

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Second Regular Session**

Rome, 27–30 October 2008

POLICY ISSUES

Agenda item 4

For approval



Distribution: GENERAL
WFP/EB.2/2008/4-A
8 October 2008
ORIGINAL: ENGLISH

WFP EVALUATION POLICY



This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://www.wfp.org/eb>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point indicated below, preferably well in advance of the Board's meeting.

Director, OEDE*: Ms C. Heider tel.: 066513-2030

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact Ms C. Panlilio, Administrative Assistant, Conference Servicing Unit (tel.: 066513-2645).

* Office of Evaluation



EXECUTIVE SUMMARY

This paper represents the revised Evaluation Policy of WFP. It builds on previous evaluation policies, which have been consolidated and updated so that they are in line with the norms and standards for evaluation of the United Nations. The revision of the policy was recommended by the peer review of the evaluation function at WFP and this recommendation was accepted by WFP management and endorsed by the Executive Board in its First Regular Session of 2008.

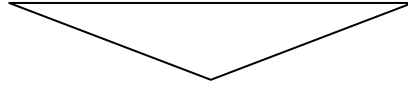
The new evaluation policy defines a framework that ensures the independence, credibility and utility of evaluation at WFP so that the dual purpose of accountability and learning is fulfilled. The policy seeks to safeguard the independence of evaluation at WFP through both structural and institutional means and to address some weaknesses identified in the peer review. It further aims to enhance the credibility of both evaluation processes and products by ensuring that planned evaluations are representative of the WFP portfolio of operations and that selection criteria meet rigorous standards for impartiality and transparency. The policy also aims to increase the utility of evaluation at WFP by expanding accountability with external stakeholders, strengthening participatory approaches to evaluation and clarifying the lines of responsibility for management response to recommendations. Given the decentralized work environment at WFP, the policy also articulates the role and purpose of self-evaluation, decentralized evaluation and evaluations led by the Office of Evaluation.

It should be noted that WFP management will continuously review its evaluation function and processes in the light of emerging best practices and overall coherence with other parts of the United Nations system. In particular, WFP will pursue these discussions through the High Level Committee on Management which is responsible for ensuring coherence in the management process of the United Nations.

This Evaluation Policy supersedes all previous evaluation policies of WFP and comes into effect upon its approval by the Executive Board.



DRAFT DECISION*



The Board approves the WFP Evaluation Policy presented in WFP/EB.2/2008/4-A and requests the Secretariat to take note of comments and observations made in discussing the document.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document (WFP/EB.2/2008/15) issued at the end of the session.



BACKGROUND

1. Evaluation at WFP was initiated in 1965 when it was recognized as an essential function to support good management practices. Since then, the evaluation function has undergone a number of changes. In most recent years, the Executive Board of WFP approved a number of papers that set out policies related to evaluation.¹ The Secretariat prepared these papers to respond to Board concerns about the independence of evaluation, in particular its structural independence and resourcing.
2. In 2007, a peer review of WFP's evaluation function was undertaken in part to respond to the Board's concerns. It recommended: i) consolidating the various prior policies to reduce ambiguity about policy directions; ii) safeguarding the independence of evaluation which this policy does by institutionalizing various aspects of independence; and iii) further aligning it with the 2005 norms and standards of the United Nations Evaluation Group (UNEG).
3. The purpose of the evaluation policy is to institutionalize the independence of evaluation and to ensure evaluation at WFP conforms to internationally accepted evaluation principles. It guides all of WFP's evaluation work and positions evaluation within an institutional framework for accountability and learning. The adoption of the Evaluation Policy is in line with UNEG norms and standards.
4. The Evaluation Policy supersedes all previous evaluation policies of WFP and comes into effect with the approval by the Board. A separate Evaluation Strategy, to be developed after the adoption of the Policy, specifies how it will be implemented.

EVALUATION – PURPOSE AND DEFINITIONS

Purpose of Evaluation

5. WFP evaluations serve the dual purpose of *accountability* for performance and results and *learning* to inform policy discussions and strategic choices of decision-makers, including the Board, WFP senior and operation management, and other stakeholders.
6. Accountability is the obligation to account for (and report on) work carried out and results achieved, using planned objectives and targets as the benchmark against which to assess performance. Learning means that lessons are drawn from experience, accepted and internalized in new practices, thereby building on success and avoiding past mistakes.
7. Evaluation is part of WFP's larger accountability and learning framework that includes monitoring and results-based management (RBM) at one end of the spectrum and audit and inspection at the other. The delineation of these functions is discussed in paragraph 27.

