

Peer Review of the Evaluation Function of the World Food Programme

Terms of Reference

May 2026



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1. Introduction

1.1. Introduction

1. In March 2022, the World Food Programme (WFP) Executive Board (EB) formally approved the WFP Evaluation Policy 2022¹, thereby reaffirming the organization's commitment to benefiting from evaluation in its performance management, accountability, and learning systems, and to complying with United Nations (UN) evaluation principles, norms, and standards².

2. The evaluation policy has a time horizon of 2030, but a review of the policy implementation was planned for 2025-2026 with a view to informing any revisions to the policy deemed necessary. The proposed review is expected to follow the United Nations Evaluation Group (UNEG) / Development Assistance Committee of the Organization of Economic Co-Operation and Development (OECD-DAC) external peer review process; the recognized mechanism for assessing evaluation policies in the UN system.

3. This document sets out the Terms of Reference (ToR) for the "Peer Review of the Evaluation Function at the World Food Programme - 2026", hereinafter referred to as the "Peer Review". The document provides an overview of the context, rationale, objectives, subject, scope, methods, and organization of the exercise.

1.2. Context

Overview of WFP

4. Levels of acute food insecurity remain very high with an estimated 319 million people facing acute hunger around the world, more than twice the number before the coronavirus disease 2019 (COVID-19) pandemic. Food insecurity is driven by new and escalating conflicts, the impact of El Niño, and persistent economic challenges.³

5. WFP aims for a world free of hunger, by providing food and nutrition assistance to those most vulnerable, while supporting people's capacities to feed themselves and their families and strengthening governments' capacities to identify and scale up sustainable solutions to hunger and malnutrition. In 2024, WFP and its partners delivered assistance to 124 million people, despite increasing humanitarian access challenges, funding limitations and operational constraints.⁴ As of end of August 2025, WFP's funding amounted to USD 4.1 billion, approximately 40 percent less than the USD 9.8 billion raised in 2024, and well below the USD 14.2 billion raised in 2022. WFP expects lower funding levels to continue in forthcoming years. The revised forecast for 2025-2027 now stands at 6.4 billion USD per year (see Figure 1. Evolution of Donor Contributions to WFP (Confirmed and Projected)).⁵

¹ [WFP Evaluation Policy 2022](#)

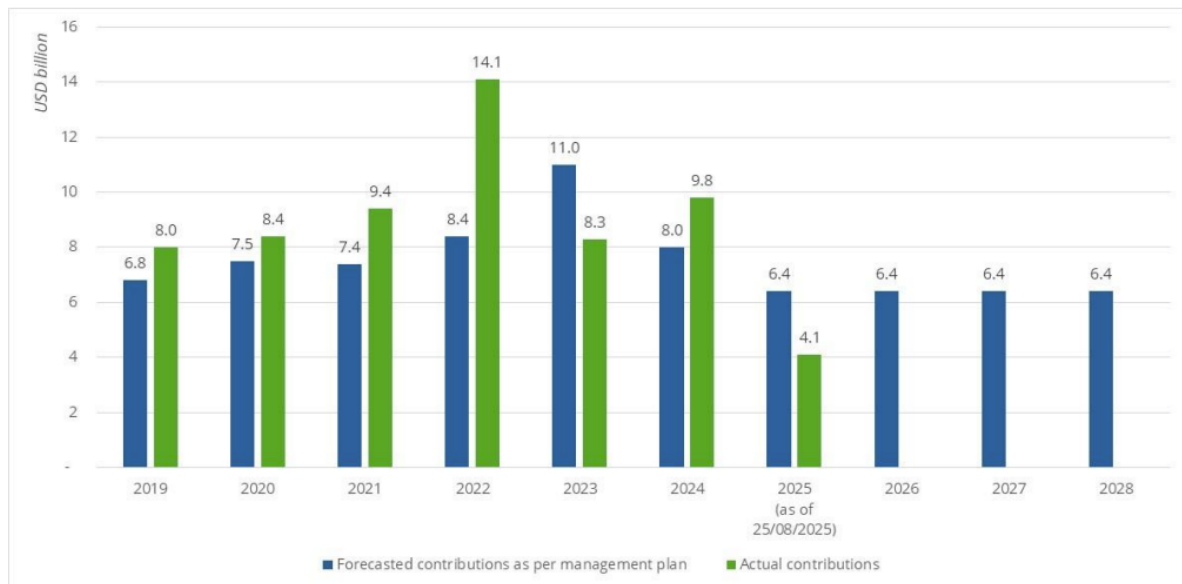
² [UNEG Norms and Standards - 2017](#)

³ [WFP Strategic Plan \(2026-2029\)](#)

⁴ [Annual Performance Report for 2024](#)

⁵ [WFP Management Plan \(2026-2028\)](#)

Figure 1. Evolution of Donor Contributions to WFP (Confirmed and Projected)



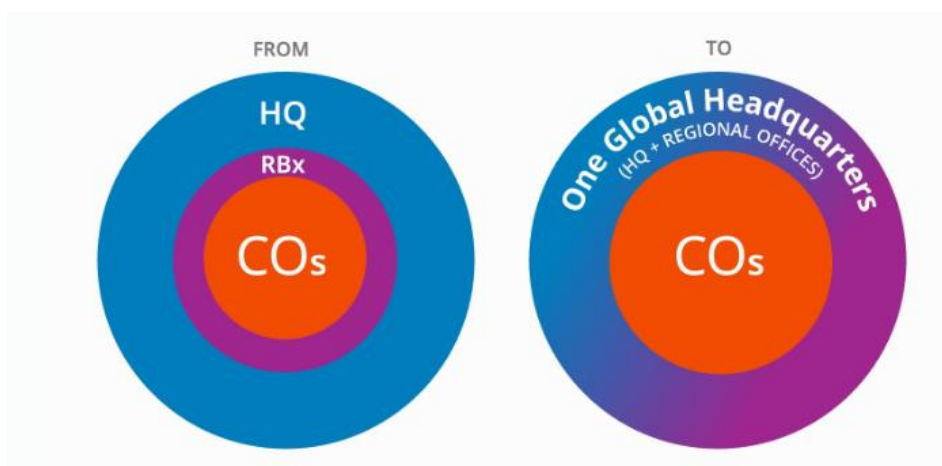
Source: WFP Management Plan (2026-2028)

