

Annual Evaluation Report 2016

WFP Office of Evaluation

Evaluation Round Table
25th May 2017

Andrea Cook
Director of Evaluation



World Food Programme

Annual Evaluation Report



- ❖ **PART 1: Synthesized findings** from evaluations & **overarching lessons**, covering centralized evaluations of:
 - **Level 3** corporate emergency responses
 - **Capacity development** policy
 - **Country-level** operations

- ❖ **PART 2: Progress report on WFP's evaluation function & performance** against the policy outcomes

- ❖ **PART 3: Outlook for WFP's evaluation function**



PART 1: Findings and Lessons from Centralized Evaluations

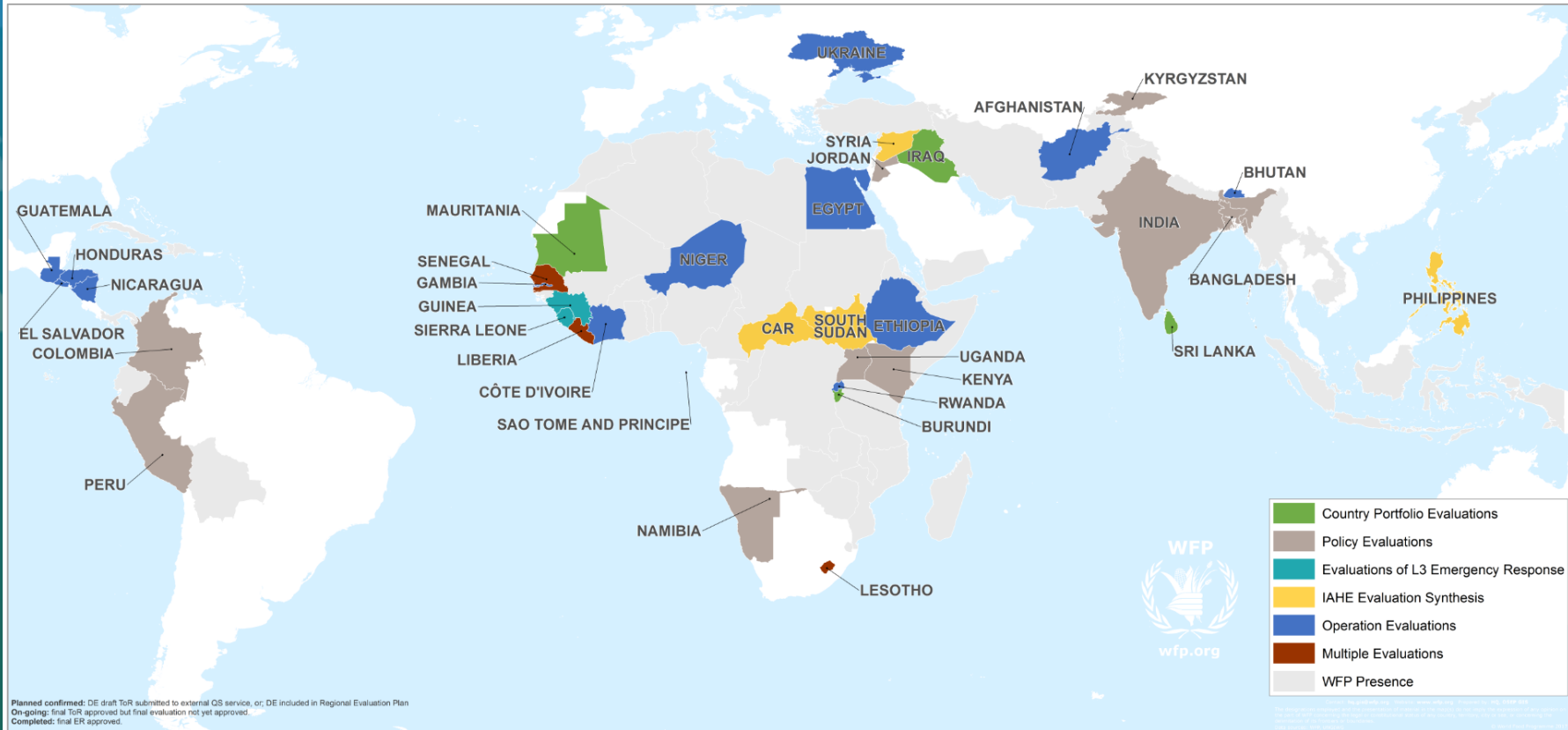


Findings & Lessons Learned from Evaluations (i)

