

WFP's Evaluation Policy 2016-2021

WFP Office of Evaluation



*'Do the best you can until you know better,
then when you know better, do better'* (Maya Angelou)

Evaluation is the systematic and impartial, periodic assessment of the performance of WFP's activities, operations, strategies and policies. It provides evidence on achievement of intended and unintended results, causal contributions and performance (accountability); and, helps to understand the reasons and factors affecting performance and results for continuous improvement (learning).

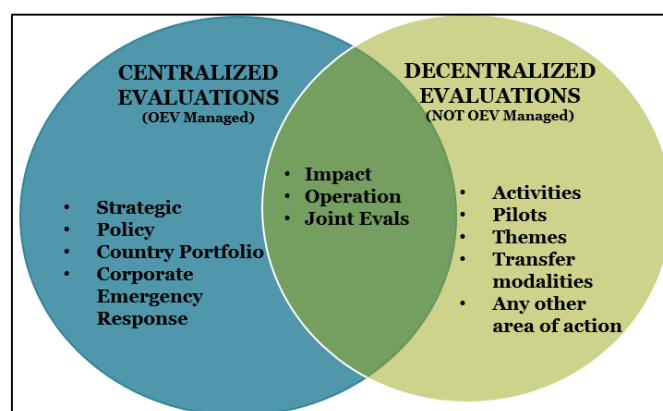
Recognizing the contribution evaluation makes to the evidence base for WFP's impact on the people it serves, the WFP Executive Board approved a new WFP's Evaluation Policy¹ at its 2015 November session.

The 2016-2021 Evaluation Policy aims to strengthen WFP's contribution to ending global hunger by embedding evaluation into the heart of its culture of accountability and learning, ensuring that evaluation is planned for, and evaluation findings are comprehensively incorporated into, all WFP's policies and programs.

The policy sets the vision and purpose of evaluation in WFP's contemporary internal and external contexts. Its phased implementation will shift evaluation being mostly the business of the Office of Evaluation (OEV) to its being an integral part of all WFP's work.

There are two categories of evaluations in WFP: those commissioned and managed by the Office of Evaluation (**Centralized Evaluations**) and those commissioned and managed by the Country Offices, Regional Bureaux and Headquarter-based Divisions (**Decentralized Evaluations**). All evaluations are conducted by independent consultants and made publicly available².

