

EB Annual Consultation on Evaluation 2019

2019 Annual Evaluation Report Talking Points

SLIDE 1 INTRO SLIDE

SLIDE 2 ANNUAL EVALUATION REPORT 2019

- Today, I am pleased to present to you the fourth Annual Evaluation Report, produced under WFP's evaluation policy.
- Allow me to start with Part 1 of the report...

SLIDE 3 TRANSITION SLIDE - OVERVIEW OF CENTRALIZED AND DECENTRALIZED EVALUATIONS

- This section reports for 2019 and 2020 on centralized and decentralized evaluations completed, ongoing and planned.
- Regarding the centralized evaluations, managed by the Office of Evaluation, in 2019, 4 evaluation were completed and presented to the Executive Board, another **17 evaluations** were ongoing or initiated. There will be **29** evaluations and **2** impact evaluation windows, continuing or starting in 2020.
- In recent weeks, in view of the current COVID 19 crisis we have reviewed the 2020 evaluation workplan for both centralised and decentralised evaluations and are taking decisions on a case by case basis in consultation with country offices and HQ units on:
 - a) how to redesign/reschedule ongoing evaluations; and

- b) whether evaluations due to start¹ can be undertaken remotely, can be postponed or must be cancelled. Changes in this respect will be highlighted in this presentation.

SLIDE 4 POLICY EVALUATIONS

- In 2019, the Office of Evaluation completed policy evaluations of the update of WFP's safety nets and WFP People Strategy.
- Two policy evaluations were started:
 - WFP Gender Policy (2015–2020) - tabled for consideration at the annual session of the Executive Board
 - And the South–South and Triangular Cooperation Policy (2014-2017)

SLIDE 5 STRATEGIC EVALUATIONS

- In 2019, OEV completed one strategic evaluation:
 - WFP's Capacity to Respond to Emergencies.
- We also initiated the evaluation of WFP Funding of WFP's work which will be presented at the 2020 annual session and started the evaluation of:
 - strategic evaluation of school feeding contribution to the SDGs
- To note that the strategic evaluation on managing organizational change will commence in 2021.

SLIDE 6 COUNTRY STRATEGIC PLAN EVALUATIONS

- In 2019, the country strategic plan evaluations became the primary tool for to inform the design of the new country strategic plans.

- Eight CSP evaluations were planned for 2019: of which five are progressing as planned and will inform 2nd generation CSPs (Bangladesh, Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste).
- A number of adjustments were made to the programme of work reflecting the volatility of CSP planning and cycles:
 - Thirteen were due to start in 2020 of which one (Morocco) is no longer in the OEV workplan;
 - two (Syria and Tanzania) have been postponed to 2021 due to extension of the CSP cycle;
 - two have been cancelled (Democratic People's Republic of Korea and Iran);
 - one will be postponed (Honduras); and
 - six will be conducted with remote inception missions and potentially with remote data collection in light of changing country contexts (China, Gambia, Lao PDR, Lebanon, Mozambique, Zimbabwe);
 - preparatory work has not yet started for one (Afghanistan).

SLIDE 7 Evaluations of emergency response

- Complex and protracted emergencies continued to challenge the organization and the international community. This is reflected in the increasing focus of the emergency response evaluations in the work plan:
 - WFP response in northern Nigeria was completed in 2019;
 - An additional three emergency responses are covered by CSP evaluations started in 2019, for Cameroon (Level 2), the Democratic Republic of the Congo (Level 3) and Bangladesh (Level 3).
 - One emergency evaluation was due to commence in 2020, however resources will now be directed to support organisational learning and evaluation of the response to COVID 19.

- OEV continues to invest significantly in inter-agency humanitarian evaluations. In 2019, an evaluation of drought responses in Ethiopia was completed. In 2020 the evaluation of the system-wide scale up of the humanitarian response to Cyclone Idai in Mozambique, and the first thematic inter-agency humanitarian evaluation on gender equality and the empowerment of women and girls are due for completion. Planned evaluations for 2020 are postponed due to COVID 19.

SLIDE 8 EVALUATION SYNTHESSES

- In 2019, the Office of Evaluation finalized the first synthesis of WFP's country portfolio evaluations – for the Sahel and the Horn of Africa and commenced a synthesis of lessons from policy evaluations to be presented at the annual session.
- A new synthesis on evidence from decentralized evaluations is planned for 2020.