6. Given the revised forecast, and WFP's commitment to cost effectiveness, a series of cost containment efforts have been introduced across the organization including restrictions on recruitment, travel, workshops and events, training, facility renovation and expansion, and the procurement of other non-mission-critical goods and services. Across all levels of the organization, staffing reviews exercises have taken place, with the goal of aligning staff costs with the new forecasts. In addition, WFP has scaled back operations globally, with roughly 16.7 million people expected to stop receiving assistance, and many more expected to receive a reduced ration size and ration duration.⁶

7. In addition to costs containment efforts noted above, the new funding landscape has expedited the roll-out of WFP's "One Global HQ" initiative. Launched in August 2023 by the WFP Executive Director (ED), the initiative sought to realign the organization to its strategic priorities in addition to making WFP more streamlined, integrated, and collaborative. The initiative sought to further empower country offices (COs) to successfully deliver against their country strategic plans (CSPs). The first two phases have been completed and have led to the cutting of one department and a reduction in the number of divisions headed by directors. WFP five regional offices (ROs) were repositioned to serve as an extension of the global headquarters team in Rome, thereby shifting from three levels of management to two. Figure 2. WFP One Global HQ Structure included below provides a visual model of the desired change. This new structure came into effect in May 2025 and brought together technical teams at the global and regional level under a single accountability guided by the WFP Management Accountability Framework (MAF). The MAF clarified roles and responsibilities, enhanced accountability structures, and strengthened operational oversight to ensure alignment with WFP's strategic priorities, eliminate redundancies, and streamline decision-making.

⁶ [Food Security Impact of Reduction in WFP Funding - 2025](#)

Figure 2. WFP One Global HQ Structure

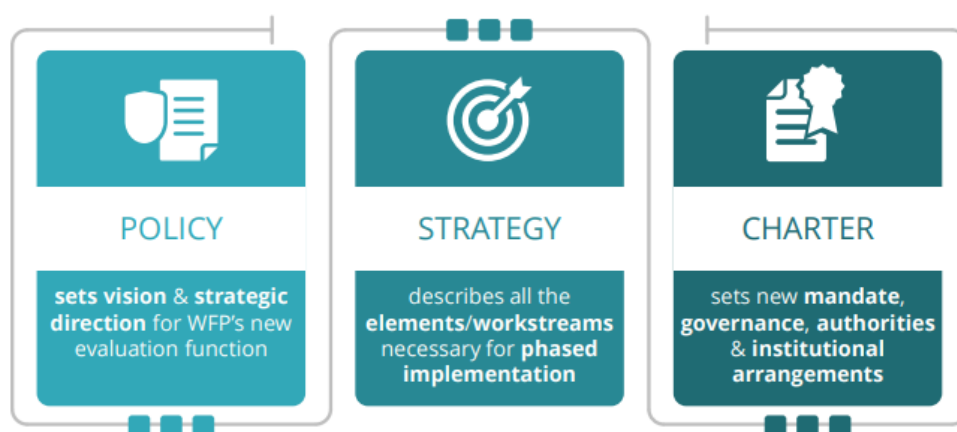


Overview of WFP Evaluation Function

8. WFP evaluation function aims to contribute to global knowledge and supports decision making and Sustainable Development Goal (SDG) achievement at the global, regional and national levels, ensuring that evaluation evidence consistently and comprehensively informs decisions on WFP policies, strategies, plans, and programmes.

9. As shown in Figure 3. WFP Evaluation Framework, the WFP evaluation function is guided by an evaluation framework composed of three foundational pillars: the WFP Evaluation Policy 2022,⁷ which sets the vision and strategic direction; the WFP Corporate Evaluation Strategy 2022,⁸ which describes the workstreams necessary for phased implementation; and the WFP Evaluation Charter⁹ which establishes the mandate, governance, authorities, and institutional arrangements.

Figure 3. WFP Evaluation Framework



10. The WFP Evaluation Policy 2022 policy reaffirms the organization’s commitment to benefiting fully from evaluation in its performance management, accountability and learning systems and to complying with UN evaluation principles, norms and standards. It informs WFP employees and stakeholders of the purpose of the evaluation function; its conceptual and normative framework; and the roles, accountabilities

⁷ [WFP Evaluation Policy 2022](#)

⁸ [WFP Evaluation Strategy 2022](#)

⁹ [WFP Evaluation Charter 2023](#). Note: the WFP Evaluation Charter is currently under review to align with WFP Management Accountability Framework and the new organizational structure.

and standards for evaluation across WFP. It also outlines coverage norms, efforts to enhance the use of evaluation evidence and human and financial resource requirements. Aligned with the UNEG evaluation principles, norms and standards, the policy supports WFP in achieving its mandate and strategic priorities as outlined in WFP Strategic Plan for 2022-2025.¹⁰ The WFP Evaluation Policy 2022 was formally approved at the First Regular Session of the WFP EB in March 2022 and has since had two amendments including an amendment in May 2024 to adjust Country Strategic Plan Evaluation (CSPE) coverage norms and an amendment in May 2025 to revise Regional Evaluation Officer (REO) reporting and budgetary lines.

