Peer Review of the Evaluation Function of the UN World Food Programme (2008-2013)

OECD DEVELOPMENT ASSISTANCE COMMUNITY – UN EVALUATION GROUP

April, 2014

Vol. II – Annexes

WFP
World Food Programme
wfp.org

List of Annexes

Annex 1 - Terms of Reference, Peer Review of the Evaluation Function of WFP

Introduction

The OECD-DAC Network on Development Evaluation (EvalNet) and the UN Evaluation Group (UNEG) maintain a Joint Task Force to support professional Peer Reviews of the evaluation function of UN organizations. Each Peer Review is intended to identify good practice and opportunities to further strengthen the evaluation function in the agency under review, with a view to contributing ultimately to improved performance in international development cooperation and humanitarian assistance. Ten Peer Reviews have been conducted to date.

A DAC-UNEG Peer Review of the evaluation function at the World Food Programme (WFP) was conducted in 2007[1]. Since then, several significant changes have been made to WFP's internal and external environment, especially in the past year, making this a timely moment to conduct a follow up Peer Review. WFP's Executive Director has requested that such a review now be undertaken. Through the Joint Task Force, a Panel of professional evaluation peers has been assembled to conduct the Peer Review, with support from consultant advisers (see Annexe A).

The Peer Review will provide an independent peer assessment of WFP's evaluation function, with the aim of ensuring that the evaluation function is fully fit for purpose and matched to WFP's evolving approach and organization. The Peer Review is to be conducted in line with the UNEG Peer Review framework.[2] This framework lays emphasis on three of the five principles: the independence, credibility, and usefulness of the evaluation function. However, the framework is flexible enough to allow sufficient attention to two other key principles: impartiality and transparency.

The primary audiences for the Peer Review are Senior Management and the Executive Board, as well as the Office of Evaluation (OE) itself. The Peer Review report will be presented to the Executive Director and the Executive Board.

The Peer Review will also be presented to the members of UNEG and the DAC Evaluation Network for information and feedback on issues of evaluation quality and utility. The Peer Review Panel will also provide feedback on the Peer Review process to the DAC-UNEG Joint Task Force on Peer Reviews to contribute to the further development of the peer review instrument.

This document sets out the Terms of Reference for the Peer Review of the evaluation function of WFP. It describes the background and rationale for the Peer Review, its purpose, the scope, the general approach, the methods, the time schedule and funding arrangements. This document has been approved by the Panel members and shared with WFP's Office of Evaluation and WFP Management[3].

Background

The last DAC-UNEG Peer Review of WFP's Evaluation Function was conducted in 2007. In 2012, several significant changes have taken place in WFP's internal and external environment, and further changes are anticipated in 2013. A follow up peer review is therefore timely.

[1] Peer Review of the Evaluation Function at the World Food Programme (WFP), 2007.
[2] UNEG Framework for Professional Peer Reviews of Evaluation Function of UN Organizations, approved by the Annual General Meeting of the UN Evaluation Group in 2011.
[3] This document draws on a Concept Note submitted by the Office of Evaluation to Senior Management in WFP in mid-2012.

Within WFP, a number of key events have taken place or are currently under development, carrying direct implications for the evaluation function:

- The arrival of WFP's new Executive Director in April 2012;
- The arrival of the new Director of the Office of Evaluation in January 2012;
- Preparation of WFP's next Strategic Plan for 2014-2017;
- Rollout of a 7-theme Framework for Action[4] intended to strengthen implementation of current strategic priorities and enhance WFP's efficiency, effectiveness and accountability. Business processes for measuring results is a key element in the Framework, as is strengthening the culture of accountability. Two core principles in the Framework of Action are particularly pertinent in relation to the evaluation function: (a) 'putting country offices at the centre' and (b) 'providing evidence and accountability';
- A new Monitoring & Self-Evaluation Strategy[5]consistent with changes to organizational structure flowing from the Framework of Action. The M&SE Strategy complements WFP's Evaluation Policy of 2008[6];
- An increased amount of evaluation activity at the regional and country levels.

The external landscape has also evolved greatly since 2007. Fundamental issues regarding international development are being widely debated and discussed, including the role and organization of the UN system, the framing of the post-2015 international development goals and stronger leadership by countries of their development processes. These discussions carry implications for evaluation in the UN, including increased emphasis on country-led evaluation, joint evaluation and arrangements for UN system-wide evaluation. In the humanitarian field, where the international architecture is changing, the UN Transformative Agenda calls for improved accountability and learning in the humanitarian system: presenting evaluation with challenges and opportunities. Increased attention is being given to evaluation of cross cutting themes such as equity, gender equality, environment, climate change and resilience. Meanwhile, in the context of reduced resources, there is demand for greater attention to assessment of value for money and efficiency.

Within the field of evaluation itself, discussions on evaluation focus, methodological choices and methodological rigour have continued. This is posing a number of technical challenges, for example in relation to impact evaluation, real-time evaluation, evaluation of normative work and evaluation of complexity.

Purpose of the Peer Review

The Peer Review is taking place at a time of organizational change within WFP, with significant implications for the evaluation function. An independent Peer Review will help WFP to ensure that its evaluation function is fully fit for purpose and positioned to make the best contribution to the work of the organization.

[4] WFP, June 2012, Strengthening WFP – A Framework for Action.

[5] WFP, 2012, Improving Performance through the implementation of a corporate monitoring & self-evaluation strategy, Decision of the Executive Policy Council 15.

[6] WFP/EB.2/2008/4-A.

In line with this goal, the Peer Review will undertake assessment of the independence, credibility and utility of WFP's evaluation function, focusing on the quality, use and follow up of evaluations across WFP to promote accountability, learning, and improvement. It will provide recommendations to the Executive Director, the Executive Board and the Office of Evaluation aimed at improving the quality of WFP's evaluation function generally, and specifically to inform discussions and decisions about the role, positioning, resourcing and mandate of WFP's Office of Evaluation.

Subject, Scope, and Limitations

The DAC-UNEG Peer Review follows an agreed framework with a blend of standardized and flexible elements to reflect the diversity of UN organizations and their respective evaluation arrangements.

The core assessment question is: "Are the agency's evaluation policy, function and its products: independent; credible; and useful for learning and accountability purposes, as assessed by a Panel of professional evaluation peers against the UN Norms and Standards (2005) and the evidence base?"[7]

Using the three criteria of independence, credibility and utility, the Peer Review Panel will focus on adequacy of present Evaluation Policy and evaluation arrangements in the light of WFP's corporate objectives and organizational arrangements, taking particular account of recent changes. Based on the evidence of the review, the Panel will submit recommendations to strengthen WFP's evaluation function overall.

Although not an evaluation of the Evaluation Policy 2008 as such, the Review will take the Evaluation Policy of 2008 and the Peer Review of 2007 as starting points. The Panel will review to what extent the recommendations from the 2007 Peer Review are still relevant, taking into account the changes in the external and internal environment since then; and will assess the progress made in the implementation of recommendations, where they are of continuing relevance.

Peer Review activities will begin in January 2013, and the Peer Review Panel will undertake formal visits to WFP HQ in May 2013 and January 2014, providing a final report for presentation to the Executive Board in June 2014. While this is a more prolonged process than is usual for a Peer Review, it provides an opportunity for the Peer Review Panel to accompany WFP's on-going reforms and provide substantial input at several key points in the process.

The Peer Review Panel will examine and comment on:

1. The EVALUATION POLICY of the WFP, in particular:
    - the extent to which the evaluation policy conforms with UNEG standards, internal and external contextual changes and whether it needs to be updated;
    - how far the evaluation policy is consistent with other policies or frameworks relevant to the evaluation function (notably, WFP's Framework for Action; WFP's Strategic Plan; as well as those concerning results-based management, monitoring and self-evaluation; harmonization and alignment; strategic planning; budgeting; and human resources management);
    - whether the policy includes and safeguards adequate provision of human and financial resources for evaluation at (a) central level and (b) decentralized levels;

[7] UNEG, 2011, UNEG Framework for Professional Peer Reviews id the Evaluation Function of UN organizations, UNEG/REF(2011)/1.

and whether it sets out clear arrangements for maintaining and updating technical skills and knowledge for evaluation within the WFP;

- how far the policy set out clear functional and organizational arrangements to ensure that evaluation contributes effectively to learning, accountability and performance improvement within the WFP.

2. GOVERNANCE arrangements, including the following:

    - the organizational relationships of the Office of Evaluation with Management and the Executive Board of the WFP;
    - mechanisms to protect evaluation funding from influence which might undermine the independence and impartiality of evaluation work;
    - arrangements for oversight of self-evaluation and decentralized evaluation activities;
    - contractual arrangements for the post of Director of Evaluation, including recruitment, performance management and termination;
    - mechanisms to provide the Director of Evaluation with adequate access and opportunities to contribute to key corporate processes and decisions, including the deliberations of WFP's Executive Board;
    - arrangements for periodic reviews of the evaluation function.

3. MANAGEMENT of the Office of Evaluation, including the following[8]:

    - how far management arrangements, working procedures and the internal organization of the Office supports the fulfilment of evaluation policy commitments and the achievement of strategic evaluation objectives;
    - approaches used to plan and manage evaluations and follow up, including arrangements to manage the quality and duration of the evaluation process;
    - the development, provision and use of guidance, methods and tools to support and strengthen management of evaluations at central and decentralized levels.

4. EVALUATION PLANNING, including consideration of the following:

    - the methods and criteria used for strategic planning of evaluation activities and the extent to which topics selected for evaluation by OE meet the needs and demands of WFP's key stakeholders, balancing accountability and learning;
    - how far topics selected reflect the strategic directions and concerns of the organization as well as the UN system and the wider humanitarian system;
    - the balance of effort between corporate, joint and system-wide evaluation work;
    - the planning of decentralized evaluation activities;
    - the balance of effort between undertaking new evaluations and synthesising and disseminating existing findings and lessons.

[8] Management arrangements have been examined by a recent internal Organizational Review (2012) and will not be addressed in detail in the Peer Review. The Peer Review will focus on how far management arrangements support the fulfilment of strategic evaluation objectives and responsibilities.

5. EVALUATION QUALITY. This mainly concerns the quality and credibility of the evaluations undertaken under the auspices of the Office of Evaluation, taking account of the planning process, the conduct of the evaluations, the quality of the evaluation reports (including the quality of evaluation results), the independence of evaluation teams and team leaders, and ways in which the credibility and utility of the reports is enhanced, including the ways in which stakeholders are facilitated to comment on draft reports; as well as the adequacy of the quality assurance system[9];
6. EVALUATION FOLLOW UP AND USE. Important aspects include the following:
    - the absorptive capacity of the organization, arrangements for managing evaluation results in terms of arrangements for knowledge management (including internal and external web presence);
    - the use of evaluation evidence in the development of new policies and programmes and in decision-making, to the extent that this can be assessed;
    - more widely, the impact of the evaluations, to the extent this can be assessed, including their influence in supporting learning, enhancing accountability and organizational improvement at the relevant levels;
    - the ways in which evaluation results are communicated and lessons used both within the WFP and by others (such as member countries, donors, and cooperating partners);
    - similarly, the ways in which the results of joint evaluations and system wide evaluations are communicated and the lessons used by the WFP and other stakeholders;
    - responsibilities for the follow-up of lessons and recommendations, including arrangements for preparation and implementation of a formal Management Response;
    - how follow-up is undertaken, monitored and accountabilities discharged;
    - how well management implements decisions based on evaluation recommendations in developing organizational policy, strategy and programming.
7. EXTERNAL RELATIONS of the Office of Evaluation with external stakeholders including national partners, donors, NGO partners, and the global development/humanitarian evaluation community, including UNEG; including participation in relevant networks, conferences and support for national evaluation capacity development.

By necessity, a professional Peer Review of the evaluation function is not a full-fledged evaluation that can comprehensively evaluate practices, processes, and outcomes in depth. The Panel will report on the limitations of its work.

Core Assessment Criteria

As noted above, the Peer Review will apply three core criteria that need to be satisfied for evaluation functions and products to be considered of high quality:

[9] The quality of evaluations undertaken at the decentralized level will be given some consideration but, given limitations of time and resources, a comprehensive assessment lies beyond the scope of the present exercise.

A. Independence of evaluations and the evaluation system(s). The evaluation process should be impartial. This requires that the persons and entities undertaking the evaluation should be independent of those concerned with the policy, programme or activities to be evaluated, to avoid possible bias or conflicts of interest. At the same time, in practice, the guarantees of independence are necessarily defined according to the nature of evaluation work, its governance and decision-making arrangements, and other factors. In this regard, the activities of Office of Evaluation can be expected to have greater degree of independence than evaluation activities at decentralized levels.

B. Credibility of evaluations. The credibility of evaluation depends on the expertise and independence of the evaluators and the degree of transparency of the evaluation process. Credibility requires that evaluations should report successes, as well as failures. Recipient partners should, as a rule, fully participate in evaluations in order to promote credibility and commitment on their side. Whether and how the organization's approach to evaluation fosters partnership and helps builds ownership merits close attention.

C. Utility of evaluations. To have an impact on decision-making, evaluation findings must be perceived as credible, relevant and useful and be presented in a clear and concise way. They should fully reflect the different interests and needs of the many parties involved in development cooperation. However, measures to ensure the utility of evaluations are only partly under the control of evaluators. It is also critically a function of the interest of managers and member countries through their participation on governing bodies, in commissioning, receiving, and using evaluations.

The core criteria of impartiality and transparency will also be considered, as they are strongly related to the criteria of independence, credibility and utility. Impartiality is enabled by independence and is a fundamental element of the credibility of evaluations. Transparency is another fundamental element of credibility and is an important basis for the utility of evaluations.

Approach, methods and tools

WFP's Office of Evaluation will undertake a self-assessment against UNEG norms and standards. This will be supplemented by further information to be assembled by consultant advisors, based on a review of relevant documentation. The consultant advisors will also undertake a quality review of a sample of evaluation reports: the sample will include not only reports produced by the Office of Evaluation but also evaluation reports from decentralized evaluations. To assess the quality of evaluation reports, the Peer Review will use a quality assessment tool based on UNEG and the DAC quality criteria. The consultant team will also undertake a preliminary visit to consult OE staff and gather relevant documentation. These activities will provide the basis for a preliminary assessment, which will be discussed with OE staff by members of the Peer Review Panel (via videoconference). These consultations are expected to provide timely input for OE consideration in preparing the evaluation work plan and budget.

Equipped with the preliminary assessment, members of the Peer Panel will conduct an initial visit in late May 2013. This will include a round of meetings, interviews and focus group discussions with WFP staff, senior management and members of the Executive Board. The Panel will also have the opportunity to observe the Executive Board's Annual Consultation on Evaluation (ACE) and inform Board members about the approach of the Peer Review and progress made. On the basis of these consultations, the Panel will prepare a draft report.

Field visits by Panel members and the consultant team may be conducted in the period June-December 2013. These will likely be informal visits undertaken as the opportunity is presented while travelling on other business, but consideration will also be given to arranging a more

formal visit programme if required. The Panel will also seek opportunities to interact with field-based staff during visits to WFP HQ.

The second Peer Review visit, proposed for January 2014, will focus on a professional exchange of perspectives between the Panel, the WFP Office of Evaluation and other WFP stakeholders closely involved in evaluation. Consultations will also be held with members of the Executive Board and representatives of WFP management, ensure that changes taking place in the course of 2013 are taken into account, and to present a draft report. Reflecting on feedback received, the Panel will prepare a final report, including findings, conclusions and recommendations for further strengthening the evaluation function of WFP.

Reporting

The final report of the Peer Review will present an overview of the evaluation function at the WFP and key findings relating to its independence, credibility and utility. The report will present conclusions and recommendations for action. The report will be a maximum of 50 pages in length, supplemented by a short executive summary and annexes.

The Panel will submit its report to the Executive Board through the WFP Office of Evaluation. It is expected that Management would be invited by the Office of Evaluation to submit a Management Response at the same session.

The final report will also be provided to the joint DAC-UNEG Task Force, for dissemination among its respective constituencies and to interested cooperating partners. The Peer Panel will report on the Review's progress to WFP's Office of Evaluation and the joint DAC/UNEG Task Force.

The Peer Review Panel and WFP's Office of Evaluation will also provide the DAC-UNEG Task Force with feedback on the experience of the Peer Review to enable the members of UNEG and DAC EvalNet, to learn from WFP's experience and further strengthen the peer review mechanism.

Responsibility of WFP's Office of Evaluation

The WFP's Office of Evaluation serves as the main contact point within the WFP for the Panel and its advisors.

The budget for the Peer Review will be funded primarily by WFP's Office of Evaluation (see section on Resources below, and Annex C).

The Office will provide requested information and data, including the following:

- Names and details of contact persons whom the Panel or its advisors wish to contact;
- Complete list of the Office's evaluations (2007-present);
- List of decentralized evaluations (2007-present)[10];
- List of persons to meet in the WFP Management and in the Executive Board;
- Database and contact info of evaluation team leaders;
- E-library of evaluation products accessible via Internet.

The Office will provide the Panel with a self-assessment prior to the start of the Peer Review.

[10] In the absence of a comprehensive database of decentralized evaluations, the list will include only decentralized evaluations known to the Office of Evaluation; information on team leaders of decentralized evaluations will likewise be limited.

The Office will brief the WFP and its Executive Board about the Peer Review. The Office will also submit the Panel's report and recommendations to the Executive Director and to the Executive Board.

Documents to be consulted (not exhaustive)

- Evaluation Policy
- UNEG/DAC Peer review (2007)
- All major evaluation reports (2007 - present)
    - Thematic and programme evaluation reports
    - Country/regional level evaluation reports
    - Project level evaluation reports
- Selected decentralized evaluation reports as identified by the Panel
- Guidelines, templates, and other evaluation tools as published by the Office or the WFP
- Other relevant WFP documents including the Framework for Action, the Internal Control Framework, the Strategic Plan 2014-2017, as well as documents concerning RBM, monitoring, operational procedures, and risk management.