¹ "WFP Principles and Methods of Monitoring and Evaluation" (2000); "A Policy for Results-Oriented Monitoring and Evaluation in WFP" (2002); "WFP's Evaluation Policy" (2003); "Report on the Management of Evaluation" (2005); and "Supplementary Paper for the Executive Board Bureau on the Evaluation Function in WFP" (2006).



Definitions

8. **Evaluation** is an assessment that is as systematic and impartial as possible. It focuses on expected and actual accomplishments, examining the results chain, processes, contextual factors and causality to understand achievements or the lack thereof. It aims to determine the relevance, effectiveness, efficiency, impact and sustainability of WFP's activities, operations, strategies and policies, and their contribution to the development and humanitarian processes of countries that receive WFP assistance.
9. **Strategic evaluations** involve a group of policies, strategies, operations, activities, etc., have global or regional coverage and address corporate issues with the aim of contributing to improved corporate performance.
10. **Country-level evaluations** involve all operations and activities that WFP undertakes in one country during a specific period of time with the aim to inform decisions about strategically positioning WFP in the country context.
11. **Single-operation evaluations** focus on one operation at a time.
12. **Joint evaluations.** The above three types of evaluations can be conducted solely by WFP's Office of Evaluation or jointly with evaluation offices of other organizations.
13. **Decentralized evaluations** are those of single operations that are managed by Regional Bureaux or country offices. These evaluations follow the same standards as those managed by the Office of Evaluation, including the recruitment of external consultants for the task.
14. **Self-evaluations** are undertaken by WFP staff in country offices without involvement of consultants other than for the facilitation of the exercise, if necessary. They report on the implementation of the annual work plan, providing a comparison of planned versus actual results. Given that they are self-evaluations, they do not have to meet the requirements for independence spelled out in this Policy.

RESPONSIBILITIES FOR EVALUATION

Executive Board

15. The Board sets the enabling environment for independent evaluation with the approval of this Evaluation Policy. It exercises an oversight function over evaluation in that it:
 - i) provides strategic guidance to the evaluation function through the annual consultation on evaluation, chaired by the President of the Executive Board, with documented minutes and decisions, as appropriate;
 - ii) reviews the work plan and budget as set out in WFP's Management Plan; and
 - iii) reviews the independence of evaluation.
16. The Board is responsible for:
 - i) discussing selected evaluation reports, including annual and biennial synthesis reports, and taking decisions that guide management in its follow-up actions to the evaluation recommendations;



- ii) holding management responsible for corporate, timely and substantive management responses, and for follow-up to evaluation recommendations, including changes to policies and practices warranted by evaluation reports and lessons learned; and
- iii) using evaluation findings and recommendations in its decision-making.

Executive Director

17. The Executive Director is responsible for safeguarding the independence of the Office of Evaluation by:

- i) appointing a professionally competent evaluator to the position of Director of the Office of Evaluation, who has no conflict of interest, for a fixed term of four years, renewable once for another four years. The selection process follows competitive recruitment practices and involves interviews with a selection panel;
- ii) ensuring compliance with the Evaluation Policy set out herein, in particular that structural and institutional parameters of independence are met;
- iii) allocating adequate resources – human and financial – to ensure the evaluation function can be carried out professionally, with integrity and in line with the Evaluation Policy set out herein;
- iv) fostering a corporate culture of accountability and learning as an enabling environment for independent evaluation and the embedding of evaluation principles into management and decision-making at WFP; and
- v) institutionalizing a mechanism to ensure that corporate, substantive management responses to evaluation recommendations are prepared and submitted at the same time as the evaluation report is discussed by the Executive Board, follow-up actions are implemented and progress on their implementation is reported annually to the Executive Board.

Office of Evaluation

18. The Director of the Office of Evaluation is responsible for implementing the Evaluation Policy, in particular to set up the institutional arrangements for independent evaluation and to ensure adherence to the code of conduct for evaluators. The Director of the Office of Evaluation is accountable for ensuring the quality, credibility and utility of evaluations.

