



## Corporate Evaluation Strategy (2016-2021)

*"Do the best you can until you know better. Then when you know better, do better"*

*Maya Angelou*



**World Food Programme**

# Foreword

WFP's new evaluation function is framed by three foundational pillars:

- ✓ The **Evaluation Policy (2016-2021)**, approved by the Executive Board in November 2015, sets the vision, strategic direction and model for WFP's evaluation function – to embed evaluation as an integral part of all our work and thereby, help strengthen WFP's contribution to ending global hunger and achieve the Agenda 2030 Sustainable Development Goals.
- ✓ The **Evaluation Charter**, issued by the Executive Director in May 2016, confirms the mandate and governance of the evaluation function, and establishes the necessary staff authorities, roles and institutional arrangements to operationalise the policy.
- ✓ This **Corporate Evaluation Strategy 2016-2021**, endorsed by the Executive Management Group in April 2016. It sets out a phased implementation plan, comprising all the elements and activities required for building the model of a combined centralized and demand-led decentralized evaluation function which meets UN evaluation norms and standards, and achieves the Policy's vision.

The evaluation function supports WFP's accountability, learning and continued strengthening, which comes not only from confirming and amplifying what we are good at, but also from asking challenging questions, welcoming external perspectives, and acting on lessons learned. Implementation of this strategy will enable WFP to:

- ✓ Plan independent and impartial evaluation into its policies, strategies and programmes from the outset, to generate the evidence and knowledge WFP needs to achieve its goals in an increasingly complex world;
- ✓ Commission a greater number of independent and credible evaluations to meet all stakeholders' needs - at the right time, and with the right partners to maximise feedback and use of evaluation results;
- ✓ Broaden WFP's culture of accountability and learning, by building from evaluations managed only by the Office of Evaluation, to generating and sharing evaluation lessons across HQ, Regional Bureaus and Country Offices;
- ✓ Develop WFP's evaluation skills and capacity to better engage in the country-led Zero Hunger and evaluation partnerships expected to increase under Agenda 2030, helping to meet the expectations of the people WFP serves, worldwide.

Led by the Office of Evaluation, this Corporate Evaluation Strategy has been developed with the guidance and sustained engagement of staff from across HQ divisions, Regional Bureaus and Country Offices. A core principle underpinning its design is to support staff across WFP to undertake high quality evaluations to meet their specific evidence and accountability requirements, whilst meeting global standards. Coming at a time of significant change for the organisation, it aligns as closely as possible with the integrated roadmap for the next Strategic Plan, the Financial Framework Review, and other related corporate strategies, including monitoring. Finally, it foresees the implications of Agenda 2030 by emphasising capacity, collaboration and partnership on evaluation at all levels. In this way, the Strategy is built to serve WFP well as it navigates, and helps shape, the future.



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# Section 1: Introduction

1. In November 2015, **the Evaluation Policy (2016-2021)** was approved by the WFP Executive Board, superseding the 2008 Evaluation Policy. The new Policy aims to meet expectations of member states and all WFP's stakeholders for independent and credible evidence on its results that also generates knowledge to strengthen its contribution to ending global hunger. It establishes the vision and strategic direction for embedding evaluation in a phased approach, into WFP's thinking, behaviour and systems for accountability and learning across the organization. It sets the normative framework and standards, and specifies a new model for WFP's evaluation function, comprising centralized and demand-led decentralized evaluation.

2. The Policy is complemented by the Evaluation Charter which establishes the mandate and governance framework for WFP's evaluation function, including the institutional arrangements for operationalization of the Policy.

3. The Evaluation Policy also requires that an evaluation strategy be elaborated to provide a phased plan for its implementation, aligned with WFP Management Plan. As part of WFP's 'corporate priority' to strengthen WFP's evidence base for decision-making, performance management, learning and accountability for results, this Strategy:

- i. Prioritizes all the elements necessary for the implementation of the Policy, linked to the Evaluation Policy's Theory of Change, its normative framework and institutional arrangements set in the Evaluation Charter;
- ii. Articulates the various Workstreams and activities needed to achieve each Policy Outcome, and those that are cross-cutting all Outcomes;
- iii. Clarifies (a) the expected result; (b) the

current status & main activities required to achieve the result; (c) the timeline and phasing; and (d) the main partners for each Workstream;

- iv. Describes the relationships between this Strategy and other relevant corporate systems and strategies, such as the Corporate Monitoring Strategy.

4. The Strategy applies to the entire evaluation function covering both Centralised (CE) and demand-led Decentralised (DE) evaluation. It is set out as follows: Section 1 Introduction; Section 2 linkages with other WFP Corporate Strategies; Section 3 Elements of the Strategy; Section 4 Resourcing the Strategy; Section 5 Risks followed by various Annexes: Annex I summarizes key elements of the policy; Annex II clarifies for each workstream the main sources of funding (PSA/non PSA<sup>1</sup>); Annex III indicates the timelines for all activities; and Annex IV presents the evaluation function impact pathway.

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<sup>1</sup> Programme Support and Administration (PSA) budget.

## Section 2: Linkages with WFP Corporate Strategies

5. The forthcoming **Strategic Plan (SP)** builds on evaluation findings and contains several commitments on evaluation for accountability and transparency. Reflecting these and as required by the Evaluation Policy (2016-2021), this Strategy sets out how the evaluation function will be embedded across WFP, supporting its culture of accountability and learning, and thereby strengthening its contribution to ending global hunger and achieving the Sustainable Development Goals (SDGs). The SP will be accompanied by a Corporate Results Framework, which will inform evaluations conducted; a Country Strategic Planning approach, which will further inform the selection and planning for evaluation, notably Country Portfolio and Decentralized evaluations. The new financing arrangements developed through the associated on-going Financial Framework Review should enable better planning and budgeting, particularly for DEs.

6. Evaluation rests on the availability of quality monitoring data. In this way, WFP's evaluation function will benefit from the success of the **Corporate Monitoring Strategy (2015-2017)**, designed to strengthen WFP's monitoring systems, reviews and capacities. As recognised also in the Corporate Monitoring Strategy, OEV and the Performance Management and Monitoring Division (RMP) will ensure complementarity and exploit collaborative opportunities concerning monitoring, review and evaluation. Recognising the distinctions between monitoring, review and evaluation, wherever possible the strategies complement each other in areas such as identification, planning and budgeting for evidence needs at the start of the project cycle; standards, methods and use of information; staffing and capacity development.

7. The success of the Evaluation Policy, in particular, achievement of its coverage norms by 2021, relies heavily on the capacity of WFP staff. In line with the **2014 WFP People Strategy**, which has the vision to "*build an engaged workforce, with the right skills, in the right roles to enable WFP to continue fulfilling its humanitarian response role while simultaneously building its*

*capabilities to address the longer-term goals of the Secretary-General's Zero Hunger Challenge*", this Strategy identifies staffing and skills requirements to augment OEV, HQ, RB and CO capacities for planning, managing and engaging in evaluation processes and related issues such as the use of evaluation findings in programme design and in establishing and strengthening evaluation partnerships.

8. The Strategy envisages increased international engagement, notably in national, joint, and inter-agency evaluations of humanitarian and development effectiveness, thereby abiding by and supporting the **2014 -2017 Corporate Partnership Strategy (CPS)**. It sets the pathway for enhancing WFP's ability to engage credibly in two main areas: (i) the shift to national leadership embodied by the SDGs, under which there will be a progressive increase in the demand for national and joint evaluation; (ii) the need for national evaluation capacity development also recognised by the 2014 UNGA resolution A/RES/69/237.

9. The Evaluation Policy's commitment to gender is aligned with the **WFP Gender Policy (2015-2020)** and with the **Gender Action Plan (GAP)** which specifies that all WFP evaluations consider results related to Gender Equality and the Empowerment of Women. Hence this strategy supports further strengthening and mainstreaming of Gender into WFP's evaluation quality assurance systems for both CE and DE which will support the work towards United Nations System-wide Action Plan (UNSWAP) requirements related to evaluations.

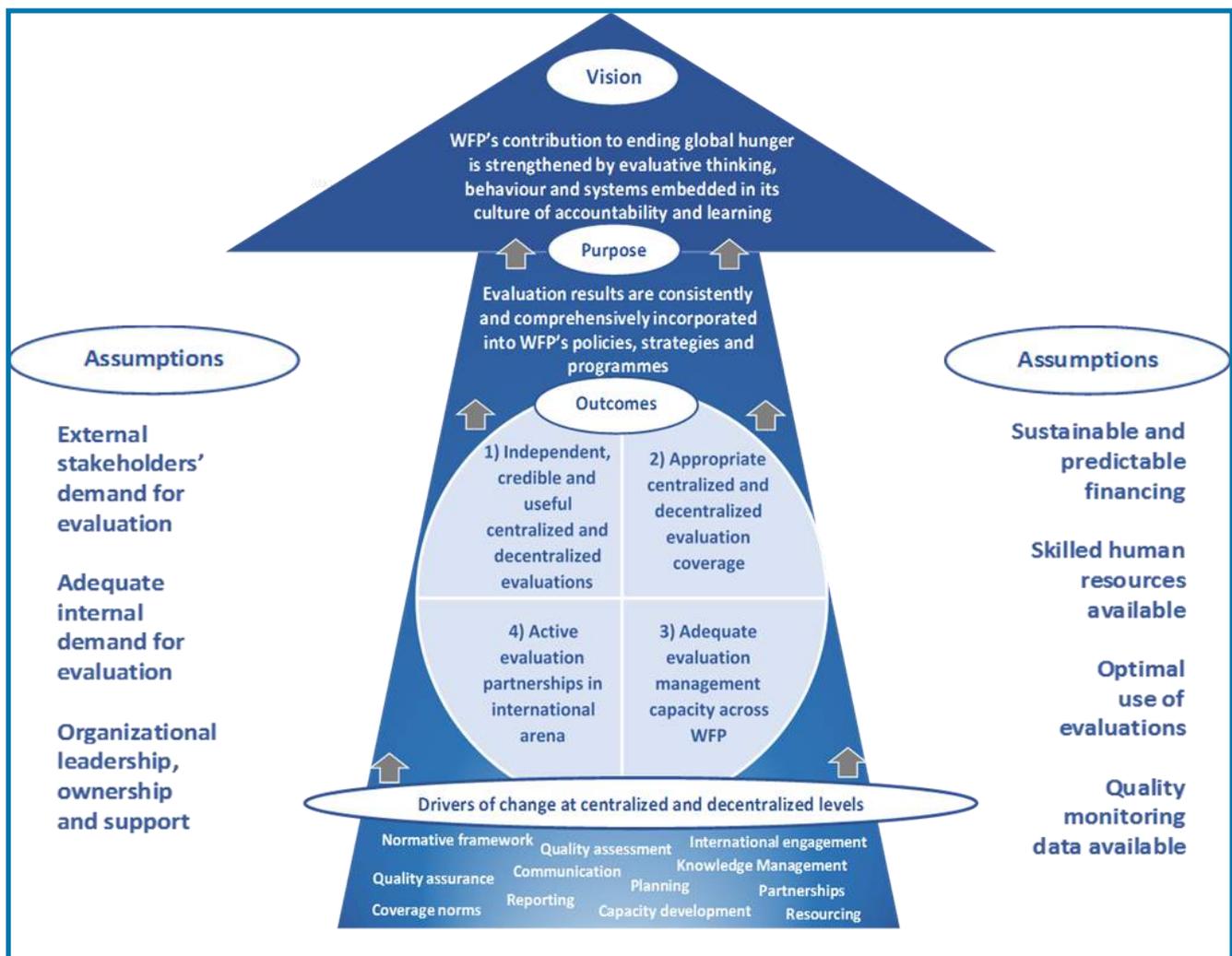
10. The strategy complements the **WFP's Internal Audit Strategy (2016-2020)** fourth pillar on cost-effective assurance which aims to strengthen complementarities and synergies between assurance providers such as evaluation through regular consultation, especially regarding the phased approach to attainment of coverage norms as outlined in the Evaluation Policy.

## Section 3: Elements of the Strategy

11. Building on the Policy's Theory of Change<sup>2</sup> (see Figure 1), this section of the Strategy presents for each Outcome, their associated Workstreams, expected result, activities, phasing, and partnership. All roles and accountabilities identified across the various Workstreams of the Strategy are aligned with those set in the Evaluation Policy and Charter. While Annex II identifies funding sources for the strategy and Annex III provides the timeline for all activities, Annex IV represents the evaluation function impact pathway.

