



**WFP EVALUATION**

# Update of the WFP Evaluation Policy

Executive Board Informal Consultation

September 2021



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WFP/Ana Buitron

■ Theory of Change

■ Enhancing use of evaluations

# WFP Evaluation Function Theory of Change

## PRINCIPLES

UN Charter principles: equity, justice, human rights, respect for diversity

Humanitarian Principles: humanity, impartiality, neutrality, independence

Gender equality

Protection

Accountability to affected populations

Climate change adaptation and mitigation

Ethics

Diversity and Inclusion

Leave no one behind

Transparency

## OUTPUTS

Normative Framework in place

Quality assessment system functioning

Quality assurance system functioning

Innovative evaluation methods and approaches adopted

Coverage norms are 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, regional and national communities of practice and National Evaluation Capacity Development

## 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** Multi-stakeholder partnerships contribute to strengthened evaluation practice by humanitarian and development actors and to UN 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 UN 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

# ENHANCING USE OF EVALUATIONS



## NEW PROVISIONS

- A new outcome in the Theory of Change
- An Evaluation Advisory Panel *inter alia* to support introduction of innovative and agile approaches and methods to facilitate use

## STRENGTHENING ESTABLISHED MECHANISMS

- Executive Board review of evaluation evidence and management responses
- WFP management reports to the Executive Board on follow up to centralised evaluation recommendations
- Procedures to ensure that evaluation evidence is incorporated into policies, strategies, plans and programmes
- Implementing the WFP Evaluation Communications and Knowledge Management Strategy

# ENHANCING USE OF EVIDENCE: THE EVALUATION FUNCTION AS A LEARNING PARTNER



WFP/Hussam Al Saleh



## STRONGER COLLABORATION WITHIN WFP

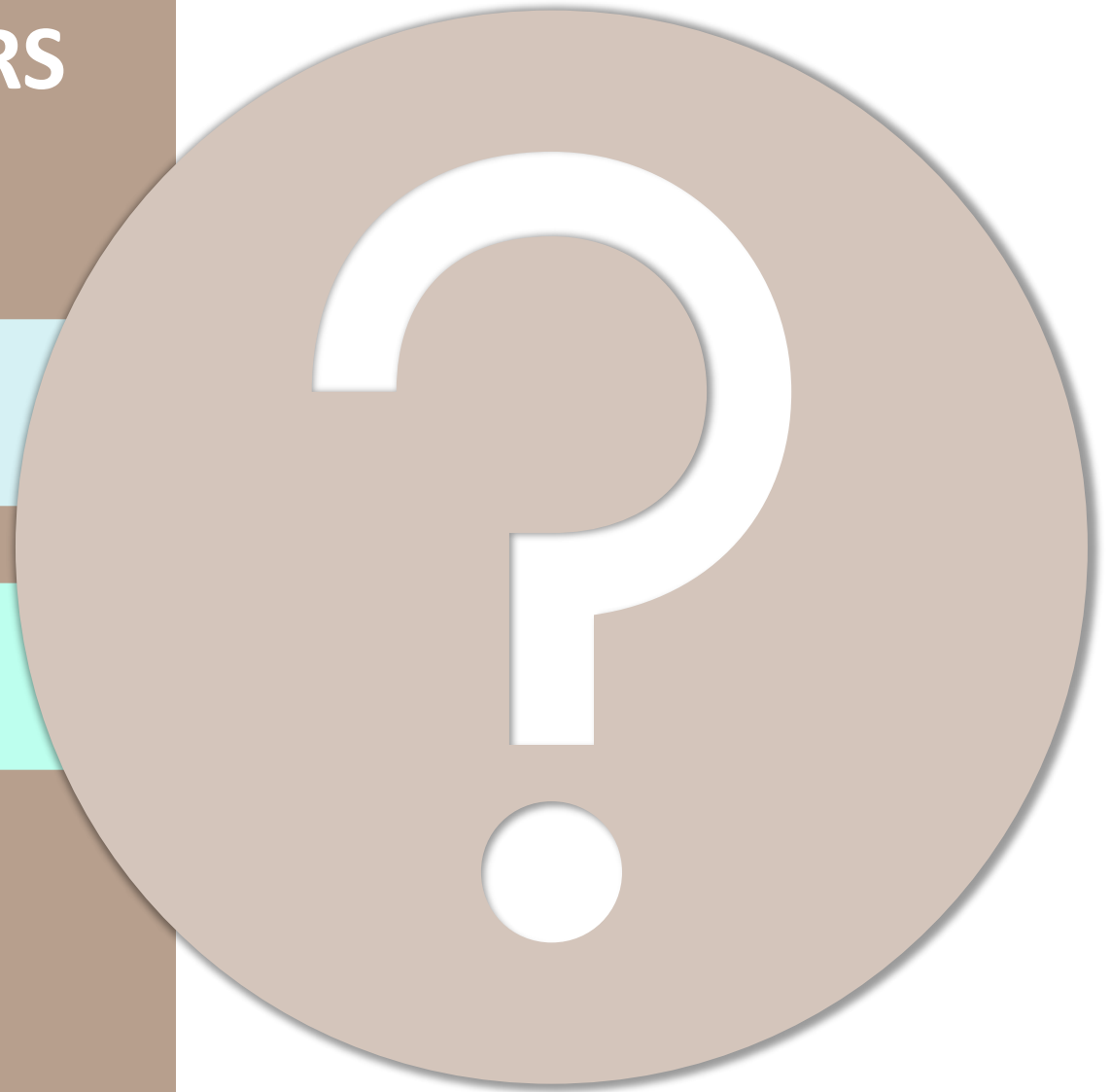
- Working with Headquarters Divisions to embed evaluation evidence into corporate knowledge management systems and learning
- Supporting Regional Bureaux to share learning and evidence from evaluation across the region
  - E.g. Evidence learning events
- Finding ways to develop stronger collaboration on learning at all levels of the evaluation function

