



World Food Programme

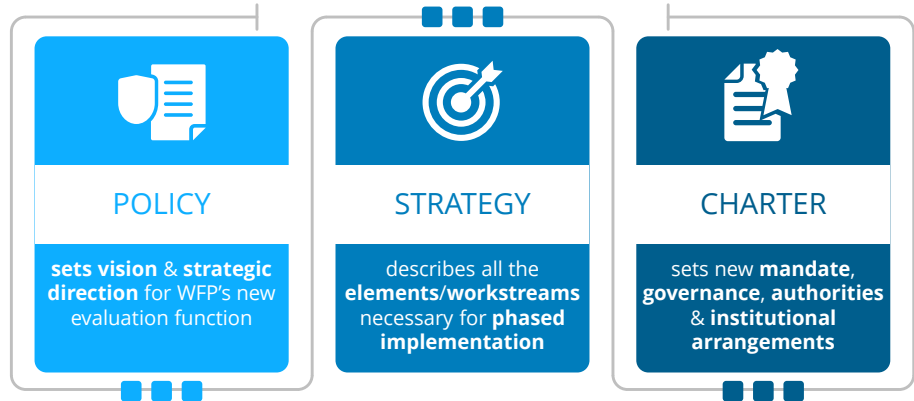
SAVING
LIVES
CHANGING
LIVES

WFP EVALUATION
BRIEF 2023

INTRODUCTION

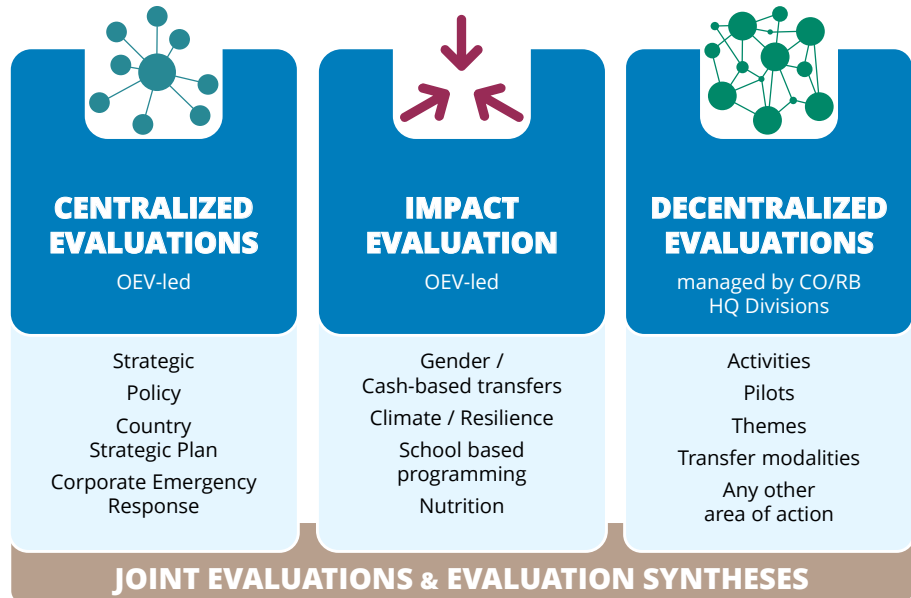
The World Food Programme (WFP) evaluation function aims to contribute to achieving zero hunger by assessing WFP activities, generating a strong evidence base of the organization's successes and lessons that can be incorporated into future policies and programmes.

This brief brings together key elements of the evaluation function, drawing on its three foundational pillars: the [Evaluation Policy 2022](#), approved by the Executive Board in February 2022; the [Evaluation Charter](#), issued by the Executive Director in January 2023; and the [Corporate Evaluation Strategy 2022](#).



EVALUATION CATEGORIES

Evaluations are commissioned and managed by various parts of the organization. The three categories of evaluation at WFP - centralized, decentralized and impact - may be conducted jointly with other United Nations entities, governments, funders or other partners such as research institutions. All categories of evaluation may be synthesized in order to draw evidence from multiple evaluations.

