amendments as appropriate to the Executive Director. Within the authorities set out in this Charter, the Director of Evaluation may issue additional directives and guidance as necessary to complement this Charter and accomplish the objectives of the Evaluation Policy.

## F. Entry in force

This Charter comes into effect immediately and will be published on the WFP website.

Date: 23 January 2023

**David Beasley**  
Executive Director, WFP



# Annex 1. Evaluation Function Steering Group (EFSG) Terms of Reference (TOR)

## BACKGROUND

The **WFP Evaluation Policy** sets the vision of a WFP culture of accountability and learning supported by evaluative thinking, behaviour and systems. The policy outlines an evaluation function which encompasses centralised evaluations, impact evaluations and demand-led decentralised evaluations.

Implementation of the policy is underpinned by:

- The **WFP Evaluation Charter**, issued by the Executive Director in 2022, confirms the mandate and governance of the evaluation function, and outlines the necessary staff authorities, roles and institutional arrangements to operationalise the policy.
- The **Corporate Evaluation Strategy**, endorsed by the Evaluation Function Steering Group in 2022, sets out an implementation plan for the Policy, comprising the elements and activities required for building WFP's evaluation function, which meets UN evaluation norms and standards, and achieves the Policy's vision. Based on the Evaluation Policy's Theory of Change, it articulates the various workstreams to achieve the Policy Outcomes and their corresponding expected results, main activities and partners.

One of the required institutional arrangements set out in the Charter is the Evaluation Function Steering Group (EFSG) which supports the implementation of the Policy and Strategy as a whole.

## PURPOSE AND ROLE

The purpose the EFSG is to support the Executive Director's role in championing the Evaluation Policy, safeguarding its provisions and facilitating the evaluation function's development in line with the Policy, Charter and Strategy to embed evaluation into decision-making and practice across WFP. In particular, the role of the EFSG is to:

- **Lead by example**, stimulate awareness, demand for and use of evaluation internally, and externally with partners.
- Ensure that **evaluation is embedded** across WFP's work and applied as an important tool to help WFP maximize its contribution to intended results and joint outcomes with governments and other partners, to meet the Agenda 2030 Sustainable Development Goals and related international commitments.
- Serve as one of the **mitigating measures** to Risks 3 and 4 of the Evaluation Policy (see Appendix 1) and Risk Area 7 (Strategic Focus & Prioritization) in WFP's revamped Corporate Risk Register in counteracting the suboptimal use of evidence to plan and implement programmes.
- Consider **progress on implementation of Evaluation Policy and the Corporate Evaluation Strategy** monitoring indicators (both quantitative and qualitative) particularly regarding coverage norms, accountabilities and impartiality provisions.

- **Resolve issues arising**, especially of a cross-divisional nature, and provide strategic guidance for further enhancement of the function.
- Steward and support the **resourcing mechanisms and arrangements** of the Policy and take decisions regarding the **Contingency Evaluation Fund (CEF)**:
  - Based on advice from OEV and CPP-RMB which reflects assessment of the genuine nature of resource constraints, to approve or reject funding requests to support evaluations, including decentralized evaluations, CSP evaluations, and support for small Country Offices in impact evaluation data collection, and make allocation decisions; and
  - request replenishment of the CEF when 80% of the initial allocation has been disbursed.

## COMPOSITION

- Chair: The Executive Director is responsible for chairing the EFSG
- Secretary: Director of Evaluation
- Membership is at Director level:
  - Regional Directors
  - Director of Operational Management Support Director, Programme, Humanitarian and Development Director, Budget and Programming
  - Director, Public Partnerships and Resourcing Director, Performance Management and Reporting Director, Human Resources
  - Chief Information Officer, Technology Division Director, Innovation and Change Management Director, Research, Assessment and Monitoring

## MODALITIES

The group formally meets twice yearly either face to face or through hybrid meetings.

Depending on the subject under discussion, observers and/or presenters other than EFSG members can attend specific items of meetings, in agreement with the EFSG Secretary and Chair.

Agendas are developed by the EFSG Secretary in collaboration with the EFSG Chair. They will be supported by relevant documentation for endorsement, discussion, or information, to be distributed two weeks in advance of each meeting.

In addition, e-consultations may be carried out as needed, notably for:

- Contingency Evaluation Fund allocation decisions.
- Confirmation and endorsement of a finalized document.
- Review/feedback on draft documents.

The EFSG Secretary is responsible for maintaining appropriate records of EFSG business through a dedicated electronic workspace; Notes for the Record of discussions and decisions; follow-up monitoring matrices; and information dashboards.