19. The Office of Evaluation mandate includes:

- i) ***setting directions and providing guidance***: updating the Evaluation Policy when needed in light of changes in international norms and standards for evaluation; developing and implementing a medium-term evaluation strategy; updating and disseminating evaluation methods and other guidance materials, which comprise WFP's Evaluation Quality Assurance System (EQAS), to ensure evaluation practices at WFP are always updated and contribute to WFP's RBM practices;
- ii) ***selecting and preparing biennial work programmes***: selecting operations for evaluation and identifying issues for strategic evaluations; preparing the biennial



work programmes, as part of WFP's Management Plan and presenting it to the Executive Board for approval; establishing a budget corresponding to the work programme and for each evaluation, acting with integrity when estimating the cost of evaluation so that it is proportionate to programme costs and the value added by evaluation;

- iii) ***conducting evaluation work:*** designing, planning, managing and undertaking strategic, country-level and single operation's evaluations, with an emphasis on the more complex strategic and country-level evaluations; identifying, recruiting and managing evaluation consultants, using competitive and performance-based procedures; ensuring quality standards for evaluation are followed;
- iv) ***fostering a corporate culture of accountability and learning:*** in support of the Executive Director's leadership in promoting a corporate culture of accountability and learning, developing the evaluation capacities of WFP at various levels, in particular in the field;
- v) ***closing the learning loop:*** communicating evaluation findings clearly and in a timely manner to support decision-making processes at various levels; developing a repository of evaluation lessons that is easily accessible and useful; organizing the annual informal consultation on evaluation to share evaluation insights; and
- vi) ***contributing to the evaluation profession:*** representing WFP in professional evaluation associations of the United Nations and other professional evaluation groups, and in joint evaluations with other organizations.

Management, Regional Bureaux and Country Offices

20. The management of WFP will support the evaluation function by:

- i) ensuring evaluability of WFP's undertakings by recording baseline information at the outset, defining performance indicators and setting targets for expected results. These will be established for operations, policies and strategies in line with corporate policies for RBM and monitoring;
- ii) monitoring, assessing and reviewing the implementation of operations, policies and strategies, and reporting regularly on their performance. An annual self-evaluation and a completion report should be mandatory for all operations;
- iii) supporting evaluations by engaging in consultations and information sharing with the evaluators, providing free access to all information on operations, policies and strategies to the evaluators, and facilitating the evaluation process including organizing and participating in meetings with the evaluators and giving feedback on evaluation products;
- iv) ensuring data quality and consistency in performance measurements and reporting; and
- v) preparing management responses to evaluation recommendations, implementing follow-up actions and reporting on them.

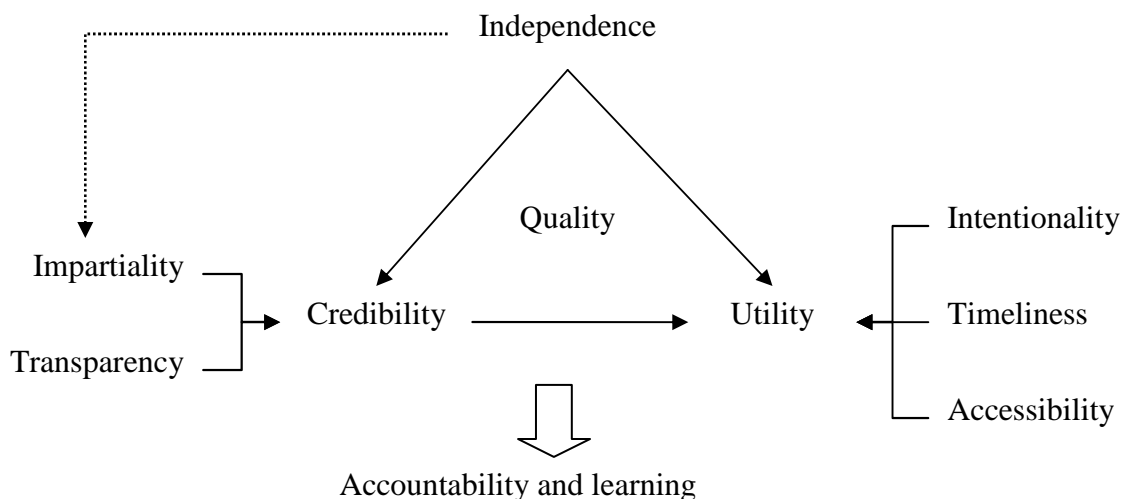


21. Regional Bureaux and country offices also have the responsibility for managing decentralized evaluations (see paragraph 13), following evaluation quality standards established and shared by the Office of Evaluation. Their roles and responsibilities will be detailed in the Evaluation Strategy.