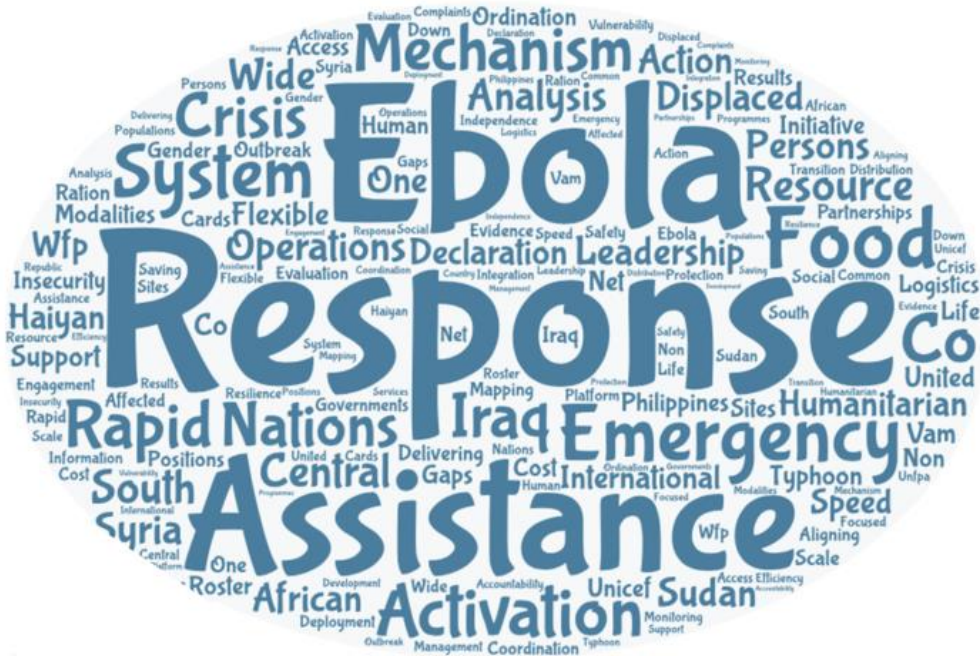
	Country	Country portfolio evaluations	Policy evaluations*	Evaluations of L3 Emergency Response	IAHE evaluation synthesis	Operation evaluations
1	Afghanistan					
2	Bangladesh					
3	Bhutan					
4	Burundi					
5	CAR					
6	Colombia					
7	Cote d'Ivoire					
8	Egypt					
9	El Salvador					
10	Ethiopia					
11	Gambia					
12	Guatemala					
13	Guinea					
14	Honduras					
15	India					
16	Iraq					
17	Jordan					
18	Kenya					
19	Kyrgyzstan					
20	Lesotho					
21	Liberia					
22	Mauritania					
23	Namibia					
24	Nicaragua					
25	Niger					
26	Peru					
27	Philippines					
28	South Sudan					
29	Rwanda					
30	São Tomé and Príncipe					
31	Senegal					
32	Sierra Leone					
33	Sri Lanka					
34	Syria					
35	Uganda					
36	Ukraine					

*Desk Study or Country Visit

Findings & Lessons Learned from Evaluations (ii)



Level 3 emergency responses



Key lessons for Emergency Response



1. **Adopt a strong strategic approach** (e.g. “care, contain & protect”)
2. **Ensure more systematic conduct & use of needs assessments**, including deeper knowledge of humanitarian needs
3. **Build staff capacity** for emergency preparedness (e.g. VAM, M&E, programme)
4. **Plan for transition & exit** from emergency
5. **Adhere to humanitarian principles** (e.g. independence & impartiality)

Key lessons for Capacity Development



- 1. Provide strategic direction for capacity strengthening** in the context of the new Strategic Plan (2017–2021)
- 2. Deliver relevant, concrete conceptual & technical guidance**
- 3. Enhance WFP's own internal capacities** to support & facilitate national capacity strengthening
- 4. Strengthen monitoring & reporting** to capture WFP's contributions to capacity-strengthening results
- 5. Improve WFP's communications** reflecting capacity strengthening as a core organizational function

Country-specific evaluations



Key lessons from country-specific evaluations



1. **Develop informed designs**, using an evidence-based approach and including gender and risk analyses in early stages
2. **Plan for flexibility & prepare for transition & hand-over strategy**, where relevant
3. **Strengthen systems for results**, in particular at outcome-level, to support learning & improve external confidence
4. **Give attention to partnerships & coordination**, to firmly position WFP as part of country-level cooperation partnership & better support to realize SDGs
5. **Be realistic: identify funding constraints & make contingency plans**

Overarching lessons for consideration by senior management



- 1** WFP **emergency response**: area of strength – plan for flexibility
- 2** WFP strategic shift **from implementer to enabler**: ensure better integration of emergency response & attention to hand-over & sustainability strategies
- 3** WFP a valued **partner**: important to achieve progress towards SDGs
- 4** Enhance **needs assessments** & strengthen **systems for results**
- 5** Attention required to **gender** in programme design & implementation
- 6** **National capacity development**: need for more coherent **corporate strategy & tools**
- 7** **WFP staff capacity** underpins the potential for success through IRM: longer-term investments in **mobilizing WFP capacity** for emergency is a priority



**Any Questions
or
Clarifications?**



PART 2: Progress report on WFP's evaluation function & performance against the policy