Persons to meet (by advisors and/or Peer Panel Members)

- WFP Office of Evaluation Director and Staff;
- The Executive Director or her representative and senior staff in WFP, including Regional Directors;
- WFP Staff dealing with results-based management, knowledge systems, programme appraisal, management response on evaluations, good practices and portfolio quality improvement, as well as risk management and internal audit;
- Former evaluation team leaders;
- Staff members of a selected number of WFP units, including technical departments;
- Staff members in regional, sub-regional, and country offices to be interviewed through teleconferencing or Skype;
- Members of the WFP Board.

Review Process and Schedule

The Review Panel's Report will be drafted in February 2014. Key findings and conclusions will be presented first to WFP's Senior Management and subsequently to the Executive Board at the Annual Consultation on Evaluation (ACE) scheduled for May 2014. The final Review Report will be submitted for consideration to the Executive Board's 2nd session in June 2014.

The Peer Review process has 6 main phases *(indicative timing is shown in brackets)*:

1. **Preparation *(July - December 2012)***: Mobilization of the Panel;
2. **Fact-finding *(January - March 2013)***: OE will undertake a self-assessment against the normative framework. The consultant team will undertake extensive document review and consultations with OE and prepare a preliminary assessment. This will be discussed by EO and Panel members (via videoconference);

3. **First visit by the Panel to WFP HQ *(May 2013)***; interviews with selected WFP Members and staff of relevant WFP units and Senior Management; analysis and triangulation of findings; preparation of draft report;
4. **Field visits (tbc) *(June - December 2013)***;
5. **Peer Exchange *(January - February 2014)***: Second visit of Panel to WFP HQ for peer exchange; further consultations with WFP staff and senior management; presentation of key findings and conclusions to Senior Management and Executive Board members; preparation of final report, incorporating feedback from Senior Management and the Executive Board;
6. **Presentation of Final Report *(June 2014):*** *at* Executive Board session.

Resources

The costs of the Peer Review will be covered as follows:

- The participation of the Panel members will be covered by their own organizations, or by UNEG resources;
- The costs of hiring consultant advisors will be covered by the Peer Review budget;
- Costs in WFP (including in-kind contributions of staff time) will be covered by WFP's Office of Evaluation.

The Peer Review budget will be funded primarily by WFP's Office of Evaluation. It is expected that this will be less than $130,000 in total.

Panel Composition

Following consultations with the UNEG/DAC Joint Task Force as well as with the WFP Office of Evaluation, a Panel of professional evaluators has been assembled.

A number of important considerations were taken into account when composing the Panel membership: (i) relevant professional experience; (ii) independence: to avoid any potential or alleged conflict of interest or partiality, the Panel members do not have any close working relationship to WFP that might influence the Panel's position and deliberations; and (iii) institutional affiliations: members to be drawn from a variety of multilateral and bilateral development agencies, as well as from institutions in the South and transition countries.

The combination of these criteria together with the voluntary nature of serving on the Panel resulted in the following composition:

- Henri Jorritsma, vice-chair of the DAC Evaluation Network and Deputy Director of the Policy and Operations Evaluation Department of the Netherlands Ministry of Foreign Affairs, the Hague, the Netherlands;
- Susanne Frueh, Executive Secretary, Joint Inspection Unit of the United Nations System, Geneva, Switzerland;
- Colin Kirk, Director of Evaluation, UNICEF, New York, United States (Chair of the Panel).

The Panel will be assisted by consultant advisors responsible for (a) data collection and information gathering; and (b) preliminary assessment of the collected information, which is to form the basis for more detailed information gathering through structured and semi-structured interviews.

Annex 2 - Peer Review Schedule

	Key WFP Corporate /OEV Dates	Indicative Peer Review Schedule
2012 ***December***	Global Meeting	Finalise & agree TOR; recruit consultants; collect documentation
2013		
January	Consultations on Strategic Plan 2014-2017	• Self-Assessment by OEV • Document analysis, quality assessment of evaluation reports by consultants
February	Consultations on Strategic Plan 2014-2017 continued	• Consultants visit WFP HQ: document analysis and consultations by consultants • Consultants prepare preliminary assessment • Consultations (by videoconference) between OEV and Panel based on preliminary assessment
March	• Change Management Process, e.g. Project Cycle Management & other elements of the Business Process Review • (late March) deadline for 2012 Annual Evaluation Report (AER), including its Forward Look • WFP Strategic Plan completed	PR feedback informs OEV preparation of AER Forward Look and options for 2014 Workplan
April		Consultant's second visit to WFP HQ - further interviews and key meetings
May	EB Annual Informal Consultation on Evaluation (ACE) May 22 tbc – Annual Evaluation Report (AER) with Forward Evaluation Priorities & Plans	**PR Panel 1st HQ visit** (late May) • Stakeholder interviews and analysis; debrief on initial stage with OEV and senior management • Panel observes evaluation discussion at ACE • Panel updates ACE on PR process and progress • PR debrief informs finalization of OEV Workplan and Budget Submission for 2014
June	• EB.A/2013 3-7th – WFP Strategic Plan approval • AER and other evaluations formally presented	Panel prepares interim report
July/Aug	WFP Management Plan and Budget preparation	
September		
October		
November	EB.2/2013–WFP Management Plan 2014 approved, including Annex3 - Evaluation	
December		

2014		
January		**2nd Panel Visit – Peer Exchange** • Further consultations with WFP staff and senior management • Presentation of key findings and conclusions to Senior Management and Executive Board members
February		Panel prepares and finalises Peer Review Report, incorporating feedback from Senior Management and Executive Board members
March	WFP management begins to draft the Management Response to the Peer Review Report	
April		
May		PR findings and recommendations discussed at the informal Annual Consultation on Evaluation, alongside the AER and OEV forward plans
June	EB.A/2014	Presentation of Summary Report to the EB
November	EB. 2/2014	Executive Board considers Peer Review Report and Management Response

Annex 3 – Assessment of Management Response to the 2007 Peer Review

The original management response was presented to the WFP Executive Board in December 2007(from WFP/EB.1/2008/7-A/Add.1). [Original designated responsibilities and target dates are omitted.]

Assessment of progress indicated in italics

Relationship between the Office of Evaluation and the Executive Board	
1. Establish a Board sub-committee on evaluations in line with the existing practice at International Fund for Agricultural Development (IFAD). This sub-committee could then be tasked to meet at regular intervals with OEDE to discuss such issues as planned strategies, budgetary allocations, strategic use of evaluations and evaluation follow-up.	*The management response recorded that a decision on recommendation 1 and 2 would be taken at the Board meeting. These decisions were not incorporated back into the management response (a general shortcoming with regard to the management response process).* *No Board sub-committee was formed. (See also under Governance).*
2. Furthermore, future appointments and contract extensions of the Director of the Office of Evaluation should be discussed with the Board prior to their implementation. It would be appropriate to ask a Board Member (possibly the head of the potential evaluation sub-committee) to participate in future interview panels.	*A Board member was involved in the recruitment of the current Director.*
Evaluation policy and strategy	
3. OEDE should develop an evaluation policy that encapsulates and consolidates the previous evaluation policies and fully meets all United Nations Evaluation Group (UNEG) norms and standards for evaluation.	Agreed. In the coming months, OEDE will draft a new WFP Evaluation Policy to be presented for approval to the Second Regular Session of the Executive Board. *A new evaluation policy was completed in 2008. The previous Director of Evaluation considers this the most important outcome of the 2007 Peer Review.*

4. This policy should be actively shared with the Executive Board, WFP staff, WFP partners and evaluation teams engaged by OEDE or for decentralized evaluations.	Agreed. The Evaluation Policy will be on WFP's website and disseminated within the organization. *The policy is publically available and on the WFP web site – as to 'actively shared' the intent is unclear and the management response did not respond to it*
5. The evaluation policy should then be translated into action through the development of an evaluation strategy which would specify how OEDE would implement this policy.	Agreed. *No written or formal evaluation strategy was devised. However, in practice, the evaluation function was overhauled, including the delineation of evaluation types and the development of EQAS.*
6. Given that an increase of the OEDE evaluation budget is unlikely, the Panel feels that in the medium-term OEDE should approach key donors for short-term funding of specialist staff positions, junior professional officers, evaluation posts in regional bureaux and support to modify, develop and test appropriate tools and guidelines.	Partly Agreed. The possibility of receiving evaluation expertise on secondment from other partner agencies for specific evaluations will be explored. However, the suggestion to use extra-budgetary funding of evaluation posts in regional bureaux would require a careful assessment of the extent to which these could be mainstreamed at the end of donor support. The experience with Strengthening Emergency Needs Assessment Capacity (SENAC) should be taken into account in this respect. *There is no evidence that such secondments took place. A decision was made to put one M&E Officer into each regional bureau using donor supported multilateral funds. The recommendation is partially obsolete because in practice the OEV funding has increased significantly since the time of the response ($5.28m in 2013, $3.35m in 2008).*
7. The role and purpose of and relationship between (a) self-evaluation, which essentially means self-reflection on performance using, for example, After-Action Reviews (AAR) as one method, (b) decentralized evaluations and (c) external evaluations should be studied. It should be clearly articulated in both the evaluation policy and also in the overarching policy and strategy documents of WFP.	Agreed. This was planned under OEDE's Support Programme, included in the 2008–2009 Management Plan. The consultation will involve a range of WFP stakeholders, including colleagues in the field. The result of these consultations will be included in the Evaluation Policy or the Evaluation Strategy, whichever is more appropriate. *The 2008 policy articulates the role and purpose of self-evaluation, decentralized evaluation and evaluations led by the Office of Evaluation (the definition of self-evaluation does not match the OCED-DAC definition). However, some confusion between self-evaluation and decentralized evaluation remains.*
Office of Evaluation mandate	
8. The mandate for OEDE should form part of the WFP's evaluation policy. This mandate should include the nine points listed by the Panel in the Peer Review Report (pages 61–63).	Agreed.

	The mandate of the OEV as set out in the WFP evaluation policy matches well with the points proposed in the Peer Review
External accountability: relations with partners and stakeholders	
9. OEDE should develop an "accountability map" of key WFP stakeholders, both internal and external, to help in clarifying roles and responsibilities.	Partly agreed. Accountability maps are important and link well with the stakeholder analysis introduced into OEDE's evaluations with its new Evaluation Quality Assurance System (EQAS). However, OEDE believes that these accountability maps should be done for specific evaluations rather than WFP as a whole, which would result in a complex accountability map that would be difficult to manage given the number of WFP stakeholders.
10. Based on this "accountability map", OEDE should develop guidance both for WFP staff in functional units and partners identified in the map as key stakeholders to help them in fulfilling their accountability responsibilities and enhancing communications.	Agreed. The model of an accountability map in the Peer Review will be reviewed, revised if necessary and included in EQAS. Once EQAS is rolled out through the Support Programme, accountability maps will become more widely used within WFP. *Reccs 9+10 – Accountability mapping was not fully accepted and not implemented as such (country visits, if they go ahead, will further inform to what extent it forms part of the stakeholder analysis and engagement)*
11. OEDE should ensure that WFP field staff are provided with appropriate support and guidelines to facilitate participatory approaches during evaluation processes. This may start with guidance to ensure that WFP staff are aware that sharing of draft terms of reference (TORs), reports, etc. with external stakeholders is not only authorized, but also encouraged.	Agreed. This is part of EQAS and the Support Programme included in the 2008–2009 Management Plan. *For CPEs and country case studies, early indications are that country offices are actively involved in the development of TORs – this will be further informed by country visits in Phase 2 of the review.* *Country office staff were engaged in training launched by OEV to increase evaluation skills and awareness 2009-10 that was discontinued when OEV stopped conducting operations evaluations in 2010.*
12.OEDE staff should as much as possible "model" participatory approaches, both in their roles as evaluation manager or periodically, as a team member. OEDE staff could also assist in facilitating at advising on country office-organized workshops to disseminate results of evaluations.	Agreed. This is also part of the Support Programme. *The Peer Review report did not explain 'participatory approaches' other than as "substantive involvement of relevant stakeholders" (p79). Early indications are that OEV has stepped up the level of engagement of stakeholders in inception missions, through the use of reference groups, and through workshops on draft evaluation results.*
13. OEDE should use communication and learning strategies to support the above efforts.	Agreed. The communication and learning strategy will be part of the overall Evaluation Strategy (see recommendation 5). *No evaluation strategy was developed. Learning and communication have advanced following the OEV report 'Closing the Learning Loop', though OEV considers this unfinished business. A Knowledge Management Strategy is in preparation.*

Management response	
14. WFP should both in principle and in practice, establish a clear division of responsibility regarding management response between the evaluation function and the organization's line management. After an evaluation has been submitted to the Executive Director, the Evaluation Office should not be involved with drafting or compilation of responses from different parts of the organization; the general principle is that the Executive Director has the overall responsibility for management response whether the actual drafting is delegated or not to other parts of WFP.	The Division for Change Management in the Office of the Executive Director will be responsible for the management response mechanism. *This recommendation was implemented following the Peer Review, representing one of the most important advances in accountability for using evaluation results in WFP. This responsibility for the management response mechanism currently lies with the RMP division`*
15. The management response mechanism should: 1) include rules about the timeframe for the response and procedures for follow-up of the management response as well as for reporting to the Executive Board and the OEDE about the results of the follow-up; 2) whenever appropriate, distinguish between short-term and long-term responses as well as between operational measures directly related to the subject matter for the evaluation and general lessons to be learnt by WFP and its partners; and 3) include justification for not accepting a specific recommendation	The management response mechanism will be set up in line with good practice standards currently under development by the United Nations Evaluation Group. *A management response mechanism has been implemented and every evaluation submitted to the Board is accompanied by a management response. However none of the points 1-3 in the recommendation have been properly addressed. Reporting back on progress against management responses is limited, and short and long-term responses are not well distinguished (see discussion under Management Response). 'Not Accept' is generally not used and management tends to avoid open disagreement with recommendations.*
16. A similar system for management response should be used for decentralized evaluations. The same kind of division of responsibilities can for obvious reasons not be established when, for example, a Country Director both commissions an evaluation and decides on management response. But it is still essential that ways are created for formal responses to such evaluations. Follow-up should also be the country office's responsibility with reporting on the results upwards in the organisation.	This recommendation will be considered as part of the programme to strengthen decentralized evaluations. *The programme to strengthen decentralized evaluation was time limited. Whether it has a residual impact is unclear. Country Directors are asked to provide management response to evaluations at country level. RMP and senior management review these responses before they go to the Board*. *This recommendation has more recently been taken forward as part of the new series of single operations evaluations 2013-15, and has been built into the relevant guidelines. The intention is the hand this over the regional bureaux responsibility, but the Panel does not consider this feasible.*
17. The management response and follow-up mechanism should be transparent with relevant documents easily accessible for WFP and partners and routinely posted in electronic form.	OED This recommendation will be considered when designing and setting up the management response mechanism.

	Management responses to OEV evaluations are submitted to the Board and posted on the WFP web site.
18. Mechanisms should be found to improve the quality, credibility and ownership of evaluation recommendations. Such mechanisms may include developing recommendations in dialogue with primary stakeholders and /or leaving recommendations up to those responsible for decisions and action in the organization, based upon engagement by primary stakeholders around the findings and conclusions of the evaluation report.	EQAS has some initial provisions for guiding the drafting of recommendations. The quality assurance part of EQAS aims to put into practice making evaluation recommendations meaningful. Working through recommendations in a more participatory process could be tested in one or two evaluations and the experience built into an update of EQAS. *Initial analysis indicates that both quality and credibility have been significantly enhanced by the application of EQAS. OEV is clear that building ownership for evaluation depends on engagement and advocacy processes within and beyond EQAS .*
Evaluation quality	
19. The current emphasis placed on improving the quality, rigor and harmonization of OEDE's work as well as the focus on systematic processes, quality checks and tools such as stakeholder maps and evaluation matrices are highly encouraged.	The recommendation acknowledges OEDE's work on EQAS and encourages OEDE to continue its efforts in this direction. Therefore, no separate follow-up action is needed. *EQAS includes these good practices*
20. In addition to the ongoing systematization of processes and the development of templates and codes of conduct the Panel recommends that the five first points of Section 6.6 of the Peer Review Report (page 65) be implemented.	These recommendations are in line with EQAS; therefore no separate follow-up action is needed. *OEV appears to have responded to all the relevant points from the report: 1) Terms of reference templates in EQAS follow professional standards, 2) inceptions missions have become standard practice, 3) methodologies are detailed in inception reports 4) meta-evaluations are carried out.*
21. In order to maintain the OEDE staff capacity as well as stimulate interest in the evaluation field and encourage professionalism, it is recommended that ample time should be allocated and incentives should be provided for staff to keep up with new developments in the field of evaluation.	This recommendation is in line with OEDE's plans for the Support Programme, included in the 2008–2009 Management Plan, which foresees extensive training for OEDE and other WFP staff, and some partners, subject to the availability of extra-budgetary resources. *(time taken and progress in evaluation professional development of OEV or other staff has not been reviewed at this stage)*
Organizational learning	
22. OEDE should establish mechanisms to systematically harvest lessons from evaluations. Such lessons should then be proactively shared, using internal knowledge management fora and tools such as the Practice Sharing Knowledge System (PASS	This will be part of OEDE's communication strategy/website improvement programme. *Knowledge management systems seem to have made limited progress.*

