Evaluation Policy 2016-2021 First Informal Consultation

Office of Evaluation (OEV)

14th May 2015

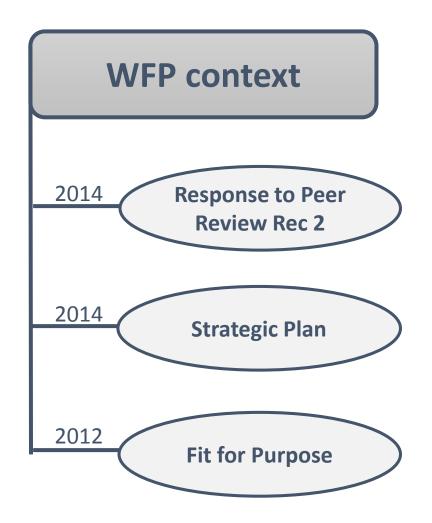


Agenda

- A. Rationale for the new policy
- B. Update on progress & key areas for revision:
 - I. Role and purpose of WFP's evaluation function
 - II. Roles and responsibilities
 - III. Coverage norms & Resources (human & financial)
 - IV. Terminology
 - V. System-wide evaluation & national evaluation capacity
- C. Timeline & next steps



A. Why a new policy?





A. Points of departure 2008 - 2015

Mostly focused on (centralized) evaluations

OEV-centric

WFP-oriented

Evaluation across WFP (CE & DE)

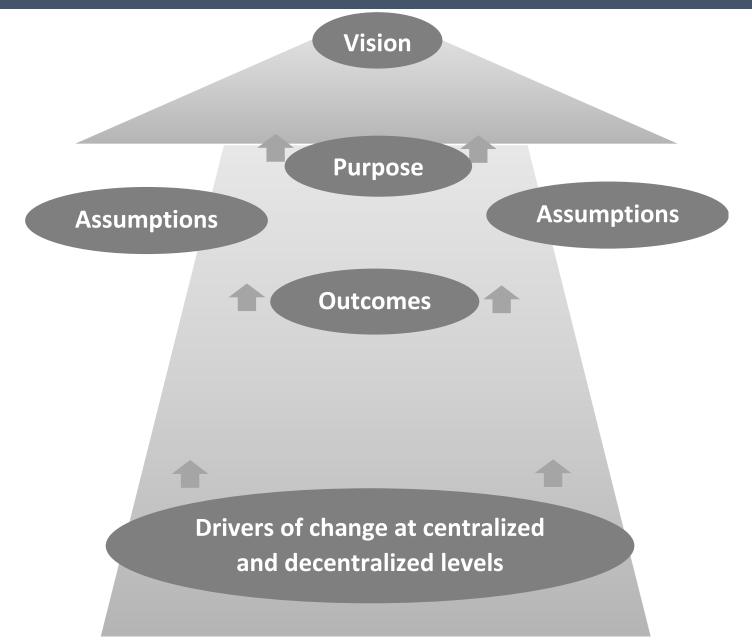
- Evaluation is part of everybody's business;
- OEV augmented role

