

World Food Programme

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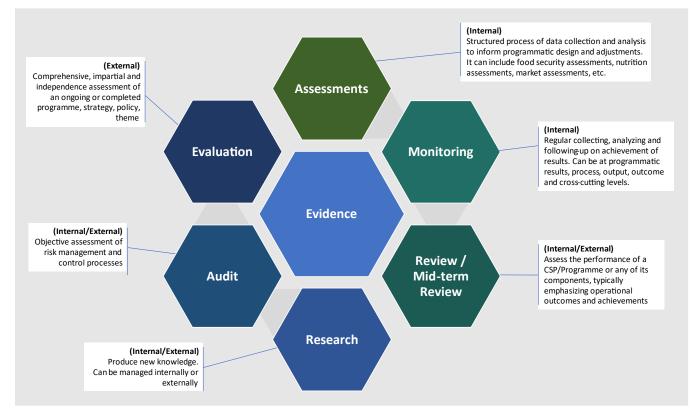
Technical Note

Making the decision – Reviews or Evaluations

WFP EVALUATION & ANALYSIS, PLANNING AND PERFORMANCE

## **1. Introduction**

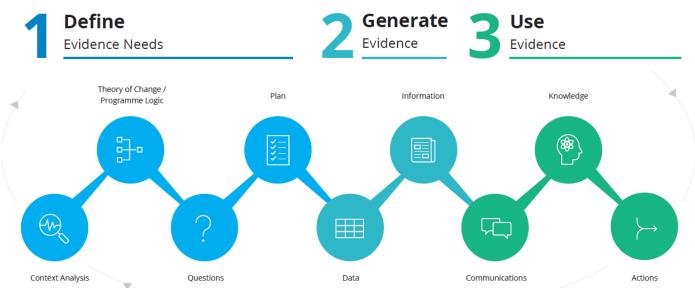
- 1. The <u>WFP Strategic Plan (2022-2025)</u> presents evidence as one of the six corporate enablers, guiding and informing the WFP programmatic approaches and helping to demonstrate long-term impact. Robust, timely and relevant evidence is critical throughout the programme lifecycle of country strategic plans, from upstream assessments for programme design and targeting, to downstream monitoring, review, and evaluation of relevance of WFP work, efficiency of implementation, effectiveness in achieving set objectives and impact. Evidence is used for strategic and operational decision making, resource mobilization and accountability to stakeholders including beneficiaries and donors. Generating, and acting on sound evidence is a cornerstone of WFP's work.
- 2. This Technical Note orients WFP staff at all levels of the organisation (CO, RB, HQ) on the different evidence generation exercises evaluation, review/mid-term review, monitoring, assessment, research, and audit see Figure 1. It delves into reviews and evaluations to provide information that is helpful when deciding on which exercise can help to respond to key questions according to evidence needs, based on the decision-making processes the evidence is intended to inform. It highlights similarities, differences, and complementarities between the two exercises.



### Figure 1. Evidence generation within WFP

# 2. Planning for evidence generation

3. Multiple teams across WFP are involved in the generation and use of different types of evidence. The WFP evidence value chain approach is a practical framework to enhance generation of evidence through a variety of exercises and use of evidence for different purposes. It looks at evidence generation in a holistic manner across the programme cycle, starting from the development of evidence questions, collecting data through different evidence generation activities, turning data into information and knowledge and finally to the timely communication of this knowledge for better evidence-based decision making and actions and informed strategic planning. Specifically, the evidence value chain approach follows three steps of evidence generation – 1) define evidence needs, 2) generate evidence, and 3) use evidence. Figure 2 summarizes each step of the evidence value chain. While the framework is presented as linear for simplicity, it is iterative. For example, analysis of data may reveal gaps that require deeper context analysis, which in turn may lead to different questions.



