

برنامج  
الأغذية  
العالمي



Programme  
Alimentaire  
Mondial

World  
Food  
Programme

Programa  
Mundial  
de Alimentos

**Executive Board  
Third Regular Session**

**Rome, 20–24 October 2003**

## **POLICY ISSUES**

### **Agenda item 4**

*For approval*

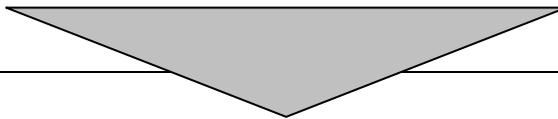


Distribution: GENERAL  
**WFP/EB.3/2003/4-C**  
19 September 2003  
ORIGINAL: ENGLISH

## **WFP'S EVALUATION POLICY**

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

# Note to the Executive Board



**This document is submitted for approval by the Executive Board.**

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, Office of Evaluation (OEDE): Mr K. Tuinenburg tel.: 066513-2252

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Supervisor, Meeting Servicing and Distribution Unit (tel.: 066513-2328).



# Executive Summary

This evaluation policy paper responds to the request made by members of the Executive Board, during its Annual Session in May 2002, that the document then under consideration (“A Policy for Results-Oriented Monitoring and Evaluation in the World Food Programme”)<sup>1</sup> be revised to take into account the comments made by Board members. Board members at that session also asked for a monitoring-and-evaluation implementation plan and budget.

Following the establishment of the Division for Results Based Management in February 2003, responsibility for providing corporate oversight and guidance on monitoring has now been transferred from the Office of Evaluation to the new Office of Performance Measurement and Reporting. As a result, the present revised evaluation policy paper now focuses solely on evaluation. Monitoring issues are addressed in the information paper entitled, “Results-Based Management in WFP: Next Steps”, which is also being submitted to the current session of the Board.

This evaluation policy paper should be read in conjunction with the Office of Evaluation’s biennial workplan and budget for 2004–2005, both of which are presented as annexes to the corporate biennial Management Plan.<sup>2</sup> The paper builds on the foundations laid down in the previous evaluation policy documents presented to the Executive Board in 2000<sup>3</sup> and 2002. It emphasizes evaluation as a corporate responsibility resting on the twin pillars of accountability and learning, within the context of independence. The paper also recognizes that evaluations may be undertaken within a spectrum, going from learning-oriented/immediate programme enhancement self-evaluations at one end of the spectrum, to OEDE-managed evaluations at the other end, and regional-bureau/country-office-managed evaluations (using external consultants) placed in the middle.

Section II of the paper examines the issue of independence, the location of the Office of Evaluation, and issues of staffing. The paper concludes that it would not be opportune at this time to detach the Office of Evaluation from the Secretariat, given its important role in enhancing the learning culture of the organization.

## Draft Decision\*

The Board approves the WFP Evaluation Policy contained in document WFP/EB.3/2003/4-C, defined within the context of decentralization, and requests the Secretariat to take note of comments and observations made by the Board.

<sup>1</sup> WFP/EB.A/2002/5-C.

<sup>2</sup> WFP/EB.3/2003/5-A/1.

<sup>3</sup> WFP/EB.A/2000/4-C, “WFP Principles and Methods of Monitoring and Evaluation”.

\* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



## OVERVIEW

1. The preparation and subsequent discussion of the document “A Policy for Results-Oriented Monitoring and Evaluation in the World Food Programme” (WFP/EB.A/2002/5-C) at the Annual Session of the Executive Board in May 2002 reflected the widely felt recognition among Board Members and the Secretariat that important changes were necessary for WFP to be able to demonstrate results. While there was general support for the policies set forth in the document, the Board decided that the text needed strengthening, and requested a revised policy paper. The Board also felt that policies had to be translated into capacities, therefore a monitoring-and-evaluation (M&E) implementation plan was called for, including a budget.
2. In elaborating the M&E Policy and Implementation Plan, it became evident that, in order to establish a robust system of results-based monitoring and reporting, important investments needed to be made. This led to the creation, in February 2003, of the new Results-Based Management Division (OEDR) and to the establishment within OEDR of the Office of Performance Measurement and Reporting (OEDP), which is responsible for developing indicators and enhancing monitoring. The Office of Evaluation and Monitoring was to return to its core work of evaluation, as had been the case four years earlier. Since monitoring-and-evaluation functions are mutually reinforcing, the Office of Evaluation (OEDE) was transferred from the Oversight Division (OEDO) to OEDR, which is placed in the Office of the Executive Director.
3. One implication of this organizational relocation is that this paper will deal with evaluation only. (The monitoring issue is discussed in the information paper entitled, “Results-Based Management in WFP: Next Steps”). This paper focuses on WFP’s evaluation policy and its implementation throughout the Programme, clarifying issues related to the independence of evaluation functions in a decentralized environment. In line with requests made by Board members, a special section will discuss the independence of the Office of Evaluation, including its location within the organization.
4. During the 2003 Annual Session of the Executive Board, further discussions took place with regard to the OEDE workplan and budget. It was agreed that the OEDE biennial workplan, accompanied by a budget, would be presented to the Board in connection with the Programme’s biennial budget proposals. The workplan and budget are now included as part of the Management Plan (WFP/EB.3/2003/5-A/1).
5. This paper consists of two sections. Section I describes WFP’s evaluation policy, its principles, and the changes in implementation required in a decentralized environment. Section II deals with the Office of Evaluation, focusing on issues of independence and presenting options and considerations regarding OEDE’s location.

## SECTION I: A NEW EVALUATION POLICY AT WFP

### Introduction

6. Evaluation at WFP has a long history, being part of the Programme virtually from its inception. The earliest policy paper, “Project Evaluation and Appraisal”, dates back to 1965, when it was presented to the October session of the IGC, WFP’s Intergovernmental Committee. In that document, evaluation was described as “an essential function of the



control of WFP assistance exercised by the Executive Director with the assistance of his staff and the cooperation of the recipient governments. It forms an integral part of his responsibility to the Intergovernmental Committee as prescribed in the WFP General Regulations... Evaluation does rely on independent sources, such as consultants and staff of cooperating agencies ...”.

7. While many things have changed since 1965, two leading principles in that early document stand out: accountability and learning, in the context of independence. These still are the pillars of WFP’s evaluation policy.
8. Over the years OEDE has submitted an impressive number of evaluation reports to the Executive Board and its predecessor bodies. Discussions took place on those reports, which were for consideration, and on the annual rolling workplans, although those were for information. The Board has provided important guidance on the way WFP handles its evaluation responsibilities, which has led to policy changes and improved procedures and effectiveness. And in 2000, WFP introduced special information notes on management’s response to evaluation recommendations. All this testifies to the importance the Board attaches to the evaluation function.
9. With the incorporation of responsibilities for monitoring into OEDE<sup>4</sup> as of 1 January 2000, OEDE’s focus was widened. Two policy papers were presented to the Annual Sessions of 2000 and 2002: The first paper, “WFP Principles and Methods of Monitoring and Evaluation” (WFP/EB.A/2000/4-C), which was for consideration, focused on the relationship between monitoring and evaluation. It provided an overview of WFP’s guiding principles for monitoring and evaluation, in the context of results-based management and of WFP as a learning organization, and indicated new directions for evaluation. The second paper was “A Policy for Results-Oriented Monitoring and Evaluation in the World Food Programme” (WFP/EB.A/2002/5-C), which was presented for approval. While supporting the general thrust of that paper, the Board asked that it be revised, and further requested an implementation plan and the necessary budget to implement the policy.
10. It soon became clear that further work on identifying indicators and the preparation of an implementation plan, including budgetary implications, were tasks that exceeded the mandate and jurisdiction of OEDE. This led to the creation of the Division for Results-Based Management in February, and the Office of Performance Measurement and Reporting in July. OEDE then reverted to its core evaluation role.
11. In the meantime, however, OEDE continued to elaborate M&E guidelines for implementation and training. The first compilation of M&E guidelines was made available WFP-wide in October 2002, and incorporated into the Programme Design Manual (PDM), available on the intranet through WFPgo. An M&E training programme was also developed, and implemented on a pilot basis in three countries in the ODK region.
12. With respect to evaluation, the two M&E papers prepared in 2000 and 2002 laid the foundations for a new evaluation policy. The prime objective of the new policy was to foster an enhanced evaluation culture throughout WFP as a learning organization within the context of decentralization. The most conspicuous proposal contained in the two papers presented to the Annual Sessions in 2000 and 2002 was that responsibility for most project and programme evaluations be moved to the field. In 2000, the Board expressed its appreciation for the proposed division of labour among OEDE, the regional bureaux and the country offices.