WFP's evaluation function foundational documents

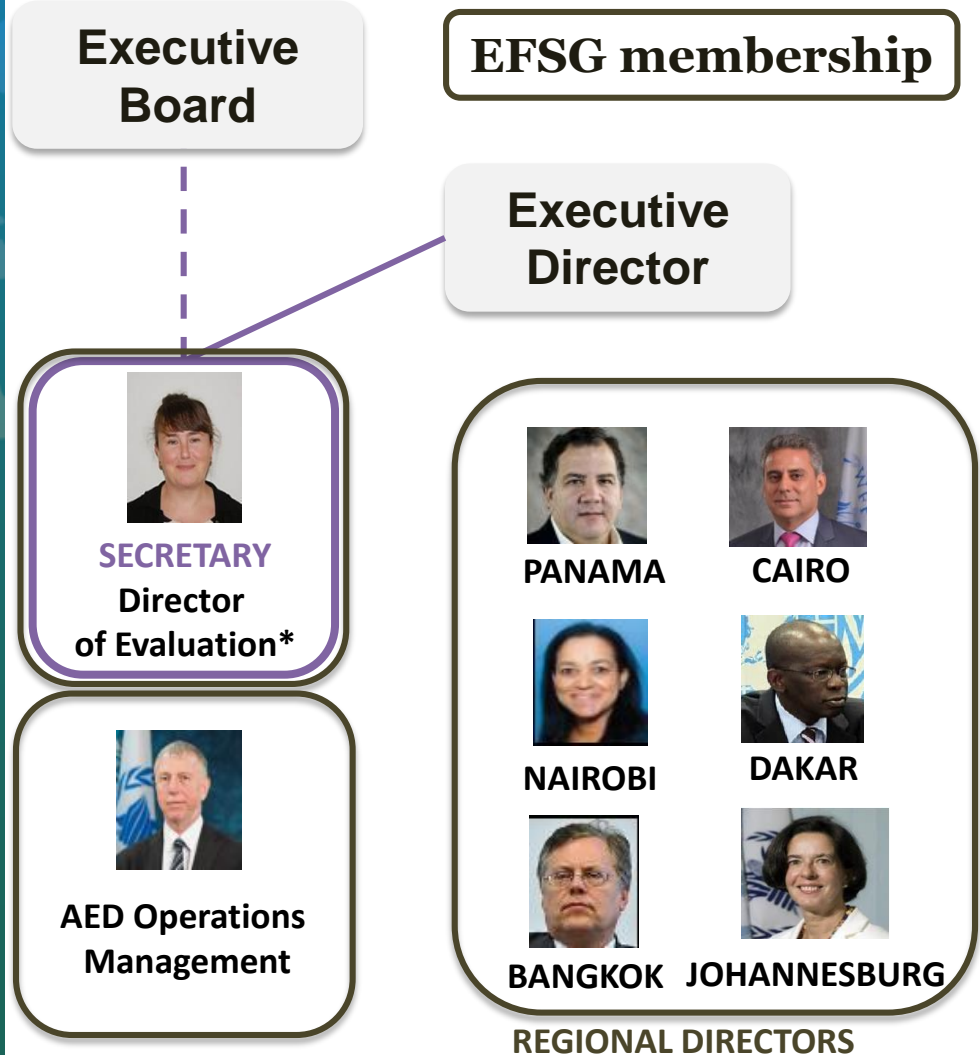


Policy: sets vision & strategic direction for WFP's new evaluation function



Strategy: describes all the elements/work streams necessary for phased implementation

Charter: sets new mandate, governance, authorities & institutional arrangements



***Director of Evaluation** has full discretion over evaluation selection, approval & **issuance of CE reports to EB**

WFP's evaluation function (ii)