### Figure 1. WFP Evidence Value Chain

4. Once evidence needs and questions are defined<sup>1</sup>, evidence generation activities that help answer these questions should be identified and planned for with a clear intent to use their results. Monitoring, reviews, research, assessments, and evaluations lie at the foundation of evidence building activities and can help to respond to different evidence questions. While they address different types of questions and use different approaches, they provide evidence of progress in the implementation and achievement of results. This enhances visibility of results on the ground, and can reveal areas of underperformance, pointing to improvements that can be made. The scope of the different exercises should be defined avoiding overlaps and ensuring optimal complementarity and sequencing to maximize their utility and use.

# 3. Key definitions and complementarities

5. The different evidence generation exercises have important similarities and complementarities as they help strategic and operational decision-making. They include assessment of progress and results against intended outputs and outcomes and generate evidence, lessons and recommendations to inform ongoing implementation and design of subsequent programmes and policies. While different stakeholders may use different terminology to refer to an exercise, it is important to engage in discussions with them to understand the main purpose and scope of the exercise and be able to explain the key features of these exercises as per terminology used in appropriate WFP Normative Frameworks.

<sup>&</sup>lt;sup>1</sup> At CO level, these are usually included in the CO Monitoring, Review and Evaluation (MRE) plans and planned and budgeted for in the Assessment, Monitoring and Evaluation (AME) tool. For RB and HQ, these may be defined during preparation of funding proposals or other relevant instruments.

- 6. The definitions below can thus be used to identify the major differences across the exercises and propose different arrangements to meet donors' accountability and learning needs, managing expectations adequately.
- 7. An **evaluation** is defined as an assessment that is as systematic and impartial as possible. It focuses on expected and actual accomplishments, examining the results chain, processes, contextual factors and causality to understand achievements or the lack thereof. It aims to determine the relevance, coherence, effectiveness, efficiency, impact and sustainability of WFP's activities and policies (as applicable), and their contribution to the development and humanitarian processes of countries that receive WFP assistance. WFP evaluations are guided by and adhere to UNEG Norms and Standards. The unique nature of evaluative evidence is that it is generated independent of those involved in the design and implementation of subjects under evaluation. At CO level<sup>2</sup>, there are three types of evaluations:
  - Decentralized evaluations (DEs) are those evaluations commissioned and managed outside of WFP's Office of Evaluation (OEV), including by Country Offices, Regional Offices, or HQ-based divisions and not presented to the Executive Board. They can cover activities, pilots, themes, transfer modalities or any other area of action at the subnational, national or multi-country level. The <u>Technical Note on Decentralized Evaluation Types</u> clarifies specificities of the different types of DEs , including: what they assess; how they are used; what questions they typically answer; and the specific data requirements. They provide evidence to inform operational and strategic decision-making. They are a key instrument for learning on performance and accountability for results on specific elements of the CSPs.
  - CSP Evaluations (CSPEs) are commissioned and managed by OEV. They are one of the main instruments for institutional accountability and learning on WFP performance and results for the entire country strategic plan. They provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, particularly to inform the design of the next CSP. They also provide accountability for results to WFP stakeholders including the Executive Board and donors.
  - Impact evaluations are commissioned and managed by OEV. 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 programme implementation over a multiyear period. They require a statistical framework for measuring causal attribution. This includes, among other aspects:
    - Identification of a <u>valid counterfactual</u>. WFP defines the counterfactual as estimating what would have happened in the absence of the intervention – or establishing that outcomes for the beneficiaries would not be present without the intervention. First, selecting programme beneficiaries and then choosing a comparison group later is not considered to provide a credible counterfactual. Experimental designs are considered to provide the most credible estimates for making causal claims. Regression discontinuity designs (RDD) and quasi-experimental designs can be considered, but they have additional specific assumptions that need to be tested. This includes, for example, testing for parallel trends between comparison groups before programme implementation.
    - A sufficiently large sample size that provides reasonable statistical power to identify the effect of a treatment. Underpowered studies risk to fail to identify impacts, even when they are present (e.g., false negatives).
- 8. **Reviews** are a periodic or ad hoc assessment of the implementation and performance of a programmatic intervention, or a specific aspect or modality of a programmatic intervention, intended to inform operational decision-making and/or support learning/accountability. They typically prioritize but are not limited to operational matters and are internally managed to enable swift decision-making and potential adjustments to ongoing programs. Some reviews may be conducted by external reviewers based on specific needs, or by a mix of internal and external reviewers., However, they are not obliged to adhere to any international norms and standards (including <u>United Nation Evaluation Group Norms and standards (UNEG)</u>) or publication requirements. Reviews constitute an integral part of the monitoring and performance management function within WFP, with two types of reviews:
  - CSP Mid-term Reviews (MTRs) are Country Office (CO)-driven exercises used to assess progress in the implementation of planned CSP activities and delivery of outputs. CSP MTRs are mandatory for all CSPs