EVALUATION PRINCIPLES

22. This Evaluation Policy provides a framework to safeguard the independence of evaluation and to ensure the systematic application of evaluation principles in WFP's evaluation function, processes and products. These evaluation principles are inter-related as illustrated in the figure below. Independence is a cornerstone for ensuring the impartiality, credibility and quality of evaluations, and thus the utility of evaluation. Impartiality, transparency and quality are essential for the credibility of evaluation. In turn, credibility, together with intentionality, timeliness and accessibility contribute to the utility of evaluations. The application of all these principles will strengthen the twin pillars of accountability and learning.

Figure: Interrelated Evaluation Principles



23. Quality is central to ensuring the credibility and utility of evaluations. It is manifest in the accurate and appropriate use of evaluation criteria, the presentation of evidence and professional analysis, the coherence of conclusions with evaluation findings and how realistic the evaluation recommendations are. It is dependent on the independence, impartiality and transparency of the evaluation process and its products. Good quality evaluations also present findings, insights and recommendations in an understandable way so that they are accessible to readers of evaluation reports. These quality standards are part of the EQAS and systematically applied to all WFP evaluations.
24. The four evaluation principles underpin accountability in that they provide the framework to ensure independent, credible, high-quality and useful evaluation of results, whether they are successes or shortfalls. These evaluations will be accounting for what has been done against planned goals, objectives and operational plans. The same principles encourage and support learning in so far that it requires independent, credible, high-quality

and useful evaluations to generate essential lessons that will help improve programme performance and outcomes.

Independence of Evaluation

Definition. Independence of evaluation means that it is free from influences that would bias the conduct, findings, conclusions or recommendations of the evaluation.

Policy Objective. WFP is committed to safeguarding the independence of evaluation to reduce biases to the extent feasible. Independence is fundamental to ensure impartiality of evaluation throughout the selection, conduct and reporting on evaluations, and therefore contribute to the credibility, quality and utility of evaluation.

Means. To attain this objective, the independence of evaluation is secured:

- structurally: separating the evaluation function from those responsible for the design and implementation of policies and operations that are evaluated;
- institutionally: establishing mechanisms that ensure independence in the planning, funding and reporting of evaluations; and
- behaviourally: setting out a code of conduct and policy to minimize conflicts of interest and manage them appropriately when they exist, and to safeguard evaluators from repercussions.

⇒ *Structural independence*

25. The Director of the Office of Evaluation reports to the Executive Director of WFP. The Director and the Office of Evaluation are thereby independent of management functions responsible for the design, implementation and monitoring of WFP policies, strategies, operations and other work that may be subject to evaluation. The Director has full discretion in establishing the evaluation work programme including the selection of subjects for evaluation, in line with the Evaluation Policy set out herein; full authority over the management of human and financial resources for evaluation; and is independent in supervising of and reporting on evaluations.
26. To avoid conflict of interest, the Office of Evaluation is a staff function and not part of the management structure that decides on policies, strategies or operations. Instead, the Office of Evaluation acts only in an advisory role or as observer in committees, task forces, etc. established for management purposes. It participates in these bodies to be kept informed about new directions and challenges that the Programme faces, and that may inform the need for evaluation, and to provide insights from evaluations into decision-making processes.
27. The Office of Evaluation is independent from, but complementary to, other organizational units and learning and accountability functions as follows.
 - i) ***Policy-making and strategic planning:*** Evaluation provides decision-makers in the Executive Board and senior management with evaluation findings and recommendations to inform debate and decision-making. The Office of Evaluation



does not write policies or strategies, unless they concern the evaluation function itself.

