



WFP EVALUATION



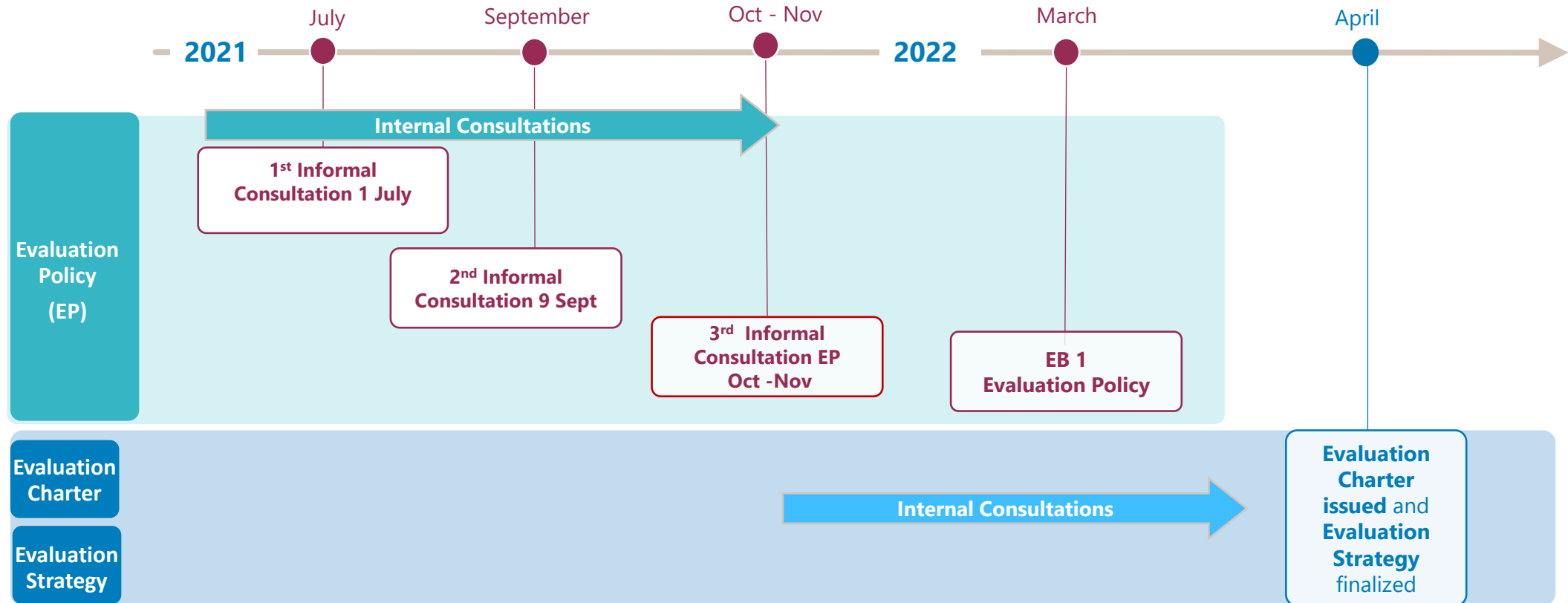
Update of the WFP Evaluation Policy

WFP Office of Evaluation

July 2021

Andrea Cook
Director of Evaluation

Revised timeline for the update of WFP's evaluation function normative framework



AN EVALUATION POLICY TO REFLECT AN EVOLVING EXTERNAL CONTEXT



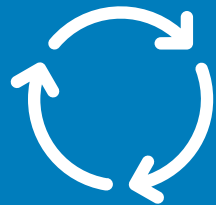
RECENT AND LONG-TERM TRENDS

- COVID-19 has reversed decades of progress
- Conflict, crises and climate change are affecting ever increasing numbers of people
- The need to drive progress towards the SDGs
- Increasing emphasis on the Humanitarian-Development-Peace (HDP) Nexus

NEW WAYS OF WORKING

- United Nations reforms are driving more joint working and partnerships as framed by the Quadrennial Comprehensive Policy Review
- Joint and system-wide evaluations will be an important aspect of this joint working
- A renewed Grand Bargain

