



**WFP EVALUATION**



# Update of the WFP Evaluation Policy

Third Informal Consultation with the Executive Board 21<sup>st</sup>

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## What's new in this policy?

- As concluded by the Peer Review, no substantial change is proposed
- This is a policy update not a major overhaul: the structure of the policy document is similar to that of the 2016 Evaluation Policy
- The update enables incorporation of the response to the Peer Review, but also allows us to reflect in the policy those changes in both the external and internal context which impact WFP's evaluation function and to reflect benchmarking against comparable agencies

# What is included in the updated policy?



- Context and **rationale for an updated policy**
- Definitions and concepts
- **Vision, Goals and Outcomes**
- Guiding principles
- Elements of the Evaluation Function
- **System-Wide Evaluation** and Partnerships
- Roles, Accountabilities **and Institutional Arrangements**
- **Resources**
- **Risks**
- Implementation, Oversight, Reporting and Review

# Context and rationale for an updated Evaluation Policy



## EXTERNAL CHANGES

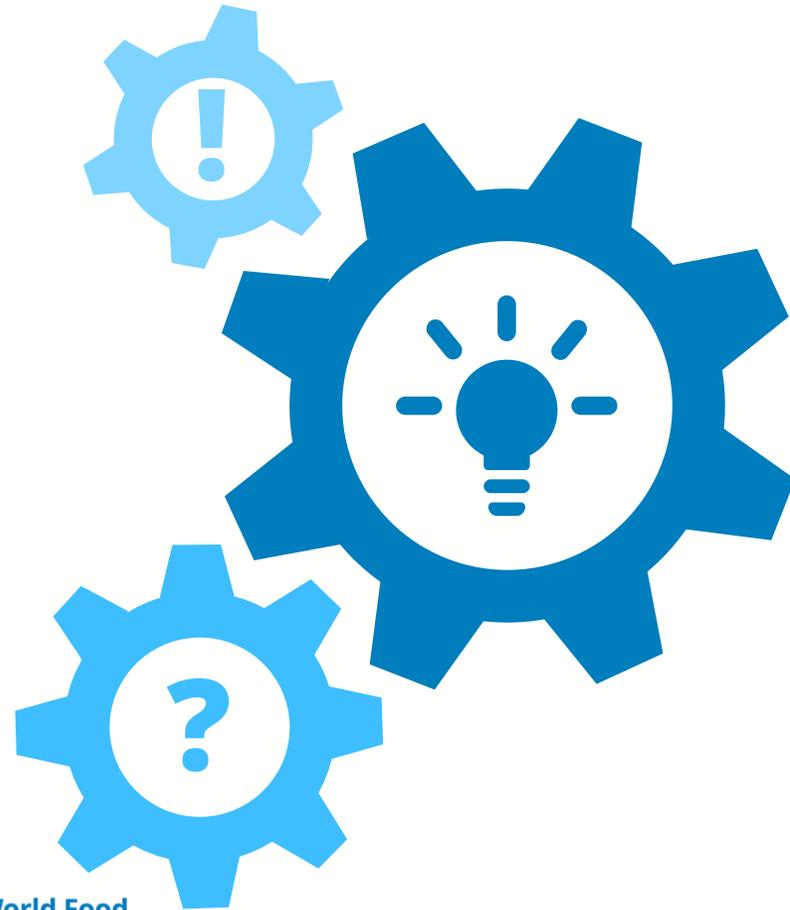
- Secretary General's push for further UN reform
- Grand Bargain
- Stronger global recognition of the role of evaluation
- Decade of Action
- Updated UNEG Norms and Standards and OECD-DEC evaluation criteria



## INTERNAL CHANGES

- Recent WFP policies: Country Strategic Plans; Protection and Accountability; People; Gender; Strategic Plan 2022-26
- Regional Evaluation Strategies
- Strategies on Evaluation Capacity Development, Evaluation Communication and Knowledge Management, and Impact Evaluation

# Definitions and concepts



- Key evaluation concepts remain
- Incorporation of impact evaluations as a unique category of evaluation within WFP along with centralized and decentralized evaluations
- Emphasizing that the policy provisions apply to all categories of evaluation, and thus reducing the differentiation between centralized, decentralized and impact evaluations