SLIDE 9 IMPACT EVALUATION WINDOWS

- In 2019, the Office of Evaluation launched two impact evaluation windows, which will include at least 6 impact evaluations:
 - The cash-based transfers and gender window; and the climate resilience window.
 - preparation for the third impact evaluation window is due to start in 2020.
- OEV created a multi-year trust fund to channel donor funding and facilitate the financing of impact evaluation activities. OEV has agreed a partnership with the World Bank to support WFP work.

- OEV is adapting the data collection plans of ongoing impact evaluations to align with changes in programme timelines in response to the COVID-19 situation.

SLIDE 10 JOINT EVALUATIONS AND ACTIVITIES

- In 2019, OEV participated in the synthesis of evaluative evidence related to SDG target 4.5 (equality and inclusion in education) led by UNESCO.
- In 2020, OEV is contributing to a number of joint exercises focused on different SDGs led by UNESCO, UNICEF WHO and FAO.
- Initial work on the joint evaluation of collaboration among the Rome-based agencies has now started.

Slide 11 DECENTRALIZED EVALUATIONS (i)

- In 2019, 15 decentralised evaluations were completed. Bringing the total since 2016 to 61.

SLIDE 12 DECENTRALIZED EVALUATIONS (ii)

- The number of countries that have conducted at least one decentralized evaluation varies considerably from region to region.
- Progress in meeting the coverage norms for decentralized evaluations was expected in 2020 based on country office plans. However, planning has been significantly affected in consequence of COVID 19 and we Country Offices are adjusting their plans in consultation with OEV and REOs; we anticipate that at least 26 decentralized evaluations will be delayed out of the 70 DE that are ongoing or planned to start in 2020. This includes

- ongoing evaluations for which the field data collection has been postponed as well as
- planned evaluations which will now start later in 2020 or 2021.
- Some may be turned into remote evaluations; others into desk studies. Decisions are still evolving and might be reviewed in the next weeks/months

SLIDE 13 TRANSITION SLIDE - PROGRESS REPORT ON WFP'S EVALUATION FUNCTION IN 2019

- Moving to **Part 2**...which reports on WFP's evaluation function as a whole & performance against the policy outcomes...

SLIDE 14 MAJOR DEVELOPMENTS (i)

- I would like to provide a brief overview of the major developments in the WFP evaluation function in 2019:
 - Firstly, in view of the increasing workload expected of WFP's integrated centralized and decentralized evaluation function. OEV was required to restructure. The **change management process, to support this** was successfully completed in time to start implementation of the 2020 work plan.
 - Secondly - OEV standardized CSP evaluation processes - to ensure a consistent approach and that evaluation results could be used by country offices in the design of second generation CSPs.
 - Thirdly, **resourcing**:
 - Once again, OEV coordinated the preparation of a consolidated regional investment case to facilitate the continued implementation of regional evaluation strategies.

- The Contingency Evaluation Fund provided incentivized support for ten decentralized evaluations.
- two country offices (Indonesia and Timor-Leste) facing severe funding challenges received supplementary budget from the SRAC for their CSP evaluations.
- Fourthly, OEV established a **Research and analytics Unit** to strengthen data access and use for all types of centralised evaluations
- Fifthly – **the development of two key strategies** aimed to strengthen implementation of the Evaluation Policy:
 - The Impact evaluation strategy; and
 - The Evaluation capacity development strategy.

SLIDE 15 MAJOR DEVELOPMENTS (ii)...

- Finally – In response to the demand from all levels of WFP for the strengthening of both monitoring and evaluation functions, a **WFP monitoring and evaluation Future International Talent (FIT)** pool was established. Of 4,426 applicants, 179 candidates have been selected and 22 positions across WFP have already been filled.
 - **This effort complements joint monitoring and evaluation workforce planning:** initiated in 2019 to reflect on various operating models for monitoring and evaluation functions in country offices. In 2020, OEV will pursue this initiative with the Research, Assessment and Monitoring Division.
- Moving now to the assessment of the performance of the evaluation function against key performance indicators.

SLIDE 16 EVALUATION COVERAGE NORMS

- In terms of the evaluation coverage norms, progress in the implementation of WFP evaluation function has been made in 2019.
- However, the planned start of three CSP evaluations and two inter-agency humanitarian evaluations could not proceed as planned.

SLIDE 17 EVALUATION QUALITY

- In 2016 OEV set up an outsourced post-hoc quality assessment mechanism through which independent assessors rate the quality of all completed WFP evaluation reports (centralized and decentralized). In 2019:
 - 78 percent of 18 evaluations assessed “meet requirements” or “exceed requirements” – providing quality and credible evidence to WFP.
 - According to the UN Gender SWAP evaluation performance indicator, 86 percent of evaluations “meet requirements”.