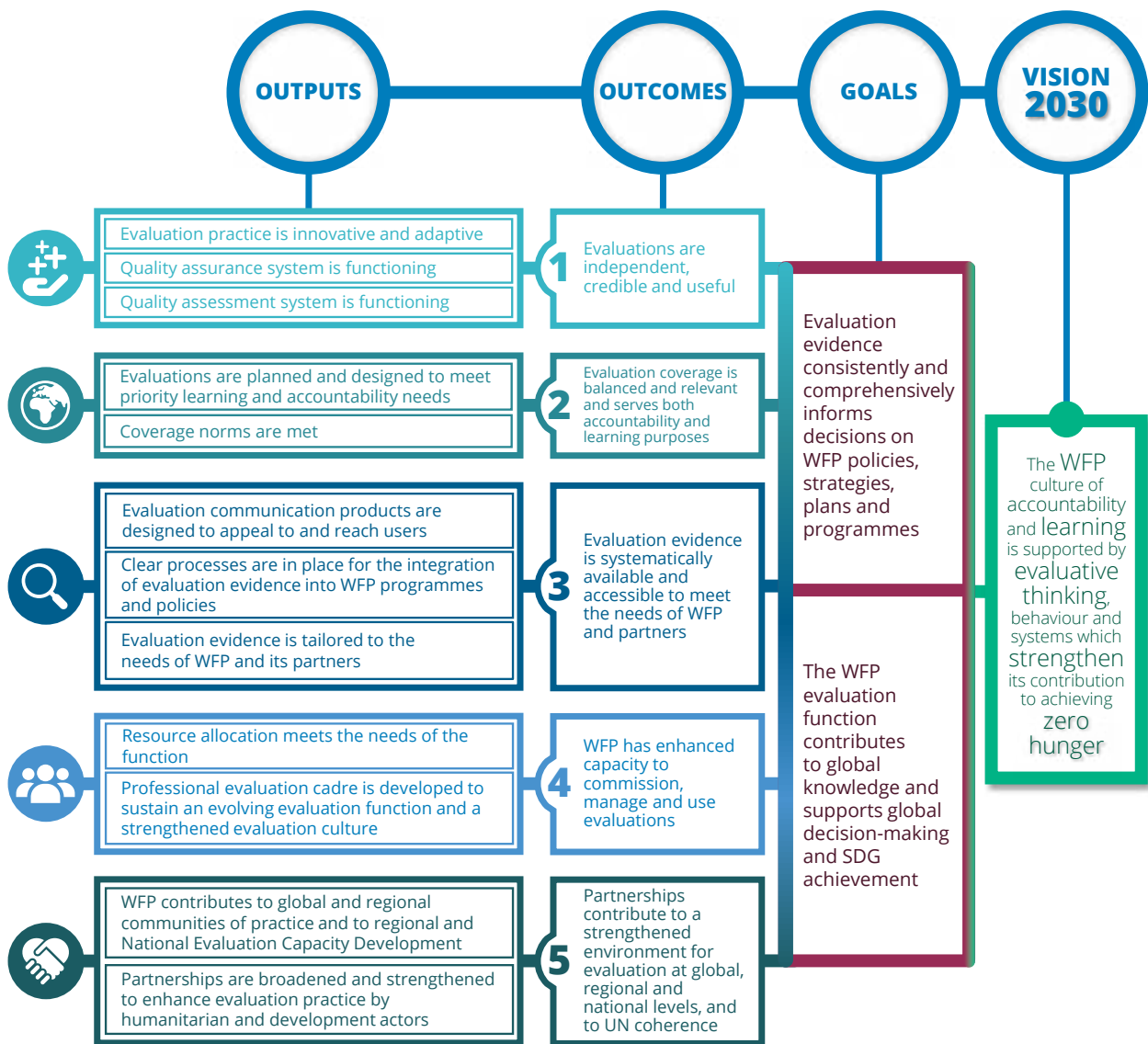


THEORY OF CHANGE

The vision of the theory of change for the evaluation function is that by 2030 the WFP contribution to achieving zero hunger will be strengthened by a culture of accountability and learning supported by evaluative thinking, behaviour and systems.

Contributing to this vision, the goals are to ensure that evaluation evidence consistently and comprehensively informs decisions on WFP policies, strategies, plans and programmes and that the WFP evaluation function contributes to global knowledge and supports decision making and SDG achievement at the global, regional and national levels.

The five outcomes will be achieved through delivery of several outputs that require investment and organizational support. The policy rests on several enablers and assumptions, and progress will be compromised if they are not fully realized.