## APPENDIX 1: EXTRACT FROM EVALUATION POLICY

**TABLE 4: RISK ANALYSIS**

RISK	MITIGATING MEASURES
<b>1. Low external and/or unpredictable demand for evaluation from stakeholders (medium)</b>	<p>Advocacy for increasing stakeholder use of and support for WFP evaluations</p> <p>Supporting governments with national evaluation capacity development</p>
<b>2. Low internal demand for evaluation (medium)</b>	<p>OEV and other units' action to ensure the relevance, timeliness and quality of evaluations</p> <p>Enhanced communication of evaluation results</p> <p>Raising awareness of the utility of evaluations</p> <p>Reporting on the application of coverage norms</p>
<b>3. Insufficient organizational leadership, ownership and support (medium)</b>	<p>Fostering by senior management of a corporate culture of accountability and learning that embeds evaluation in corporate decision making</p> <p>Integrating evaluation roles and accountabilities into WFP's staff performance management system</p> <p>Board review of key performance indicators for the evaluation function, decision making and clear communication of expectations and guidance on improving performance</p>
<b>4. Sub-optimal use of evaluation (medium)</b>	<p>Management action to ensure the systematic consideration of evaluation evidence and planning for evaluation in the policy and programme review process</p> <p>Oversight Policy Committee and Executive Board consideration of the implementation status of evaluation recommendations</p> <p>Implementation of WFP's knowledge management strategy</p>

RISK	MITIGATING MEASURES
<b>5. Inadequate human resources – skills and employees (medium)</b>	<p>Implementation of the action plan resulting from the strategic workforce planning exercise for evaluation</p> <p>Implementation of the evaluation capacity development strategy</p>
<b>6. Unpredictable and inadequate financial resources (medium)</b>	<p>Corporate commitment to meeting financial targets for evaluation as set out in the policy</p> <p>OEV and regional evaluation units will continue to advocate systematic forward planning, budgeting and resource allocation for evaluations</p> <p>Continued adequate funding of the Contingency Evaluation Fund</p>
<b>7. Limited quality and take-up of monitoring and other WFP data (medium)</b>	<p>Management commitment to improving the corporate monitoring system and capacity</p> <p>Partial compensation through primary data collection and triangulation of information by evaluation teams</p> <p>Planning of evaluation at the start of project cycles in order to facilitate the identification of monitoring requirements</p> <p>Engagement with the WFP Global Privacy Office in order to ensure continued data access and use</p> <p>OEV partnerships with data owners at headquarters</p>
<b>8. Perceptions of limited added value of agency evaluation functions (medium)</b>	<p>Continued participation in UNEG</p> <p>Participation in efforts to clarify complementarities between system-wide evaluation and agency-specific evaluations</p> <p>Continued support for joint evaluations</p>

# Annex 2. Regional Evaluation Committee (REC) Terms of Reference (TOR)

## BACKGROUND

The [WFP Evaluation Policy 2022](#) sets the vision of a WFP culture of accountability and learning supported by evaluative thinking, behaviour, and systems. The policy outlines an evaluation function that encompasses centralised evaluations, impact evaluations and demand-led decentralised evaluations.

Implementation of the policy is underpinned by:

- The WFP Evaluation Charter, issued by the Executive Director in December 2022, confirms the mandate and governance of the evaluation function, and outlines the necessary staff authorities, roles and institutional arrangements to operationalise the policy.
- The Corporate Evaluation Strategy, endorsed by the Evaluation Function Steering Group and the Oversight and Policy Committee in 2022, sets out an implementation plan for the Evaluation Policy. It comprises the elements and activities required for building WFP's evaluation function, meeting UN evaluation norms and standards and achieving the Policy's vision. Based on the Evaluation Policy's Theory of Change, it articulates the various workstreams to achieve the Policy Outcomes and their corresponding expected results, main activities, and partners.

One of the required institutional arrangements set out in the Evaluation Policy and the Charter is the REC, established in each region to support Regional Directors in implementing the evaluation policy across the region.

## PURPOSE AND ROLE

The REC mirrors the Evaluation Function Steering Group (EFSG) at the regional level, supporting the Regional Directors in championing the evaluation policy and safeguarding its provisions to ensure that evaluation is embedded in decision-making and practice across the regions. The REC supports the regional director in developing and operationalizing regional evaluation strategies (RES) and reviewing and endorsing regional evaluation plans (REP), which are updated annually. They also play a key role in enhancing coherence in evaluation activities between the Office of Evaluation (OEV), the regional bureaux and country offices.<sup>9</sup>

In accordance with Regional Director's Roles and Accountabilities for evaluation as outlined in the charter, the role of the REC is to:

- Lead by example, stimulate awareness, demand for and use of evaluation internally, and externally with partners.
- Steer the development and operationalisation of the Regional Evaluation Strategy (in alignment with the Corporate Evaluation Strategy), reviewing progress on RES implementation once a year, providing strategic guidance and suggesting actions to strengthen evaluation across the region including on evidence use, impartiality, coverage, relevance, evaluation capacities, resourcing<sup>10</sup> and partnerships.
- Endorse and regularly review the implementation of the annual Regional Evaluation Plan<sup>11</sup> prepared by the Regional Evaluation Officer.

