

Table of contents

Abbreviations and acronyms	7
Executive summary	9
1. Introduction	19
1.1 Background and purpose of the Peer Review	19
1.2 The Review process.....	20
1.3 The Peer Panel members and advisors.....	20
1.4 The focus of the Review	21
1.5 Methodology	23
1.6 Limitations and challenges of the Review.....	25
1.7 Organisation of the report	27
2. Evaluation at WFP	29
2.1 The current evaluation system in WFP	29
2.2 Approach to evaluation.....	33
3. Independence	35
3.1 Role of the Executive Board and Executive Director.....	35
3.2 Independence in programming, carrying out and reporting of evaluations ...	36
3.3 Independence and impartiality of evaluation managers and evaluators	38
3.4 Links between evaluation planning and budget	40
3.5 Relationship between evaluation and audit	41
3.6 Ensuring access to needed information	42
3.7 Conclusions on independence.....	42
4. Credibility.....	45
4.1 Evaluation policy	45
4.2 Monitoring and Evaluation Guidelines	47
4.3 Credibility of data used in evaluations.....	48
4.4 Competency and capacity of leadership, staff and consultants.....	49
4.5 Quality assurance	50
4.6 Stakeholder consultation and engagement.....	51
4.7 Support to decentralised evaluations	51
4.8 Role of self-evaluation and alternatives such as After Action Review	54
4.9 Basic criteria for quality of evaluation.....	55
4.10 Credibility of recommendations.....	57
4.11 Conclusions on credibility	57

5. Utility.....	59
5.1 Purpose of evaluation	60
5.2 Uses of evaluation for programme decision-making	60
5.3 Meeting the needs of different users of evaluations	62
5.4 The management and follow-up of evaluations	64
5.5 Joint and inter-agency real-time evaluation	65
5.6 Contribution of evaluation to managing for results	66
5.7 Contribution of evaluation to policy making and organisational learning	68
5.8 Contribution of evaluation to knowledge management	70
5.9 Management response to evaluations.....	71
5.10 Contribution to building local M&E capacity.....	72
5.11 Conclusions on utility	73
6. Principal recommendations	75
6.1 Relationship between OEDE and the Executive Board.....	75
6.2 Evaluation policy and strategy	76
6.3 OEDE's mandate.....	77
6.4 External accountability; relations with partners and stakeholders	78
6.5 Management response.....	80
6.6 Evaluation quality	81
6.7 Organisational learning.....	82
6.8 Monitoring and RBM.....	83
6.9 Team selection and procurement of external evaluation expertise	83
6.10 Staffing of OEDE	83
6.11 Budget for evaluations	84
Appendix 1 Approach and Work Plan	85
Introduction.....	85
Background	85
Purpose of the Professional Peer Review.....	86
Scope of and Limitations to the Professional Peer Review.....	87
Core assessment questions	88
Normative framework	89
Panel composition	89
Reporting.....	90
Responsibility of OEDE.....	90
Review process.....	90
Schedule	91
Resources	92
Appendix 2 Framework for Professional Peer Reviews	93
Summary	93
Background	95
Rationale	96
Approach and methodology: Recommendations and options	97
Roles and responsibilities in the reviews	104
Phase-by-phase organization of a professional peer review process	107
Key references.....	110
Appendix 3 Persons interviewed	111
Appendix 4 Background data for the Peer Panel members and advisors.....	117