11. The Evaluation Policy 2022 was informed by the recommendations from the Peer Review of the WFP Evaluation Function completed in 2021,¹¹ which identified six recommendations that were fully agreed or partially agreed by WFP management. Broadly the recommendations proposed additional efforts to safeguard evaluation function independence, strengthen financial support for evaluation, build skilled and diverse evaluation teams, strengthen evaluation use for organizational learning, strengthen the quality and utility of decentralized evaluations, and lead in humanitarian evaluation practice through contributions to humanitarian and system-wide evaluations and support for national evaluation capacity development. The full text of the recommendations can be found in Annex III. Recommendations of Peer Review 2021

12. The 2022 Corporate Evaluation 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 to fulfil the expectations of the policy. Each workstream identified the expected results, as well as the key activities and partners, both within WFP and beyond, necessary for delivering those results. The strategy describes the elements necessary for the implementation of the evaluation policy and is complemented by regional evaluation strategies.

13. The WFP Evaluation Charter 2023 sets out the institutional arrangements and associated authorities that enable evaluation findings to be integrated into WFP's policies, strategies, and programmes. The document defines governance, oversight, leadership, and authorities in the evaluation function across WFP, specifically:

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

14. In addition, OEV has spearheaded the formulation of various strategies including an Impact Evaluation Strategy, Evaluation Capacity Development Strategy, and a communication and knowledge management strategy. Regional Evaluation Teams also developed six regional evaluation strategies. To ensure transparency and accountability, on an annual basis OEV presents an annual evaluation report (AER) and evaluation workplan to the WFP EB on an annual basis. It also presents annual reports to the Strategic Advisory Panel on Impact Evaluation.

15. WFP underwent an organizational assessment led by the Multilateral Organization Performance Assessment Network (MOPAN) in 2024 that includes a component focused on assessing the evaluation function.¹² The assessment found the WFP evaluation function to be a key strength of the organization with a "highly satisfactory" scoring. The exercise found that WFP committed to planning and programming on evidence but found the evaluation to be stronger than monitoring. It noted WFP as a clear leader in independent evaluation and noted that both the Director of Evaluation and the OEV are independent of other functions of the organisation. It found the choice of evaluations within the function to be appropriate

¹⁰ [WFP Strategic Plan \(2022-2025\)](#)

¹¹ [Peer Review of the Evaluation Function at the World Food Programme 2021](#)

¹² [MOPAN Assessment of the World Food Programme 2024](#)

and governed by the coverage norms set out in the evaluation policy which ensures 100 percent coverage of WFP policies and country strategic plans (CSPs). It noted that resources allocated for the function more than doubled between 2017 and 2021 and commended the creation of the decentralised evaluation function. However, the assessment found an institutional tendency to regard evaluation as mainly an accountability tool, although there was emerging recognition of the contributions that evaluations can make to organisational learning and programme improvement and noted a gap in the sharing of lessons systematically between countries.

2. Rationale and key stakeholders

2.1. Rationale

16. According to the 2022 evaluation policy an independent peer review of the function is to be scheduled in 2025-2026 with a view to informing any revision to this policy that are deemed necessary. Considering 2025 organizational changes, the peer review has been planned for 2026. Its timing is particularly relevant considering the internal changes as well as the overall changes in the context.

17. Furthermore, the Independent Oversight Advisory Committee (IOAC) terms of reference¹³ foresee the conduct of a review of the effectiveness of WFP Evaluation Function. In order to be efficient, it was decided that the peer review would be conducted and that IOAC would be regularly consulted through its process.

18. The review is expected to follow the 'Standard' UNEG Peer Review process as outlined in Modality 3 of the UNEG Guidelines for Professional Peer Reviews. This approach systematically assesses the maturity of an evaluation function in terms of independence, credibility, and utility and is anchored in the UNEG Norms and Standards. The review ultimately seeks to answer the question, "Are the WFP's evaluation function and products independent, credible, and useful for learning and accountability purposes?"

2.2. Key Stakeholders

19. The Peer Review findings, conclusions, and recommendations will be discussed with and presented to key stakeholders, including the WFP EB, the IOAC, Evaluation Function Steering Group (EFSG), and OEV.

20. The WFP EB provides intergovernmental support, policy direction and supervision of the activities of WFP and is expected to have interest in the Peer Review given its role in providing intergovernmental supervision and direction of WFP management.

21. The WFP Leadership Team (LT) is a decision-making body at the highest level of the organization comprised of the WFP ED, Chief of Staff, Deputy Executive Director (DED), Assistance Executive Directors (AEDs) and Chief Financial Officer. The body is responsible for setting strategic direction and the framework for decision making in accordance with WFP's mandate. This body is expected to have interest in the Peer Review given its roles in safeguarding the organization against internal and external risks and establishing the vision and strategic direction of the organization.

22. The WFP Senior Management Team (SMT) is an advisory body comprised of the LT and WFP Regional Directors (RDs). The SMT focuses on strategic and management issues and how they are operationalized at the field level with a view towards ensuring coherent execution of WFP's mandate and strategy. This body is expected to have interest in the Peer Review given its role in ensuring that WFP operations are designed and implemented in line with the prevailing WFP strategy and overall mandate.