UNEG Norms and Standards

Strategic Plan principles and cross cutting priorities

PRINCIPLES

ENABLERS

- Normative Framework
- Evaluation governance mechanisms
- Sustainable and predictable financing
- Adequate evaluator (external) expertise

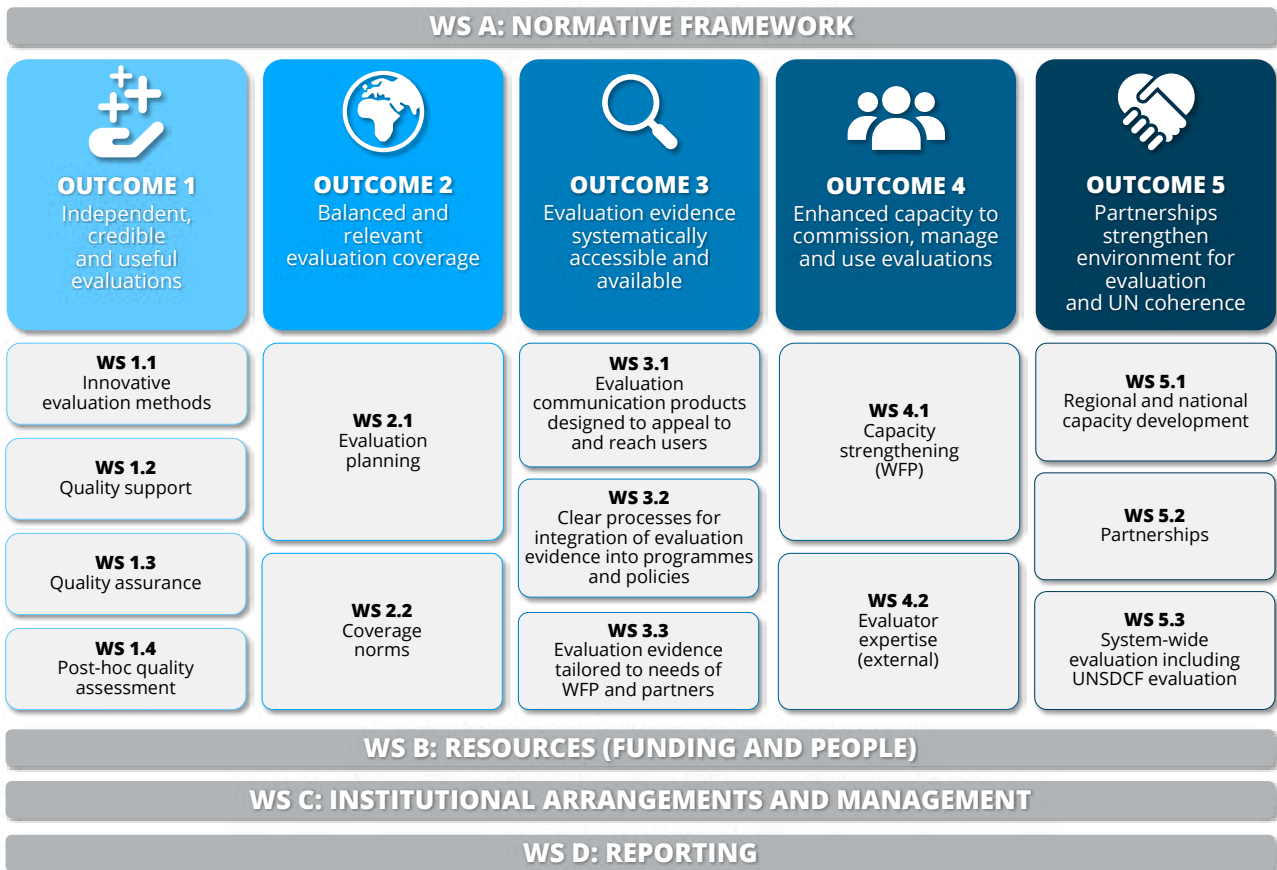
ASSUMPTIONS

- Effective results-based management systems
- Added value of agency evaluation functions in context of UN reform maintained
- Continued interest of partners in joint evaluations
- Continued development of national evaluation systems
- Continued internal and external stakeholder demand for evaluation
- WFP has adequate absorption capacity for evidence
- Effective corporate knowledge management systems
- Organisational leadership and incentives for evidence-informed policies, strategies, plans and programmes

