

SAVING
LIVES
CHANGING
LIVES



In brief

WFP's Evaluation Function

Introduction

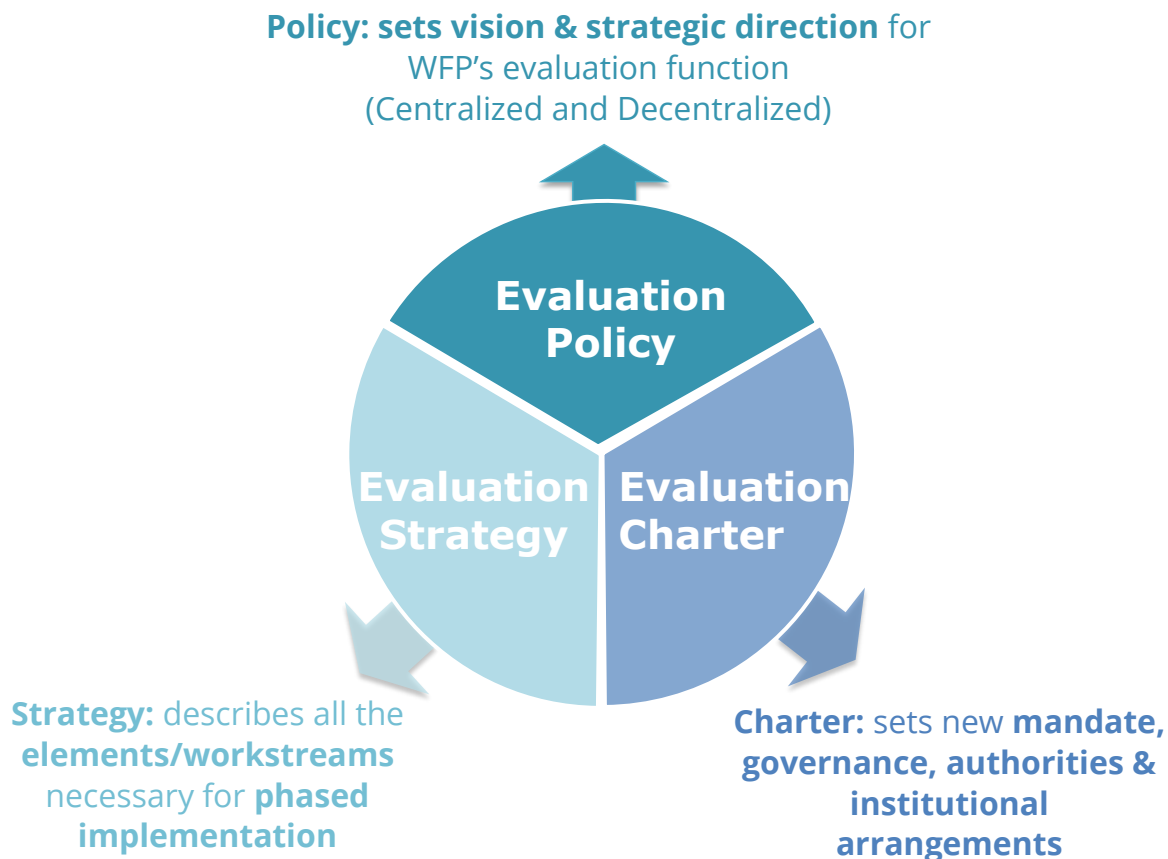
WFP's evaluation function is framed by three foundational pillars:

- ✓ The **Evaluation Policy (2016-2021)**, approved by the Executive Board in November 2015, sets the vision, strategic direction and model for WFP's evaluation function – to embed evaluation as an integral part of all our work and thereby, help strengthen WFP's contribution to ending global hunger and achieving the 2030 Agenda for Sustainable Development Goals.
- ✓ The **Evaluation Charter**, issued by the Executive Director in May 2016, confirms the mandate and governance of the evaluation function, and establishes the necessary staff authorities, roles and institutional arrangements to operationalise the policy.

- ✓ The **Corporate Evaluation Strategy (2016-2021)**, endorsed by the Executive Management Group in April 2016, sets out a phased implementation plan, comprising all the elements and activities required for building the model of a combined centralized and demand-led decentralized evaluation function which meets UN evaluation norms and standards, and achieves the Policy's vision.

