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# WFP CORPORATE EVALUATION STRATEGY 2022

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In the six years since, centralized evaluations have flourished, decentralized evaluations matured and impact evaluations emerged, presenting WFP and partners with a broad body of rigorous, relevant and timely evidence to call upon for the purposes of accountability, learning and decision making.

Evidence is identified as one of six enablers in the WFP Strategic Plan (2022–2025), which sets out the strategic objectives and results for the organization over four years, and was foremost among current WFP policies to inform the direction of the updated WFP Evaluation Policy 2022, approved by the Executive Board in March 2022.

Led by the Office of Evaluation, the strategy was developed through wide consultation and in a spirit of collaboration with senior management and colleagues from across WFP headquarters, regional bureaux and country offices. The strategy applies to the entire WFP evaluation function and will be complemented by regional evaluation strategies that set out specific elements to implement the WFP Evaluation Policy.

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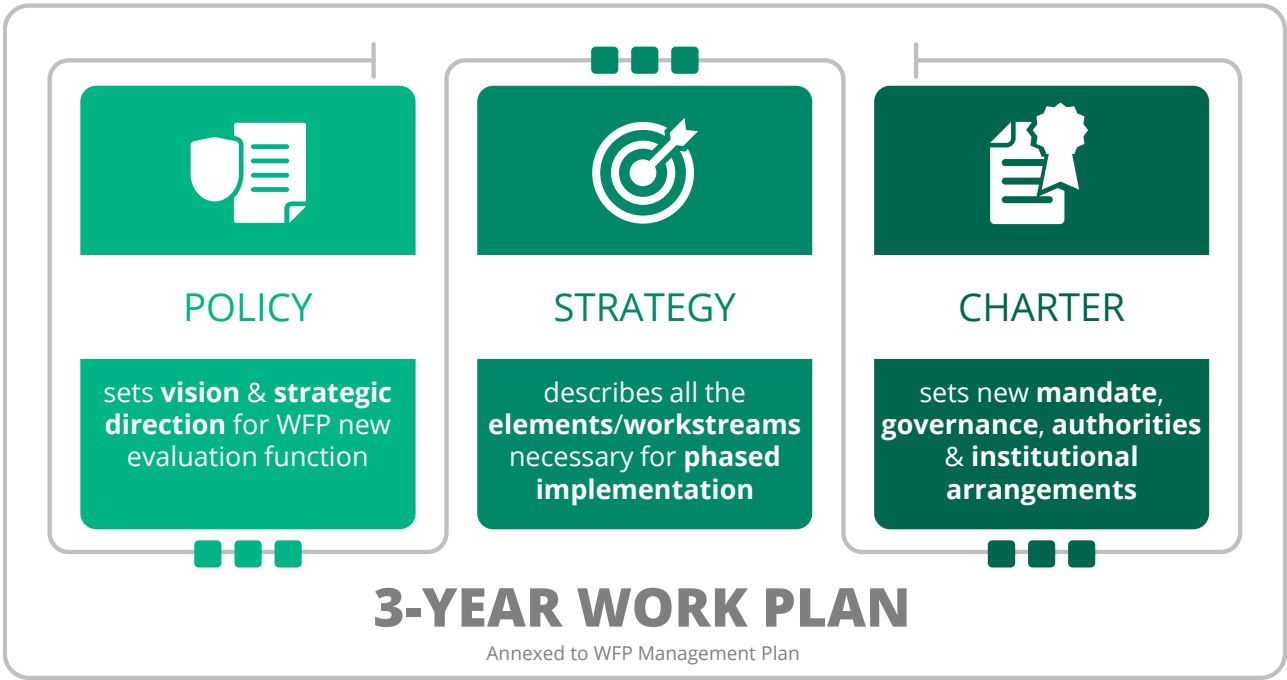


# Introduction

In March 2022, the Executive Board approved the World Food Programme (WFP) Evaluation Policy 2022, the second iteration since the introduction of the WFP evaluation model of both centralized evaluations (CEs) and decentralized evaluations (DEs). The main changes in the 2022 policy are an updated theory of change for the evaluation function, updated institutional arrangements, and a much stronger emphasis on the use of evaluation. The evaluation policy sets the strategic direction for the WFP evaluation

function and is accompanied by a number of other corporate, strategic and management documents. These are: the evaluation charter, which sets the mandate, governance, authorities and institutional arrangements for the evaluation function; the three-year rolling workplan for the evaluation function (an annex to the WFP Management Plan); and the Corporate Evaluation Strategy (CES) and regional evaluation strategies (RES) (see figure 1).

FIGURE 1 - EVALUATION FRAMEWORK



This strategy draws on the evaluation policy’s theory of change, normative framework and institutional arrangements allowing the evaluation function to identify the workstreams that need to be implemented across the evaluation function in order to fulfil the expectations of the policy. Each workstream identifies the expected results, as well as the key activities and partners, both within WFP and beyond it, necessary for delivering those results. Where the workstreams are likely to involve additional resource requirements (both human and financial), this is noted.

The strategy applies to the entire evaluation function across all levels of WFP. It describes the

elements necessary for the implementation of the evaluation policy and is complemented by regional evaluation strategies, which build on the Corporate Evaluation Strategy and set out the elements that are specific to each region to be able to implement the Evaluation Policy 2022. The policy and the Corporate Evaluation Strategy will run until 2030; however, there will be a peer review of the evaluation policy in 2025-2026 and this may be followed by any necessary adjustments to the corporate and regional evaluation strategies. The timing of these adjustments should allow them to reflect on the implications of the next WFP strategic plan, which is expected to start in 2026.



# Links to other WFP corporate policies and strategies

The evaluation function works within the context of WFP corporate policies and strategies. Certain policies adopted by WFP since 2016 have guided the evaluation function, including the WFP Policy on Country Strategic Plans (2016), which introduced the systematic evaluation of CSPs; the WFP Protection and Accountability Policy (2020); and the WFP People Policy (2021). More recently adopted policies will be equally influential, including the WFP Gender Policy (2022–2026), the WFP Strategic Plan (2022–2025) and the Corporate Results Framework (2022–2025).

Foremost amongst these is the **WFP Strategic Plan (2022–2025)**, which sets out the strategic objectives and results for the organization over the next four years. It also identifies seven principles that will guide WFP work<sup>1</sup> and four cross-cutting priorities that represent commitments that WFP has made to maximize programme effectiveness.<sup>2</sup> Enshrined in WFP policy framework, these cross-cutting priorities will be applied across the board. The evaluation function is guided by these principles and priorities, as well as principles that are rooted in the United Nations Evaluation Group (UNEG) norms and standards for evaluation.<sup>3</sup> These principles, priorities and norms inform the conduct of evaluations. They also inform decisions on what is evaluated and the identification of evaluation questions.

The strategic plan commits WFP to the collection and use of robust, timely and relevant evidence throughout the programme cycle. Such evidence comes through various organizational functions, including monitoring, assessment, operational research, knowledge management and evaluation. WFP will track, collect and analyse programmatic evidence to inform decision making, maintain operational focus on results and generate data for outcome and impact analysis and evaluation. The strategic plan notes the role of the evaluation function in the timely generation and accessibility of evaluation evidence to inform organizational learning, contributing to a strengthened knowledge management culture within WFP; it notes the ongoing utilization of evaluation evidence in existing corporate decision making mechanisms, and the potential for the evaluation function to develop new ways to share evaluation evidence and increase its prompt uptake by decision makers at all levels of the organization.

The strategic plan encompasses the WFP Corporate Results Framework (CRF), identifying how the organization will measure and report on progress. Evaluations of policies, strategies and programmes utilize the evidence provided through effective monitoring of appropriate indicators. As such, the evaluation function needs to engage in discussions on those indicators and support their measurement.

An update to the **WFP Monitoring Strategy** is under preparation. There are close links between the monitoring and evaluation (M&E) functions, not only through the data generated by monitoring, which is utilized in many evaluations, but also in the discharge of both functions at the country level, which is often undertaken by the same staff member.

The **WFP Protection and Accountability Policy (2020)** is intended to translate WFP commitment to protection in conflict situations and disaster response. It also outlines how WFP will integrate protection considerations with its responsibility for accountability to affected populations. These accountability norms extend to evaluations, with a responsibility for evaluation managers to take steps to inform those who are consulted as part of evaluations, including affected populations, of the outcome of the evaluation.

The **WFP People Policy (2021)** sets out the organization's vision for its workforce and the core values that shape its workplace culture. The policy identifies four priority areas for “people excellence” to deliver on this vision. It has a range of enablers, all to be implemented over time within the evaluation function.

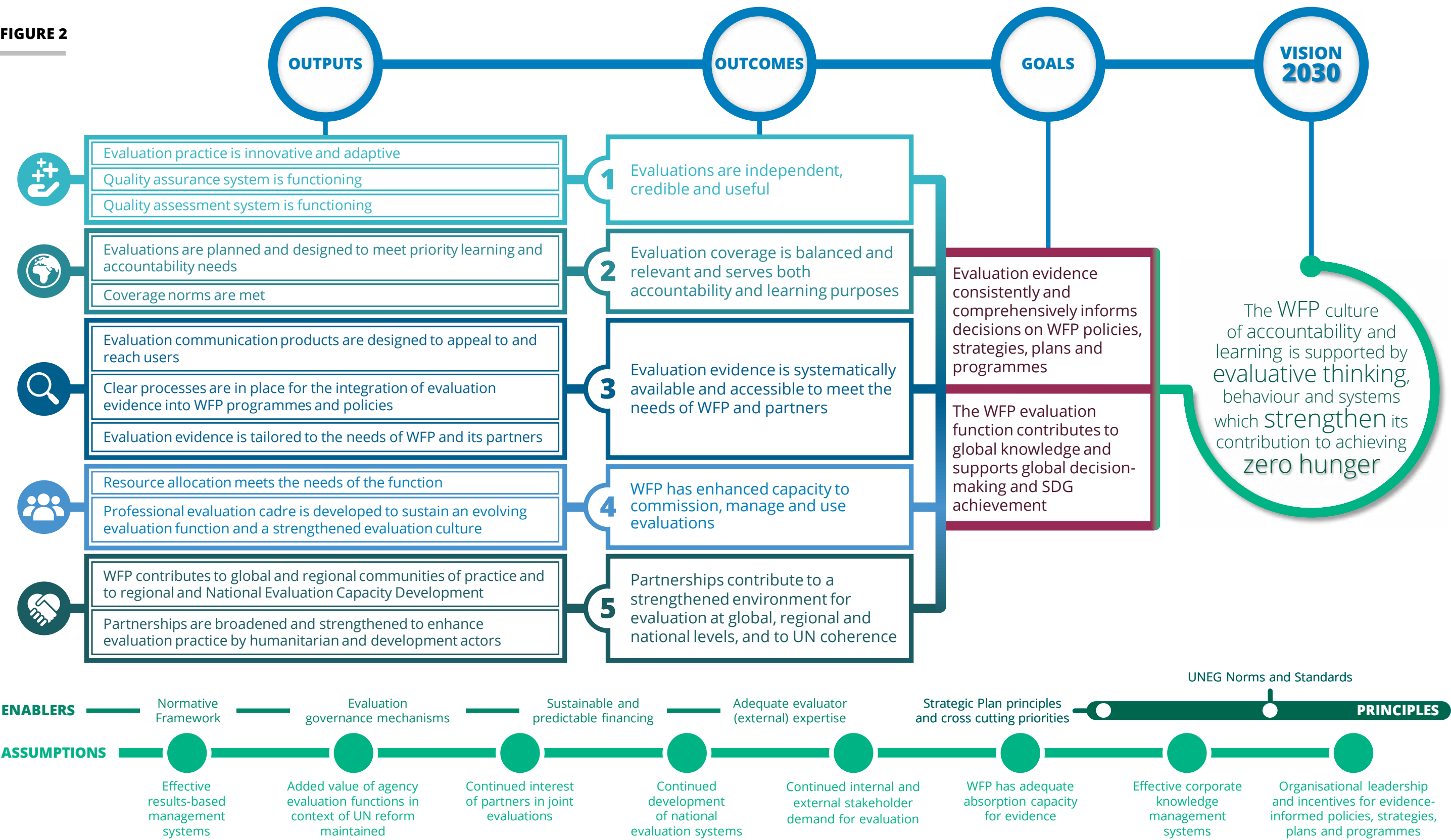
The evaluation policy is aligned with the **WFP Gender Policy (2022–2026)** and commits the evaluation function to ensuring that all evaluations consider results related to gender equality and the empowerment of women. This strategy supports further strengthening and mainstreaming of gender in the Evaluation Quality Assurance System (EQAS), which will support the achievement of United Nations System-Wide Action Plan (UNSWAP) requirements related to evaluations.

The **WFP Policy on Country Strategic Plans (2016)** outlines the requirements for evaluation of CSPs. The current norm for CSP evaluations will be reviewed in 2023 once the evaluation of the first generation of CSP evaluations and the evaluation of the CSP policy have been completed.

The **WFP Evaluation Policy (2022)** notes the strategies developed since 2016 that are specific to the evaluation function: regional evaluation strategies; strategies on evaluation capacity development, evaluation communication and knowledge management; and impact evaluations (IEs). These complement the Corporate Evaluation Strategy.

# Evaluation function theory of change

FIGURE 2

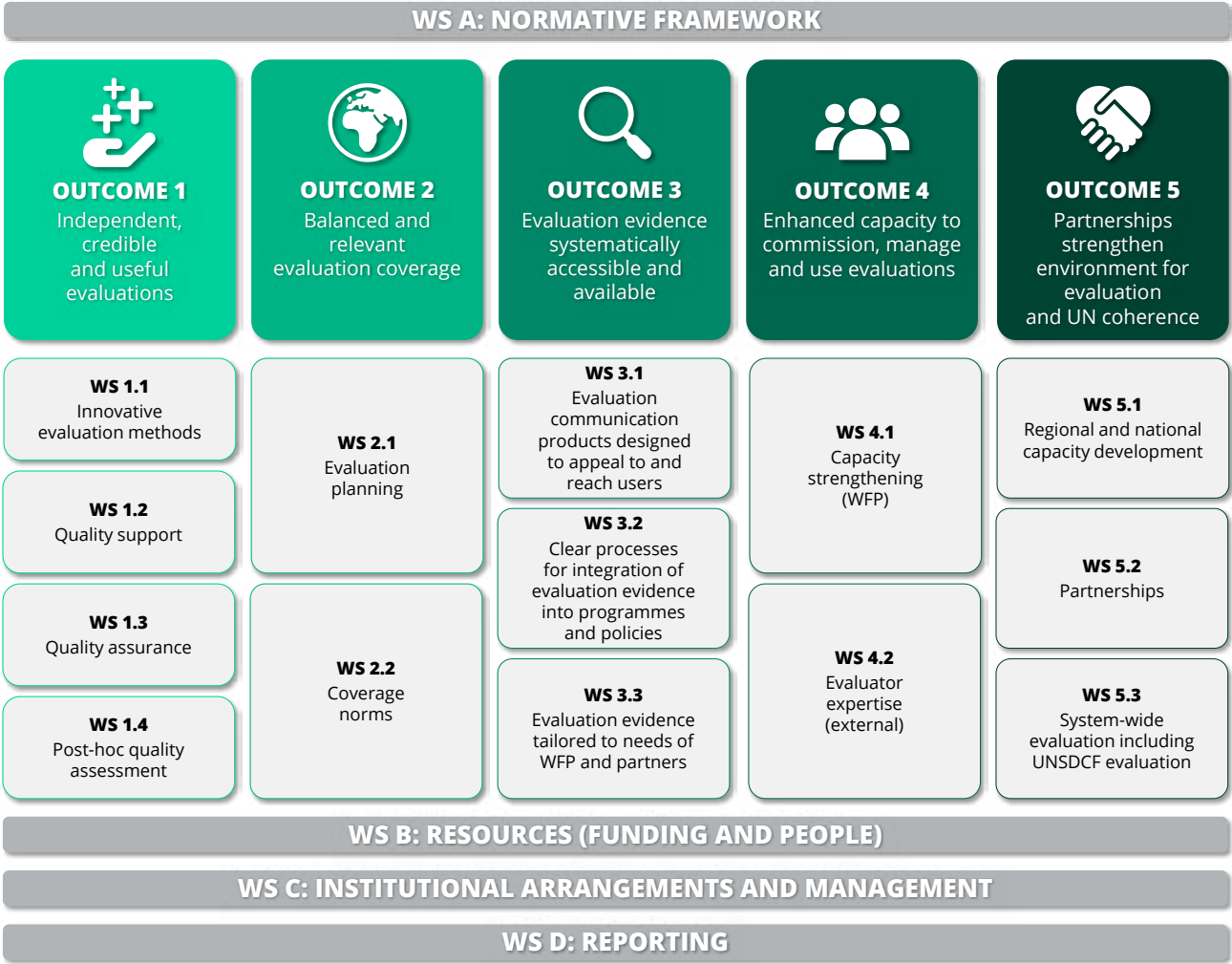


As part of the update of the evaluation policy, the theory of change has been revised (see Figure 2). The key changes in the theory of change are: the addition of a new outcome on the availability and accessibility of evaluation evidence (Outcome 3 and its associated outputs); clarification of the principles, norms and standards that underpin the theory of change; and, in line with the WFP Strategic Plan, a clarification of which elements of the theory of change are enablers for the

evaluation function. These enablers will guide core areas of work within the function.