# WFP Evaluation Function Theory of Change (revised Oct 12<sup>th</sup>)

## PRINCIPLES

Accountability to affected populations  
 Climate change adaptation and mitigation  
 Diversity and Inclusion  
 Ethics  
 Gender equality  
 Humanitarian Principles: humanity, impartiality, neutrality, independence  
 Leave no one behind  
 Protection  
 Transparency  
 UN Charter principles: equity, justice, human rights, respect for diversity

## OUTPUTS

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  
 Clear processes for the integration of evaluation evidence into WFP programmes and policies  
 Evaluation evidence is tailored to the needs of WFP and its partners  
 Evaluation evidence products are designed to appeal to and reach users  
 Resource planning meets the needs of the function  
 Professional evaluation cadre developed and supported through Evaluation Capacity Development strategy  
 Contribution to global and regional communities of practice and to National Evaluation Capacity Development  
 Partnerships broadened and strengthened to enhance evaluation practice by humanitarian and development actors

## OUTCOMES

**1** Evaluations are independent, credible and useful  
**2** Evaluation coverage is balanced and relevant and serves both accountability and learning purposes  
**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** Partnerships contribute to a strengthened environment for evaluation at global, regional and national levels, 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

## Enablers

Normative Framework      Evaluation governance mechanisms      Sustainable and predictable financing      Adequate evaluator (external) expertise

## Assumptions

Effective results-based management systems	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	Organisational leadership, ownership and support
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# Comparison Theory of Change

## EVALUATION POLICY 2016 – 2021 TOC

### VISION

WFP's contribution to ending global hunger is strengthened by evaluative thinking, behaviour and systems embedded in its culture of accountability and learning

### PURPOSE

Evaluation results are consistently and comprehensively incorporated into WFP's policies, strategies and programmes

### OUTCOMES

Outcome 1  
Outcome 2  
Outcome 3  
Outcome 4

### DRIVERS OF CHANGE

*Some Drivers of Change remained identical or were reformulated, while others have been superseded. Many of the new Outputs refer to results of the previous Drivers of Change.*

### ASSUMPTIONS

*Most Assumptions remained identical or were reformulated and some previous assumptions have been identified as Enablers.*



## UPDATED EVALUATION POLICY TOC

### VISION

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

### 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

### OUTCOMES

Outcome 1  
Outcome 2  
Outcome 4  
Outcome 5



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

### OUTPUTS

### ENABLERS

### PRINCIPLES

### ASSUMPTIONS

*Additional assumptions relate to: knowledge management, evaluation in the context of UN reform, joint evaluations, national evaluation systems, and evidence-informed policies, strategies, plans and programmes.*

### LEGEND

Reformulated / partially updated

Updated / New additions

# Comparison Theory of Change

## UPDATED EVALUATION POLICY TOC

### OUTPUTS

#### Outcome 1

- Quality assessment system functioning
- Quality assurance system functioning
- Innovative evaluation methods and approaches adopted

#### Outcome 2

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

#### Outcome 3

- Clear processes for the integration of evaluation evidence into WFP programmes and policies
- Evaluation evidence is tailored to the needs of WFP and its partners
- Evaluation evidence products are designed to appeal to and reach users

#### Outcome 4

- Resource planning meets the needs of the function
- Professional evaluation cadre developed and supported through Evaluation Capacity Development strategy

#### Outcome 5

- Contribution to global, regional and national communities of practice and to National Evaluation Capacity Development
- Partnerships broadened and strengthened to enhance evaluation practice by humanitarian and development actors