<sup>&</sup>lt;sup>2</sup> Decentralized Evaluations can also by commissioned by RBx and HQ divisions other than OEV.

cycles and optional for ICSPs. This coverage norm may be waived in specific cases.<sup>3</sup> MTRs should focus on the continued relevance of the CSP, operational efficiency and effectiveness and internal and external coherence to inform strategic and operational decision-making primarily during implementation. An MTR can help WFP and its partners to understand why interventions have or have not progressed against the annual targets as planned, for example. Evidence from MTRs can inform coursecorrection/adjustments in implementation arrangements or other aspects. Like CSPEs, CSP MTRs cover all activities of a CSP.

- Programmatic/project/activity reviews<sup>4</sup> focus on assessing performance of a specific programme or project or activity or a theme. Reviews are optional exercises utilized to assess the performance of an intervention or a specific aspect thereof, with the aim of guiding decision-making processes and foster learning through reflections. Some types of reviews, based on their thematic area, may have to adhere to specific norms and requirements requested by donors (i.e. Green Climate Fund mid-term reviews).
- 9. In table 1 below, the two types of reviews and three types of evaluations are compared along 12 elements including: purpose, scope/focus, timing, audience, duration, costs, governance, management, team composition, deliverables, publication requirements, and guidance and support mechanisms.

## 4. Donor Requests for Evidence

- 10. The above definitions become even more important in discussions with donors where there could be financial implications, as a final performance reporting on results (quantitative and qualitative) based on robust monitoring data and reports may in some contexts be sufficient to respond to their evidence needs. Donors are encouraged to rely on WFP's evaluations to meet their own evaluation requirements. However, should a donor request explicit provisions for evaluation in a grant/contribution agreement, it is essential to secure sufficient evaluation budget to fully finance the exercise, using the average of USD 130,000 as a guide and mentioning it explicitly in the funding agreement. Donor-specific decentralized evaluations are not eligible for funding by the <u>Corporate Evaluation Fund (CEF</u>), even in cases of resource constraint; instead, they must be covered entirely by the evaluation budget included in the funding proposal.
- 11. WFP management, programme, partnerships, VAM, monitoring, evaluation and other relevant staff **should** have a good knowledge of the different exercises to ensure that the terminology is used correctly in donor proposals and that the right exercise is planned to meet different needs. When WFP signs agreements with donors, it does not in principle make special arrangements for monitoring and evaluating every individual donor's specific contribution to a WFP intervention. The agreements specify that donors will rely on WFP's monitoring and evaluation systems. WFP seeks to strike a balance between being sensitive to specific donor interests and need for accountability, ensuring balanced monitoring and evaluation coverage, and avoiding burdening programmes and CO with multiple separate individual donor evaluation procedures.

## 5. Operational research and assessments

12. While this note focuses on DEs and reviews, WFP programme teams at different levels commission operational research. Research is undertaken to generate evidence that can inform and guide policy, programming and advocacy. It is a systematic process of collection and analysis of data and information to generate new knowledge, test a hypothesis or respond to a specific question. The methodology needs to be clearly and transparently defined to allow replication, providing sources and references. It is a systematic enquiry to develop or contribute to knowledge that is not necessarily limited to a specific policy or intervention. It may include nutrition assessment, assessments of impacts etc. In many cases, research and assessments are commissioned jointly with technical partners such as universities and research entities. They follow technical guidance issues by technical divisions.

<sup>&</sup>lt;sup>3</sup> The CSP MTR can be waived in two instances, each occurring at different stages; i) at CSP design or approval or ii) During CSP implementation. For further information, please check the CSP MTR guidance.