¹³ Revised ToR of the IOAC WFP/EB.2/2025/6-D

23. The IOAC is a committee which serves in an expert advisory capacity and provides independent, expert advice to the WFP EB and ED in fulfilling their governance responsibilities, including ensuring the effectiveness of WFP's internal control systems, risk management, audit and oversight functions and governance processes. As part of their terms of reference¹⁴ the IOAC is expected to undertake a review of the effectiveness of the evaluation function. Considering the peer review exercise the IOAC decided not to undertake its wound review to avoid overlap and is therefore actively engaged in this peer review from the onset starting with the review of the draft terms of reference. The IOAC will be regularly involved in the peer review process.

24. This EFSG is an advisory body is chaired by the ED and comprised selected Directors of key global headquarter functions. It supports the ED in championing the evaluation policy and safeguarding its provisions to ensure that evaluation is embedded in decision making and practice across WFP. This body is expected to have interest in the Peer Review given its role in guiding the application of the Evaluation Policy's provisions and in considering progress on Evaluation Policy implementation, targets, coverage norms, financial mechanisms, etc.

25. OEV including Rome-based staff and the five regional evaluation technical teams (RETT) will play a key role in steering the overall exercise, undertaking a self-assessment, providing relevant documentation and data to the Peer Review panel members, engaging in key-informant interviews and workshops, facilitating the engagement with other WFP staff beyond the evaluation function, and providing feedback on the draft report.

26. Other staff across WFP Global Functions and country offices (Country Directors, Programme, Monitoring, etc.) will engage as key informants to provide their perspectives on a range of questions, including the utility of evaluations among others.

3. Scope of the Peer Review

27. The review will focus on all elements of the evaluation function as defined within the WFP Evaluation Policy 2022, which notably extends beyond OEV to include evaluation integration and implementation across the organization.

28. 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.

29. The evaluation function includes evaluations commissioned and managed by various parts of the organization. The three primary categories of evaluation at WFP include:

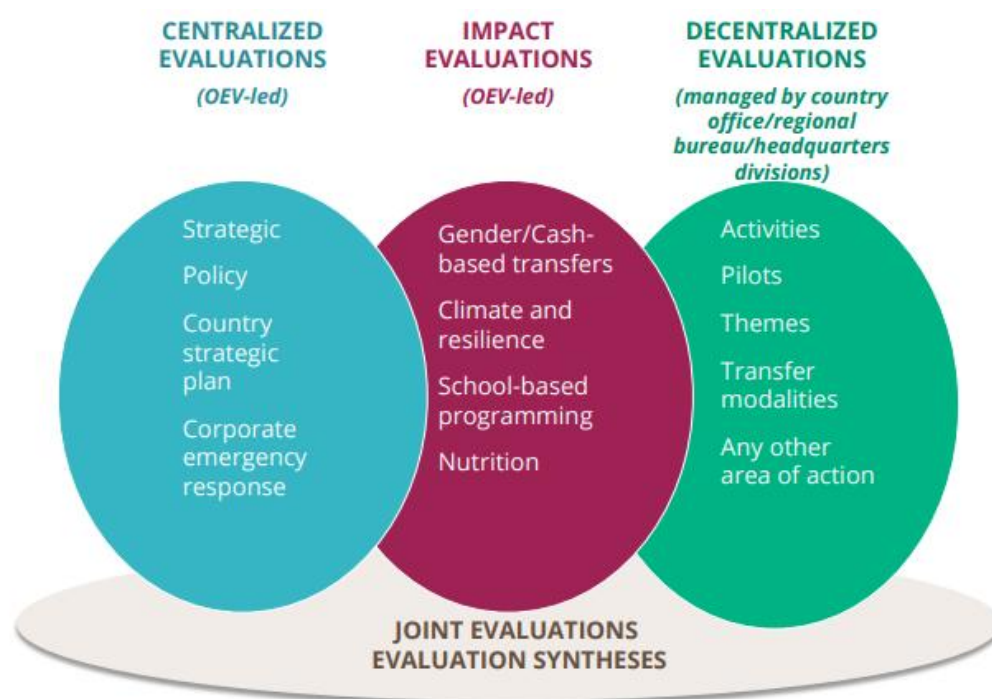
- **Centralized evaluations** are commissioned and managed by OEV and presented to the EB for consideration. They focus on corporate strategies and policies, global programmes, strategic issues and themes, corporate emergencies and CSPs.
- **Decentralized evaluations** are commissioned and managed by country offices (COs) and functions within Global headquarters (other than OEV) and are designed to meet the needs of the commissioning units. They are not presented to the EB. They can cover activities, pilots, themes, transfer modalities or any other area of action at the subnational, national or multi-country level.
- **Impact evaluations** are managed by OEV at the request of COs. They measure changes in development outcomes of interest for a target population that can be attributed to a specific programme or policy through a credible counterfactual. They are usually undertaken during

¹⁴ IOAC Terms of Reference are available here https://executiveboard.wfp.org/document_download/WFP-0000171315

programme implementation over a multi-year period. Impact evaluations are not presented to the EB.

30. Centralized, decentralized, and impact evaluations may be conducted jointly with other UN entities, governments, funders or other partners such as research institutions. All categories of evaluation may be synthesized to draw evidence from many evaluations. Figure 4. WFP Evaluation Categories below provides a visual representation of the categories and types of evaluations in WFP. In addition, OEV produces a range of products including evidence summaries to support the use of evaluation evidence by internal and external audiences.

Figure 4. WFP Evaluation Categories and Types



31. The review will cover the period from the formal approval of the WFP Evaluation Policy 2022 in March 2022 through September 2026. The review will consider the evolution of the context during the review period but will also reflect on potential outcomes of ongoing changes in the global funding landscape as well as global UN initiatives including UN80 and the Humanitarian Reset.