Evaluation Types



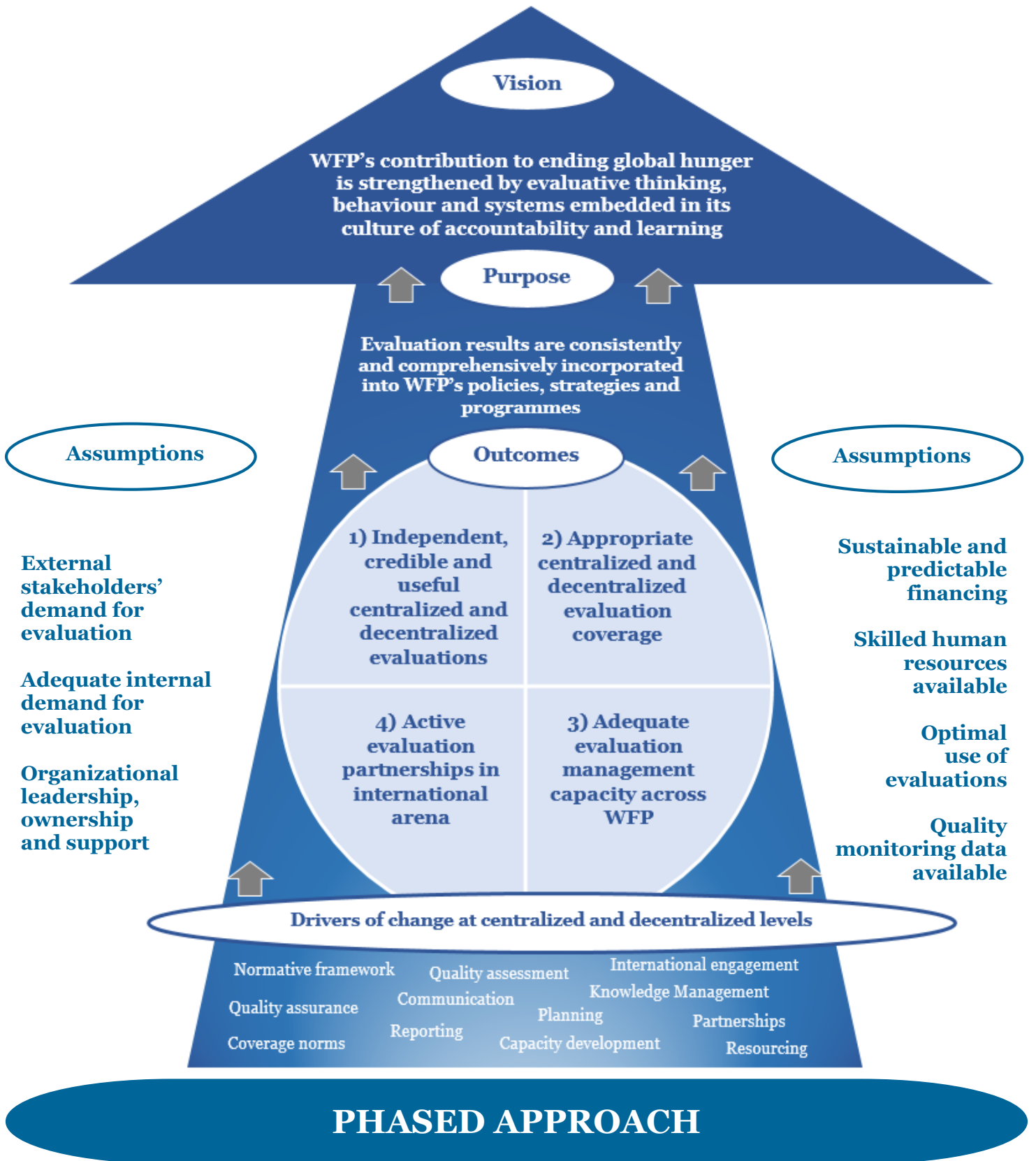
As illustrated in the Theory of Change (overleaf), the Policy will be achieved through adopting a phased approach to attain the following **outcomes**:

- 1) **Independent, credible and useful evaluations** embedded into the policy and programme cycle, with all evaluations managed in accordance with United Nation Evaluation Groups Norms and Standards and WFP's Evaluation Quality Assurance System (EQAS).
- 2) **Appropriate application of evaluation coverage norms** to WFP's policies, strategies and programmes, either by the Office of Evaluation (centralized evaluations) or by other Headquarters divisions, Regional Bureaux and Country Offices (decentralized evaluations).
- 3) **Capacities for evaluation enhanced across WFP**, with management arrangements that meet the United Nations Evaluation Group norms and standards.
- 4) Best practices developed and modelled in **partnerships** with other international humanitarian and development evaluation actors relevant to WFP's work.

¹ WFP/EB.2/2015/4-A/Rev.1
http://documents.wfp.org/stellent/groups/public/documents/eb/wfp_277482.pdf

² www.wfp.org/evaluation

Evaluation Theory of Change



Achievement of the policy requires application of several *drivers of change* that require investments and organizational support. The policy rests on several *assumptions* and will be seriously compromised should they not be realized.

This policy reaffirms WFP’s commitment to international evaluation principles, norms and standards and sets the normative framework for WFP’s evaluation function which combines centralized and demand-led decentralized evaluation, to ensure that WFP is fit for the future.

The application of the independence, credibility and utility principles ensure evaluation quality, enhancing accountability and learning throughout WFP by increasing confidence in the independence and credibility of evaluation findings, recommendations and lessons for continual improvement of WFP’s performance and results.