- ii) **Programme quality:** Evaluation provides operational management at Headquarters and in the field with evaluation insights and comments on the design of new operations through established processes for this purpose, but does not design or develop operations or logical frameworks for operations.
- iii) **Monitoring and results-based management:** These are the responsibility of WFP management. RBM and performance monitoring are functions to continuously plan, measure, monitor, assess, review and report on progress towards desired results. These actions are performed by those responsible for managing policies, projects, operations, programmes or organizational units. Evaluation uses, to the extent possible, performance information derived from performance measurements, and provides feedback to promote corporate learning for improvement of future results and prove accountability for resources consumed.
- iv) **Internal audit.** Internal audit provides WFP with an objective and independent assessment of whether WFP's risk management, governance and internal control processes as designed and operated by WFP management provide assurance of accomplishing WFP objectives in compliance with WFP rules, regulations and policies. Internal audit findings on processes complement evaluation findings on performance and results.

⇒ *Institutionalizing independence*

28. Measures to ensure structural independence are complemented by institutional measures that reduce opportunities to influence the choice, conduct, findings, conclusions and recommendations of evaluations. The areas in which risks to the independence of evaluation exist are:
- i) the planning process, where influence can bias the selection of subjects of evaluation, preventing evaluation from analysing poor performance or directing it to highlight success stories;
 - ii) funding of evaluations, which can be used to influence whether evaluations are carried out, how they are conducted and how they report their findings; and
 - iii) reporting of evaluations, which if not independent, can lead to censorship of evaluation findings, conclusions and recommendations.
29. To prevent these risks from materializing, WFP institutionalized the independence of evaluation in the following ways.
- i) **Independence in planning of evaluations.** The Office of Evaluation chooses subjects for evaluation (operations, policies, strategies or other activities) in line with the established criteria and principles (see paragraphs 35, 36 and 41). The Office of Evaluation prepares its work plan based on professional judgment, while consulting with stakeholders to ensure the utility of evaluations. The work plan is approved by the Executive Board.
 - ii) **Independence of funding.** The funding for evaluations is approved by the Executive Board, as part of WFP's Management Plan, and is managed by the Director of the



Office of Evaluation. This financial independence applies to funds from the Programme Support and Administrative (PSA) budget and from other sources of funds.

- iii) **Independence of reporting.** The Office of Evaluation submits its reports directly to the Board without prior clearance by WFP management. All evaluation reports are posted on the WFP website and are accessible to the public.

⇒ *Behavioural independence and integrity*

30. The structural independence and institutional framework to ensure impartiality, credibility and utility of evaluations lay the foundation for independent evaluation. Evaluators – WFP staff and consultants – have to exercise personal integrity and behavioural independence to complement these structural and institutional arrangements.
31. Behavioural independence requires that WFP staff or consultants who were involved in the design, implementation or management of the policy, strategy or operation under evaluation will not be designing, managing or participating in the evaluation in order to avoid conflicts of interest. WFP adopted the code of conduct for evaluators in the United Nations system in its generic job profiles for staff and in its contracts for evaluation consultants.
32. Behavioural independence shall not result in repercussions for staff in their career advancement or otherwise: managing or conducting independent evaluations that might lead to critical conclusions shall not be considered negatively in the performance assessment of staff or affect their prospects for promotion.

Credibility of Evaluation

Definition. Credibility is the extent to which evaluation findings and conclusions are believable and trustworthy. Credibility is determined by objective factors, such as the accuracy of an evaluation report, and subjective factors, such as the perceived or demonstrated impartiality and competence of evaluators.

Policy Objective. WFP is committed to ensuring the credibility of evaluation to ensure that evaluations give as accurate an assessment as possible. While maintaining independence and quality, WFP also aims to have evaluations accepted by stakeholders, thereby increasing the utility and effectiveness of evaluation.

Means. Credibility depends on the impartiality of evaluators, evaluation processes and products, the transparency of evaluation processes and the quality of evaluation products, including the soundness of evaluation methods, the quality of data and the clear presentation of findings and conclusions.