## CONTRIBUTIONS TO GLOBAL AND REGIONAL EVALUATION AND EVIDENCE PARTNERSHIPS

# QUESTIONS AND ANSWERS

Theory of Change

Enhancing use of evaluations





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■ Coverage Norms

■ Scenarios for decentralized evaluation

■ Criteria guiding decision-making

# COVERAGE NORMS



- Norms for centralised evaluations will remain the same as in the previous policy and updated through the AER
- The coverage for Impact Evaluations will continue to be determined based on evidence priorities and capacity
- Country Strategic Plan evaluation coverage remains at a CSPE per cycle, but will be reviewed as part of the CSP policy evaluation
- Finalisation of the scenario for decentralised evaluations will determine coverage norms
- Joint evaluations are likely to increase as a proportion of all evaluations; there is potential for more system-wide evaluations

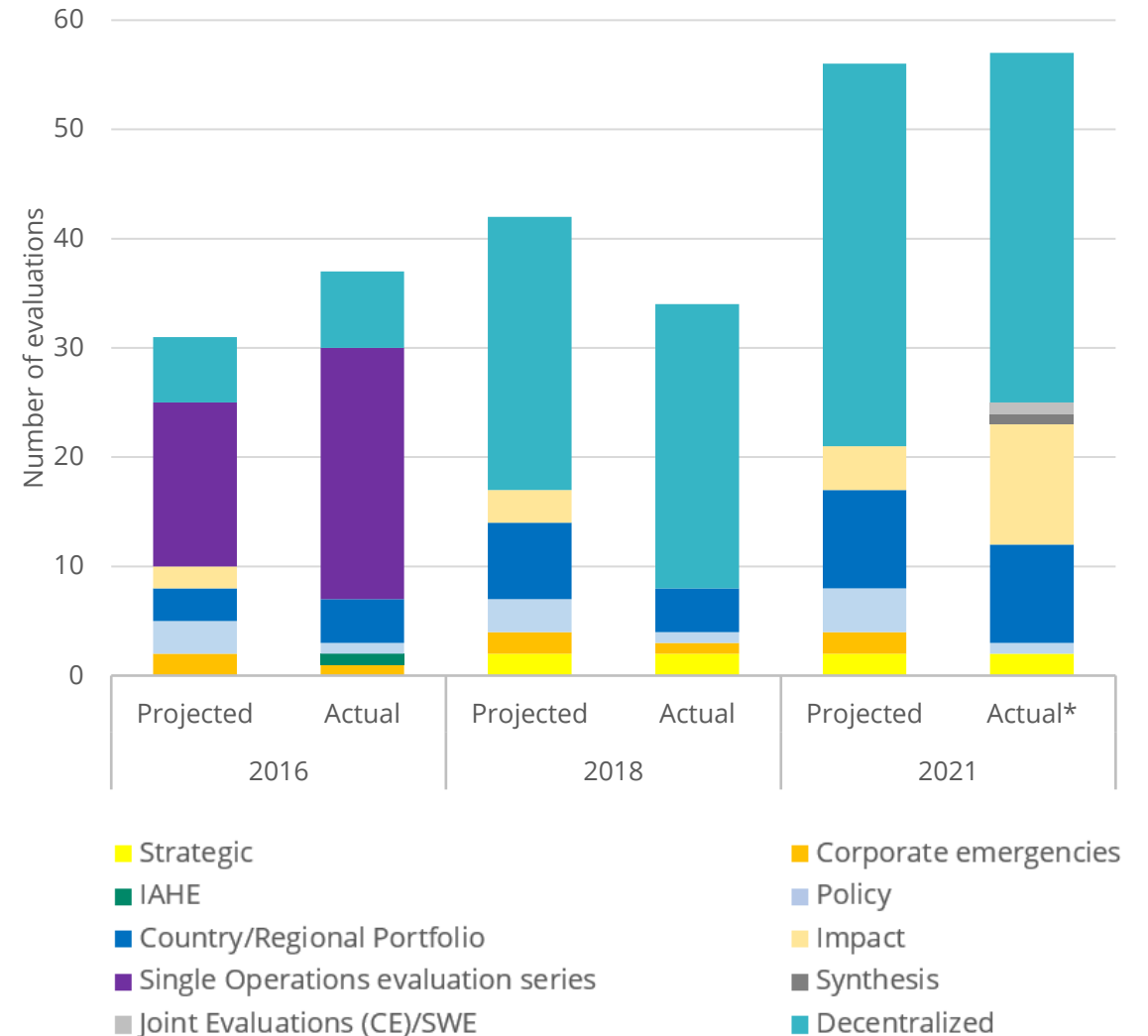


# PROGRESS TO DATE

- Coverage projections as of 2016 Corporate Evaluation Strategy
- Actuals for 2016 and 2018 based on completed evaluations
- Significant progress on coverage based on the expectations of the 2016 policy
- Minimum coverage for decentralized evaluations not yet achieved



Actual number of evaluations compared to 2016 Corporate Evaluation Strategy projections



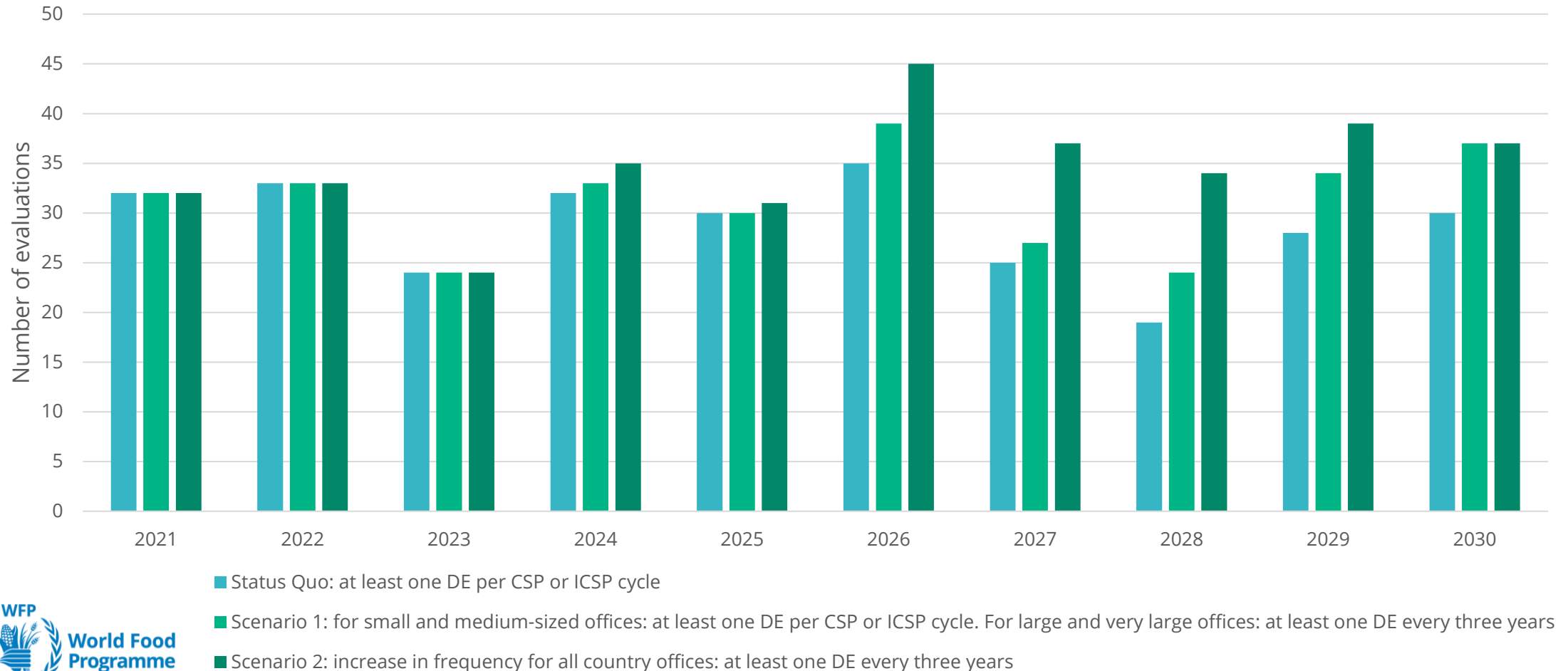
\* Including all evaluations completed and planned to be completed in 2021, as well as all ongoing decentralized evaluations /planned to start within 2021. Impact evaluations are multi-year (ongoing in 2021)