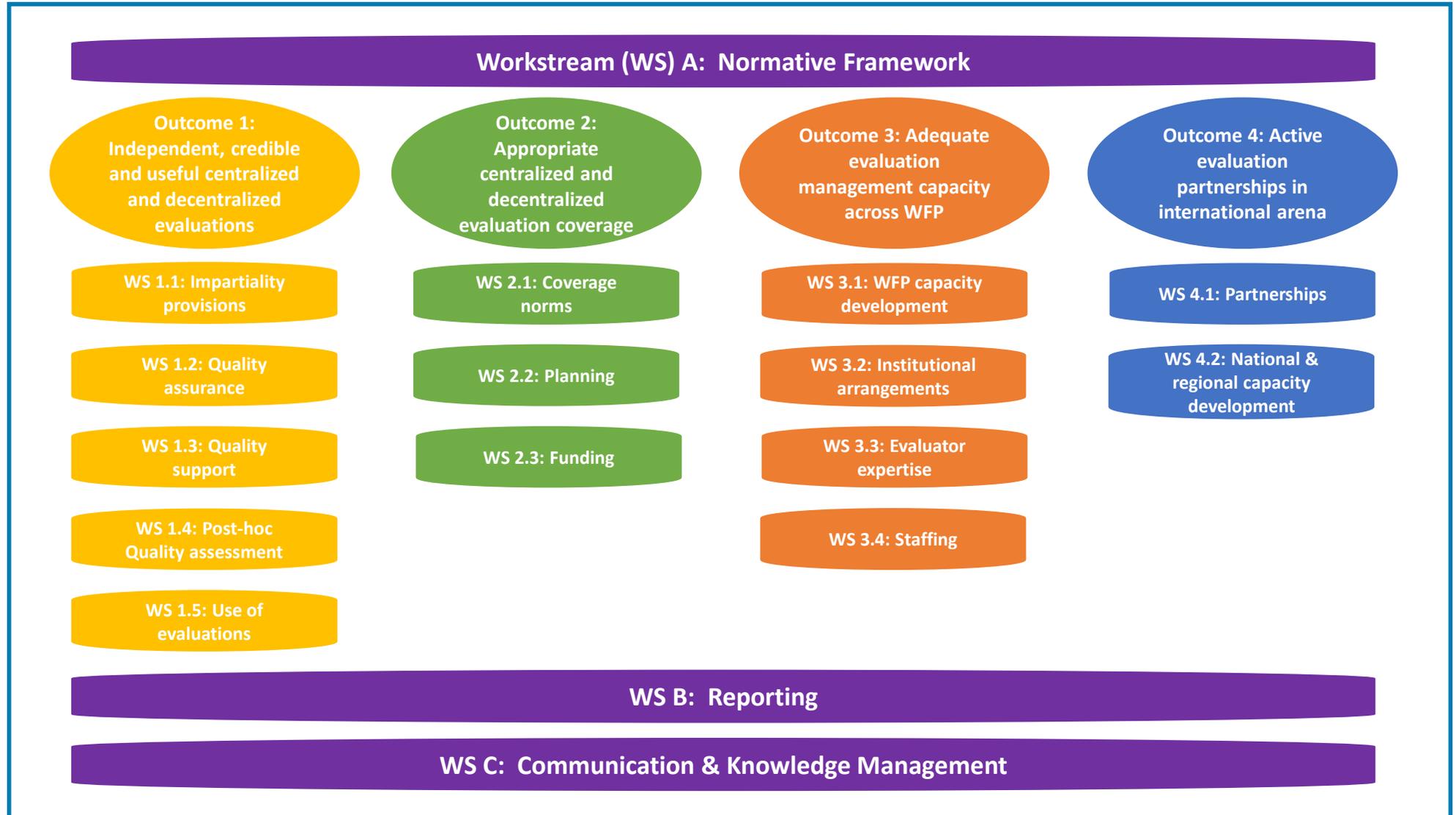
12. Figure 2 identifies the main workstreams necessary to implement the Strategy. The normative framework, reporting, and communications workstreams cut across all of the outcomes. While the remaining workstreams are attached to a specific Policy outcome, they are not mutually exclusive, and many support multiple outcomes.

**Figure 1: Evaluation Policy Theory of Change**



<sup>2</sup> For easy reference, further key extracts of the Evaluation Policy are included in Annex 1

**Figure 2: Overview of the Evaluation Strategy Workstreams**



## Workstream A: Normative Framework

13. The **expected result** of the Normative Framework is that WFP's entire evaluation function is aligned with norms and standards of the United Nations Evaluation Group (UNEG), and other internationally-agreed principles relevant for evaluation.

14. The Normative Framework is set in the Evaluation Policy and it transparently and explicitly guides the independence, credibility, use, coverage, staffing, resourcing and partnerships of WFP's evaluation function.

15. Under this workstream OEV will continuously engage with and monitor evolution in the

internationally agreed standards and principles, such as the result of the on-going review of the UNEG norms and standards, and will update and amend the normative framework as necessary, taking account of the SDG Agenda 2030 commitment to leave no one behind and the World Humanitarian Summit expected outcome to renew commitments to humanitarian principles and accountability to affected populations.

16. OEV leads this workstream in consultation with relevant external stakeholders, including the UNEG -DAC Peer Review mechanism.

## Outcome 1: Independent, credible and useful centralized and decentralized evaluations

17. Having independent, credible and useful evaluations embedded into the policy and programme cycle and managed in accordance with the UNEG norms and standards, and WFP's Evaluation Quality Assurance System (EQAS) will create a conducive environment for evaluation to be of good quality and publicly available. To achieve this, Outcome 1 includes five workstreams: impartiality provisions; quality assurance, quality support; post-hoc quality assessment; and use of evaluation.

established Regional Evaluation Officer (REO) posts will report directly to RB management (see WS 3.4 Staffing).

20. This workstream therefore includes the following main **activities**:

### Workstream 1.1: Impartiality provisions

18. The **expected result** of this workstream<sup>3</sup> is that systems and arrangements for ensuring independence and impartiality are applied to all evaluations across WFP. The Director of Evaluation is responsible for ensuring adherence to all independence provisions for CE. For DE the Director of Evaluation has oversight of the provisions, while Regional Directors (RDs) have responsibility for ensuring their application.

19. The Policy sets a wide range of independence and impartiality provisions. As per the UNEG norm, the evaluation function is located independently from other management functions. Some of the provisions are already operational and well-established, requiring only monitoring and periodic updating, such as those for CEs; while others need significant development, especially for DE. For instance, under the Evaluation Policy, the newly

**1.1.1.** In consultation with RBs, OEV will provide guidance on operationalisation of impartiality provisions to support RDs in their evaluation responsibilities (2016), which will be fully disseminated through 2017;

**1.1.2.** DE commissioning units (CO, RB and HQ Divisions other than OEV) will establish evaluation committees for each evaluation conducted, as per Decentralised Evaluation Quality Assurance System (DEQAS) guidance;

**1.1.3.** In partnership with OSC and HRM, OEV will review global evaluation service provider contracts, and provide guidance for inclusion in individual evaluator contracts, on the code of conduct for evaluators in the UN system (2016);

**1.1.4.** OEV will provide guidance for managers of evaluations to assess and manage conflict of interest issues when hiring evaluation teams (2016);

**1.1.5.** OEV will establish a confidential Evaluation Hotline for resolution of impartiality issues raised by either staff or evaluators. Detailed arrangements for its management will be designed in 2016 to be operational in 2017.

<sup>3</sup> By their nature impartiality is supported by several provisions and workstreams, reflected throughout the Strategy.

## Workstream 1.2: Quality Assurance

21. The **expected result** of this workstream is that quality assurance systems for CE and DE meet international norms and standards for evaluation, drawing on the UNEG norms, standards and guidance; are well-aligned with WFP's international commitments; and EQAS is systematically applied on all evaluations.

22. In WFP, the EQAS is already well-developed, providing a comprehensive range of process maps, templates, checklists and technical notes for all types of CEs.

23. There are two main **activities** under this workstream:

**1.2.1.** The EQAS will be reviewed in 2017 and updated periodically thereafter, reflecting changes in international evaluation norms and standards (UNEG and IAHE<sup>4</sup>), UNSWAP requirements and other internationally-agreed principles. Key areas include: further mainstreaming of gender/ accountability to affected populations ; humanitarian principles and standards to be introduced for all relevant evaluation types; new EQAS for Level 3 (L3) emergency evaluation category; new EQAS for Evaluation Synthesis.

**1.2.2.** In 2016, building on lessons learned from the temporary Operation Evaluation (OpEv) series (see WS 2.1 Coverage Norms) and adapting EQAS, development of the DEQAS is underway and being piloted; to be finalised and translated in French and Spanish, over the course of 2017.

24. OEV leads this workstream, in partnership with the Gender Office (GEN) for all gender related evaluation issues; with the Emergency Preparedness & Support Response Division (OSE) on L3 evaluation, and with RBs and COs for DEQAS.

## Workstream 1.3: Quality support

25. The **expected result** of this workstream is for each DE process to be supported by independent, real-time technical advice to strengthen the quality, credibility and usefulness of these evaluations. This system will align with the DEQAS

Guidance package (see WS 3.1 Capacity Development).

26. Under this workstream, there are three complementary **activities**:

**1.3.1.** An internal OEV Help-desk to provide advice to RBs, COs, and HQ Divisions on evaluation planning, resourcing, design, methods and use. This has been operational since quarter one (Q1) of 2016.

**1.3.2.** From 2017, REOs will be responsible for providing direct quality support to individual DEs, building on the support provided to date by Regional Monitoring & Evaluation Advisors (RMEAs).

**1.3.3.** At the same time, in partnership with RBs, OEV will design and manage an outsourced quality support advisory service to all DEs to provide impartial, systematic and timely feedback on draft TOR, inception and evaluation reports, and thereby enhancing the credibility and consequent utility of evaluations. This service will be operational by Q3 of 2016, and intended to function throughout the Policy period complementary to the internal support provided by the REOs.

## Workstream 1.4: Post-Hoc Quality Assessment

27. The **expected result** of this workstream is that the quality of all completed evaluations in WFP is credibly assessed, thus strengthening incentives for high quality evaluation, and contributing to the transparency, credibility and utility of both DE and CE.

28. OEV will establish and manage a new system of independent post-hoc quality assessment (PHQA) for all completed evaluations. It will be based on predefined standards set by OEV through EQAS and DEQAS, in line with international UNEG standards and UNSWAP on gender equality and the empowerment of women. Results will be made available to the commissioners of each assessed evaluation and on line, reported on in the Annual Evaluation Report (AER).

29. The system will be designed in 2016, applied from 2017 onwards to assess all evaluations completed in the previous calendar year.

<sup>4</sup> Inter-Agency Humanitarian Evaluations

## Workstream 1.5: Use of Evaluations

30. The **expected result** of this workstream is that learning from high quality (timely, relevant and credible) and publicly available WFP evaluations informs the design and implementation of all new strategies, policies and programmes. As the Policy indicates, there are several elements needed to deliver this result. Evaluations need to consider potential use and users from the start; a systematic approach to management's response to evaluations; mechanisms that ensure evaluation learning and recommendations are considered at the time of design of new projects, initiatives, strategies and policies.

31. Currently the on-line evaluation repository only includes CEs and other thematic synthesis reports, managed by OEV, and does not include DEs. There is also currently a management response system for all CEs, but it does not cover DEs. The programme guidance manual refers only broadly to evaluation evidence to inform design.

32. Under this workstream, the following **activities** will be implemented:

**1.5.1.** Starting in late 2016, the OEV internet and intranet repository for evaluations will be upgraded in partnership with Information Technology (RMT) and Communications (PGM) associated wider corporate initiatives and international evaluation networks and platforms, to enhance accessibility, searchability, and inclusion of decentralised evaluations. In addition, RBs and COs are required to post DE reports on their respective

web pages;

**1.5.2.** From 2016 onwards RDs, in partnership with the Policy and Programme (OSZ), Nutrition (OSN) and OSE divisions, will ensure that operations, Country Strategic Plans (CSPs), Trust Fund projects and operational grants draw on evaluation evidence. In the future, REOs will also be central to this activity. Under the Strategic Programme Review Process (s-PRP), OEV retains responsibility for commenting on the adequacy of evidence use;

**1.5.3.** In 2016-17 OEV, in partnership with the Office of the Executive Director (OED) and OSZ, will review the s-PRP processes, templates and guidance for CSPs and project documents to strengthen the systematic consideration of evaluation findings; changes to be reflected in the Programme Guidance Manual;

**1.5.4.** In 2017, RMP will review and upgrade the existing system for management responses and follow up actions to ensure that: all responses to evaluation recommendations (centralized and decentralised) are tracked and publicly available; follow up actions are implemented, monitored and reported on;

**1.5.5.** In addition, as EMG Observer, OEV will continue to review all draft corporate strategies and policies, commenting on their coherence with evaluation evidence and their evaluability.

## Outcome 2: Appropriate centralized and decentralized evaluation coverage

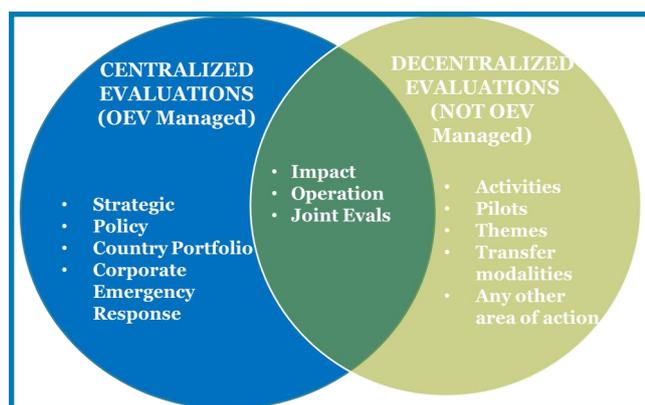
33. Outcome 2 includes 3 workstreams: coverage norms; planning; funding. These together are required to achieve coverage for CE and DE, in line with the Policy's phased approach towards attainment of the minimum coverage norms.

### Workstream 2.1: Application of the coverage norms

34. The **expected result** of this workstream is explanation of and clarity on, the phasing process for meeting the minimum corporate evaluation coverage norms over the life of the Policy. This is developed according to the different kinds of evaluation that can be managed in a centralized and/or decentralized manner, as illustrated in Figure 3.

<sup>5</sup> See Annex I for Evaluation Policy extracts on coverage norms and evaluation types

**Figure 3: Evaluation Types**



**Centralized evaluations:**

35. **Strategic Evaluations:** While there is no quantitative dimension of the coverage norm for this type of evaluation, OEV selects the topics for Strategic Evaluations based on regular horizon-scanning review of:

- Recurring findings from evaluations conducted in previous year
- Relevant for strategic developments in WFP’s internal context and external environment, including UN system wide policy recommendations (e.g. QCPR, ISWE, JIU<sup>6</sup>)
- Corporate innovations and ways of working
- Major knowledge gaps
- Stakeholder suggestions and needs.