<sup>&</sup>lt;sup>4</sup> Programmatic reviews refer to internal WFP reviews and differ from donor-specific project reviews that may require use of external consultants and submission of a review report to the donor.

| Elementa   | Decentralized evaluation   | Programmatic Review <sup>5</sup>   | CSP mid-term review  | CSP evaluation  | Impact Evaluation   |
|--|--|--|--|---|---|
| 1-Purpose<br>Why is the<br>exercise<br>conducted?  | To independently generate<br>evidence on one or more CSP<br>activities for internal learning<br>needs and/or donors'<br>accountability requirements. They<br>can also generate evidence on the<br>relevance of a pilot project, its<br>results and how those have<br>impacted target communities   | To internally reflect on the<br>implementation of a<br>programme, project or any<br>aspect of WFP work and<br>generate evidence with a<br>primary focus on learning,<br>geared towards informing<br>operational decisions  | To internally assess progress<br>in the implementation of<br>planned CSP activities. Aimed<br>to foster learning and<br>necessary programmatic<br>adjustments/ mid-course<br>correction  | To independently assess<br>the strategic positioning,<br>coherence and<br>performance of the WFP<br>CSP including any<br>unintended<br>consequences, positive<br>or negative, in the<br>context of the WFP<br>Strategic Plan  | To estimate short-, medium-<br>and long-term changes<br>attributable to a well-defined<br>intervention. To assess the<br>cost-effectiveness of new and<br>innovative programmes. To<br>inform strategic decisions on<br>scaling up innovations and<br>pilots; Test the replicability in<br>new contexts; Test causal<br>pathways and delivery<br>mechanisms.  |
| 2-Scope and<br>Focus<br>What does the<br>exercise<br>cover/focus on?<br>What questions<br>are asked and<br>answered? | A specific activity, pilot project,<br>transfer modality and theme (e.g.,<br>gender, protection, partnership,<br>capacity strengthening,<br>environment) or any other area of<br>action at the sub-national,<br>national or multi-country level. No<br>standard questions. Depending<br>on subject and purpose of the DE,<br>usually 3-4 evaluation questions-<br>based on the evaluation purpose<br>and objectives, commissioning<br>office's needs, interests of key<br>stakeholders, and intended use.<br>Align the questions with one or<br>more OECD-DAC evaluation | A theme, activity, project,<br>with the intention of<br>learning and informing<br>change, if necessary.<br>There are no mandatory<br>predefined questions.<br>Questions are developed<br>to respond to the needs of<br>the commissioning office,<br>interest of key<br>stakeholders and intended<br>use of the findings of the<br>review | All CSP activities.<br>Focuses on assessing the<br>continued relevance of the<br>CSP; its operational efficiency;<br>its operational effectiveness.<br>There is a possibility to add<br>other questions based on the<br>Country Office interest/needs<br>focusing for example on<br>whether CSP activities and<br>processes have been<br>implemented according to<br>programmatic quality<br>standards and if they are well-<br>integrated and effectively<br>prioritized. | All CSP strategic<br>outcomes. The CSPE<br>identifies critical factors,<br>internal and external,<br>enabling, or hindering<br>progress.<br>There are four standard<br>questions with sub<br>questions. The sub-<br>questions can be tailored<br>to context with<br>appropriate sub-<br>questions | A specific intervention or<br>component defined during the<br>impact evaluation feasibility<br>assessment.<br>WFP Impact Evaluation<br>questions are developed based<br>on the outcome (s) of interest.<br>They are framed within one of<br>the existing impact evaluation<br>windows/ workstreams and<br>contribute to established<br>evidence needs and/or to<br>programmatic operational<br>needs. |
| 3- Timing<br>When is the<br>exercise   | Any time during the CSP cycle,<br>defined by commissioning office<br>(and partners where appropriate),   | Any time during the CSP cycle. Needs to consider the need for learning and   | Typically, mid-way through the CSP, for example during the third year of a five-year CSP.  | During the penultimate<br>year of CSP<br>implementation. <sup>6</sup> CSPE  | Demand-led from CO's<br>evidence needs and<br>coordinated in impact   |

