

# Evaluation Brief



## Evaluation into Use: How OE Stimulates Learning for Programme Improvement

WFP evaluations serve the dual purpose of accountability and learning. Learning means that lessons are drawn from experience, accepted and internalized in new practices or policies, to build on successes and avoid past mistakes (WFP Evaluation Policy 2008).

Learning from evaluation can be stimulated during the evaluation process, in the way the

findings and recommendations are presented at the end, and in the way they are used in subsequent decision making. The most appropriate mix varies according to the type of evaluation and who the main users are intended to be. Here is an overview of the ways and forms used by WFP's Office of Evaluation (OE) to help WFP from evaluations.

<p><b>How?</b> In what way or form does OE present evaluation results?</p> <p><b>When?</b> When is the most appropriate moment for each one?</p> <p><b>Who?</b> Who is each one for and who is involved?</p>	<p><b>Where?</b> Where does the event usually take place or where can I find the product?</p> <p><b>How Often?</b> How often is each one used?</p>
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### 1. During the evaluation

How & When?	Who for?	Where?	How often?
An <b>Internal Reference Group</b> reviews and comments on every major milestone product during the evaluation: Terms of Reference, Inception Report, & Evaluation Report. The independent evaluators decide whether to accept, partially accept or reject comments on the Evaluation Report and explain why.	The Internal Reference Group comprises representatives from all the WFP units involved in delivering the subject being evaluated.	Members come from HQ, Regional Bureau, and/or Country Office, depending on the type of evaluation	Systematic for every evaluation
<b>Debriefing</b> of initial findings by evaluation team at the end of the evaluation's field work	<ul style="list-style-type: none"> <li>All interested WFP staff (in CO, RB, HQ)</li> <li>Occasionally also other non-WFP stakeholders such as government, implementing partners (<i>Example: Afghanistan Country Portfolio Evaluation 2012</i>)</li> </ul>	Country Portfolio and Impact Evaluations: in the country Policy and Strategic Evaluations: at HQ, with RB & CO on conference call	Systematic for every evaluation
<b>Workshop with key stakeholders</b> before finalization of the evaluation recommendations. Dialogue is often the best way to sharpen interpretation of findings and deepen analysis, leading to more effective recommendations.	<ul style="list-style-type: none"> <li>WFP staff</li> <li>Sometimes also other stakeholders such as government or implementing partners (<i>Example: 2011 School Feeding Workshop, 2012 Joint Global Logistics Cluster, Private Sector Partnerships Workshops</i>)</li> </ul>	As Debriefing	For selected evaluations

## 2. After the evaluation

How?	Who for?	How often?
<b>Synthesis of series of evaluations</b> ( <i>Example: Synthesis of 4 Strategic Evaluations of different dimensions of the shift from food aid to food assistance, 2012</i> )	<ul style="list-style-type: none"> <li>Executive board</li> <li>Senior management</li> <li>(sometimes) A wider audience</li> </ul>	For every series of evaluations (Strategic Evaluations and Impact Evaluations are usually in series)
<b>Tailor-made inputs to Strategic Review Committee (SRC)</b>	<ul style="list-style-type: none"> <li>Country offices</li> <li>SRC decision makers</li> </ul>	Whenever there is a relevant Country Portfolio Evaluation or Evaluation Country Synthesis (approx. 4 per year)
<b>Tailor-made inputs to Policy Committee &amp; Programme Review Committee (PRC)</b>	<ul style="list-style-type: none"> <li>All relevant decision makers</li> </ul>	After relevant Policy/Strategic Evaluations & Country Portfolio/Impact Evaluations respectively.
<b>Top 10 lessons</b> synthesizes ways to tackle 10 key challenges on a selected topic ( <i>Example: 2012 on Social Protection &amp; Safety Nets, on Gender</i> )	Operational staff/mid-level managers	Approximately 2 per year with current resources
<b>Tailor made briefs or workshops</b> that draw out lessons from evaluations on a particular subject	<ul style="list-style-type: none"> <li>Strategic decision makers at all levels</li> </ul>	Where strategic added value and demand ( <i>Example: input to Staffing Review; workshop with Regional Directors</i> ). Approx. 2 per year with current resources.

## 3. Making the most of the evaluation body of knowledge: Compilation products harvesting lessons from many evaluations

How?	Who for?	Where?	How Often?
<b>Top 10 lessons</b> from multiple evaluations ( <i>Example: targeting, Cash &amp; Vouchers</i> )	<ul style="list-style-type: none"> <li>Operational staff &amp; mid-level managers</li> </ul>	OE website Other relevant websites	Topics based on demand and supply
<b>Evaluation country synthesis:</b> presents country-specific lessons as an evidence base for development of a Country Strategy. Links to the Country Strategy Working Questions.	<ul style="list-style-type: none"> <li>CO preparing a Country Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Supplied to CO at beginning of Country Strategy Development</li> <li>OE website</li> </ul>	<ul style="list-style-type: none"> <li>7 done to date</li> <li>In consultation with RMP</li> </ul>
<b>Annual Evaluation Report:</b> synthesis of findings from all evaluations in one year. Analyses strengths and weaknesses and makes organization-wide recommendations.	<ul style="list-style-type: none"> <li>Executive Board</li> <li>Senior Management</li> <li>Of interest to a wide audience.</li> </ul>	<ul style="list-style-type: none"> <li>OE website</li> <li>WFP external website</li> <li>kiosk</li> </ul>	<ul style="list-style-type: none"> <li>once a year</li> </ul>

## Future

In the future, OE plans to work on a better use of the learning tools that already exist, particularly increasing the number of syntheses and better diffusion (e.g. publication of articles on wfp.org, emails alerts of relevant evaluations to interested users, announcements on Twitter - started for JGLC 2012). OE is also improving the quality of communication plans for each evaluation.

The guiding principle is to provide The Right Information in the Right Form at the Right Time.



**All OE learning products are available to WFP staff at:**  
<http://go.wfp.org/web/evaluation/home>

**Evaluation reports and Management Responses are available at:** [www.wfp.org/evaluation](http://www.wfp.org/evaluation)

**For more information please contact the Office of Evaluation:** [WFP.evaluation@WFP.org](mailto:WFP.evaluation@WFP.org)