---

<sup>4</sup> Thereafter called the Office of Evaluation and Monitoring.



13. The policy paper of 2002 stipulated the following four elements of the new policy, namely that:
- any operation longer than 12 months should be evaluated;
  - OEDE would continue to ensure an independent evaluation service to WFP's Executive Board, focusing on evaluating corporate programme and policy issues, large operations, and first-generation country programmes at their mid-point;
  - OEDE would identify and disseminate lessons and knowledge gained through evaluations to support improved programming and organizational learning; and
  - OEDE would provide guidance and support to regional bureaux and country offices to permit effective implementation of the policy.
14. Based on the principle that at least one of the following three evaluation exercises must be undertaken during or after the lifetime of any operation lasting longer than 12 months, the division of work was described in that 2002 paper as the following:
- a) **Self-evaluations** undertaken by the country office in collaboration with the government, implementing partners and, when feasible, beneficiary representatives, under the following guidelines:
    - all operations are to undergo a self-evaluation prior to the planning of a new phase or at the operations' close; and
    - normally, no external consultant should be involved other than as a facilitator of the process.
  - b) **Evaluations managed by the country office or the regional bureau**, including:
    - any operation at any time if the management need arises and if issues cannot be dealt with through self-evaluation; and
    - any operation if the cumulative budget of all phases exceeds US\$50 million and if the previous evaluation took place more than three years prior.<sup>5</sup>
  - c) **Evaluations managed by OEDE**, including:
    - all first-generation country programmes at mid-point;<sup>6</sup>
    - any operation if the cumulative budget of all phases exceeds US\$50 million and if the previous evaluation took place more than three years previously (if such an evaluation is not undertaken by the country office or regional bureau);
    - any operation, thematic or policy evaluation requested by the Executive Board or by senior management; and
    - OEDE-managed evaluations identified and proposed as part of its biennium work-planning exercise; these are undertaken with the agreement of the regional bureau and the country office.
15. The above elements and the practical implications as described in 2002 continue to underlie WFP's evaluation policy and its implementation by both OEDE and the field. Agreeing with the broad thrust of that 2002 paper, the Board requested clarifications on

<sup>5</sup> However, first consideration should be given to an evaluation managed by the country office or regional bureau. If this is not feasible or desirable, OEDE should be approached to manage the evaluation.

<sup>6</sup> Mid-term evaluations of second-generation country programmes should generally become the responsibility of country offices or regional bureaux.



the decentralization of evaluation functions to the field (i.e., to managers who are also responsible for the implementation of the activities to be evaluated), raising questions on evaluations' independence and impartiality, both for OEDE and for (self) evaluations undertaken in the field.