4. Approach and Methodology

4.1. Peer Review Questions and Criteria

32. In alignment with the UNEG Guidelines for Professional Peer Reviews, the core assessment criteria for UNEG Peer Reviews/assessments will be:

- **Independence of evaluations and evaluation system(s).** Independence of evaluation is necessary for credibility, influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process. The independence of the evaluation function comprises two key aspects — behavioural independence and organizational independence. Indicators of independence are broadly covered by UNEG Norm 4 and amplified in the relevant Standards. Independence enables the impartiality of evaluations (Norm 5) which, together with quality (Standard 5) and transparency (Norm 7), lead to credibility. Are the agency's evaluation function and its processes and products independent, credible and useful for learning and accountability purposes?

- **Credibility of evaluations.** The credibility of evaluations (Norm 3) depends on the expertise and independence of the evaluators and the transparency of the process. Credibility requires that evaluations report successes and failures and publicly disclose evaluation findings (Standard 1.5). Organisations being reviewed should fully participate in evaluations to promote credibility and commitment. Assessments of credibility include whether and how the organisation’s approach to evaluations relates to internationally agreed principles, goals and targets (Norm 1); fosters partnerships; and helps build ownership and capacity, as appropriate.
- **Utility of evaluations.** To have an impact on decision-making, evaluation findings and process must be perceived as relevant and useful. They should be presented clearly and concisely and fully reflect the different interests and needs of the many parties involved. Utility is covered in UNEG Norm 2 and amplified in the relevant Standards.

33. The core criteria of impartiality and transparency will also be considered, as they are strongly related to the criteria of independence, credibility and utility. Impartiality is enabled by independence and is a fundamental element of the credibility of evaluations. Transparency is a fundamental element of credibility and is an important basis for the utility of evaluations.

34. While the core Peer Review questions as per UNEG guidance normally cover a broad range of areas, a more focused scope is being proposed considering that this is the third Peer Review of WFP Evaluation. The questions outlined below were prioritized in view of the major organizational changes that WFP is going through. With the support from the Peer Review Consultant, the Peer Review Panel will review and adjust as appropriate the key issues requiring more a more in-depth assessment.

Table 1. Core Peer Review Questions

1. Relevance – To what extent are the evaluation framework and governance mechanisms fit for purpose?	
1.1	To what extent does the evaluation policy articulate a clear vision, supported by a sound theory of change?
1.2	To what extent are the corporate evaluation strategy and other evaluation related strategies useful in supporting the achievement of the evaluation policy’s objectives?
1.3	To what extent does the evaluation policy conform with UNEG Norms and Standards and is coherent with recent developments in evaluation?
1.4	To what extent is the evaluation policy coherent with other WFP policies and WFP Strategic Plan at the time of the policy formulation and today?
1.5	To what extent are the governance mechanisms for the evaluation function effective to ensure the independence of the evaluation function and best positioned to contribute to key corporate processes and decisions at the time of the policy formulation and today? This includes: <ul style="list-style-type: none"> • Clarity of roles and responsibilities as outlined in the evaluation policy and charter and degree to which those are adequately operationalized for instance through the EFSG (prior and after WFP organizational changes). • Appropriateness of the oversight arrangements of the evaluation function by the Executive Board and the IOAC • Clarity of roles between the Evaluation Function and other oversight functions, including the Office of Inspector General (OIG), Joint Inspection Unit (JIU), and External Audit. • Adequacy of the institutional ‘space’ given to the role of Director of Evaluation and the contractual arrangements for the post.
2. Effectiveness - What results have the evaluation function achieved against the five outcomes defined in the evaluation policy?	

2.1	Are evaluations independent, credible, and useful?
2.2	Is the evaluation coverage balanced and relevant, and does it serve both accountability and learning purposes?
2.3	Is evaluation evidence systematically accessible and available at the right time to meet the needs of WFP and its partners? Does it inform decision making?
2.4	Does WFP have an enhanced capacity to commission, manage, and use evaluations?
2.5	Do the partnerships contribute to a strengthened environment for evaluation at the global, regional, and national level, and do they contribute to UN coherence?
3. Resourcing: To what extent does WFP invest adequate resources to support its evaluation function?	
3.1	To what extent does the function have the appropriate balance of skills, capacities and staff profiles (incl. rotational/non-rotational) to deliver on policy objectives?
3.2	To what extent is WFP equipped with suitable financing mechanisms to ensure the sustainability of its evaluation function?
3.3	To what extent does WFP adequately invest the necessary financial resources to support the delivery of high-quality centralized, decentralized, and impact evaluations?
4. Looking forward: Is the evaluation function appropriately equipped for the future considering the global and WFP reality?	
4.1	To what extent is the function appropriately positioned and structured to best serve the new organisational environment, including its two-layer structure, and is it sufficiently agile to adapt to any future change?
4.2	How well does the function engage with other parts of WFP (e.g. COs, global functions, other oversight bodies) to better deliver on its mandate?
4.3	To what extent can the function maximize value for money as it relates to the efficiency, quality, and utility of evaluation products?
4.4	To what extent can evaluation partnerships be further maximized in the context of the humanitarian reset and UN80?

35. The conclusions will provide a summary assessment of the evaluation function against the peer review criteria of independence, credibility and utility

4.2. Peer Review Approach and Methodology

36. The peer review will be conducted by a panel of evaluation experts with support provided from a dedicated consultant. The overall approach to the peer review will include the following main elements:

- **Phase 1. Planning and Preparation:** During this period, the focus will be on the finalization of the TOR for the peer review, finalization of the TOR for peer review consultant, the composition of the panel, the recruitment and contracting of the consultant, and the creation of an e-library comprised of key documents relevant to the peer review.