Evaluations

Office of Evaluation

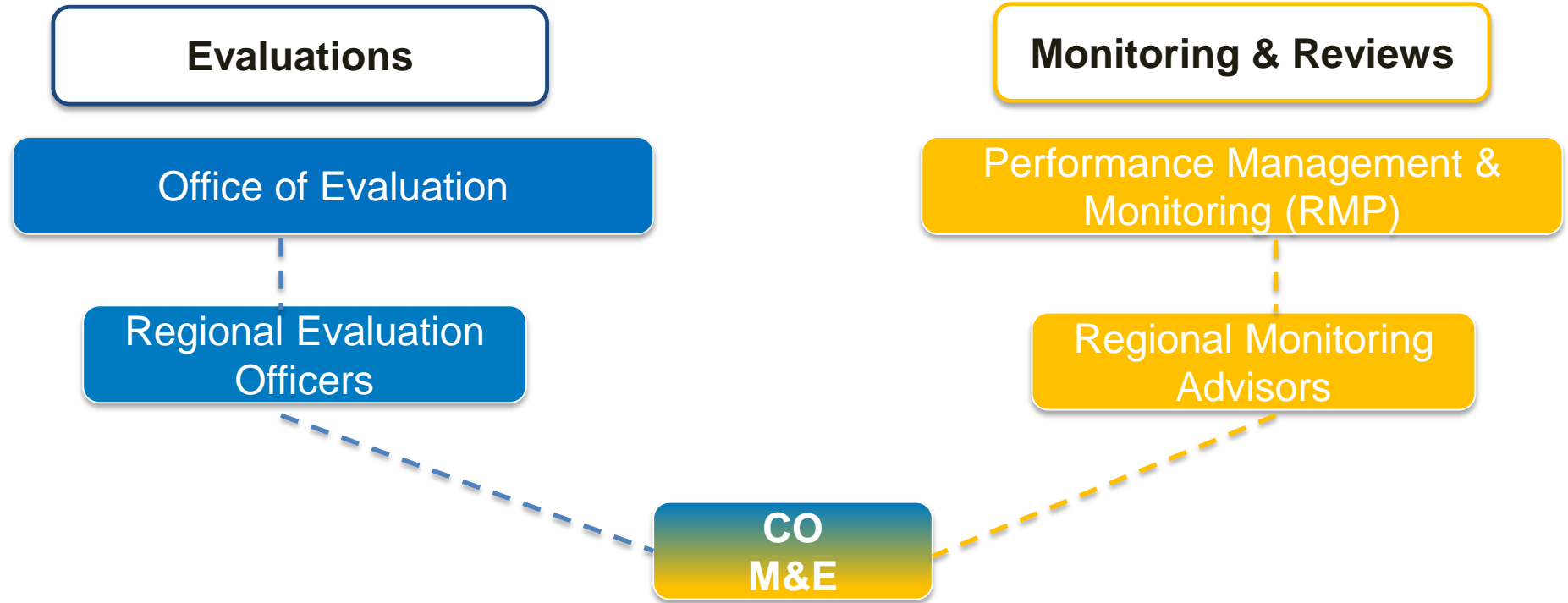
Regional Evaluation
Officers

Monitoring & Reviews

Performance Management &
Monitoring (RMP)

Regional Monitoring
Advisors

CO
M&E



Major developments in the evaluation function



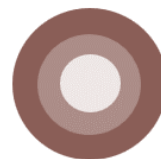
**Evaluation embedded into
Integrated Road Map**



**Contingency
Evaluation Fund**



**Evaluation Function
Steering Group**



**Regional Evaluation
Officers**



**Global Evaluation
Meeting**

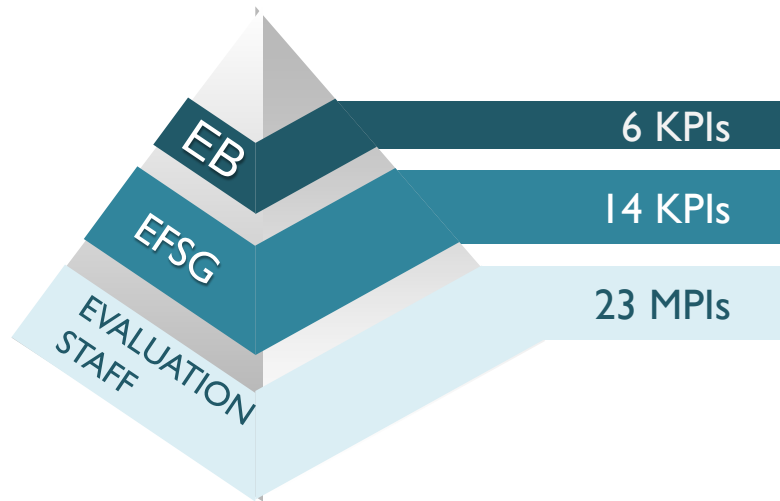
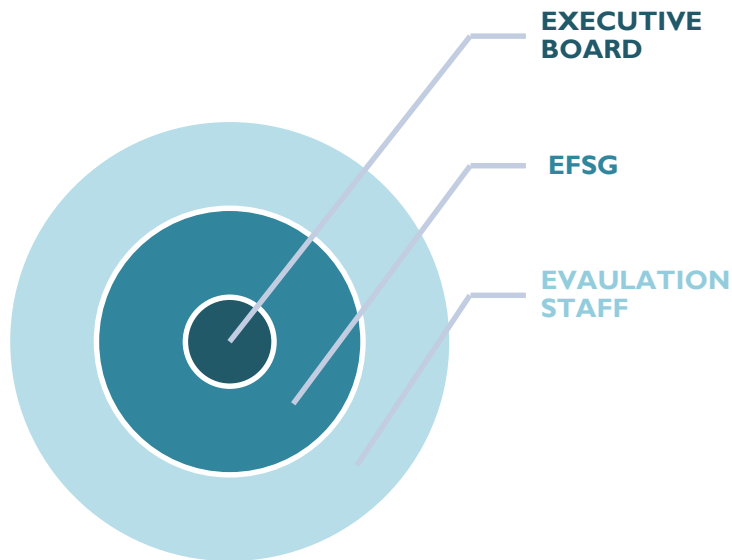