it-on), as well as external knowledge sharing fora such as Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), the Inter-Agency Standing Committee (IASC) and relevant partners.	*WFP is an active participant in evaluation networks and associations*
23. Innovative methods for extracting and sharing of evaluation lessons should be investigated, building on the experiences of other organisations with extensive experience in this field. Amongst others, the four methods listed in section 6.7 on page 66 of the Peer Review Report should be investigated.	Agreed. Following EQAS, the management of the evaluation process should be transparent and encourage learning. Tailor-made communication tools for evaluations will be explored if/when financial resources are sufficient to test innovative approaches. The meta-analysis of evaluations will be enabled through the introduction of EQAS and done on an annual basis in the Annual Evaluation Report. *Tailor made reports and meta-evaluations are amongst the dissemination measures adopted by OEV – a communications strategy is under development.*
Monitoring and results-based management	
24. WFP should give high priority to address the disconnection between its various results-focused data collection, reporting and analysis tools. A thorough review of existing field monitoring systems and applications is vital to ensure that evaluations as well as the corporate monitoring system have access to more reliable, relevant and comparable data.	This recommendation is largely overtaken by the events such as the development of a planning and monitoring and evaluation (M&E) module in WFP Information Network and Global System II (WINGS II). The suggested review took place long ago and the results were used in connection with the design of the new M&E system. *WFP has made slow progress in the implementation of monitoring systems and there is general agreement that weak monitoring systems reduce the strength and reliability of evaluation findings. A Chief Monitoring Officer appointed in 2012 has the task of implementing new monitoring systems.*
25.Ways should be developed and maintained to ensure that all interventions are linked to proper monitoring mechanisms, both at local and corporate levels, and include objectives and indicators that facilitate evaluations which satisfy WFP as well as external stakeholders.	In addition to the module in WINGS II mentioned above, an M&E toolkit builder has been developed. This tool will be used to define or plan the M&E system. The WINGS II M&E module will then be used for the actual monitoring and evaluation. *See 24.*
Team selection and procurement of external evaluation expertise	
26. OEDE should develop a transparent, rigorous and competitive approach to the selection of team leaders. This should include advertising the evaluation consultancies on appropriate listserves, shortlisting based on expression of interest, shortlisting and selecting team leaders based on the submission of an approach note and on interviews. If possible,	Agreed. *The LTA companies were selected through 2 rounds of open competition in 2010 and 2012.* *For most evaluations teams are proposed by LTA companies as part of an offer for individual evaluations*

team leaders should be identified early on and be involved in the identification and selection of the rest of the team.	
27. All evaluation teams should include at least one evaluation specialist, preferably the team leader, who has sufficient knowledge about and experience with current evaluation approaches and methods.	Agreed. *LTA firms were selected on a set of published criteria, including their inclusion of team leaders with the appropriate evaluation skills.*
Staffing of the Office of Evaluation	
28. WFP should allow OEDE to select internal staff based on a professional recruitment process rather than through the standard reassignment exercise. This should include a selection process based on the staff member's interest in work in OEDE, the extent to which their competencies match the ones needed by OEDE, and a competency-based interview of the top three candidates.	When filling three vacancies at the end of 2007, OEDE followed a systematic selection and interview process. For *internal* candidates all candidates were ranked based on their qualifications against specific, job-related criteria. The top seven or eight candidates were interviewed by telephone, or in person if they were in headquarters. All candidates interviewed had relevant monitoring and, to a lesser extent, evaluation experience. The selected candidates were presented to WFP's Reassignment Committee, in line with WFP's personnel procedures. The selection process for *external* candidates followed the first two steps of the process for internal candidates (with the exception that all interviews were conducted by phone), but was complemented by a third step that consisted of interviews in person, including a written test. The recruitment process followed standard WFP recruitment procedures. *Not well reviewed so far but there is no indication that OEV has departed from a systematic selection process for staff.*
29. WFP should continue to allow external recruitment of evaluation specialists.	This was the case in 2007. The revised Evaluation Policy (see recommendation 3) will contain provisions to this effect. *A major achievement, from the viewpoint of the former and current Directors of Evaluation, was the inclusion of the need for a balance of professional evaluation and WFP programme staff in OEV's staffing mix. In the current review process, no one so far has challenged this arrangement, either within or beyond OEV.*
30. WFP should base OEDE's staff profile on the profile of evaluators developed by UNEG.	In August 2007, WFP compared the UNEG job profiles with the WFP generic job profiles for equivalent evaluation officers. The duties and responsibilities enlisted in WFP generic job profiles cover all main duties and responsibilities listed in the UNEG job profiles, using generic terms. In order to reinforce the application of United Nations Evaluation Norms and Standards and Code of Conduct for Evaluators, specific reference to them was added to the generic job profiles. *No further comment*

31. WFP should consider how to ensure an appropriate career path for evaluation specialists within the organization and within the United Nations System.	Career management at WFP is defined as the process by which staff members assume responsibility for their careers and are supported by the organization to plan, organize and pursue careers that meet organizational needs and requirements. In order to meet organization needs within the Division of Evaluation, a portion of WFP's evaluation specialists are hired externally to fill specialist positions. Should evaluation specialists develop the skills, knowledge and interest to become functionally or geographically mobile, they may choose to participate in the WFP rotational process, which provides them with an alternate career path within WFP. Care is taken to ensure that having worked as an evaluation officer does not lead to manager bias or conflict of interest for the staff member in relation to a different role; WFP has adopted a six-month mandatory waiting period for evaluation officers between when they finish an evaluation and when they can apply for a position in the duty station or organizational unit covered by that evaluation. *OEV has confirmed that all staff, specialist or not, are able to apply for posts elsewhere in WFP. Whether staff have been materially harmed in their careers by manager bias has not been reviewed.* *There is no evidence so far of conflicts of interest in OEV staff giving favourable assessments to targets where they have then taken up posts.*
Budget for evaluations	
32. WFP's senior management should devise ways to safeguard the considerable funding allocated to evaluations for the next biennium. In this respect, it is critical that the Executive Director and senior management ensure the full use of direct support costs (DSC) funds by holding managers accountable for (not) implementing decentralized evaluations.	Partly agreed. The funding mechanism set up for evaluations (see response to recommendation 33) will contain an incentive and accountability mechanism for conducting decentralized evaluations. *If a funding mechanism was established, it did not succeed in targeting more resources to decentralized evaluations.*
33. Management should consider to "earmark" strategic and sensitive decentralized evaluations for OEDE management to thus reduce the risk that offices seek to bypass OEDE and to ensure full independence where most needed.	Partly agreed. The Evaluation Policy aims to provide selection criteria for evaluating operations and for determining whether and when OEDE should manage an evaluation and when the evaluation should be decentralized. Establishing criteria reduces the subjectivity of such decisions and increases transparency and independence.
34. The establishment of a centrally managed fund (budget line) for evaluation (both OEDE evaluations and decentralized evaluations) should be investigated.	Agreed. The 2008–2009 Management Plan foresees that such a fund be set up. Instructions were issued and relevant details will be incorporated into the Evaluation Policy. *No such fund was established. However a budget line has now been established for 2013-15 for the OEV to conduct up to 72 operations evaluations. There is no fund for decentralized evaluation.*

Annex 4 – Summary of Quality Assessment of a sample of WFP evaluations

The Peer Review Quality Assessment of evaluations included an analysis of 20 evaluations – 7 decentralized evaluations and 13 centralized evaluations11. Following discussion and agreement with the Peer Review panel, a hybrid approach to assessing the reports – a mix of document review and a longitudinal analysis – was undertaken. All of the evaluations underwent a document review, and 5 of the 20 evaluations were further analysed from a longitudinal perspective.

A set of assessment criteria was agreed by the Panel for the document review and the longitudinal analysis. The criteria under each heading were then weighted and summed to give an overall score for each evaluation. These weightings were subjective and chosen to put weight on the utility of the evaluation, so for example Recommendations were weighted at 10, while Evaluation Context was weighted at 4.

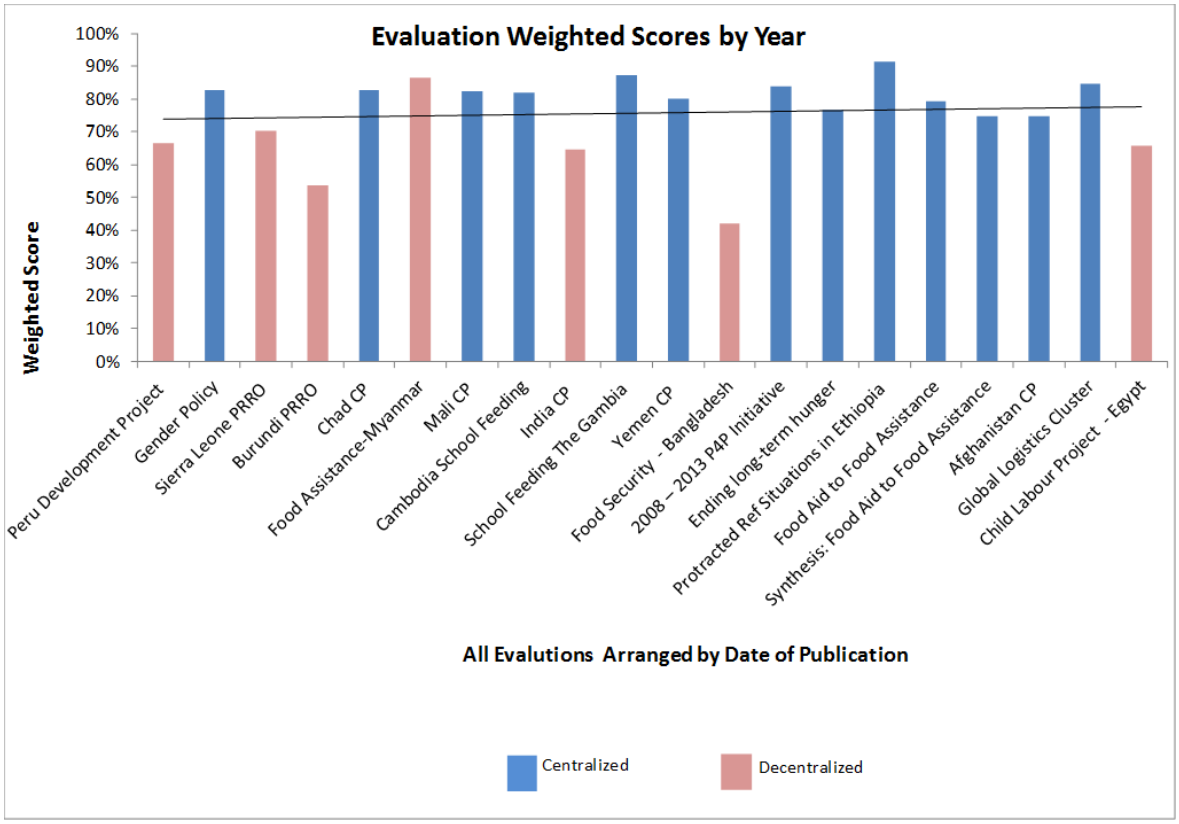
In every category, centralized evaluations scored higher than decentralized evaluations. OEV evaluations were consistent in their clarity, analysis of programme assumptions and logical framework, and in their recommendations. While decentralized evaluations also scored well, the overall quality gap between the two types was 17%, as indicated in the tables below.

The longitudinal analysis showed that OEV evaluations play a central role in shaping the priorities and strategic direction of WFP. All of the evaluations reviewed were mentioned in follow-up policies and their findings shown to influence decision making. This points to the value of OEV products but also to WFP's ability to use and learn from them, especially at policy/strategy level.

The table below shows a summary of the document review ratings by criteria. The table shows a 17% overall quality gap between the OEV and the decentralized evaluation samples.

Evaluation Criteria	**Weighting** 1-10; 1=least important, 10= most important	**Average Score for Centralized Evaluations**	**Average Score Decentralized Evaluations**
Recommendations	10	80%	46%
Findings and Conclusions	8	84%	71%
Analysis	8	83%	62%
Evaluation Methodology	6	82%	69%
Executive Summary	6	76%	55%
Evaluation Context	4	86%	73%
Evaluation Purpose and Scope	4	83%	71%
Accessibility/Clarity	3	86%	79%
General Information	1	88%	83%
TOTAL AVERAGE (Weighted)		**81%**	**64%**

[11] "Centralized evaluations" were those managed by OEV.



The figure above shows the summary rating for each of the 20 evaluations assessed in date order (oldest to the left, newest to the right – blue = centralized, pink = decentralized). The figure shows no significant change in evaluation report quality over time from 2009-2012. This does not marry with feedback from interviews and survey results.

- **Recommendations**

Recommendations for the OEV evaluations aligned well with findings and analysis and many provided the reasons behind the proposed recommendations. The best evaluations included clear and concise recommendations contextualized by the findings and conclusions, and clustered by thematic area or timeline. This breakdown was found more often in OEV evaluations than decentralized, although few evaluations scored highly in this area. Recommendations from the decentralized evaluations were often the weakest part of the evaluation. They lacked prioritization and in some cases were not well linked to the findings. 2 of the 7 decentralized evaluations included no recommendations, which brought down the overall average score for decentralized evaluation. An overall weakness for both OEV and decentralized evaluations was in not detailing how the recommendations were to be implemented and by whom. EQAS calls for evaluations to be prioritized and targeted, but most of the evaluations did not provide a target group for the recommendations and were not prioritized.

- **Findings and Conclusions**

All of the OEV evaluations based their findings on the evidence. Nearly all evaluations addressed the evaluation criteria, and with the exception of one report, all OEV evaluations addressed the limitations of their evidence, and how these limitations affected their conclusions. The majority of reports provided answers to the evaluation questions in their conclusion section. 6/7 decentralized evaluations also scored well in this category. The only area of weakness was in addressing the limitations of their evidence, and the impact of these gaps on their final conclusions.

- **Analysis**

OEV evaluations clearly explained external factors and mentioned both enabling and mitigating factors. For the most part, they also made specific mention of the intervention logic being evaluated

as well as the theories of change. A few provided more detailed description of the in-built assumptions. However, few made reference to unintended consequences of the interventions, a weakness in this category. The decentralized evaluations were weaker in examining the theory of change or the intervention logic. 2 of them made explicit causal links between WFP interventions and outcomes. Otherwise the scoring for analysis of unintended consequences and contextual factors was low. The majority of both OEV and decentralized evaluations did not mention human rights or gender issues.

- **Executive Summary**[12]

Most executive summaries included contextual information, purpose and objectives for the evaluation. Only one evaluation included the intended audience in the executive summary. Most summaries had only a brief mention of methodology. All summaries for OEV evaluations included findings, and most included conclusions as well as recommendations. Where further explanation of the recommendations was provided this was often only a restatement of the recommendation itself. Decentralized evaluations had weaker executive summaries. Most lacked country context and the issues that the programme was trying to address. None of the reports included both a clear purpose and distinct objectives. Only two received a top rating for clearly stating the purpose of the evaluation. Most did not include the evaluation methodology in their summary but all evaluations included findings. None included clear and properly indicated conclusions, but most included recommendations.

- **Methodology**

Almost every OEV evaluation clearly articulated the evaluation questions either in the report itself, or in an annex, usually as an evaluation matrix. The majority clearly described their data collection methods, and for those reports that included a sampling frame, all provided a clear description of the area and population represented, the rationale for selection, the number of participations and in some cases, the limitations of the sample. None of the decentralized evaluations listed the evaluation questions in the body of the report: four included them in an annex, but three did not include them at all. Although all decentralized evaluations described their data collection methods**,** a few lacked the rationale for particular methods of data collection and their sampling frame.

- **Accessibility/Clarity**

The standard format of the OEV evaluations provided consistency and made it easy to locate information and data. Some of the reports were too long in narrative description, with excessive detail, making them less reader friendly and difficult to browse. The decentralized evaluations varied in format and it was more difficult to locate key information and findings. Several of the decentralized reports were brief and lacked relevant details. The use of visual aids was not employed consistently in the decentralized reports – although those that did use them added readability to the evaluations.

Five OEV evaluations were selected for a longitudinal analysis, with the purpose of trying to assess how effective the evaluations were in influencing change within the organization. Interviews with intended users of the evaluations were conducted and relevant correspondence, policies, and management response matrices were analysed to determine how the evaluation findings and recommendations were utilized. All the evaluations have been influential in their own context.

<u>Synthesis of Four Strategic Evaluations on the Transition from Food Aid to Food Assistance</u>

This is the most widely quoted to the peer review of all the strategic evaluations as having been influential, though some of the four evaluations behind the synthesis had more corporate impact than

[12] NB this refers to the Executive Summary in the full evaluation report, not the Summary Evaluation Report submitted to the Board (OEV evaluations only), which were not assessed.

others. The Synthesis has been widely used in the policy development of the organization and has been referenced in documents guiding policy. The evaluation was specifically referenced five times in the Strategic Plan 2014-2017. According to OEV, senior management attention to this evaluation was unprecedented.

WFP 2008 – 2013 Purchase for Progress (P4P) Initiative: A Strategic Evaluation (mid-term)

The P4P Steering Committee expressed satisfaction with the Evaluation Roundtable discussion of the evaluation. The Technical Review Panel's Summary Report of September 2011 expressed agreement with a number of recommendations. The P4P programme manager expressed appreciation for how the logic of the programme had been challenged and revised on the basis of the evaluation results, although the evaluation process was not always easy.

School Feeding in The Gambia (2001-2010): A Mixed Method Impact Evaluation

There was no controversy over the recommendations, which have had significant uptake. Following the evaluation, an Inter-sectoral task force was set up to all aspects of the National School Feeding Programme and Policy. The evaluation was mentioned in the Draft Policy of Children's Contribution from the Gambian Ministry of Basic and Secondary, concerning children receiving food regardless of whether they could pay. The evaluation is referenced in at least six other reviews and government documents.

Mali: A Country Portfolio Evaluation (2003-2009)

As intended, the evaluation provided new inputs for the country strategy in 2010. The Country Director noted the value of the CPE, as basis for discussing the strategy in the SRC. The DED noted the importance of the lessons captured and how they align with the transition to national ownership. He noted that for the Mali report "we will be looking at all of those school feeding and the common lessons learned" and with it "we really can start to embed this and …. learn from [the findings] and then we make sure it is fed back in future programmes."

End-of-Term Evaluation of WFP's Gender Policy (2003-2007) Enhanced Commitments to Women to Ensure Food Security

The Secretariat took on all of the recommendations in the report and completed a number of initiatives to address them. During the 2009–2010 biennium, a new gender policy was approved and a corporate gender action plan was developed and implemented. The new gender policy makes explicit reference to the evaluation, stating "The development of this WFP gender policy has been informed by the evaluation of WFP's gender policy (2003–2007)," and "The gender policy evaluation identified key issues to guide this new policy".