WFP's evaluation function as part of UN system

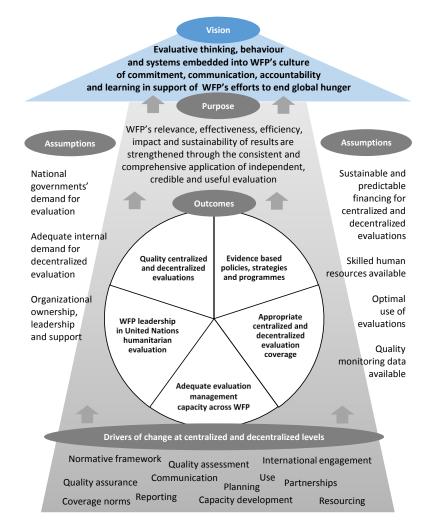
2008 Policy

2016-2021 Policy

I. Role & Purpose of WFP's evaluation function (ToC)

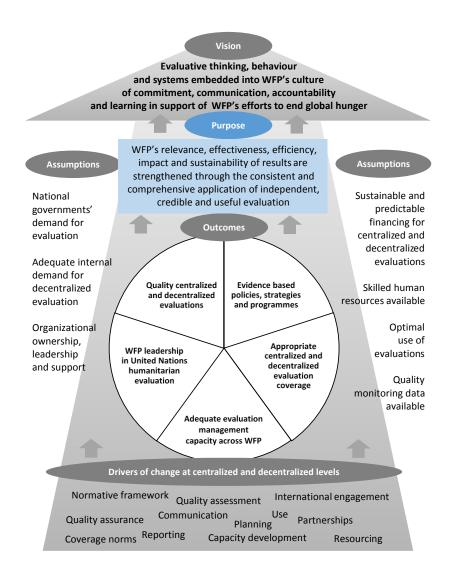


Theory of Change: Vision



Evaluative thinking, behaviour and systems embedded into WFP's culture of commitment, communication, accountability and learning in support of WFP's efforts to end global hunger

Theory of Change: Purpose



WFP's relevance, effectiveness, efficiency, impact and sustainability of results are strengthened through the consistent and comprehensive application of independent, credible and useful evaluation

Theory of Change: Outcomes

Evaluative thinking, behaviour and systems embedded into WFP's culture of commitment, communication, accountability and learning in support of WFP's efforts to end global hunger WFP's relevance, effectiveness, efficiency, impact and sustainability of results are **Assumptions** Assumptions strengthened through the consistent and comprehensive application of independent, National Sustainable and credible and useful evaluation predictable governments' demand for financing for **Outcomes** evaluation centralized and decentralized Adequate internal evaluations demand for Quality centralized Evidence based decentralized Skilled human oolicies, strategies evaluation resources available Optimal Organizational ownership, use of Appropriate leadership evaluations centralized and decentralized and support Quality monitoring data available Drivers of change at centralized and decentralized levels Normative framework Quality assessment International engagement **Partnerships** Coverage norms Reporting Capacity development

Quality centralized and decentralized evaluations

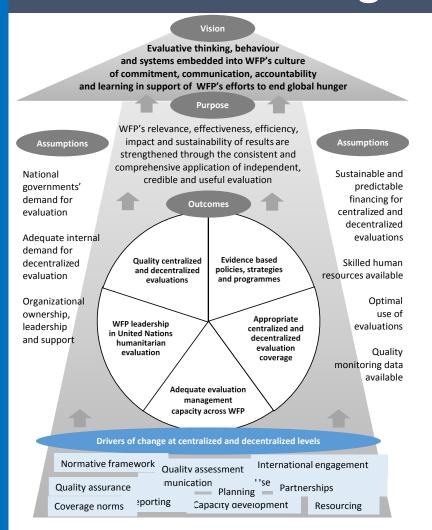
policies, strategies and programmes

WFP
leadership in
UN
humanitarian
evaluation

Adequate evaluation management capacity across WFP

Appropriate centralized & decentralized evaluation coverage

Drivers of change at centralized and decentralized levels

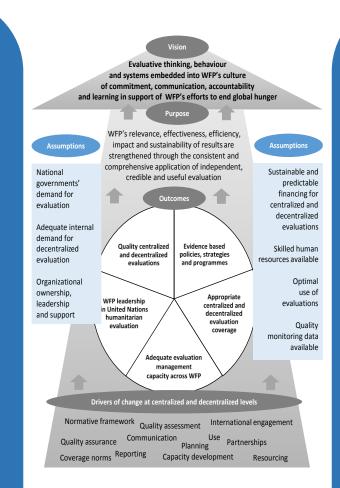


OEV specific accountabilities

- Planning
- Resourcing
- Capacity development
- Partnerships
- International Engagement
- Use
- Communication
- Quality assurance
- Normative framework
- Coverage norms
- Quality assessment
- Reporting