**Key Performance
Indicators**

Key Performance Indicators - 3 Levels



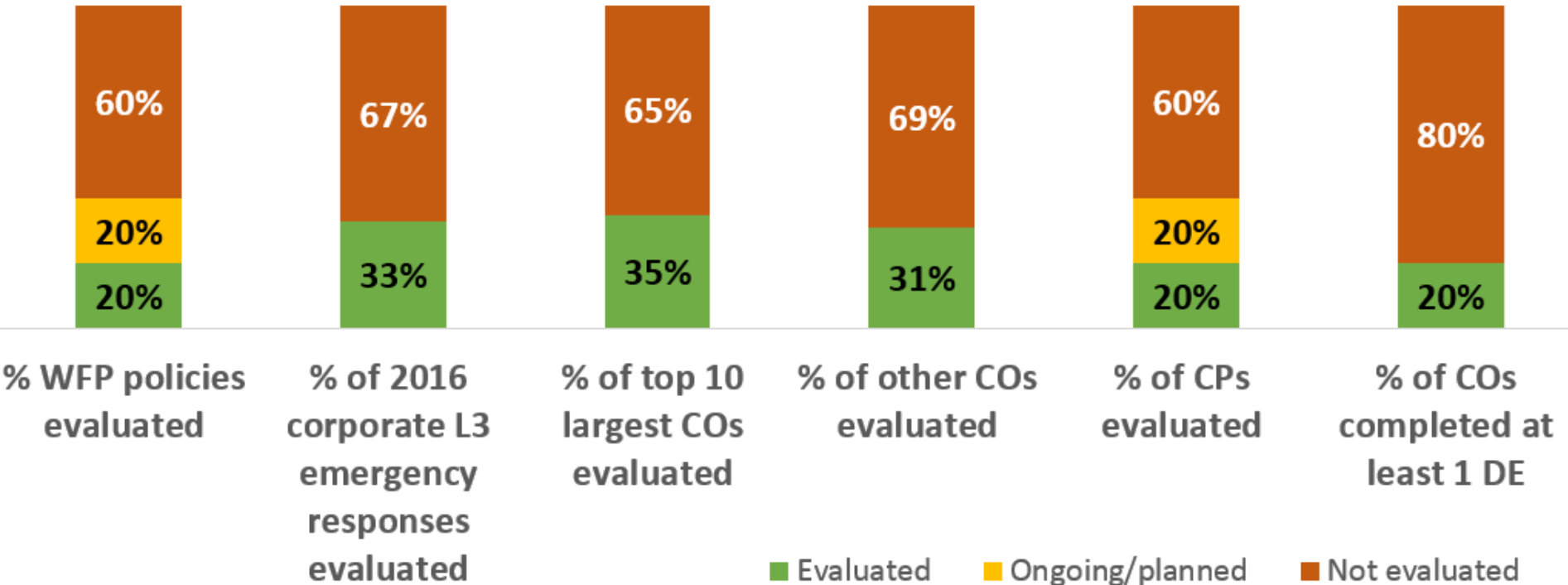
Reporting Levels



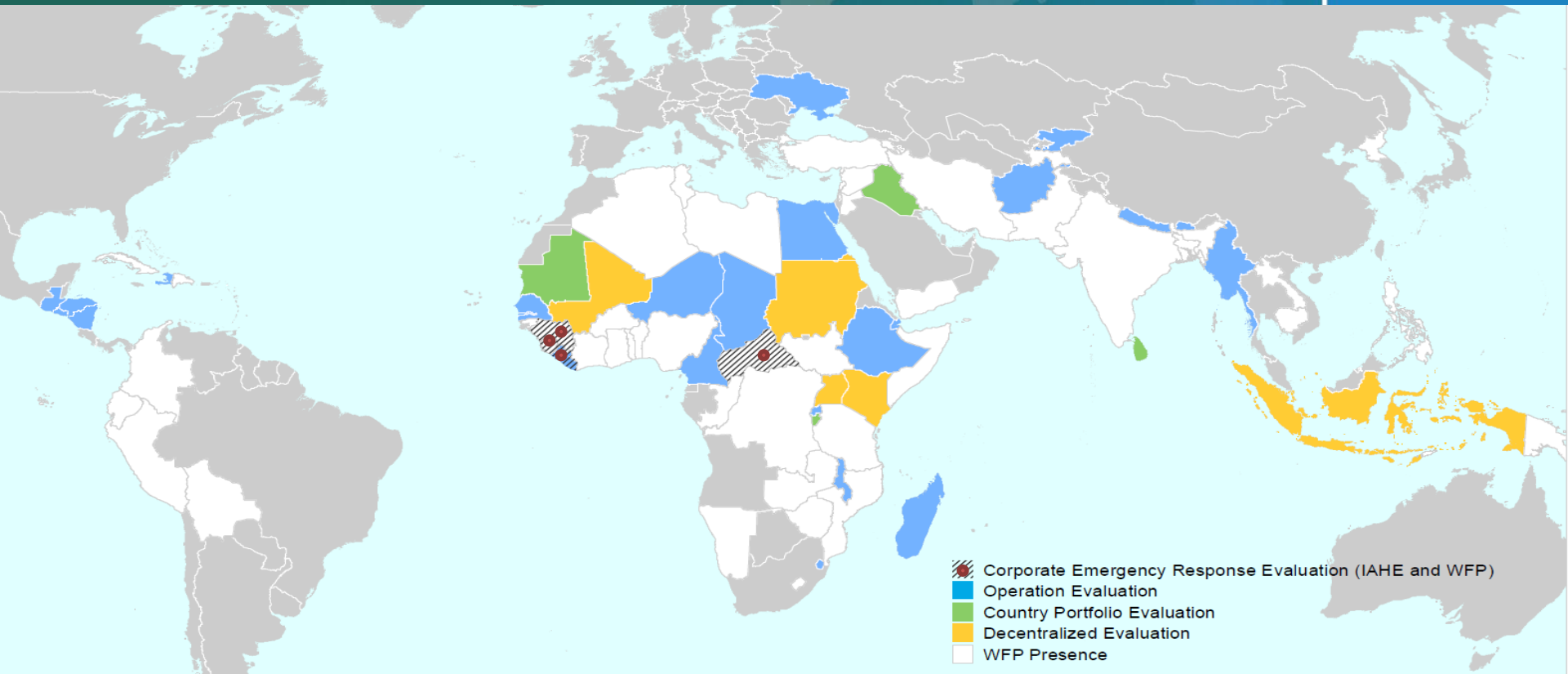
Indicators Per Level

KPIs (i)