Annex 5 – Individual Interviews

Alice Martin-Daihirou	Country Director, Chad
Amir Abdulla	Deputy Executive Director & COO
Andie Dimitriadou	Research Analyst, Office of Evaluation
Anette Wilhelmsen	Junior Professional Officer, Office of Evaluation
Anne-Claire Luzot	Senior Evaluation Manager, Office of Evaluation
Ashwani Kaul Muthoo	Acting Director - IFAD Office of Evaluation
Brian Bogart	Programme Officer- Policy, Programme and Innovation Division
Calum Gardner	Chief, Organizational Budgeting Service
Caroline Heider	Former Director, Office of Evaluation
Caterina Galluzzi	Donor Relations Officer
Chad Martino	Programme Officer, Performance Management and Reporting Branch
Chris Kaye	Director, Performance Management and Monitoring Division
Chris Moore	Deputy Director - Strategic Planning Division
Christa Rader	Country Director Bangladesh
Cinzia Cruciani	Research Analyst, Office of Evaluation
Claire Conan,	Senior Evaluation Manager, Office of Evaluation
Clare Mbzule	Senior Programme Adviser (P4P)
Claudia Ah Poe	Regional Programme Adviser - OMC
Claudia Von Roehl	Director Government Partnerships Division
Daly Belgasmi	Regional Director - OMC
David Johnson	Inspector General
David Kaatrud	Director of Emergencies
Deborah Rugg	Chair UN Evaluation Group and Director, Office of UN Internal Oversight Services
Denise Brown	Incoming Regional Director – OMD
Diane Prioux De Baudimont	Evaluation Manager, Office of Evaluation
Elisabeth Rasmusson	AED, Partnership & Governance Services Department
Elise Benoit	Evaluation Manager, Office of Evaluation
Emma Conlan	Consultant Afghanistan
Erika Joergensen	Secretary to the Executive Board, Executive Board Secretariat Division
Ertharin Cousin	Executive Director
Executive Board Bureau	Russia, Ghana, Mexico, Philippines, Germany
Executive Board Members	South Africa, Cameroun, Sudan, Ethiopia, Afghanistan, Pakistan, Pakistan, Switzerland, Italy, Germany, Cyprus, Russia, European Union, USAID
Federica Zelada	Research Analyst, Office of Evaluation
Finbarr Curran	Director, RMB (Budget & Programming Division)
Gabriella Gregorio	Research Analyst, Office of Evaluation

Gemmo Lodesani	New Regional Director - Panama
Genevieve Chicoine	Regional Programme Adviser - OMN
George Heymell	Deputy Director, Human Resources Division
Giancarlo Cirri	Senior Programme Adviser to DED & Chief Operating Officer
Gillian Anderson	Consultant - OEV internal review
Grace Igweta	M&E focal point Kenya
Helen Wedgwood	Director, Office of Evaluation
Isatou Jallow	Special Advisor, Partnership and Governance Services
Jacob Kern	CIO and Director, Information Technology Division
Jacqueline Flentge	Regional Programme Adviser - OMP
James Lattimer	Chief, Monitoring Unit - Monitoring Branch
Jamie Watts	Senior Evaluation Manager, Office of Evaluation
Jeffrey Marzilli	Former OEV Evaluation Manager
Jennifer Nyberg	Senior Advisor, Operations Management Department
Jim Harvey	Chief of Staff & Director, Office of Executive Director
John Mitchell	Director, ALNAP
John Prout	Deputy Country Director, Afghanistan
Julie Thoulouzan	Evaluation Manager, Office of Evaluation
Kartini Oppusunggu	Programme Adviser, KM & Performance Reporting
Ken Davies	Coordinator Purchase for Progress (P4P)
Kenro Oshidari	Regional Director - OMB
LTA Focal Points	4 out of 10 companies with Long Term Agreements with OEV
Lucy Elliott	Director, Office of Internal Audit
Makthar Ndiaye	Deputy Director, Human Resources Division
Malcolm Duthie	Former Country Director The Gambia
Manoj Juneja	Assistant Executive Director, RM & CFO
Margaret Malu	OIC Director, Office of Internal Audit
Marian Read	OEV Evaluation Manager
Marie Francoise Perez	Head - Translation & Documentation Unit
Marlena Samartzidou	Research Analyst, Office of Evaluation
Miranda Sende	Evaluation Manager, Office of Evaluation
Mohamed Diab	Incoming Regional Director - Cairo
Mustapha Darboe	Regional Director - Johannesburg
Norbert Bromme	Chief, Performance Management and Reporting Branch
Parvathy Ramaswami	Chief, Strategy Risk Management Branch
Profane Issar	Director, Human Resources Division
Ramiro Lopes da Silva	AED, Operations Services Department

Ramona Desole	Research Analyst, Office of Evaluation
Rebecca Lamade	Programme Adviser (Monitoring Branch)
Robert Moore	Director, Office of Evaluation, FAO
Ronald Sibanda	Country Director Kenya
Ross Smith	Evaluation Manager, Office of Evaluation
Sally Burrows	Senior Evaluation Manager and Deputy Director, Office of Evaluation
Sean O'Brien	Director, Finance and Treasury
Silvia Biondi	Regional Programme Adviser - OMJ
Sirarpi Daguessian	Staff Assistant to the Deputy Chief of Staff
Stanlake Samkange	Director, Policy Programme and Innovation Division
Suresh Sharma	Inspector General (to April 2013)
Valerie Guarnieri	Regional Director - Nairobi
Wendy Bigham	Sr. Budget Officer (RMBP - Project Budget and Programming Service)
Yukako Sato	Regional Programme Adviser - OMB
Zlatan Milisic	Deputy Director - Policy, Programme and Innovation Division

Annex 6 – Documents consulted

WFP Evaluation Policy 2003 and 2008
WFP Policy Formulation (2011)
Strategic results frameworks 2012, 2014
Framework for Action
Internal Control Framework 2011
Strategic Plan 2008-2013
Strategic Plan 2014-2017
Concept Note: WFP's Next Strategic Plan (2014–2017)
Outline: WFP's Next Strategic Plan (2014–2017)
Fit for Purpose — WFP's New Organizational Design
WFP Organizational Strengthening
Rapid Organizational Assessment Diagnostic
White Paper on Global Factors and Trends That May Shape WFP's Future External Operating
WFP Monitoring and Self-Evaluation Strategy, 2010
Policy and Strategic Decision-Making (EMG)
Establishment of the Strategic Review Committee for Country Strategies
Selection procedures and appointment term of inspector general and director of the oversight office
Selection and appointment terms of the Director of the Office Of Evaluation
Recruitment and Selection Process of the Director of Evaluation
WFP organigram June 2013
Reorganization of the WFP Secretariat in 2013
Compendium of WFP Policies Relating to the Strategic Plan
WFP Biennial Management Plan 2010-2011
WFP Management Plan 2012-2014
WFP Management Plan 2013-2015
WFP Management Plan 2014-2016
WFP Organigram Nov 2013
WFP Organizational Structure - EMG Nov 2013
2014-2017 Corporate MRF KPI - 15 Jan 2014 final
BPR Proposed improvements EMG meeting 23 July 2013 PPT
Outcomes of the Global Management Meeting
Performance Planning and Review Guidelines 2013
Annual Performance Planning memorandum 2013
CO MRF Technical Notes 2013
RB MRF Technical Notes 2013
WFP New Performance Management Framework
E-Learning course Managing for Results
TOR Senior Programme Monitoring Specialist Chief P5, Monitoring Unit

Management Responses:
Joint UNHCR/WFP Impact Evaluations on the contribution of Food Assistance to durable solutions in protracted refugee situations
Summary Evaluation Report – Somalia Country Portfolio
Strategic Evaluation on how WFP's Country Offices Adapt To Change
WFP's Private-Sector Partnership And Fundraising Strategy
Strategic evaluation – From Food Aid To Food Assistance: Working In Partnership
Peer Review of the Evaluation Function at the WFP
Recommendations the AERs (2009-2012)
Executive Director's Circular on Risk Appetite Statement
PPT 2012 2013 OE Work Planning
OEV Organigram
OEV Extract from Management plan (2013-2015)
Evaluation Coverage 2008-2013
MASTER OEV Work Plan 2012-2015 (latest update Nov 2013)
OEV Organigram Dec 2013
OEV Contact List Dec 2013
OEV Budget (2008-2014)
OEV KM Learning Strategy Report 04Sep2013
Annual Evaluation Report 2008, 2009, 2010, 2011, 2012, 2013
Internal Control Assurance Statement 2012 – OEV
Internal Control Letter of Representation 2012 – OEV
OEV Risk Register 2012
OEV Budget (2008-2013)
PPT - Performance Management, Monitoring and Evaluation
Summary Report of OEV Internal Organizational Review
Technical Note on Reference Groups (RG)
Draft Report - OEV Quality Enhancement Workshop 26 11 2012
Action Points from OEV Retreat - last update 31 Jan
Annual Consultation on Evaluation -May 2012
Annual Consultation on Evaluation - May 2013
List of LTA details
LTA Admin. Procedures and FAQs
LTA Example Purchase Requisition Request
LTA Presentation, use of LTA firms in OE 2010
Long Term Agreement pro-forma
ED Memo approval of operations evaluations
Closing the Learning Loop-Harvesting Lessons from Evaluations: Report of Phase 1
Extract from QCPR implementation matrix (actions for OEVs attention)
OEV KM Learning Strategy, Draft May and Final December 2013
Sample Letter to LTA 2012 Reflection and 2013 Forward plans- Konterra

Joint Statement Rome-Based Agencies
Documents for OEV recruitment process Senior OEV P5
Standard Package for incoming Evaluation Managers
UNEG Self-Assessment – Self Assessment Normative Framework
Draft Brief - 2013 2014 Strategic Evaluation Theme Emergency Preparedness and Response
Briefing note Strengthening OEV's Efficiency Analysis Workstream
PPT of General Briefing on Evaluation
Types of Evaluations (wfp.org) http://www.wfp.org/about/evaluation/evaluation-types
Concept Note of operations evaluations Support to M&E Strategy 180712 (draft 1)
Brief on selection methodology for operations evaluations 2013
Msg from Director OEV to RDs to launch operations evaluations 06 May 2013
Operations evaluations presentation DRDs 02052013
Workplan Operations Evaluation Working Group
PPT on the Concept Note OEV Support to M&E Strategy
Notes for the record of meetings OEV/RMP on Operations Evaluations
Briefing note on MOPAN assessment of WFP in 2013 - 29-Jan-2013
MOPAN Draft Indicators for WFP Dec 20
MOPAN Implementation Guide 2013
List of OEV Evaluations
List of decentralized evaluations, self-evaluations and reviews
Average Eval. Costs from 2010
Overview of "Decentralized" Evaluations – Extracts from the Annual Evaluation Reports 2008-2011
Summary Evaluation Report of WFP's Private-Sector Partnership and Fundraising Strategy
Summary Report of the strategic evaluation – From Food Aid To Food Assistance: Working In Partnership
Synthesis summary report of the Joint UNHCR/WFP Impact Evaluations on the contribution of Food Assistance to durable solutions in protracted refugee situations
Summary Evaluation Report — Somalia Country Portfolio
Summary report of the Strategic Evaluation on how WFP's Country Offices Adapt To Change
Synthesis of Impact Evaluations on School Feeding
Top 10 Lessons series: Cash and Voucher, Gender and the Delivery of WFP Programmes, WFP Evaluations concerning Safety Nets, WFP Evaluations concerning the Targeting of Operations
List of the Country Synthesis
Selected Country Synthesis (Bangladesh, Ethiopia and Mozambique)
List of the Evaluation Briefs (2007-2010)
Selection of Evaluation Briefs: "Afghanistan, an evaluation of WFP's portfolio 2010"," Evaluation into Use: how OEV stimulates learning", "Global Logistics Cluster Evaluation 2012", WFP's agriculture and Market Support (AMS) in Uganda 2009-2014, Evaluation into Use_ How OE Stimulates Learning
Key Elements requiring update or development (EQAS)
Technical Note - evaluation criteria
CPE EQAS Guidance, Templates, Quality Checklists
UNEG Framework for Professional Peer Reviews of the Evaluation Function of UN organizations

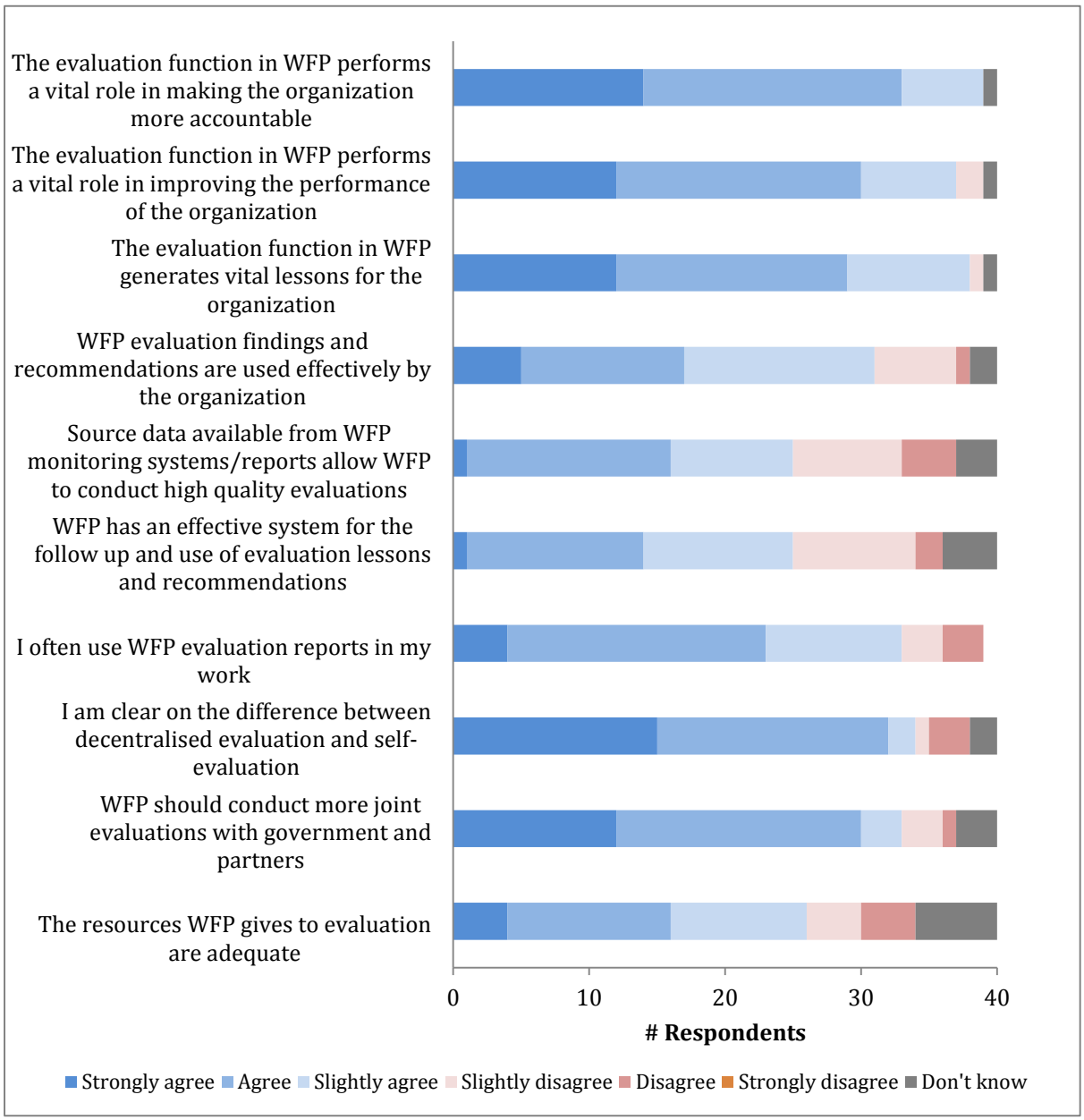
UNEG Evaluation Capacity UN System
ALNAP Quality Proforma 2005 (v. 020305)
Assessing the Development Effectiveness of Multilateral Organizations - OECD DAC Network on Development Evaluation
Report on Independent System Wide Evaluation Mechanisms Angela Bester and Charles Lusthaus
Review of the World Food Programme's Humanitarian and Development Effectiveness – CIDA
Peer Review Report (2007)
Emails Reference to OE evaluation in new Operations Department Directive on EPRP (Directive OD2012 002)
Longitudinal Analysis, multiple documents and correspondence referring to:
Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance Working in Partnerships and Management Response - strictly for internal use
Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008–2013)
Impact Evaluation, School Feeding Gambia-Mgmt Response
Mali Country Portfolio Evaluation (2003–2009)
Mid-Term Review of the Implementation of WFP's commitments to Women
Evaluation Reports for Quality Assessment: Yemen: CP Evaluation (2006-2010) Afghanistan: CP Evaluation (2010-2012) Chad: CP Evaluation (2003–2009) Food Assistance in Protracted Refugee Situations in Ethiopia (2003-2010) WFP Cambodia School Feeding 2000-2010 From Food Aid to Food Assistance Working in Partnership Global Logistics Cluster WFP's role in ending long-term hunger Synthesis: Transition from Food Aid to Food Assistance 2008 – 2013 Purchase for Progress (P4P) Initiative School Feeding in The Gambia (2001-2010): A Mixed Method Impact Evaluation Mali: CP Evaluation (2003-2009) Evaluation of WFP's Gender Policy (2003-2007)
Decentralized Evaluation Reports: Combating Worst Forms of Child Labour Project (CWCLP) – Egypt 2012 Sierra Leone PRRO 105540 - Sierra Leone 2009 Burundi PRRO 10528.1 – Burundi 2010 Impact Evaluation of Peru Development Project 06240 – Peru 2008 EMOP 10749.0 Food Assistance to Cyclone-Affected Populations in Myanmar – Myanmar 2010 CP 10573.0 India: CP mid-term evaluation – India 2011 Outcome assessment of the Food Security for Ultra Poor - FSUP project, Bangladesh, 2011 Operational Review of DRC Voucher Pilots. Findings and recommendations, DRC, 2011 EPR: Emergency assistance to population affected by floods (capacity building to the government), Ecuador, 2012
2014-2017 WFP Monitoring and Self-Evaluation Strategy (draft for consultation)
M&E Learning Needs Assessment (LNA) 23 May 2013
Implementation Status Update on Management Response Recommendations - 11 12 2013 2007 Peer Review
Note for record - 16 December MOPAN meeting
Lessons from previous sudden-onset emergencies
End of Evaluation Survey – Final
WFP Orientation Guide - Guidance for operations evaluations
Extract from Management plan (2014-2016)
DRAFT EQAS for operations evaluations