36. The new SP provides an opportunity over the coming years to further develop these selection criteria in line with Agenda 2030 and outcomes of the 2016 World Humanitarian Summit (WHS). Strategic Evaluations are usually developed in a series of four evaluations over a two year period, to provide a multi-faceted evidence base on complex issues.

37. **Policy evaluations:** The norm for evaluation of WFP’s policies is set by “WFP Policy Formulation” approved by the Executive Board (EB) in 2011, which states that corporate policies shall be evaluated 4-6 years after start of implementation. In the recent past, often only one policy evaluation has been completed each year. Under the phased approach, OEV will increase this number to approximately 4 per year by 2020. Selection will be based on analysis of WFP’s Policy

Compendium and information on intended future policy developments. Policies approved more than 6 years ago will be progressively included in OEV’s workplan based on assessment of their continued relevance to WFP’s work or potential to contribute to new policy development.

38. **Country Portfolio Evaluations (CPEs):** OEV selects countries for CPE using objectively verifiable criteria (e.g. total population undernourished, dollar value of operations, number of operations in the portfolio), followed by qualitative criteria. Selection considers timing relevant for strategic and operational planning with respect to the WFP SP, United Nations Development Assistance Frameworks (UNDAFs) and other United Nations coordination processes. It also considers resource profile and overall regional balance. Introduced in 2009, cumulative coverage up to 2015 totals 23 Country Portfolios, thus averaging around 4 per year, and implying a simple CPE cycle of 20 years per CO. The new coverage norm indicates that CPEs be conducted every 5 years for the 10 largest COs, and every 10-12 years for all others. Therefore the number of CPEs will progressively increase to 9 per year. This prioritization of CPEs is in alignment with WFP’s anticipated adoption of the CSP approach<sup>7</sup>.

39. **Corporate emergency responses:** Historically evaluations of corporate emergencies were selected on a case by case basis, with only partial coverage. In 2013 the Interagency Standing Committee’s (IASC) Transformative Agenda Humanitarian Programme Cycle agreed that all system-wide Level 3 responses should trigger an inter-agency evaluation of the collective response within the first year and following an Operational Peer Review. In WFP, the new coverage norm set by the Evaluation Policy, the collective response to L3 emergencies will be evaluated - either through the IASC mechanism or by OEV in a separate evaluation of WFP’s response. The actual numbers of evaluations implied each year are unknown because of the unpredictable nature of corporate emergencies. Additional evaluations will be considered in cases of protracted duration L3 responses beyond one year.

<sup>6</sup> Quadrennial Comprehensive Policy Review (QCPR), Independent System-wide Evaluation (ISWE), Joint Inspection Unit (JIU)

<sup>7</sup> The CSP policy paper currently under consultation with the EB envisages that all CSP will be evaluated through the CPE type during their final year of implementation. Considering that the Evaluation Policy is time bound to 2021, the coverage norms presently included permit CPEs of all CSPs coming to end within the life of the Evaluation Policy

### **Centralized and/or decentralized evaluations:**

**40. Impact Evaluations:** While there is no minimum expected coverage norm for this type of evaluation, they are increasingly in high demand, especially at decentralized level. OEV may select topics for impact evaluations depending on major knowledge gaps, stakeholder suggestions and needs. This type of evaluation requires specific data availability and evaluation methods, for which EQAS/DEQAS guidance is/will be available (see WS 1.2 Quality Assurance).

### **41. Operations Evaluations:**

- i. A four year series of single OpEvs managed by OEV was established as a temporary measure in 2013 to meet a coverage gap. It applied criteria based on utility and risk, proportionate to the number of operations in a region. In 2016, the final list of evaluations under this series was selected and all will be completed by mid-2017. Thereafter, the series comes to an end; however specific operations may be selected for evaluation and included in OEV's workplan at the discretion of the Director of Evaluation. All learning from the experience of this series has been captured in the development of the guidance for DE (see WS 1.2 Quality Assurance), including the long-term service-provider agreement provisions (see WS 3.3 Evaluator Expertise).
- ii. OpEvs can also be conducted in a decentralized manner (see below).
- iii. The Programme Guidance Manual already requires all country programmes to be evaluated. Under the Policy, there is no change to this 100% coverage norm; however it may be applied through either CE or DE.

**42. Joint evaluations:** While there is no minimum expected coverage norm for this type of evaluation, they are expected to be increasingly demanded under Agenda 2030. These can be conducted at centralized and/or decentralized levels (see WS 4.1 Partnerships).

### **Decentralized evaluations:**

**43.** In addition to impact, operation and joint evaluations, DEs may cover activities, pilots, themes, transfer modalities, and any other area of action. The DE coverage norms also recommend evaluation before scale-up of pilots, innovations

and prototypes; of high-risk interventions; and, before 3<sup>rd</sup> repeat of an intervention (operation or activity) of similar type or scope.

**44.** Although there is increasing demand for evaluation at the field level, DE coverage is as yet uneven. The Policy sets the minimum coverage norm for each CO to have at least 50% of their portfolio of activities evaluated within a 3 year period. The portfolio is understood in terms of US dollar value of resourced requirements (i.e. funded), and implemented through operations and/or trust funds. In COs with only 1 a Country Programme, this norm is set to apply within a 5 year period.

**45.** The envisaged phasing to meet the Policy's coverage norms for DE is as follows:

- i. To set a sure start across WFP to implementing the DE provisions of the Policy, the first phase is to ensure that a DE is completed within a three year period in all CO. This implies that CO with no evaluation (either CE or DE) since 2014 undertakes a DE in 2017; and similarly a CO with no evaluation (either CE or DE) since 2015 undertakes a DE in 2018, etc.
- ii. Building on this initial experience, the second phase is to ensure that the proportion of activities evaluated reaches the coverage norm of at least 50% of a CO portfolio of activities is evaluated by the end of the Policy. This may imply more than one DE per CO. It also allows for additional evaluations according to internal and external stakeholder demands.

**46.** Concurrently from 2017 onwards, COs will develop their evaluation plans with the support and advice of the REO to ensure the coverage norms are progressively met (see WS 2.2 Planning).

**47.** Although there is no coverage norm for regional level evaluation, where conducted, they will be factored into the calculation of the CO coverage norm achievement according to the portion of the CO portfolio of activities covered by the regional evaluation's scope. Likewise, centralized evaluations including impact, CPE, operations and L3 evaluations conducted by OEV will contribute to achievement of coverage norms.

48. **Activities** to implement this workstream for CE and DE include:

**2.1.1.** OEV will update its CE identification and selection frameworks in line with the new coverage norms in 2016, and periodically thereafter, with reference to the new SP and CSP approach policy.

**2.1.2.** In consultation with RBs OEV will finalise the method for calculation of DE coverage norms to support RBs and COs in their evaluation planning, and for reporting purposes, in 2016.

49. Figure 4 below illustrates the projected progressive application of the coverage norms over the life of the policy, aggregated across the whole of WFP. There are three major points to keep in mind in this figure. Firstly, the CE operations evaluations series which will complete in 2017, will be replaced by DEs, with a scope that is usually smaller than the entire operation. This will translate into the higher number of DEs projected to be undertaken to meet minimum coverage norms. Secondly, the projections for DE in particular are based on current known existing demand, which is expected to continue to grow under Agenda 2030. Finally, the figure also illustrates the projected increase in CPE and Policy Evaluations in line with coverage norms explained above.

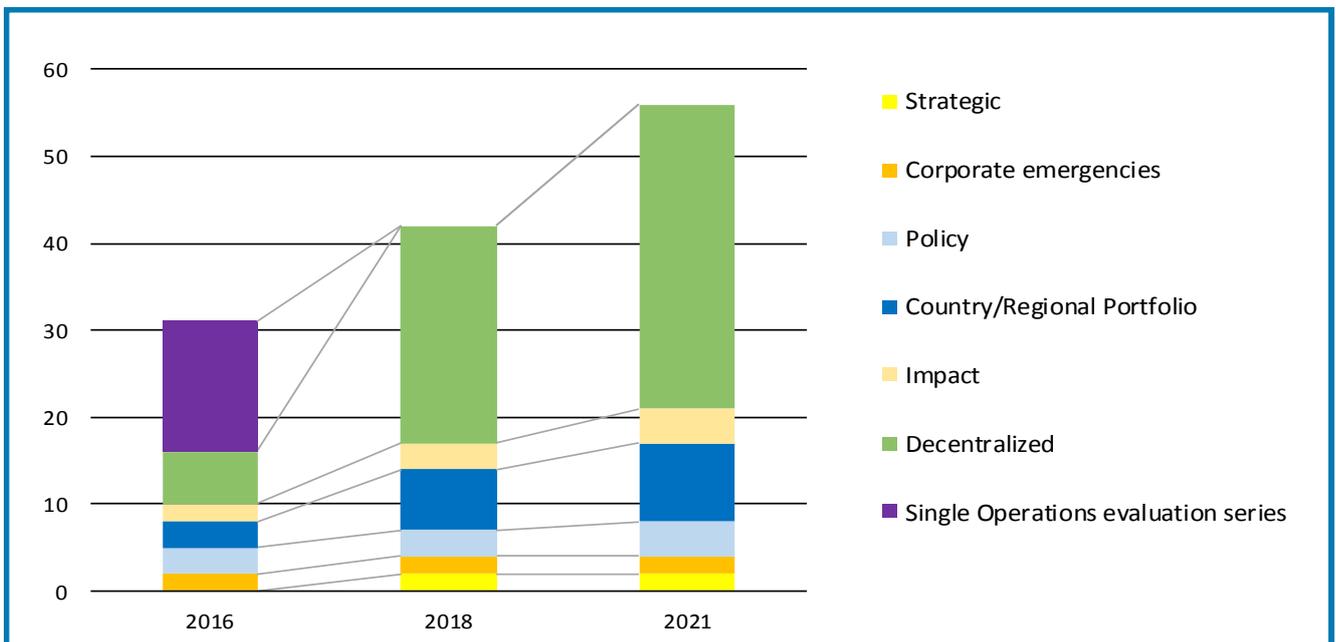
## Workstream 2.2: Planning

50. The **expected result** of this workstream is that annual and longer term evaluation plans are produced, integrated more closely into WFP's policy and programme management cycle, and implemented incrementally to meet the coverage norms defined in WS 2.1.

51. For CE, OEV already develops its annual work plan for prioritised evaluations, though currently not in full alignment with the new coverage norms. In addition OEV will plan impact and other evaluations to fill identified knowledge gaps. Joint evaluations will be prioritised whenever possible and relevant.

52. Planning of DE is currently uneven, and needs to be systematised and integrated into WFP's standard planning mechanisms and tools. Under the demand-led DE function, it is expected that evaluation planning will be based on learning needs; interest to generate evidence and demonstrate results; requests from donors and partners, including for joint evaluations, and progressive achievement of the coverage norms. Once planned, DE are managed by the commissioning unit according to DEQAS, which provides for various evaluation management options adapted to diverse CO contexts, capacities and constraints.

**Figure 4: Projected progressive application of coverage norms (Estimated number of evaluations)**



53. For efficiency and particularly with resource limitations, evaluation plans for COs, RB and OEV should be accessible to each other. This will build complementarity and avoid duplication.

54. This workstream includes the following main **activities**:

**2.2.1.** OEV develops its Annual Workplan annexed to WFP's Management Plan, each year, aligned to progressively meet the coverage norms;

**2.2.2.** Starting in 2016 OEV, in partnership with OED, OSZ, and RBs, will review s-PRP processes, templates and guidance for CSPs, operations, Trust Fund<sup>8</sup> projects and operational grant documents to build in planning and budgeting for evaluations at design stage;

**2.2.3.** From 2017 onwards REOs will advise COs on their evaluation planning and budgeting through new project documents and CSPs, and for inclusion in office workplans, such that all COs plan to complete at least one DE by the end of 2018 (see WS 2.1 Coverage Norms). Through the s-PRP process, OEV will continue to comment on the adequacy of evaluation plans;

**2.2.4.** Through development of a management information system (MIS) in 2016-17, OEV will coordinate with RBs when developing and implementing its CE workplan, for enhanced complementarity between CE and DE plans (see WS B Reporting).

### Workstream 2.3: Funding

55. The **expected result** of this workstream is adequate funding for both CE and DE, in line with the phased application of the coverage norms (see WS 2.1 Application of the coverage norms).

56. The funding for CE is covered by the PSA allocated to OEV through Executive Board approval of its Annual Workplan presented as part of WFP's Management Plan. OEV's present budget level is not aligned with the Policy's minimum coverage norms for CE. Meeting these coverage norms requires an annual increase in the number of CE, with implications on the amount of PSA funding required.

57. All other evaluation plans (see WS 2.2 Planning) have to be reflected in project budgets. There is already a clear budget line in all budget

templates dedicated to 3<sup>rd</sup> party Assessment Monitoring and Evaluation in the Direct Support Cost (DSC) category. Similarly for projects funded through Trust Funds, budgeting of evaluations can be addressed at the time of project design as one of the regular programme cycle activities. It is the responsibility of the CO Management to ensure that budgeting for evaluations reflects their plans. However at the moment use of these instruments and actual budgeting for DE conduct is *ad hoc* and actual availability of funding for DE even more so, resulting in extremely uneven evaluation coverage.

58. In line with the Policy, CO and RB Management will need to ensure appropriate budgeting for their planned DEs and to secure the funds for evaluations as the operations get funded. It is also important to recognize that in some cases, to secure the funds for evaluations is very challenging especially for small COs with underfunded operations. This situation is widely acknowledged as a major constraint to achieving the demand-led DE function set by the Policy. Therefore establishing a sustainable financing solution is a critical priority.