- **Phase 2. Self-Assessment:** During this phase, OEV, including the five regional evaluation technical teams (RETT), will undertake a self-assessment of WFP evaluation function following the UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions¹⁵. The matrix builds on earlier normative frameworks developed by the UN Joint Inspection Unit (JIU) and Office for Internal Oversight Services (OIOS) and provides a normative framework for evaluation functions against the UNEG Norms & Standards.
- **Phase 3. Initial Written Assessment:** The consultant supporting the panel will conduct an extensive document review and will undertake a series of key-informant interviews (either in-person or remote) with selected OEV staff both in Rome and ROs. The consultant will also assess the quality of a small set of centralized, decentralized, and impact evaluations, drawing upon the Post-Hoc Quality Assessment (PHQA) system in addition to reviewing a sample of evaluation reports. This will provide the basis for an initial written assessment of WFP evaluation function which will be presented and discussed with the Panel members and OEV staff. OEV staff will be given an opportunity to confirm the factual components of the analysis.
- **Phase 4. Panel Mission:** Equipped with the preliminary assessment, the Peer Review Panel will conduct a mission to Rome. This will include a round of meetings, interviews, and focus group discussions (FGDs) with staff at all levels of the organization, including WFP senior management, members of the EB, the IOAC, and of the EFSG, and key internal and external stakeholders. Structured conversations with regional evaluation committees (REC) will also be facilitated.
- **Phase 5. Preliminary Reporting and Consultations:** A preliminary draft report and PowerPoint will be developed for informal consultations with senior management, EFSG, IOAC, and the EB. OEV staff will be given an opportunity to confirm the factual components of the analysis.
- **Phase 6. Final Reporting and Consultations:** A final draft report and PowerPoint will be developed for informal consultations with senior management, EFSG, IOAC, and EB. Once finalized, an editing and formatting process will be undertaken. Formal presentation of the final assessment report will be conducted by the Peer Review Panel Chair at the EB.A/2027.

5. Organization of the Peer Review

5.1. Phases and Deliverables

37. In order to present the evaluation in the EB.A/2027 session, the following timetable will be used. A more detailed timeline can be found in Annex I. Detailed Timeline.

Table 2: Key Peer Review Phases and Timelines

Main Phases	Timeline	Tasks and Deliverables
1. Planning and Preparations	Jul 2025 - Dec 2025	Final Peer Review TOR Final Peer Review Consultant TOR Preparation of E-Library

¹⁵ [UNEG Self-Assessment Maturity Matrix for UN Evaluation Functions - 2022](#)

2. Self-Assessment	Dec 2025 - Feb 2026	Final OEV Self-Assessment Report
3. Initial Written Assessment	Mar 2026 - Aug 2026	Consultant Mission and Exit Debriefings Primary and Secondary Data Collection Document Review
4. Panel Mission	Sept 2026	Panel Mission and Exit Debriefings Primary and Secondary Data Collection Document Review
5. Preliminary Reporting and Consultations	Sept 2026 - Nov 2026	Initial Draft Report Stakeholder Consultations
6. Final Reporting and Consultations	Dec 2026 - Jun 2027	Final Draft Report Stakeholder Consultations Report Editing and Formatting Presentation to EB

5.2. Panel Composition

38. In alignment with the UNEG Guidelines for Professional Peer Reviews, the exercise will consist of four panel members with the following composition:

- Panel Chair - Isabelle Mercier, Director of Independent Evaluation Office at UNDP and Chair of UNEG
- Panel Member - Dr. Candice Morkel, Head of Program at the International Program for Development Evaluation Training (IPDET)
- Panel Member - Dr. Professor Robert Darko Osei, Professor of Development Economics at the Institute of Statistical, Social, and Economic Research (ISSER) at the University of Ghana, Legu
- Panel Member – Dr. Lena Johansson De Chateau, Head of Evaluation at the Swedish International Development Cooperation Agency (SIDA)
- Panel Member – Juliet Parker, Director of the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)

39. The selection of panel members was led by the Panel Chair, in consultation with the UNEG PRWG and WFP Director of Evaluation. The panel members were selected based on several technical and ethical considerations including:

- independence, both perceived and actual
- professional evaluation expertise, including in the management of an evaluation function
- understanding of the context and use of evaluation in humanitarian operations
- capacity to professionally interact with senior management and governing bodies
- gender composition
- geographic composition

40. The panel will be assisted by a consultant responsible for preliminary data collection and analysis that will provide an initial foundation for more detailed data collection and analysis by panel review members, particularly during the Panel Review mission.

5.3. Roles and Responsibilities

41. The Peer Review Panel Chair leads the review process, ensuring its quality, independence, and adherence to UNEG standards. They coordinate the panel's work, facilitate collaboration and consensus, and represent the Panel for key presentations and meetings. They will oversee review the design, ensure adherence to timelines, and approve all deliverables.

42. The Peer Review Consultant will provide analytical support for the Peer Review Panel throughout the course of the exercise. He/she will conduct an extensive review of key documents, including the OEV Self-Assessment, and will lead primary and secondary data collection during an initial mission to WFP HQ. Based on these efforts, he/she will produce an initial assessment for the Peer Review Panel. In addition, he/she will be tasked with drafting the Peer Review Draft Report and Peer Review Final Report. A separate Peer Review Consultant TOR outlines the details of the assignment.

43. The Peer Review Panel will engage with key internal and external stakeholders to review the initial assessment and other key documents, engage with internal and external stakeholders and will contribute to the drafting of the draft and final Peer Review report. Panel members will additionally advise the Peer Review Panel Chair in the formulation of the peer review recommendations.