EVALUATION STRATEGY WORKSTREAMS

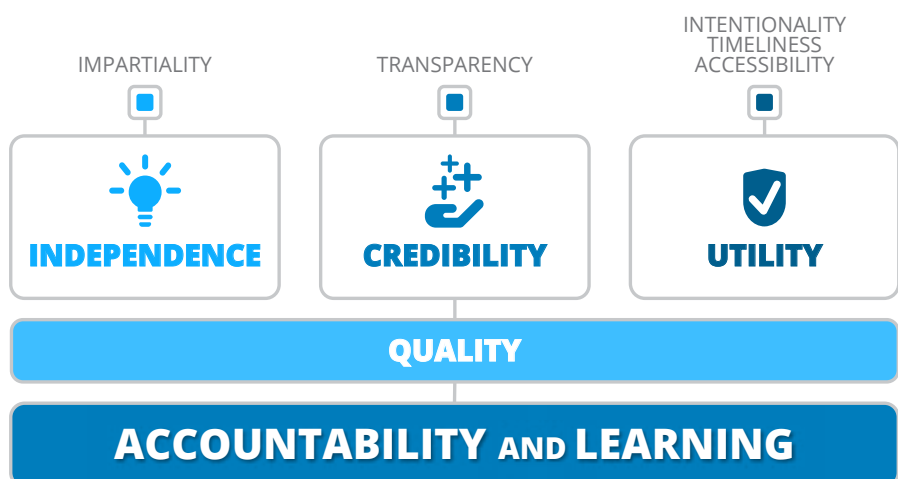
This strategy draws on the evaluation policy's theory of change, normative framework and institutional arrangements allowing the evaluation function to identify the workstreams that need to be implemented across the evaluation function in order to

fulfil the expectations of the policy. Each workstream identifies the expected results, as well as the key activities and partners, both within WFP and beyond it, necessary for delivering those results and identifies additional resource requirements (both human and financial). The strategy applies to the entire evaluation function across all levels of WFP. It describes the elements necessary for the implementation of the evaluation policy and is complemented by regional evaluation strategies, which build on the Corporate Evaluation Strategy and set out the elements that are specific to each region to be able to implement the Evaluation Policy 2022.



EVALUATION PRINCIPLES

The WFP evaluation function is based on the [UNEG evaluation principles](#) of independence, credibility and utility. Application of these principles ensures evaluation quality, enhancing accountability and learning throughout WFP to improve performance and results.



MINIMUM EVALUATION COVERAGE NORMS

The evaluation policy sets norms for ensuring appropriate evaluation coverage across WFP. There is a need to balance the requirements for systematic and sufficient centralized evaluation coverage across the whole of WFP work with

a demand-led approach for decentralized and impact evaluations. Thus, the norms indicated in the table below set minimum corporate expectations within which commissioning units have the flexibility to prioritize topics, interventions and timing in line with their policy or programme cycles and stakeholder needs.

While there are no minimum coverage norms for joint evaluations, these are expected to increase in number in response to developments in system-wide evaluation and further United Nations development system reforms, including the introduction of UNSDCF evaluations.

COMMISSIONING UNIT	TYPE OF EVALUATION	
OFFICE OF EVALUATION (OEV)	<p>Strategic evaluations These provide balanced coverage of the core planning instruments of WFP, including elements of the WFP strategic plan and related strategies.</p>	<p>Syntheses These summarize evidence from a number of completed evaluations. There are no specific norms for syntheses, but OEV will aim to conduct at least one synthesis each year.</p> <p>Joint and system-wide evaluations WFP will seek out opportunities with other United Nations entities and at the country level in consultation with national partners to undertake more joint and system-wide evaluations including UNSDCF evaluations and inter-agency humanitarian evaluations.</p>
	<p>Policy evaluations Evaluation of policies takes place between four and six years after the start of implementation^a and/or prior to policy changes.</p>	
	<p>Corporate emergency evaluations All crises classified as “corporate scale-up phase” and “corporate attention phase”^b will be subject to evaluation through OEV-commissioned corporate emergency evaluations or CSP evaluations or inter-agency humanitarian evaluations. The Director of Evaluation will determine the most appropriate option in consultation with key stakeholders.</p>	
	<p>CSP evaluations^c a) A CSP evaluation is required in the penultimate year of each CSP. b) For interim CSPs an evaluation is required every five years for the ten largest country offices^d and every 10–12 years for all other country offices.</p>	
	<p>Impact evaluations The Director of Evaluation will determine how many windows and how many evaluations within each window can be managed at any one time,^e considering organizational evidence priorities and capacity.</p>	
COUNTRY OFFICE	At least one decentralized evaluation (e.g. activity or thematic evaluation or CSP strategic outcome evaluation) per country office per interim CSP or CSP cycle.	
REGIONAL BUREAUX	No specific norms but criteria to guide decision making on evaluation (see table 3) should be applied, particularly for multi-country evaluations. ^f	
HEADQUARTERS OFFICE/DIVISION	No specific norms but criteria to guide decision making on evaluation (see table 3) should be applied.	