#### Table 1: Complementarities between the DEs, Programmatic Reviews, CSP MTR, CSPEs and Impact Evaluations

<sup>&</sup>lt;sup>6</sup> Until 2024, all CSPs were to be evaluated. In June 2024, the coverage norms were adjusted to a minimum of 10 CSPE in any given year, to cover at least 70% of all the CSPs that are in the penultimate year of implementation. See <u>here</u>.

| Elementa  | Decentralized evaluation   | Programmatic Review <sup>5</sup>   | CSP mid-term review   | CSP evaluation   | Impact Evaluation   |
|---|--|--|---|--|---|
| commissioned<br>and conducted?  | working backwards from when<br>evidence is needed to feed<br>evidence into decisions and/or<br>commitments made to donors on<br>when final evaluation report is to<br>be submitted.<br>Should also consider timing of<br>CSPE and CSPR to ensure<br>complementarity in scope and<br>sequencing to the extent possible  | evidence. Should also<br>consider timing of other<br>exercises including<br>planned DEs, CSP MTR and<br>CSPE to avoid unnecessary<br>overlaps and/or<br>duplications | Should consider timing of CSPE and other evaluations.   | is timed to ensure that<br>findings inform the<br>design of the new CSP.<br>Synchronization of CSPE<br>and subsequent CSP<br>design is essential for<br>utility. | evaluations windows in WFP's priority areas.  |
| 4-Audience<br>Who are the<br>intended users?  | Internal (CO, RB, HQ) and external (donors, governments, partners)   | Internal (CO, RB) and<br>possibly external partners<br>including cooperating<br>partners   | Internal (CO, RB) and possibly<br>external, based on<br>preferences and needs of the<br>CO.                               | Internal (CO, RB, HQ) and<br>external (donors,<br>governments, partners)<br>and executive board  | Internal (CO, RB, HQ) and<br>external (donors, governments,<br>partners)  |
| 5-Duration<br>How long<br>should/ does it<br>take?  | Up to8.5 months <sup>7</sup>   | Up to 4 months   | Up to 5 months  | 11 months  | 3 to 5 years  |
| 6-Costs<br>How much does<br>it cost?<br>Where is it<br>budgeted for?<br>And Who pays<br>for it? | Average cost is USD 130,000.<br>ranges USD 90,000-200,000<br>depending on scope and<br>methodology.<br>Reflected under implementation<br>costs for activity DE; and under<br>DSC for topics not attributed to<br>specific activities (e.g., a thematic<br>evaluation on gender).<br>Reflected in the Assessment,<br>Monitoring and Evaluation (AME)<br>tool. | Should not exceed USD<br>40,000 even if an external<br>consultant is hired.<br>Reflected in the AME tool<br>in tab 1 & 2.  | Should not exceed USD 40,000<br>even if an external consultant<br>is hired.<br>Reflected in the AME tool in<br>tab 1 & 2. | The average cost is USD<br>250,000.<br>Reflected under DSC.<br>Reflected in the AME tool   | Between USD 300,000 and USD<br>2,000,000 based on evaluation<br>design (e.g., number of<br>treatment arms, sample size,<br>number of data collection<br>rounds etc.).<br>Reflected under<br>implementation costs for the<br>activity.<br>Reflected in the AME tool. |

<sup>&</sup>lt;sup>7</sup> From drafting the TOR to the approval of final evaluation report.