59. This approach will be as follows:

- i. Main source of financing for DE is DSC and/or Capacity Development and Augmentation (CD&A) budget lines in project documents. The expectation is that, in the future, evaluation plans and budgets will be systematically factored into new project documents and CSPs (see WS 2.2 Planning). Within the new financing framework a budget line for evaluation will be included in the Implementation Costs category considering that subjects of DE are directly related to WFP activities.
- ii. A Strategic Resources Allocation Committee (SRAC) operations window allocation to a Contingency Evaluation Fund (described in section 4). This fund will be replenished through further SRAC allocations on the basis of fund utilisation evidence as per pre-defined criteria.

60. The main **activities** of this workstream are:

**2.3.1.** In 2016 a SRAC decision memo approved, providing an allocation of 1.5 million USD<sup>9</sup> to the contingency evaluation fund to be replenished as required.

<sup>8</sup> While recognizing the specificities and variable nature of Trust Fund projects and operational grants, this strategy recommends adequate evaluation plans to be embedded in design, in agreement with partners.

**2.3.2.** The Resource Management Department (RM) in line with the Financial Framework Review, will ensure that budget for DEs (conduct and staff time for management) are categorised in a specific budget line within implementation costs and embedded in future CSP and project document budget templates, with associated guidance (this will cover the

costs for conducting DEs);

**2.3.3.** OEV will present PSA budget requests<sup>10</sup> annually for the conduct and management CEs selected in line with progressive application of the coverage norms.

### Outcome 3: Adequate evaluation management capacity across WFP

61. Because of the critical gaps between current WFP evaluation capacities and those required to achieve WFP's vision, the Policy made 'adequate evaluation management capacity across WFP' an Outcome in itself, for completion by 2021. It comprises four workstreams: WFP capacity development, institutional arrangements, evaluator expertise, and staffing.

#### Workstream 3.1: WFP capacity development

62. The **expected result** of this workstream is that WFP has the required capacity to manage DEs and to use them in WFP's evidence-based policy and programme design, and in policy engagement as envisaged under Agenda 2030.

63. Currently, the level of evaluation capacity is uneven and requires investments to build staff skills to commission, manage and use high-quality DEs.

64. Under this workstream and in line with WFP's People Strategy the following **activities** will be carried out:

**3.1.1.** In 2016 OEV in partnership with RMP will develop and roll out an evaluation module for WFP's Monitoring and Evaluation Learning Programme (MELP) targeting all Monitoring and Evaluation (M&E) Officers across WFP operations.

**3.1.2.** OEV, in partnership with RBs and COs, will develop and manage a comprehensive learning programme for DE. It will be based on DEQAS guidance, and complemented by an outsourced quality support advisory service (see WS 1.3 Quality Support). It will build on current relevant learning initiatives, targeting two staff groups: those directly managing evaluations, and CO Management. Design will

be completed in 2016, and implementation will start in 2017.

**3.1.3.** From 2017 onwards, REOs will play an increasingly significant role in strengthening the capacities of COs to manage DEs as per DEQAS standards.

**3.1.4.** From 2017, OEV will work with the Human Resources Division (HRM), OSZ and other HQ Divisions to embed evaluation modules in relevant corporate capacity development initiatives.

**3.1.5.** In partnership with RBs, COs and HQ units, OEV will formalise its nascent Evaluation Community of Practice in 2016, building on WFP's forthcoming 'communities' platform.

**3.1.6.** OEV will organise annual Global Evaluation Meetings with key stakeholders in the field and HQ, and will participate in regional Country Directors (CD) and M&E network meetings as appropriate.

#### Workstream 3.2: Institutional arrangements

65. The **expected result** of this workstream is that institutional arrangements for evaluation specified in the Charter are operational, thereby ensuring appropriate implementation of WFP's evaluation function and strengthening the culture of evaluation across WFP. Some of these arrangements are already in place and some are included in other workstreams of this Strategy (e.g. sustainable financing).

66. Accordingly, **activities** under this workstream include only those institutional arrangements that are cross-cutting and support the implementation of the strategy as a whole:

**3.2.1.** OED, with support of OEV, will establish the Evaluation Function Steering Group to be operational in the second half of 2016.

<sup>9</sup> To be complemented by an annual allocation of USD 500,000 for OEV managed services to support DE (e.g. capacity development and quality support).

<sup>10</sup> In certain cases additional programme funds are contributed for specific evaluations (e.g. REACH, Gender and Ebola Response). In addition, there is currently a special account drawing on programme funds for the temporary series of Operations Evaluations, ending in 2016.

**3.2.2.** RDs will establish Regional Evaluation Committees once REOs are in post (2017-18).

### Workstream 3.3: Evaluation expertise

67. The **expected result** of this workstream is improved access to evaluation service providers.

68. Currently, OEV hosts a basic roster of individual evaluators not yet accessible on line. OEV also has long term agreements with pre-qualified companies providing services for centralised evaluations. Considering that all evaluations in WFP must be conducted by independent external evaluators, there is an urgent need to augment access to appropriate evaluator expertise across the organisation, in particular from the regions and countries where WFP operates.

69. In order to achieve increased access, the following **activities** must be completed:

**3.3.1.** OEV with the support of the Supply Chain Division (OSC), will expand existing long-term agreements (LTAs) to cover DE services wherever possible, accessible to those commissioning DE from late 2016.

**3.3.2.** In 2017, OEV will launch a tender with support of OSC to expand the pool of appropriately pre-qualified LTAs to provide CE and DE services in 2017.

**3.3.3.** Starting in 2016 OEV will, in partnership with HRM (e.g. e-recruitment) and RBs, update, expand and maintain a roster of globally sourced qualified evaluation consultants available to all evaluation commissioners in WFPs.

### Workstream 3.4: Staffing

70. The **expected result** of this workstream is an augmentation of the number of staff with requisite evaluation skills and experience in WFP to support implementation of the Strategy.

71. It is widely acknowledged that availability of WFP staff appropriately skilled and experienced in evaluation is very limited, reflected in the People Strategy inclusion of this skill set as 'mission-critical' for prioritisation. Currently, WFP employs nine evaluation officers – four senior evaluation specialists (P5) and five evaluation officers (P4), all located within OEV. In line with the Policy, a 50:50 balance between externally recruited specialists and qualified WFP staff on rotation is

required, aiming for equilibrium in gender and diversity. The progressive increase in the number of CEs as well as OEV's augmented responsibilities will require additional qualified staff.

72. The Policy also recognises that significant investment is required in capacities for the DE function to be able to commission, manage and use high quality DEs. Considering the demand-led nature of the DE function, it is not possible to establish a target for additional human resources at the CO level. CO are best-positioned to identify their staffing needs, as their evaluation practice develops. However, senior management has agreed in the Policy, to establish six REO posts (including operating costs) funded under PSA, from 2017 onwards.

73. The REO will support the RD/DRD in carrying out their responsibilities for evaluation across the Region, ensuring consistent application of the Policy provisions, such as planning for and resourcing of DE; use of evaluation for evidence-based decision and design. Integral to their role is provision of advice and support to colleagues on technical evaluation issues and management of DEs; reporting on evaluation matters; engaging with evaluation networks in the region; and, support to the conduct of CE in the region.

74. Under this workstream the following **activities** will be undertaken:

**3.4.1.** Starting in 2016 and continuing annually, reflecting the incremental implementation of the Strategy, OEV will review its staffing requirements in collaboration with HRM, and recruit additional staff as appropriate.

**3.4.2.** In 2016, in partnership with RBs and HRM, OEV will recruit six REOs at P4/P5 level, retaining the same 50:50 balance across the evaluation cadre.

**3.4.3.** OEV will collaborate with HRM to include appropriate outputs and key performance indicators (KPIs) for evaluation in the Performance and Competency Enhancements (PACE) of staff with roles and accountabilities in evaluation from 2017.

**3.4.4.** In line with WFP's Internal Control Framework and with the Charter, OEV and the Finance and Treasury Division (RMF) will collaborate to include compliance with Policy provisions in the Annual Assurance Statement exercise. This will begin with the fiscal year 2017 (for the 2017 assurance statements).

## Outcome 4: Active evaluation partnerships in international arena

75. This outcome aims to maintain and enhance WFP's position in the international evaluation arena, and to support its active engagement in evaluation partnerships at the regional and national level around SDG2 and Agenda 2030. It includes two workstreams: partnerships and strengthening of regional and national evaluation capacities.

### Workstream 4.1: Partnerships

76. The **expected result** of this workstream is that WFP's evaluation evidence systematically contributes to wider accountability and learning, especially in the international humanitarian arena, and that WFP's evaluation practice is shared with and benefits from the experience of others.

77. Currently WFP is engaged primarily through OEV, in a range of networks and evaluation partnerships, including the UNEG, IASC Inter-Agency Humanitarian Evaluation (IAHE), Rome-based Agency (RBA) collaboration, the Active Learning Network for Accountability and Performance in (ALNAP), and professional evaluation networks such as the European and American Evaluation Societies. Considering the limited staffing capacity in evaluation at decentralized level, engagement with other regional and national evaluation associations is limited and ad hoc.

78. Reflecting WFP's leadership in the global humanitarian system, the evaluation function has a leading role in the evaluation of humanitarian action. At central level, this evaluation function is among the most mature in the UN system, and therefore plays a key role in setting standards and modelling good practice in UN evaluation. Under Agenda 2030 evaluation is expected to be increasingly joint and country-led, an area in which WFP currently has limited experience.

79. To achieve the expected result the following **activities** will be conducted:

**4.1.1.** OEV will continue to engage with UNEG on the implications of Agenda 2030 for evaluation in the UN system, starting with its leading role in work on SDG evaluability, ongoing in 2016.

**4.1.2.** OEV will continue to play a leading role in UNEG's engagement on humanitarian

evaluation issues, in partnership with other evaluation offices active in the humanitarian sector.

**4.1.3.** OEV will continue to engage with UNEG on evaluation normative framework development and system-wide evaluations, including on the evaluation requirements for UNSWAP.

**4.1.4.** OEV will continue to engage with evaluation offices of the RBAs on issues of common interest particularly around SDG2, and potential for joint evaluations.

**4.1.5.** In 2016, OEV will engage with the IASC to share evaluation lessons from the IAHE mechanism at the WHS and other channels, and thereafter to review and adapt periodically the mechanism for continued relevance to the future humanitarian system.

**4.1.6.** WFP will engage with global, regional and national and thematic evaluation networks to share its experience and keep abreast of the latest evaluation developments.

**4.1.7.** From 2017, OEV in partnership with RBs, COs and the Private Sector Partnerships Division (PGP), will develop guidance for WFP's engagement in joint evaluation partnerships at regional and national level on Agenda 2030, taking account of developments at the global level including QCPR 2017 and ISWE.

### Workstream 4.2: National and regional capacity development

80. The **expected result** of this workstream is RBs and COs are engaged in partnerships at national and regional levels that meet WFP's commitments to UNGA on strengthening national evaluation capacity in support of Agenda 2030.

81. Currently, some engagement at national level takes place, but it remains *ad hoc* and depends critically on availability of appropriately experienced staff, acknowledged as a gap. Here it is vital for credibility that WFP's engagement is underpinned by its own good evaluation practice, which will be built through implementation of this Strategy. The phased approach implies that the core of the **activities** in this workstream will expand in the later stages of the strategy. They include:

**4.2.1.** From 2018 onwards, under the guidance of REOs, WFP will progressively increase its participation in regional and national evaluation associations to contribute its evaluation knowledge and practice, and to learn from the experience of others.

**4.2.2.** In 2017-18, guidance will be developed collaboratively by OEV, RBs and PGP, to

support effective engagement in evaluation capacity development with regional and national partners and networks.

**4.2.3.** RBs and COs, in partnership with OSZ, will consider ways to strengthen national evaluation capacities when designing CSPs, from 2018 onwards.

## Workstream B: Reporting

82. The **expected result** of this work-stream is that the implementation of the Policy, Charter and Strategy is evidenced, providing information on progress and where adjustments need to be made to WFP's Evaluation Function Steering Group and the EB.

83. As the evaluation function is embedded across WFP, the reporting system has to cover the entire function, reporting on progress on all four Policy outcomes and, to greatest the extent possible, align with the forthcoming Corporate Results Framework (particularly the Management Results thereof), and the Financial Framework Review.

84. The evaluation function monitoring requires the development of new indicators, instruments and channels for both internal and external reporting.

- i. Reporting to the EB will include a select number of KPIs that facilitate oversight of progress towards each Policy Outcome and associated workstreams as elaborated in this Strategy;
- ii. Additional outcome and output indicators will be tracked for internal management purposes at two levels, namely for the Evaluation Function Steering Group (selected priority indicators); and for OEV and RBs.

85. The AER is, and will remain, the primary channel for reporting to the EB. However, it will be re-designed to better capture the enhanced evaluation function.

86. The AER and other internal reporting instruments will rely on an internal MIS to be accessible by relevant HQ units, RBs and COs for both input and extraction of data and information.

This workstream requires the following **activities**:

**B.1.** Starting in 2016 OEV, in consultation with RBs, RMP and RMBP, will identify, test and apply agreed indicators, for the reporting system to become operational in 2017.

**B.2.** In 2016 OEV will develop an intranet-based MIS which, by 2017, will be accessible to RBs and COs, to produce customised dashboards that enable regular monitoring of the evaluation function performance by the Evaluation Function Steering Group and other key stakeholders.

**B.3.** By 2017, the AER will cover the entire evaluation function plus the status of the phased implementation of the Policy and Strategy.

## Workstream C: Communication

88. The **expected result** of this workstream is that all evaluations are accessible, widely-known and used for learning and accountability (WS 1.5 Use of evaluation).

89. Currently evaluations are communicated largely through traditional forms of documentations and face-to-face workshops and meetings. In the future, communication should be adapted to include the rapidly evolving information technologies that are increasingly used by numerous stakeholders.