AN EVALUATION POLICY WHICH RESPONDS TO AN EVOLVING INTERNAL CONTEXT



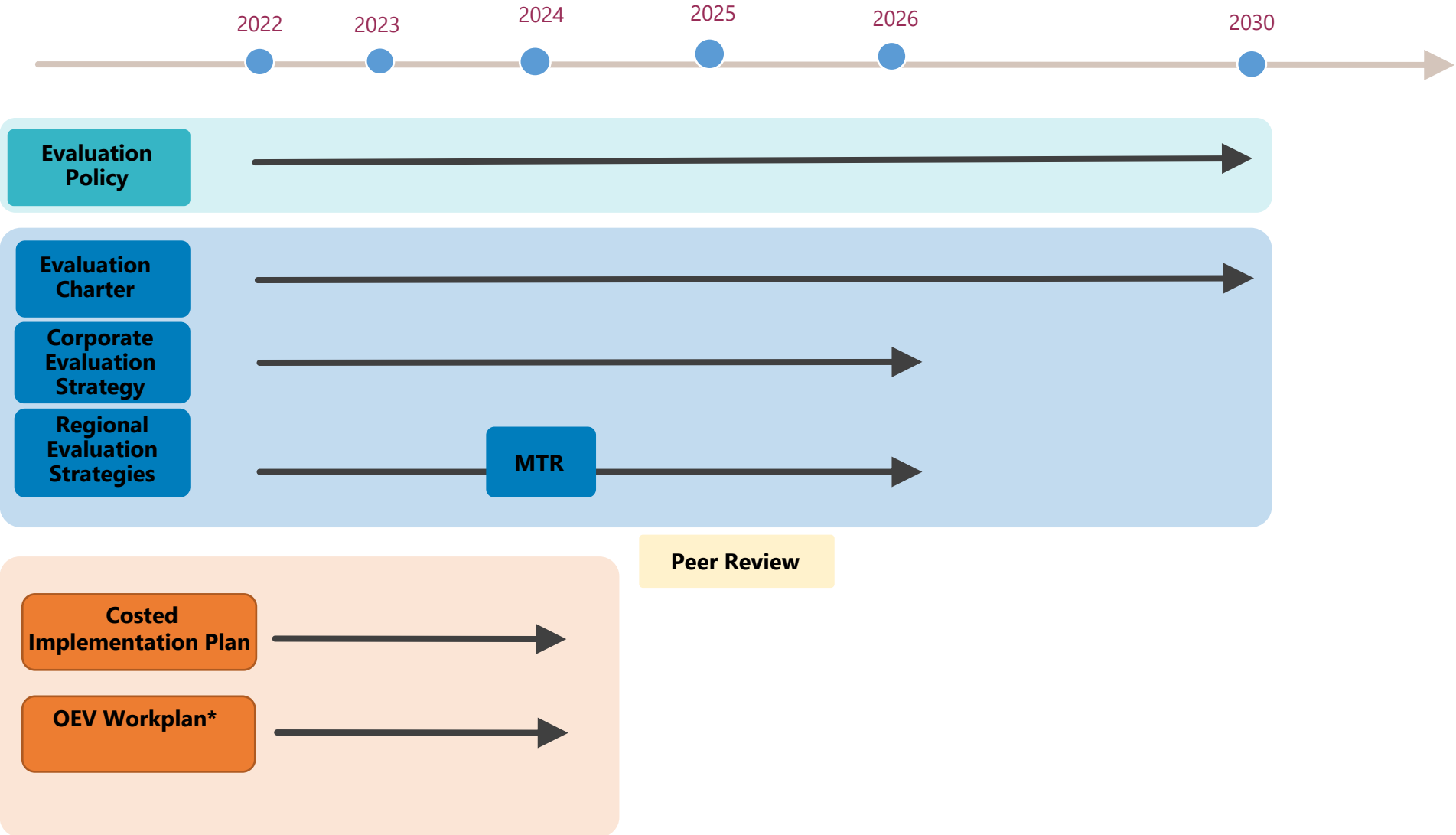
ACROSS WFP

- A new Strategic Plan & Corporate Results Framework
- New Policies on People, Gender, Protection
- Second Generation Country Strategic Plans
- 2022 Management Plan framed by the Bottom Up Strategic Budgeting Exercise

WITHIN THE EVALUATION FUNCTION

- Country Strategic Plan Policy evaluation coverage norms
- Mid-Term Reviews of Regional Evaluation Strategies
- Strategies on Impact Evaluation, Evaluation Capacity Development, Knowledge Management and Communication
- UNEG/OECD DAC Peer Review of the evaluation function
- Review of Impact Evaluation Strategy