| Elementa   | Decentralized evaluation  | Programmatic Review <sup>5</sup>  | CSP mid-term review   | CSP evaluation   | Impact Evaluation   |
|--|---|---|---|--|---|
| 7-<br>Commissioning<br>and Conduct -<br>Who conducts<br>the exercise?                              | Commissioned by CO/RB or HQ<br>division.<br>Conducted by external evaluators.<br>ToR developed by CO/RB/HQ<br>division other than OEV, with<br>inputs from other key<br>stakeholders.                         | Commissioned by the<br>CO/RB or HQ division.<br>The preference is for<br>conduct by internal staff to<br>be involved, although the<br>option to engage external<br>consultants is allowed.  | Commissioned by the CO.<br>The preference is for conduct<br>by internal staff/consultants to<br>be involved, although the<br>option to engage external<br>consultants is allowed.   | Commissioned by OEV.<br>Conducted by external<br>consultants.<br>ToR developed by OEV<br>with inputs from the CO.  | Included in IE windows<br>following a recommendation<br>from the Window Steering<br>Committee and subsequent<br>approval by the Director of<br>Evaluation. Conducted by the<br>OEV Impact Evaluation Unit<br>jointly with external partners.  |
| 8- Governance<br>and<br>Management<br>How is the<br>process steered<br>and managed<br>and steered? | Managed by a WFP staff or<br>consultant.<br>Steered by <u>Evaluation Committee</u><br>(4-7 CO staff and REU)<br>and<br><u>Evaluation Reference Group</u> (8-12<br>key internal and external<br>stakeholders). | Managed by a WFP staff at<br>the commissioning office<br>A CO Review Focal Point,<br>normally the HoP or<br>HoAPP, coordinates the<br>overall process.  | Managed by CO staff.<br>A CO Review Coordinator,<br>normally the HoP coordinates<br>the overall process and the<br>internal reference group.<br>The internal reference group<br>includes CO management and<br>the RMA, among others. It<br>reviews/ endorses key MTR<br>products and outputs such as<br>the ToR and final report. | Managed by OEV<br>Evaluation report shared<br>for comments with the<br>CO and an internal<br>reference group which is<br>composed of CO, RB and<br>HQ staff. | Managed by OEV's Impact<br>Evaluation Unit and the<br>relevant COs with support from<br>the REU.<br>IE are governed by different<br>distinct and mutually<br>reinforcing governance<br>function: Evaluation Committee<br>(CO and programme specific);<br>Window Steering Committee;<br>Window Reference Group;<br>Technical Advisory Group. |
| 9-Team<br>composition -<br>Who conducts<br>the exercise?   | Ranges from 2 to 7 independent<br>evaluators depending on scope,<br>context, topic and design.<br>Mix of national and international<br>evaluators   | A designated reviewer (either an external reviewer or a<br>reviewer assigned internally by the CO who could be either<br>internal or external, accompanied by support from<br>members within the CO and/or RB. It's important to note<br>that even if the reviewer is external, they must possess a<br>deep understanding of WFP operations and the necessary<br>technical expertise. |   | Average team consists of<br>4 to 5 evaluators<br>depending on the scope<br>and complexity: A mix of<br>international and<br>national consultants             | Conducted by the OEV Impact<br>Evaluation Unit jointly with<br>external partners  |
| 12-Guidance and<br>Support -<br>What guidance<br>to apply?<br>Where to get<br>support?             | Follow <u>DEQAS process, procedures,</u><br><u>quality check lists and templates</u><br>Regional Evaluation Unit and<br><u>DE help desk</u>   | Follow guidance that may<br>be provided by specific<br>programmatic units [e.g.<br>school feeding. Nutrition<br>etc]<br>Regional Monitoring<br>Advisors   | Follow CSP MTR guidance<br>Regional Monitoring Advisors<br>Analysis, Planning and<br>Performance Division (APP) -<br>Monitoring Frameworks,   | Follow CSP EQAS<br>Office of Evaluation<br>[specific evaluation<br>managers and quality<br>assurers are allocated<br>every year for specific<br>CSPEs]       | Follow IE EQAS<br>Office of Evaluation; each IE<br>window has a window lead   |