90. Under this workstream the following **activities** will be undertaken:

**C.1.** OEV will continue to publish and actively disseminate all CEs, syntheses and lessons learned through its website, websites of others, among stakeholders through workshops, etc.

**C.2.** In addition to RBs and COs publishing their decentralised evaluations on WFP's website, OEV's website evaluation repository

will include DEs from 2017 (see WS 1.5).

**C.3.** From 2017 OEV, in partnership with RBs, will invest in stimulating WFP's knowledge and learning from evaluation through the Evaluation Community of Practice. RBs and COs will actively disseminate evaluation results among stakeholders, supporting accountability to affected populations and beneficiary groups.

**C.4.** From 2017, in addition to its current range of evaluation briefs, syntheses and lessons products, OEV, in partnership with PGM and RMT, will develop new ways of communicating evaluation results for example use of social media, videos, and infographic materials.

**C.5.** From 2016 onwards OEV will ensure that knowledge generated from all quality assessed evaluations is embedded in WFP's corporate knowledge management systems.



## Section 4: Resourcing the Strategy

91. In 2015, 0.18% of WFP's contribution income was dedicated to evaluation activities (excluding DE activities which are not currently captured in WFP reporting systems). The Policy contains a target to be met progressively over the life of the policy, to assign 0.8% of its total contribution income to addressing the needs of its entire evaluation function at all levels (HQ, RB and CO).

92. The Strategy implies additional resourcing requirements to cover the activities intended to support overall function development and DE, as elaborated in the workstreams throughout this document. However, costs required for the actual conduct and management of evaluations are not elaborated in the strategy itself because: (i) under the demand-led DE model, the number of evaluations cannot be specified in advance, and therefore neither can the cost of their conduct and their management; and (ii) for CEs, plans are elaborated within the WFP annual Management Plan system.

93. The Strategy recognizes a mix of funding sources for most workstreams (see Annex II):

- i. The PSA is the funding source for the following:
  - CE Annual Workplan;
  - Staffing for delivering on the augmented OEV responsibilities for the overall evaluation function (CE and DE);
  - Costs of undertaking those activities for the overall evaluation function that cannot be attributed to specific evaluations e.g. standard setting, oversight and reporting;
  - Operationalizing the function at the regional level - REOs in each RB from 2017 onwards.
- ii. Project funds and other sources including multilateral and trust funds, for the conduct of DEs and their management (staff time).
- iii. Multilateral funding for OEV managed services to support the DE function (e.g. capacity development programme and quality support for DE).

94. Starting in 2016, in partnership with RMB, OEV will create a Contingency Evaluation Fund to be managed by the Evaluation Function Steering Group. It is outlined below:

- i. Initial SRAC advance allocation of USD \$2 million (USD \$1.5 million for DE conduct and USD \$0.5 million for DE support). This fund is intended to: 1) be a contingency, to support COs who have planned and budgeted for a DE, but are facing genuine resource constraints; and 2) to fund OEV's managed services to support the DE function. The full details will be elaborated in an ED decision memo.
- ii. RDs to submit funding requests for DEs in their region on the basis of criteria pre-defined by OEV and RMB and approved by the Evaluation Function Steering group. The criteria will include a combination of the following: date of last evaluation; documented actual plan and budget of the evaluation; size of the CO operations and CO funding levels, etc.;
- iii. Allocation decisions would be made by the Steering Group following RMB's review of funding criteria compliance, and prioritization as necessary, with advice from OEV;
- iv. When 80% of the initial allocation is used, the Evaluation Function Steering group would request replenishment.

95. By removing the financing constraint, this mechanism supports the conduct of specific evaluations in under-funded situations, and enables RDs to effectively support COs on their evaluation planning and budgeting (See WS 2.2 Planning and WS 2.3 Funding).

## Section 5: Risks

96. The Policy outlines several risks for the evaluation function and their mitigating measures in line with the WFP's Enterprise Risk Management Policy and the corporate risk register. They are linked to the assumptions

outlined in the Policy's Theory of Change. Table 1 highlights the alignment of Strategy workstreams to each of the risk and mitigation measures identified in the Policy.

**Table 1: Policy risks, mitigating measures and Strategy workstreams**

| RISKS   | MITIGATING MEASURES  | WORKSTREAMS  |
|---|--|--|
| 1. Low external and/or unpredictable demand for evaluation from stakeholders (medium) | <ul style="list-style-type: none"> <li>Integration of evaluation planning into WFP's programme cycle</li> </ul>  | 2.2 Planning   |
|   | <ul style="list-style-type: none"> <li>Advocacy for increasing stakeholders' use of, and support to, WFP's evaluations</li> </ul>  | 1.5 Use of evaluations<br>3.2 Institutional arrangements<br>4.1 Partnerships<br>4.2 National and regional capacity development           |
| 2. Low internal demand for evaluation (high)  | <ul style="list-style-type: none"> <li>Ensuring good-quality evaluations</li> </ul>  | A. Normative framework<br>1.1 Impartiality provisions<br>1.2 Quality assurance<br>1.3 Quality support<br>1.4 Post-hoc quality assessment |
|   | <ul style="list-style-type: none"> <li>Raising awareness of the utility of evaluations and coverage norms</li> </ul>   | 1.5 Use of evaluations<br>2.1 Coverage norms<br>C. Communication and knowledge management  |
|   | <ul style="list-style-type: none"> <li>Inclusion of evaluation evidence and planning for evaluation in the project review process</li> </ul>   | 1.5 Use of evaluation  |
|   | <ul style="list-style-type: none"> <li>Reporting on the application of coverage norms</li> </ul>   | B. Reporting   |
|   | <ul style="list-style-type: none"> <li>Integration of roles and accountabilities for evaluation into WFP's staff performance management system</li> </ul>  | 1.1 Impartiality provisions<br>3.4 Staffing  |
| 3. Insufficient organizational leadership, ownership and support (medium)             | <ul style="list-style-type: none"> <li>The Board reviewing key performance indicators for the evaluation function, making decisions, and conveying expectations and guidance on improving performance</li> </ul> | B. Reporting   |
|   | <ul style="list-style-type: none"> <li>Top management's fostering of a corporate culture of accountability and learning that embeds evaluation into decision-making</li> </ul>                                   | 2.2 Planning<br>2.3 Funding<br>3.1 WFP capacity development<br>3.2 Institutional arrangements  |

| RISKS  | MITIGATING MEASURES  | WORKSTREAMS  |
|--|--|--|
| 5. Inadequate human resources – skills and staff (high)      | <ul style="list-style-type: none"> <li>• Management ensuring the systematic consideration of evaluation findings in new policies, strategies and programme design</li> </ul>       | 1.5 Use of evaluations   |
|  | <ul style="list-style-type: none"> <li>• OEV/other units providing a capacity development framework for decentralized evaluation – guidance, training, technical advice</li> </ul> | A. Normative framework<br>1.2 Quality assurance<br>3.1 WFP capacity development<br>3.3 Evaluator expertise |
|  | <ul style="list-style-type: none"> <li>• Putting regional evaluation advisers in place</li> </ul>  | 3.4 Staffing   |
| 6. Unpredictable and inadequate financial resources (medium) | <ul style="list-style-type: none"> <li>• Corporate commitment to assigning 0.8 percent of contribution income by the end of the policy period</li> </ul>                           | 2.3 Funding  |
|  | <ul style="list-style-type: none"> <li>• Sustainable financing mechanisms for progressively meeting coverage norms</li> </ul>  | 2.1 Coverage norms<br>2.3 Fundings   |
|  | <ul style="list-style-type: none"> <li>• Phased approach to application of the decentralized evaluation function</li> </ul>  | 2.1 Coverage norms<br>2.2 Planning   |
| 7. Limited quality monitoring data (medium)                  | <ul style="list-style-type: none"> <li>• Management’s commitment to improving the corporate monitoring system and capacities</li> </ul>  | “Corporate Monitoring Strategy (2015-2017)”  |
|  | <ul style="list-style-type: none"> <li>• Partial compensation through primary data collection and triangulation of information by evaluation teams</li> </ul>                      | 1.2 Quality assurance<br>3.3 Evaluator expertise   |
|  | <ul style="list-style-type: none"> <li>• Planning of evaluation at the start of the project cycle to facilitate the identification of monitoring requirements</li> </ul>           | 2.2 Planning   |

# Annex 1: Evaluation Policy (2016-2021) - Extracts

## Definitions

1. WFP adheres to the United Nations definition of evaluation:

*An assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance, etc. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It considers the relevance, effectiveness, efficiency, impact, and sustainability of the interventions and contributions of the organizations of the UN system. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the UN system<sup>11</sup> and its members.*

There are two categories of evaluation in WFP:

- i. Centralized evaluations: commissioned and managed by OEV and presented to the Board<sup>12</sup>. They focus on corporate strategy, policies or global programmes, strategic issues or themes, portfolios, operations and activities at the national, regional or global level.
- ii. Decentralized evaluations: commissioned and managed by country offices, regional bureaux or Headquarters-based divisions other than OEV. They are not presented to the Board. They cover operations, activities, pilots, themes, transfer modalities or any other area of action at the sub-national, national or multi-country level. They follow OEV's guidance – including impartiality safeguards – and quality assurance system.

## Evaluation Principles

2. WFP's evaluation function is based on the UNEG evaluation principles of independence, credibility and utility. Application of these principles ensures evaluation quality, enhancing accountability and learning throughout WFP by increasing confidence in the independence and credibility of evaluation findings, recommendations and lessons for continual improvement of WFP's performance and results.

3. Independence provides legitimacy to evaluation and reduces the potential for conflict of interest, which could arise if policy-makers and managers had sole responsibility for evaluating their own activities. Independence requires impartiality, so that evaluations are free from influences that may bias their selection, conduct, findings, conclusions, recommendations and reporting. WFP is committed to safeguarding the independence and impartiality of all its centralized and decentralized evaluations through the provisions specified in Table 1 and the roles and accountabilities in Section VII.

4. Credibility is the extent to which evaluation findings and conclusions are fair, impartial and complete. Credibility is determined by the independence, impartiality, transparency, methodological appropriateness and rigour applied in evaluations. Adherence to WFP's EQAS ensures credibility, which is further supported under this policy by independent, transparent, quality assessment of completed evaluations.

5. Utility is the extent to which evaluations are useful to decision-makers and stakeholders, informing policies, strategies and programmes and meeting accountability requirements. WFP is committed to enhancing utility by planning and conducting evaluations with clear intent to use their results; undertaking them in a timely way to inform decision-making processes; and ensuring the accessibility of evaluation results, making reports publicly available.

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<sup>11</sup> In humanitarian contexts, relevance and sustainability may be replaced by appropriateness, and coverage, connectedness and coherence are also considered (ALNAP. 2006. *Evaluating Humanitarian Action Using the Organisation for Economic Co-operation and Development (OECD)-DAC Criteria*).

<sup>12</sup> With the exception of the current series of operation evaluations, for which an annual synthesis is presented.

## WFP evaluation types<sup>13</sup>

| EVALUATION TYPE   | DESCRIPTION   | CE  | DE  |
|---|---|-----|-----|
| <b>Policy evaluations</b>   | Are embedded in WFP's policy framework to assess policies' quality, implementation and results  | YES | NO  |
| <b>Strategic evaluations</b>  | Assess global or corporate themes, programmes and initiatives, selected for their relevance to WFP's strategic direction and management                               | YES | NO  |
| <b>Country or regional portfolio evaluations</b>  | Assess the strategic positioning, performance and results of all of WFP's work in a country or region   | YES | NO  |
| <b>Operation evaluations</b>  | Assess the appropriateness, performance and results of individual operations, helping to embed evaluation planning and use of results in the programme cycle          | YES | YES |
| <b>Impact evaluations</b>   | Assess the positive and negative, direct or indirect, intended or unintended changes in the lives of affected populations in receipt of WFP interventions             | YES | YES |
| <b>Evaluations of corporate emergency responses</b>   | Assess corporate emergency responses, with particular attention to humanitarian context and principles, and the coverage, coherence and connectedness of the response | YES | NO  |
| <b>Joint evaluations:</b> Given the benefits of a common approach for collective accountability and learning, any of these evaluation types may be conducted jointly with partners when appropriate. In the wider context of the United Nations and the SDGs, joint evaluations are increasingly relevant at the decentralized level. |   | YES | YES |

### Coverage norms

6. The policy sets norms for ensuring appropriate evaluation coverage across WFP. Under the selected model, there is a need to balance requirements for systematic and sufficient evaluation coverage corporately across the whole of WFP's work, with a demand-led approach at the decentralized level. Thus the norms indicated in Table 3 set minimum corporate expectations

within which commissioning units have the flexibility to prioritize topics, interventions and timing in line with their programmes of work and stakeholders' needs.

7. While there are no minimum coverage norms for impact<sup>14</sup> or joint evaluations, the policy encourages these at the centralized and decentralized level as appropriate.

**TABLE 2: MINIMUM EVALUATION COVERAGE NORMS**

| Centralized evaluation  | Decentralized evaluation   |
|---|--|
| <ul style="list-style-type: none"> <li>Strategic evaluations providing balanced coverage of WFP's core planning instruments, including Strategic Plan elements and related strategies</li> </ul>                            | <ul style="list-style-type: none"> <li>Evaluation of at least 50% of each country office's portfolio of activities<sup>15</sup> within a 3-year period<sup>16</sup></li> </ul>   |
| <ul style="list-style-type: none"> <li>Evaluation of policies 4–6 years after implementation starts<sup>17</sup></li> </ul>   | <p>Recommended:</p> <ul style="list-style-type: none"> <li>before scale-up of pilots, innovations, and prototypes;</li> <li>for high-risk<sup>18</sup> interventions; and</li> <li>before third repeat of an intervention of similar type and scope</li> </ul> |
| <p>Country portfolio evaluations:</p> <ul style="list-style-type: none"> <li>every 5 years for the 10 largest country offices (2 per year)</li> <li>every 10–12 years for all other country offices (7 per year)</li> </ul> |  |
| <ul style="list-style-type: none"> <li>Evaluation of all corporate emergency responses, sometimes jointly with IASC</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>Centrally managed operation evaluations providing balanced coverage<sup>19</sup></li> </ul>  |  |
| All country programmes  |  |

<sup>13</sup> This table brings together extracts from various sections of the policy.