Demonstrating WFP’s commitment to safeguarding the independence and impartiality of all evaluations, the policy identifies specific provisions for impartiality and clarifies the roles and accountabilities of all stakeholders in evaluation function: Executive Board, Executive Director, Director of Evaluation, Directors of Headquarters Divisions, and Regional and Country Directors.

As appropriate, evaluations in WFP consider application of the United Nations Charter, humanitarian principles, gender, protection and accountability to affected populations, ethics, principles for interventions in fragile situations and the Paris Declaration principles.

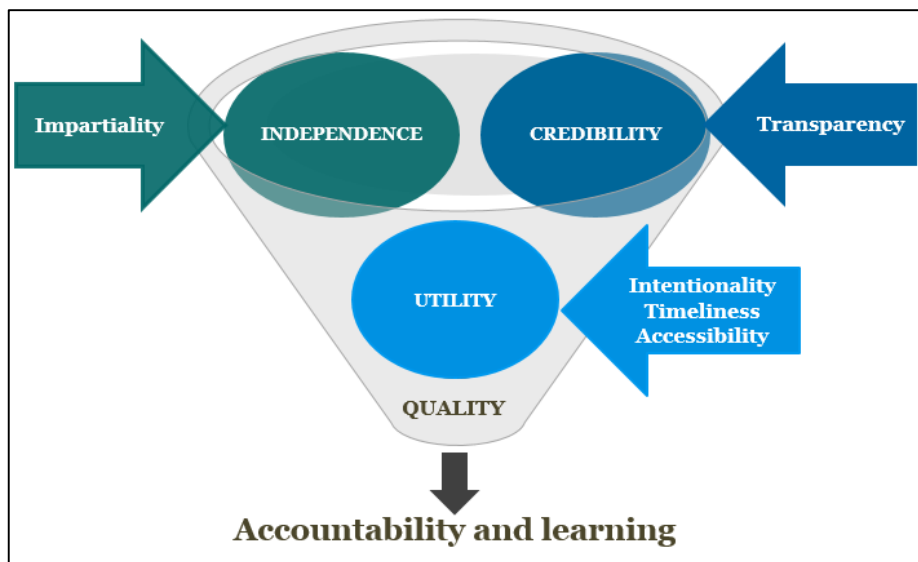
The evaluation function comprises the normative framework and the sum of accountabilities applicable at centralized and decentralized levels to meet the policy objectives. It includes the following:

- Planning and selection: The Policy integrates evaluation more closely into WFP’s policy and programme management cycle
- Quality: adherence to WFP Evaluation Quality Assurance System based on UNEG Norms and Standards; and all completed evaluations conducted, independently quality assessed.
- Use, communication and follow-up: strengthening learning by actively communicating evaluation results to all stakeholders and maximizing their use in policy and programme design. All evaluations and management responses publicly available.
- Partnerships: aligned with SDG’s call for renewed partnerships among evaluation stakeholders the Policy is committed to inter-agency collaboration and strengthening of national evaluation capacities.

An effective evaluation function requires secure, predictable and adequate financial and human resources.