The outcomes, outputs and enablers of the theory of change guide the development of workstreams for this strategy, which are identified in Figure 3 below.

FIGURE 3 - WORKSTREAMS IN THE CORPORATE EVALUATION STRATEGY



The WFP Evaluation Policy (2022) notes the interconnected nature of the three evaluation principles of independence, credibility and utility. Figure 4 outlines additional interactions, for example: the quality of evaluations influences credibility and use; intentionality, timeliness and accessibility also influence use; impartiality influences independence; transparency influences credibility. Given these connections, there needs to be close collaborations across the workstreams within the evaluation function. This strategy identifies individual workstreams, and Table 1 identifies the links across workstreams by primary contribution. Given these links, a matrix management approach is applied across the function. The cluster approach<sup>4</sup> has proved a

useful tool to support effective management, and will continue to be used as needed, particularly for those clusters which span the Office of Evaluation (OEV) and the regional evaluation units (REUs) – the Evaluation Function Cluster; the Partnerships Cluster, the Capacity Development Cluster and the soon-to-be established Evidence Use Cluster.

There are also many connections across workstreams and other headquarters divisions and global offices within WFP. These are outlined in Table 2<sup>5</sup> as per the organizational structure of 22 July 2022, with more specific details provided in the sections on individual workstreams.

FIGURE 4 - EVALUATION PRINCIPLES

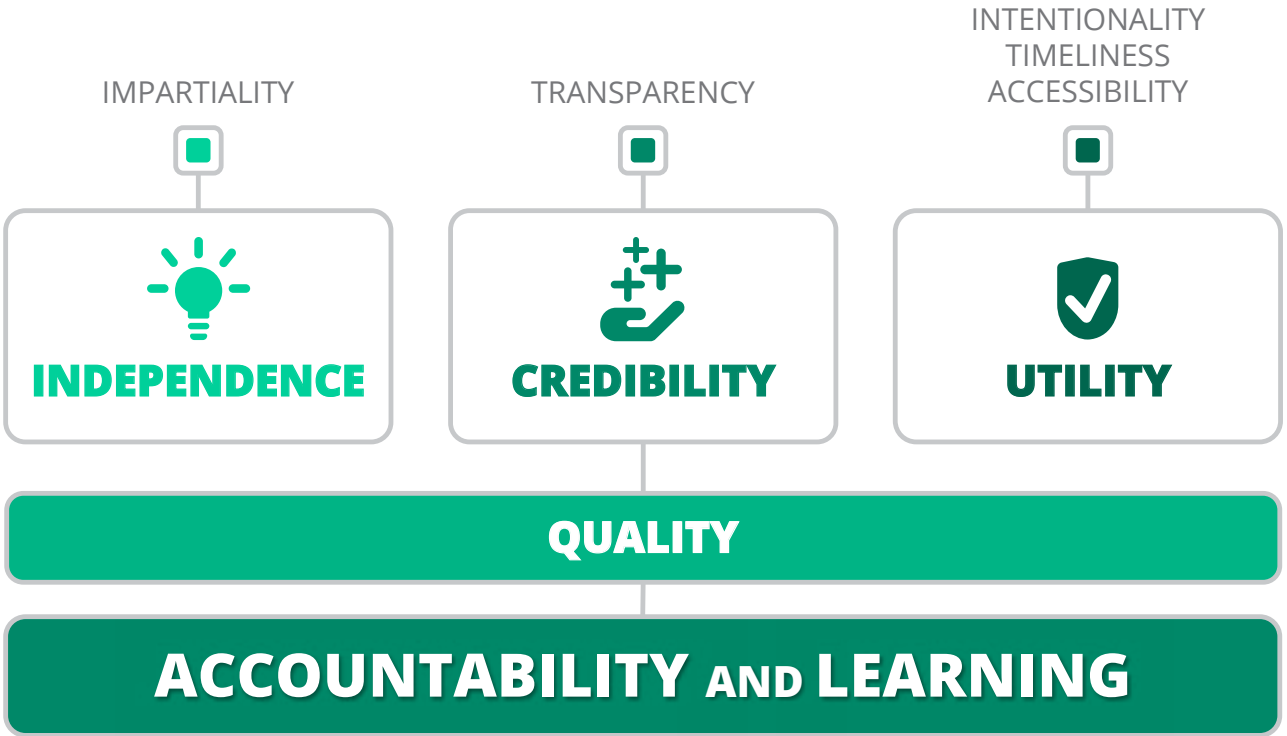


TABLE 1 - LINKS BETWEEN WORKSTREAMS IN THE CORPORATE EVALUATION STRATEGY (BY PRIMARY CONTRIBUTION)

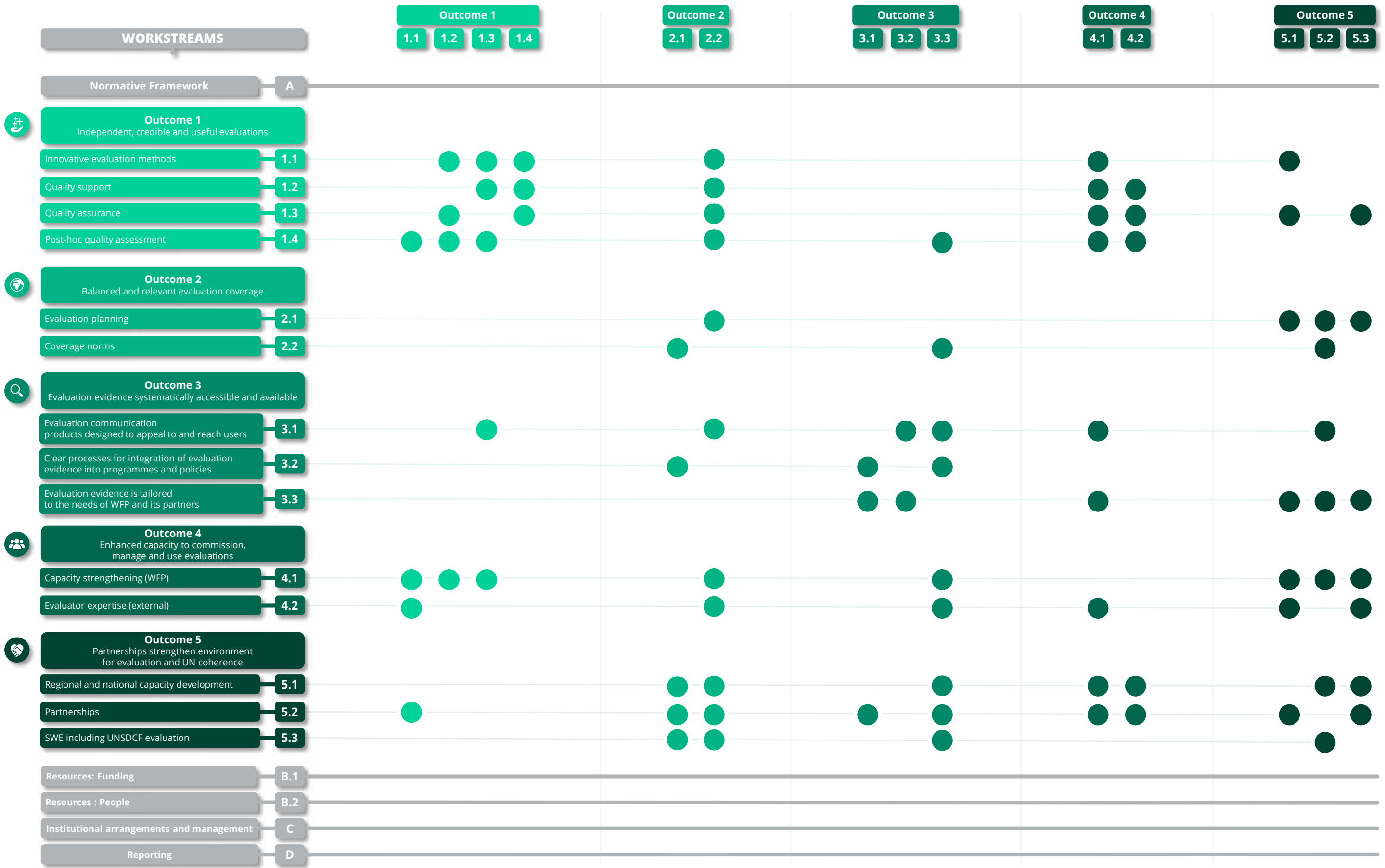
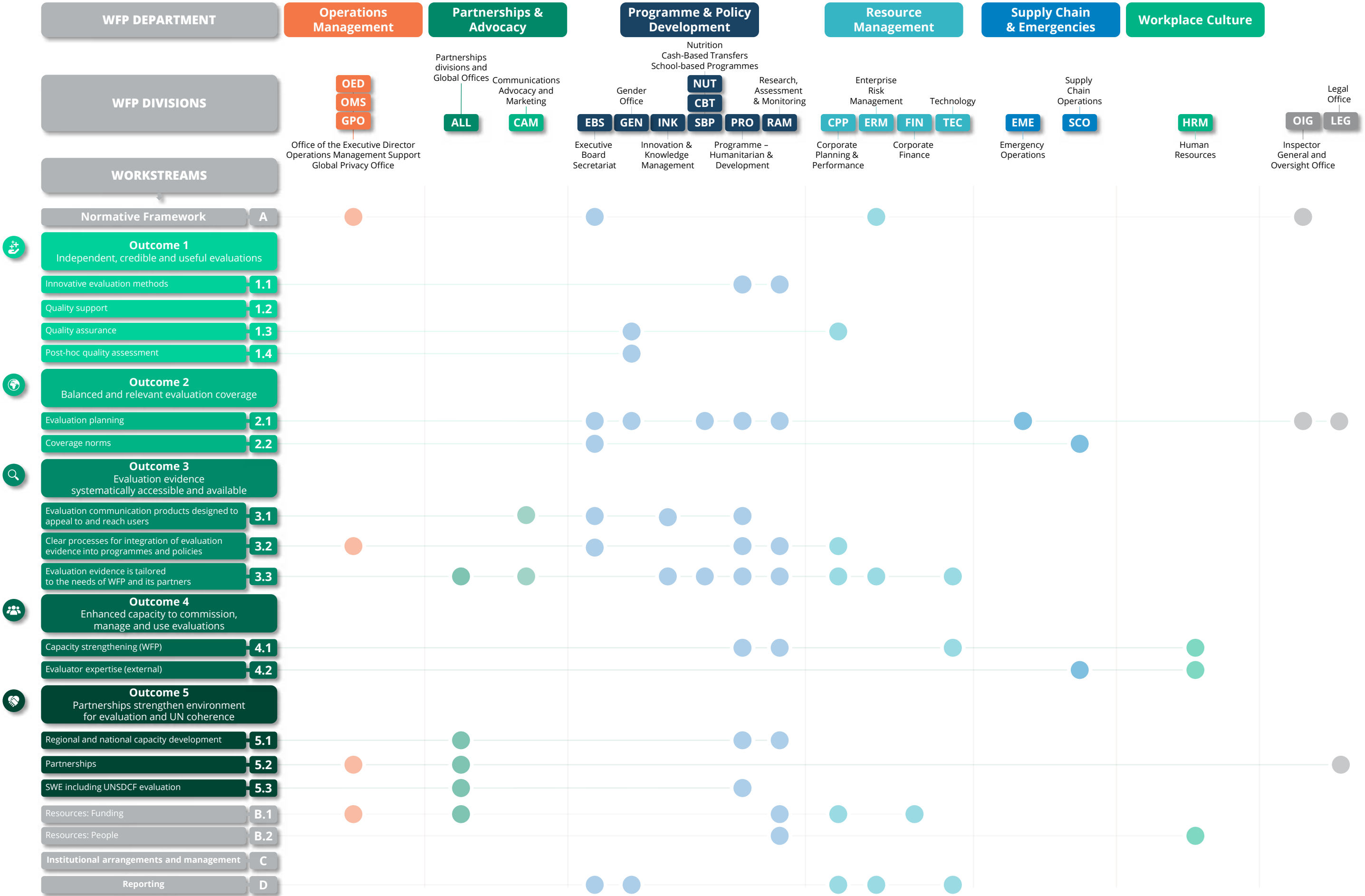


TABLE 2 - CONNECTIONS BETWEEN WORKSTREAMS AND OTHER WFP HQ DIVISIONS/GLOBAL OFFICES





# Workstreams

## WORKSTREAM A: NORMATIVE FRAMEWORK

The normative framework is set in the evaluation policy and it guides the WFP evaluation function, including roles, accountabilities and institutional arrangements. The evaluation function is based on the UNEG evaluation principles of independence, credibility and utility and reflects the updated UNEG norms and standards (2016) and the evaluation criteria adopted by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) Network on Development Evaluation (2019). WFP is committed to safeguarding the independence and impartiality of all its evaluations and conforming to the latest normative developments (for example, new criteria in humanitarian evaluation and the UNEG ethical guidelines for evaluation approved in 2020). Application of these norms ensures evaluation quality and credibility, in turn enhancing accountability and learning throughout WFP in order to improve performance and results.

The evaluation function is also guided by the principles and priorities set out in the WFP Strategic Plan (2022-2025), (see paragraph 5 to 7 above). These principles inform how evaluations are conducted as well as decisions on what is evaluated and the identification of evaluation questions.

The **expected result** of this cross-cutting workstream is that the WFP evaluation function remains aligned with norms and standards of the United Nations Evaluation Group (UNEG), and other internationally agreed principles relevant for evaluation, taking account of the commitments made as part of the 2030 Agenda for Sustainable Development (2030 Agenda), to the Inter-Agency Standing Committee (IASC), and ongoing UN reform.

The main activities of this workstream are:

- A.1** Ongoing monitoring by the Office of Evaluation of the **application of the normative framework**, including independence and impartiality provisions set out in Table 1 of the evaluation policy.
- A.2** With technical support from regional evaluation units, Regional Directors and Country Directors will ensure the **application of impartiality provisions and ethics guidelines** at the decentralized level.
- A.3** In line with the WFP Internal Control Framework and with the Evaluation Charter, the Office of Evaluation and Enterprise Risk Management (ERM) will ensure that the Executive Director's Annual Assurance Statement exercise includes a clear focus on the evaluation accountabilities of WFP Directors
- A.4** The Office of Evaluation will undertake reviews and where necessary updates of the **strategies being implemented across the evaluation function**, specifically the evaluation communication and knowledge management strategy in 2023; the evaluation capacity development strategy in 2024; and the impact evaluation strategy in 2026.
- A.5** The Office of Evaluation will **update the normative framework** for the evaluation function as needed and ensure appropriate technical guidance and mechanisms for operationalization of new or updated norms, standards and principles; in the immediate term these include guidance on operationalizing UNEG ethics guidelines and UNEG guidance on integrating disability inclusion in evaluation.
- A.6** The Office of Evaluation will commission a **peer review of the evaluation policy** in 2025–2026 to inform any needed revisions, with subsequent adjustments to this strategy and the regional evaluation strategies as needed. The recognized mechanism for assessing evaluation policies in the United Nations is the DAC/UNEG external peer review process.