a “WFP Policy Formulation” (WFP/EB.A/2011/5-B). The policy formulation document is due to be revised in 2022, which may result in the need to adjust the policy evaluation coverage norm.

b Executive Director’s Circular OED 2022/003.

c “Policy on Country Strategic Plans” (WFP/EB.2/2016/4-C/1/Rev.1). The current norm for all CSP evaluations will be reviewed in 2023 once the evaluation of the first generation of CSP and the evaluation of the CSP policy have been completed.

d Country offices have been grouped into size categories based on WFP criteria established by the Operations Management Support Office, as well as the size of the office, number of employees and number of beneficiaries.

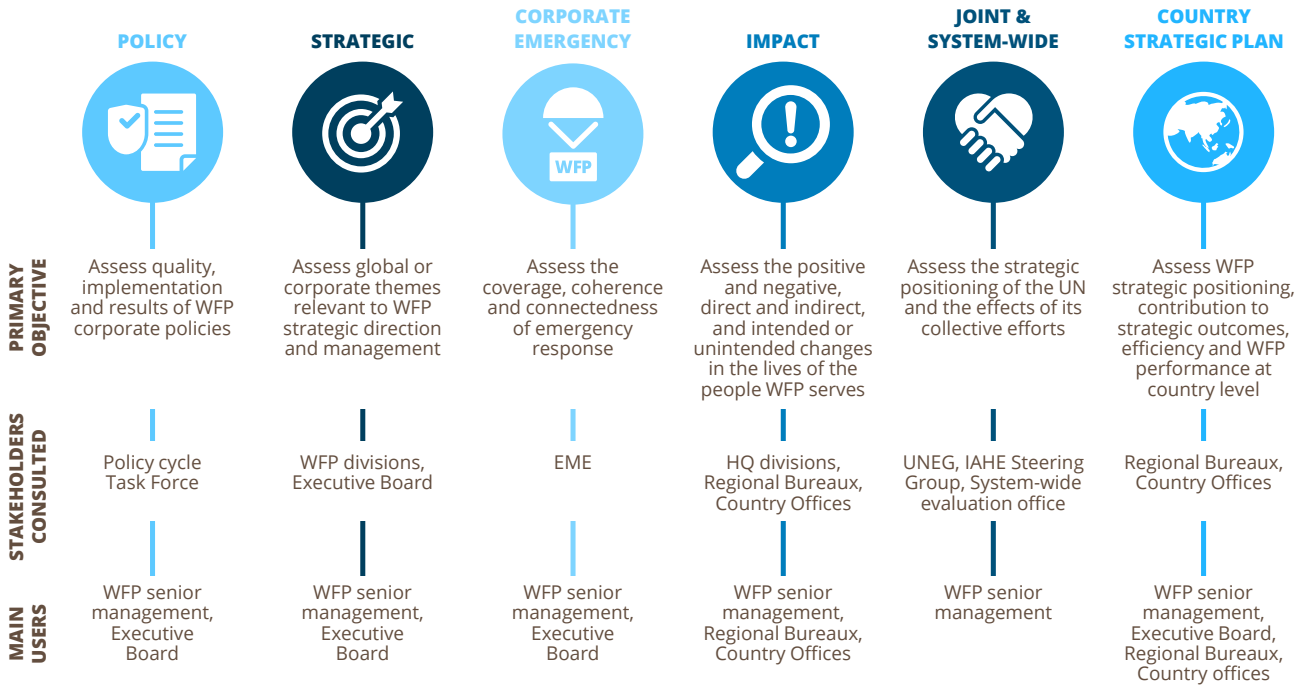
e In 2022 there will be four evidence windows, with up to six evaluations running in each window at any one time.

f Regional programmes and projects should include plans for generating evidence through evaluation where appropriate.