<sup>14</sup> Impact Evaluations are usually conducted where a significant knowledge gap exists; when managed centrally they are undertaken in series across countries, on one of WFP's major activities or modalities.

<sup>15</sup> In terms of USD value of resourced requirements and implemented through operations or trust funds.

<sup>16</sup> In countries with only one development project or country programme, evaluations can be every five years.

<sup>17</sup> WFP/EB.A/2011/5-B

<sup>18</sup> WFP/EB.A/2015/5-B

<sup>19</sup> 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.

## Annex 2: Funding Sources

| EVALUATION STRATEGY WORKSTREAM   | 2016 |         | 2017 |         | 2018 |         | 2019 |         | 2020 |         | 2021 |         |
|--|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|
|  | PSA  | Non-PSA |
| <b>Outcome 1. Independent, credible and useful centralized and decentralized evaluations</b> |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>1.1: Impartiality provisions</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 1.1.1. Provide guidance on operationalisation of impartiality provisions                     | ✓    |         | ✓    |         |      |         |      |         |      |         |      |         |
| 1.1.2. Establish an evaluation committee for each decentralized evaluation                   |      |         |      |         |      |         |      |         |      |         |      |         |
| 1.1.3. Review evaluation service provider contracts  | ✓    |         | ✓    |         |      |         |      |         |      |         |      |         |
| 1.1.4. Provide guidance evaluation managers to assess and manage conflict of interest        | ✓    |         |      |         |      |         |      |         |      |         |      |         |
| 1.1.5. Set up Hotline  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>1.2: Quality assurance</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 1.2.1. Review and update EQAS  |      |         | ✓    |         | ✓    |         | ✓    |         |      |         |      |         |
| 1.2.2. Pilot and finalize in 3 languages DEQAS   | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       |      |         |      |         |
| <b>1.3: Quality support</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 1.3.1. OEV Help-desk   | ✓    |         | ✓    |         | ?    | ?       | ?    | ?       | ?    | ?       | ?    | ?       |
| 1.3.2. REOs direct support   |      |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 1.3.3. Establish outsourced quality support advisory service                                 | ✓    |         | ✓    |         | ?    | ?       | ?    | ?       | ?    | ?       | ?    | ?       |
| <b>1.4: Post-hoc Quality assessment</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 1.4.1. Establish an independent Post Hoc Quality Assessment                                  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>1.5: Use of evaluations</b>   |      |         |      |         |      |         |      |         |      |         |      |         |
| 1.5.1. Evaluation internet & intranet upgrade  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 1.5.2. Ensure that project and CSPs are based on evaluation evidence                         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 1.5.3. Update PGM  | ✓    |         | ✓    |         |      |         |      |         |      |         |      |         |
| 1.5.4. Review and upgrade system for Management Responses                                    |      |         | ✓    |         |      |         |      |         |      |         |      |         |
| 1.5.5. Reviews draft corporate strategies and policies                                       | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |

| Evaluation Strategy Workstreams   | 2016 |         | 2017 |         | 2018 |         | 2019 |         | 2020 |         | 2021 |         |
|---|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|
|   | PSA  | Non-PSA |
| <b>Outcome 2. Appropriate centralized and decentralized evaluation coverage</b>               |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>2.1: Application of the coverage norms</b>   |      |         |      |         |      |         |      |         |      |         |      |         |
| 2.1.1. Set up framework to meet the coverage norms for CE<br>(See also activity 2.2.1)        |      |         |      |         |      |         |      |         |      |         |      |         |
| 2.1.2. Develop coverage norms calculation method for DE<br>(See also activity 2.2.3)          |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>2.2: Planning</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 2.2.1. OEV workplans  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 2.2.2. Review SPRP and CSP templates for Planning evaluation                                  | ✓    |         |      |         |      |         |      |         |      |         |      |         |
| 2.2.3. Advice on DE plans and budgets   |      |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 2.2.4. MIS for complementarity between CE and DE evaluation plans<br>(See workstream B)       | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>2.3: Funding</b>   |      |         |      |         |      |         |      |         |      |         |      |         |
| 2.3.1. Set up and run a sustainable financing mechanism                                       | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 2.3.2. Embed DE budgeting in CSPs and all other project documents                             | ✓    |         | ✓    |         |      |         |      |         |      |         |      |         |
| 2.3.3. Budget OEV's work plan in lign with CE coverage norms                                  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>Outcome 3. Adequate evaluation management capacity across WFP</b>                          |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>3.1: WFP capacity development</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 3.1.1. MELP module  | ✓    |         | ✓    |         |      |         |      |         |      |         |      |         |
| 3.1.2. Develop & manage learning programme for DE   | ✓    |         | ✓    |         | ✓    |         |      |         |      |         |      |         |
| 3.1.3. RBs strengthen capacities of CO to manage DE   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 3.1.4. Embed evaluations in other corporate learning initiatives                              | ✓    |         | ✓    |         | ✓    |         |      |         |      |         |      |         |
| 3.1.5. Set up and run an evaluation Community of Practice                                     | ✓    |         | ✓    | ✓       |      | ✓       |      | ✓       |      | ✓       |      | ✓       |
| 3.1.6. Organize annual Global Evaluation Meetings & participate in regional CD & M&E meetings | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>3.2: Institutional arrangements</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 3.2.1. Establish Evaluation Function Steering Group   |      |         |      |         |      |         |      |         |      |         |      |         |
| 3.2.2. Establish Regional Evaluation Committees   |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>3.3: Evaluator expertise</b>   |      |         |      |         |      |         |      |         |      |         |      |         |
| 3.3.1. Expand access to existing LTAs to those commissioning DE                               | ✓    |         |      |         |      |         |      |         |      |         |      |         |
| 3.3.2. Tendering to expand pool of pre-qualified LTAs to provide CE and DE services           |      |         | ✓    |         |      |         | ✓    |         |      |         |      |         |
| 3.3.3. Update, expand & maintain consultant database  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |

| Evaluation Strategy Workstreams   | 2016 |         | 2017 |         | 2018 |         | 2019 |         | 2020 |         | 2021 |         |
|---|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|
|   | PSA  | Non-PSA |
| <b>Outcome 3. Adequate evaluation management capacity across WFP</b>                                |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>3.4: Staffing</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 3.4.1. Review staffing requirements in OEV  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 3.4.2. Establish post and recruit six Regional Evaluation Officers                                  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 3.4.3. Include appropriate outputs and KPIs for evaluation in PACEs templates                       | ✓    |         |      |         |      |         |      |         |      |         |      |         |
| 3.4.4. Internal control assurance statements  | ✓    |         |      |         |      |         |      |         |      |         |      |         |
| <b>Outcome 4. Active evaluation partnerships in international arena</b>                             |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>4.1: Partnerships</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 4.1.1. Engage in UNEG on Agenda 2030  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 4.1.2. Play a leading role in UNEG's engagement in Humanitarian evaluation issues                   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 4.1.3. Engage in UNEG on normative framework and system wide evaluation work                        | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 4.1.4. Engage with eval offices of RBAs   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 4.1.5. Engage with IASC on IAHE   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| 4.1.6. Engage with thematic global, regional and national evaluation networks                       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       |
| 4.1.7. Develop guidance for engagement in joint evaluations at global, regional and national levels | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       |
| <b>4.2: National and regional capacity development</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| 4.2.1. Develop guidance for regional and national evaluation capacity development                   |      |         | ✓    | ✓       | ✓    | ✓       |      |         |      |         |      |         |
| 4.2.2. Increase participation in regional/national evaluation associations                          |      |         |      |         | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       |
| 4.2.3. Integrate national evaluation capacity development in CSPs                                   |      |         |      |         | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       | ✓    | ✓       |
| <b>WORKSTREAM A. Normative Framework</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| A. Monitor trends in international standards and principles, and update normative framework         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |

| Evaluation Strategy Workstreams   | 2016 |         | 2017 |         | 2018 |         | 2019 |         | 2020 |         | 2021 |         |
|---|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|
|   | PSA  | Non-PSA |
| <b>Workstream B. Reporting</b>  |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>B.1.</b> Develop KPIs and apply them   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>B.2.</b> Establish MIS   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>B.3.</b> AER   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>Workstream C. Communication and Knowledge Management</b>                                       |      |         |      |         |      |         |      |         |      |         |      |         |
| <b>C. 1</b> Publish & disseminate centralized evaluations   | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>C.2.</b> Disseminate decentralized evaluations including accountability to affected population |      | ✓       |      | ✓       |      | ✓       |      | ✓       |      | ✓       |      | ✓       |
| <b>C.3.</b> Invest in knowledge and learning from evaluations through COPs                        |      |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>C.4.</b> Innovate in new products and communication of evaluation results                      |      |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |
| <b>C.5.</b> Embed evaluation in WFP corporate KM systems  | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         | ✓    |         |

## Annex 3: Workstreams and activities timeline

### Outcome 1: Independent, credible and useful centralized and decentralized evaluations

| WORKSTREAM                       | ACTIVITIES  | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |  |
|----------------------------------|---|------|------|------|------|------|------|--|
| 1.1. Impartiality provisions     | 1.1.1. Provide guidance on operationalization of impartiality provisions              | ■    |      |      |      |      |      |  |
|                                  | 1.1.2. Establish an evaluation committee for each decentralized evaluation            |      |      | ■    | ■    | ■    | ■    |  |
|                                  | 1.1.3. Review evaluation service provider contracts                                   | ■    |      |      |      |      |      |  |
|                                  | 1.1.4. Provide guidance evaluation managers to assess and manage conflict of interest | ■    |      |      |      |      |      |  |
|                                  | 1.1.5. Set up Hotline   | ■    | →    |      |      |      |      |  |
| 1.2. Quality Assurance           | 1.2.1. Review and update EQAS   |      | ■    | ■    |      |      |      |  |
|                                  | 1.2.2. Pilot and finalize DEQAS in 3 languages  | ■    | ■    | ■    |      |      |      |  |
| 1.3. Quality Support             | 1.3.1. Establish OEV Help-desk  | →    |      |      |      |      |      |  |
|                                  | 1.3.2. REOs provide direct support  |      | →    |      |      |      |      |  |
|                                  | 1.3.3. Establish outsourced quality support advisory service                          |      | →    |      |      |      |      |  |
| 1.4. Post-hoc Quality Assessment | 1.4.1. Establish an independent Post Hoc Quality Assessment                           | ■    | ▲    | ▲    | ▲    | ▲    | ▲    |  |
| 1.5. Use of Evaluation           | 1.5.1. Evaluation internet & intranet upgrade   | ■    | ■    | ▲    | ▲    | ▲    | ▲    |  |
|                                  | 1.5.2. Ensure that project and CSPs are based on evaluation evidence                  | →    |      |      |      |      |      |  |
|                                  | 1.5.3. Update Programme Guidance Manual   | ■    | ■    |      |      |      |      |  |
|                                  | 1.5.4. Review and upgrade system for Management Responses                             |      | ■    |      |      |      |      |  |
|                                  | 1.5.5. Reviews draft corporate strategies and policies                                | →    |      |      |      |      |      |  |

**Legend:**



## Outcome 2: Appropriate centralized and decentralized evaluation coverage

| WORKSTREAM                         | ACTIVITIES   | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|--|------|------|------|------|------|------|
| 2.1. Application of coverage norms | 2.1.1. Set up framework to meet the coverage norms for CE (See also Activity 2.2.1)  |      | →    |      |      |      |      |
|                                    | 2.1.2. Develop coverage norms calculation method for DE (See also Activity 2.2.3)    |      | →    |      |      |      |      |
| 2.2 Planning                       | 2.2.1. OEV workplans   | ▲    | ▲    | ▲    | ▲    | ▲    | ▲    |
|                                    | 2.2.2. Review s-PRP and CSP templates for Planning evaluation                        |      |      |      |      |      |      |
|                                    | 2.2.3. Advise on DE plans and budgets  |      | →    |      |      |      |      |
|                                    | 2.2.4. MIS for complementarity between CE and DE evaluation plans (see Workstream C) |      | →    |      |      |      |      |
| 2.3 Funding                        | 2.3.1. Set up and run a sustainable financing mechanism                              |      | →    |      |      |      |      |
|                                    | 2.3.2. Embed DE budgeting in CSPs and all other project documents                    |      |      |      |      |      |      |
|                                    | 2.3.3. Budget OEV's work plan in line with CE coverage norms                         |      | →    |      |      |      |      |