Foundations of the evaluation function



WFP Evaluation Theory of Change

PRINCIPLES

United Nations Charter principles: equity, justice, human rights, respect for diversity

Humanitarian Principles: humanity, impartiality, neutrality, independence

Gender equality

Protection

Accountability to affected populations

Ethics

Leave no one behind

OUTPUTS

Normative Framework in place
Quality assessment system functioning
Quality assurance system functioning
Innovative evaluation methods and approaches adopted

Coverage norms established and met
Evaluations are planned and designed to meet coverage norms and priority learning needs

Communication and knowledge management of evaluation evidence promotes use and stimulates demand
Evaluation evidence is packaged, channelled, and shared

Funding targets meet needs of the function
Professional evaluation cadre developed and supported through Evaluation Capacity Development strategy

Partnerships broadened and strengthened
Contribution to global and regional communities of practice

OUTCOMES

1 Evaluations are independent, credible and useful

2 Evaluation coverage is balanced, relevant and supports both accountability and learning

3 Evaluation evidence is systematically accessible and available to meet the needs of WFP and partners

4 WFP has enhanced capacity to commission, manage and use evaluations

5 Evaluation partnerships contribute to the Global Evaluation Agenda and United Nations coherence

GOALS

Evaluation evidence consistently and comprehensively informs decisions on WFP's policies, strategies, plans and programmes

The WFP evaluation function contributes to global knowledge and supports global decision-making and SDG achievement

VISION 2030

WFP's contribution to achieving zero hunger is strengthened by a culture of accountability and learning supported by evaluative thinking, behaviour and systems

Assumptions

Effective results-based management systems

Sustainable and predictable financing

Adequate evaluator (external) expertise available

Added value of agency evaluation functions maintained in context of United Nations reform

Interest of partners in joint evaluations
National evaluation systems continue to evolve

External stakeholder demand for evaluation

Adequate internal demand for evaluation evidence

WFP absorption capacity for evidence

Effective corporate knowledge management systems

Effective incentives for evidence-informed policies, strategies, plans and programmes

Organizational leadership, ownership and support

DEFINING THE FUTURE EVALUATION FUNCTION:

Peer Review refers
to a “fully fledged
evaluation function”



KEY QUESTIONS

- What is the need, and potential, for further evolution of the function?
- What is an appropriate balance of accountability and learning and how does this affect coverage?
- How can we ensure effective learning from evaluation?
- What does this mean for human and financial resources?

HOW WE WILL ANSWER THESE QUESTIONS?

- Benchmarking (comparator organizations)
- Coverage scenarios
- Human resources informed by People Policy
- Financial target informed by scenarios and Bottom Up Strategic Budgeting
Exercise outcomes