The Office of Evaluation will lead this workstream in consultation with relevant stakeholders, including UNEG, the UNEG-DAC Peer Review mechanism, the Inter-Agency Humanitarian Evaluations (IAHE) Steering Group and the Active Learning Network for Accountability and

Performance (ALNAP). Human and financial resources will need to be allocated within the regular Office of Evaluation budget and workplan in 2023, 2024 and 2026 for the review of strategies and in 2025/2026 for the peer review of the evaluation policy in 2025–2026.

**OUTCOME 1: EVALUATIONS ARE INDEPENDENT, CREDIBLE AND USEFUL**

Independent, credible and useful evaluations are central to the WFP evaluation function –designed and managed according to UNEG norms and standards and to the WFP Evaluation Quality Assurance System (EQAS), which aim to produce evaluations of good quality and therefore more likely to be used. The EQAS was established under the previous evaluation policy and the main focus within this outcome area is the continuation and

improvement of quality assurance, assessment and support. A new workstream focuses on innovation and adaptive evaluation methods, ensuring that WFP evaluations remain relevant and useful. Much of these efforts are intended to ensure that evaluations are useful, and so this outcome has a very close link to Outcome 3, which focuses on ensuring that evaluations are used.

**WORKSTREAM 1.1 INNOVATIVE AND ADAPTIVE EVALUATION METHODS**

The **expected result** of this workstream is that WFP evaluations are designed and conducted using approaches, methods and techniques that are well adapted to their purpose and context. This includes adopting innovation in evaluation approaches, methods and processes. It also requires flexibility and adaptability to ensure that the approaches, methods and processes are the most appropriate to the context in which the evaluations are conducted and can potentially

better meet the needs of evaluation users as a result of their agility and cost-effectiveness. This will contribute to more insightful and useful evaluation evidence in WFP. Given the role of WFP as the largest humanitarian United Nations agency, this will also support WFP in sharing good practices on humanitarian settings with stakeholders in this field both within and beyond United Nations agencies.

The main activities of this workstream are:

- 1.1.1** Maintaining an **Evaluation Methods Advisory Panel**: the Office of Evaluation will engage independent evaluation experts with methodological evaluation expertise on different subjects and approaches to advise on innovative evaluation approaches and methods for centralized and decentralized evaluations to meet the accountability and learning needs of WFP. This panel will provide inputs during specific evaluation processes and deliver reviews and reflections on completed evaluations.
- 1.1.2** Maintaining a **Strategic Advisory Panel** to advise on the implementation of the WFP Impact Evaluation Strategy (2019-2026), and the methods and approaches to impact evaluations used. Complementing this, the Office of Evaluation will work with programming divisions to explore opportunities to apply different methods and approaches to conduct impact evaluations. Where applicable, impact evaluations will apply methods and approaches that are rapid and iterative to support learning and optimization of interventions.
- 1.1.3** The Office of Evaluation and regional evaluation units will ensure that **lessons and experiences on methodological adaptation and innovation** are widely shared through updated guidance and other relevant materials, knowledge management forums, cross-regional dialogue and experience sharing, and by identifying opportunities for applying innovative approaches for decentralized evaluations.
- 1.1.4** Externally, the Office of Evaluation and regional evaluation units will continue to explore opportunities to **exchange ideas and work with other partners** on impact evaluation methods; with UNEG for professional exchanges and learning; with evaluation research institutions and networks; and with evaluation service providers conducting evaluations and providing advisory services to WFP.

The Office of Evaluation and regional evaluation units will lead this workstream. The Office of Evaluation will explore opportunities for collaboration with the Research, Assessment and Monitoring Division (RAM) on studies, research, innovative data collection and other methods to improve or tailor data for reporting for evaluations, and with the Programme Division on evidence needs and methods to meet them.

As a new output, this workstream will have resource implications, in particular the financial costs for the Evaluation Methods Advisory Panel and the associated staff time to manage the panel’s functioning. These resources have already been planned within the current workplan and budget.

**WORKSTREAM 1.2 QUALITY SUPPORT**

The **expected result** of this workstream is that each decentralized evaluation is supported by independent, timely technical advice to

strengthen the quality, credibility and usefulness of these evaluations.

The main activities of this workstream are:

- 1.2.1** The Office of Evaluation will continue to provide timely technical advice to regional bureaux, country offices, and headquarters divisions on evaluation planning, resourcing, design, methods and use through an internal **Office of Evaluation help-desk**.
- 1.2.2** Regional evaluation units will continue to provide direct, quality **technical support** to country offices and for individual decentralized evaluations managed by country offices and ensure access to, and use of, the outsourced quality support service for all decentralized evaluations, including those commissioned by regional bureaux. The Office of Evaluation will continue to provide technical support to headquarters-commissioned decentralized evaluations and ensure access to, and use of, the outsourced quality support service.
- 1.2.3** The Office of Evaluation will continue to manage an outsourced **quality support service** for all decentralized evaluations to provide impartial, systematic and timely feedback on draft terms of reference (ToR), as well as baseline, inception and evaluation reports. This service will continue to be complementary to the internal technical support provided by the regional evaluation units to individual decentralized evaluations.
- 1.2.4** The Office of Evaluation will conduct **periodic reviews** to improve delivery of the outsourced support service (quality, timeliness and use), based on regular feedback from users and analysis of results and reflections with the service provider. The periodic reviews will also ensure that feedback from the service provider is aligned with the WFP decentralized evaluation quality assurance (see Workstream 1.3) and post hoc quality assessment (Workstream 1.4) as well as emerging good practices and different evaluation methods and approaches (Workstream 1.1).

The Office of Evaluation and regional evaluation units will lead this workstream to ensure the systematic use of technical advice by

decentralized evaluation managers in all the steps of the evaluation.

WORKSTREAM 1.3. QUALITY ASSURANCE

The **expected result** of this workstream is that quality assurance systems for all categories of evaluation meet international norms and standards, including those of the United Nations Evaluation Group (UNEG), the OECD-DAC Evaluation Network; the Active Learning Network for Accountability and Performance (ALNAP); and wider evaluation literature and communities of practice.

The main activity of this workstream is centred around:

**1.3.1** The **Evaluation Quality Assurance System (EQAS)**, which provides a comprehensive range of process maps, templates, checklists, technical notes, guidance notes and information briefs for all categories and types of evaluations. The Office of Evaluation will ensure periodic **updates** to reflect changes in international norms and standards (particularly UNEG norms and standards and associated guidance), UNSWAP requirements, other internationally agreed principles, and learning from use of guidance and application of adaptive and innovative evaluation methods (Workstream 1.1). The Office of Evaluation and regional evaluation units will ensure the systematic **application** of EQAS by WFP staff in commissioning and managing evaluations, and by evaluators in conducting evaluations; and seek feedback from different groups of users of the guidance on its utility. The Office of Evaluation will regularly publish and actively **disseminate** all EQAS guidance through various distribution channels, enhancing its use through translation, orientation of new WFP staff and service providers and periodic refreshers.

The Office of Evaluation will lead in the development and maintenance of the EQAS and provide oversight in collaboration with regional evaluation units to ensure its systematic application by evaluation managers in all the steps of the evaluation. Beyond the evaluation function, the Office of Evaluation will work with other WFP divisions on the update of needed guidance; these divisions are expected to include the Corporate Planning and Performance Division (CPP), RAM, the Programme - Humanitarian and Development Division (PRO), the Gender Office, the Supply Chain Operations Division and the Global Privacy Office.

The Office of Evaluation will continue to engage with UNEG, ALNAP and other evaluation networks to share its experience and keep abreast of the latest evaluation developments that may affect quality assurance.

WORKSTREAM 1.4 POST HOC QUALITY ASSESSMENT

The **expected result** of this workstream is that the quality of all completed evaluations in WFP is credibly assessed and publicly accounted for through an independent assessment process, thus providing an incentive for high quality evaluations and generating learning that could further enhance the quality, credibility and utility of future evaluations.

The main activities of this workstream are:

**1.4.1** The Office of Evaluation will continue to manage the **post hoc quality assessment (PHQA)** system to assess the quality of completed evaluations. All completed evaluations are externally assessed in line with UNEG norms and standards, the United Nations System Wide Action Plan (UNSWAP) on Gender Equality and the Empowerment of Women Evaluation Performance Indicator, the WFP Evaluation Quality Assurance System and any other relevant frameworks. Evaluation reports will also be assessed against the United Nations Disability Inclusion Strategy (UNDIS) evaluation indicator once the UNEG guidance is finalized. An annual meta-analysis of the quality of evaluation reports will inform learning and internal and external capacity development efforts and revision of the Office of Evaluation's quality assurance systems as appropriate.

**1.4.2** The Office of Evaluation will manage long-term agreement (LTA) procurement processes to **ensure continuity of PHQA services** for centralized, decentralized and impact evaluations and will ensure that the results of assessments are: made available to the commissioners of the evaluation and to the firm/evaluators that conduct the evaluation; posted on the WFP website; and reported on in the annual evaluation report (AER) and in the UNSWAP and UNDIS corporate reports.

The Office of Evaluation will lead this workstream, with support and inputs from regional evaluation units. The Office of Evaluation will coordinate with the WFP Gender Office and with the WFP Disability Inclusion Working Group for annual corporate reporting on the UNSWAP evaluation performance indicator (EPI) and on the UNDIS evaluation indicator. The Office of Evaluation will also work with the WFP Procurement Division for the renewal and reissuing of long-term agreements.

Financial resource requirements for this workstream are expected to fluctuate in line with the forecast increase in the number of evaluations; similarly, additional staff may be required to manage these additional evaluations through the PHQA system.

OUTCOME 2: BALANCED AND RELEVANT EVALUATION COVERAGE

The evaluation policy sets out minimum coverage norms for evaluation to enable WFP to meet accountability and learning needs. To be able to meet these coverage norms, substantive efforts are required in evaluation planning, including ensuring that resources are available through appropriate budgeting. During

the implementation of the WFP Evaluation Policy (2016), various adjustments were made to evaluation coverage norms to meet organizational requirements and it is expected that this will continue during the implementation of the WFP Evaluation Policy (2022).

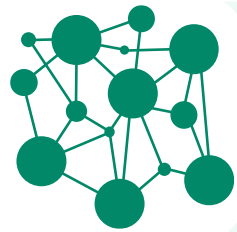
WORKSTREAM 2.1 EVALUATION PLANNING

The expected result of this workstream is that annual and longer-term evaluation plans are produced and integrated closely into the WFP policy and programme management cycle.

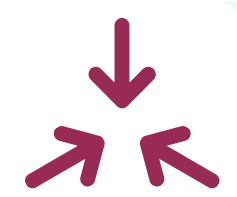
Decisions on what, when and how to evaluate should be consistent with the coverage norms set out in the evaluation policy, reflecting the three categories of evaluation:



**Centralized evaluations** are commissioned by the Office of Evaluation in line with the three-year rolling evaluation work plan updated annually. The programme of work is drawn up independently by the Director of Evaluation in consultation with the Executive Board (through the annual consultation on evaluation), WFP senior management and other major stakeholders.



**Decentralized evaluations** are commissioned by country offices, regional bureaux and headquarters divisions. Initial decisions on decentralized evaluations are made by the directors of these offices when CSPs or programmes are being designed and approved in order to facilitate resourcing and planning; additional evaluations may also be called for depending on interest, need for evidence on specific topics or donor demands related to specific funding arrangements.



**Impact evaluations** are commissioned by the Office of Evaluation in line with corporate evidence priorities through impact evaluation “windows”. These windows are portfolios of impact evaluations in specific priority evidence areas, agreed with WFP management, that will be updated over time as the organization’s evidence priorities change.

The main activities of this workstream are:

2.1.1 WFP evaluation work plan:

The Office of Evaluation, in consultation with regional bureaux, headquarters divisions, the Executive Board and, as needed, external partners, will develop the **three-year rolling evaluation work plan**, updated annually and annexed to the WFP Management Plan (see Figure 5 for more details of the stakeholders in different types of evaluations).

The workplan will set out a **coherent plan for all evaluations** conducted by the Office of Evaluation, reflecting consultations with specific stakeholders.

The workplan will also set out **projections for decentralized evaluations**.

2.1.2 Regional evaluation plans:

The regional evaluation strategies will outline **systematic approaches to making decisions** on what to evaluate, when and why, guided by the criteria presented in Table 3 and in light of wider regional evidence and learning priorities/agendas.

Regional evaluation units will coordinate the development and operationalization of the **annual regional evaluation plans** to consolidate all evaluations in approved CSPs as well as regional evaluations for review and endorsement by the regional evaluations committees.

Regional evaluation units will **support country offices** as appropriate to: engage with the United Nations Sustainable Development Cooperation Framework (UNSDCF) monitoring and evaluation processes, including development of plans for the UNSDCF evaluations; explore opportunities for joint evaluations; and ensure that these are included in the country office work plans as well as the regional evaluation plans.

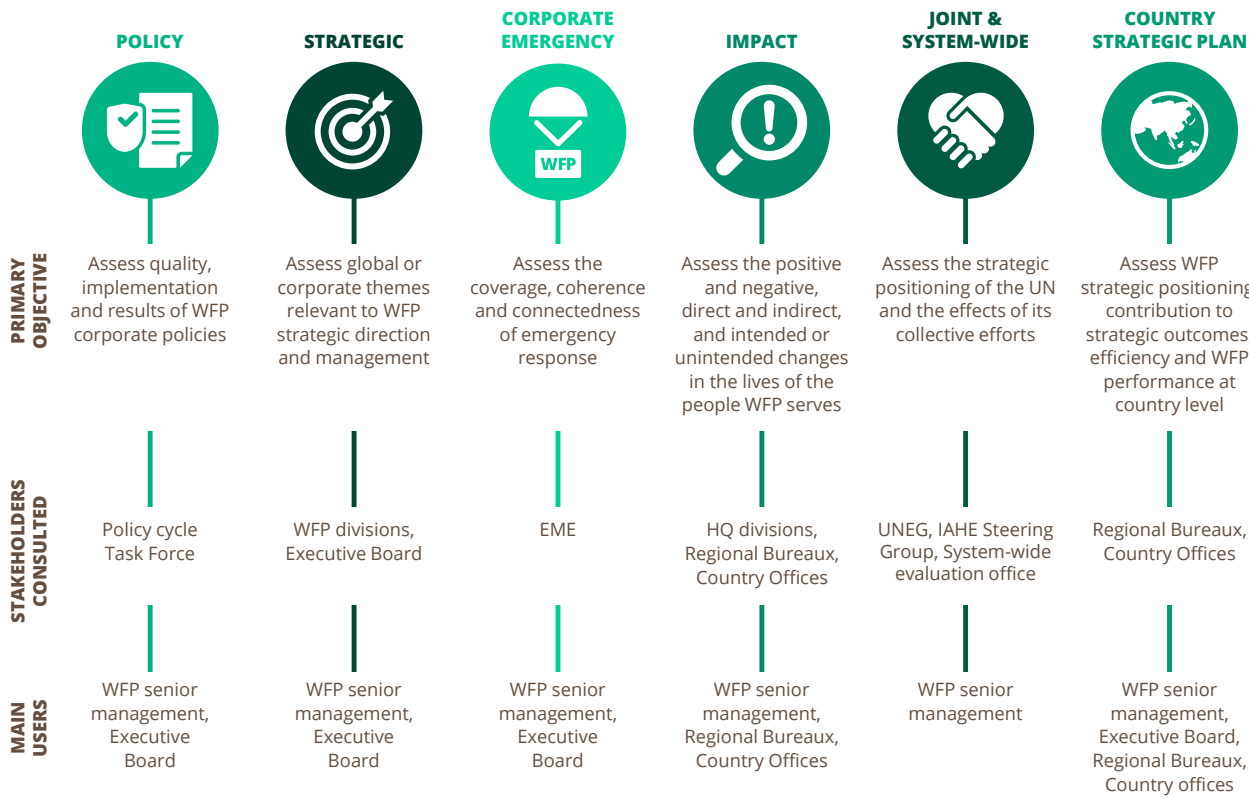
2.1.3 The Office of Evaluation will liaise with the Partnership and Advocacy Department (PA) and the Legal Office (LEG) to review evaluation provisions of **partnership and donor agreements** to promote alignment with the WFP evaluation policy.