## Outcome 3: Adequate evaluation management capacity across WFP

| WORKSTREAM                      | ACTIVITIES   | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|--|------|------|------|------|------|------|
| 3.1. WFP capacity development   | 3.1.1. MELP module   |      |      |      |      |      |      |
|                                 | 3.1.2. Develop & manage learning programme for DE                                    |      |      |      |      |      |      |
|                                 | 3.1.3. RBs strengthen capacities of CO to manage DE                                  |      | →    |      |      |      |      |
|                                 | 3.1.4. Embed evaluations in other corporate learning initiatives                     |      |      |      |      |      |      |
|                                 | 3.1.5. Set up and maintain an evaluation Community of Practice                       |      | →    |      |      |      |      |
|                                 | 3.1.6. Organize annual Global Evaluation Meetings & participate in regional meetings | ▲    | ▲    | ▲    | ▲    | ▲    | ▲    |
| 3.2. Institutional arrangements | 3.2.1. Establish Evaluation Function Steering Group                                  |      | →    |      |      |      |      |
|                                 | 3.2.2. Establish Regional Evaluation Committees                                      |      | →    |      |      |      |      |
| 3.3. Evaluator expertise        | 3.3.1. Expand access to existing LTAs to those commissioning DE                      |      |      |      |      |      |      |
|                                 | 3.3.2. Tendering to expand pool of pre-qualified LTAs to provide CE and DE services  |      |      |      |      |      |      |
|                                 | 3.3.3. Update, expand, and maintain consultant database                              |      | →    |      |      |      |      |
| 3.4. Staffing                   | 3.4.1. Review staffing requirements in OEV   |      | →    |      |      |      |      |
|                                 | 3.4.2. Establish posts and recruit six Regional Evaluation Officers                  |      |      | →    |      |      |      |
|                                 | 3.4.3. Include appropriate outputs and KPIs for evaluation in PACE templates         |      |      |      |      |      |      |
|                                 | 3.4.4. Internal control assurance statements   |      |      |      |      |      |      |

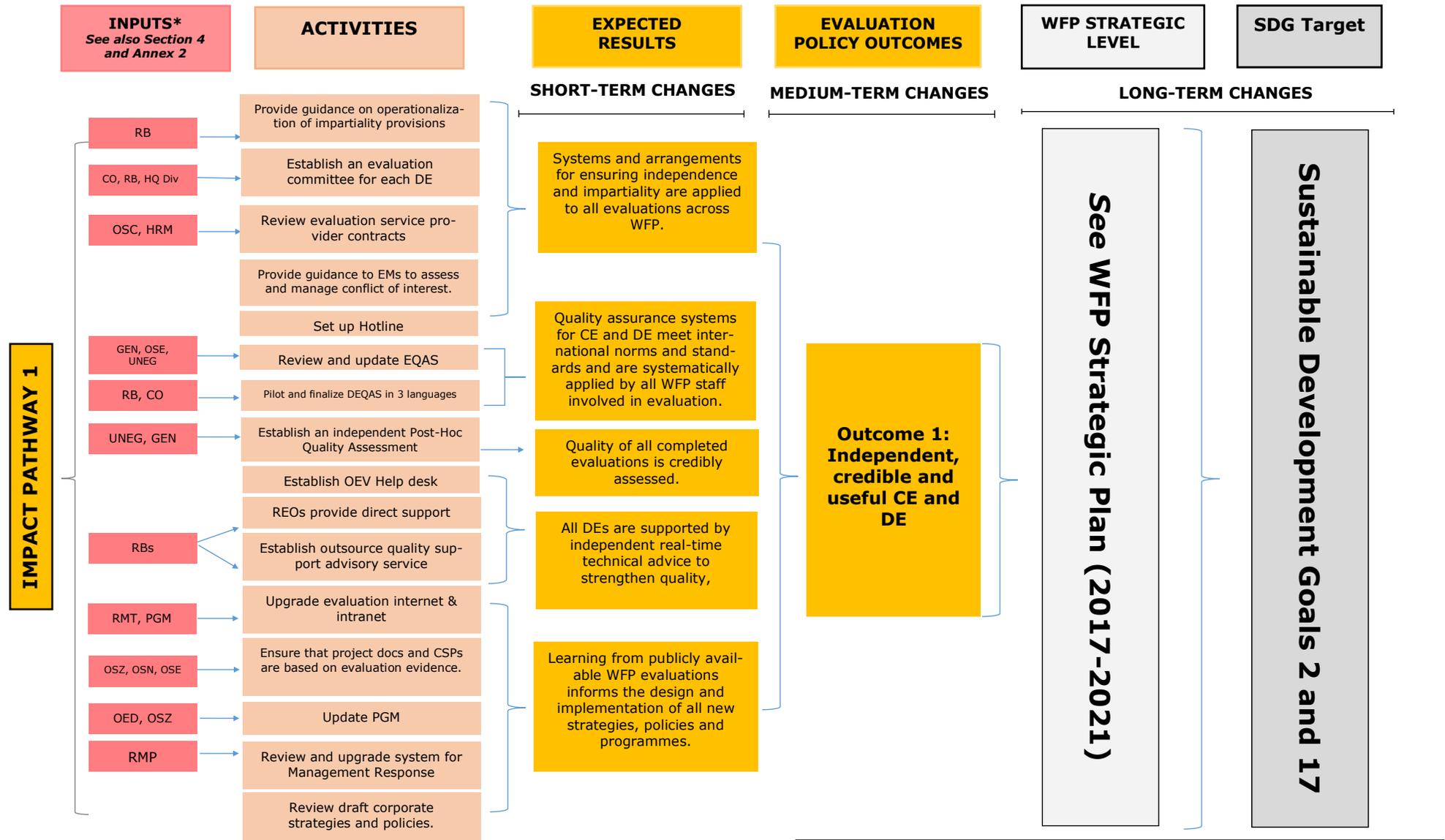
## Outcome 4: Outcome 4. Active evaluation partnerships in international arena

| WORKSTREAM                                      | ACTIVITIES  | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|------|------|------|------|------|------|
| 4.1. Partnerships                               | 4.1.1. Engage in UNEG on Agenda 2030  | ▶    |      |      |      |      |      |
|   | 4.1.2. Play a leading role in UNEG's engagement in Humanitarian evaluation issues                   | ▶    |      |      |      |      |      |
|   | 4.1.3. Engage in UNEG on normative framework and system wide evaluation work                        | ▶    |      |      |      |      |      |
|   | 4.1.4. Engage with evaluation offices of RBAs   | ▶    |      |      |      |      |      |
|   | 4.1.5. Engage with IASC on IAHE   | ▲    | ▲    | ▲    | ▲    | ▲    | ▲    |
|   | 4.1.6. Engage with thematic global, regional and national evaluation networks                       | ▶    |      |      |      |      |      |
|   | 4.1.7. Develop guidance for engagement in joint evaluations at global, regional and national levels |      | ■    | ▶    |      |      |      |
| 4.2. National and regional capacity development | 4.2.1. Develop guidance for regional and national evaluation capacity development                   |      | ■    | ■    |      |      |      |
|   | 4.2.2. Increase participation in regional/national evaluation associations                          |      |      | ▶    |      |      |      |
|   | 4.2.3. Integrate national evaluation capacity development in CSPs                                   |      |      | ■    | ■    | ■    | ■    |

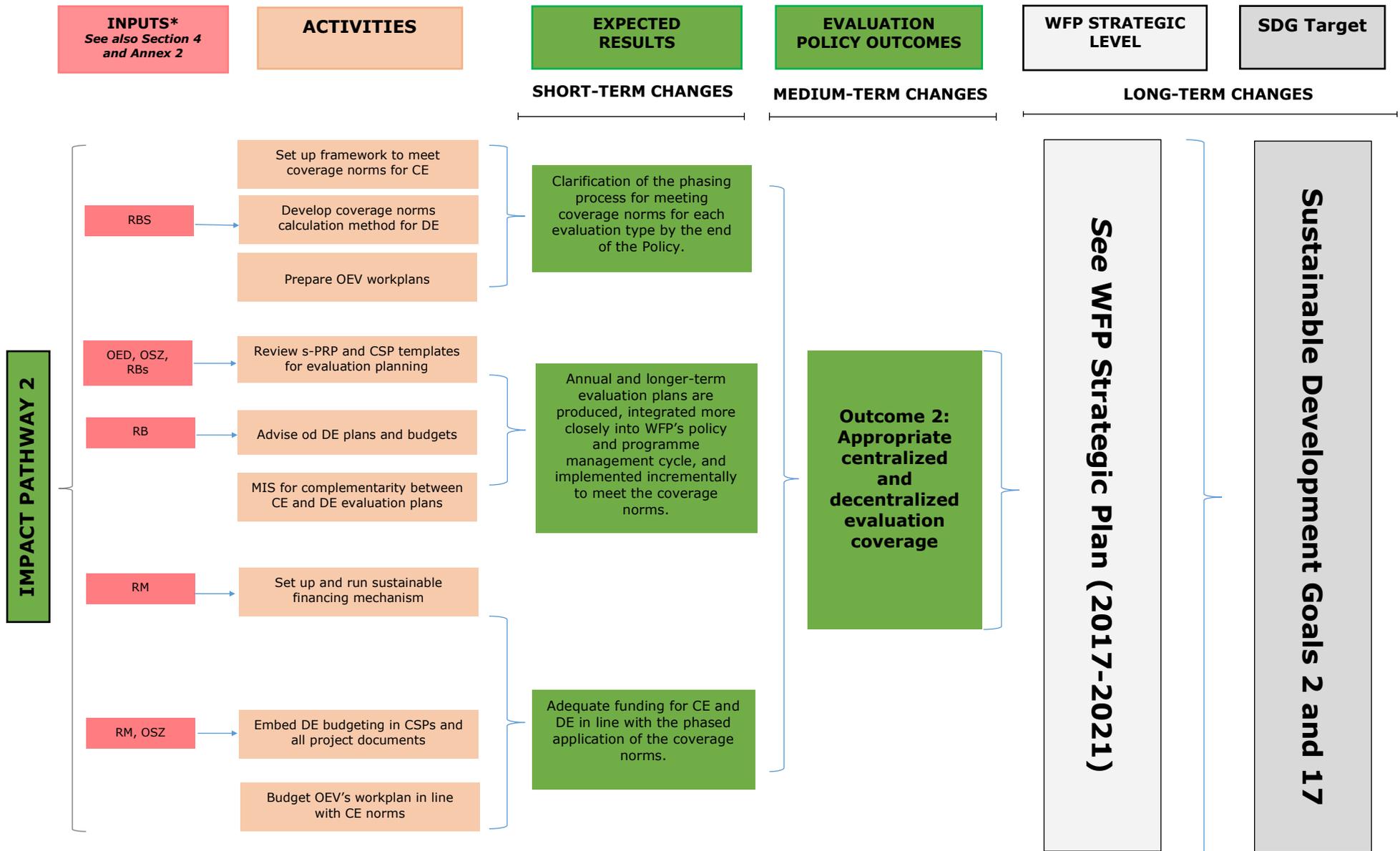
## Cross-cutting workstreams

| WORKSTREAM                                | ACTIVITIES  | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|------|------|------|------|------|------|
| A. Normative Framework                    | A.1. Monitor trends in international standards and principles, and update normative framework                           | ▲    | ▲    | ▲    | ▲    | ▲    | ▲    |
| B. Reporting                              | B.1. Develop KPIs and apply them  | ■    | ▶    |      |      |      |      |
|   | B.2. Establish MIS  | ■    | ▶    |      |      |      |      |
|   | B.3. Annual Evaluation Report   | ▲    | ▲    | ▲    | ▲    | ▲    | ▲    |
| C. Communication and Knowledge Management | C.1. Publish & disseminate CEs  | ▶    |      |      |      |      |      |
|   | C.2. Publish and disseminate DEs including accountability to affected population  | ▶    |      |      |      |      |      |
|   | C.3. Stimulate knowledge and learning from evaluations, supporting accountability to affected populations, through COPs |      | ▶    |      |      |      |      |
|   | C.4. Innovate in new products and communication of evaluation results   |      | ▶    |      |      |      |      |
|   | C.5. Embed evaluation in WFP corporate KM systems   | ▶    |      |      |      |      |      |

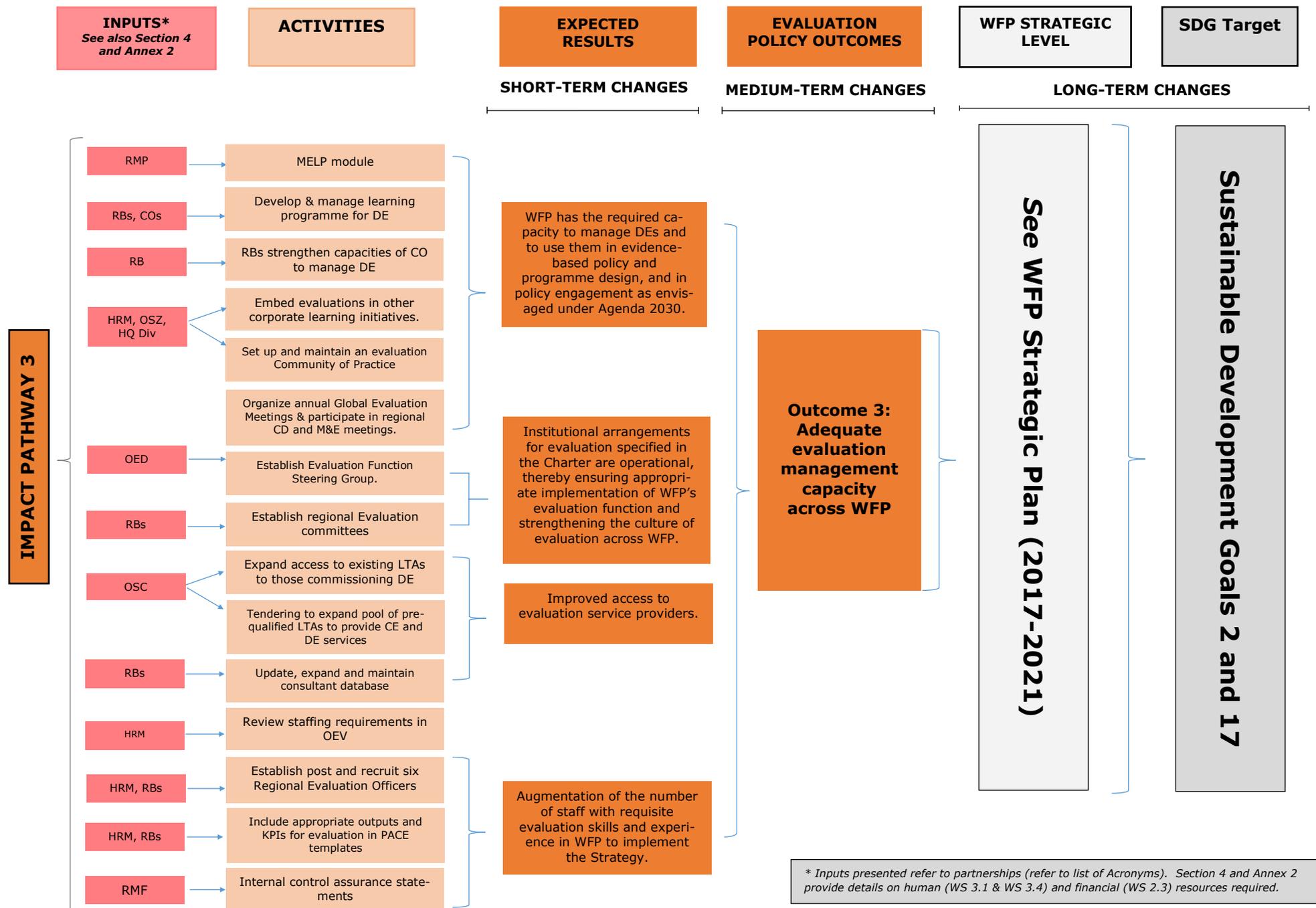
# Annex 4: Evaluation Function Impact Pathway