33. **Impartiality** is the absence or minimization of bias or subjective choice that could influence an evaluation. WFP ensures impartiality through its requirements for behavioural independence of evaluators (see paragraphs 30 and 31 above) and institutionalized measures to further enhance impartiality, as indicated below.
34. The choice of operations subject to evaluation should be objective and unbiased and the sample of operations should be as representative as possible to avoid a misrepresentation of the performance and results of the Programme. WFP's portfolio of emergency,



protracted relief and recovery and special operations, country programmes and development projects is highly variable in terms of geographical distribution, size, duration and funding levels.

35. To ensure that the sample is representative of WFP's portfolio, the selected sample of operations should mirror as closely as possible the geographic distribution of operations, taking into account both the size (US\$ value) and number of operations. This stratification of the sample of operations evaluated is updated annually to reflect changes in WFP's portfolio.
36. Within each regional stratified sample, operations are selected using the following criteria:
 - i) timing of the completion of the operation – an evaluation is planned in the second half of an operation but with sufficient lead time to complete the evaluation before the operation is closed;
 - ii) funding level – an operation must have received a minimum level of funding to ensure a certain degree of implementation to make an evaluation meaningful and to support the cost of evaluation;
 - iii) size of operations and categories – the portfolio of planned evaluations aims to reflect the different sizes and categories of operations within each region, to the extent possible; and
 - iv) past evaluations – the date of the last evaluation (whether decentralized or managed by the Office of Evaluation) can be used as an additional selection criteria, whereby those operations evaluated less recently are prioritized.
37. To ensure a statistically meaningful sample size, WFP will undertake a total of 30 operation evaluations per year. Of these 30 evaluations, the Office of Evaluation manages 10 and the remaining 20 evaluations are decentralized. While the latter do not fulfil requirements of structural independence (these evaluations are managed by Regional Bureaux and country offices, units that are responsible for operations), they will meet other requirements, in particular quality standards for processes and evaluation products.
38. Standards for both evaluation processes and the quality of evaluation reports reduce potential biases. They ensure evidence is systematically collected from a cross-section of stakeholders, and analysed and presented in an impartial way. While the application of standards reduces subjectivity in the process, there is still the need and opportunity for evaluators to exercise sound judgment during the evaluation process. These standards are documented in EQAS, which was introduced in 2008.
39. **Transparency** is the openness with which the evaluation process is conducted. It involves consulting with stakeholders and informing them about the purpose of evaluation, methods and criteria used, and processes followed. WFP evaluations achieve transparency by sharing information about standard processes, which enhances predictability, holding consultation meetings with concerned stakeholders, providing ahead of time terms of reference, inception and draft final reports for comments, and documenting how comments were treated in the revised final report. EQAS is based on the UNEG norms and standards and good practice of the international evaluation community. It sets out process maps with in-built steps for quality assurance and templates for evaluation products. These tools are applied systematically to evaluations at WFP.



Utility

Definition. Utility of evaluation is defined as the degree to which evaluations are useful to decision-makers within WFP and outside.

Policy Objective. WFP is committed to ensuring the utility of evaluation so that its insights are used and recommendations accepted and implemented. By adopting utility as an evaluation principle, WFP evaluations fulfil their accountability and learning objectives.

Means. Utility is achieved by: planning and conducting evaluations with the clear intent to use their results; undertaking evaluations in a timely way to inform decision-making processes; and ensuring the accessibility of evaluation insights in various parts of the evaluation process and its products.

40. **Intentionality** means that evaluations are planned with the intention of using their findings in decision-making, which requires the evaluators to have a good understanding of information needs that the evaluation should address; and the recipients of the evaluation to have the commitment to use the findings and recommendations in decision-making. At WFP, intentionality is incorporated into the selection of subjects for evaluation, in particular for strategic evaluations, and into the evaluation process from its outset; evaluations are designed and carried out with the clear intention to inform decision-making, account for what has been achieved and learn from experience.
41. Strategic evaluations inform discussions about policy directions and strategic choices that the Board and senior management are making. The choice of strategic evaluations is therefore intentional and linked to discussions of strategic plans and their implementation, new policies or policy updates, or new directions or approaches for a cross-section of WFP's activities. It ensures corporate learning needs are met. The process to identify these evaluations involves various sources of information and a range of stakeholders, with whom consultations take place during the preparation of the biennial work plan and budget. At the end of a biennium, the Office of Evaluation compiles the findings of all strategic evaluations in a biennial summary to inform the Board, senior management and other stakeholders of insights and lessons learned across all strategic evaluations during the period.
42. Countries for country-level evaluations are selected in such a way that the evaluation supports decision-making processes in the country, as an input into a new poverty reduction strategy, a national plan or a United Nations Development Assistance Framework (UNDAF); or within WFP, on decisions regarding the implementation of the strategic plan, the principles of country strategies, etc.
43. Evaluations of operations are selected following the criteria in paragraph 36, which include the timing of the completion of operations. This choice serves to link the evaluation findings to the development of a new operation and to inform the discussions at the Board by providing evaluation insights at the same time when the new operation is being discussed. In addition, the Office of Evaluation compiles the findings of all single-operation evaluations in an annual report to identify common evaluation findings that may point to systemic issues. The annual report is presented to the Board and senior management.