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

WFP's Evaluation Function Foundational Documents or Pillars



WFP's Evaluation Policy

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

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

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

The application of the foundational evaluation principles of **independence, credibility and utility** (Figure 1) ensure evaluation quality, and enhance organisational accountability and learning by enabling confidence in the independence and credibility of evaluation findings, recommendations and lessons for continual improvement of WFP's performance and results.

To underpin WFP's commitment to safeguarding the independence and impartiality of all evaluations, the policy identifies specific provisions for impartiality; and

clarifies the **roles and accountabilities** of the main stakeholders in the evaluation function: Executive Board; Executive Director; Director of Evaluation; Directors of HQ Divisions, Regional and Country Directors.

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

Figure 1: Evaluation Principles



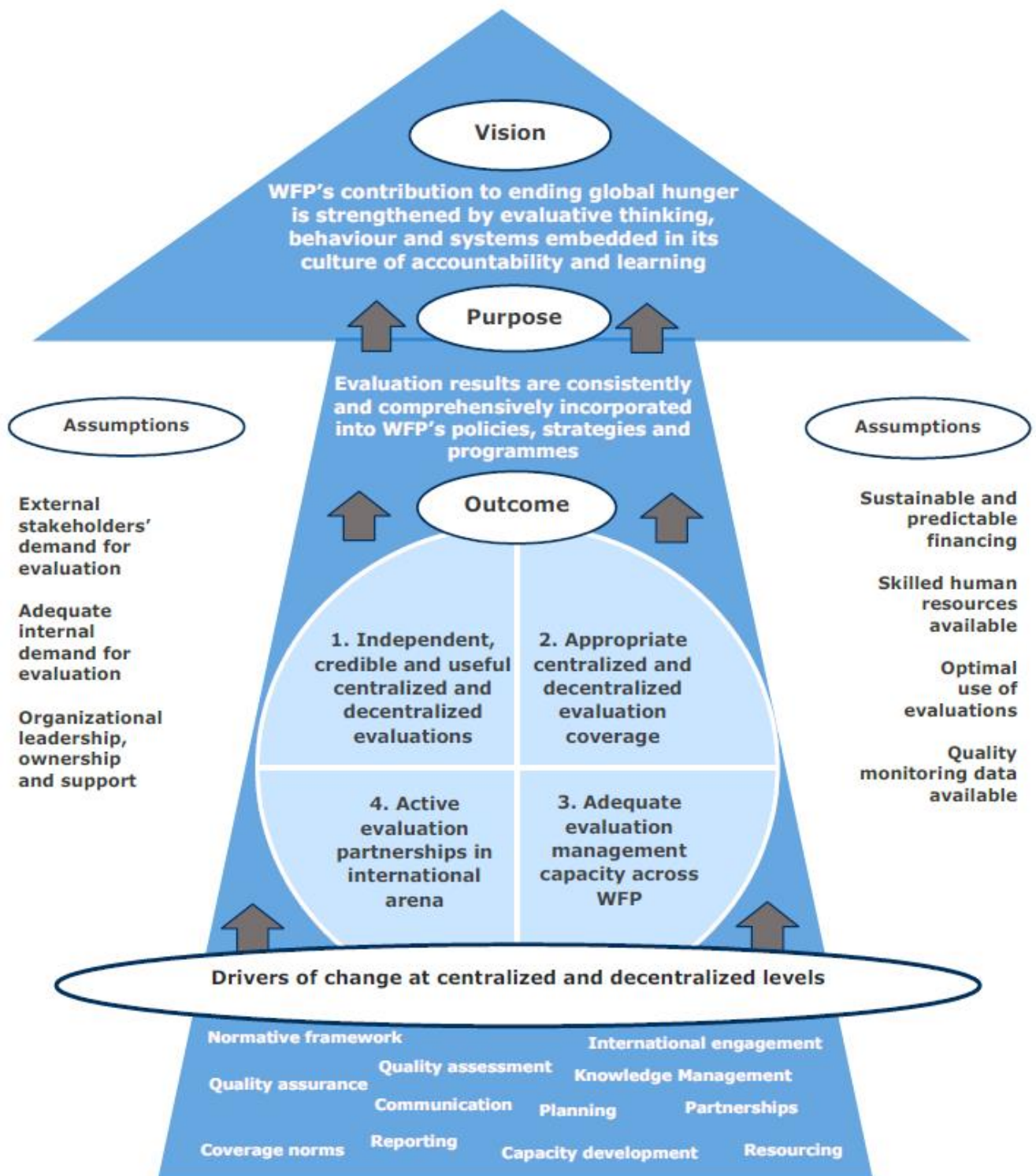
As illustrated in the **Theory of Change** (Figure 2), the Policy is achieved by adopting a phased approach to attain the **following outcomes**:

- 1) Independent, credible and useful **evaluations embedded into the policy and programme cycle**, with all evaluations managed in accordance with the United Nations Evaluation Group's (UNEG) Norms & Standards, and WFP's Evaluation Quality Assurance System (EQAS).
- 2) Appropriate application of evaluation **coverage norms** to WFP's policies, strategies and

programmes, either by the Office of Evaluation (centralized evaluations) or by other Headquarters divisions, Regional Bureaux and Country Offices (decentralized evaluations).

- 3) **Capacities for evaluation** enhanced across WFP, with management arrangements that meet the United Nations Evaluation Group norms and standards.
- 4) Best practices in evaluation are developed and modelled through **partnerships** with other international humanitarian and development evaluation actors relevant to WFP's work.

Figure 2: **Evaluation Policy Theory of Change**



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

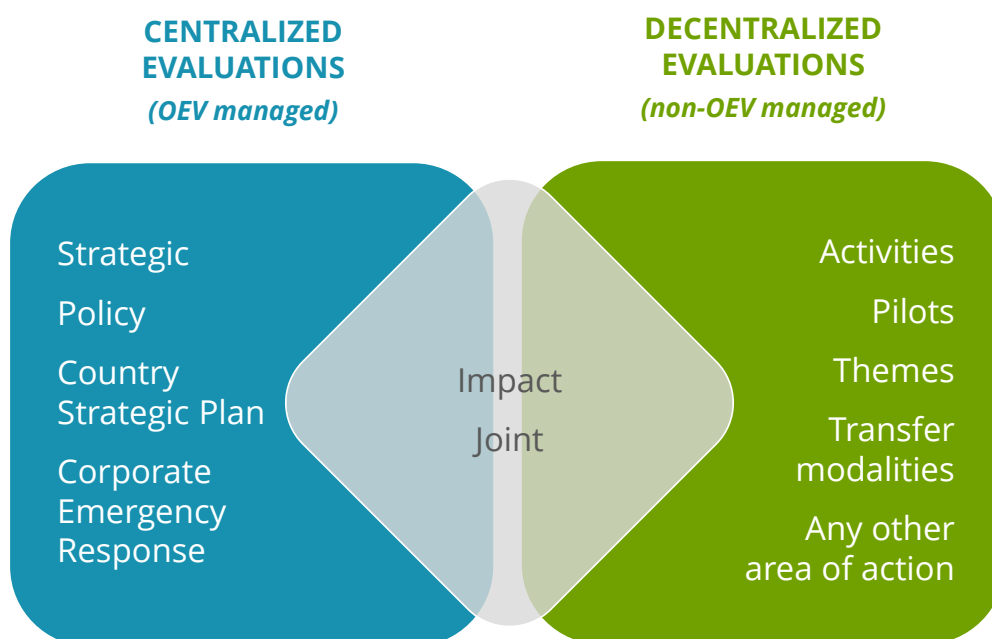
- **Planning and selection.** Evaluation is integrated into WFP's policy and programme management cycle and stakeholder requirements.
- **Quality.** adherence to WFP Evaluation Quality Assurance System based on UNEG Norms and Standards; and all completed evaluations are independently quality assessed.
- **Use, communication and follow-up.** Stimulate learning by actively communicating evaluation results to all stakeholders and applying them in policy, strategy and programme design. All evaluations and management responses are publicly available.
- **Partnerships.** Aligned with the Agenda 2030 call for stronger evaluation partnerships worldwide, the Policy commits to inter-agency collaboration and strengthening of national evaluation capacities.

An effective evaluation function requires secure, predictable and adequate **financial and human resources**. Through the evaluation policy, WFP is committed to progressively allocating 0.8% of its total contribution income to address the needs of its entire evaluation function over the life of the policy; to sustainable financing solutions for decentralized evaluations; and to the establishment of evaluation adviser posts in Regional Bureaux by 2017.