### The New Policy

16. WFP's new evaluation policy is based on the recognition that, in a learning organization, evaluation is not restricted to the Office of Evaluation, which in any case would be able to cover only a small part of the Programme's operations. Instead, evaluation should be part of the corporate culture at *all* levels. In this way, evaluations would represent a continuum, with, at one end, evaluations carried out in complete independence from responsibilities for implementation (i.e., evaluations undertaken by OEDE, normally by teams of external evaluators, and reporting to the Executive Director and the Board) and at the other end, self-evaluations carried out by field staff responsible for implementation. Evaluations carried out by regional bureaux and country offices using external consultants would fall in the middle. However they are managed, all evaluations should follow the same guiding principles.
17. The new evaluation policy, therefore, does not apply exclusively to OEDE, the only division that has traditionally carried out evaluations, but to the whole organization. Headquarters, regional bureaux and country offices each have their role to play in carrying out evaluations.
18. The term "self-evaluation", while perhaps not the ideal term to describe what is essentially a form of self-assessment, has been chosen over "self-assessment" to emphasize the importance attached to evaluation by the organization: in performing self-evaluations, programme implementers take a critical step back from daily operations and regular monitoring.
19. As indicated at the beginning of this paper, WFP's approach to evaluation has always been based on accountability and learning. The new policy continues to work towards achieving both goals, which cannot be divorced from each other, whether in the field or at Headquarters. Accountability is not restricted to the Executive Board and learning is not the exclusive domain of WFP.
20. Although the Office of Evaluation submits its evaluation reports to the Board, answering to the Executive Board is only one of its activities, albeit the most visible. It also performs many internal functions, such as formulating technical guidelines to enable regional bureaux and country offices to carry out their evaluative work. It will also provide the necessary technical backstopping to the newly approved Performance Measurement and Evaluation Officer positions in the regional bureaux. Also, by participating in meetings of the Programme Review Committee, or at an earlier stage, it seeks to ensure that lessons will be incorporated in the design of new activities. The same is applicable for policy formulation.
21. OEDE undertakes not only traditional evaluations, but also less conventional ones. A good example is the recently introduced real-time evaluation of emergencies, which has a dual objective: (i) to arrive at a more relevant and better informed evaluation by the end of an operation—this is useful for improving performance in future emergencies; and (ii) to provide timely feedback to management, both in the field and in regional bureaux and Headquarters. The jury is still out on which objective is the most important and useful one.



22. OEDE has also started to undertake reviews at the request of Headquarters divisions. Examples are the review of the decentralization initiative, which was carried out at the request of the Operations Department, and the review of the United Nations Joint Logistics Centre (UNJLC) in Afghanistan, which was followed by a review of the UNJLC in Iraq, both at the request of Surface Transport Service (OTL). An important argument for asking OEDE, rather than the units concerned, to carry out these reviews—which may be less in depth than regular evaluations—is OEDE’s impartiality and independence.

## SECTION II: INDEPENDENCE AND LOCATION OF THE OFFICE OF EVALUATION

### Guiding Principles of Evaluation at WFP

23. The principles, standards and criteria for evaluation as developed at WFP were inspired by various sources, among them the evaluation of development assistance as published jointly by the Organization for Economic Cooperation and Development (OECD) and the Development Assistance Committee (DAC) in two papers in 1991 and 1998. The two main purposes of evaluation are to provide learning feedback and to ensure accountability. According to one of the OECD-DAC documents, “Evaluation is conceived as an assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.” Impartiality and independence from policy-making and line management are two essential principles of good evaluation.
24. With respect to standards and criteria, two other documents have guided evaluation at WFP: the OECD-DAC “Guidance for Evaluating Humanitarian Assistance in Complex Emergencies” (1999), and evaluation criteria developed by the Active Learning Network on Accountability and Performance in Humanitarian Assistance (ALNAP), of which WFP is a member.
25. The guiding principles of evaluation at WFP were described in the Executive Board document “WFP Principles and Methods of Monitoring and Evaluation” (WFP/EB.A/2000/4-C) as follows:
- Evaluations must serve a management purpose.
  - Evaluations must be independent and impartial.
  - Evaluations must be credible.
  - Evaluation findings, recommendations and lessons must be made public and disseminated to all stakeholders concerned.
  - Evaluation concerns must be addressed at the design stage of an intervention.
  - Wherever possible, evaluations must be undertaken in partnership with recipient countries, sister United Nations agencies and interested donors.
26. While evaluations carried out by OEDE should be independent and impartial, the degree of independence and impartiality is affected by institutional arrangements. These include reporting lines, the review and clearance of evaluation reports, the approval of work programmes, availability of budgets, and staffing issues.