TABLE 3 - CRITERIA TO GUIDE DECISION MAKING FOR DECENTRALIZED EVALUATIONS

- Strategic relevance to WFP
- Evidence gaps (at the country, regional or global level)
- Level of programme expenditure
- Scale of emergency response
- Before replication or scale-up of pilots, innovations and prototypes
- Innovative results (e.g., achieved across a region or through innovative multi-country programmes that are centrally funded or supported)
- Formal commitments to stakeholders (e.g., to national partners to inform national programmes, or to funders as part of funding requirements)
- Likelihood of influencing policymaking or potential for leveraging partnerships
- Feasibility of undertaking the evaluation



FIGURE 5 - STAKEHOLDERS AND USERS OF EVALUATIONS



The Office of Evaluation will lead work on the planning of centralized evaluations and will consult regularly with headquarters divisions (in particular RAM, CPP and PRO) and regional bureaux to support the efficient use of resources and complementarity among evaluations. This will include coordination between the Office of Evaluation and Internal Audit when developing their respective workplans, and engagement with WFP management and the Executive Board with a view to ensuring synergies between evaluations and audits.

The Office of Evaluation will work with external partners (including the IAHE Steering Group, the United Nations System Wide Evaluation Office and the United Nations Development Coordination Office (UNDCO)) on issues of coordination for joint and system-wide evaluations, including UNSDCF evaluations. At the regional level, regional evaluation units will also continue working with other United Nations partners on coordination around UNSDCF evaluations.

WORKSTREAM 2.2 COVERAGE NORMS

The **expected result** of this workstream is that the evaluation function delivers evaluations (centralized evaluation, decentralized evaluation, impact evaluation) and other evaluation products such as syntheses in line with the Office of Evaluation and regional evaluation plans to meet WFP accountability, learning and evidence needs and promote synergies and complementarities across different types of evaluations.

Table 4 sets out the coverage norms for evaluations, which remain the same as in the previous evaluation policy; coverage for impact

evaluations is clarified. Within these norms, commissioning units have the flexibility to prioritize topics, interventions and timing in line with their policy or programme cycles and stakeholder needs. Although the norms have not changed, there will need to be continued growth to meet the coverage norms for decentralized evaluations, and there will need to be more joint and system-wide evaluations including UNSDCF evaluations in alignment with the expectations of the UN reform and the Quadrennial Comprehensive Policy Review (QCPR).

TABLE 4 - MINIMUM EVALUATION COVERAGE NORMS

COMMISSIONING UNIT	TYPE OF EVALUATION
OEV	<b>Strategic evaluations</b> These provide balanced coverage of the core planning instruments of WFP, including elements of the WFP strategic plan and related strategies.
	<b>Policy evaluations</b> Evaluation of policies takes place between four and six years after the start of implementation <sup>6</sup> and/or prior to policy changes.
	<b>Corporate emergency evaluations</b> All crises classified as “corporate scale-up phase” and “corporate attention phase” <sup>7</sup> will be subject to evaluation through OEV-commissioned corporate emergency evaluations or country strategic plan evaluations or inter-agency humanitarian evaluations. The Director of Evaluation will determine the most appropriate option in consultation with key stakeholders.
	<b>Country Strategic Plan (CSP) evaluations<sup>8</sup></b> a) A CSP evaluation is required in the penultimate year of each CSP. b) For interim CSPs an evaluation is required every five years for the ten largest country offices <sup>9</sup> and every 10–12 years for all other country offices.
	<b>Impact evaluations</b> The Director of Evaluation will determine how many windows and how many evaluations within each window can be managed at any one time, <sup>10</sup> considering organizational evidence priorities and capacity.
COUNTRY OFFICE	At least one <b>decentralized evaluation</b> (e.g., activity or thematic evaluation or CSP strategic outcome evaluation) per country office per interim CSP or CSP cycle.
REGIONAL BUREAUX	No specific norms but criteria to guide decision making on evaluation (see Table 1) should be applied, particularly for multi-country evaluations. <sup>11</sup>
HEADQUARTERS OFFICE/DIVISION	No specific norms but criteria to guide decision making on evaluation (see Table 1) should be applied.

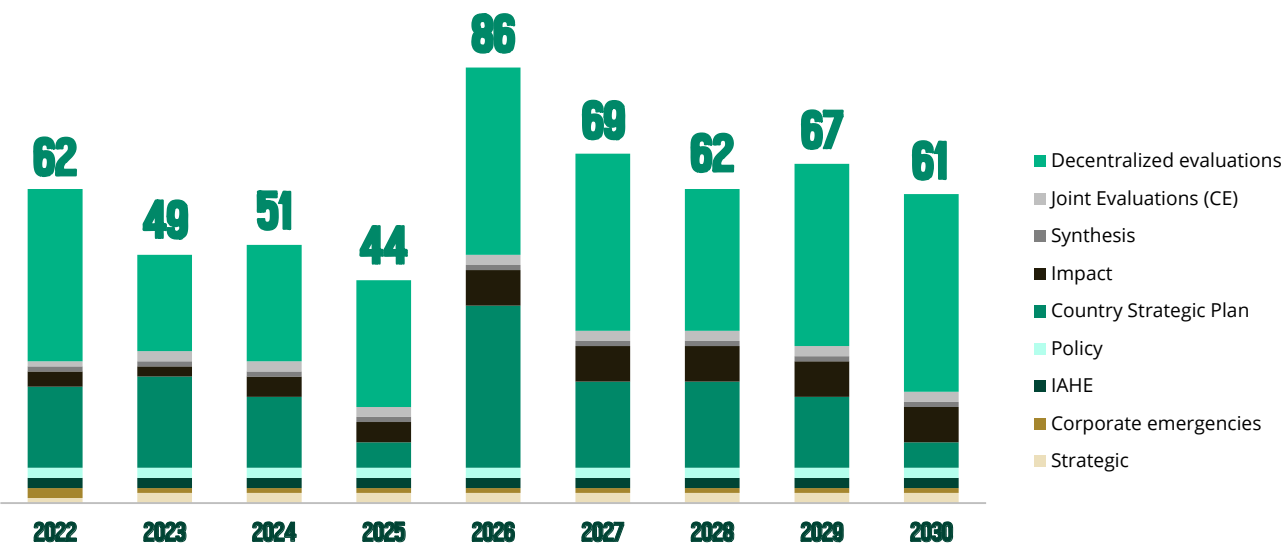
**Syntheses**  
These summarize evidence from a number of completed evaluations. There are no specific norms for syntheses, but the Office of Evaluation will aim to conduct at least one synthesis each year.

**Joint and system-wide evaluations**  
WFP will seek out opportunities with other United Nations entities and at the country level in consultation with national partners to undertake more joint and system-wide evaluations including UNSDCF evaluations and inter agency humanitarian evaluations.

Figure 6 sets out the expected evaluation coverage over the period of the evaluation policy, aggregated across the whole of WFP. There are still some unknowns in these projections, in particular the potential for joint evaluations and system-wide evaluations and more regionally-led thematic evaluations. Given the variance in country portfolio cycles, evaluation activities

will fluctuate from year to year. The year 2026 is an outlier in terms of the projected number of evaluations, but based on past experience, it is expected that, in practice, fluctuations in CSP/ ICSP cycles would balance the actual number of evaluations conducted each year.

FIGURE 6 EVALUATION COVERAGE PROJECTIONS: 2022 TO 2030



The main activities of this workstream are:

- 2.2.1** The Office of Evaluation and regional evaluation units will oversee and manage the **delivery of evaluations** planned under Workstream 2.1 and progress will be reported on in the annual evaluation report.
- 2.2.2** The Office of Evaluation will consult with regional bureaux to identify incentives and approaches to ensure that the **coverage norms for decentralized evaluations** are met by 2026. As part of this process, guidance on decentralized evaluations will clarify the use of the criteria in Table 1 to inform decision making regarding decentralized evaluations.
- 2.2.3** The Office of Evaluation will review the **coverage norms for CSP evaluations** in 2023, once the evaluation of the first generation of CSPs has been completed and in light of the conclusions and recommendations of the evaluation of the CSP policy.

The Office of Evaluation and regional evaluation units will lead on this workstream. As coverage norms evolve, there may be implications for

decreasing or increasing resource requirements, for example, including regionally led evaluations in the regional evaluation unit budgets

OUTCOME 3: EVALUATION EVIDENCE SYSTEMATICALLY ACCESSIBLE AND AVAILABLE

The addition of Outcome 3 in the WFP Evaluation Policy (2022) provides the opportunity to bring together already existing activities (mainly under Workstreams 3.1 and 3.2) and to innovate (Workstream 3.3), building on the WFP Evaluation Communication and Knowledge Management Strategy (2021-2026). The actions outlined in this outcome area apply across the evaluation categories and types undertaken within WFP.

The ambition of Outcome 3 is to ensure that the value of evaluation is recognized across WFP and beyond, and that the use of evaluation evidence is facilitated throughout the organization to benefit organizational learning. It means that the right evidence is channelled to the right people at the right time to promote use, learn lessons and ultimately improve WFP performance. To meet this aim, the three related workstreams below detail actions: to map evidence gaps and identify user needs, motivations and preferences relevant to evaluation evidence; to stimulate broad engagement and interactions; and to facilitate the use of evaluation evidence and its integration into corporate knowledge management. This ambition entails plugging into processes, channels, meetings and events to bring greater visibility of evaluation evidence and to raise awareness of evaluation’s role in generating evidence, and at the same time preparing and delivering tailored products to targeted users in a timely way using emerging technologies and innovative approaches. This outcome is focused on enhancing use at a systemic level; at the level of

individual evaluations there are many factors that influence use, including stakeholder engagement, ownership and communication. These aspects of use of individual evaluations are addressed mainly through the design and management of evaluations, and are addressed in other workstreams, particularly Workstream 1.1.

There is a strong link between the questions and scope of evaluations and the use or influence of the resulting evaluation. Given this, there will be ongoing collaboration across this workstream and Workstreams 1.1 and 1.2, which focus on guidance on scope and evaluation questions.

Achieving this outcome requires mobilization across the entire evaluation function in order to integrate strategies supporting increased evidence use at all levels and across the different workstreams in this strategy. Ongoing interaction between the Office of Evaluation and the regional evaluation units will form an essential foundation to discuss strategically important issues, exchange good practices and organize responses to evidence needs based on an integrated overview and in a harmonized manner. The creation of a dedicated cluster on evaluation use with representation across the WFP evaluation function will help to direct, mainstream and embed evidence use in the function’s work, ensuring the support and collaboration needed to realize this new outcome.

## WORKSTREAM 3.1: EVALUATION COMMUNICATION PRODUCTS DESIGNED TO APPEAL TO AND REACH USERS

The **expected results** of this workstream are that: (i) evaluation evidence is well articulated and accessible to WFP Executive Board and management, programme designers and relevant internal and external stakeholders, including affected populations; (ii) evaluation evidence

is packaged and presented in an engaging way through a variety of innovative products on multiple channels; and (iii) appropriately targeted and presented communication products facilitate engagement of the evaluation function in global partnerships, communities and networks.

The main activities of this workstream are:

- 3.1.1** The Office of Evaluation will **support communication and learning** from individual evaluations, including through publishing high quality evaluation products, by supporting the preparation of a “communications pack” for presentation of centralized evaluations to the Executive Board and by creating dedicated communication and knowledge management plans to disseminate evaluation results. Communications will include the creation of appealing audio-visual and innovative, audience-relevant products to showcase findings, with attention to audiences and stakeholders at different levels, including affected populations. The Office of Evaluation will support the regional evaluation units to ensure that decentralized evaluations have adequate communication and knowledge management plans.
- 3.1.2** The Office of Evaluation will generate visually appealing, digestible, branded content to populate relevant **communication and knowledge management** channels and support the systematic production of tailored evaluation products for targeted users.
- 3.1.3** The Office of Evaluation will identify and support events/activities, including those led by the WFP evaluation function, and create narratives to raise awareness of the work of WFP evaluation, **strengthen the evaluation culture across WFP** and give visibility to the importance of evaluation evidence in organizational learning and global decision making.

The Office of Evaluation will lead this workstream, and will work with the Communications Advocacy and Marketing Division (CAM) on design and branding, website management, content production and digital channels, and event promotion and coverage.

Collaboration with external partners will take the form of content/evidence sharing, event preparation and management with the aim of raising greater awareness of the WFP evaluation

function, giving visibility to WFP evidence and advocating the role of evaluation in global decision making and Sustainable Development Goal (SDG) achievement.

Given the expected growth in the number and range of centralized, decentralized and impact evaluations produced, and demand for greater visual variety, additional resources – both financial and human – will be required to deliver this workstream.

## WORKSTREAM 3.2: CLEAR PROCESSES FOR INTEGRATING EVALUATION EVIDENCE INTO PROGRAMMES AND POLICIES

The **expected results** of this workstream are that: (i) institutional mechanisms support the integration and use of evaluation evidence in new policies, strategies, plans, annual performance reports (APR), CSPs and other relevant documents; (ii) the profile and contribution of evaluation evidence within the organization is raised through regular interactions with

WFP management and the Executive Board; and (iii) providing additional evidence and clarifications on the intent of recommendations from an evaluative lens supports the uptake of management responses to recommendations and stimulates meaningful use and integration of evaluation evidence.

The main activities of this workstream are:

- 3.2.1** The Office of Evaluation and regional evaluation units will continue to actively contribute to **institutionalized processes** to encourage reflection of evaluation evidence in the design of new interventions or policies such as the CSP design process, including the programme review process (PRP), the policy cycle task force, annual performance report and annual country report (ACR) reviews, and the review of new policies and other corporate mechanisms as relevant. The Office of Evaluation management will actively engage in established policy dialogue mechanisms with senior management and governing bodies, such as the Evaluation Function Steering Group (EFSG), the Oversight and Policy Committee (OPC), the Independent Oversight Advisory Committee (IOAC) and the Executive Board.
- 3.2.2** The Office of Evaluation and regional evaluation units will seek out opportunities to **promote organizational learning** through formal and informal interactions with programme staff on emerging evaluation evidence. The Office of Evaluation and regional evaluation units will continue to engage in region- or country-level programmatic and management meetings and stimulating exchanges within the regional evaluation committees (RECs) to keep abreast of regional- or country-level priorities.
- 3.2.3** Steps will be taken to **support management actions in response to evaluation recommendations** including:
  - The Office of Evaluation and regional evaluation units will continue to provide advice and support to CPP and RAM focal points as appropriate on processes or tools to enhance follow-up on evaluation recommendations and explore incentives for action to stimulate adequate responses to recommendations.
  - The Office of Evaluation, in coordination with CPP, will support reporting to the Executive Board on follow-up actions to evaluation recommendations, potentially including an independent review of uptake of recommendations, focused on commonalities, weaknesses and barriers to the implementation of management response follow-up actions.
  - Regional evaluation strategies will identify processes for periodic review of the status of implementing recommendations from decentralized evaluations and lessons emerging to inform programme design and implementation. Further, regional evaluation strategies will describe specific steps for disseminating evaluation evidence.

The Office of Evaluation will lead this workstream. Collaboration with a range of divisions and offices are noted in the activities above. The Office of Evaluation will also work with Member States through the Executive Board Secretariat.

Resources for this workstream are not expected to be significant, unless the Office of Evaluation decides to engage in an additional review of implementation of recommendations, which will require both financial and human resources over and above current plans.

**WORKSTREAM 3.3: EVALUATION EVIDENCE TAILORED TO NEEDS OF WFP AND PARTNERS**

The **expected results** of this workstream are: (i) greater understanding of evidence needs and enhanced demand for evidence; (ii) that a system is established to extract evaluation evidence efficiently and systematically, facilitating the generation of new products on the basis of existing evaluation evidence; (iii) the evaluation function delivers a variety of evidence products (including new ones) that better respond to user demands making fuller use of existing evidence; (iv) the evaluation function develops and maintains relevant internal and external collaborations around evidence/knowledge management.