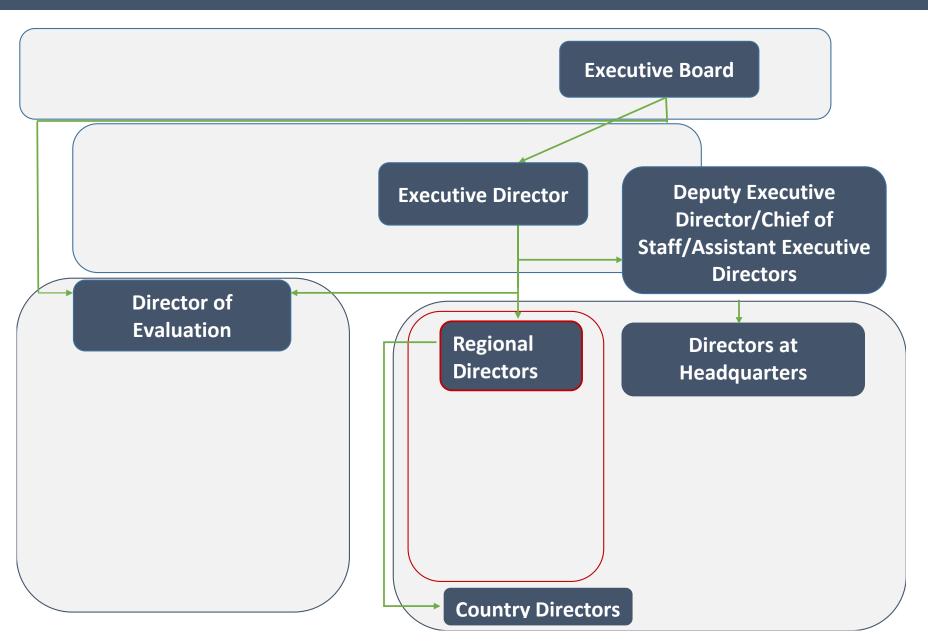
Assumptions

- National governments'
 demand for evaluation
- Adequate internal demand for decentralized evaluation
- Organizational ownership, leadership and support



- Sustainable &
 predictable financing
 for centralized and
 decentralized
 evaluations
- Skilled human
 resources available
- Optimal use of evaluations
- Quality monitoring data available

II. Roles and Responsibilities: Main stakeholders of the Policy



Main accountabilities of the Executive Board

- Strategic guidance to evaluation function
- Review of OEV work plan & priorities as per MP
- Office of Evaluation budget approval
- Consideration of centralized evaluations and management response

AREAS FOR KPIs:

- 1. Embedding the evaluation function in WFP
- 2. Resourcing the evaluation function
- 3. Evaluation coverage
- 4. Quality of evaluations
- 5. Learning from and use of evaluation
- 6. Partnerships for effectiveness & efficiency
- Use of evaluations in policy, strategy and programme approval
- Appointment of Director of Evaluation in collaboration with Executive Director (Charter)
 - Evaluation function oversight (KPI's)- augmented to include DE
- Monitoring of decentralized evaluation resources

Main accountabilities of the Executive Director

- Set corporate culture of accountability and learning
- Evidence-based decision making
- Apply evaluation policy provisions
- Ensure adequate human & financial resources for centralized evaluation
- Support WFP's leadership in humanitarian evaluation
- Comment on Annual Evaluation Report and necessary follow up actions
- Appointment of Director of Evaluation in collaboration with Executive Board
- Ensure systems in place for adequate human & financial resources for decentralized evaluation

Main accountabilities of the Director of Evaluation

- WFP's leadership of evaluation function to promote policy compliance
- Norms and standards for evaluation function
- Evaluation function reporting
- Centralized evaluation selection, planning, coverage, delivery & publication
- Centralized evaluation budget management
- Evaluation Quality Assurance System (EQAS)
- Promote use of evaluations & evaluation culture
- WFP's leadership in humanitarian evaluation
- Reporting on the whole evaluation function
- Enabling framework for decentralized evaluation
- Capacity development for decentralized evaluation jointly with RDs
- Post-hoc quality assessment system all
- Comment on coherence between evaluations & management response

Main accountabilities of RDs, CDs and HQ directors

When supporting centralised evaluations:

- Support to evaluation conduct
- Evaluability of WFP's undertakings;

- Evaluation Use;
- Management Responses;
- Follow up actions

When commissioning and managing decentralized evaluations:

- Evaluability of WFP's undertakings
- Evaluation Use
- Management Responses
- Follow up actions
- Compliance with evaluation policy
- Management

- Application of Coverage norms
- Application of Quality standards
- Planning
- Evaluation management skills
- Reports publication
- Review results of post-hoc quality assessment