Draft TOR for the BPR assessment of field-level evaluation function (now referred to as decentralized evaluation capacity)
RMP/OEV Briefing to the ED_ Introduction to ME in WFP
2009 STEP Modules training on operations evaluations
Orientation Workshop Handouts October 2013 Regional M&E Advisers
Matrix Summary Roles Regional ME Advisers Evaluation
OEV Introductory Brief March 2013
List of OEV Evaluations (2008-2013)
List of decentralized evaluations, self-evaluations and reviews (2008-2013)
EQAS Review – Review and Finalization of Full and Summary Reports
Technical notes: Communication Learning Plan, Efficiency, ER Formatting Guidelines, Evaluation Matrix, Evaluation Recommendations, Information Management, Logic Model Theory Of Change, Guidance for process and content CPE
CPE EQAS Templates and Quality Checklists
MOPAN 2013 WFP Volume I - final draft 12 Nov 2013
DFID Multilateral Aid Review - Interim Report
Multilateral Aid Review Update - Driving reform to achieve multilateral effectiveness December 2013
Concept Note CALL Syria Oct 2013
IASC-ref. module for the impl. of HPC draft 09 09 13
WFP Maturity Matrix Dec 2013 (for JIU)
Panel Chair's cover message to ED on Phase 1 Interim Report
ED's acknowledgment letter to the Panel on Phase 1 Interim Report
OEV Knowledge & Management Strategy Final
Management Results Framework: 2014-2017 Corporate MRF KPI - 15 Jan 2014 final
Strategic Results Framework 2014-2017
Email to the Management Response team on PR 2007
M&E Standard Operating Procedures
Updated M&E Strategy (draft consultation)
Performance Management System (draft)
UNICEF Global Evaluation Reports
UNICEF Global Evaluation Report Oversight System (GEROS) Review Template
UNICEF-Adapted UNEG Evaluation Reports Standards
IFAD Independent Office of Evaluation Workplan 2013 and indicative plan 2014-15
UNDP Annual Report on Evaluation, 2012
The Sphere Project: Humanitarian Charter and Minimum Standards in Humanitarian Response
IASC Task Force on Accountability to Affected People; Five Commitments (co-chaired by WFP)

Annex 7 - Summary results from the Staff Survey

This section summaries the responses from the survey sent to staff at HQ, regional and country offices, with a request for each office, bureau and division to give one response. 40 units completed the first part of the survey and 28 completed the remainder (respondents were offered the choice of shorter and longer versions). These findings are not significantly significant. Some questions had a significant drop in response rate and so have been omitted from the summary. Responses between HQ, regional bureaux and country offices are not broken down further because there was little variation between them, except where highlighted below.

To what extent do you agree with the following statements?



It is clear from these findings that the evaluation function in WFP is seen to play a very important role in a number of aspects of the organization. Unanimously, respondents stated that they agree with the evaluation function making the organization more accountable and there was almost unanimous

agreement that the evaluation function generates vital lessons for the organization and plays a vital role in improving the performance of the organization.

There was some disagreement regarding follow-up and effective use of evaluation findings. For the statement 'WFP findings and recommendations are used effectively by the organization', 10 disagreed, while still more disagreed with the statement: WFP has an effective system for follow up and use of evaluation findings. This mirrors the open-ended responses, which mentioned repeatedly that evaluation findings are not put into practice. Below are a few quotes highlighting the issue.

- The organization as such … needs to ensure that lessons learned from these evaluations are applied and followed;
- We are missing the boat because we do not use a systematic approach to generate, use and apply lessons learned. No resources are dedicates to use the Evaluation as tools to generate better lessons learned;
- Taking responsibility for reviewing the implementation of the recommendations based on commitments made by management in their responses.

Respondents note both weak monitoring data and weak monitoring of evaluation follow up, for example:

- The precondition to produce good evaluations is to have a good monitoring system which collects relevant data at suitable intervals. As this prerequisite is not systematically present in all country offices and for all, or at least the most important operations, it is rather challenging for OEV to improve its performance;
- Having a strong Monitoring and Evaluation team backed by funds allocated for robust evaluations;
- By improving their monitoring and collect data that will allow to analyse progress towards the expected outcome;
- Evaluations are extremely important but we need to undertake good evaluations, follow up recommendations. Importantly if we commit ourselves to good evaluations then we must also commit to strong monitoring systems.

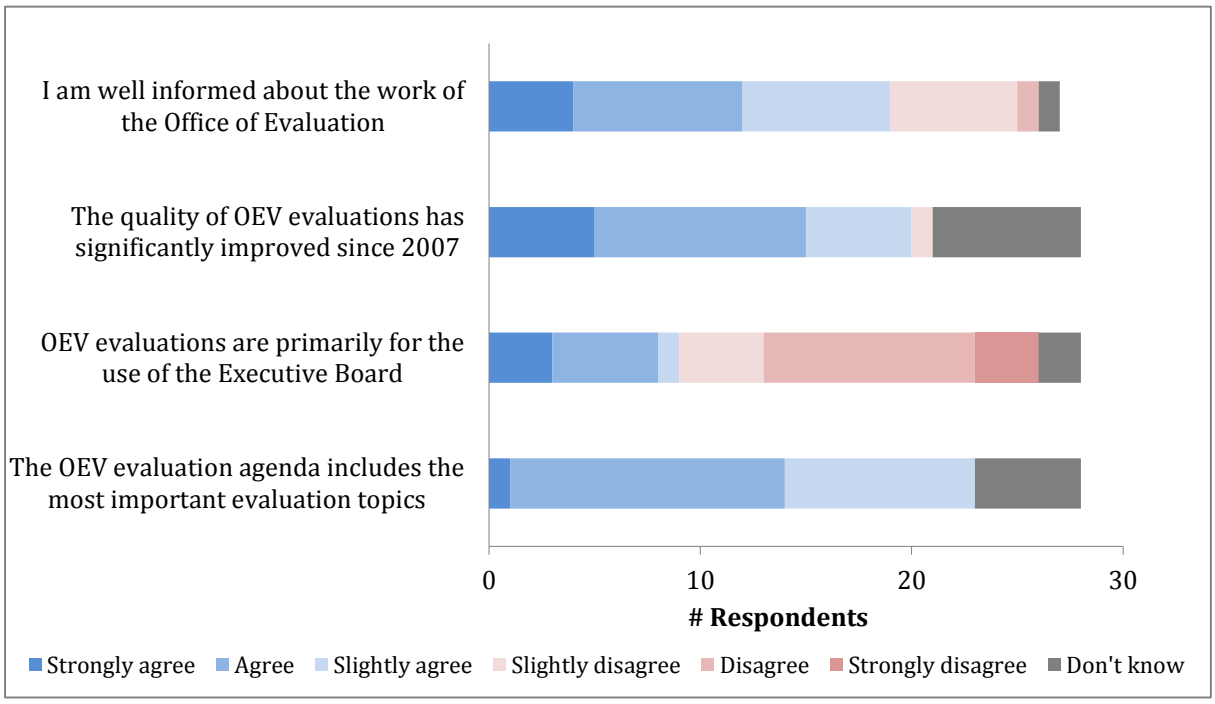
On perceptions of the role of OEV, there was unanimous agreement that the OEV evaluation agenda includes the most important evaluation topics. There was strong disagreement (over half the respondents) with the statement that OEV evaluations are primarily for the use of the Executive Board, and most of those disagreeing were from country offices, indicating that the work of OEV is perceived as relevant to the organization beyond HQ. There was almost unanimous agreement that OEV evaluations had improved in quality since 2007. Unanimously, respondents agreed that OEV evaluations are independent and that OEV uses skilled evaluators. There was also strong agreement that OEV evaluations include high quality analysis.

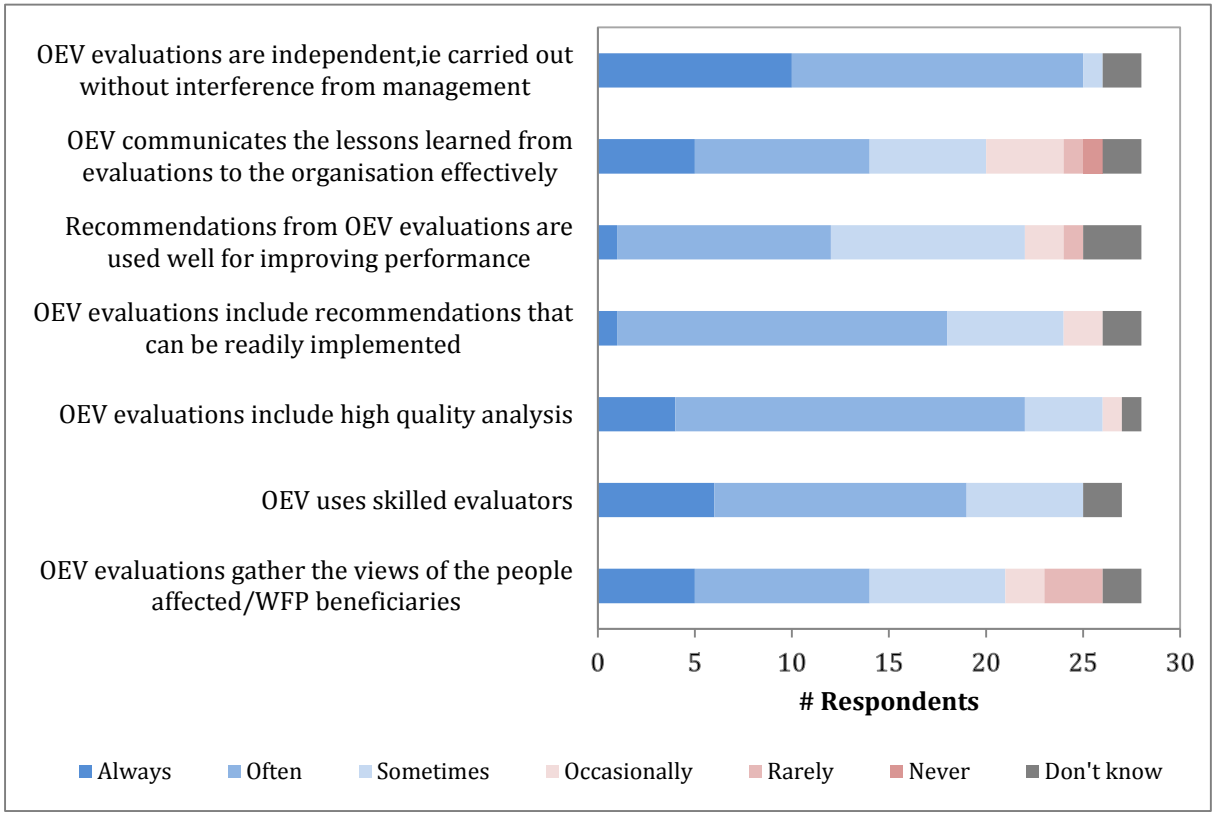
Respondents gave a more negative response on whether OEV communicates the lessons learned to the organization effectively, including five 'infrequently' and one 'never'. This matches the open ended response where one person wrote, "It is incredible that these documents are maybe the most important that WFP produce but NOBODY from the staff are aware, because we are not receiving communication from this department, except for planning purposes." Views were mixed on whether OEV evaluations gather the views of affected people. Most respondents said often or sometimes, but a minority responded 'rarely' or 'never'. As one respondent put it, "Evaluators often do not spend adequate time in the field outside of capital cities on evaluations, interacting with beneficiaries. More true field work should be built into evaluations."

The graph below shows the average scoring for the perceived usefulness of each type of evaluation. All types scored above average, with the highest ratings for strategic/thematic followed by Country

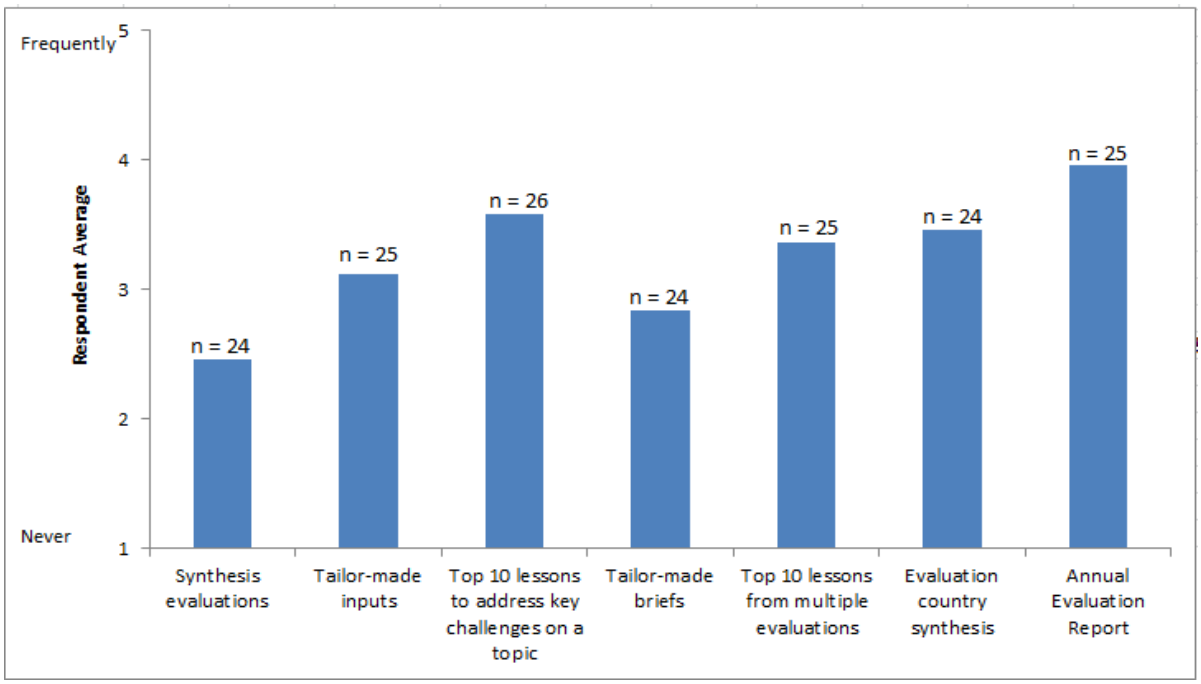
Portfolio and operations evaluations. HQ respondents gave a higher rating to Strategic Evaluations, and country offices to CPEs.

In your view, how often are the following statements true?





How useful are the following types of evaluation carried out by the Office of Evaluation?



How often do you refer to the following Office of Evaluation information products?

	HQ Rome							County Office						
	Don't know	Never	2	3	4	5	Frequently	Don't know	Never	2	3	4	5	Frequently
Synthesis Evaluations	2	**3**	1	2	1	0	0	0	**4**	3	4	3	1	0
Tailor-made inputs to Strategic Review/Policy/Programme Review Committees	2	0	1	**4**	0	1	1	0	2	**5**	2	3	3	0
Top 10 lessons to address key challenges	1	0	1	**3**	2	1	1	0	2	1	4	3	5	0
Tailor-made briefs	2	1	**2**	**2**	0	1	0	0	3	3	3	4	2	0
Top 10 lessons from multiple evaluations	1	1	1	2	1	1	1	0	3	1	2	**5**	4	0
Evaluation country synthesis	3	0	1	3	1	1	0	0	1	2	**4**	3	3	2
Annual Evaluation Report	1	0	0	0	2	**5**	1	0	0	**5**	2	3	3	1

According to survey findings, respondents most frequently use the 'Top 10 Lessons to Address key challenges on a topic' and the 'Annual Evaluation Report' in their work. Synthesis evaluations were cited most often as never being used.

Evaluations noted by respondents which were found to be particularly helpful to their work are included in the list below (not ranked). This was an open-ended question and respondents were not choosing from a pre-determined list.

- Impact evaluation of school feeding in Kenya (2009);
- Country Portfolio evaluations;
- Larger evaluations through HQs include a Country Portfolio Evaluation;
- From Food Aid to Food Assistance: Working in Partnership WFP/UNHCR Joint Evaluation;

- Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations;
- Evaluation of a voucher programme in Djibouti (not by OEV);
- Annual Evaluation Report 2012 (Office of Evaluation);
- The series of strategic evaluations and the related synthesis report;
- Impact evaluation of Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations;
- The 4 corporate strategic evaluations on food aid to food assistance (2012);
- FFA Evaluation (livelihoods recovery) 2009;
- P4P evaluation 2012;
- DFID evaluation of PRRO;
- USAID Evaluation of High Food Price Programme;
- MTEs of Combating child labour project (commissioned by USDOL);
- Evaluation of Early Childhood Education project (with Canadian CIDA and WB);
- Refugee programme evaluation;
- Cash and voucher evaluations.

Responses were consistent regarding the constraints for country offices planning, conducting and using evalautions. The most noted factors were: insufficient staff time, lack of financial resources, lack of qualified staff, and lack of standard guidance and tools. In open ended questions respondents also noted that they would value more support for conducting evaluations. As the below quotes highlight, respondents requested further technical guidance from regional bureaux.