QUESTIONS AND ANSWERS



- Timeline
- Theory of Change
- Approach

BENCHMARKING THE EVALUATION FUNCTION



METRICS

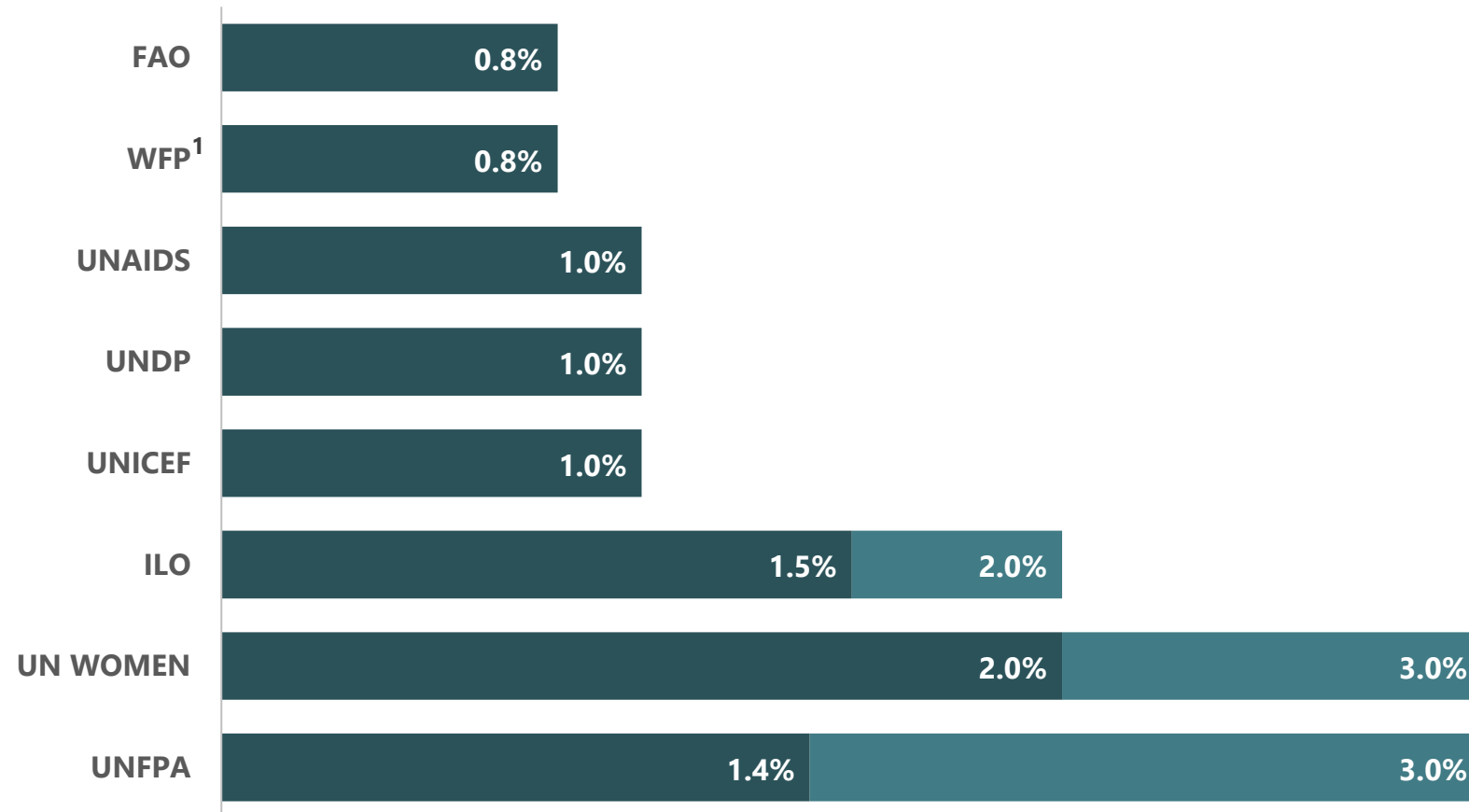
- Coverage (all types of evaluations)
- Management
- Funding
- Human resource capacity

COMPARATORS

- United Nations Agencies
- International Financial Institutions (IFIs)
- OECD-DAC Bilateral Donors (2016 information)

Benchmarking: targets for funding evaluation functions

TARGETS FOR EXPENDITURE ON EVALUATION



¹ The WFP target for funding the evaluation function refers to resources allocated as a proportion of total contribution income