The main activities of this workstream are:

- 3.3.1** The evaluation function will **engage with potential users to understand needs** and stimulate demand. This will include:
- Identifying and interacting with potential users to assess their areas of interest, anticipate emerging evidence needs and communicate potential offerings of evaluation
  - Mapping evidence gaps from available documents to identify needs for evidence that evaluation could help fill. The Office of Evaluation will facilitate exchanges across regional evaluation units and the Office of Evaluation on effective practices in developing evidence gap maps
  - Proactively sharing evidence of strategic importance through topical sessions such as “town halls” or “evaluation marketplace” events. Such offerings could be organized jointly with other units in WFP depending on opportunity.

- 3.3.2** The Office of Evaluation will lead the **development of an integrated, user-friendly repository of evidence** supported by a tool to extract existing evaluation evidence to produce user-responsive products and, in the medium term, to ensure capacity for systematic analysis and review in order to form an “evaluation evidence helpdesk” facilitating timely responses to users demands.

- 3.3.3** The Office of Evaluation and regional evaluation units will deliver a variety of **evidence products** that better respond to user demands and make more extensive use of existing evidence. These may include literature reviews, summaries of evaluation evidence and systematic reviews on discrete topics of interest for the organization, contributing to user needs in a more specific and timely way.

- 3.3.4** Increasing evaluation’s responsiveness to demands will call for **leveraging all potential synergies with other knowledge providers** both within WFP and with external partners:
- The Office of Evaluation and regional evaluation units will seek increased collaboration with WFP teams that produce evidence from assessment, monitoring or research (school-based programmes (SBP), Nutrition (NUT), RAM), and those that work to bring evidence to bear in decisions and disseminate good practices (Innovation and Knowledge Management (INK), Centres of Excellence, Corporate Communication). They will exchange regular updates on mutual knowledge production plans and contemplate opportunities for collaboration and for joint ventures around evidence use and dissemination.
  - Beyond WFP, the Office of Evaluation and regional evaluation units will explore options for partnering with other evidence and knowledge providers and brokers outside of WFP (other United Nations and multilateral agencies, research institutions, academia, press) around strengthening evidence and knowledge use. This will bring about opportunities to expand synergies and outreach.

The Office of Evaluation will lead this workstream, working in collaboration with regional evaluation units. As highlighted above, many workstream results will require close collaboration with other functions, whose roles also revolve around or could facilitate the increased use of evidence. This includes working with INK and CAM to identify and engage knowledge management focal points and channels through which to share evaluation knowledge; and with the Policy and Programme Development Division (PD) (in particular PRO, NUT and SBP) in knowledge-sharing activities around thematic areas.

Potential external partners around evidence use would include institutions that also work to produce evidence, whether from evaluation or not, and which have an interest in joining efforts with the WFP Office of Evaluation to promote evidence-based decision making.

Increased financial resources will be required to develop and maintain a tool to extract evaluation evidence and to establish the evaluation evidence helpdesk.



## OUTCOME 4: ENHANCED CAPACITY TO COMMISSION, MANAGE AND USE EVALUATIONS

Efforts to enhance evaluation capacity in WFP have been strengthened over recent years through the implementation of the Evaluation Capacity Development Strategy. WFP will continue to implement key evaluation capacity development activities highlighted in the strategy. This will enhance WFP staff capability in quality evaluation management, fostering evaluation use, supporting evidence analysis and knowledge management, and building partnerships. It will

also help roll out new initiatives to address new demands, support clear learning paths and nurture and expand the evaluation cadre through a talent pipeline. This outcome also encompasses efforts to ensure that the enabler of effective external evaluator capacity is met. WFP relies primarily on external evaluators to undertake evaluations, and so sufficient skilled capacity is vital to be able to deliver evaluations.

### WORKSTREAM 4.1: WFP CAPACITY STRENGTHENING

The **expected result** of this workstream is that WFP has enhanced capacity to commission, manage and use evaluations. The WFP Evaluation Capacity Development Strategy (2020-2024)

sets out the organization's vision and key priorities and initiatives for evaluation capacity strengthening across WFP.

The main activities of this workstream are:

**4.1.1** The Office of Evaluation and regional evaluation units will continue to **mainstream evaluation in the capacity development initiatives of other functions**, as well as conduct cross-functional training. The Office of Evaluation and regional evaluation units will continue to deliver and expand the range of webinars and internal and external training covering topics such as ethics, gender, inclusion, data protection, non-traditional methods and approaches, facilitating use of evaluation evidence, and working with sister United Nations agencies to support/deliver training on UNSDCF evaluation.

**4.1.2** The Office of Evaluation and regional evaluation units will continue to implement the **WFP Evaluation Learning Programme (EvalPro)**, updating the material to reflect the maturity of the evaluation function since the last corporate evaluation strategy and ensuring maximum complementarity with other decentralized evaluation support mechanisms and new initiatives and training. Coaching, mentoring and peer learning will continue to be encouraged and more systematically used to supplement more formal training for the evaluation cadre.

**4.1.3** Given the growing demand for impact evaluations, the Office of Evaluation will work to **increase understanding of impact evaluation** in WFP, including key considerations in terms of time and resources. Informed by recommendations of the mid-term review of the impact evaluation strategy, impact evaluation training will be available to all WFP staff and other, more targeted initiatives will be provided to offices considering undertaking impact evaluations.

**4.1.4** The Office of Evaluation will continue to engage with UNEG and with the United Nations System Staff College (UNSSC) to **enhance the WFP evaluation staff cadre's capability** including for quality evaluation management, ability to foster evaluation use, supporting evidence analysis and knowledge management, and building partnerships. Key new initiatives to be rolled out include:

- A recognition scheme on evaluation for the evaluation cadre to enhance capability for quality evaluation management and to provide a framework of recognition for the cadre
- A WFP evaluation foundations course to provide monitoring and evaluation officers and other staff with a link to evaluation in their job profile with essential knowledge on evaluation, the evaluation function and evaluation processes in WFP
- As part of the UNEG Professionalization Working Group, WFP will contribute to a UNEG foundations course for mid-level evaluation officers and a micro-learning landing page on the SDG Learn platform.

The Office of Evaluation will lead this workstream. Partnerships with other divisions include working with RAM, which has oversight of monitoring and evaluation officers at field level, a key part of the evaluation cadre; and working with the Human Resource Division Career Management Branch (HRMTC), which works to build the capabilities of WFP staff. The Office of Evaluation will also work with PRO, which is actively engaged in identifying priority evidence needs and with programme teams in country offices, which are key partners in the design and implementation of impact evaluations. As such, both types of stakeholders would benefit from capacity building in impact evaluations.

Regional evaluation units will engage in United Nations inter-agency networks at the regional level to enhance capacities on UNSDCF evaluations. Engagement with other regional networks such as Centre for Learning on Evaluation and Results (CLEAR) African Evaluation Association (AfrEA) and the Latin American and Caribbean Network of Monitoring, Evaluation and Systematization (ReLAC) etc, also support the development of capacity.

The Office of Evaluation and regional evaluation units will work with the World Bank's Development Impact Evaluation (DIME) team to ensure impact evaluation field coordinators have the requisite knowledge and skills, and to provide regular training courses on successful impact evaluations.

Increased human resources will be needed for impact evaluation capacity development. In response to the review of the impact evaluation strategy, the Office of Evaluation Impact Evaluation Unit, together with RAM and regional evaluation units, will assess impact evaluation capacity needs and establish systems and roles to support capacity development in regional bureaux and country offices.

It may be necessary for additional financial resources to support the development and administration of the micro-credentials scheme. If there is a return to in-person EvalPro 4 workshops, this will require an increase in resources in comparison to recent years.

WORKSTREAM 4.2. EVALUATOR EXPERTISE

The **expected result** of this workstream is improved access to diverse and appropriate external evaluation expertise required to efficiently deliver high quality evaluations and evaluation-related services.

The main activities of this workstream are:

**4.2.1** The Office of Evaluation will continue to **manage a range of long-term agreements** to provide services for different evaluation types. The Office of Evaluation and regional evaluation units will conduct an assessment of long-term agreement services to date and review service providers’ performance across the 2021/2023 WFP evaluation portfolio. Proposals for improving the quality of evaluations delivered by long-term agreement evaluation service providers will be identified by users prior to the extension of long-term agreements in 2024. The Office of Evaluation will explore collaboration with other United Nations agency evaluation offices for streamlining efforts in establishing long-term agreements and use of long-term agreements with external providers.

**4.2.2** The Office of Evaluation will conduct **regular long-term agreement workshops and/or other structured interactions with service providers** to ensure that companies and team leaders have:

- An understanding of WFP evaluation policies and procedures, including EQAS
- The ability to innovate and adapt evaluation approaches, methods and processes (reflecting learning under Workstream 1.1.1 above)
- A good understanding of the process utilized by WFP for selecting service providers to deliver centralized and decentralized evaluations
- The opportunity to learn from the Office of Evaluation and one another regarding quality assurance techniques/approaches
- Updates on the various corporate provisions related to service delivery standards
- Updates on the evolving strategic landscape of WFP and any implications of that for the WFP evaluation portfolio
- Understanding of the WFP evolving data landscape.
- understanding of WFP’s evolving data landscape

**4.2.3** The Office of Evaluation will assess the feasibility and potential value in updating and re-establishing an **e-recruitment-based roster of qualified evaluation consultants** in partnership with Human Resources (HR); such a roster may enable access to a more diverse pool of evaluators and rapid identification of consultants when required. The assessment will build on experiences to date in regional bureaux in establishing regional consultancy roster(s).

**4.2.4** The Office of Evaluation will explore potential **collaborations with non-commercial entities** (academic/research institutions or specialized institutions) for provision of specialized evaluation services.

The Office of Evaluation will lead this workstream and will work with the Goods & Services Procurement Branch (SCOPG) and regional bureau/country office procurement officers on procurement-related issues, and with the Talent Acquisition and Deployment Branch (HRMTM), and regional bureau and country office HR officers in relation to establishing a roster of consultants.

In terms of external partnerships, the Office of Evaluation will work with external providers of evaluation services (long-term agreement holders), external qualified evaluation consultants, other United Nations agency evaluation offices, and other non-commercial

institutions (academic/research/others) to ensure effective long-term agreements. The Office of Evaluation will coordinate with other headquarters divisions that have long-term agreements with a research/analytical focus.

There will be some increase in human resource requirements to coordinate the development of the proposed augmentation of the tracking tool for long-term agreement services and its management. If it is agreed to re-establish the roster of consultants, this will also have management implications. Additional staff will also have financial implications.

## OUTCOME 5: PARTNERSHIPS STRENGTHEN THE ENVIRONMENT FOR EVALUATION AND UNITED NATIONS COHERENCE

Progress towards achieving the SDGs requires collective action, including inter-agency partnerships and partnerships among national governments and evaluation stakeholders that support global decision making. The Office of Evaluation, the regional bureaux and country

offices will continue to work with partners to enhance evaluation practices and facilitate global humanitarian effectiveness and accountability, including through efforts to enhance national evaluation capacity.

### WORKSTREAM 5.1: REGIONAL AND NATIONAL CAPACITY DEVELOPMENT

The **expected result** of this workstream is that WFP at global, regional and country levels, and working in partnership with others, is engaged in, and advocates for, strengthening the demand for and use of evidence, including through support

to country-led evaluations, engagement in joint evaluations, support to the development of national evaluation policies and frameworks, and the enhancement of evaluation capacities at institutional and individual levels.

The main activities of this workstream are:

**5.1.1** Regional evaluation units and country offices will engage with and contribute to **diagnostics and mapping initiatives** by national actors to identify actions that can support the development of evaluation ecosystems. WFP will work with partners at regional and country levels including other United Nations agencies, regional commissions, regional development banks, and voluntary organizations for professional evaluation (VOPEs), building on work done in Latin America and the Caribbean on the National Evaluation Capacity Index and emerging work by the Global Evaluation Initiative (GEI) on the M&E System Assessment (MESA).

**5.1.2** At the global level, the Office of Evaluation will continue to engage in setting the **Global Evaluation Agenda** to identify where evaluation capacity needs to be strengthened for evaluation to contribute to the realization of Agenda 2030. In the short term, this will include working with others, including UNEG and EvalPartners, to support ongoing efforts towards a new United Nations resolution on country-led evaluations. At the country level, with support of regional evaluation units and in partnership with other actors, country offices will support country-led evaluations.

**5.1.3** Where feasible, the Office of Evaluation, regional evaluation units and country offices will explore opportunities to use **joint evaluations** as instruments for strengthening national evaluation capacities in partnership with United Nations agencies, government institutions, cooperating partners and other actors.

**5.1.4** Country offices and regional evaluation units, with support from the Office of Evaluation, will provide **technical assistance** to institutions to support the development of evaluation systems and processes. They will also provide support to individuals through training, professional exchanges and engagement in evaluation processes to enhance capacities to commission, manage and use evaluations in support of national development outcomes and SDGs. For its evaluations, WFP will continue to use a mix of national, regional and international evaluators, including young and emerging evaluators.

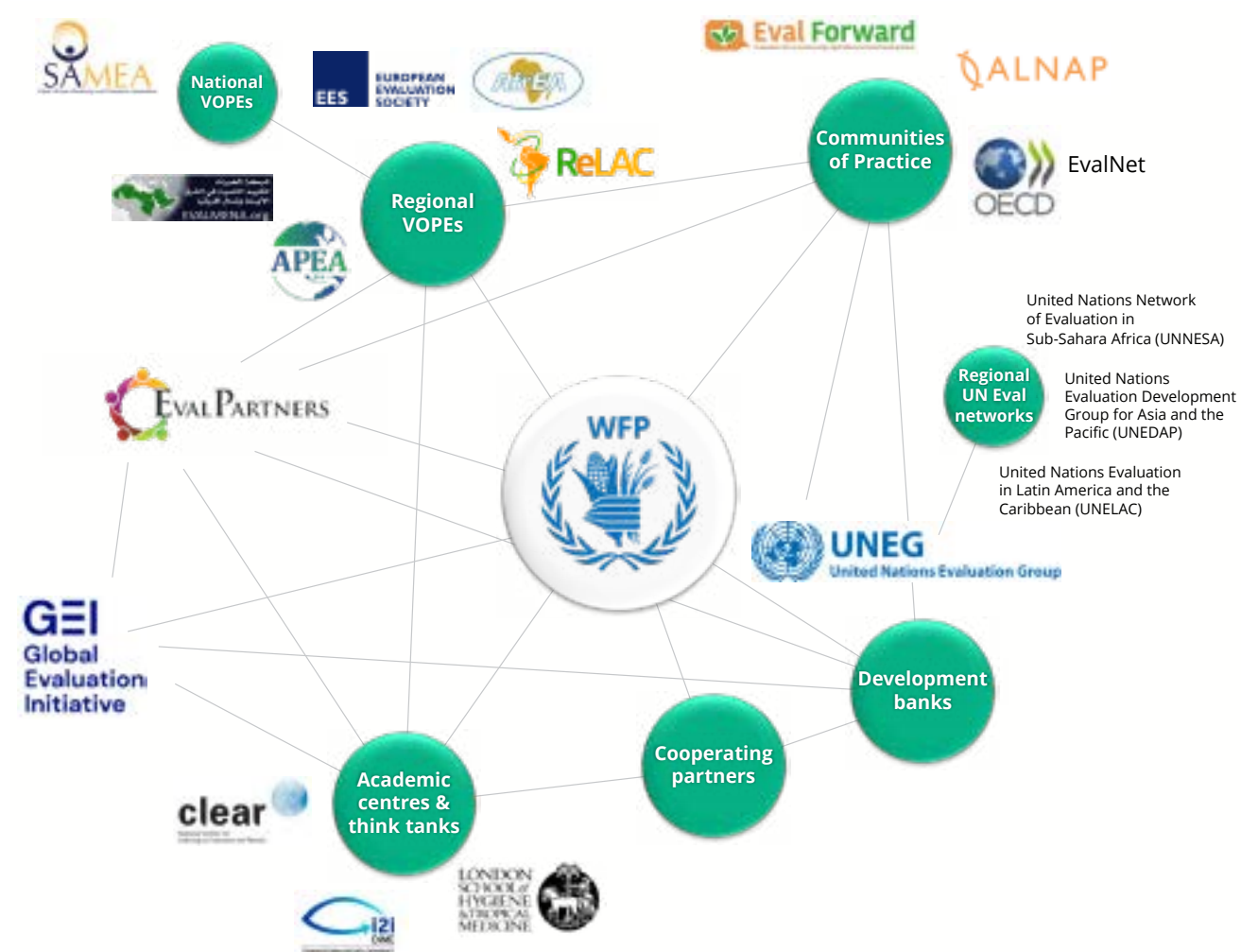
**5.1.5** The Office of Evaluation, together with regional evaluation units, selected country offices and national partners will **document lessons** from WFP engagement in national evaluation capacity development over the past five years. This will inform a national evaluation capacity development (NECD) action plan that will guide WFP work in NECD over the period of this strategy.

