

# **DRAFT EVALUATION POLICY**



## **Annual Informal Consultation**

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**World Food Programme**  
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## 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 OEDE-led evaluations.

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

## 1. 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.<sup>1</sup> 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 consolidating the various prior policies to reduce ambiguity about policy directions, safeguarding the independence of evaluation which this policy does by institutionalizing various aspects of independence, and further align 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 itself 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 specifies how the Evaluation Policy is disseminated and implemented.

## 2. EVALUATION – PURPOSE AND DEFINITIONS

### 2.A. 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

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<sup>1</sup> 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).

spectrum and audit and inspection at the other. The delineation of these functions is discussed in paragraph 25.

## **2.B. 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's evaluations** focus on one operation at a time.
12. **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.
13. **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. Given that they are self-evaluations, they do not have to meet the requirements for independence spelled out in this Policy.

## **3. RESPONSIBILITIES FOR EVALUATION**

### **3.A. Executive Board**

14. 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:
  - Reviews and approves the work programme and budget of the Office of Evaluation, as part of WFP's Management Plan, ensuring an adequate allocation of human and financial resources for evaluation; and
  - Reviews the independence of evaluation.

15. The Board is responsible for:

- 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;
- Requesting management to respond to recommendations in evaluation reports and to report annually on the implementation of agreed recommendations and follow-up actions; and
- Using evaluation findings and recommendations in its decision-making.

### **3.B. Executive Director**

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

- 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 involve interviews with a selection panel;
- Ensuring compliance with the Evaluation Policy set out herein, in particular that structural and institutional parameters of independence are met;
- 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;
- 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
- Ensuring that management responses to evaluation recommendations are prepared, commitments to follow-up actions are implemented and progress on their implementation is reported annually to the Executive Board.

### **3.C. Office of Evaluation**

17. The director of the Office of Evaluation has the authority and responsibility to implement 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.

18. The Office of Evaluation mandate includes:

- ***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 form WFP's Evaluation Quality Assurance

System (EQAS) to ensure evaluation practices at WFP are always updated and contribute to WFP's RBM practices.

- **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 of evaluation.
- **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. Evaluations can be carried out solely by WFP or in partnership with the evaluation functions of other organizations (joint evaluations).
- **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.
- **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 contribute to a corporate culture of accountability and learning.
- **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.

### **3.D. Management, Regional Bureaux and Country Offices**

19. The Management of WFP will support the evaluation function by:

- Ensuring evaluability by defining indicators, setting performance targets and recording baseline information at the outset of an undertaking and by identifying clear results and associated performance criteria. These will be established for operations, policies, and strategies in line with corporate policies for RBM and monitoring;
- 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 is mandatory for all operations;

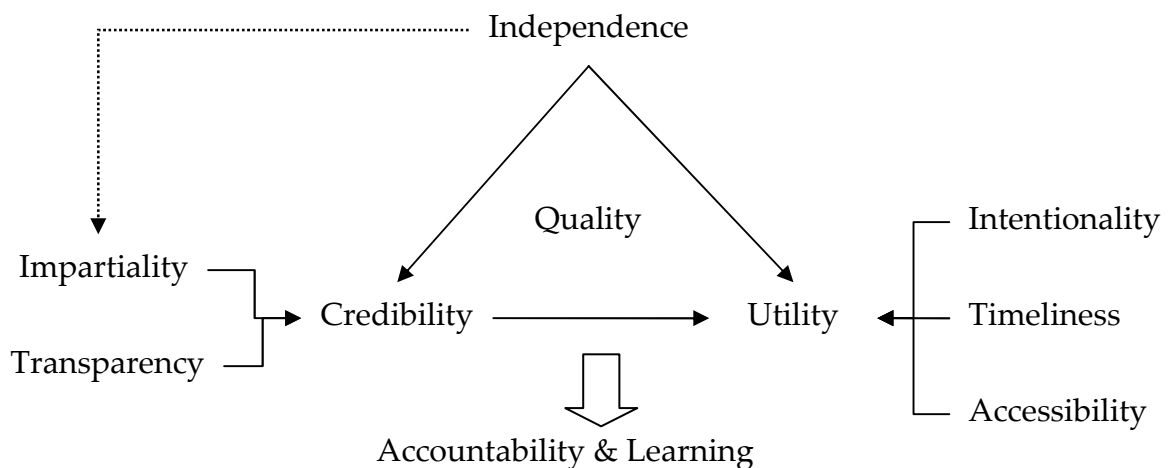
- Supporting evaluations by engaging in consultations and information sharing with the evaluators, providing free access to all information on operations, policies, and strategies to the evaluators, and facilitating the evaluation process including organizing and participating in meetings with the evaluators and giving feedback on evaluation products;
- Ensuring data quality and consistency in performance measurements and reporting; and
- Preparing management responses to evaluation recommendations, implementing follow-up actions and reporting on them.