RD further accountabilities

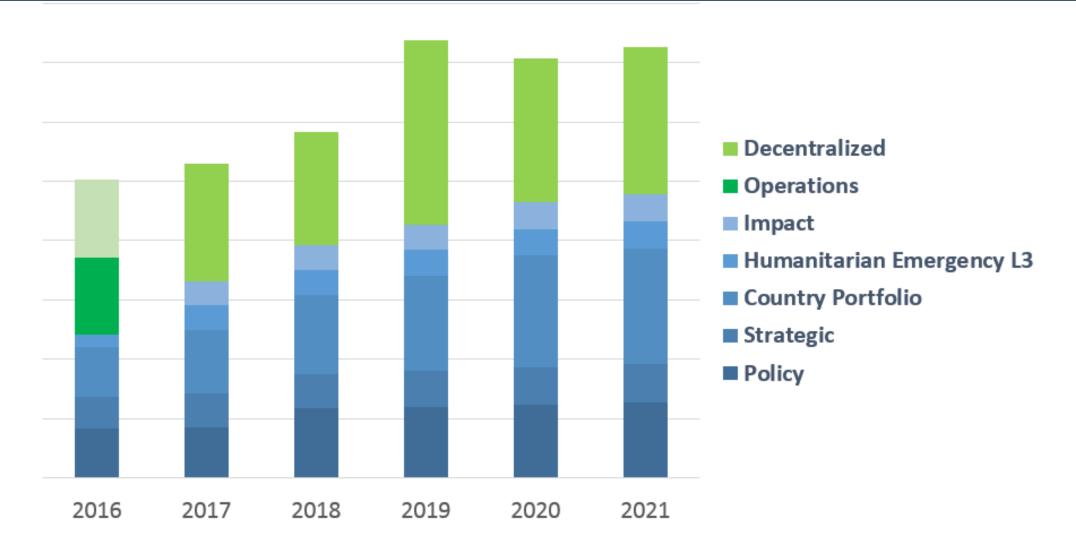
Oversight of decentralized evaluation at CO level

- Coverage norms
- Impartiality
- Planning
- Resources
- Use of EQAS
- Support and technical advice
- Use of evaluations
- Reports publication
- Capacity development

III. Coverage Norms

	Centralized evaluation	Decentralized evaluation
Current practice	Balanced coverage of major elements of the strategic plan, country portfolios, related strategies, policies, operations and activities Evaluation of each policy within 4–6 years of implementation All corporate (L3) emergency responses evaluated, without plane or initially (LASC)	Decentralized evalaution
	either alone or jointly (IASC)	
	All country programmes evaluated	
Additional proposed norms	Evaluation of portfolio of activities of the ten largest country offices every 5 years (two per year) and of other country offices every 10–12 years (seven per year)	portfolio of activities at least once every
		 Evaluation of: Pilots/innovations before scale-up; High risk interventions; 3rd repeat interventions of similar type

Projection of coverage norms application over the life of the policy



III. Human resources

Recognized capacity gap in terms of staff numbers and skills to manage evaluation in line with the current policy



Gap will increase with the new policy (augmented function, DE)



- Development of decentralized evaluation capacity through guidance, training and technical advice
- Additional staff to manage evaluation or support them at various levels

III. Financial resources

Present levels of investment about 0.25% of income contributions



Comparator agencies target funding levels 1-3% of expenditures



Progress to 0.8% in a phased manner over life of the new policy (2021); Longer time commitment to meet international standards (1%)