- Strengthen regional bureaux's support capacity for country offices through Regional Programme Advisors' presence and skills to work alongside country offices M&E focal points;
- More dialogue between OEV and divisions (M&E focal points and Directors) on how to improve the evaluation process;
- Greater guidance provided to regional bureaux and country offices on impact evaluations and thematic evaluations. This could also include long term agreements with companies/organizations with this capacity;
- Start supporting country offices with capacity to better manage decentralized evaluation; also support to institutionalize follow of recommendations from such evaluations;
- A regional evaluation specialist with a proper travel budget should help country offices;
- A regional evaluation officer should be able to primarily support country office evaluation but also to ensure proper quality and oversight.

A clear message from the open ended responses was that evaluations need to be more in line with country realities. Some believed the approach was too 'corporate' and did not take into consideration the context and situation facing country offices, as these quotes show:

- Evaluations need to be more considerate on realities on the ground in country offices rather than coming solely with a corporate approach and measuring country office performance against corporate objectives;
- Evaluations are considered as being "perfect" and in the instance of the private sector evaluation were not completely reflective of the situation or environment. Considerable effort

is then required to change views and perceptions that are the result of evaluations. Recommendations are not really viewed as "recommendations" - but rather mandates;

- Less concern about standards/independence and more concern about actionable findings which can be put to practical operational purpose in-country. Less upstream focus, more focus on supporting countries during the conduct of evaluation and ensuring the recommendations are implemented (i.e. much more downstream focus is required);
- Having been involved in one CPE with OEV I have to applaud the exhaustive process undertaken by the division to ensure evaluations are comprehensive and fair. However, the views of the country office should be given more weight in the process to ensure its views are better taken onboard, particularly when it is felt that the evaluators are driving their own agenda rather than balancing their view with the realities on the ground;
- For country programme and impact evaluation, it needs to be translated into realistic programatic recommendation and in a way that helps the country office to prepare the next programme.

Annex 8 – Evaluations completed by the Office of Evaluation - 2008-2013

COUNTRY	TITLE
Operation Ev.	
Kenya	Evaluation of Kenya Emergency Operation 10374.0 and Country Programme 10264.0 (2004-2008)
Colombia	Un Evaluación de la OPSR Colombia 10366.0
Nicaragua	Evaluation of WFP Response to Hurricane Felix in Nicaragua
Madagascar	Rapport D'evaluation De L'intervention Prolongee De Secours Et De Redressement À Madagascar
Côte d'Ivoire	Assistance to Populations Affected by the Côte d'Ivoire Protracted Crisis - PRRO 10672.0
Bangladesh	Country Programme Bangladesh - Final Report 2009
Mozambique	Evaluation of the Mozambique Country Programme 10446.0 (2007- 2009)
Democratic Republic of Congo	Evaluation de l'Intervention Prolongée de Secours et de Redressement (IPSR) 10608.0 en République Démocratique du Congo
Republic of the Congo	Republic of the Congo PRRO 103121
Liberia	Evaluation of the Liberia PRRO 10454.0
Burkina Faso	Evaluation of the Burkina Faso PRRO 10541.0
Guatemala	Evaluation of Guatemala protracted relief and recovery operation 104570: "Recovery and Prevention of undernutrition for vulnerable groups"
Ethiopia	Mid-Term Evaluation of the Ethiopia Country Programme 10430.0 (2007-2011)
Afghanistan	Evaluation Report of Afghanistan – PRRO 10427.0: Post Conflict Relief and Rehabilitation in the Islamic Republic of Afghanistan
State of Palestine	Occupied Palestinian territory PRRO 10387.1: September 2007 and August 2009.
Colombia	Asistencia Alimentaria a Personas en Situación de Desplazamiento y a otros grupos con altos índices de inseguridad alimentaria afectados por la violencia en Colombia – OPSR 10588.0
Sudan	Sudan EMOP 10760.0: Food assistance to populations affected by conflict
Ethiopia	Mid-Term Evaluation of the Ethiopia Protracted Relief and Recovery Operation 10665.0 (2008-2010)
Egypt	Evaluation Report of Egypt – CP 10450.0 (2007-2011)'Enabling Livelihoods, Nutrition and Food Security'
Ghana	Evaluation of WFP Country Programme 10418.0 Ghana (2006-2009)
Timor-Leste	Evaluation of WFP Timor-Leste PRRO 10388.1 Assistance to Vulnerable Populations
Niger	EMOP 200170 Saving Lives and Improving Nutrition in Niger: An Operation Evaluation
Country Portfolio Ev.	
Malawi	Country Portfolio Evaluation of WFP Assistance to Malawi
Laos	Country Portfolio Evaluation of WFP Assistance to the Laos PDR
Chad	Chad: An Evaluation of WFP's Portfolio (2003–2009)
Nepal	Nepal: An Evaluation of WFP's Portfolio
Mali	Mali: A Country Portfolio Evaluation (2003-2009)
Yemen	Yemen: An evaluation of WFP's portfolio (2006-2010)

Haiti	Haiti: An Evaluation of WFP's Portfolio (2005-2010)
Kenya	Kenya: An Evaluation of WFP's Portfolio (2006-2010)
Rwanda	Rwanda: An Evaluation of WFP's Portfolio (2006-2010)
Afghanistan	Afghanistan: An Evaluation of WFP's Portfolio (2010-2012)
Somalia	Somalia: An Evaluation of WFP's Portfolio (2006-2010)
Zimbabwe	Zimbabwe: An Evaluation of WFP's Portfolio (2006-2010)
Niger	An Evaluation of WFP's portfolio (2007-2011): Niger
Kyrgyz Republic	An Evaluation of WFP's Portfolio (2008 – 2012): The Kyrgyz Republic
Timor-Leste	An Evaluation of WFP's portfolio (2008 – 2012): Timor-Leste
Republic of Congo	An Evaluation of WFP's portfolio (2009 – 2012): Republic of Congo
Sudan	An Evaluation of WFP's portfolio (2010 - 2012): Sudan
Multi-country	Central America Regional Portfolio
Impact Ev.	
Kenya	Impact Evaluation of WFP School Feeding Programmes in Kenya (1999-2008): A Mixed-Methods Approach
Cambodia	WFP Cambodia School Feeding 2000-2010: A Mixed Methods Impact Evaluation
Bangladesh	School Feeding in Bangladesh (2001-2009): A Mixed Method Impact Evaluation
Cote d'Ivoire	School Feeding in Cote d'Ivoire (1999-2009): A Mixed Method Impact Evaluation
Gambia	School Feeding in The Gambia (2001-2010): A Mixed Method Impact Evaluation
Ethiopia	Food Assistance in Protracted Refugee Situations in Ethiopia (2003-2010): a Joint Mixed Method Impact Evaluation
Bangladesh	Food Assistance in Protracted Refugee Situations in Bangladesh: A Joint Mixed Method Impact Evaluation.
Rwanda	Food Assistance in Protracted Refugee Situations in Rwanda (2007-2011): a Joint Mixed Method Impact Evaluation
Chad	Food Assistance in Protracted Refugee Situations in Chad (2003-2011): a Joint Mixed Method Impact Evaluation.
Multi-country	Synthesis of Mixed Method Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations
Bangladesh	Food for Assets on Livelihood Resilience in Bangladesh: An Impact Evaluation
Guatemala	Food for Assets on Livelihood Resilience in Guatemala: An Impact Evaluation
Nepal	Food for Assets on Livelihood Resilience in Nepal: An Impact Evaluation
Senegal	Food for Assets on Livelihood Resilience in Senegal: An Impact Evaluation
Uganda	Food for Assets on Livelihood Resilience in Uganda: An Impact Evaluation
Multi-country	Synthesis of Food for Assets on Livelihood Resilience
Strategic\Thematic Ev.	
Multi-country	WFP's Capacity Development and Policy: a Strategic Evaluation
Multi-country	WFP's HIV and AIDS Interventions in Sub-Saharan Africa: a Thematic Evaluation
Multi-country	Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions
Multi-country	Strategic Evaluation of WFP's Contingency Planning (2002–2008)
Multi-country	Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security.

Uganda	WFP's Agriculture and Market Support in Uganda (2009-2014): A Strategic Evaluation (mid-term)
Multi-country	WFP 2008 – 2013 Purchase for Progress (P4P) Initiative: A Strategic Evaluation (mid-term)
Multi-country	WFP's role in ending long-term hunger: a Strategic Evaluation
Multi-country	From Food Aid to Food Assistance Working in Partnership: A Strategic Evaluation
Multi-country	How WFP Country Offices Adapt to Change: A Strategic Evaluation
Multi-country	Strategic Evaluation of WFP's Role in Social Protection and Safety Nets
Multi-country	WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation
Multi-country	Global Logistics Cluster: a Joint Strategic Evaluation
Multi-country	Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis
Policy Ev.	
Multi-country	End-of-Term Evaluation of WFP's Gender Policy (2003-2007) Enhanced Commitments to Women to Ensure Food Security
Multi-country	WFP's School Feeding Policy: A Policy Evaluation
Multi-country	WFP Gender Policy: A Policy Evaluation

Annex 9 - Long Term Agreements (LTAs)

(To be read with Section 9.5)

Within the LTAs, fee rates are agreed for different roles in evaluation teams and set for the life of the LTA, typically three years, extendable by a further two. The fee rates for different suppliers vary considerably. LTA suppliers are required to commit to the UNEG Code of Conduct for Evaluation and the UNEG Ethical Guidelines[13], although OEV is not currently monitoring their compliance.

Fee rates are no longer limited to the rates for individuals imposed by the WFP Human Resources, and LTA companies can plan ahead to secure the better consultants who tend to be booked further ahead. WFP is building relationships with LTA focal points, whose understanding of WFP's requirements is growing. On the downside, the fee rates under the LTAs are higher than when hiring individual consultants.

Despite advances made through EQAS and the use of LTAs, OEV is frustrated by the low quality of some of the draft zero reports received from evaluation teams. The Director OEV has instituted a process of annual letters to LTA companies to provide them with positive and negative feedback on their performance and to map out future directions for how WFP intends to improve evaluation[14]. OEV has designed a survey instrument to capture reflections on stakeholders' engagement with evaluations, including LTAs, the first results from which are being analysed.

The LTA suppliers interviewed were pleased to be working with WFP OEV; they find the assignments challenging and important. Overall, they find the OEV evaluation managers to be professional, though feedback was not completely positive on their management style. All LTA suppliers complimented OEV evaluation managers for their quick feedback in response to queries or issues to be resolved.

Comments from the LTA suppliers (March 2013)

- LTA suppliers interviewed were concerned about the time taken to get from draft zero of the final draft evaluation report. While EQAS specifies a 9-week, 3-stage process, this period was said to overrun, sometimes by months. This reduces LTA profit margins and makes it hard to retain team leaders to the end of the process, as they have other commitments to move on to.

- LTA suppliers would like to see a firm cut-off date after which comments on drafts will not be accepted. They feel that currently the comment process is not well managed and are not sure that the effort spent on the various drafts is justified in terms of quality improvement. The companies would value the evaluation manager sorting and sifting comments from WFP staff or reference groups, so that those that are irrelevant or misplaced are screened out and time is not lost in responding to them. OEV, by contrast, considers that the comments system is working well, so there is a clear difference of perception on this point.

- LTA agreements have been unilaterally extended beyond their original term by WFP without a re-negotiation of fee rates. Some were concerned that they had anyway set their rates too low. Even so, none of the companies interviewed are considering resigning their contracts.

- Some companies asked that WFP provide feedback on why they have not won specific contracts, and indicated that the level of feedback available depended on the evaluation manager.

[13] http://www.unevaluation.org/unegcodeofconduct, http://www.unevaluation.org/ethicalguidelines

[14] At least one LTA company provided WFP with a written reply with its own assessment. This is in the spirit of the OEV letter inviting "systematic and transparent mutual reflection at the end of evaluations".

- WFP does not issue selection criteria with the RFP, so suppliers do not know how the bids are assessed. (Once LTAs have been agreed, WFP is not obliged to issue criteria when issuing Orders for assignments within the LTA – see discussion in main text).

- Some companies are not sure whether they are actually competing or have been handpicked for certain assignments.

- Some companies asked for WFP to give more time between the bidding process and the start of the evaluation, as senior consultants are often not available at short notice (a common issue in UN procurement of consultancy services).

- The companies appreciate that EQAS is well developed and systematic but they find some evaluation managers too focused on procedures and too inflexible. Some felt, for example, that enforcing the reporting format reduces the scope for telling a cogent 'story' and introduces redundancy into the evaluation reports.

- Some LTA suppliers asked for more specificity on the results to be evaluated in CPE's, especially where there is no country strategy in place.

- Some suppliers wanted WFP to understand that it cannot expect to get the best evaluation team leaders for the fee rates agreed within the LTA, (as noted in the main report about these rates vary greatly).

The Panel suggests that the following questions, or variations thereof, be included in the Terms of Reference for a future evaluation of Long Term Agreements.

- Does the LTA arrangement provide better value for money than OEV recruiting and managing individual consultants, i.e. is the cost of the LTAs justified in terms of effort saved by OEV and in higher quality?

- To what extent has the use of LTA companies extended OEV's capacity to undertake different types of evaluation, or more complex evaluations?

- Is it appropriate that fee rates between LTA providers vary widely? Do the most expensive companies provide the additional quality or technical capacity to justify their higher rates?

- How well is OEV managing its relationships with LTA companies, and vice versa? Could OEV streamline its processes for assigning individual evaluations to LTA companies?

- Is there potential for OEV to go further in letting out sets of evaluations to one LTA company in a single Order, to reduce transaction costs and the average evaluation cost?

- Why do LTA companies sometimes allow evaluation teams to submit unacceptably low quality draft evaluation reports? Do evaluation team leaders sign the UNEG Ethical Guidelines for Evaluation?

Annex 10 - Evaluation Selection Criteria for OEV evaluations

Under the current WFP Evaluation Policy, the following criteria are applied for the selection of different types of evaluation.

Strategy/Thematic. For strategic evaluations, selection should be "intentional and linked to discussions of strategic plans and their implementation", according to the evaluation policy. These evaluations have been linked to major strategic themes in the organizations – as have impact evaluations.

Policy. WFP has agreed with the Board each WFP policy should be evaluated every 4-6 years, which means it is possible to plan ahead for policies reaching that point. There have been two policy evaluations in 2008-12, and four more are planned for 2013-16.

Country Portfolio Evaluations are selected based on a number of criteria, including:

- Country situation – population, nutrition and food security status;
- WFP criteria – regional balance, size of portfolio and number of operations (there must be more than one operation for a 'portfolio' to exist);
- CPEs are planned to coincide the revision of the country strategy or/and UNDAF;
- CPEs are planned to avoid countries with CPEs in the last four years;
- Now that OEV operations evaluations have been revived, OEV is ensuring that CPEs and operations evaluations do not take place in the same country in the same year.

Operations evaluations. The evaluation policy provides general guidance for selection of operations evaluations[15]. An operation "must have received a minimum level of funding" but this minimum is not specified. New criteria have been introduced for the new series of OEV operations. Regional Monitoring and Evaluation Advisers are engaged in evaluation planning and short listing of operations evaluations, CPEs and country case studies for other evaluations. The new series of OEV operations evaluations includes risk as a criterion.

Other evaluations may arise from commitments to independent evaluation made at the outset of a high profile initiative, such as 'Purchase for Progress', which is due for final evaluation in 2013-14.

The Panel proposes that WFP develop a fuller, clearer set of evaluation criteria. The following table is offered as a prompt for discussion:

Criteria	Related Questions
Strategic/ thematic relevance	(i) Does the evaluation cover issues of corporate strategic significance that contribute to the achievement of the WFP strategic plan? (ii) Is the subject of the evaluation related to a key corporate WFP policy? (iii) Is the subject part of a high profile initiative?
Size/ Complexity	(i) Is the operation/portfolio considered significant in relation to the overall portfolio of activities of WFP? (ii) Has there been significant investment over a period of time (>$ 50 million)? (iii) Is this a highly complex operation/portfolio using many entry points for food assistance?
Risks	(i) Are there significant contextual, programmatic or institutional risks (e.g. financial, environmental, political, non-performance, reputational, etc.) associated with the operation/portfolio that require an evaluation? (ii) Is this a Level 3 emergency?

[15] http://www.unevaluation.org/unegcodeofconduct, http://www.unevaluation.org/ethicalguidelines

Opportunities	(i) Can the evaluation help to fill a vital knowledge gap in relation to the food assistance/food security? (ii) can the evaluation help demonstrate the impact of WFPs work? (iii) can the evaluation provide insights into the potential for replication and scaling up of pilot and/or innovative approaches? (iv) Does the evaluation present an opportunity to evaluate jointly with other partners (e.g. partner agencies, IASC, IIE, ISWE, national Governments, donors, etc.)?
Feasibility	(i) Is the evaluability of the intervention sufficient to conduct an in-depth study that can provide sound findings, recommendations and lessons learned?; (ii) is the evaluation timely, i.e. will it feed into a new programme, (iii) are there sufficient resources available to conduct or manage a high-quality evaluation within the time period indicated?
Demand	(i) Are stakeholders requesting the evaluation (e.g. Executive Board, senior management, donors)? (ii) Is the evaluation mandatory (e.g. policy after 4-6 years, level 3 emergency, etc.)?
Coverage	i) Does the evaluation touch upon an issue/region that has not been evaluated in recent years? (ii) Would adding the evaluation to the annual evaluation plan allow better geographic and thematic coverage/balance of the overall evaluation plan? (iii) would the selection of this topic allow appropriate coverage of WFPs strategic plan objectives?

Annex 11 – Management Response System

The management response to an OEV evaluation is compiled as a table in which managers can respond to each recommendation with Accepted, Partially Accepted, or not Accepted, accompanied either by a statement of action to be taken, or a rationale for not following the recommendation. RMP then tracks progress against the statements of actions for responses to all OEV evaluations and maintains a database of responses, which, according to OEV, represents an untapped reservoir of learning. RMP reports quantitative progress without qualitative feedback on the progress of implementation.