SLIDE 18 USE OF EVALUATION (ii)

- As part of corporate efforts to increase the use of evidence, OEV continued to promote the use of evaluative evidence at the global, regional and country levels. This included OEV review of the use of evaluative evidence, planning and budgeting for evaluation for all CSP and ICSPs.

SLIDE 19 USE OF EVALUATION (ii)

- In relation to the implementation status of WFP management’s response to evaluation recommendations for centralized evaluations only 64 percent

of actions due for implementation were actually implemented: a cause for concern.

SLIDE 20 STRENGTHENING EVALUATION PARTNERSHIPS

- The 2030 Agenda calls for increased partnership, which is reflected in an increasing demand for inter-agency collaboration on evaluation. Partnerships are increasingly important for WFP in evaluation.
- In 2019, WFP contributed to a wide range of joint activities with partners, including other UN agencies, NGOs and regional and national associations.

SLIDE 21 JOINT AND INTER-AGENCY HUMANITARIAN EVALUATIONS

- During 2019, four joint evaluations were completed and another seven were ongoing, reflecting a significant increase since last year.
- Moving to WFP's efforts to support country-level evaluation capacity building...

SLIDE 22 STRENGTHENING NATIONAL EVALUATION CAPACITY

- With support from OEV, in 2019 WFP regional bureaux adopted a range of strategies for strengthening national evaluation capacities.
- This included the conduct of joint evaluations with governments in Benin, Eswatini, India and Namibia; Kenya and Djibouti.

SLIDE 23 EXPENDITURE ON EVALUATION

- The Evaluation Policy says that “an effective evaluation function requires secure, predictable and adequate financial and human resources to attain and sustain balanced and sufficient evaluation coverage”.
- The OEV 2019 needs-based budget was USD 12.17 million and USD 10.98 million was approved. Resources were allocated with a view to ensuring balanced progress towards the four interdependent outcomes of the Policy.

- The overall budget for the evaluation function for in 2019 was 22.14 million. Since 2016, evaluation expenditure as a proportion of WFP total contribution income has increased, with a major uplift between 2018 and 2019 bringing it to 0.23 percent.

SLIDE 24 Composition of evaluation teams

- OEV and regional bureaus have continued work to put in place a professional evaluation cadre and to draw on the expertise of independent evaluator consultants paying increased attention to gender and geographical diversity.
- In 2019, of 107 evaluator consultants, 53 percent were women, and more than half hired for decentralized evaluations (59) were from developing countries.

SLIDE 25 - OEV staffing composition

- For 2019, we also prepared an analysis for OEV. Since 2016, the overall number of staff in OEV has increased from 32 to 41, with an increase in proportion of fixed term positions from 38% to 71%, of which 95 % are from developed countries and 76% are women. A key priority for 2020 will be to address this.

SLIDE 26 - TRANSITION SLIDE TO PART 3

- With that, I conclude my presentation on Part 2 of the Annual Evaluation Report and will move on to the outlook for WFP's evaluation function.

SLIDE 27 - KEY PRIORITIES (I)

- Building on the 2019 achievements, we have identified key priorities for 2020 and beyond.
- To continue independent, credible and useful centralized and decentralized evaluations, WFP will:
 - Prioritize a number of initiatives to ensure a cutting-edge evaluation quality assurance system; and
 - Continue to enhance approaches to support the use of evaluations;
- To strengthen appropriate evaluation coverage, WFP will:
 - Continue the expansion of the programme of work for centralized and decentralised evaluations with coordinated planning to meet accountability and learning needs;
 - Continue the development of a sustainable funding mechanism for the evaluation function throughout WFP.

SLIDE 28 - KEY PRIORITIES (II)

- To ensure adequate evaluation management capacity across WFP, it will:
 - Implement the corporate evaluation capacity development strategy;
 - Continue the development of cadre of evaluation professionals;
 - Increase the number of evaluation service providers to meet growing needs;
- To strengthen partnerships in international fora, WFP will:
 - Continue to share evaluation experience and engage actively in the development of system-wide evaluations, including UNSDCF evaluations;
 - Contribute to global and regional initiatives to enhance evaluation capabilities and promote evaluation use.

- Finally, in 2020 the launch of a joint OECD/DAC and UNEG peer review of WFP evaluation policy will provide an independent assessment of progress to date and recommendations for the Executive Board and WFP Management by February 2021.

Thank you.

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