Strengthening use of evaluation

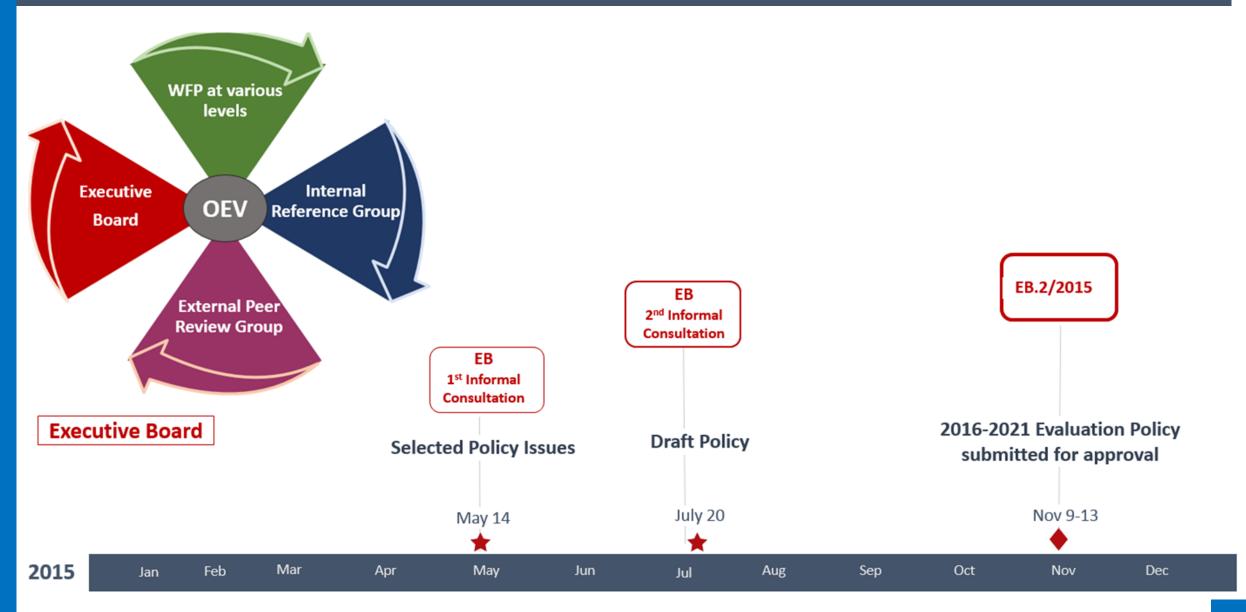
Peer Review and Executive Board Decision Request: to ensure systems and process to maximize use of evaluation results



New policy to:

- Reaffirm current dissemination practice and publicly accessible reports;
- Systematic stakeholder engagement & communication of evaluation results tailored to audience needs;
- Embed use of evaluation into WFP's policy and project review systems

C. Timeline & next steps



Thank you

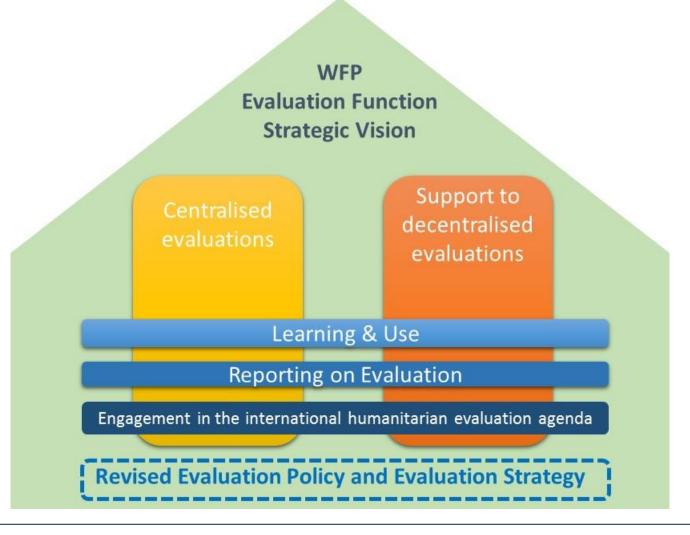
Work Plan 2016-2018 Briefing

Office of Evaluation (OEV)