44. EQAS ensures that stakeholders and their information needs are considered during the preparation, design and conduct of evaluations, namely that the Office of Evaluation approaches its work with an understanding of the importance of intentionality. Provisions in the section above on the responsibilities for evaluation ensure that decision-makers do engage in evaluation in the same vein, namely with the intention to use evaluation insights, providing management responses to evaluation recommendations and reporting on follow-up actions taken.
45. **Timeliness** means that evaluations are planned and implemented in ways that inform discussions and decision-making processes at various levels, from the Executive Board to the operations, as appropriate. At WFP, evaluations are planned to precede or coincide with the preparation of follow-on operations, a country strategy, or the development and update of policies and strategies. Evaluations can take place at mid-term or end of operation, in real-time, or after completion (when part of a country-level evaluation).
46. **Accessibility** means that evaluations are accessible to a cross-section of stakeholders, which involves: i) evaluation reports being unrestricted, which is addressed at WFP by the disclosure of evaluations and their posting on the internet (see paragraph 29); ii) the readability or understandability of evaluations, which is a parameter of quality (see paragraph 22) and includes stakeholders in WFP and in partner countries; iii) evaluation reports being easily retrievable through user-friendly search engines on the website; and iv) the active dissemination of evaluation findings (through for instance debriefings and workshops) and of evaluation reports.

EVALUATION RESOURCES

Human Resources

47. The Office of Evaluation is staffed by: i) evaluation specialists, recruited externally with a proven track record of evaluation experience; and ii) WFP staff who have qualifications that meet the requirements of the Office of Evaluation (analytical and writing skills, experience in a cross-section of WFP's organizational units, technical expertise, and skills in managing people and processes) and are appointed in accordance with the recruitment and reassignment policies of WFP. This mix of staff is useful to ensure a combination of evaluation expertise and knowledge of WFP operations and ways of working.
48. WFP aims to have a mix of 50:50 WFP staff and externally recruited evaluation specialists in the professional staff category, including the Director. Evaluation being a specialized task, the duration of an assignment to the Office of Evaluation will be a minimum of four years with the possibility to extend the duration of assignment for up to another four years.
49. The Office of Evaluation will continue to hire independent consultants and consulting firms to conduct evaluations, who are bound by this Policy's requirements for behavioural independence (see paragraphs 30 to 32) and the UNEG code of conduct for evaluators, as appended to consultants' contracts.



Financial Resources

50. The financial resources for evaluation will cover the cost of the Office of Evaluation (staff cost and running cost) and the cost of all evaluations (strategic, country-level and single-operation evaluations, both those led by OEDE and decentralized evaluations). These resources will be approved by the Executive Board as part of WFP's Management Plan, or from other sources including project direct support costs. Additional, direct financial contributions for evaluations may be accepted from donors and will be managed in keeping with standards of the independence and integrity of evaluation.

NOTE

Definitions have been derived from:

- United Nations Evaluation Group, Norms and Standards, 2005
- Development Assistance Committee, Glossary of Key Terms in Evaluation and Results Based Management, 2002
- European Commission, Online Glossary, available at http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evalsed/glossary/index_en.htm

ACRONYMS USED IN THE DOCUMENT

EQAS	Evaluation Quality Assurance System
HLCM	High-Level Committee on Management
OEDE	Office of Evaluation
PSA	Programme Support and Administrative (budget)
RBM	results-based management
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group