| Elementa   | Decentralized evaluation   | Programmatic Review <sup>5</sup>  | CSP mid-term review  | CSP evaluation  | Impact Evaluation  |
|--|--|---|--|---|--|
|  |  | Regional technical staff of<br>specific topics under<br>review.<br>Analysis, Planning and<br>Performance Division<br>(APP) - Monitoring<br>Frameworks, Methods and<br>Standards Unit (APP-MM) | Methods and Standards Unit<br>(APP-MM)   |   |  |
| 10-Deliverables -<br>What are the<br>expected<br>deliverables?   | ToR; Inception Report; Evaluation<br>Report; Management Response   | Review report   | MTR report, Action Plan  | ToR; Inception Report;<br>Evaluation Report;<br>Summary Evaluation<br>report; Management<br>Response                  | Inception Report; Baseline<br>Report; Evaluation Report. May<br>include additional learning<br>products                  |
| 11- Publication -<br>Is there any<br>publication<br>requirement? | Mandatory external publication of<br>all products, except the Inception<br>Report, which is only published<br>internally | Review report to be<br>published internally and<br>may be published<br>externally.  | Report remains internal<br>document unless the Country<br>Office decides otherwise. A<br>summary of findings and<br>recommendations will be<br>included in the ACR of the year<br>of MTR finalization for external<br>audiences. | Mandatory external<br>publication of all<br>products, except the<br>Inception Report, is only<br>published internally | Mandatory external publication<br>of all products, except the<br>Inception Report, which is only<br>published internally |

# 6. How to decide whether to commission a DE or Review according to need?

- 13. While there are coverage norms for CSP MTR, CSPE and DEs, CO/RB and HQ divisions have the flexibility to decide whether to conduct a decentralized evaluation and a review at a certain time and on a certain topic according to their operational circumstances, conditions, and needs. In certain situations though not all both are possible. The selection should be shaped by different triggers: (i) evidence needs; (ii) coverage; (iii) timing and duration; and (iv) cost.
- 14. Decisions on whether to commission a decentralized evaluation or a review should:
  - Take into account the different features in terms of accountability and enhancing WFP credibility with external actors, including donors, host governments and partners (this is the added value of an evaluation) versus speed/duration and internal reflection and learning (this is added value of a programmatic review).
  - ⇒ Reflect the best option for the circumstance, given the varied operating conditions of WFP programming as well as the available resources.
  - ⇒ Have the intention of maximizing value for the resources invested, based on the needs and expectations.
  - ⇒ Explore synergies with other evidence generation exercises including CSP MTR, CSPE and IEs.
  - ⇒ Respond to donors' and host government's requests to generate evidence and demonstrate results, including through joint evaluations.
  - ⇒ Consider whether other technical exercises such as assessments or research involving external actors may be useful.

#### Table 2: Key triggers to inform selection of DE or Reviews

|   | Common Elements  | Decentralized evaluation  | Reviews   |
|---|--|---|---|
| Evidence<br>needs:<br>Why do we<br>want it? | <ul> <li>To assess progress and<br/>achievement of results and<br/>identify where adjustments<br/>are required.</li> <li>To assess what has worked<br/>well, what has not and why.</li> <li>To assess the efficiency and<br/>effectiveness of<br/>programming.</li> <li>To enhance visibility of<br/>results</li> <li>To apply learning from<br/>experience on the ground to<br/>improve performance.</li> <li>To provide information that<br/>will help management<br/>decision-making processes<br/>e.g., inform a budget<br/>revision, a project /<br/>programme</li> <li>To generate evidence for<br/>accountability to<br/>stakeholders, including<br/>donors, governments, and<br/>citizens</li> <li>Can be mandated by a donor</li> </ul> | <ul> <li>Both accountability and learning</li> <li>To understand what medium- and<br/>longer-term benefits WFP<br/>interventions have brought to<br/>beneficiaries.</li> <li>To test, prove, validate, and extract<br/>lessons to be applied in replication,<br/>adaptation or scaling up of<br/>interventions.</li> <li>To get an independent and objective<br/>assessment of performance of the<br/>subject</li> <li>To gain credibility with and support<br/>by external stakeholders including<br/>donors</li> <li>To report on performance and results<br/>externally to donors and/or host<br/>governments for accountability</li> <li>To assess joint work with other<br/>partners (e.g., joint programmes) to<br/>foster a collective sense of<br/>accountability; and/or support<br/>national development priorities and<br/>enhance national ownership and buy-<br/>in</li> </ul> | <ul> <li>Mainly learning and<br/>adjusting</li> <li>To assess whether<br/>implementation is<br/>progressing as planned and<br/>identify any issues needed<br/>adjustments.</li> <li>To understand what<br/>immediate and medium-<br/>term benefits WFP<br/>interventions have brought<br/>to beneficiaries.</li> <li>To extract lessons for<br/>application in replication,<br/>adaptation, or scaling up of<br/>interventions, and use<br/>lessons learned for strategic<br/>decision making such as the<br/>design of a new CSP. To<br/>foster internal engagement</li> </ul> |