## Practice

### ⇒ Reporting Lines

27. The evaluation service at WFP dates back to the establishment of WFP. It was originally a separate office in the Office of the Executive Director, reporting directly to the Executive Director. Then, in January 1988, WFP established the Evaluation and Policy Division, consisting of three services: policy research and data analysis, project design, and evaluation. In the mid-1990s, OEDE moved back into the Office of the Executive Director, and in October 2001 it was placed within the new Oversight Division, alongside Internal Audit and Inspection. Internal reporting was made to the Deputy Executive Director. In February 2003, OEDE was transferred again, to the newly created Results-Based Management Division, within the Office of the Executive Director.
28. From the outset, the Office of Evaluation has systematically submitted all its evaluation reports to the Executive Board for consideration, and continues to do so. Prior to finalization for the Executive Board, evaluation reports managed by OEDE and carried out by external consultants are shared for comments and observations. Responsibility for clearance of evaluation reports for processing and distribution to the Executive Board is undertaken by the Director of OEDE. Following finalization of a report, OEDE submits the report's recommendations to management for their response and follow-up. The subsequent management response matrix is also submitted to the Board. Discussions in the Board generally refer both to the evaluation report and to the management response matrix. The process is similar for reviews carried out by OEDE.

**Conclusion:** While OEDE has always been part of the Secretariat, in practice its Director reports to the Executive Board. Preparation and in-house review of reports for submission to the Board is de facto the responsibility of the Director of Evaluation.

### OEDE within OEDR, the New Division for Results-Based Management

29. With OEDE located in the Secretariat, there are practical advantages to its being part of OEDR. The Director of OEDR, who reports directly to the Executive Director, plays an important role in ensuring not only that OEDE can perform its work independently, but also, that evaluation feedback is taken into account in WFP's decision-making processes at the executive-staff level. To ensure independence, the Director of Evaluation is not a member of the executive staff. The Director of OEDR, therefore, is OEDE's link with the Executive Director and the executive staff. This process goes both ways: As a member of the executive staff, representing senior management and a full party to institutional concerns, the Director of OEDR is able to make important contributions to the preparation of OEDE's workplans.

### Reporting to the Executive Director and to the Executive Board

30. The responsibility for evaluation, including clearance of evaluation reports, is delegated to the Director of OEDE. Summary evaluation reports are submitted by the Director of OEDE to the Executive Board. In future, the Director of OEDE will also formally submit the summary reports to the Executive Director through the Director of OEDR, thus permitting the Executive Director to prepare management's response to the recommendations for the Executive Board as an information paper. Responsibility for management's response will be delegated to the Director of OEDR, whose final



responsibility will be to ensure that the lessons learned from monitoring and evaluation are translated into action.

### ⇒ **Programme of Work**

31. The OEDE programme of work is prepared by the Director of Evaluation, taking into account suggestions and requests from senior management and the Executive Board and the possibility of the need for joint evaluations with other agencies. OEDE is the logical focal point for external evaluations. Up until now, its rolling workplan was presented annually to the Board as an information paper. This procedure is now being changed: an OEDE workplan will be submitted every two years as part of WFP's biennial Management Plan, which will be for approval. As is the case with other documents prepared under OEDE's responsibility, the Director of OEDE signs off on the workplan for processing and distribution to Board members.
32. With the new evaluation policy decentralizing certain functions to the field, and OEDE concentrating on thematic issues and major operations, there is a need for more systematic consultation with Executive Staff and with the Executive Board before the biennial programme of work is finalized. Although the Director of OEDR acts as the link with executive staff, there exists no formal *ex ante* consultation mechanism with the Executive Board concerning the preparation of the OEDE biennial workplan.