The Office of Evaluation and regional evaluation units will lead this workstream in close coordination with RAM The Programme Division will also be engaged, incorporating evaluation into country capacity strengthening and advocating for use of evaluation evidence to inform policies and programmes. Where systems strengthening includes technology solutions the Office of Evaluation will work with the Technology Division (TEC) and, when it is linked to knowledge management, the Office of Evaluation will work with INK/Knowledge Management (KM).

Successful implementation will also require working closely with key external partners including actors in the NECD space. Figure 7 outlines the key partners for the Office of Evaluation and regional evaluation units in delivering Workstream 5.1.

While some resources for this workstream are already planned, additional financial resources will be required for documenting lessons on NECD, for supporting the strengthening of evaluation systems, and for individual and institutional capacity development support.

**FIGURE 7 - PARTNERS IN REGIONAL AND NATIONAL EVALUATION CAPACITY DEVELOPMENT**





WORKSTREAM 5.2: PARTNERSHIPS

The **expected result** of this workstream is that WFP evaluation function partnerships contribute to global knowledge and support decision making and SDG achievement at the global, regional and national levels, especially in the international humanitarian arena, and that WFP evaluation practice is shared with, and benefits from, the experience of others.

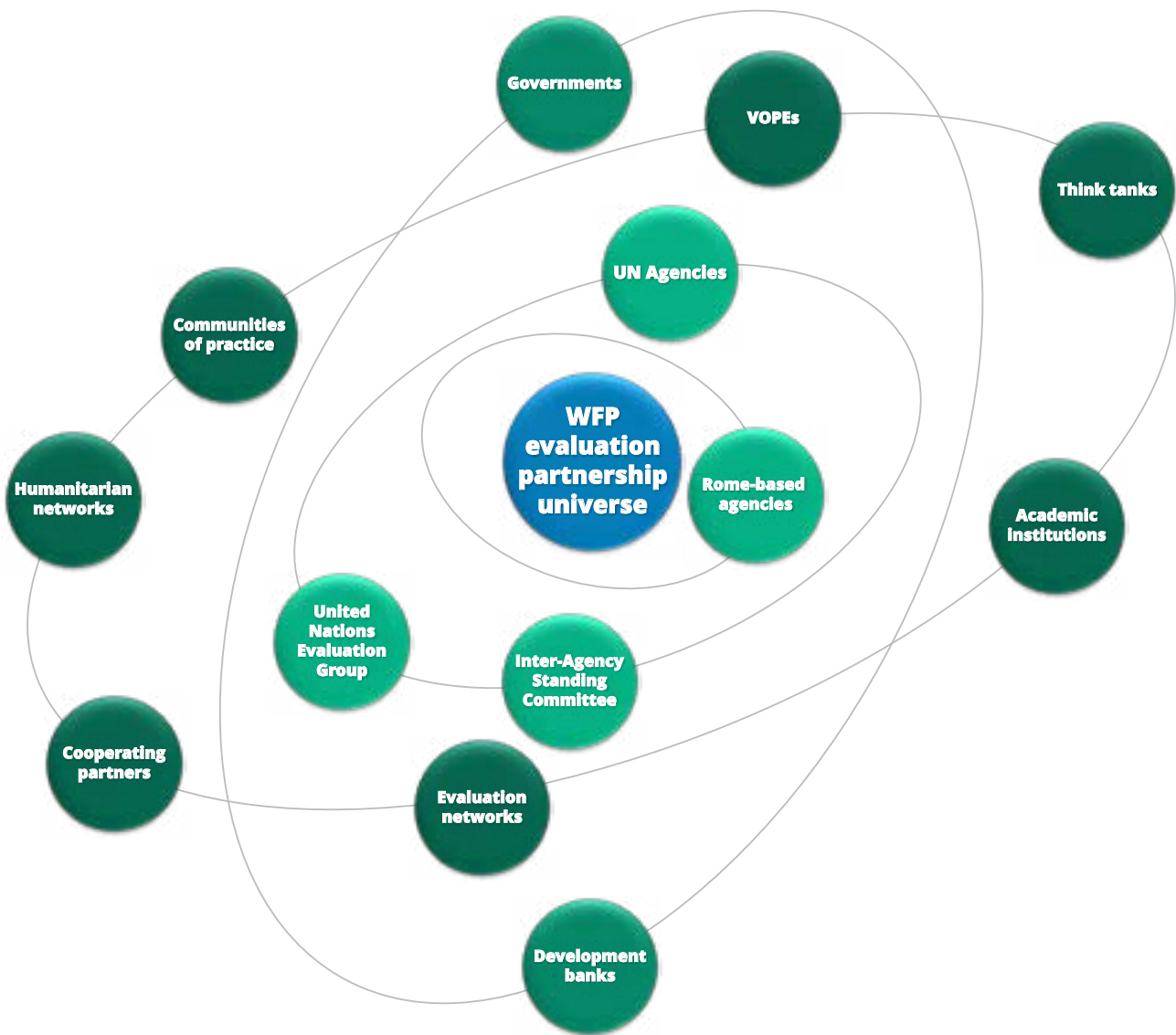
The main activities of this workstream are:

- 5.2.1** The Office of Evaluation will continue to **engage with UNEG** on a range of issues including: the implications of Agenda 2030 for evaluation in the United Nations system; developing and safeguarding professional norms, standards and guidance; evaluation capacity development; and the establishment of an office for system-wide evaluation.
- 5.2.2** The Office of Evaluation will continue to play a leading role in **humanitarian evaluation partnerships** to share lessons in order to inform the evolution of humanitarian evaluation practice and guidance. These lessons may include learning from innovative and adaptive approaches developed through Workstream 1.1.
- 5.2.3** The Office of Evaluation will **broaden WFP impact evaluation delivery partnerships** to explore opportunities to generate impact evaluation evidence jointly with other United Nations and multilateral agencies and support a community of practice around impact evaluation to contribute to the development of impact evaluation capacities.
- 5.2.4** The Office of Evaluation will continue to engage with **the evaluation offices of the Rome-based agencies (RBA)** on issues of common interest, particularly around SDG 2, learning from the findings and recommendations of the 2021 Rome-based agency collaboration joint evaluation, and explore the potential for further joint evaluations.
- 5.2.5** The Office of Evaluation and regional evaluation units will continue to **engage in a range of networks and evaluation partnerships at the global, regional and national levels in support of enhanced evaluation capacities**. They will also explore and expand partnerships with other evaluation entities and external evaluation training initiatives at the global and regional levels to provide capacity and career development opportunities for the evaluation cadre, and to ensure evaluation capacity development efforts are informed by current learning and thinking in the field of evaluation.

This workstream is led by the Office of Evaluation and regional evaluation units, supported through the Partnerships Cluster, which will meet regularly. WFP engages at global, regional and country levels with a wide range of partners as shown in Figure 8.

Resources for this workstream may increase given the expected increased engagement in a wide range of partnerships and will potentially require more senior representation.

FIGURE 8 - HIGH-LEVEL ENGAGEMENT AND PARTNERSHIPS IN EVALUATION





**WORKSTREAM 5.3: JOINT AND SYSTEM-WIDE EVALUATION INCLUDING UNSDCF EVALUATION**

The expected result of this workstream is that the WFP evaluation function is actively engaged in joint and system-wide evaluations at global, regional and country levels, including UNSDCF evaluations.

The main activities of this workstream are:

- 5.3.1** The Office of Evaluation will continue to actively **engage with the IASC** to jointly commission IAHE evaluations and to review and adapt periodically the mechanism for continued relevance to the future humanitarian system.
- 5.3.2** WFP will continue to engage in **joint evaluations** at centralized and decentralized levels and impact evaluations and will consult regularly with key partners to identify opportunities for joint evaluations.
- 5.3.3** The Office of Evaluation will continue to **engage within UNEG** to support the development of a credible, useful and quality system-wide evaluation function.
- 5.3.4** The Office of Evaluation with regional evaluation units will **develop guidance** to clarify how the WFP evaluation function will engage in system-wide and UNSDCF evaluations.
- 5.3.5** Regional evaluation units in coordination with the Office of Evaluation, and through the UNEG working group on UNSDCF and regional United Nations networks for evaluation, where these exist, will support the WFP **contribution to implementation of UNSDCF evaluation guidelines** and advise country offices on engagement with UNSDCF evaluations.

The Office of Evaluation will lead all engagement at the global level in consultation with external stakeholders such as UNEG and UNDCO and with the Secretary General’s Office once the system-wide evaluation office is established. Regional evaluation units will lead activities at regional and country levels with support of the Office of Evaluation.

Resources for this workstream may increase given the expected increased engagement in system-wide evaluations and in UNSDCF evaluations at country level.

# WORKSTREAM B: RESOURCES (FUNDING AND PEOPLE)

The resources workstream is a cross-cutting workstream, supporting the evaluation function. The activities of the funding workstream presented below focus on management and

monitoring of financial resources. Details of the sources of financing for the evaluation function are presented in the “Resource Requirements” section of this document.

## WORKSTREAM B.1: FUNDING

The **expected results** of this workstream are: (i) that financial resources are adequate and appropriate to ensure evaluation capacity and coverage across WFP in line with the provisions of the Evaluation Policy 2022; (ii) that WFP recognizes that sustainable and predictable

financing for evaluation are priorities, and management is committed to ensuring adequate resources for implementing the policy and the evaluation function as it evolves, with the financial resource allocation meeting the evolving needs of the function.

The main activities of this workstream are:

**B.1.1** The Office of Evaluation will **coordinate the annual preparation of the evaluation function budget** in consultation with regional bureaux, in line with the evaluation workplan for the Office of Evaluation and the regional evaluation plans.

**B.1.2** The Office of Evaluation and regional evaluation units will continue to advocate **systematic forward planning, budgeting and resource allocations for evaluations**, with the Office of Evaluation working closely with RAM and the Corporate Planning and Performance Unit - Programming Services (CPPX) and the regional evaluation units with the regional- and country-level budget and programming officers (BPOs). The Office of Evaluation and regional evaluation units will ensure that evaluation plans and budgets are systematically factored into new project documents and CSPs and, working closely with RAM, will advocate for adequate monitoring and evaluation officer capacity at the country office level.

**B.1.3** The Office of Evaluation will ensure that the management of all financial resources allocated to evaluation is transparent through **enhanced monitoring tools and processes** and continued annual reporting to the Executive Board and to donors as required. Tools include: the vulnerability analysis and mapping, monitoring and evaluation planning and budgeting tool, SYNCO; Budget Dashboard enhancements; monitoring tools linking to WINGS data; tools monitoring the Contingency Evaluation Fund (CEF); and tools that increase capabilities for financial reporting. The Office of Evaluation will ensure that within the financing framework a budget line for evaluation will be included in the implementation costs category.

**B.1.4** The Office of Evaluation will continue to explore **alternative funding and cost-saving efficiencies**: for example, centralized, decentralized and impact evaluations may be conducted/funded jointly with other United Nations entities, governments, funding partners or other partners such as research institutions.

**B.1.5** Working closely with relevant country offices or regions, the Office of Evaluation will continue to **fundraise actively** to attract (preferably unearmarked) multi-year funding for the multi-donor trust fund (MDTF) for impact evaluations.

**B.1.6** The Office of Evaluation will continue to act as **Secretariat for the Contingency Evaluation Fund** and ensure effective management of the fund as its use is broadened, through close monitoring of tightened assessment criteria, and guidance and technical notes to be launched and updated periodically. The Office of Evaluation will seek endorsement from the EFSG on Contingency Evaluation Fund allocations and will monitor use of these funds to ensure continued adequate funding through the annual corporate budget process. Regional evaluation units will support country offices in applying for and accessing the Contingency Evaluation Fund.

The Office of Evaluation will lead this workstream. Key partners within WFP will be CPP, Corporate Finance (FIN) and the Operations Management Support Unit (OMS). The Office of Evaluation will consult with the Partnerships and Advocacy Department on strategic partnerships with donors and fundraising for evaluations. The Office of Evaluation and the regional evaluation units will also work with regional and country office budget and programming officers (BPOs) and Country Directors to ensure that evaluation costs and, where appropriate, impact evaluation costs, are reflected in country portfolio budgets and that resources are allocated appropriately.

The Office of Evaluation will ensure the effective management of the Multi-Donor Trust Fund for impact evaluations and will work with

funding partners to ensure the funding of these evaluations.<sup>12</sup> The Office of Evaluation will also exchange experience and practices related to budgeting and resourcing for evaluations with UNEG members.

The Office of Evaluation will continue to manage a special account for receiving direct contributions from other United Nations agencies and/or donors for the funding of joint evaluations and related activities. The Evaluation Policy 2022 envisages continued increase in international engagement, notably in national, joint and inter-agency evaluation activities.

Monitoring and management of resources for impact evaluation will mean that additional staff will be needed over and above current planning levels.

WORKSTREAM B.2: PEOPLE AND CULTURE

The **expected result** of this workstream is that the evaluation function in WFP has a diverse, committed, skilled and high-performing workforce, operating in a healthy and inclusive work environment, living WFP values and working with partners to support the implementation of the strategy at country office, regional bureau and headquarters levels. Efforts to enhance capacity are closely linked to efforts undertaken through Workstream 4.1.

The main activities of this workstream are:

**B.2.1** The Office of Evaluation will implement a multi-year **action plan resulting from the strategic workforce planning** exercise for evaluation, which was launched in October 2021. Key workforce actions have been identified and prioritized to address the forecasted shift/uplift in capabilities and increase in workforce demand, particularly at country office and regional bureau levels, as a result of the evolution of decentralized and impact evaluations and emphasis on Outcome 3. More specifically, high-level actions identified through the strategic workforce planning exercise, include:

- Leveraging inter-agency mobility to attract qualified candidates from United Nations sister agencies to build valuable inter-agency synergies and learning.
- Enhancing talent acquisition, using an expanded “M&E FitPool” as a primary tool to source and attract qualified candidates taking into consideration increased impact evaluation and decentralized evaluation needs as well as gender and geographical diversity.
- Boosting skills and capability development, through the increased professionalization of the evaluation cadre and by investing in soft skills such as communication, strategic thinking and advocacy for evaluation managers.
- Creating career pathways for evaluation, which will include – but is not limited to – introducing dedicated pathways for staff interested in evaluation and clarifying career progression possibilities.
- Establishing a minimum regional evaluation officer structure and enabling different operating models. This will include – but is not limited to – building succession plans to facilitate planning and revisiting operating models at all levels.

**B.2.2** In collaboration with RAM, the Office of Evaluation will co-manage the **M&E FitPool** (keeping profiles up to date, relaunching calls, management of the roster, lessons).

The Office of Evaluation will lead this workstream, except in the case of the M&E FitPool, which is co-managed with RAM, in collaboration with HR. The Office of Evaluation will work closely with the Workplace Culture Department, HR and other stakeholders on issues related to the implementation of the people policy, staffing framework, reassignment policy, non-rotational policy, and any new related directives or circulars.

The Office of Evaluation will work through the Capacity Development Cluster to implement capacity-related activities. The cluster will also identify approaches to support the further development of the regional evaluation units noted in the evaluation policy.

External partners are UNEG, in relation to the evaluation competency framework, and the United Nations inter-agency mobility framework.

# WORKSTREAM C: INSTITUTIONAL ARRANGEMENTS AND MANAGEMENT

This is a cross-cutting workstream, which includes those institutional arrangements that support the implementation of the Corporate Evaluation Strategy as a whole. The Executive Director is accountable for safeguarding the provisions of the evaluation policy. The Director of Evaluation, while having an administrative reporting role to the Executive Director, heads the independent WFP evaluation function and provides global leadership, standard setting and oversight for the function. Beyond these roles, there are a number

of structures that both guide and support the implementation of the evaluation policy and, indirectly, this strategy.