- Ensure that new strategies and programmes prepared in the region are informed by evidence from evaluations and strategic discussions on the use of evaluation evidence.
- Encourage and support COs and the RB to plan evaluations to learn lessons, fill evidence gaps and inform ongoing programme implementation decisions and subsequent programme design.
- Steer the development of regional or multi-country evaluations, as relevant, to enhance their contribution to evidence across the region.
- Ensure that the RB and COs have the human resources (staff skills, knowledge and capabilities) to manage decentralized evaluations and implement impact evaluations at the regional and country level, respectively, taking decisions on capacity development strategies and related aspects within the regional context.
- Provide feedback, through the RD as REC Chair, to the EFSG and OEV on challenges and opportunities for evaluation in the region.

## LEADERSHIP AND MEMBERSHIP

- The Regional Director chairs and is responsible for convening the REC. This role may be delegated to the Deputy Regional Director as co-chair, but should not be delegated further.
- The Regional Evaluation Officer, with the support of OEV, acts as Secretary to the REC, developing agendas in consultation with the REC Chair/co-Chair, and ensuring appropriate records of REC business.
- The REC should comprise Country Directors from the region and relevant senior advisors and staff at the regional bureau. Specific membership may be determined

by each Regional Director according to the specificities of the region, but the following is recommended:

- Country Directors. Attendance can be delegated to Deputy Country Directors or, where relevant, Head of Programme when the CD is unavailable. All Country Offices should be represented where possible.<sup>12</sup> If this is not possible, a significant proportion of Country Offices should be represented allowing for rotation annually to ensure that all COs are represented
- Senior Regional Programme Advisor
- Senior Regional Research, Assessment and Monitoring (RAM) officer
- Regional Monitoring Advisor
- Regional Information and Knowledge Management Officer
- A mix of staff from Resource Management, Human Resources, and Partnerships

## MODALITIES

The Committee should convene regularly. It is recommended that it meets (either face to face or through electronic or hybrid meetings) twice a year and through e-consultations as needs arise.

Efficiencies may result from timing meetings to complement existing regional dialogues and planning processes, in line with the annual performance planning and review at the CO and RB levels. REC meetings may be aligned with Regional Leadership/Management meetings, as long as sufficient time is allocated for the REC to have substantive strategic discussions to cover the agenda for specific meetings.

# Endnotes

- 1 [WFP Evaluation Policy 2022](#) WFP/EB.1/2022/4 C
- 2 <https://www.wfp.org/publications/wfp-evaluation-strategy-2022>
- 3 <https://docs.wfp.org/api/documents/WFP-0000141150/download/>
- 4 As per paragraph 50 and 51 of the [Evaluation Policy](#)
- 5 This refers to evaluations commissioned by HQ divisions, RBs and COs.
- 6 Revised Charter of the Office of the Inspector General [WFP/EB.2/2019/4-B/1](#)
- 7 WFP Oversight Framework [WFP/EB.A/2018/5-C](#)
- 8 "Revised title and terms of reference of the Audit Committee" [WFP/EB.2/2021/9-A](#)
- 9 This represents countries where WFP has programmes, such as a Country Strategic Plan of any type or a Limited Emergency Operation (LEO).

- 10 Reviewing evaluation related budgets/expenditure analyses from the VAM, M&E Planning and Budgeting Tool
- 11 A regional evaluation plan captures all evaluations planned in the region in a calendar year. It describes priorities for decentralised and impact evaluation across the region and identifies specific evaluations in any area of action at the sub-national, national (CO) or multi-country level (RB), in line with the Policy provisions including its coverage norms, and complementarity with centralised evaluations.
- 12 A regional evaluation plan captures all evaluations planned in the region in a calendar year. It describes priorities for decentralised and impact evaluation across the region and identifies specific evaluations in any area of action at the sub-national, national (CO) or multi-country level (RB), in line with the Policy provisions including its coverage norms, and complementarity with centralised evaluations.

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**World Food Programme**

Via Cesare Giulio Viola 68/70,  
00148 Rome, Italy - T +39 06 65131

**wfp.org**