STAKEHOLDERS AND USERS OF EVALUATIONS

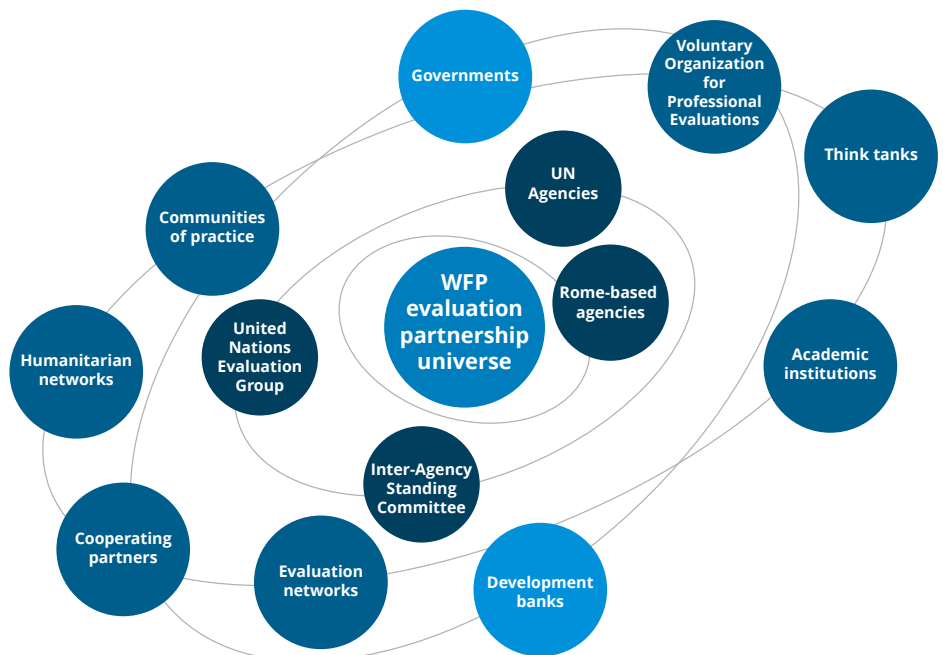
Evaluation has broad relevance to multiple stakeholders and diverse users. The Office of Evaluation leads work on the planning of centralized evaluations and consults with

headquarters divisions and regional bureaux to support the efficient use of resources and complementarity among evaluations. The Office of Evaluation also works with external partners on issues of coordination for joint and system-wide evaluations, including UNSDCF evaluations. At the regional level, regional evaluation units continue to work with other United Nations partners on coordination around UNSDCF evaluations.



HIGH-LEVEL ENGAGEMENT AND PARTNERSHIPS IN EVALUATION

WFP evaluation function partnerships contribute to global knowledge and support decision making and Sustainable Development Goal (SDG) achievement at the global, regional and national levels, especially in the international humanitarian arena, and that WFP evaluation practice is shared with, and benefits from, the experience of others. WFP engages at global, regional and country levels with a wide range of partners.





INSTITUTIONAL ARRANGEMENTS

The table below illustrates 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.


ARRANGEMENT	PURPOSE AND DESCRIPTION
Oversight and Policy Committee	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.
Evaluation Function Steering Group	<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"> ■ Enables and provides strategic guidance for application of the Evaluation Policy’s provisions, with particular emphasis on the decentralized function. ■ 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. ■ Leads by example, stimulating awareness, demand for and use of evaluation, internally and in engagement with partners in humanitarian and development policy dialogue. <p>The Executive Director is responsible for chairing the EFSG. The Director of Evaluation serves as the EFSG Secretary.</p>
Regional Evaluation Committee	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.
Independent Oversight Advisory Committee	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. (“Revised title and terms of reference of the Audit Committee” WFP/EB.2/2021/9-A)

WFP EVALUATION

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PHOTO CREDITS

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