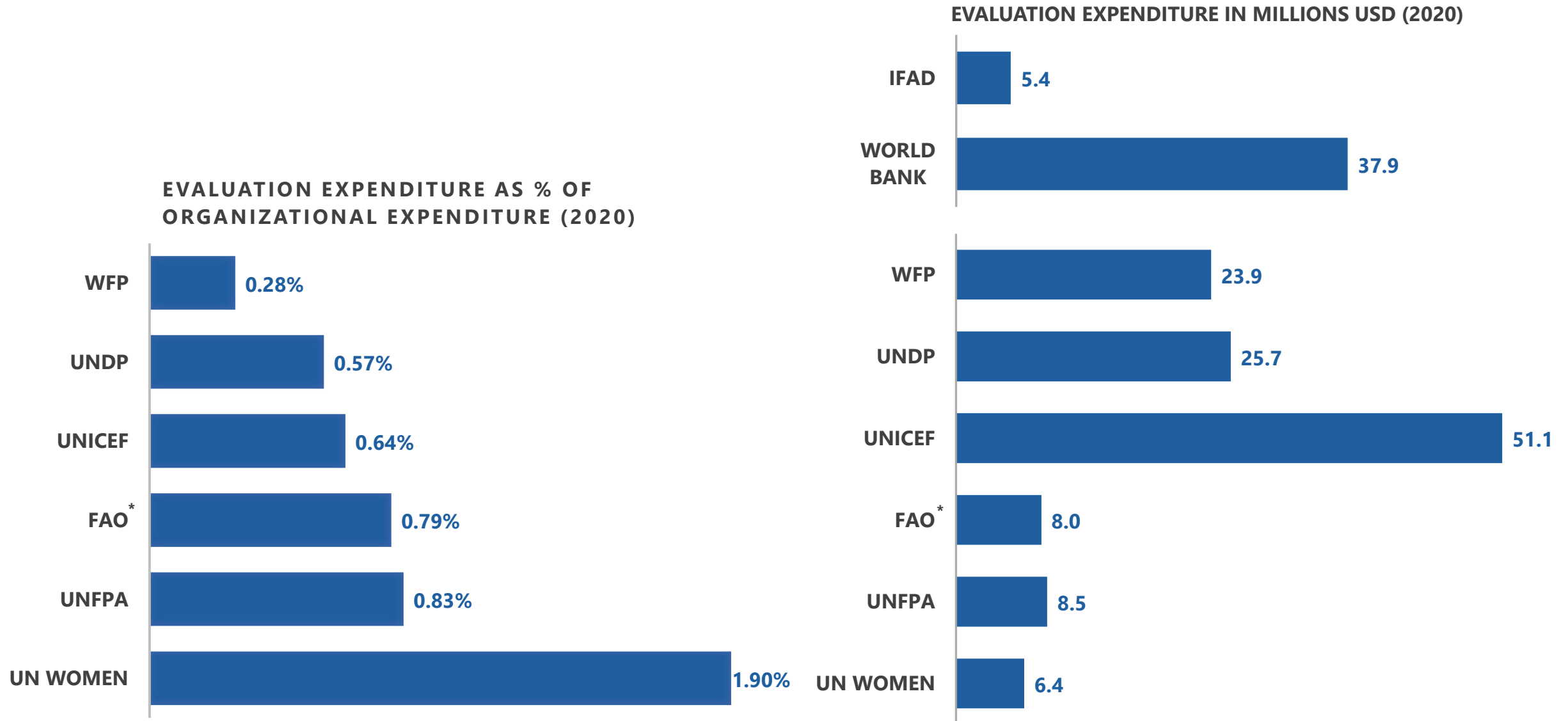
BUDGET CEILINGS



² IFAD: 0.9% of the annual programme of loans and grants of IFAD (not the administrative budget of IFAD)