### PRINCIPLES

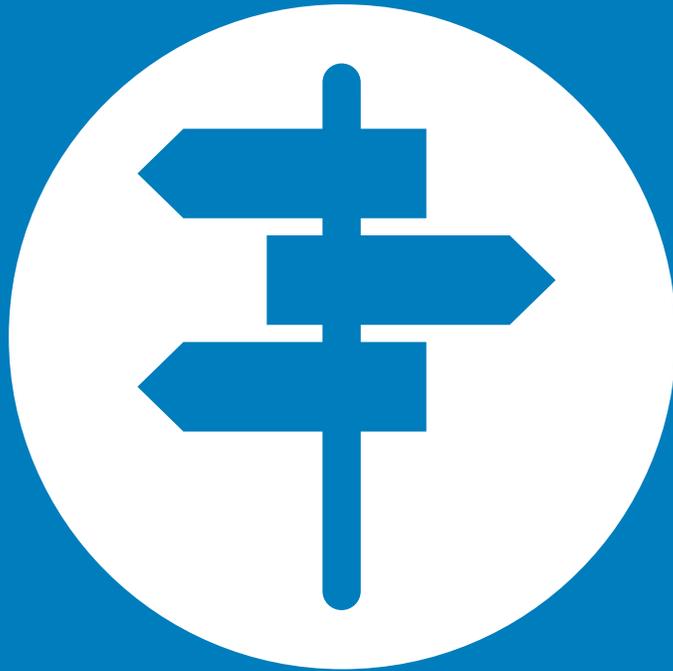
- Accountability to affected populations
- Climate change adaptation and mitigation
- Diversity and Inclusion
- Ethics
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- Humanitarian Principles: humanity, impartiality, neutrality, independence
- Leave no one behind
- Protection
- Transparency
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### LEGEND

Reformulated / partially updated

Updated / New additions

# Guiding principles



- Evaluation principles remain prominent, and are updated to reflect updates in the UNEG Norms and Standards
- Principles underpinning the policy, and WFP's work have been expanded to reflect new normative frameworks as well as emerging challenges which WFP is committed to addressing

# COVERAGE NORMS



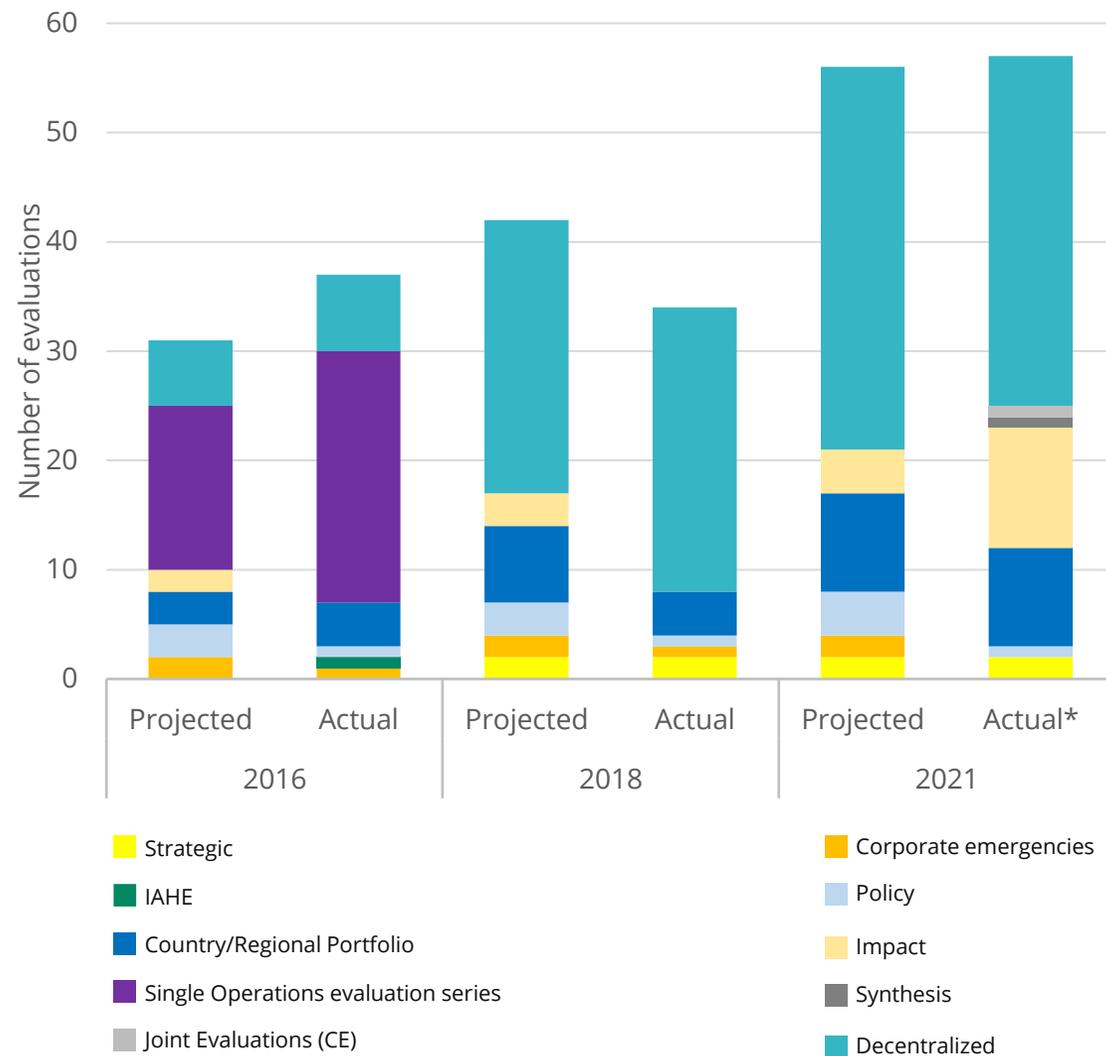
- Norms for centralised evaluations will remain the same as in the previous policy and updated through the AER
- The coverage for Impact Evaluations will continue to be determined based on evidence priorities and capacity
- Country Strategic Plan evaluation coverage remains at a CSPE per cycle, but will be reviewed as part of the CSP policy evaluation
- Selection 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