Progress towards coverage norms



Country-level evaluation coverage (evaluations completed in 2016)



- Corporate Emergency Response Evaluation (IAHE and WFP)
- Operation Evaluation
- Country Portfolio Evaluation
- Decentralized Evaluation
- WFP Presence

KPIs (ii)



Funding

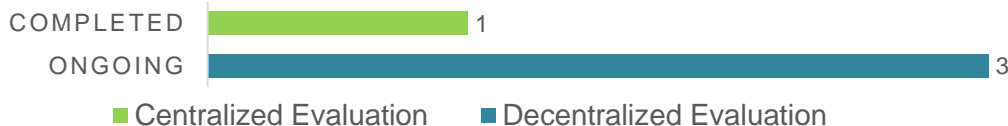
2. KPI: EXPENDITURE ON EVALUATION AS % OF WFP TOTAL CONTRIBUTIONS INCOME



Partnerships

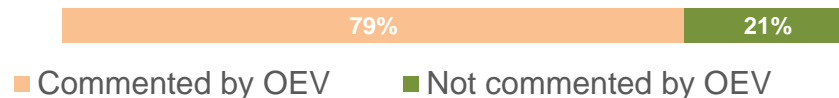
5. KPI: NUMBER OF JOINT AND INTER-AGENCY HUMANITARIAN EVALUATIONS IN WHICH WFP PARTICIPATED IN 2016

