

SAVING
LIVES
CHANGING
LIVES



WFP Evaluation Capacity Development Strategy (2020-2024)

The Office of Evaluation (OEV) has developed an Evaluation Capacity Development Strategy (2020-2024), reflecting the commitment by WFP to embed evaluation into the heart of its culture of accountability and learning, and making evaluation an integral part of all WFP's work - 'everyone's business'. Having adequate evaluation capacity across the organization plays an important role in supporting WFP to effectively engage in supporting countries to achieve Zero Hunger and meet the needs and expectations of the people it serves.

The WFP Evaluation Capacity Development (ECD) Strategy, in line with the WFP Corporate Evaluation Policy (2016-2021), sets out WFP's approach to developing staff evaluation skills and capacities to effectively steer, manage, support and use evaluations, addressing gaps between current WFP evaluation capacities and those required to achieve the organization's vision.

It provides a comprehensive framework for evaluation capacity development work across the organisation, driving increased coherence, complementarity and prioritization of OEV and Regional Evaluation Units (REUs) evaluation capacity development efforts. The approach aims to address the diverse evaluation learning needs of various stakeholder groups at HQ, regional bureau and country office level. The strategy places particular emphasis on building an 'evaluation cadre': a group of staff who work on evaluation full-time, or periodically at country level managing evaluations, which is fit for purpose, and can meet the demands of an expanding WFP evaluation function.

The vision of the ECD Strategy is for WFP to establish the requisite capacity to ensure a strengthened evaluation culture and the consistent and effective delivery and use of quality evaluation evidence to inform policies, programmes and strategies across the organization.

The strategy adopts a holistic and integrated approach based on three interdependent dimensions of capacity development:

Enabling environment – leveraging WFP's clear normative framework and strengthened governance mechanisms for the evaluation function, as well as organizational emphasis on knowledge management to strengthen the evidence base, broaden the knowledge base and facilitate capacity building of WFP staff

Organizational level – working to strengthen and expand organizational mechanisms which ensure staff at different levels of WFP have the rights skills, in the right place, at the right time

Individual level - ensuring staff are able to better understand, support, steer, manage and use evaluations at corporate, regional and country level

THREE MUTUALLY REINFORCING OUTCOMES

1

WFP staff across all functions value evaluation, and understand their role and contribution in relation to it

2

WFP staff within the evaluation cadre have the capability to deliver, credible, useful and independent/impartial centralized and decentralized evaluations

3

WFP has the institutional set-up to ensure a stable, gender-balanced and geographically diverse evaluation cadre with the right skillsets and competencies

KEY ELEMENTS OF THE STRATEGY

Learning will be fostered through on-the-job experiences, peer-learning and coaching, as well as more formal training. The strategy aligns to the 70/20/10 model for learning and development, placing primary emphasis on job related experiences and exposure to evaluation processes, accompanied by coaching and peer-learning for staff who are steering, managing and supporting evaluations.

WFP will adopt a dual-track approach to enhancing the evaluation capacity of staff steering, supporting and using evaluations across the organization.

Recognizing that WFP staff have competing demands and limited time, where possible OEV and REUs will strive to embed concise and targeted information on evaluation in other divisions/functions' trainings and materials. Where this is not possible, or where more specific and detailed information is needed, targeted stand-alone materials will be disseminated and/or new materials developed. Particular emphasis will be placed on targeting the needs of senior staff to strategically plan, steer and use evaluation, through relevant forums, including the CD/DCD induction training, regional CD meetings and the Evaluation for Decision Makers video series.

Different learning paths are foreseen for WFP staff within the evaluation cadre depending on the depth of evaluation knowledge and skills required for their specific role and to support their professional development goals. Nevertheless, all staff in the evaluation cadre should demonstrate the necessary core evaluation competencies to manage evaluations, including the ability to foster evaluation use, support evidence analysis and knowledge management, and build partnerships. The evaluation cadre's capacity development will occur through a combination of managing evaluations, coaching and mentoring, feedback from quality support and quality assurance mechanisms, temporary duty assignments, and reflective practice. This

will be complemented by (existing and new) internal and external trainings, workshops and events at HQ, regional bureau and country level.

A balance between in-person and virtual evaluation capacity development activities, with an expanding emphasis on the latter, will be required. Recognizing the evolving nature of virtual platforms and tools which are increasingly interactive, OEV will build on its primarily on-line Evaluation Learning Programme (EvalPro). OEV and REUs will also continue to experiment with different virtual delivery methods for meetings, trainings and peer-learning.

The strategy seeks to ensure that organizational mechanisms and tools are in place to complement and reinforce the development of a sustainable evaluation cadre. These efforts involve supporting mechanisms for career development of the WFP evaluation cadre, as well as adequate M&E workforce planning and staff sourcing mechanisms together with Research, Assessment and Monitoring Division (RAM) and Human Resources Division (HRM) to recruit and retain talented staff.

Partnerships, both internal to WFP and external with other evaluation offices/entities and professional evaluation networks, are key to operationalizing and implementing the strategy. Collaboration with HRM and RAM on M&E workforce planning and sourcing to meet complementary needs on M&E has already begun. Collaboration with the Information Technology Division will also be critical for OEV and REU efforts to expand virtual evaluation capacity activities and support the evaluation cadre's capacities to use technology. Working through and expanding external partnerships, including the United Nations Evaluation Group and other global and regional initiatives, will also contribute to capacity development of staff and professionalisation efforts, and to keep abreast of current learning and thinking in the field of evaluation.