# SCENARIOS FOR DECENTRALIZED EVALUATION

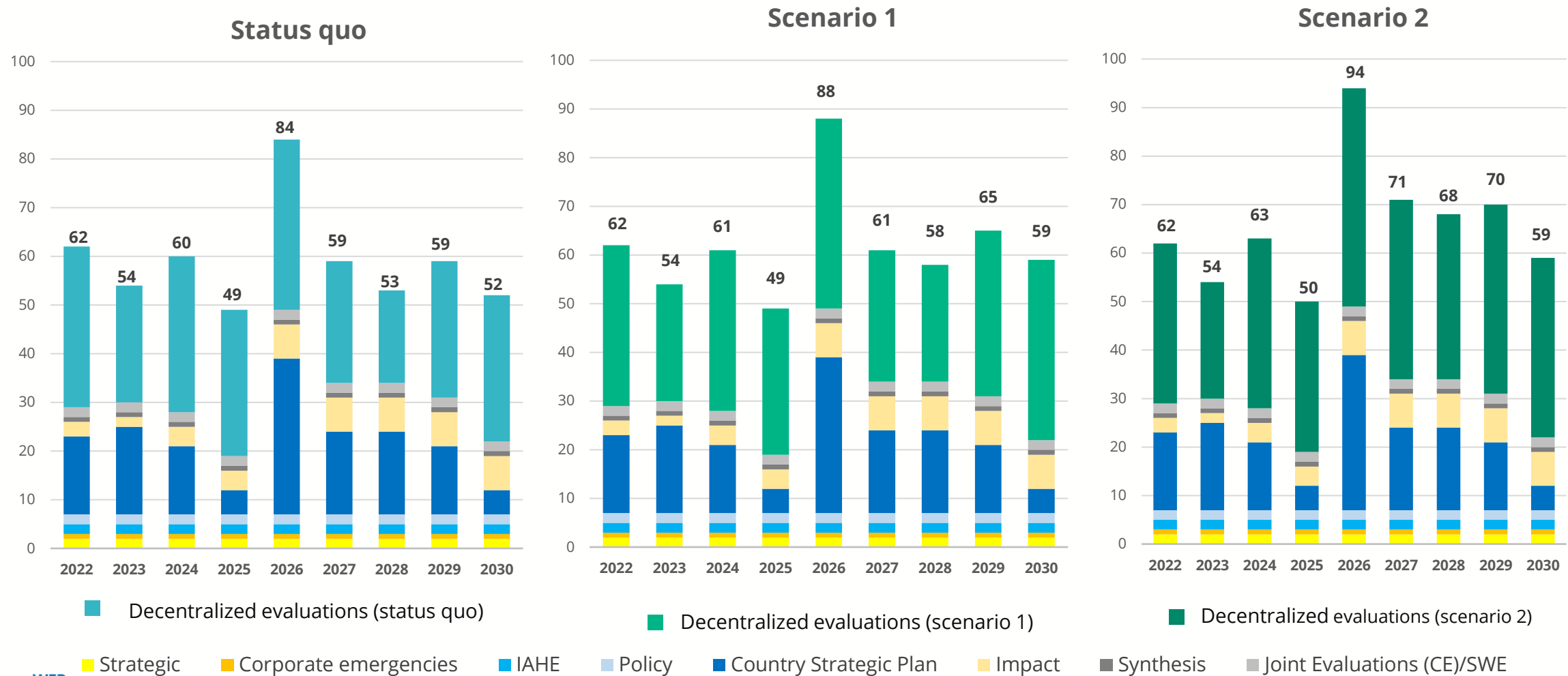


- Confirmation to maintain current coverage in small country offices, leaving three options: status quo and two levels of enhanced coverage
- Proportion of joint evaluations is still difficult to calculate, but is unlikely to have a substantial effect on costs
- Some progress on UNSDCF system-wide evaluations through development of evaluation guidelines