STATUS

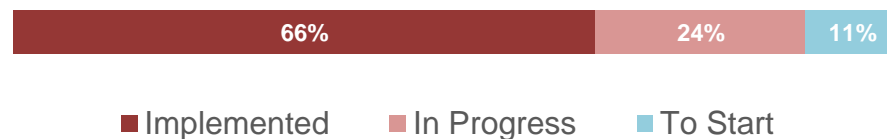


Use of Evaluations

3. KPI: % OF SPRP DOCUMENTS ON WHICH OEV PROVIDED COMMENTS

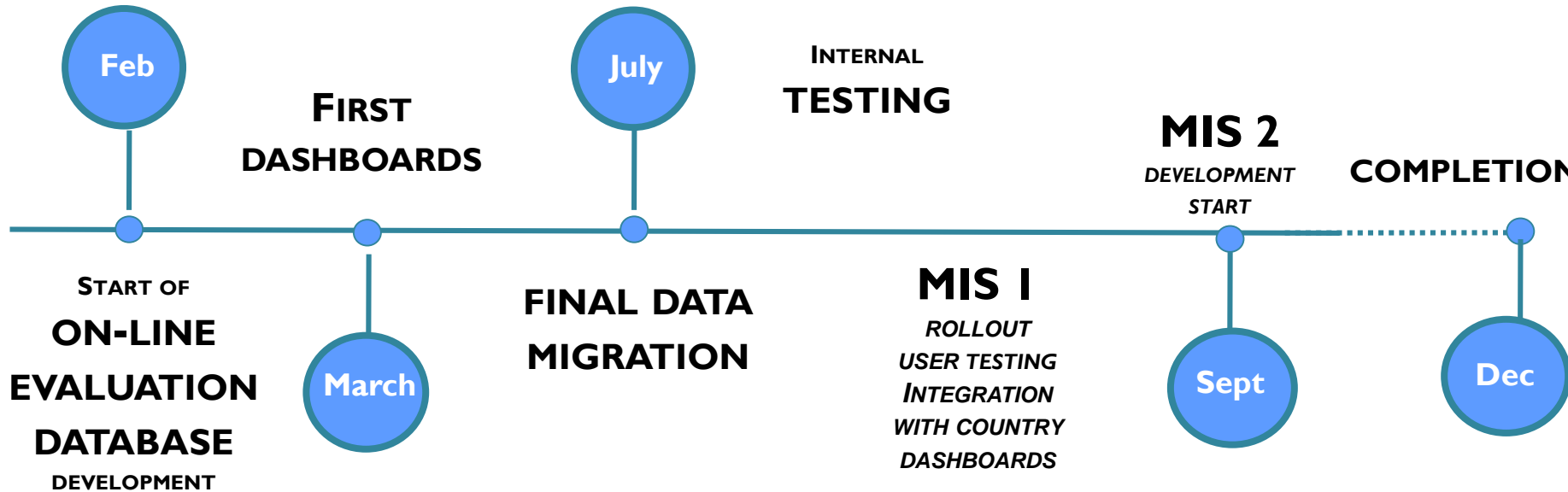


4. KPI: % OF EVALUATION RECOMMENDATIONS DUE FOR IMPLEMENTATION THAT HAVE BEEN COMPLETED*

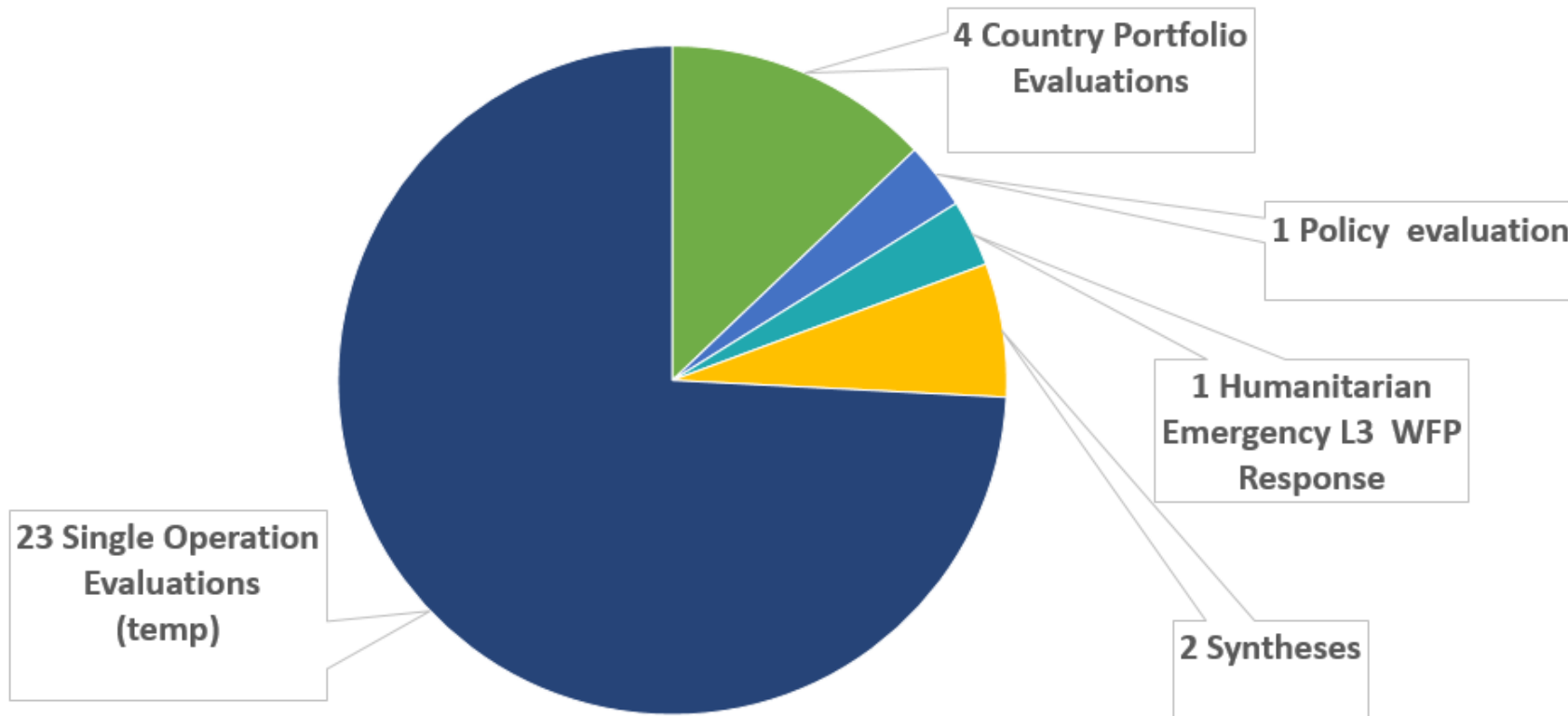


2017 Timeline for Evaluation

Management Information System 2017



Centralized Evaluations completed = 115% of 2016 plan



Strengthening WFP's evaluation function



**OEV's DE
help desk**



**Reporting on the
evaluation function**



**Quality assurance
system**



**Outsourced quality
support service for DEs**



**Independent evaluation
expertise**



**WFP's evaluation
capacity**



**Contingency Evaluation
Fund**

Promoting the learning from & use of evaluation



Evaluation embedded
in **IRM** documents
& guidance, including
the CSP



IRM: OEV Reviewed **80%**
draft project documents &
CSP concept notes under
WFP's Strategic Programme
Review Process

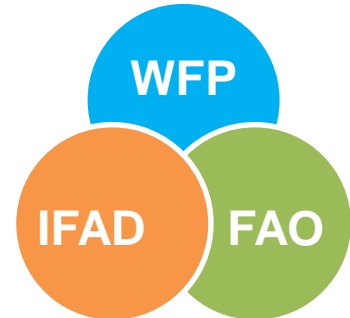
Synthesis reports
(Top 10 lessons from evaluations on
policy quality, Operation Evaluations
synthesis)