The **expected result** of this workstream is that institutional arrangements for the evaluation function specified in the evaluation policy are operational in order to ensure effective implementation and evolution of the WFP evaluation function and to strengthen the culture of evaluation across WFP.

This result will be delivered through:

- The **Oversight and Policy Committee (OPC)**, which deliberates on and oversees implementation of oversight recommendations and corporate risk management. It reviews results of centralized evaluations and the implementation status of evaluation recommendations. The Office of Evaluation and CPP will ensure that the results of centralized evaluations and management responses are tabled at OPC meetings
- The **Evaluation Function Steering Group (EFSG)**, which meets up to three times a year to provide strategic guidance on the evaluation function. The Office of Evaluation acts as the secretariat for this group
- **Regional evaluation committees (REC)**, which meet regularly, chaired by the Regional Director steer implementation of the regional evaluation strategy, including the review and endorsement of regional evaluation plans with support from the regional evaluation units. The regional evaluation committees encourage country offices to plan decentralized evaluations to learn lessons, fill evidence gaps (guided by regional learning agendas) and inform ongoing programme implementation decisions/design. The regional evaluation unit acts as the secretariat for this group.
- The **Independent Oversight Advisory Committee (IOAC)**, which provides independent expert advice to the Executive Board and the Executive Director on fulfilling their governance responsibilities. It reviews the effectiveness of the evaluation function and provides a forum for the discussion of matters raised in WFP evaluations.

Overall responsibility for management and support across the function is provided by the Office of Evaluation and regional evaluation units.

The main external partner for this workstream is UNEG.

# WORKSTREAM D: REPORTING

The WFP evaluation function seeks to build a culture of reporting throughout its work with all major activities, plans and strategies expected to include performance monitoring and reporting.

The **expected result** of this cross-cutting workstream is that appropriate indicators and systems for their calculation can demonstrate the implementation of the evaluation policy,

charter and strategy through timely monitoring of outputs, analysis of trends and performance reporting for both internal and external purposes. This workstream focuses on identifying what should be monitored and how it will be monitored, and underpins reporting on the performance of the evaluation function. Figure 9 shows the key reporting systems and tools for the evaluation function.

The main activities of this workstream are:

- D.1** The Office of Evaluation will report on the evaluation function through the **annual evaluation report**. The annual evaluation report will continue to be the primary instrument for reporting to the Executive Board at the Annual Consultation on Evaluation. The Office of Evaluation will contribute to exercises such as the Corporate Risk Register and Executive Director Assurance Exercise and to external reporting, including the annual QCPR surveys, Joint Inspection Unit (JIU) reports and UNSWAP.
- D.2** The Office of Evaluation will maintains **systems to support collection of data for performance indicators**, including:
- Continuing to use the evaluation **management information system (MIS)** as the main platform to input evaluation information for monitoring, reporting, planning and decision making and to calculate performance indicators at all levels. The Office of Evaluation will continue to monitor the timely update and quality of MIS data to ensure that indicators are reliable.
  - Developing the MIS as needed to maintain alignment with new or modified indicators coming from the updated evaluation policy, evaluation strategy and other normative frameworks.
  - Continuing to explore cost-effective solutions to manage evaluation information, taking advantage of new technological advancements and economies of scale.
  - Continuing to produce and maintain dashboards and other tools (for example, infographics, videos) to visualize information useful for reporting.
  - Developing other systems, if not available at the corporate level, to report on activities not covered by the MIS, in particular administrative systems for budget, procurement, HR and others. These will be integrated as required into the reporting portfolio.



### D.3 The Office of Evaluation will develop and monitor the **evaluation function indicators (both quantitative and qualitative)**, specifically:

- Building on the outcome and output indicators developed under the previous policy, continuing to define, develop and refine monitoring indicators for workstreams in the Corporate Evaluation Strategy. Particular attention will be paid to establishing a baseline for the new Outcome Area 3 in 2022.
- Updating indicators as appropriate to reflect changes in policy frameworks, UNEG norms and standards, the Corporate Results Framework and other normative frameworks.
- Working with regional evaluation officers to identify indicators to monitor and report on the progress of the regional evaluation strategies.

Annex 1 provides details of the key monitoring indicators for the strategy, organized by workstream, and identifies the reports in which they are used.

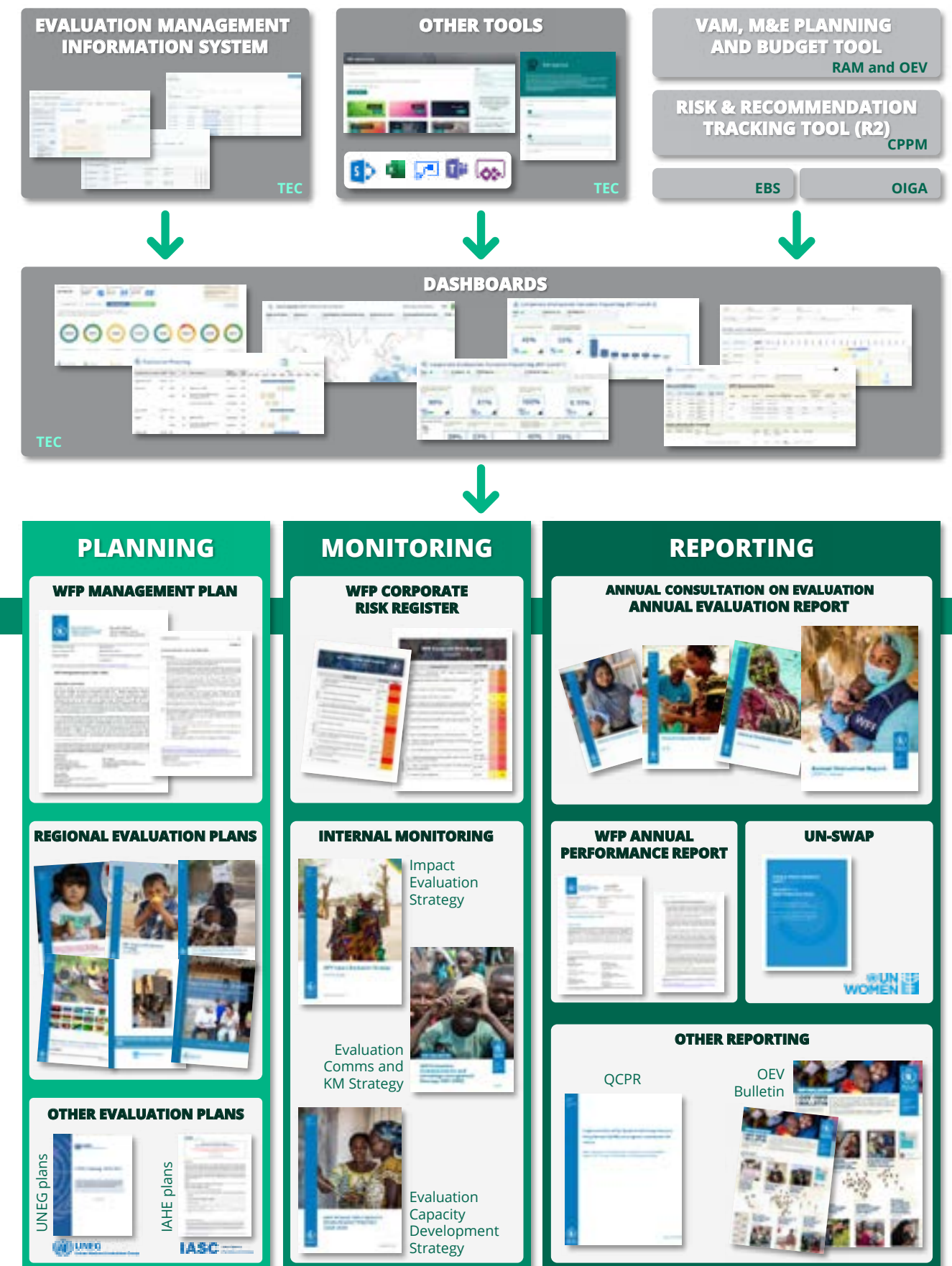
The Office of Evaluation will engage closely with other offices/divisions that are managing information to produce evaluation indicators, such as the Corporate Planning and Performance Unit – Monitoring and Evaluation Liaison (CPPM) on implemented evaluation recommendations, or the Executive Board Secretariat on timeliness of document submission. Other links are with

the Office of Internal Audit (OIGA) (common dashboard), TEC (on alignment with corporate IT systems and tools and MIS) and RAM (on the VAM, M&E planning and budget tool).

The Office of Evaluation will work with UNEG, ALNAP and others to ensure appropriate external reporting on WFP evaluation activities.

Additional financial resources will be required to support the evolution of the MIS, together with purchase of required licences for software not included in corporate systems.

**FIGURE 9 - EVALUATION FUNCTION REPORTING**



# Resource requirements

Resources for the evaluation function comprise funding as well as its staffing (people). Regarding funding, since 2016, progress has been made to diversify and progressively consolidate the evaluation function funding sources over the lifespan of the previous evaluation policy. In developing the current evaluation policy, work has been undertaken to identify realistic costs for the function over the coming years.

Regarding people, efforts to ensure appropriate technical capabilities among evaluation staff will continue in line with the WFP people policy, which is driving broader capability shifts and, among other things, will support the evaluation function in strategic workforce planning, ensuring adequate capacity and skills as well as increased diversity.

## FUNDING

The evaluation function is funded through several different sources. In reviewing the expenditure of WFP on evaluation, including benchmarking

against other United Nations agencies, a number of guiding principles have emerged for financing the function (see Box 1).

### BOX 1 - GUIDING PRINCIPLES FOR FINANCING THE WFP EVALUATION FUNCTION

- There should be a balance in funding sources to avoid overloading the programme support and administrative budget (PSA).
- There should be a differentiated approach to funding depending on the evaluation type and/or which office is commissioning the evaluation.
- Budgeting of direct costs needs to be at the country level in country strategic plans i.e country offices should continue to incorporate the costs of CSPEs and other evaluations commissioned by the country office in country portfolio budgets (CPBs). For impact evaluations, data collection costs should also start to be included in country portfolio budgets. Mechanisms and sources of funding for contributions to Resident Coordinator-led evaluations (e.g UNSDCF evaluations) will be discussed within UNEG and agreed once there is clarity on this.
- An incentive-based mechanism is needed for those country offices, particularly the smaller ones, that face genuine resource constraints in undertaking either mandatory or demand-based evaluations.
- Where donors have specific evaluation requirements, full costs need to be budgeted in the relevant proposal/budget.

Table 5 summarizes the four main funding sources to cover evaluation function requirements. In line with the guiding principles, funding for different elements of the function is spread across different funding sources, with each element funded through the most appropriate funding source.

Costing of the evaluation function is based on a number of factors, most of which are known: the number and costs of evaluations; the human resource requirements; and costs for core support across the evaluation function. Some costs are unknown at this time, in particular the number of joint evaluations, especially UNSDCF evaluations and their cost implications. Allocations and expenditures have grown steadily (see Figure 10) and are expected to continue growing, but the COVID-19 pandemic has affected the number and timing of evaluations

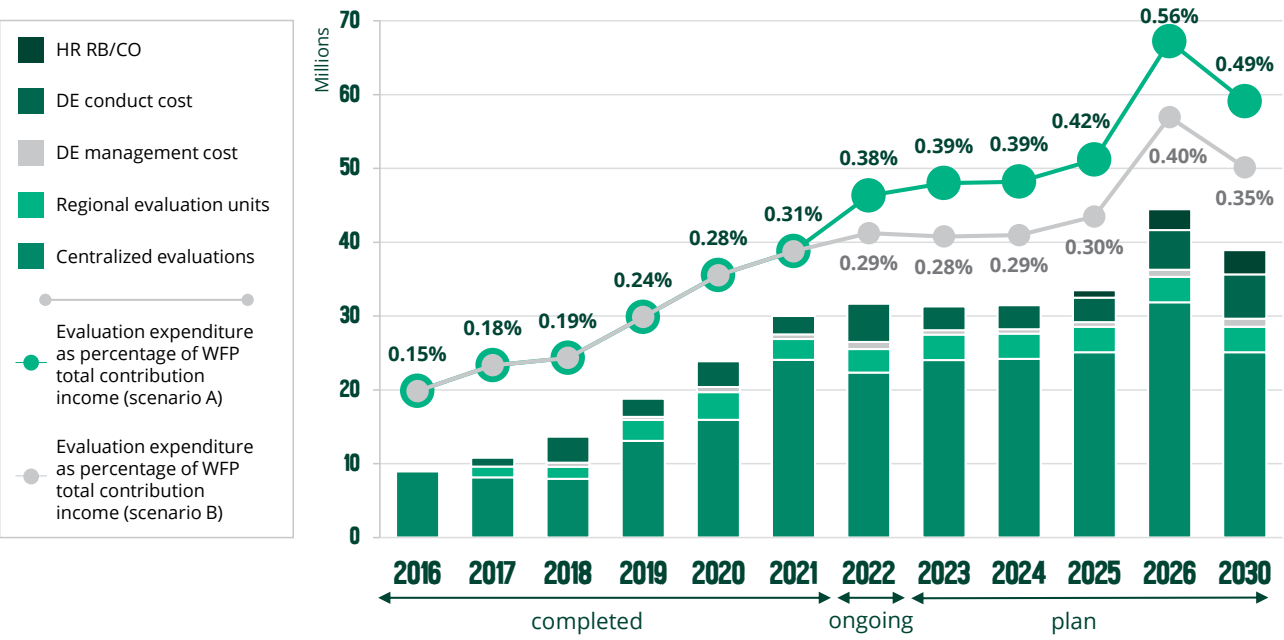
and has implications for calculating a baseline for evaluation coverage. The year 2023 has been identified as a suitable starting point, reflecting an appropriate balance of work across the function to calculate a floor for expenditure on the evaluation function. This comes out at around USD 33 million or approximately 0.4 percent of the projected WFP contribution income for 2023.

As the number of evaluations is expected to grow (see Figure 6 above), expenditures will rise accordingly, giving a ceiling to the cost of the evaluation function. We estimate that this would be a maximum of USD 47 million or 0.6 percent of WFP contribution income.<sup>13</sup> Given the variance in country programme cycles, annual expenditure will fluctuate between the floor and ceiling, reflecting varying levels of evaluation activity from year to year.

TABLE 5 - THE WFP EVALUATION FUNCTION FUNDING MODEL

PROGRAMME SUPPORT AND ADMINISTRATIVE BUDGET (PSA)	PROGRAMME RESOURCES COUNTRY PORTFOLIO BUDGET (CPB)	MULTI-DONOR TRUST FUND (DONOR CONTRIBUTIONS)	MULTI-LATERAL CONTINGENCY EVALUATION FUND (CEF)
Decentralized evaluation oversight: Regional evaluation units (staff + operational costs of each unit)	DE conduct and management (staff time): implementation costs		Support COs facing genuine resource constraints for planned and budgeted DEs
Centralized evaluation conduct and management (OEV annual work plan)	CPSE conduct: adjusted direct support costs (DSC)		Support COs facing genuine resource constraints for planned and budgeted CPSEs
Impact evaluation conduct & management (OEV annual work plan)	IE data collection costs	A dedicated MDTF, managed by OEV, to channel donor resources to specific impact evaluations of WFP programmes	Support COs facing genuine resource constraints for data collection costs for impact evaluations in small country offices
OEV overall function responsibility (standards, oversight, reporting)			

FIGURE 10 - ACTUAL AND PLANNED EXPENDITURE ON EVALUATION



The Office of Evaluation will coordinate the annual preparation of the evaluation function workplan and budget in consultation with regional evaluation units. The evaluation function workplan sets out a three-year rolling plan and

budget, submitted annually to the Executive Board as an annex to the WFP management plan. The Executive Board approves the management plan and, by extension, the evaluation function workplan and budget.

PEOPLE

The strategic workforce planning exercise for evaluation forecasts<sup>14</sup> an increase in workforce demand from 75 full-time employees across the evaluation function in 2021 to 112 in 2026. This is driven primarily by the increasing demand for decentralized evaluations. Efforts to meet this demand will focus on enhancing capacity for regional evaluation units and, when required, dedicated evaluation officers at the country office level.