The majority of OEV evaluation recommendations are clear, understood by management and implementable, so tracking is relatively easy[16]. Even so, some managers find the tracking system overly bureaucratic. Where recommendations themselves are not clear or are impracticable, this tends to lead to vague responses, making tracking and verification more difficult. If the manager says an action is completed, then it is recorded as such by RMP. Some recommendations become obsolete after time and are then closed.

Challenges arise with the management responses. On one hand, some recommendations are poorly formulated, while on the other hand, the response may be poorly drawn up.

For recommendations:

- Recommendations can be unrealistic or too abstract for them to be useable – e.g. 'enhance current efforts to address limitations in staff capacity', provides no practical way forward for managers to respond to.
- Where recommendations imply significant financial resources, this should be highlighted by the evaluators.
- Evaluations may be completed several months after any field work was done, and the recommendations quickly become out of date. 'Lower level' practical actions already completed by the time the evaluation is finished may not be retained in the management response matrix going to the Board.

Challenges noted in management response process include:

- Sometimes RMP can be left trying to establish who is responsible for certain recommendations, which then reduces the time for the manager responsible to prepare the response.
- Some management responses do not respond to the intent of the recommendation.
- The response format does not require management to state specific actions, or indicators of progress. Responses, never adequately defined at the start, are harder to track.
- Complex recommendations requiring several staged actions over a period of time cannot be well represented in the current response table format.
- While draft recommendations are available to management 6-8 weeks before the evaluation is completed, RMP does not formally request managers to respond until the evaluation report is complete, and the management then has only two weeks to respond, which the Panel considers inadequate, especially for more complex recommendations that require agreement from more than one part of WFP.

[16] Country offices that have already established an action plan in response to the evaluation seem to have little difficulty in reporting progress.

- Management tries to avoid marking their response as 'Not Accepted', even when it does not agree[17]. It is then marked Agree or Partially Agree but, on occasions, the accompanying text points to the recommendation having not having been accepted. (Board Survey, '*Management accepts all the findings and recommendations. It should be more critical.'*)
- A recommendation may be marked as Accepted but the text of the response concerns a different subject – so, for example, a recommendation about strengthening partnership receives a response about improving WFP's capacity.
- When the Board discusses a management response an informal session, its observations are not captured in a modified management response because the Board submission deadline is long past, unless a major change is requested[18].

[17] On occasions a great deal of time has been used in the Board on a recommendation marked as Not Accepted. As a result there is an unwritten understanding that recommendations are either Accepted or Partially Accepted.
[18] OEV mentioned one instance when a corrigendum was issued between the informal and formal Board meetings to allow the management response to be changed.

Annex 12 – Understanding Independent Evaluation, Decentralized Evaluation and Reviews

Clearing up Confusion in Terminology

UN organizations that have both centralized and decentralized evaluations tend to experience some confusion about the differences between them. It can also be difficult to establish the dividing line between decentralized evaluation and other evaluative exercises undertaken by management. In WFP, these levels of uncertainty and the accompanying concerns seem to have reached high levels and have persisted, and WFP management needs to bring some clarity to the issue.

Essentially the confusion arises because of a misunderstanding about who **commissions** the exercise, who **undertakes** it, and what **tools** are used to complete the exercise. Box 1 from the main report included the following table:

	Led by Management	Independent?	Using External Consultants?	Fit with UNEG Standards?	Submitted to the Board?
Review	Yes	No	If useful/affordable but not required	No	No
Decentralized evaluation	Yes	Partially	Yes	Yes, perhaps not all	Only in synthesis
OEV evaluation (centralized)	No	Yes	Yes	Yes	Yes**

A **Review** is an exercise carried out by management of its performance in one or more areas of programme or operations. This could range from a half-day management retreat to several months review and revision of a country programme or strategy. A review may or may not be supported by external consultants. A review exercise led by management may even include an evaluation as part of its evidence gathering. Reviews allow for periodic reflection and allow management to make real time adjustments to improve the outcomes of the project/programme in question.

It is normal in the UN for management to designate a unit as having responsibility for the development of standards and guidance for programme management functions. In WFP, the guidance and standards for review exercises are the responsibility of RMP.

Evaluations are carried out by parties independent of management, to the extent possible (complete independence being illusory - see below), who are normally from outside the organization and who have had no part in the design or management of the object of the evaluation. Evaluations will often draw on past reviews by management.

In the UN, evaluations are carried out to sets of standards as determined by the UN Evaluation Group (UNEG). However, each organization sets its own policy and procedures for the application of the UNEG standards. In WFP, the Executive Board, as advised by OEV, sets the guidance and standards for evaluations.

Both reviews and evaluations use sets of evaluative tools, including: assessments, surveys, interviews, focus groups, workshops, various other participatory techniques, document review, and financial analysis. Technical departments in WFP may define the standards and procedures for the application of these tools, for example, the tools for food security analysis are determined by WFP's VAM unit.

It is not the tools that make the distinction between review and evaluation but who is commissioning, generating the findings and making the final judgement calls on the content.

Because of the expectations for accountability from evaluations, it is often assumed that the evaluations are both more expensive and more rigorous, but this is not necessarily the case. A review is not necessarily 'light' nor an evaluation necessarily 'heavy'.

In decentralized evaluation, independence cannot be fully achieved because the commissioners are ultimately responsible for the object of the evaluation. This does not, per se, make the evaluation any less useful as a tool for learning and performance improvement but it can reduce its perceived value when management is commissioning.

Putting in place a '**degree of separation**' can increase the confidence of stakeholders in the evaluation and improve quality, as a bi-product. Independence and impartiality can be boosted through; 1) the use of external consultants, 2) separation within the country office between the commissioner and the operation, so that the project manager is not evaluating their own project, 3) including parties from other agencies or an academic institution in a reference group set up to advise the evaluation commissioner and comment on the evaluation products, and 4) having the TOR and key outputs reviewed and/or approved by the regional bureau or by OEV.

The Director of OEV needs to set a benchmark concerning the minimum acceptable 'degrees of separation' to allow for confidence to be maintained in the validity of decentralized evaluations.

The current Evaluation Policy expects decentralized evaluations to be undertaken to the same standards as OEV evaluations. WFP needs to be clear what this means. Decentralized evaluations should conform to UNEG standards, though it may not be realistic to expect UNEG standards to be met at every point, but as noted elsewhere, it will not be realistic in most cases to be able to apply OEV's EQAS system because it is too demanding and complex for the majority of country offices.

Limits of Independence

OEV has managed to establish functional independence in evaluation, something the Board should be careful to protect. As long as evaluations conducted centrally are the only evaluations in the WFP evaluation 'universe', there is a high level of confidence that evaluation is being conducted independently. But, as discussed, independence is harder to achieve in evaluations commissioned by regional bureaux and country offices.

Independence is one of the main criteria for assessing the quality of evaluation and it is the primary assessment criteria for the Peer Review. In UN evaluation circles and amongst Boards and with donors, independence has been given a very high status. It is seen as the most important factor in delivering, reliable credible evaluations but there are limitations and risks in such a view:

- Independence is a proxy. Independence is only a means to an end. The purpose of independence is to increase the chance of the evaluation reaching unbiased, impartial conclusions. These chances increase when the evaluation is commissioned, conducted, approved and published outside the management line, but it is not guaranteed.
- Contracting undermines Independence. Staff are not asked to undertake independent evaluation because they are employed by the organization. External consultants are also employed on contract by the organization, albeit temporarily, and so a measure of independence is automatically lost, even without any tendency for the evaluators to have an eye to the next contract with WFP or other client when conducting the evaluation. Even if they are independent, consultants may not be impartial. One Regional Director complained of an evaluation team they considered biased and 'having made their mind up from the start'.
- Independence should be balanced with utility. The principal purposes of evaluation are accountability, learning and performance improvement, based on reliable evidence of current performance from which improvement plans can be derived. Independence by itself is no guarantee of the relevance of the findings, conclusions, and recommendations of the

evaluation. Being able to make use of the evaluation for learning and performance improvement is more important than having an independent evaluation.

Where Independence Rests

The Panel proposes that the Evaluation Policy vests the independence of OEV evaluations in the Director of Evaluation, and not in the evaluation consultants, where it is deemed to reside now. To be more precise, at present OEV drafts and takes ownership of the evaluation summary report and the final wording of the recommendations to the consultant, in discussion and negotiation with the evaluation consultants. In relation to the recommendations, OEV assures that the evaluation provides the evidence to back up the recommendation. It is also important that OEV take a hand in the formulation of the recommendation because evaluators are often not well placed to craft recommendations in a form that will be most useful to WFP. The Panel supports the approach of ensuring that the final judgement on the content of the recommendations rests with OEV. This arrangement does not mean that difficult or pointed recommendations will be removed for the convenience of management and there may be recommendations that management does not accept, even after they have been fully debated.

Annex 13 - Special Account for Operations Evaluations

On 5 October 2012, the Executive Director signed a Memo on establishment of a Special Account for Operations Evaluations and approval of DSC funding modality. According to the Memo, the strategy for re-establishing operations evaluations would involve a "highly outsourced management model … with a view to the handover of units responsible for evaluations of single operations". The Memo does not specify the 'units responsible'.

The creation of an OEV-managed Special Account for operations evaluations is in part a response to a 2011 report of the External Auditor on the Management of Projects, which recommended that funds for evaluation should be set aside and 'mandatorily used'. The same recommendation also stated: "Where felt necessary, corporate funding not linked to project funds should be provided for these activities".

Funding for OEV operations evaluations is as follows:

Year	US$ m	No. Evaluations planned
2013	2.00	12
2014	3.70	24
2015	4.47[19]	30
Totals	**10.17**	**66**

The budget includes US$500k per year for staffing. The Director of OEV has discretion over the use of the funds but they must be used for evaluation and cannot be used for, for example, evaluation training. An average of US$130,000 per evaluation has been assumed.

The Special Account has several innovative features:

- The evaluation is first funded from the special account and the cost is recharged to the country office concerned when the evaluation is complete;
- The burden for funding operations evaluations is shared unevenly, with the largest country offices being recharged the full cost and small country offices not recharged at all;
- For operations that are not fully funded and can argue that they cannot afford the full evaluation cost, any shortfall is made up from central funds, in line with the External Auditor's recommendation;
- Negotiations over the level of recharge to projects is handled by the Office of Budget, and OEV has certainty about resources once the annual budget has been approved.

Substantial progress has been made in the set up and launch of the new series of operations evaluations. 7 companies were awarded LTAs for the operations evaluations in September last year, 3 southern based (South Africa, Colombia and Ethiopia) and 4 from the same companies that have 'standard' LTAs for the conduct of OEV evaluations. The 3 southern-based companies are as, or more, expensive than the established ones.

A revised operations evaluations guide has been produced and 12 evaluations were initiated in 2013, with draft reports due from March 2014. A 'proof of concept' review will be conducted in 2014. Operations to be evaluated are selected using three criteria - timeliness, risk (the risk level is taken

[19] Provisional for 2015.

from the auditors), and regional bureau preference. The average budget is US$132k (including management costs), close to the planned average of US$130k.

An important aspect of the exercise is that the new LTAs include an evaluation management component. OEV has outsourced the bulk of the evaluation management, including quality assurance, to the LTA company. The costs for evaluation management vary with the size of the evaluation, and with the LTA companies, the lowest at US$6k for a small project to US$30k+ for the highest charge for a large project. Even with the management process outsourced, OEV estimates that 12 OEV staff days will be required to oversee each operations evaluation. (This might reduce once the pilot phase is over). The LTA management costs are somewhat lower than the equivalent WFP staff cost.

The aim is that, in future, regional bureaux will be able to take on the management of the commissioning of operations evaluations, working through these same LTAs, or their successors. One of the key questions will be to what extent the process needs to be streamlined so that regional bureaux can take control after 2015, and to what extent regional bureaux will be expected to replicate the high skill, high-value 'before and after' OEV processes that help to ensure the relevance and take-up of the evaluation results. Two regional bureaux reported being 'intimidated' by the scope and sophistication of the current operations evaluations and cannot see themselves managing the same level of evaluation. They also stated that the LTA companies are very expensive and they need access to more individual (and cheaper) consultants. (The regional bureaux were not clear whether OEV is managing a roster of evaluation consultants or not).

So far, the recharge system seems to be working to the satisfaction of OEV and Office of Budget. Smaller offices are not recharged, and the slack is taken up by special account. Even bigger projects under evaluation may be only partially, or not, recharged where a good case is made by the country office.

The unrestricted multilateral funds behind the special account are regarded as 'gold dust'. Unless the three-year temporary funding arrangement is extended, this special 'shielding' of the operations evaluations budget will disappear and OEV is concerned that operations evaluations activity might fall off sharply if a sustainable solution for resourcing is not found.

In effect, the Special Account is a revolving fund into which some, but not all of the funds advanced to pay for evaluations are recovered. An important element in the Proof of Concept review will be estimating the amount that is non-recoverable, as this will give a sense of the ongoing drawdown on PSA, or other sources, should the mechanism be maintained into the future.

Annex 14 - Comparator UN Evaluation Functions

Rome-based agencies

IFAD: IFAD's programme of loans of grants for 2013 totalled US$1.3 billion. The Independent Office of Evaluation (IOE) has 12.5 professional and 6 general service staff. Total staff and non-staff budget for 2013 was US$6.01 million. The bulk of its non-staff evaluation budget goes to annual reports on results and impact on country operations, country programme evaluations and project evaluations. Under a separate strategic objective, IOE retains US$1.2 million (20% of the annual evaluation budget) for promoting learning and knowledge management, including evaluation syntheses and learning themes, and communication and outreach. IFAD was subject to peer review in 2010 by the Evaluation Cooperation Group[20].

IFAD has two types of management response to evaluations. For evaluations conducted with government, an Agreement on Point of Completion (ACP) is completed and progress is then tracked. According to a 2008 SADEV Evaluation of the ACP system[21], "The executive board can easily cross-check the extent to which the evaluation recommendations have been acted upon." For corporate level evaluations, an action plan is incorporated as the management response. In both cases the responses are bound into the evaluation report.

FAO: Following the Independent External Evaluation (IEE) of FAO in 2007, FAO's Evaluation Office has dual reporting lines to both the FAO Council and to the Director General. FAO has an internal Evaluation Committee that reviews evaluation policy and vets and follows up on management responses.

The FAO Evaluation Office undertakes three types of evaluation, thematic/strategy evaluations with a typical budget of US$4-600,000, country evaluations, typically costing US$2-400,000, and project evaluations. Every project of more than US$4 million is independently evaluated. Donors may also request evaluations of smaller projects. All projects contain a financial component for evaluation, which is placed into two trust funds, one for emergencies and the other for development projects. The Evaluation Office then draws on these funds. Following the FAO Independent External Evaluation, funding for evaluation was set at 0.8% of the organization's turnover. In practice, it has been gradually increasing has reached 0.7% of a total FAO budget of approximately US$1 billion.

All strategic and country evaluations are submitted to the Programme Committee, a 12-member sub-committee of the Council, which exercises overall oversight for the evaluation function. All evaluations must have a management response, which shows actions, a timeline, who is responsible and whether financial resources are required for implementation. There are also mandatory follow up reports, after one year for project evaluations and two years for thematic evaluations. The Evaluation Office uses independent consultants to verify these reports, which the Director considers has significantly improved their quality.

The FAO Evaluation function was the subject of a DAC-UNEG Peer Review in 2012. One of the decisions resulting was that there would be a DAC-UNEG Peer Review every six years, alternated with an independent evaluation of the evaluation function also every six years.

In response to the requests of the Board of the Rome based agencies for closer collaboration, in April 2013, WFP issued a joint statement with CGIAR, FAO and IFAD on evaluation with regard to food security, agriculture and poverty alleviation. The statement commits the agencies to share evaluation plans, discuss technical issues, organise one joint seminar per year, and produce synthesis reports of

[20]https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/7e6e83714d63fac348257731002a960f/3f296435ce2c24c648257731002a9639/?OpenDocument

[21] www.oecd.org/derec/sweden/ifad.pdf

relevant evaluations across the agencies. The Panel has no further information on joint activities following this statement.

Decentralized Evaluation. For decentralized evaluation, the Rome based agencies do not provide useful comparators, as their evaluation functions are centralized. UN comparators for WFP's decentralized evaluation function include UNDP and UNICEF, both with similar overall funding and with a network of country offices. Both organizations have made a considerable investment over a long period to develop decentralized evaluation.

UNDP: In 2011, the central UNDP Evaluation Office had a budget for staff costs of US$3.96m and, for evaluations, US$3.78m, total US$7.74 million. The central budget for evaluation is therefore some 20% higher than in WFP. Staffing is also higher at 23 staff, including 17 professionals. UNDP's central Evaluation Office carries out Assessments of Development Results (ADRs), broadly equivalent to WFP's Country Portfolio Evaluations. In 2010-11, the EO conducted 11 ADRs and 4 thematic evaluations.

According to the UNDP annual evaluation report for 2011, 248 decentralized evaluations were commissioned during the year by UNDP's 62 decentralized evaluation staff (8 regional and 54 country level monitoring and evaluation specialists), including 66 outcome evaluations, 162 project evaluations and 20 others, including UNDAF evaluations. Management responses were completed for 91% of these evaluations. However, against the UNDP '*Quality Assessment Mechanism for Decentralized Evaluations',* only 20% of these evaluations were rated Satisfactory or Highly Satisfactory, and UNDP is reported to be reviewing its strategy with regard to decentralized evaluation.

UNICEF: According to the UNICEF Annual Report on the Evaluation Function 2012, "Over 95 per cent of UNICEF-supported evaluations are authorized and managed in field offices, reflecting the decentralized nature of the organization." Each of the 7 regional offices has a P5 Regional M&E officer and, in total, including the country and regional offices and the Evaluation Office, there were 114 UNICEF staff at P3-equivalent level or higher with 'evaluation in their job title'. Of these, country office staff were spending 14% of their time on evaluation. In 2010, the estimated total spend on evaluation by UNICEF country and regional offices, i.e. not including the Evaluation Office, was US$11.2m, or 0.33% of programme spending. In 2010, UNICEF conducted 140 evaluations.