### ⇒ **Budget**

33. Under the present biennium, OEDE's budget consists of two components, a programme support and administrative (PSA) budget for its regular staff and office expenditure, and a smaller PSA budget to help towards financing two thematic evaluations per year. The majority of the funding for evaluation work comes from direct support costs (DSC), included in project/programme budgets, and managed by Country and Regional Directors. Although for country programme evaluations an ad hoc solution was found, the dependence on DSC funds proved to be problematic, and certain planned evaluations had to be cancelled or postponed because of non-availability of funding. In other cases, evaluations could not be carried out as envisaged.
34. Budgetary independence is an important *sine qua non* for the functioning of an independent evaluation service. The Executive Director has recognized this, and the OEDE budget will now be funded entirely from the PSA and will thus be incorporated in the biennial Management Plan and Budget for 2004–2005 (see document WFP/EB.3/2003/5-A/1).



## ⇒ Staffing

35. The majority of OEDE staff members, including the OEDE Director, are regular WFP international staff, subject to normal reassignment procedures. This has at least three implications. First, newly assigned staff who are not normally evaluation experts have to be trained, on the job as well as through specialized courses, before becoming fully effective. Second, although two positions were classified as expert posts in early 2002, current Human Resources rules regarding appointments and career prospects make it difficult for WFP to attract qualified evaluation specialists from outside the Programme. Third, once trained, staff operate under the expectation that they will be reassigned in a few years. Another problem involves conflict of interest: Being expected to evaluate the actions of the very managers who are involved in decisions affecting their promotion and reassignment may keep evaluation staff from performing with adequate independence. This issue may also be of concern in other organizational units.

**Conclusion:** Evaluation is a specialized task, therefore the system should allow OEDE to attract skilled and experienced candidates, who would be expected to stay in their posts for a considerable number of years.

36. HR is aware of the issue regarding general versus specialized staff, in relation to rotation, which is not restricted to Evaluation staff. HR is currently undertaking a survey with a view to formulating policies that may result in longer rotation cycles or other alternatives.

## Conclusion

37. OEDE has enjoyed de facto independence, reporting simultaneously to the Executive Board and the executive staff, with its Director signing off on the workplan and summary reports. It will now have the budget necessary to implement its workplan. The budget and workplan are now submitted to the Board for approval.
38. With the incorporation of OEDE as an independent unit in OEDR, reporting rules are being clarified and formulated. Evaluation reports will be submitted by the Director of Evaluation to the Executive Board and at the same time to the Executive Director through the Director of OEDR for management's response.
39. Improvements can be made to enhance the relevance of OEDE's programme of work and procedures for the recruitment and reassignment of OEDE staff.

## Options for the Location of the Office of Evaluation

40. The issue of the independence of Evaluation goes well beyond that of where its office is located. However, the office's location is an important issue nonetheless. The options include:
- **Option 1:** to place the Office of Evaluation located outside the Secretariat, functioning under the auspices of the Executive Board.
  - **Option 2:** to locate it within the Secretariat.



### ⇒ **Option 1: OEDE Independent from the Secretariat**

41. The first option is the most absolute and reflects the situation found in international financial institutions and government settings. There is no known instance of this arrangement within non-financial United Nations agencies.

#### Arguments in Favour of This Option

42. The theoretical advantage of this option would be OEDE-conducted evaluations' complete independence from management. To put it simply, external accountability would take absolute priority over the internal learning function. OEDE's interface with WFP management would significantly change: certain internally directed activities would have to be discontinued, thereby allowing OEDE to concentrate fully on one core task. This could be expected to result in higher-quality products. Also, with the intended decentralization of the evaluation function to regional bureaux and country offices, it would be logical for OEDE to concentrate more fully on servicing the Board than on servicing the Programme.

#### Arguments against This Option

43. The main disadvantage of this option, apart from important organizational implications,<sup>7</sup> is that it would split up the evaluation function into accountability to the Board on the one side, and the learning function of evaluation on the other. OEDE has been performing a number of internally directed tasks: providing technical guidelines, inputs and modules for training programmes; participating in Programme Review Committee meetings to provide feedback for programme/project design; and taking part in thematic, policy and other task groups. With OEDE detached from the Secretariat, as this option would have it, it would have difficulty performing its internal learning function, one of the twin pillars (along with accountability) of evaluation at WFP.
44. More important, a change in the location of OEDE at this time would have to be seen against the backdrop of what is considered an appropriate evaluation function for WFP. In the M&E policy paper presented to the Annual Session of the Executive Board in 2002, the evaluation function (which is somewhat different from the role OEDE is now playing), was portrayed as a continuum, with self-evaluations managed by country offices at one end of the spectrum and independent OEDE-managed evaluations at the other. However, the idea of a continuum was central, and OEDE was to play an important role in guiding regional bureaux and country offices in internalizing evaluation as a learning tool for managers.