# Recalling current status of coverage

- Significant progress on coverage based on the expectations of the 2016 policy
- But minimum coverage for decentralized evaluations not yet achieved



Actual number of evaluations compared to 2016 Corporate Evaluation Strategy projections



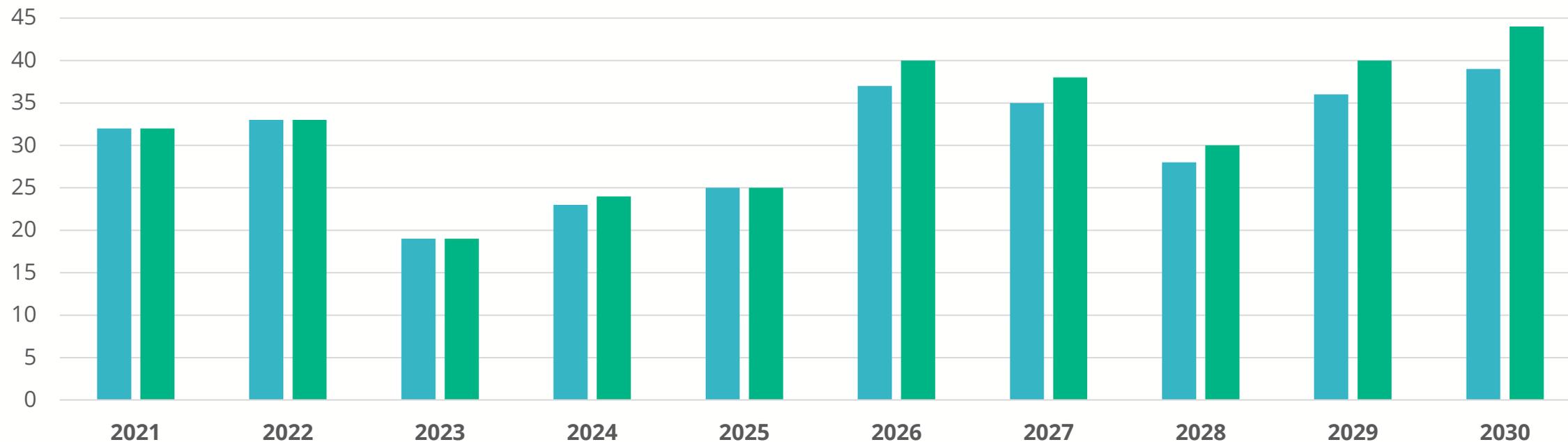
\* Including all evaluations completed and planned to be completed in 2021, as well as all ongoing decentralized evaluations /planned to start within 2021. Impact evaluations are multi-year (ongoing in 2021)

# Two scenarios for decentralized evaluations



- Status quo: maintaining the norms from the 2016 policy. Will still require more DEs to meet the norm
- Scenario 1: more DEs in large and very large offices; maintain 2016 norms for small and medium offices
- This is a minimum; offices can undertake more evaluations
- Number of joint evaluations is still difficult to calculate
- Some progress on UNSDCF system-wide evaluations through development of evaluation guidelines