UNICEF has outsourced the quality assessment of evaluation reports in the GEROS system (Global Evaluation Report Oversight System), including global, regional and country reports. A review of 84 evaluation reports completed in 2011 rated 43% as satisfactory or better (compared with 20% in 2002). In 2008, the UNICEF Executive Board decided that all evaluations should have a management response and a database to receive the responses was developed. Of the evaluations submitted to the database, 93% of evaluations completed in 2011 had a management response (compared with only 10% in 2009, the baseline year).

Annex 15 – Comparative data on UN evaluation functions from the Joint Inspection Unit

(2011) Annual organizational expenditures and central evaluation unit expenditures (excluding staff costs)

	2011 Organizational expenses (USD)[22]	2011 Central evaluation unit expenditures, excluding staff costs (USD)[23]	2011 Central evaluation unit expenditures, as a % of organizational budget	Difference from average % (+/-)
LARGE organizations with expenditures between 1-5.5 billion				
UNDP	5,516,014,000	3,900,000	0.07	- 0.08
UN Secretariat	4,356,846,000	3,800,000	0.09	- 0.06
WFP	4,181,023,000	2,400,000	0.06	- 0.09
UNICEF	3,793,737,000	2,900,000	0.08	- 0.07
WHO	2,514,504,000	1,200,000	0.05	- 0.10
UNHCR	2,181,100,000	375,000	0.02	- 0.13
FAO	1,500,342,000	2,650,000	0.18	+ 0.03
MEDIUM organizations with expenditures between 300 million and 1 billion				
UNESCO	937,842,000	365,000	0.04	- 0.11
UNFPA	824,500,000	400,000	0.05	- 0.10
ILO	634,617,000	4,800,000	0.76	+ 0.61
UNRWA	617,407,000	250,000	0.04	- 0.11
UNEP	611,373,000	750,000	0.12	- 0.03
IAEA	522,306,000	300,000	0.06	- 0.09
WIPO	340,952,000	200,000	0.06	- 0.09
UNAIDS	320,801,000	No data		
SMALL organizations with expenditures less than 300 million				
UNIDO	245,598,000	600,000	0.24	+ 0.09
UNODC	239,197,000	250,000*	0.10	- 0.05
UN Habitat	226,340,000	1,100,000	0.49	+ 0.34
ICAO	212,854,000	25,000	0.01	- 0.14
ITU	207,808,000	No evaluation function		
UN Women	198,315,000	650,000	0.33	+ 0.18
UNCTAD	147,500,000	380,000*	0.26	+ 0.11
ITC	86,996,000	No data		
WMO	83,419,000	40,000	0.05	- 0.10
UNOPS	76,042,000	No evaluation function		
IMO	70,977,000	150,000*	0.21	+ 0.06
UPU	56,837,000	No evaluation function		
UNWTO	23,255,000	No evaluation function		
TOTAL	30,728,502,000	27,485,000	0.09*	

* Total 2011 evaluation expenditures as a % of UN system expenditures

[22] CEB (2011).
[23] UNEG "Evaluation Capacity in the UN system".

(2011) Number of professional staff in the central unit and number of evaluations

	No. of professional staff in the central unit in 2011[24]	No. of evaluations conducted or commissioned in 2011[25]	No. of evaluations / professional staff (difference from average)	2011 Central evaluation unit expenditures/No. of evaluations (i.e. cost per report)
ILO	7	4	0.6	1,200,000
UNICEF	12	6	0.5	483,333
UNDP	14	11	0.8	354,545
UN Women	8	2	0.3	325,000
UN Secretariat	19	20	1.1	190,000
UN Habitat	5	7	1.4	157,143
WFP	8	16	2	150,000
UNRWA	2	2	1	125,000
UNFPA	5	4	0.8	100,000
UNEP	7	9	1.3	83,333
FAO	16	33	2.1	80,303
UNCTAD	2	5	2.5	76,000
WIPO	3	3	1	66,667
IMO	2	3	1.5	50,000
IAEA	5	7	1.4	42,857
UNHCR	5	12	2.4	31,250
UNIDO	4	26	6.5	23,077
UNESCO	10	16	1.6	22,813
WHO	3	60	20	20,000
WMO	2	2	1	20,000
UNODC	4	19	4.8	13,158
ICAO	2	2	1	12,500
UNAIDS	2	0	0	No data
ITC	2	6	3	No data

[24] UNEG "Evaluation Capacity in the UN system".
[25] UNEG "Evaluation Capacity in the UN system".

Maturity rating against other organizations

Key component	WFP	UN SYSTEM OVERALL	OTHER LARGE ORGs[26]
OVERALL	**6.6**	**5.3**	**5.7**
II. THE ENABLING ENVIRONMENT – ORGANIZATIONAL AND INSTITUTIONAL FRAMEWORK FOR EVALUATION AND ITS ADEQUACY IN RESPONDING TO DEMAND	6.9	5.3	5.6
Evaluation architecture	7.0	5.5	6.2
Evaluation architecture	7.0	5.5	6.2
Governance	8.0	5.7	6.0
Governance structure	8.0	5.9	6.2
Member State appreciation for/ understanding of evaluation	8.0	5.5	5.8
Mandate, Vision and Policy	7.0	5.7	5.9
Mandates from governing/legislative bodies	8.0	6.4	6.7
Vision and/or strategy for evaluation	6.0	5.2	5.5
Evaluation Policy	7.0	5.8	5.8
Adoption and adaptation of UNEG Norms and Standards to fit organization	7.0	5.5	5.5
Supporting implementation of the policy	7.3	5.5	5.4
Promulgation for institutional adoption	7.0	5.1	5.2
Supporting guidelines and/or structures	7.0	5.5	5.7
Monitoring of policy implementation and revision of the policy	8.0	5.9	5.3
Resources	6.3	5.0	5.5
Dedicated and stable resources (human and financial)	6.0	5.4	6.2
Costing: Normative framework / formulae	7.0	4.8	5.2
Non-core/ extra budgetary resources	7.0	5.8	5.3
Adequacy of resources	5.0	4.4	5.2
Results and accountability/learning oriented	5.8	4.6	4.7
RBM framework	7.0	5.1	5.2
Other support systems for decision making, learning and accountability	6.0	4.7	4.7
Leadership and support from management	5.0	4.4	4.5
Organizational culture for results, accountability, and learning	5.0	4.3	4.5
III. RELEVANCE, RESPONSIVENESS, EFFICIENCY AND ADAPTABILITY	6.1	5.0	5.7
Relevance to stakeholder demands and coverage	6.0	5.1	5.7
Planning for coverage	7.0	5.8	6.2
Support to Decentralized or Technical evaluation functions by the central evaluation unit	4.0	4.8	5.8
Balancing activities to respond to changing conditions and demands	7.0	5.6	6.0
Actual Coverage	6.0	4.5	4.8
Responsiveness to UN Reform, NECD, Global challenges, and Gender and	6.2	4.9	5.7
Participation in UNEG	8.0	6.1	6.7
System wide harmonization, collaboration, coherence and efficiency	7.0	4.9	5.7
National Evaluation Capacity development (NECD)	4.0	3.5	5.0
Gender and Human Rights and Diversity in perspectives	5.0	5.2	6.0
Global challenges: the UN in the 21st century	7.0	5.0	5.2
Efficiency			
Adaptability and Continuous improvement and growth	7.0	5.1	5.6
Continuous assessment of the fulfilment of the policy/ norms and standards	7.0	5.5	5.7
Contributions to the advancing evaluation in the context of the UN system's work	7.0	4.8	5.5
IV. CREDIBILITY: IMPARTIALITY AND BALANCED PERSPECTIVES (INDEPENDENCE, INCLUSION AND STAKEHOLDER INVOLVEMENT)	7.2	5.7	6.0
Structural Independence and Head of Evaluation Unit (applies to central/corporate function)	6.7	5.2	5.7
Positioning of the central evaluation function in the organization	8.0	6.0	6.5
Appointment of Head of Evaluation	6.0	4.9	5.3
Term of Head and rotation in the organization	6.0	4.7	5.3
Functional Independence (applies to central/corporate function)	7.3	5.6	6.1
Development and issuance of evaluation reports	8.0	6.1	6.8

[26] Includes UNHCR, UNDP, UNICEF, UN Secretariat, WHO and FAO.

Planning of work programme (PoW)	8.0	5.8	6.0
Independence of budgetary process	6.0	4.8	5.2
Access to information	7.0	6.0	6.3
Allocation and management of evaluation resources (including staffing)	7.0	5.7	6.0
Annual Report to Member States on evaluation	8.0	5.4	6.0
Built in mechanisms for impartiality	7.0	6.0	6.3
Controls and stakeholder involvement for balanced perspectives and impartiality	7.0	6.0	6.3
Professional/Technical Independence	7.7	5.6	5.7
Evaluators and managers of evaluation	8.0	6.0	6.2
Professional integrity of the function	8.0	5.7	6.2
Absence of conflict of interest	7.0	5.2	4.7
Behavioural independence	7.3	6.2	6.4
Role of evaluators and managers of evaluations	8.0	6.8	6.8
Role of staff across the organization	7.0	5.9	6.3
Role of Member States	7.0	5.9	6.2
V. CREDIBILITY: VALIDITY AND RELIABILITY (TECHNICAL QUALITY)	7.1	5.6	5.8
Evaluators and Evaluation Teams: Staff and consultant quality	7.3	5.5	5.6
Staff competencies	8.0	6.0	6.2
Consultant competencies	7.0	5.5	5.2
Methodologies and types of evaluation	7.0	5.3	5.0
Professional development of staff	7.0	5.1	6.0
Conditions in place to ensure quality and consistency in the application of standards and approaches	7.0	5.7	6.0
Technical and managerial guidelines and tools	7.0	5.1	5.2
Controls and stakeholder involvement at various stages of the evaluation to ensure quality / content validity	7.0	6.2	6.8
Empirical/objective assessments of evaluation reports and compliance with N&S and other requirements	7.0	5.8	6.0
Quality of reports (corporate/central level)	7.0	5.7	5.8
VI. UTILITY AND POTENTIAL IMPACT	5.6	4.8	5.3
Conditions in place to enhance use	6.8	5.4	5.5
Dissemination and communication strategy	7.0	4.7	4.7
Timeliness in meeting stakeholder demands	7.0	5.8	6.0
Recommendation tracking system	6.0	5.4	5.5
Accessibility and transparency	7.0	6.4	6.8
Sharing of evaluation results internally	7.0	5.4	5.2
Sharing of evaluation results externally	7.0	4.7	5.0
Outcome Level : Nature and level of use	5.6	4.9	5.3
Recommendation implementation rates	6.0	4.8	5.3
Use for strategic decisions	7.0	5.0	5.2
Corporate/ summative use	7.0	5.2	5.8
Formative use	4.0	4.9	4.8
Use external to organization	4.0	4.3	5.3
Impact level: Effect of use	4.5	4.2	5.1
Impact following implementation of recommendations	5.0	4.5	5.3
Effect of use on organizational effectiveness and value for the UN: Indicators and evidence of impact	4.0	3.9	4.8

Annex 16 – Alternative Models for the future of the WFP Evaluation Function

(For context, refer to Section 7 of the main report)

Model 1 – Centralized evaluation

In Model 1, WFP determines that the organization should continue to look to OEV as the source of high quality and impartial evaluation, with any decentralized evaluation seen as internal lesson learning exercises for the office concerned and to provide a measure of accountability to donors. Decentralized evaluation receives limited ad-hoc support with no formal expectation that OEV or regional bureaux provide consistent support or quality assurance. The Special Account continues to fund OEV operations evaluations beyond 2015, though at a reduced level compared with the 2013-15 series.

The advantages and disadvantages of Model 1 are:

Advantages

- Model 1 is achievable, being close to status quo. As long as WFP maintains evaluation resources at their current level, this is the model WFP can most reliably deliver into the future.
- It recognises the reality of the poor track record for decentralized evaluation and the continued reluctance of managers to fund evaluations from operations budgets.
- It removes much of the uncertainty over whether evaluations will be delivered to a high quality, as OEV has a proven track record, and it takes the pressure off regional bureaux and country offices to emulate any such standard.
- OEV would be free to focus on the production of impartial, high quality evaluations.

Disadvantages

- WFP would fall behind other UNDG agencies that have developed their capacity for decentralized evaluation.
- The model does not respond to the aspirations of those country offices that want to be able to manage their own evaluations to an acceptable standard, and to understand what that standard is.
- It relies on OEV to identify and cover all important evaluation gaps at country level.
- At country level, use of evaluation evidence to support transparency, accountability and lesson learning would remain relatively weak, with attendant corporate risks.

Model 2 - Centralized Evaluation plus Demand-led Decentralized Evaluation

Model 2 extends Model 1 by adding: OEV quality standards and guidance for decentralized evaluation; technical support to country offices commissioning evaluation to improve quality, to be provided by OEV and regional bureaux based on country offices demand; and OEV reporting on the quality of decentralized evaluation reports. OEV establishes a help desk, and an improved roster of evaluation consultants from which country offices can draw, in partnership with regional bureaux. As in Model 1, OEV maintains its programme of operations evaluations at a reduced level and there is no organization-wide plan to resource, strengthen or systematise the decentralized evaluation function.

The advantages and disadvantages of Model 2 are:

Advantages

- Model 2 recognises the reality that country offices are commissioning and investing in evaluations themselves, albeit often without clarity about the difference between assessments, reviews, and evaluations.

- The model recognises that there is a demand from country offices for technical support for evaluation, and attempts to meet it.
- A moderate investment in technical support could have a large payback in increased quality of decentralized evaluation.
- Decentralized evaluations will become more credible to the donors that are their primary external users.
- Decentralized evaluations will become more credible as a source of material for later management reviews and lesson-learning exercises, and for OEV evaluations, joint evaluations or UNDAF evaluations.
- Because country offices are already investing in evaluations, there will be no major increase in resources going to evaluation.
- Decentralized evaluations will provide evaluation evidence for learning, accountability and transparency, thereby helping to reduce corporate risks.

Disadvantages

- There is unlikely to be uniform attention to the improvement of evaluation across the organization.
- There may be no evaluation activity in some countries and quality gaps may persist in specific regions or countries. OEV may need to close some of these evaluation gaps.
- There is a risk that, without increased capacity, regional bureaux might not have the capacity to provide support to country offices, responsibility for which might then fall back onto OEV.
- If OEV is required to operate within its current envelope of resources, some OEV resources will need to be diverted to provide support to country offices, so reducing the numbers of centralized evaluations by, perhaps, 20 per cent.

Model 3 – Centralized and decentralized evaluation functions

In Model 3, WFP adopts an 8-10 year roadmap for the expansion and strengthening of the evaluation function at all levels of the organization, with regional bureaux supporting evaluations at regional and country level and supporting country level evaluation officers and evaluation focal points, with backup support from OEV. Regional bureaux all have Regional Evaluation Advisers and all country offices with the largest operations (e.g. all those projected to exceed US$150 million per year) have dedicated evaluation officers. OEV quality assesses evaluations from all levels of the organization. Both centralized and decentralized evaluations, and capacity development for the decentralized function are planned as one, with the consolidated plan presented by the Director of Evaluation for approval by the Board. As part of this plan, decentralized evaluations take place according to set criteria, with regional plans proposed by the Regional Director.

The advantages and disadvantages of Model 3 are:

Advantages

- There will be a much larger number of evaluations taking place, so increasing learning and accountability.
- WFP will generate a much greater body of quality evaluative evidence to feed its country, regional and HQ decision-making processes, with improved performance benefits across the organization.
- WFP's reputation as an organization that learns and bases its programmes on a strong evidence based will be enhanced.

- There will be a much greater body of evidence on which to base OEV-led evaluations.
- WFP will gradually appear on par with other UN agencies that already have relatively well developed decentralized evaluation functions.

Disadvantages

- Model 3 is by far the most demanding in terms of the human and financial resources required, especially for regions and countries that have underinvested to now.
- There would be a significant increase in PSA going to evaluation because this model requires an expansion of human resource expertise at regional and, in some cases, country level
- Significant investment will be required on a sustained basis. There is a risk that initial investments will not be sustained after initial enthusiasm has passed.

Summary of features by Model

The checklist below summarises the features of the different models, and the resources required:

× = No, √ = Yes	Model 1	Model 2	Model 3
Country and region-led evaluations recognised as evaluations by WFP	×	√	√
WFP Evaluation Strategy required	×	√	√
OEV provides a balanced portfolio of independent evaluations	√	√	√
OEV issues a guide on how to manage decentralized evaluations	√	√	√
OEV issues standards and guidelines for decentralized evaluations	×	√	√
OEV provides remote support to country office evaluations	minimal	√	×
OEV establishes a help desk for remote support to country office /regio bureaux evaluation	×	√	×
Evaluation network for M&E/E advisers, country office focal points, led OEV	×	√	√
Regional bureaux establish a help desk for evaluation, with OEV technic backup	×	×	√
OEV monitors and reports on the quality of decentralized evaluations	×	√	√
Regional M&E advisers have 2nd reporting line to OEV	√	√	√
Regional bureaux have a regional evaluation adviser, with 2nd reporting to OEV	×	×	√
One consolidated plan for centralized and decentralized evaluation	×	×	√
At a minimum, all the largest country offices have a dedicated evaluatio officer	×	×	√

Provisional estimate of additional resources required by Model from PSA (or donor funds)

	Model 1	Model 2	Model 3
OEV oversight role, senior officer	0.5	0.5	1
OEV oversight role, junior officer	0.5	0.5	1
OEV support role/help desk function, senior officer		1	0.5*
OEV support role/help desk function, junior officer		1	1*
Regional bureau, evaluation adviser	-	0.5	1 each
Largest country offices (US$150m plus), evaluation officer	-	-	1 each

* in Model 3, country office support comes largely from regional bureaux