³ GCF: 1% of the programming envelope of the GCF

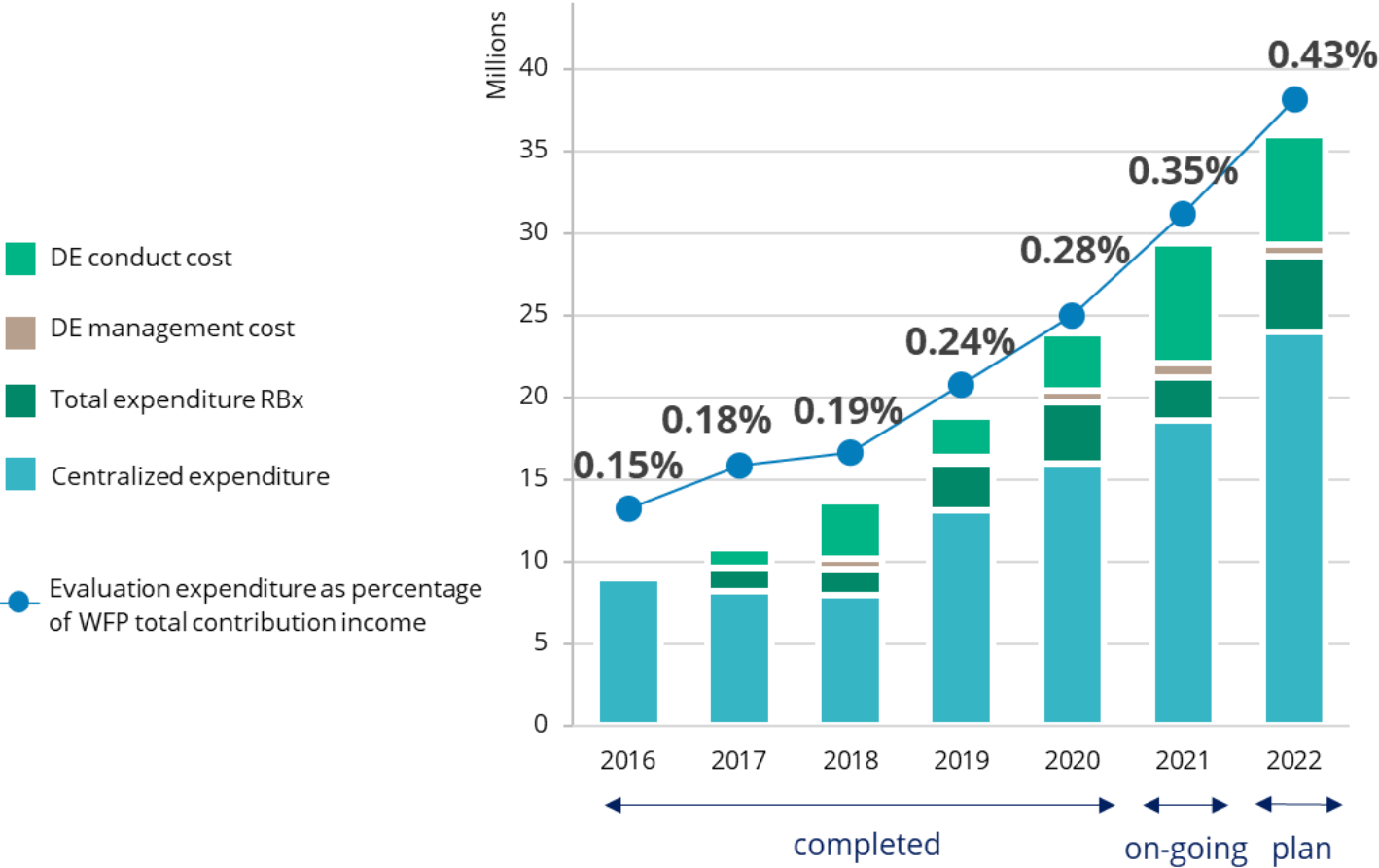
Benchmarking: actual evaluation expenditure



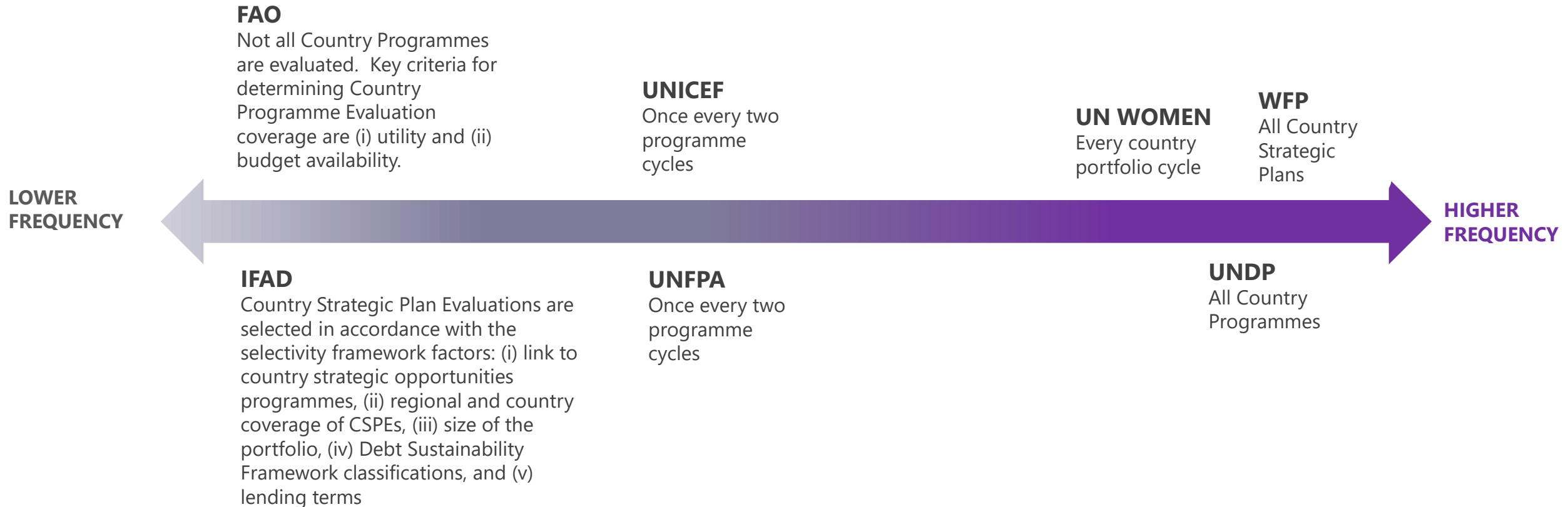
* FAO OED biennium 2020-21 budget. 2020-21 regular programme funds for OED / FAO net appropriation = 0.79%.