44. OEV serves as the primary focal point for the exercise for the Peer Review Panel. and will provide relevant data, information, and documents, including but not limited to the document outlined in Annex II. Bibliography. OEV will also provide the Peer Review Panel and consultant with a self-assessment at the start of the exercise. OEV will brief WFP Senior Management and its EB about the Peer Review. OEV will facilitate the submission of the Panel's report and recommendations to the ED and to the EB. OEV will set up meetings with internal stakeholders as advised by the panel and facilitate all consultant and panel missions. A broad range of WFP stakeholders will be engaged as key informants, including WFP senior management from Global functions, Country Directors, as well as other staff members using evaluative evidence.

5.4. Communication

45. The final report of the Peer Review will present an overview of the evaluation function at WFP and key findings relating to its independence, credibility and utility, leadership and vision. The report will present conclusions and recommendations for action. The report will be a maximum of 30 pages (15,000 words) in length, supplemented by an executive summary and annexes. The Executive Summary will be made available to key stakeholders, particularly to those consulted during the peer review.

46. The final report of the Peer Review will also be provided to the UNEG PRWG for dissemination among its respective constituencies and to interested stakeholders. The Peer Review Panel will report on the review's progress to WFP OEV and will provide feedback to the UNEF PRWG on the experience to enable the members of group to learn from the experience and further strengthen the peer review mechanism.

Annex I. Detailed Timeline

When	What	Who
Phase 1. Planning and Preparations		
Jul 2025	Discussion with ED, Senior Management, and IOAC on Peer Review	OEV Director of Evaluation
Aug 2025	Formal Request for Peer Review to UNEG Chair	WFP ED
	UNEG Chair Identification of Peer Review Panel Chair	UNEG Chair
Sep 2025 - Dec 2025	Formation of Peer Review Panel	Peer Review Panel Chair
	Drafting of Peer Review TOR	OEV
	Drafting of Peer Review Consultant TOR	OEV
	Identification and Contracting of Peer Review Consultant	Peer Review Panel
	Preparation of Peer Review E-Library	OEV Peer Review Focal Point
Phase 2. Self-Assessment		
Dec 2025 - Feb 2026	Implementation of OEV Self-Assessment	OEV
Phase 3. Initial Written Assessment		
Mar 2026 - May 2026	Review of Key Documents, including OEV Self-Assessment	Peer Review Consultant
	Review of Quality of Sampled Evaluation Products	Peer Review Consultant
	Peer Review Consultant Mission to WFP HQ in Rome for Interviews with Key Staff	Peer Review Consultant
	Preliminary Draft of Initial Written Assessment	Peer Review Consultant
Jun 2026 - Aug 2026	Consultation on Initial Written Assessment with OEV	OEV
Phase 4. Panel Mission		
Sep 2026	Panel Mission to WFP HQ in Rome for Interviews with Key Staff	Peer Review Consultant; Peer Review Panel Members

When	What	Who
Phase 5. Preliminary Reporting and Consultations		
Sep 2026 – Nov 2026	Drafting of Peer Review Report	Peer Review Consultant
	Consultation on Draft Peer Report with OEV	OEV
Phase 6. Final Reporting and Consultations		
Dec 2026 – Jun 2027	Presentation and informal consultation with IOAC - TBD	Peer Review Panel Chair
	Presentation and informal consultation with EFSG – Feb 2027	Peer Review Panel Chair
	Presentation and informal consultation with EB – May 2027	Peer Review Panel Chair
	Formal presentation to EB at EB.A/2027 – Jun 2027	Peer Review Panel Chair

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- Annual Post-Host Quality Assessment Summary Report 2024
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- Evaluation Communication Strategy
- Evaluation Capacity Development Strategy
- Evaluation Capacity Development Plan of Action
- Review of Evaluation Capacity Development Strategy
- Regional Evaluation Strategies
- Evaluation Function Risk Register

Annex III. Recommendations of Peer Review 2021

- **Recommendation 1:** To support the independence of the evaluation function the panel recommends that all conditions relating to that independence be explicitly stated in the next evaluation policy, which should:
 - state explicitly that the Director of Evaluation reports to the Executive Board on functional issues and the Executive Director on administrative issues;
 - include procedures for the dismissal of the Director of Evaluation, which should require consultation with the Executive Board.
- **Recommendation 2:** To support the independence and credibility of the evaluation function the panel recommends:
 - that the next evaluation policy again set a target for a percentage of WFP's contribution income to be dedicated to evaluation, which should be based on an updated financial analysis that takes into consideration the cost of a fully-fledged evaluation function, including an enhanced decentralized evaluation function;
 - that WFP review, with a view to harmonizing, the various financial instruments used to support the various types of evaluations that constitute the evaluation function;
 - that if alternative financing arrangements are not created, WFP consider extending and perhaps modifying the contingency evaluation fund so that it can provide more flexible support to the smallest country offices and potentially support decentralized evaluations undertaken by regional bureaux.
- **Recommendation 3:** To ensure that the evaluation function has staff with the requisite professional skills and diversity, the panel recommends:
 - that WFP recognize evaluation as a specialist skill similar to auditing and exempt OEV from the WFP policy requiring that all positions be first advertised internally; this would allow OEV to advertise posts internally and externally simultaneously and make appointment decisions based solely on skills and competence;
 - that WFP continue to explore the establishment of an officially recognized cadre of evaluation professionals that provides evaluation staff with a stratified career route and – depending on the size of the cadre – allows staff to rotate among posts and locations; and
 - that OEV enhance the geographical and cultural diversity of staff in OEV and regional evaluation units while maintaining professional entry standards.
- **Recommendation 4:** The panel recommends that WFP and OEV take steps to enhance the contribution that evaluation makes to organizational learning, in addition to accountability. The panel recommends:
 - that the Executive Board provide incentives for WFP senior management to integrate evaluative lessons into the organization's practices and that WFP senior management drive this same approach downwards through all levels of the organization;
 - that OEV experiment with various evaluation approaches and methodologies and offer an expanded menu of evaluation tools, including formative and developmental evaluations and more syntheses and multi-country thematic studies;
 - that OEV enhance its added value by systematically providing targeted evidence to targeted decision makers for targeted decisions; this will be most effective if evaluation