The Office of Evaluation and regional evaluation units will continue to be staffed by a mix of externally recruited evaluation specialists and current WFP employees with the required competence for evaluation appointed in line with the WFP staffing framework and reassignment policy. Special attention will be paid to ensuring that the function is as diverse as possible. This

will include focusing on dimensions of diversity including race, gender, disability status and any other salient identification aspects of staff in line with the WFP people policy and related HR initiatives.

As per the staffing framework, consultant and short-term positions will be regularized when recurrent tasks are identified, budget permitting. Tables 6 and 7 below provide the baseline as of 1 August 2022 in terms of contract type, grade and gender of the Office of Evaluation and regional evaluation unit workforce, and geographical representation. The functional review conducted in 2020 continues to guide the division of labour and clarify roles and responsibilities between the Office of Evaluation and regional evaluation units.

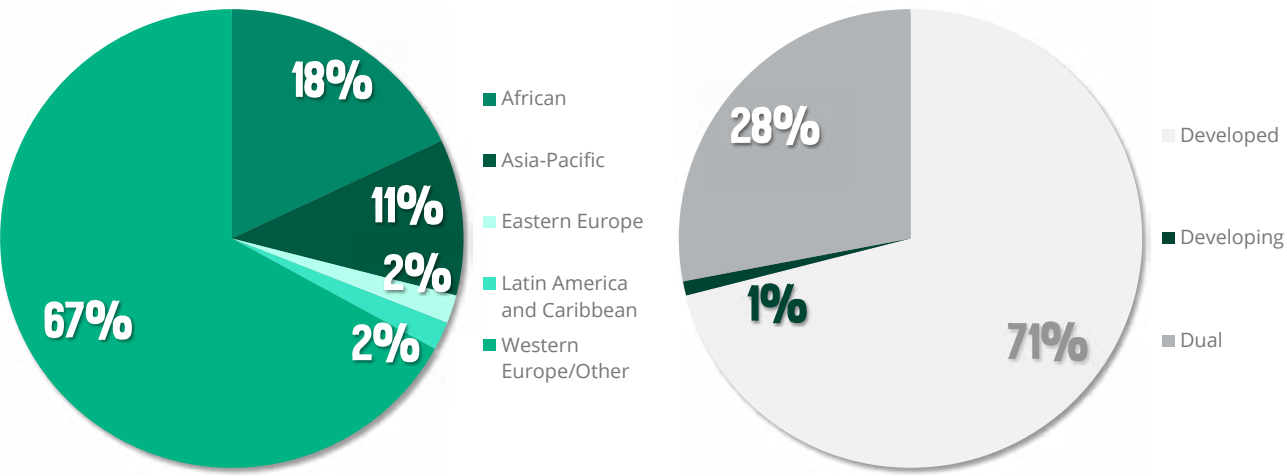
TABLE 6 - OFFICE OF EVALUATION WORKFORCE (1 AUGUST 2022)

TOTAL	NUMBER	% FEMALE	% DEVELOPING COUNTRY NATIONALITY
D2	1	100	—
D1	2	100	—
P5	8	63	13
P4	10	50	10
P3	10	60	20
P2	6	100	83
GS fixed term	7	71	—
Short term staff (CST/STP/TAU)	20	80	30
TOTAL	64		

TABLE 7 - REGIONAL BUREAU EVALUATION UNIT WORKFORCE (1 AUGUST 2022)

LEVEL	NUMBER	% FEMALE	% DEVELOPING COUNTRY NATIONAL
P4	5	80	40
P3	1	100	—
National staff (NO/SC/GS)	5	100	100
CST	10	70	30
TOTAL	21		

FIGURE 11 - REGIONAL REPRESENTATION OF THE EVALUATION FUNCTION DEVELOPED/DEVELOPING COUNTRY REPRESENTATION OF THE EVALUATION FUNCTION





# Assumptions, risks and risk mitigation

The evaluation policy identifies a number of risks to achieving the results of the policy. These are shown in Table 8 below, which also identifies the workstreams for delivering the mitigating measures.

The Office of Evaluation will regularly review the risks identified below and in particular consider the risk of misaligned strategic planning as a result of suboptimal acknowledged in the strategic plan<sup>15</sup> and the Corporate Risk Register.

TABLE 8: RISKS AND RISK MITIGATION

RISK	MITIGATING MEASURES	WORKSTREAMS
1. Low external and/or unpredictable demand for evaluation from stakeholders (medium)	Advocacy for increasing stakeholder use of and support for WFP evaluations	3.3
	Supporting governments with national evaluation capacity development	5.1
2. Low internal demand for evaluation (medium)	OEV and other units' action to ensure the relevance, timeliness and quality of evaluations	1.1, 1.2 , 1.3, 1.2, 2.1
	Enhanced communication of evaluation results	3.1
	Raising awareness of the utility of evaluations	3.2, 3.3
	Reporting on the application of coverage norms	D
3. Insufficient organizational leadership, ownership and support (medium)	Fostering by senior management of a corporate culture of accountability and learning that embeds evaluation in corporate decision making	3.2, C
	Integrating evaluation roles and accountabilities into WFP staff performance management system	
	Board review of key performance indicators for the evaluation function, decision making and clear communication of expectations and guidance on improving performance	C, D
4. Sub-optimal use of evaluation (medium)	Management action to ensure the systematic consideration of evaluation evidence and planning for evaluation in the policy and programme review process	3.2
	Oversight Policy Committee and Executive Board consideration of the implementation status of evaluation recommendations	C
	Implementation of the WFP knowledge management strategy	3.3, C

RISK	MITIGATING MEASURES	WORKSTREAMS
5. Inadequate human resources – skills and employees (medium)	Implementation of the action plan resulting from the strategic workforce planning exercise for evaluation	B.2
	Implementation of the evaluation capacity development strategy	4.1
6. Unpredictable and inadequate financial resources (medium)	Corporate commitment to meeting financial targets for evaluation as set out in the policy	B.1
	OEV and regional evaluation units will continue to advocate systematic forward planning, budgeting and resource allocation for evaluations	B.1
	Continued adequate funding of the Contingency Evaluation Fund	B.1
7. Limited quality and take-up of monitoring and other WFP data (medium)	Management commitment to improving the corporate monitoring system and capacity	
	Partial compensation through primary data collection and triangulation of information by evaluation teams	1.1, 1.2
	Planning of evaluation at the start of project cycles in order to facilitate the identification of monitoring requirements	2.1
	Engagement with the WFP Global Privacy Office in order to ensure continued data access and use	C
	OEV partnerships with data owners at headquarters	C
8. Perceptions of limited added value of agency evaluation functions (medium)	Continued participation in UNEG	5.2
	Participation in efforts to clarify complementarities between system-wide evaluation and agency-specific evaluations	5.3
	Continued support for joint evaluations	5.3

## Monitoring and review

The evaluation function has well-developed monitoring systems, with proposals to enhance both systems and indicators to ensure effective monitoring of the implementation of this strategy (see Workstream D above.)

The annual evaluation report (AER) will continue to be the main vehicle for reporting to the Executive Board on performance in implementing the CES and the evaluation policy. The AER will be discussed at the Annual Consultation on Evaluation.

Monitoring the implementation of evaluation-related strategies (evaluation capacity development, impact evaluation strategy, evaluation communication and knowledge management strategy) will continue, and will contribute to reporting on the performance of the overall evaluation function.



# Annex 1 Monitoring Indicators

This list of indicators will be used to monitor the implementation of the Corporate Evaluation Strategy and progress will be published mainly through the annual evaluation report. Additional indicators may be added over the lifespan of the strategy and others are for internal monitoring purposes.

WORKSTREAM	INDICATOR TITLE	REPORTING
Outcome 1. Independent, credible and useful evaluations		
WS 1.1	Examples of evaluations utilizing innovative or adaptive methods, approaches, or techniques with the potential to strengthen evidence insights and use	AER
WS 1.2	Percentage of completed decentralized evaluations (excluding Joint that do not follow WFP EQAS) that have used the Quality Support Service for the draft terms of reference, draft inception report and draft evaluation report [KPI]	
WS 1.3	Evaluation Quality Assurance System (EQAS) updated to reflect changes in international norms and standards (UNEG norms and standards and associated guidance, UNSWAP requirements, and other internationally agreed principles)	AER
WS 1.4	Percentage of evaluation reports completed in the reference year rated by post hoc quality assessment as “satisfactory” or “highly satisfactory” [KPI]	AER
Outcome 2. Balanced and relevant evaluation coverage		
WS 2.1	Percentage of evaluations planned in the reference year that were actually contracted [KPI]	AER
WS 2.2	Percentage of active policies within four to six years of the start of implementation, evaluated [KPI]	AER
WS 2.2	Percentage of country strategic plans or interim CSPs due for evaluation, evaluated in reference year [KPI]	AER
WS 2.2	Percentage of corporate scale-up and corporate attention emergency responses within the three years previous to the reference year, evaluated [KPI]	AER
WS 2.2	Percentage of country offices with at least one decentralized evaluation commissioned in the CSP cycle [KPI]	AER
WS 2.2	Number of strategic evaluations completed in the reference year [KPI]	AER
WS 2.2	Number of impact evaluation reports approved in the reference year [KPI]	AER
WS 2.2	Number of synthesis evaluations completed in the reference year [KPI]	AER
WS 2.2	Number of joint and system-wide evaluations in which WFP engaged in the reference year [KPI]	AER, CRF, QCPR

WORKSTREAM	INDICATOR TITLE	REPORTING
Outcome 3. Evaluation evidence systematically accessible and available		
WS 3.1	Management access to evaluations as per the coverage norms established in the updated evaluation policy, by evaluation type [KPI]	AER, CRF, CRR
WS 3.1	Percentage of management responses of completed evaluations (by category) that are made publicly available in a timely way [KPI]	QCPR
WS 3.1	Evaluation products accessed [KPI]	CRF, CRR
WS 3.2	Percentage of WFP draft policies and draft country strategic plans that refer explicitly to evaluation evidence [KPI]	AER, CRF
WS 3.2	Percentage of implemented evaluation recommendations (disaggregated by evaluation type) [KPI]	AER, CRF, CRR
WS 3.3	Under development	
Outcome 4. Enhanced capacity to commission, manage and use evaluations		
WS 4.1	Percentage of country offices with completed decentralized evaluations for which the evaluation managers completed the EvalPro 4 training programme [KPI]	AER
WS 4.2	Gender parity in evaluation teams [KPI]	AER
WS 4.2	Geographical diversity in evaluation teams [KPI]	AER
Outcome 5. Partnerships strengthen environment for evaluation and United Nations coherence		
WS 5.1	Under development	
WS 5.2	Under development	
WS 5.3	Under development	
Cross-cutting workstream A. Normative framework		
WS A	Under development	
Cross-cutting workstream B. Resources		
WS B	Expenditure on evaluation as a percentage of WFP total contribution income [KPI]	AER
WS B	Contingency Evaluation Fund (CEF) - Under development	AER
WS B	Gender parity of evaluation function staff [KPI]	AER
WS B	Geographical diversity of evaluation function staff [KPI]	AER
Cross-cutting workstream C. Institutional arrangements and management		
WS C	Compliance rate in ED Annual Assurance statement regarding evaluation [KPI]	
Cross-cutting workstream D. Reporting		
WS D	N/A	

# Acronyms

AAP	Accountability to Affected Populations	LTA	long-term agreement
AER	Annual Evaluation Report	M&E	Monitoring and Evaluation
ALNAP	Active Learning Network for Accountability and Performance	MDTF	multi-donor trust fund
APR	Annual Performance Report	MESA	M&E System Assessment
BPO	Budget and Programming Officer	MIS	management information system
CAM	Communications Advocacy and Marketing Division	NECD	national evaluation capacity development
CE	centralized evaluations	NUT	Nutrition Division
CEF	Contingency Evaluation Fund	OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
CES	Corporate Evaluation Strategy	OIGA	Office of Internal Audit
CPB	country portfolio budget	OMS	Operations Management Support Office
CPP	Corporate Planning and Performance Unit	OPC	Oversight and Policy Committee
CPPM	Monitoring and Evaluation Liaison	PD	Policy and Programme Development Division
CPPX	Programming Services Branch	PHQA	Post-Hoc Quality Assurance
CRF	Corporate Results Framework	PRP	programme review process
CRR	Corporate Risk Register	PRO	Programme - Humanitarian and Development Unit
CSP	country strategic plan	PSA	programme support and administrative budget
DE	decentralized evaluations	QCPR	Quadrennial Comprehensive Policy Review
DSC	direct support costs	RAM	Research, Assessment and Monitoring Division
EFSG	Evaluation Function Steering Group	RBA	Rome-Based Agencies
EPI	Evaluation Performance Indicator	REC	regional evaluation committee
EQAS	Evaluation Quality Assurance System	REO	Regional Evaluation Officer
ERM	Enterprise Risk Management	RES	Regional Evaluation Strategy
EvalPro	Evaluation Learning Programme	SBP	School-Based Programme
FIN	Corporate Finance Division	SCOPG	Goods & Services Procurement Branch
GEEW	Gender Equality and the Empowerment of Women	SDG	Sustainable Development Goal
GEI	Global Evaluation Initiative	TEC	Technology Division
HR	Human Resources Division	ToR	terms of reference
HRMTC	Career Management Branch	UNDCO	United Nations Development Coordination Office
HRMTM	Talent Acquisition and Deployment Branch	UNDIS	United Nations Disability Inclusion Strategy
IAHE	Inter-Agency Humanitarian Evaluations	UNEG	United Nations Evaluation Group
IASC	Inter-Agency Standing Committee	UNSDCF	United Nations Sustainable Development Cooperation Framework
IE	mpact evaluations	UNSSC	United Nations System Staff College
INK	Innovation and Knowledge Management	UNSWAP	United Nations System-Wide Action Plan
IOAC	Independent Oversight Advisory Committee	VOPE	Voluntary Organization for Professional Evaluation
JIU	Joint Inspection Unit	WS	workstream
KPI	key performance indicator	WFP	World Food Programme
LEG	Legal Office		

# Endnotes

- 1 These are: people-centred; humanitarian-principled; country-owned; context specific; programme integrated; risk-informed; and evidence-driven.
- 2 Protection and accountability to affected populations (AAP); gender equality and the empowerment of women (GEEW); nutrition integration; and environmental sustainability.
- 3 <http://www.unevaluation.org/document/detail/1914>.
- 4 These clusters are working groups involving staff of OEV and region evaluation officers (REOs) and include OEV management.
- 5 Table does not represent the daily interaction with evaluands in the conduct of individual evaluations.
- 6 “WFP Policy Formulation” (WFP/EB.A/2011/5-B). The policy formulation document is due to be revised in 2022, which may result in the need to adjust the policy evaluation coverage norm.
- 7 Executive Director’s Circular OED 2022/003.
- 8 “Policy on Country Strategic Plans” (WFP/EB.2/2016/4-C/1/Rev.1). The current norm for all CSP evaluations will be reviewed in 2023 once the evaluation of the first generation of CSP evaluations and the evaluation of the CSP policy have been completed.
- 9 Country offices have been grouped into size categories based on WFP criteria established by the Operations Management Support Office, as well as the size of the office, number of employees and number of beneficiaries.
- 10 In 2022 there will be four evidence windows, with up to six evaluations running in each window at any one time.
- 11 Regional programmes and projects should include plans for generating evidence through evaluation where appropriate.
- 12 Current funding partners are the World Bank / DIME, BMZ KFW, and USAID.
- 13 At the time of the evaluation policy finalization in late 2021, forecasted contribution income for 2022 and 2023 was USD 8bn (scenario A in Figure 10). At the time of finalization of the CES (July 2022), there has been a significant increase in contribution income forecast and hence a reduced percentage of resources allocated to evaluation is reported in Scenario B in Figure 10 as compared with the figures presented in the evaluation policy.
- 14 This forecast was based on evaluation function statistics as of September 2021 and multiple assumptions. Forecasts will be updated annually, or when there are major contextual shifts. The forecast is intended as indicative to give direction for major action areas.
- 15 WFP Strategic Plan (2022-2025) Annex 1 Key Risk Assessment Risk # 1.

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