There are **two categories of evaluations** in WFP: those commissioned and managed by the Office of Evaluation - **Centralized Evaluations**; and those commissioned and managed by the Country Offices, Regional Bureaux and HQ-based Divisions - **Decentralized Evaluations**.

Figure 3 explains the alignment of the **types** of various evaluations conducted in WFP to Centralized and Decentralized evaluation categories. All evaluations are conducted by independent consultants and made publicly available (www.wfp.org/evaluation).

Figure 3: Evaluation Types





The policy envisages a **phased approach** (see Figure 4) for progressive **application of the agreed minimum coverage norms** (Table 1).

Table 1: Minimum Evaluation Coverage Norms

Centralized Evaluation	Decentralized Evaluation
<ul style="list-style-type: none"> ► Strategic evaluations providing balanced coverage of WFP's core planning instruments, including elements of the WFP Strategic Plan (2017–2021) and related strategies. ► Evaluation of policies 4–6 years after the start of implementation¹. ► Country Strategic Plan Evaluations (CSPEs)² are required in the penultimate year of the Country Strategic Plan (CSP). For Interim Country Strategic Plans (ICSPs), the Evaluation Policy (2016–2021) coverage norm set out for country portfolio evaluations applies³. ► Evaluation of all corporate emergency responses, sometimes jointly with the Inter-Agency Standing Committee. ► Evaluation of corporate Level 3 and protracted Level 2 crisis responses, including multi-country crises, will be conducted by WFP or through inter-agency humanitarian evaluations (in accordance with revised inter-agency humanitarian evaluations guidelines) or country strategic plan evaluations together with decentralized evaluations of certain aspects as appropriate. 	<ul style="list-style-type: none"> ► At least one decentralized evaluation is planned and conducted within each CSP and ICSP cycle. Should the CSP or ICSP be extended beyond 5 years, the country office should conduct an additional decentralized evaluation. <p>Recommended:</p> <ul style="list-style-type: none"> ► before the scale up of pilots, innovations and prototypes; ► for high-risk⁴ interventions, and before the third application of an intervention of similar type and scope.

¹ WFP policy formulation (WFP/EB.A/2011/5-B).

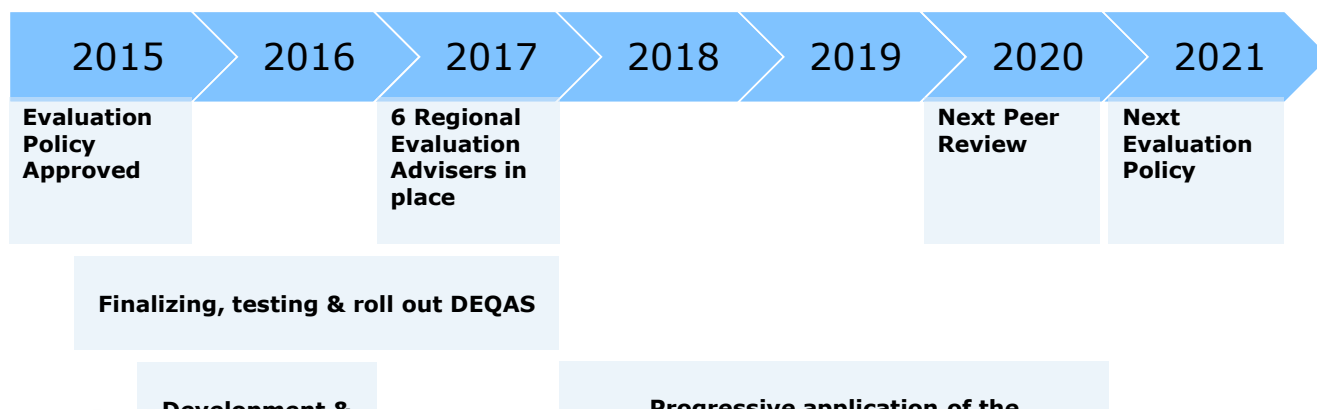
² The original norm set in the Evaluation Policy was amended by the WFP Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1).

³ Every 5 years for the 10 largest country offices; and every 10–12 years for all other country offices.

⁴ Enterprise risk management policy (WFP/EB.2/2018/5-C)



Figure 4: **Phased approach timeline**



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https://www.yunbaogao.cn/report/index/report?reportId=5_6537