|  | Common Elements   | Decentralized evaluation  | Reviews   |
|--|---|---|---|
| Coverage<br>Norms:<br>Is it<br>mandatory?                |   | • At least one DE should take place per CO per CSP or ICSP cycle  | <ul> <li>CSP mid-term reviews<br/>(MTRs) are mandatory once<br/>per (4+ years) CSP cycle.</li> <li>Other reviews have no<br/>coverage norms.</li> </ul>   |
| Timing:<br>When do<br>we need it?                        | <ul> <li>When it can best inform<br/>future decisions on<br/>intervention implementation/<br/>design/ expansion</li> <li>When there are maximum<br/>opportunities for learning</li> </ul> | <ul> <li>Sequenced with CSPE and MTR<br/>(before or after) to ensure maximum<br/>complementarity.</li> <li>Sufficiently in advance to ensure that<br/>they feed into the design of the next<br/>intervention, budget revision or<br/>decision-making process.</li> <li>Can be at any point during the<br/>intervention.</li> <li>When it is a donor request or<br/>requirement, should be timed to<br/>meet agreed delivery date</li> </ul>   | <ul> <li>Mid-way through<br/>implementation (for CSP<br/>MTRs),</li> <li>When a need arises (ad hoc)</li> <li>When answers are needed<br/>quickly.</li> </ul>   |
| Cost:<br>What<br>resourcing<br>do we<br>have?            | • Resources (\$\$ and staff time) is required for all the exercises   | <ul> <li>Cost higher than for reviews.</li> <li>Average of USD 130,000, but it may vary from USD 90,000 to USD 200,000.</li> </ul>  | <ul> <li>Lower than for DEs</li> <li>CSP MTRs reviews not to exceed USD 40,000</li> </ul>   |
| Standards:<br>what<br>guidance<br>should be<br>followed? | <ul> <li>Not presented to the<br/>Executive Board. Should<br/>be good quality and useful<br/>for the purpose for which<br/>they are commissioned</li> </ul>                               | <ul> <li>Follows established international standards i.e. United Nation<br/>Evaluation Group Norms and<br/>standards, including utility, credibility, independence, impartiality, ethics, transparency.</li> <li>Conducted independently and impartially (free of undue influence)</li> <li>Evaluand to share data/ information openly.</li> <li>Must be disseminated externally and made publicly available.</li> <li>Follow a rigorous quality assurance process to deliver a quality and credible evaluation, adhering to WFP DEQAS Process Guide and related templates, quality checklists, arrangements for quality assurance and governance system</li> </ul> | <ul> <li>No international norms and standards</li> <li>Link to CSP MTR Guidance</li> <li>Conducted internally, sometimes with external support.</li> <li>Internal standards to be followed with greater flexibility based on needs.</li> <li>More flexible in terms of governance system and quality assurance</li> <li>Internal dissemination may suffice e.g., political sensitivities may make it unfeasible to publish externally but external sharing can be at discretion of CO and as needed.</li> </ul> |

# 7. Useful resources

The following links provide access to policies and guidelines related to evaluations and reviews.

- WFP evidence value chain approach
- <u>Technical Note on Decentralized Evaluation Type</u>
- <u>United Nation Evaluation Group Norms and standards (UNEG)</u>
- <u>Corporate Evaluation Fund (CEF)</u>
- TN on country-specific evaluation planning and budgeting TN on the Contingency Evaluation Fund.
- WFP DEQAS Process Guide
- <u>CSP MTR Guidance</u>
- WFP Evaluation Policy 2022.