

TALKING POINTS: OEV WORKPLAN 2015-17

- Peer Review Panel observed that OEV is working at full stretch – which I can vouch for - and commended its high levels of productivity and quality. This was echoed by the recent JIU assessment of evaluation functions across the UN system.
- The PR also observed that with existing resources, this volume of work generating evaluations does not permit fulfilment of some Evaluation Policy elements, and that the Policy itself needs updating to:
 - better reflect recent international developments and WFP’s strategic vision for its accountability for results;
 - clarify norms, roles, responsibilities and resourcing for evaluation across WFP as it continues to decentralise.
- It advised OEV to review its priorities considering contemporary expectations of a mature evaluation function i.e: between generation of knowledge through specific evaluations & encouraging learning and use of them; between support to the as-yet less developed DE function in WFP, and contributions to the wider international evaluation system and capacity.
- Accordingly, the workplan has been developed to respond to the Peer Review’s anticipated changing role and expectations of the Office of Evaluation – but with careful consideration of the challenges and risks, and particularly striking the balance between our accountability and learning role. In view of the priorities and resources just discussed (PR), the workplan maintains our generation of evaluations at an appropriate level, while rounding out the evaluation function across the organisation in a sequenced manner consistent with available resources and internal corporate and international developments.

Slide 1 SUMMARY WORKPLAN

- OEV’s workplan now organised into 5 Strategic Workstreams to contribute to WFP’s overall Strategic Vision for its Evaluation Function (as just discussed – PR item).
- Consistent with the PR Mgt Response, high quality CE remains the core of the function providing WFP stakeholders with independent, credible and useful evaluations of its policies, strategies, operations and activities.
- In line with the PR Mgt Response indicating expanded OEV oversight responsibility for WFP’s overall evaluation function, a new workstream will provide the enabling framework for DE. The aim in the short term is to enhance the value of the investment already being made in monitoring, review and evaluation at all organisational levels. Progress will be reviewed in 2016 to reach agreement on future investment. {... *ADD key points from PR agenda discussion – esp. implications for the workplan*}.
- While OEV has been steadily increasing its efforts to stimulate Learning & Use of evaluation over recent years, the Workplan formalises it. The environment to better support systematic evidence-based policy and programme decision-making is now

more favourable, building on recent developments in: WFP's Fit for Purpose and Strategic Plan commitments, BPR, Monitoring Strategy, SPRP Process, and others.

- A cross-cutting workstream to strengthen Humanitarian Evaluation more broadly responds to opportunities in the international evaluation system around System-wide evaluation, the 2015 Year of Evaluation and potential UN Resolution. Building on its experience and established profile OEV will target its work where it can add most value in the lead up to WHS. Considering the 'Quality of Evidence' challenges, and working with ALNAP, UNEG and others, the aim is to enhance the use and quality of evaluation in humanitarian settings, for which a more nuanced application of evaluation norms, approaches and methods is needed.
- Finally, in 2015, the dotted box refers to the workstream to Revise WFP's Evaluation Policy and Strategy in line with the Peer Review. This will build on the constructive dialogue established by the Peer Review Process across WFP, and with yourselves, to update the framework for WFP's evaluation function – R+R, norms and expectations, linked to WFP's wider organisational strengthening vision/implementation.

SLIDE 2 RESOURCES

- As the PR highlighted, resources ultimately determine pace of progress.
- The trend resource picture for OEV to 2015 is positive as indicated in SLIDE 2. Key points:
 - Overall resource (\$9 million) = 11.3% increase on this year's (2014) total; follows a similar (11.2%) overall increase on the previous year.
 - Overall made up of:
 - PSA total \$6.1million = base + CE restored+IC2 for DE/Eval Function
 - Op Ev Sp a/c = \$2.58million (a 5% reduction on 2014)
 - Other sources = \$360k. (REACH joint eval)
- Sufficient to maintain CE function at current quality, plus limited investment to set up DE enabling environment, and modest progress on the other workstreams.
- Note however, c.f. with PR Model 2 – it includes no additional positions in OEV or RB – in line with Mgt Plan 'zero increase in HQ staffing')

SLIDE 3 – (return to Summary Fig): Quick look at CE

- Challenging agenda but important to maintain momentum from PR, and keep in step with other org. strengthening and international developments.
- The complex evals envisaged in last year's Outlook for 2015 largely confirmed (13 complex evaluations underway in 2015 - 7 continuing/6 new starts);
- Slight reduction in number of complex 'new starts' to accommodate work on other workstreams ... and
- Op Evals reduced to 15 annual target - better fit with PoW profile and organisational capacity. Op Evals continue into 2016 – to maintain coverage at roughly 2014 levels (15 annually), while DE enabling environment set up.

- Hence overall evaluation coverage healthy - 2015: 13 complex; Op Evals= 7 continuing/15 new; 3 Syntheses) (n=38 total underway)
- Note New category of HE L3 evaluation – to increased coverage of Emergency response, (in line with PR & current context; and will contribute to Int’l Agenda workstream).
- JOINT plans:
 - i. REACH (WFP, FAO, WHO, UNICEF, Canada)
 - ii. 3IE – Nutrition IE partnership
 - iii. IAHE – linked with OEVs new L3 Evaluation Category, in which I decide whether IAHE or WFP stand-alone evaluation preferred.
- CPE’s continue, but subject to changes depending on context - access, relevance and timing. In some countries (e.g. Iraq) an L3 eval may be more appropriate instead of a CPE.
- Policy Evaluations continue broadly in line with established model: in 2015, Nutrition Policy will be completed as per EB request, and Cap Dev Policy will begin.
- No new Strategic Evals in 2015 – focus still on EPR Series (PREP + Synthesis); new ones to start in 2016 – Resilience and SP.

Additional Notes:

Assumptions:

- continued commitment by Senior Mgt to evidence agenda and follow through on PR Mgt Response – especially on DE, collaboration with RMP on Monitoring – Evaluation complementarity, systems development, including financial and MIS,
- Assuming necessary access supported to operational information (+ geog. Access)
- Partnership with 3IE comes through
- EB Support

Challenges:

- Timing – very heavy agenda in 2015, despite reduced number of new starts on complex and reduced Op Evals – both these are appropriate and essential to free up time for function dev including Policy and Strategy; international agenda; L+U including SPRP engagement; wider evaluation function reporting set up
- Further work needed to enhance complementarity with External and Internal Audit as envisaged by Peer Review.

Risks:

- Losing momentum from PR/BPR – assessed probability as LOW, but impact medium – 2015 critical for WFP's evidence and evaluation culture.
- Underestimation of time for planned work on function development - Workplan not fully implemented – continued lack of clarity in overall function through Policy and Strategy, reduced coverage and delays in enabling environment for DE , and systems MIS etc for reporting delayed
- Quality of evaluations continuing data challenges
- Loss of momentum after 2015 – new Director
- Failure to follow through on 2016 Progress Review and address Capacity and resourcing needs esp for DE.