- staff engage with programme and policy design processes, while maintaining their independence, in addition to organizing dedicated meetings for sharing evidence; and
- that OEV strengthen its knowledge management and communication practices and:
 - until corporate knowledge management systems are in place, take ownership of and responsibility for knowledge management relating to its own products, developing a strategy and procedures for ensuring that evaluation knowledge is accessible and proactively shared throughout WFP;
 - finalize the draft communication and knowledge management strategy, ensuring that it sets out a genuinely transformative approach to internal communication and specifies how OEV will systematically take ownership of knowledge management relating to evaluation products;
 - explore how to facilitate the use of its evaluative evidence in ways that contribute to learning beyond WFP;
 - engage with the Programme and Policy Development Department on the mainstreaming of learning from evaluations; and
 - consider commissioning an evaluation of knowledge management at WFP.
 - **Recommendation 5:** The panel recommends that WFP implement changes that will help strengthen the quality and utility of decentralized evaluations and contribute to a stronger integrated evaluation function. Specifically, the panel recommends:
 - that OEV, together with the evaluation function steering group and the Executive Board, consider developing an evaluation learning plan and use it to inform the evaluation plans, in addition to meeting accountability needs. Such a learning plan could be incorporated into WFP's next evaluation strategy;
 - that WFP consider taking a differentiated approach rather than a universal one to evaluating country strategic plans; OEV could base its decision on a review of the strategic value of full coverage when the first-generation country strategic plan evaluations have been completed, which should include consultation with country directors;
 - that country offices and regional bureaux be encouraged and given the "space" to focus decentralized evaluations on issues that are strategically important to WFP, as identified in a potential learning plan, which would also require that OEV and the Public Partnerships and Resourcing Division engage with donors with a view to harmonizing their evaluation requirements and reducing the number of evaluations on the same subject, thereby giving country offices the "space" to select other topics for evaluation; and
 - that WFP and OEV invest further in enhancing the credibility and utility of decentralized evaluations so that they add value to centralized evaluations and to evolving evaluation practices at the country level, to which end OEV and WFP could consider:
 - further boosting the capacity of regional bureaux so that regional evaluation units can provide more intensive support to country offices;
 - ensuring that very small country offices have the capacity to manage evaluations by financing their monitoring and evaluation officers, possibly from WFP's programme support and administrative budget; (evaluation function steering group, regional bureaux)
 - inviting small country offices to pool resources to hire multi-country evaluation specialists; and
 - encouraging the sharing of peer-to-peer support by facilitating the provision of support from country offices with strong evaluation expertise to those with less, including through remote or in-person technical assistance.
 - **Recommendation 6:** Given the experience and status of WFP's evaluation function the panel considers that WFP should contribute in particular to humanitarian evaluation practice,

crosscutting agendas, joint evaluation and national evaluation capacity. Going forward, OEV and regional evaluation units should:

- be at the forefront of the development and sharing of evaluation approaches and methods and the co-management of joint and system-wide evaluations, particularly in complex humanitarian settings;
- position WFP as a leader and contributor to United Nations reform, country-level harmonization initiatives, independent system-wide evaluations and joint evaluations;
- continue to work on mainstreaming into evaluation consideration of gender equality, human rights and inclusion – the United Nations’ “leave no-one behind” agenda – given their centrality to the Sustainable Development Goals; and
- develop and implement clear principles for national evaluation capacity development.

Annex IV. Acronyms and Abbreviations

AED	Assistant Executive Director
AER	Annual Evaluation Report
APSR	Annual Post-Hoc Quality Assessment Summary Report
CE	Centralized Evaluation
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DE	Decentralized Evaluation
DED	Deputy Executive Director
EB	Executive Board
ED	Executive Director
ER	Evaluation Report
EFSG	Evaluation Function Steering Group
EMAP	Evaluation Methods Advisory Panel
EvalNet	Evaluation Network
FGD	Focus Group Discussion
GEWE	Gender Equality and Women's Empowerment
IAHE	Inter-Agency Humanitarian Evaluation
IE	Impact Evaluation
IFI	International Financial Institutions
IOAC	Independent Oversight Advisory Committee
IR	Inception Report
JIU	Joint Inspection Unit
KII	Key Informant Interviews
LT	Leadership Team
MOPAN	Multilateral Organization Performance Assessment Network
ODA	Official Development Assistance
OECD	Organization for Economic Co-Operation and Development
OEV	Office of Evaluation
OIG	Office of Inspector General
OIOS	Office of Internal Oversight Services
PHQA	Post-Hoc Quality Assessment
PRWG	Peer Review Working Group
RD	Regional Director

REC	Regional Evaluation Committee
RETT	Regional Evaluation Technical Team
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SMT	Senior Management Team
TOR	Terms of Reference
UN	United Nations
UNDIS	UN Disability Inclusion Strategy
UNDP	UN Development Programme
UNEG	UN Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	UN System-Wide Action Plan on GEWE
WFP	World Food Programme

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