20. Regional Bureaux and country offices also have the responsibility for managing decentralized evaluations (see paragraph 12), following evaluation quality standards, established and shared by the Office of Evaluation. Their roles and responsibilities will be detailed in the Evaluation Strategy.

#### 4. EVALUATION PRINCIPLES

21. 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 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**



22. Quality is central to ensuring 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 the realism of evaluation recommendations. It is dependent on 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 EQAS and systematically applied to all evaluations of WFP.

#### 4.A. Independence of Evaluation

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

**Policy Objective.** WFP is committed to safeguard 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
- Behavioural: setting out a code of conduct and policy to minimize conflicts of interest and manage them appropriately when they exist and safeguard evaluators from repercussions.

#### Structural Independence

23. The director of the Office of Evaluation reports to the Executive Director of WFP. S/he 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. S/he 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 and reporting on evaluations.
24. The Office of Evaluation is not part of the management structure. 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. It is not part of decision-making bodies to avoid conflict of interest, if decisions, policies, strategies or operations based on them are evaluated at a later stage.

25. 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

26. 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:

- 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;
- 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

- Reporting of evaluations, which if not independent, can lead to censorship of evaluation findings, conclusions and recommendations.
27. 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 criteria and principles (see paragraphs 33, 34, and 39). 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 Administration budget and from other sources of funds. The funding mechanisms are specified in paragraphs 48-51 below.
  - 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 therefore are accessible to the public.

#### Behavioural Independence and Integrity

28. 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.
29. 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.
30. 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.

## 4.B. 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 evaluation products, including the soundness of evaluation method, the quality of data and the clear presentation of findings and conclusions.

31. **Impartiality** is the absence or minimization of bias or subjective choice that could influence an evaluation. WFP ensure impartiality through its requirements for behavioural independence of evaluators (see paragraphs 28 and 29 above) and institutionalized measures to further enhance impartiality, as indicated below.
32. 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, special operations, country programmes and development projects is highly variable in terms of geographical distribution, size, duration and funding levels.
33. To ensure that the sample is representative of WFP's portfolio, the selected sample of operations will 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.
34. 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 (or de-selection) criteria, whereby those operations evaluated less recently are prioritized.
35. To ensure a statistically meaningful sample size, WFP will undertake a total of 30 operations 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.
36. 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.
37. **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.

#### 4.C. Utility

**Definition.** Utility of evaluation is defined as the degree to which evaluations are useful to decision-makers.

**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, by undertaking evaluations in a timely way to inform decision-making processes, and by ensuring the accessibility of evaluation insights in various parts of the evaluation process and its products.

38. **Intentionality** means that evaluations are planned with the intention of using their findings in decision-making, which requires on part of the evaluators a good understanding of information needs that the evaluation should address and on part of the recipients of the evaluation 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: evaluation being designed and carried out with the clear intention to inform decision-making, account for what has been achieved, and learn from experience.
39. 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 report to inform the Board, senior management, and other stakeholders of insights and lessons learned across all strategic evaluations during the period.
40. Countries for country-level evaluations are selected in 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, or within WFP, on decisions regarding the implementation of the strategic plan, the principles of country strategies, etc.
41. Evaluations of operations are selected following the criteria in paragraph 32, 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 operations 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.

42. 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 section 5 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.
43. **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, or the development and update of policies and strategies. Evaluations can take place at mid-term or end of operation, real-time, or after completion (when part of a country-level evaluation).
44. **Accessibility** has a number of dimensions: (i) evaluation reports being unrestricted, which is addressed at WFP by the disclosure of evaluations and their posting on the internet (see paragraph 27); (ii) the readability or understandability of evaluations, which is a parameter of quality (see paragraph 21); (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.

## 5. EVALUATION RESOURCES

### 5.A. Human Resources

45. 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.
46. 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.

47. 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 28 to 30) and the UNEG Code of Conduct for evaluators, as appended to consultants' contracts.

#### **5.B. Financial Resources**

48. The cost of evaluation, from whichever source it will be financed, will be independent of the management responsible for designing, implementing or managing policies, strategies or operations that are under evaluation.

49. This budget 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 operations' evaluations, both those led by OEDE and decentralized evaluations).

50. These resources will be approved by the Executive Board, as part of WFP's Management Plan, and administered by the director of the Office of Evaluation, who will be accountable for ensuring the decentralized evaluations financed from evaluation resources meet EQAS standards.

51. Additional, direct financial contributions for evaluations may be accepted from donors and will be managed in keeping with standards of 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

[http://ec.europa.eu/regional\\_policy/sources/docgener/evaluation/evalsed/glossary/index\\_en.htm](http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evalsed/glossary/index_en.htm)

## **ACRONYMS**

EQAS	Evaluation Quality Assurance System
RBM	Results-based management
UNEG	United Nations Evaluation Group
WFP	World Food Programme