14th May 2015



Strategic Work Streams

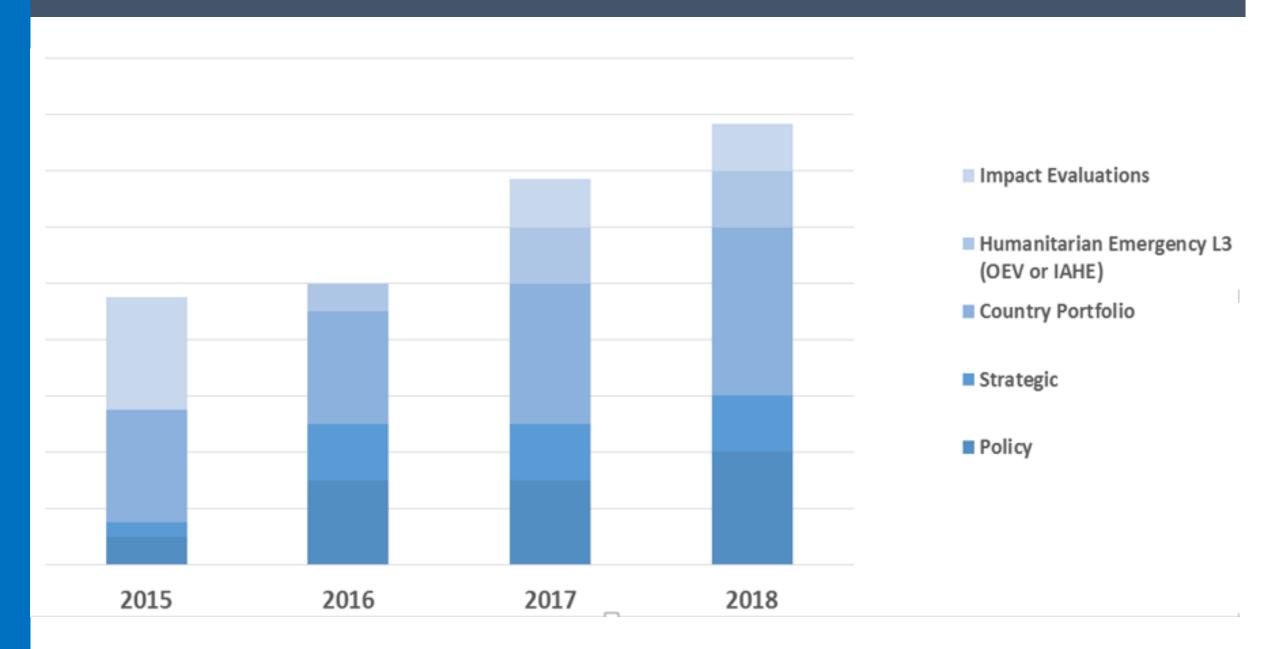


WFP Corporate Priority Focus Areas: to support food assistance and nutrition approaches, and promote evidence-based decision making

Strategic Work Streams - Indicative Deliverables

- Balanced portfolio of policy, strategic, country portfolio and impact evaluations
- II. Single operation evaluation series continue through 2016
- III. UN system-wide, joint & inter-agency evaluations
- IV. New Policy and Strategy implementation roll out
- V. Decentralized Evaluation framework launched and roll out
- VI. Use of evaluation evidence in policy and programme design/approval strengthened
- VII. Management information & function reporting system extended
- VIII.Leading international role in evaluation of humanitarian action

Centralized Evaluations indicative 2016-2018



Centralized Evaluations 2016-2018



Policies:

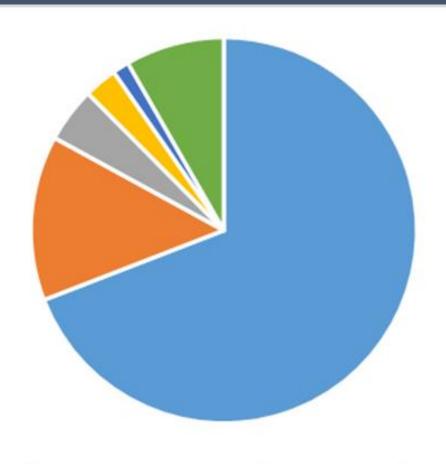
- WFP's Role in humanitarian action (3 in 1)
- Humanitarian Protection
- Safety Nets
- WFP's Role in Peace-Building in Transition Settings
- Corporate Partnership Strategy
- School Feeding

Strategic:

- Evidence-Based Programming
- 2017 & 2018: to be identified from Evaluability Assessment of the Strategic Plan

Country Portfolio Evaluations: 'pipeline' of countries prioritised

Cost Proportions – approximate, by 2018



- Centralised evaluations
- Learning & use
- International engagement

- Support to decentralized evaluation
- Reporting on evaluation
- Director and office costs

Efficiencies

Grouping evaluations of older policies on similar topics into one

- Co-management (joint/interagency evaluation)
- Strategic Partnerships (3ie)
- Streamlined procurement modalities & Standardized processes

Policies on:

- Humanitarian Principles
- Humanitarian Access
- WFP role in Humanitarian System



Evaluation of WFP's Role in Humanitarian Action



Thank you