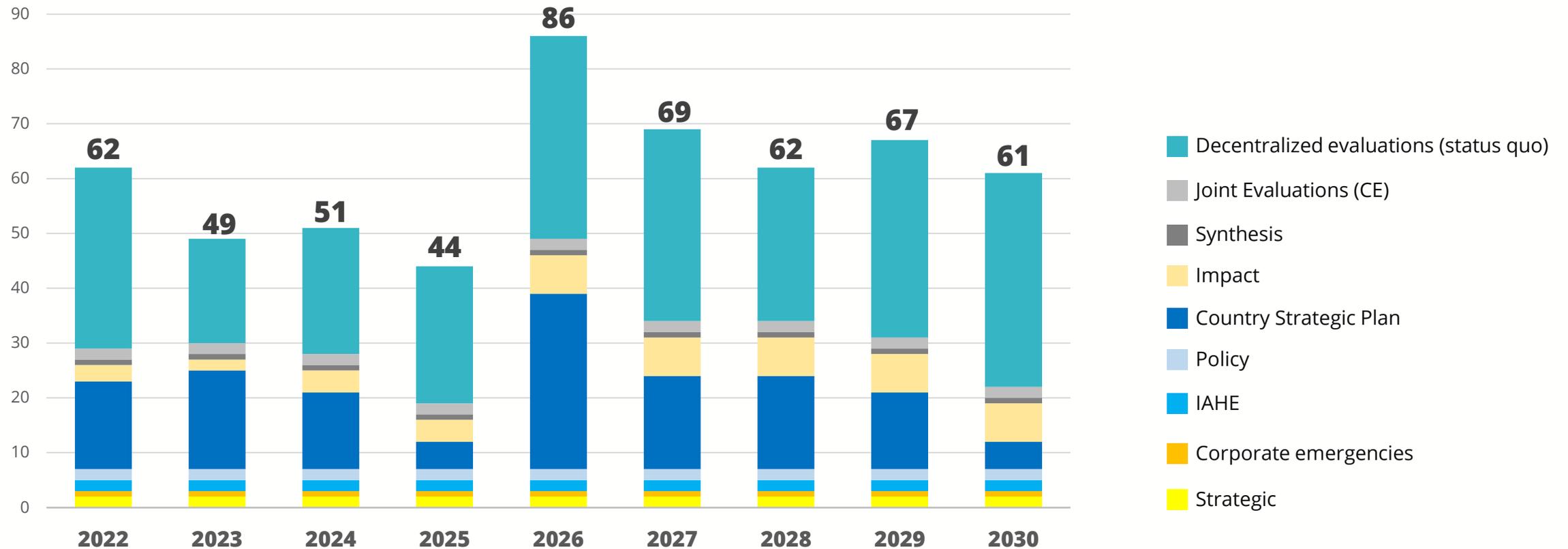
# Implications of scenarios for Decentralized Evaluations (2021 to 2030)



**Refined status quo/minimum coverage norms**  
At least one DE per CSP or ICSP cycle

**Revised scenario 1**  
For small and medium-sized offices: at least one DE per CSP or ICSP cycle. For large and very large offices: at least one DE every three years

# Evolution of evaluation function (2022 to 2030)



# ENHANCING USE OF EVIDENCE



- Further review of Theory of Change to give clarity on new outcome on enhancing use of evidence.
- Outputs focus on:
  - Utilising clear processes for integration of evaluation evidence into WFP programmes and policies
  - Tailoring evaluation evidence to the needs of WFP and its partners
  - Designing evaluation evidence products which appeal to and reach users

# System-wide evaluation and partnerships



- Continued engagement in inter-agency collaboration and system-wide evaluation
  - Advocacy for joint evaluations
  - Support for system-wide evaluation including UNSDCF evaluation
    - UNEG guidance for UNSDCF evaluations will facilitate progress
  - Lead efforts to enhance role, quality and coverage of humanitarian evaluation
- Supporting national evaluation capacity development
  - Contribution to evaluation and evidence partnerships at global, regional and where possible national level
  - Advocacy for country-led evaluations
  - Engaging with national governments to enhance demand for and learning from evaluation