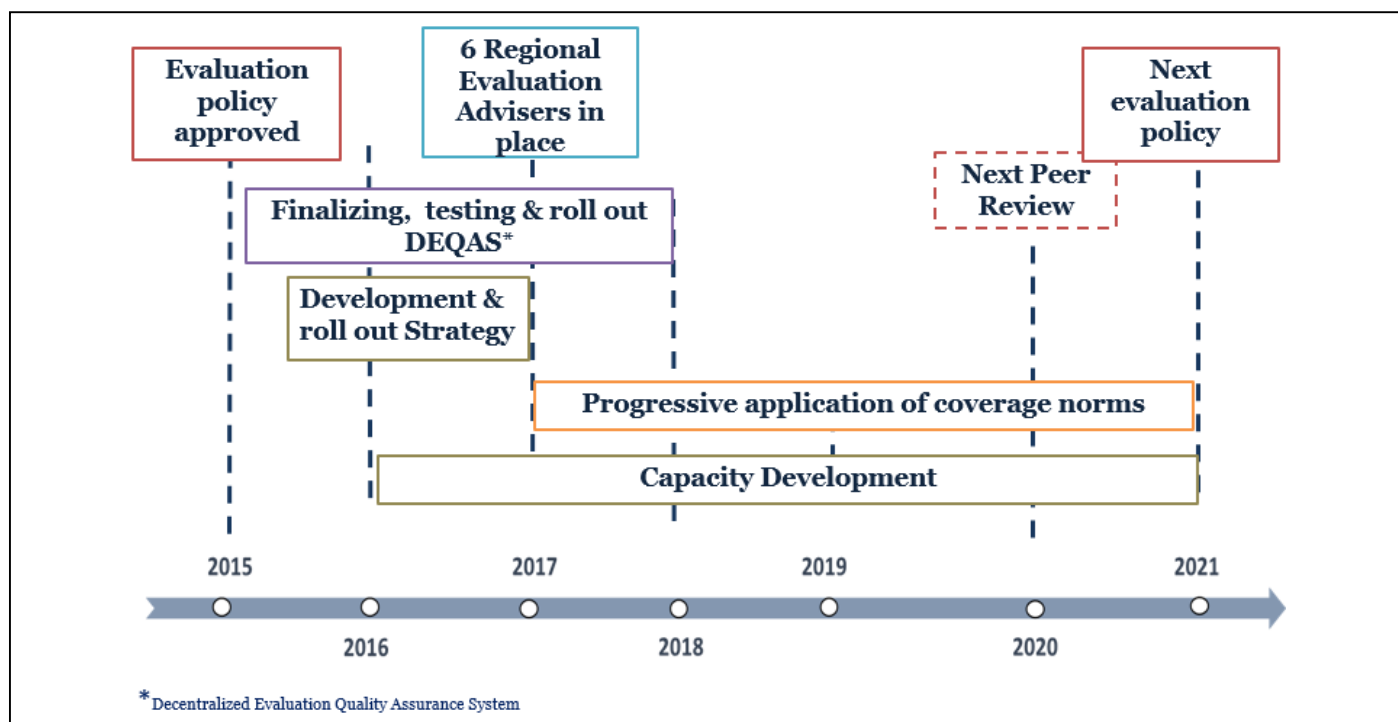
WFP is committed to assigning 0.8 percent of its total contribution income to addressing the needs of its entire evaluation function over the life the policy, to sustainable financing solutions for decentralized evaluations and the establishment of evaluation advisors posts at regional levels by 2017.

Evaluation principles



The implementation of the policy will require a **phased approach** and the progressive application of minimum **coverage norms**.

Phased Approach



Coverage Norms

| Centralized evaluation | Decentralized evaluation |
|---|---|
| Strategic evaluations providing balanced coverage of WFP’s core planning instruments, including Strategic Plan elements and related strategies | Evaluation of at least 50% of each CO’s portfolio of activities ³ within a 3-year period ⁴ |
| Evaluation of policies 4–6 years after implementation starts ⁵ | Recommended: <ul style="list-style-type: none"> • before scale-up of pilots, innovations, and prototypes; • for high-risk⁶ interventions; and • before third repeat of an intervention of similar type and scope |
| Country portfolio evaluations: <ul style="list-style-type: none"> • every 5 years for the 10 largest country offices (2 per year) • every 10–12 years for all other country offices (7 per year) | |
| Evaluation of all corporate emergency responses , sometimes jointly with IASC | |
| Centrally managed operation evaluations providing balanced coverage ⁷ | |
| All country programmes | |

Full and summary reports of all completed evaluations and their Management Responses are available at www.wfp.org/evaluation

³ In terms of USD value of resourced requirements and implemented through operations or trust funds.

⁴ In countries with only one development project or country programme, evaluations can be every five years.

⁵ WFP/EB.A/2011/5-B.

⁶ WFP/EB.A/2015/5-B

⁷ The current temporary series of centrally managed operation evaluations is expected to wind down as the decentralized evaluation function develops. Operation evaluations can also be decentralized