WFP actual and planned expenditure on evaluation

Resources for evaluation as a percentage of WFP total contribution income



Benchmarking: coverage norms for country strategic plan / programme evaluations



Benchmarking: coverage norms for decentralized evaluations

BASED ON
PROGRAMME/
STRATEGIC PLAN CYCLE

WFP

At least 1 decentralized evaluation within each Country Strategic Plan cycle. If extended beyond five years, one additional decentralized evaluation

UN WOMEN

One-third of the office portfolio should be evaluated over the period of the strategic note

UNICEF

- One country thematic evaluation, country programme component evaluation or project evaluation per year.
- Small country programmes: three evaluations per programme cycle
- Protracted L1 emergencies: every three-five years
- Short-term L2 emergencies: evaluated once
- Protracted L2 emergencies: once every three years

LOWER
FREQUENCY

HIGHER
FREQUENCY

UNFPA

Evaluation should be prioritized for multi-year programmes > USD 5 million

FAO

- Single country projects > USD 4 million: One independent evaluation; no mandatory mid-term evaluation (only for Global Environment Fund funded projects)
- Single country projects < USD 4 million: no mandatory evaluation (except for GEF funded projects)

UNDP

- Projects > USD 5 million: midterm + final evaluation;
- Projects USD 3 - USD 5 million: either midterm or final evaluation;
- Projects with duration > five years: either midterm or final evaluation;
- Projects entering a second phase: one evaluation;
- Development initiatives being considered for scaling up: one evaluation before expansion

BASED ON
PROGRAMME/
STRATEGIC PLAN
BUDGET SIZE

DEVELOPING SCENARIOS FOR EVALUATION COVERAGE: KEY ASSUMPTIONS



- Centralized Evaluation coverage norms remain in place
- CSPE coverage norms remain until 2023
- There is some flexibility in Decentralized Evaluation coverage norms
- Each of four impact evaluations windows will have up to six evaluation running from 2023 onwards
- An increase in multi-country evaluations commissioned by regional bureau or HQ
- Joint evaluations will increase