### ⇒ **Option 2: Evaluation within the Secretariat**

45. For the last ten years or so, the Office of Evaluation has been part of the Office of the Executive Director. From late 2001 until February of 2003, OEDE was part of the Oversight Division. From February 2003, it has been one of the two offices constituting the newly established Division of Results-Based Management, whose Director is a member of the executive staff, reporting directly to the Executive Director.

---

<sup>7</sup> Such as the establishment of an Evaluation Committee by the Executive Board.



### Arguments in Favour of This Option

46. One of the main objectives of WFP's evaluation policy is to enhance an evaluation culture at all levels throughout the organization. Evaluation is not the prerogative of OEDE only. Apart from servicing the Executive Board, OEDE performs a number of internal functions, including formulation of guidelines, backstopping, and participation in the Programme Review Committee. Through the Director of OEDR, there is a direct link with the executive staff and the Executive Director to ensure that evaluation recommendations are taken into consideration for decision-making concerning policy preparation and activity formulation. Also, the Director of OEDE frequently organizes and chairs ad hoc briefings and de-briefings preceding or following evaluation missions, which are attended by executive staff members and other WFP staff, depending on the subject of the evaluation.
47. OEDE is the focal point for contacts with other United Nations agencies as far as evaluation is concerned (e.g., for matters concerning UNDAF, for joint evaluations and for external evaluations). This generally involves intensive contact and backstopping with the Operations Department, including regional bureaux and country offices.

### Arguments against This Option

48. The main theoretical disadvantage of OEDE's being part of the Secretariat might be that OEDE would be perceived as not completely free to carry out its task. Since OEDE staff is subject to the normal promotion and reassignment rules, the question would be: would OEDE staff apply some sort of self-censorship with regard to evaluation conclusions and recommendations? (However, OEDE evaluations are carried out mainly by external and independent consultants.)
49. If OEDE were separated from the Secretariat, this would have important repercussions for the internal functions of OEDE, which would be reduced significantly.

### Conclusions

50. As long as accountability and learning are seen as the two main pillars of WFP's evaluation policy, with OEDE playing an important role in fostering an evaluation culture, by providing backstopping and guidance for decentralized evaluations carried out in the field, it would not be opportune at this moment in time to detach OEDE from the Secretariat.
51. OEDE's location within the Secretariat facilitates the integration of findings into the preparation of policies and formulation of projects and programmes.
52. The new regulations put into place regarding reporting (and OEDE's place within the Secretariat) are a strong guarantee that OEDE is able to carry out its task in accordance with the established principles of independence, reporting simultaneously to the Executive Director and to the Executive Board. Assuming that the new biennial budget will be approved by the Board, OEDE will now have the budget to carry out its programme of work. (The OEDE budget and workplan are being presented to the current session of the Board for approval, as part of the organization's corporate Management Plan.)



---

## ACRONYMS USED IN THE DOCUMENT

|       |   |
|-------|---|
| ALNAP | Accountability and Performance in Humanitarian Assistance |
| DAC   | Development Assistance Committee                          |
| DSC   | Direct support costs                                      |
| M&E   | Monitoring and evaluation                                 |
| OECD  | Organization for Economic Cooperation and Development     |
| OEDE  | Office of Evaluation                                      |
| OEDO  | Oversight Division  |
| OEDP  | Office of Performance Measurement and Reporting           |
| OEDR  | Division for Results Based Management                     |
| OTL   | Surface Transport Service                                 |
| PDM   | Programme Design Manual                                   |
| PSA   | Programme support and administrative budget               |
| UNJLC | United Nations Joint Logistics                            |