# Implications of scenarios for Decentralized Evaluations (2021 to 2030)



# Evolution of evaluation function scenarios (2022 to 2030)



# GUIDING DECISION MAKING FOR DECENTRALIZED EVALUATIONS



- Coverage norms indicate when certain types of evaluation should be undertaken
- For decentralized evaluations, the policy proposes criteria to guide decision-making on what might be most useful to evaluate

# Criteria to guide decision-making for evaluations commissioned by Country Offices, Regional Bureaux or HQ Divisions

- Strategic relevance to WFP
- Evidence gaps (at the country, regional or global level)
- Programme expenditure
- Emergency response
- Before replication or scale-up of pilots, innovations, and prototypes
- Innovative results (e.g. achieved across a region or through innovative multi-country programmes that are centrally funded or supported)
- Formal commitments to stakeholders (e.g. to national partners to inform national programmes, or to funders as part of funding requirements)
- Likelihood of influencing policy making or potential for leveraging partnerships
- Feasibility of undertaking the evaluation

# QUESTIONS AND ANSWERS

Scenarios

Coverage Norms

Criteria guiding  
decision-making



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■ **Financial Instruments**

■ **The Contingency Evaluation Fund**

■ **Costing the Function**



# WFP EVALUATION FUNCTION FUNDING MODEL

Programme support and administrative budget	Programme resources country portfolio budget	Multi-donor trust fund (donor contributions)	Multilateral Contingency Evaluation Fund
<b>Decentralized evaluation</b> oversight: regional evaluation units (staff + operational costs of each unit)	<b>Decentralized evaluation</b> conduct and management (staff time): implementation costs		Support country offices that face genuine resource constraints in respect of planned and budgeted <b>decentralized evaluations</b> .
<b>Centralized evaluation</b> conduct and management (OEV annual work plan)	<b>Country strategic plan evaluation</b> conduct: adjusted direct support costs (DSC)		<i>Support country offices that face genuine resource constraints for planned and budgeted <b>CSP evaluations</b>.</i>
<b>Impact evaluation</b> conduct and management (OEV annual work plan)	<b>Impact evaluation</b> data collection costs	A dedicated multi-donor trust fund managed by OEV that channels donor resources <b>to specific WFP impact evaluations</b>	<i>Support small country offices that face genuine resource constraints in respect of <b>impact evaluation</b> data collection costs.</i>
<b>OEV overall function responsibility</b> (standards, oversight, reporting)			

# CONTINGENCY EVALUATION FUND



- Intended to meet genuine resource constraints (currently decentralized evaluation only)
- Expanded scope is agreed in principle
  - CSP evaluation funding gaps
  - For small Country Offices, data collection funding gaps for impact evaluations
  - Potentially, supporting regional multi-country or regionally led evaluations
  - Potentially, to fund scoping and preparation for CSP evaluations
- Eligibility and assessment criteria validates genuine nature of resource constraints

# COSTING THE EVALUATION FUNCTION

- The costings for the evaluation function for 2023 give a floor for the financial target for the function: approximately USD 33.5 million which will range 0.4% to 0.5% of contribution income, depending on the organizational forecast
- The ceiling will be determined based on the coverage norms (scenario) agreed for decentralized evaluations
- Costs can be forecast around the different elements of the function:
  - Centralized evaluations
  - Impact evaluations
  - Decentralized evaluations based on scenarios
  - Human resource costs
- The ceiling is likely to be lower than other UN agencies given the specific nature of WFP's work ( i.e. proportion of general food assistance – common services)

# QUESTIONS AND ANSWERS

Financial Instruments

The Contingency  
Evaluation Fund

Costing the Function



# ACRONYMS

AER: Annual Evaluation Report

CE: Centralized Evaluation

CSP: Country Strategic Plan

CSPE: Country Strategic Plan  
Evaluation

DE: Decentralized Evaluation

IAHE: Inter-Agency  
Humanitarian Evaluation

ICSP: Interim Country Strategic  
Plan

SWE: System Wide Evaluation



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# Thank you!

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