Coverage of evaluations under current policy

Actual number ongoing and completed evaluations 2016-21 by office size

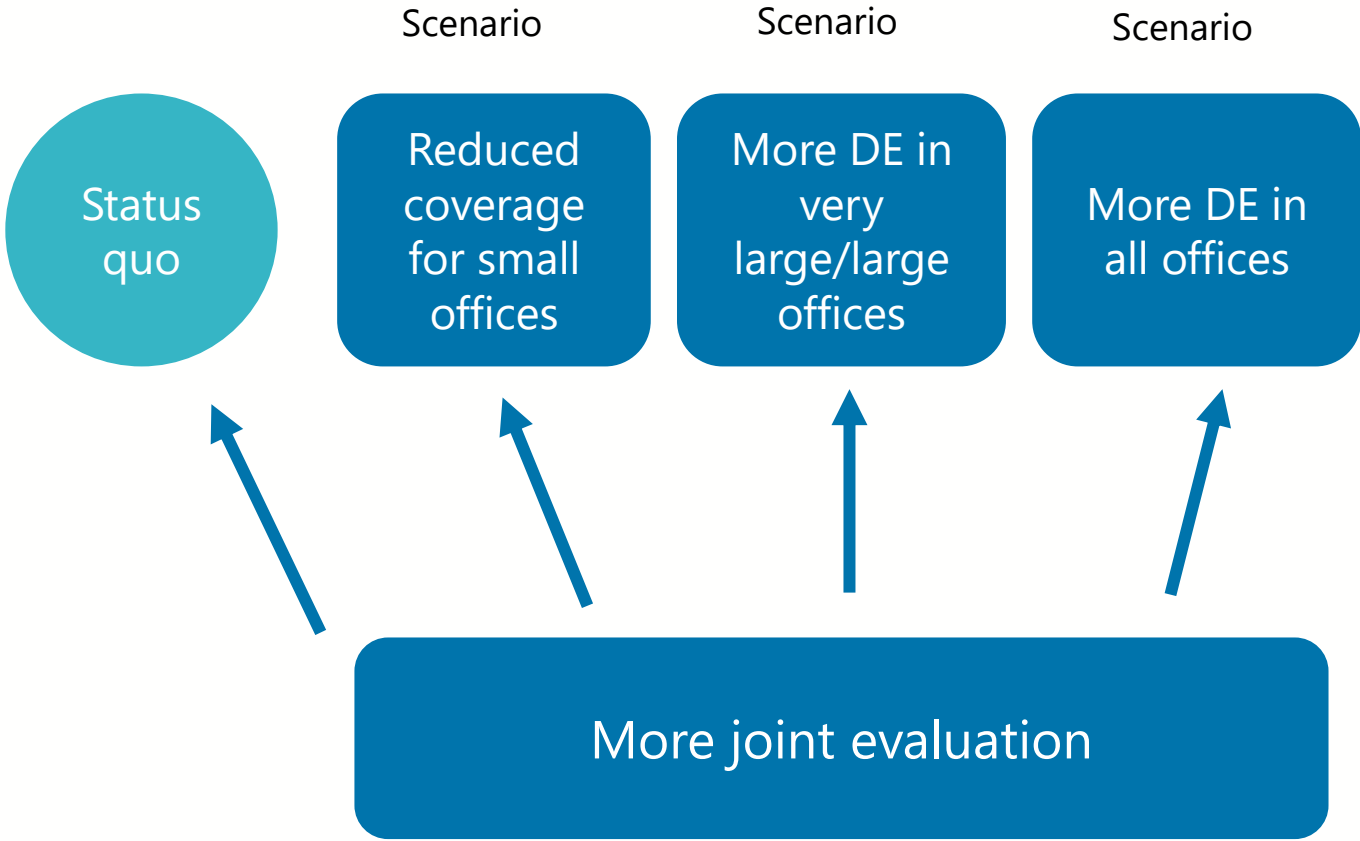
Office size	Evaluation type						Total	Average per office
	DE (of which, Joint)	CSPE/ Portfolio	IE	CER	IAHE			
Very Large (14)	32 (1)	10	5	2	4	52	3.7	
Large (22)	49 (6)	9	3			61	2.8	
Medium (14)	20 (3)	7	2			29	2.1	
Small (33)	38 (7)	10	1			49	1.5	
Total	139 (17)	36	11	2	4	192	2.3	

DEVELOPING SCENARIOS FOR EVALUATION COVERAGE: ISSUES FOR CONSIDERATION



- Level of demand for decentralized evaluation
- Potential for adjustments in CSPE coverage after 2023
- Level of demand for impact evaluation
- What expectations are there for United Nations Sustainable Development Cooperation Framework (UNSDCF) evaluations?
- Are the expectations for joint evaluations likely to be met?
- How to achieve the right balance between accountability and learning?

POTENTIAL SCENARIOS



HR issues for consideration



New People Policy



Evaluation as specialist skill



Balance of externally recruited specialists and WFP staff with required competencies appointed through reassignment, requiring:

- Strategic Workforce Planning (expanding sourcing options)
- Diversity and Inclusion Action Plan
- Implementation of ECD strategy – and professionalization of function

Issues to consider in harmonizing financial instruments



Evaluation planning and budgeting principles in CSPs



Financial instruments in use and alternative financing arrangements



Building on Contingency Evaluation Fund & Multi-donor Trust Fund



Determining fixed and variable costs

APPROACH TO CALCULATING RESOURCE REQUIREMENTS FOR THE EVALUATION FUNCTION



DEVELOPING A BASE CASE (FLOOR)

- Using 2022-23 as the baseline for costs
- Identifying known adjustments in coverage
- Recalibrating the base case

CONSIDERING SCENARIOS FOR COVERAGE

- Factoring in the needs for further evolution in evaluation coverage up to 2030

IDENTIFYING A CEILING

- Using costed scenarios to identify a ceiling (including HR requirements)