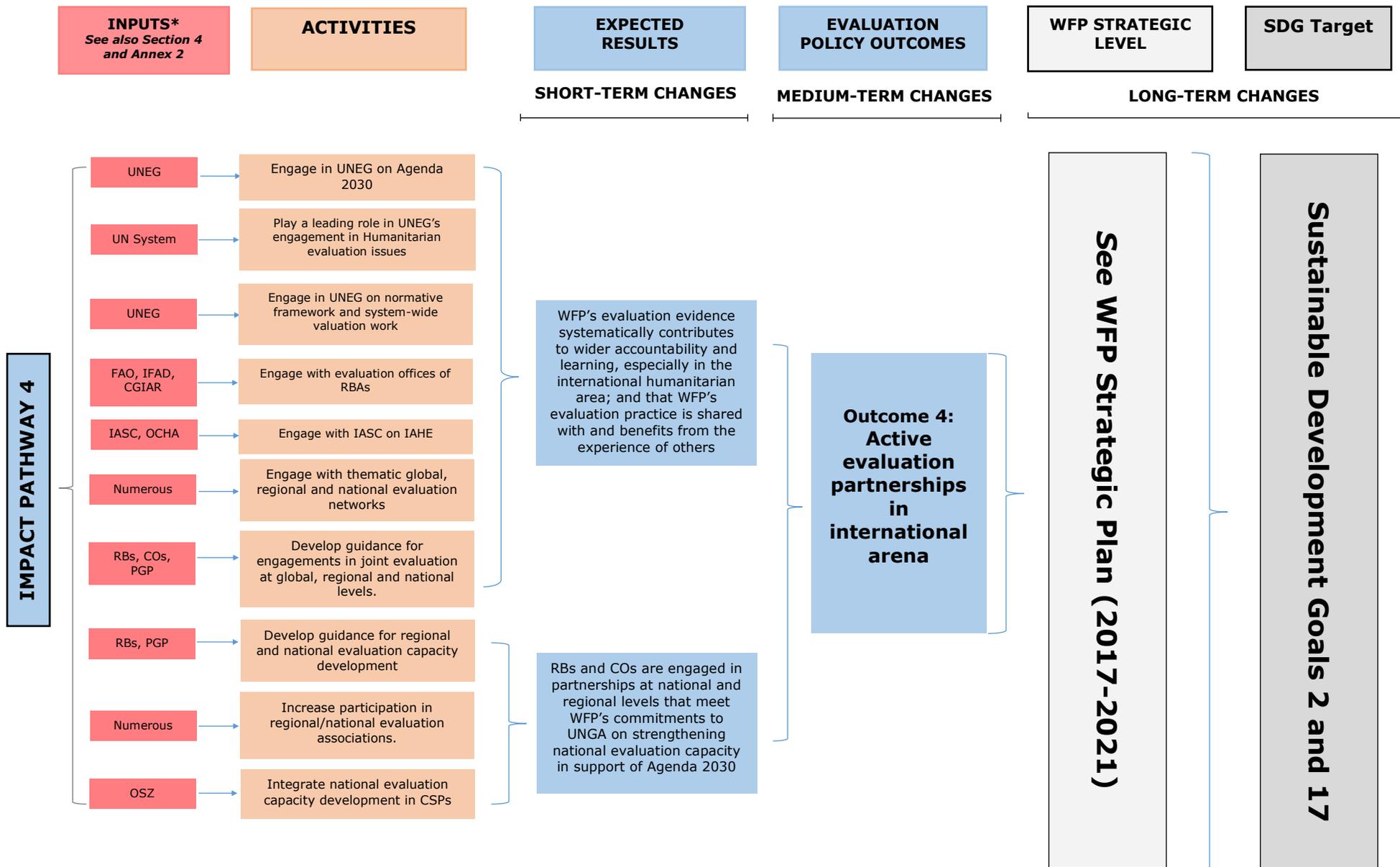
\* Inputs presented refer to partnerships (refer to list of Acronyms). Section 4 and Annex 2 provide details on human (WS 3.1 & WS 3.4) and financial (WS 2.3) resources required.



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\* Inputs presented refer to partnerships (refer to list of Acronyms). Section 4 and Annex 2 provide details on human (WS 3.1 & WS 3.4) and financial (WS 2.3) resources required.



\* Inputs presented refer to partnerships (refer to list of Acronyms). Section 4 and Annex 2 provide details on human (WS 3.1 & WS 3.4) and financial (WS 2.3) resources required.

|  | EXPLANATION OF THE CAUSAL LINKAGE   | UNDERLYING ASSUMPTIONS & RISKS  | STRENGTH OF THE AVAILABLE EVIDENCE  |
|--|---|---|---|
| <b>Impact pathway 1 – Independent, credible and useful CE and DE</b> |   |   |   |
| 1.1.   | Impartiality provisions ensure the independence of the evaluation functions in WFP.   | 1.Organisational leadership, ownership and support<br>2.Skilled human resources available.<br>3.Quality monitoring data available.  | OEV is in the process of redefining the indicator framework for the evaluation reporting function according to the new Policy and Strategy. |
| 1.2  | Quality assurance systems for CE and DE meet international norms and standards for evaluation, are aligned with WFP’s international commitments and are systematically applied by all staff concerned.            | 1.Organisational leadership, ownership and support.<br>2.Skilled human resources available.<br>3.Quality monitoring data available.   |   |
| 1.3  | Each DE process is supported by independent, real-time technical advice to strengthen the quality, credibility and usefulness of these evaluations.   | 1.Adequate internal demand for evaluation.<br>2.Sustainable and predictable financing.<br>3.Skilled human resources available.  |   |
| 1.4  | The quality of all completed evaluations in WFP is credibly assessed, thus strengthening incentives for high quality evaluation, and contributing to the transparency, credibility and utility of both DE and CE. | 1.Sustainable and predictable financing.  |   |
| 1.5.   | Learning from high quality (timely, relevant and credible) publicly available WFP evaluations informs the design and implementation of all new strategies, policies and programmes.                               | 1.External stakeholders’ demand for evaluation<br>2.Adequate internal demand for evaluation.<br>3.Organizational leadership, ownership and support.<br>4.Optional use of evaluations. |   |
| <b>Impact pathway 2 – Appropriate CE and DE coverage</b>             |   |   |   |
| 2.1  | Clarification of the phasing process for meeting coverage norms for each evaluation type <sup>20</sup> by the end of the Policy.  | 1.Adequate internal demand for evaluation<br>2.Organizational leadership, ownership and support<br>3.Sustainable and predictable financing<br>4.Skilled human resources available.    | OEV is in the process of redefining the indicator framework for the evaluation reporting function according to the new Policy and Strategy. |
| 2.2  | Annual and longer term evaluation plans are produced, integrated more closely into WFP’s policy and programme management cycle, and implemented incrementally to meet the coverage norms                          | 1.Adequate internal demand for evaluation<br>2.Organizational leadership, ownership and support<br>3.Skilled human resources<br>4.Optimal use of evaluations                          |   |
| 2.3  | Adequate funding for both CE and DE, in line with the phased application of the coverage norms.   | 1.External stakeholders’ demand for evaluation<br>2.Organizational leadership, ownership and support<br>3.Sustainable and predictable financing.                                      |   |

<sup>20</sup> The Evaluation Policy includes impact and joint evaluation types, for which no minimum coverage norm is set. Hence, these two types are considered under Workstream 2.2 (Planning).

|   | EXPLANATION OF THE CAUSAL LINKAGE  | UNDERLYING ASSUMPTIONS & RISKS   | STRENGTH OF THE AVAILABLE EVIDENCE  |
|---|--|--|---|
| <b>Impact pathway 3 – Adequate evaluation management capacity across WFP</b>    |  |  |   |
| <b>3.1.</b>   | WFP has the required capacity to manage DEs, and to use them in WFP’s evidence-based policy and programme design, and in policy engagement as envisaged under Agenda 2030.   | 1.Adequate internal demand for evaluation.<br>2.Organizational leadership, ownership and support<br>3.Skilled human resources available. | OEV is in the process of redefining the indicator framework for the evaluation reporting function according to the new Policy and Strategy. |
| <b>3.2</b>  | Institutional arrangements for evaluation specified in the Charter are operational, thereby ensuring appropriate implementation of WFP’s evaluation function and strengthening the culture of evaluation across WFP.                         | 1.Organizational leadership, ownership and support   |   |
| <b>3.3</b>  | Improved access to evaluation service providers.   | 1.Adequate internal demand for evaluation<br>2.External stakeholders’ demand for evaluation  |   |
| <b>3.4</b>  | Augmentation of the number of staff with requisite evaluation skills and experience in WFP to implement the Strategy.  | 1.Organizational leadership, ownership and support<br>2.Sustainable and predictable financing<br>3.Skilled human resources available     |   |
| <b>Impact pathway 4 – Active evaluation partnerships in international arena</b> |  |  |   |
| <b>4.1</b>  | WFP’s evaluation evidence systematically contributes to wider accountability and learning, especially in the international humanitarian arena; and that WFP’s evaluation practice is shared with and benefits from the experience of others. | External stakeholders’ demand for evaluation<br>Organizational leadership, ownership and support<br>Skilled human resources              | OEV is in the process of redefining the indicator framework for the evaluation reporting function according to the new Policy and Strategy. |
| <b>4.2</b>  | RBs and COs are engaged in partnerships at national and regional levels that meet WFP’s commitments to UNGA on strengthening national evaluation capacity in support of Agenda 2030.   | External stakeholders’ demand for evaluation<br>Organizational leadership, ownership and support<br>Skilled human resources              |   |

# Acronyms

|         |  |
|---------|--|
| AER     | Annual Evaluation Report   |
| ALNAP   | Active Learning Network for Accountability and Performance             |
| CD&A    | Capacity Development and Augmentation                                  |
| CE      | Centralized Evaluation   |
| CGIAR   | Consultative Group for International Agricultural Research             |
| CO      | Country Office   |
| CPE     | Country Portfolio Evaluation   |
| CPS     | Corporate Partnership Strategy   |
| CSP     | Country Strategic Plan   |
| DE      | Decentralized Evaluation   |
| DEQAS   | Decentralized Evaluation Quality Assurance System                      |
| DSC     | Direct Support Cost  |
| EB      | Executive Board  |
| EMG     | Executive Management Group   |
| EQAS    | Evaluation Quality Assurance System                                    |
| FAO     | UN Food and Agriculture Organisation                                   |
| GAP     | Gender Action Plan   |
| GEN     | Gender Office  |
| HQ      | Headquarters   |
| HRM     | Human Resources Division   |
| MELP    | Monitoring and Evaluation Learning Programme                           |
| MIS     | Management Information System  |
| OCHA    | Office for the Coordination of Humanitarian Affairs                    |
| OED     | Office of the Executive Director                                       |
| OpEv    | Operation Evaluation   |
| OSC     | Supply Chain Division  |
| OSE     | Emergency Preparedness & Support Response                              |
| OSN     | Nutrition Division   |
| OSZ     | Policy and Programme Division  |
| PACE    | Performance and Competency Enhancement                                 |
| PGM     | Communications Division  |
| PGP     | Private Sector Partnerships Division                                   |
| PSA     | Programme Support and Administration                                   |
| RB      | Regional Bureau  |
| RBA     | Rome-based Agency  |
| RD      | Regional Director  |
| REO     | Regional Evaluation Officer  |
| RM      | Resource Management Department   |
| RMEA    | Regional Monitoring and Evaluation Advisor                             |
| RMF     | Finance and Treasury Division  |
| RMP     | Performance Management and Monitoring                                  |
| RMT     | Information Technology Division  |
| SDG     | Sustainable Development Goal   |
| SP      | WFP Strategic Plan   |
| S-PRP   | Strategic Programme Review Process                                     |
| SRAC    | Strategic Resources Allocation Committee                               |
| UN SWAP | UN System-Wide Action Plan on Gender Equality and Empowerment of Women |
| UNDAF   | United Nations Development Assistance Framework                        |
| UNEG    | United Nations Evaluation Group  |
| UNGA    | United Nations General Assembly  |
| WHS     | World Humanitarian Summit  |