# Roles, accountabilities and institutional arrangements



- Roles and accountabilities remain broadly the same, with some updates to reflect evolving internal context and practice in UNEG
- A new section on institutional arrangements is introduced to clarify the function and roles of entities which cannot be assigned direct accountabilities
- These institutional arrangements will also be reflected in the updated Evaluation Charter

# Human resources



- Reflect the establishment of the Regional Evaluation Officer (REO) posts (through the 2016 policy) and potential upgrading
- Commit to sourcing, growth and retention of staff across the function with appropriate skills and meeting People Policy expectations on gender and geographical diversity
- Incorporates the key objectives of the evaluation capacity development strategy

# FINANCIAL RESOURCES FOR THE EVALUATION FUNCTION

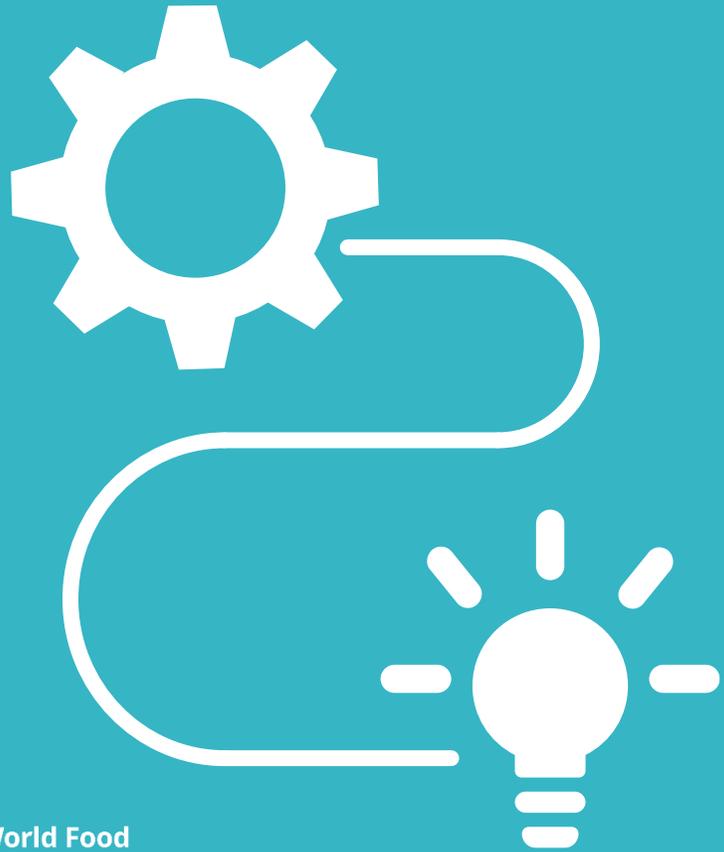
- Costings for the evaluation function give a floor for the function based on:
  - Meeting centralized coverage norms
  - Progress towards decentralized coverage norms
  - Balance across 4 impact evaluation windows
- 2023 floor will be approx. **USD33 m** or **0.4%** of contribution income
- Indicative ceiling approx. **USD 47 m** or **0.6%**
- The proportion in relation to WFP's contribution income reflects the high/ rising levels in recent years
- The indicative ceiling will be lower than other UN agencies given the nature of WFP's work (general food assistance – common services)
- The level will fluctuate within the floor and ceiling levels, reflecting varying levels of evaluation activity depending on programme cycles

# Risks



- Updated to reflect the updated assumptions in the ToR
- Many of the risks revolve around use of evaluation: adding an outcome on use in the Theory of Change will allow OEV to take a more proactive role in this but organizational leadership is also required
- System-wide evaluation and UN reform efforts present a new risk regarding perceptions of the role of agency evaluation functions: this should be mitigated through active participation in inter-agency and SWE processes

# Implementation, oversight, reporting and review



- The implementation plan and budget for the policy is the evaluation function workplan, approved as an annex to WFP's Management Plan
- The Annual Evaluation Report will continue to be the instrument for reporting on the function to the Executive Board, discussed in detail in May-June during the Annual Consultation on Evaluation
- Policy will be reviewed through an OECD-DAC/UNEG external peer review in 2025 or 2026 given the time horizon (2030)



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# Thank you!

World Food  
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