Design of an online
Evaluation Community

Engaging in the international evaluation system

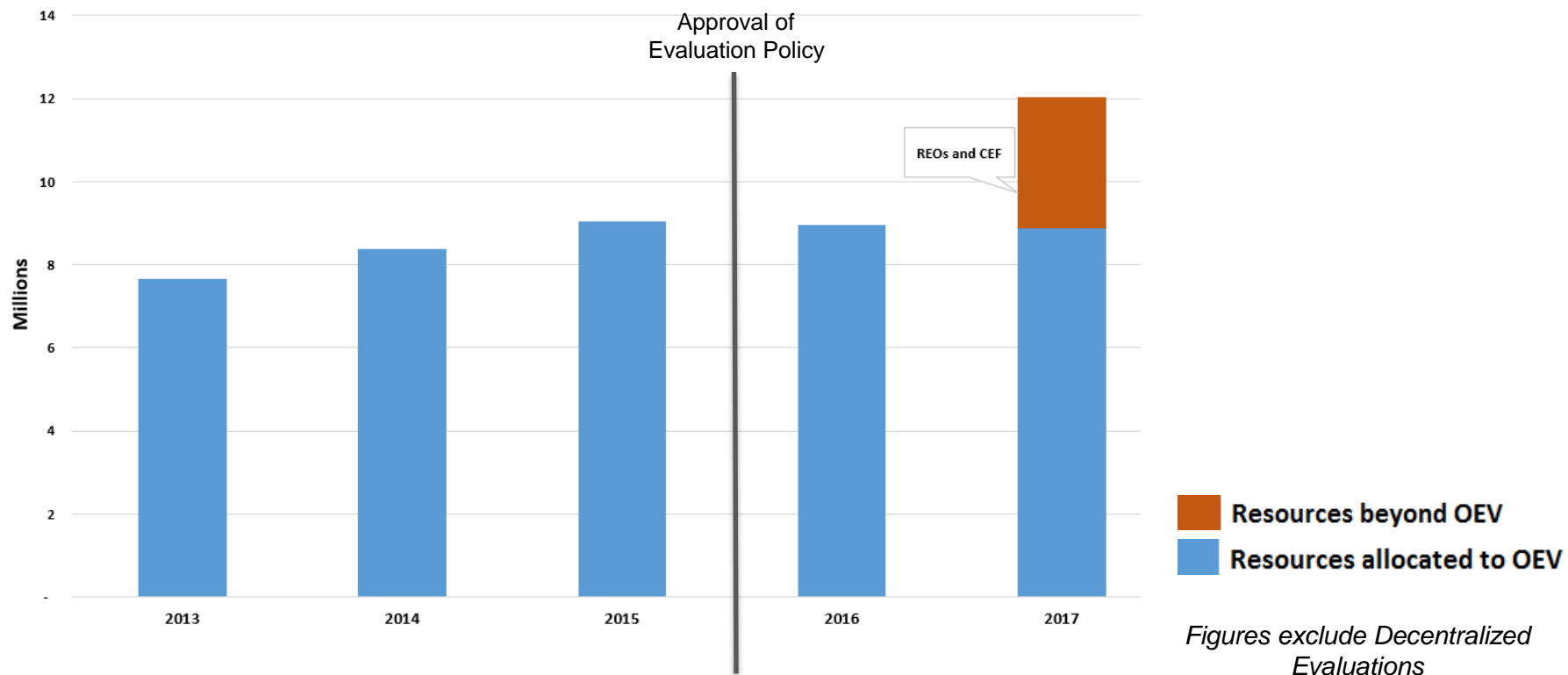


Inter-Agency Humanitarian Evaluations (IAHE) Steering Group

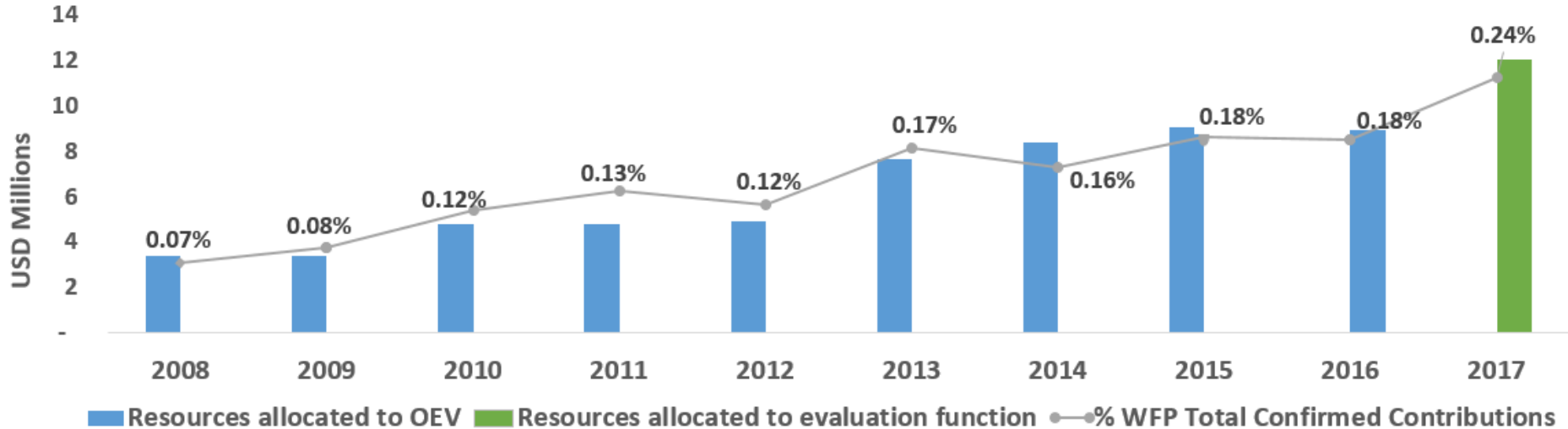


Rome-based agencies

Resources for evaluation (i)



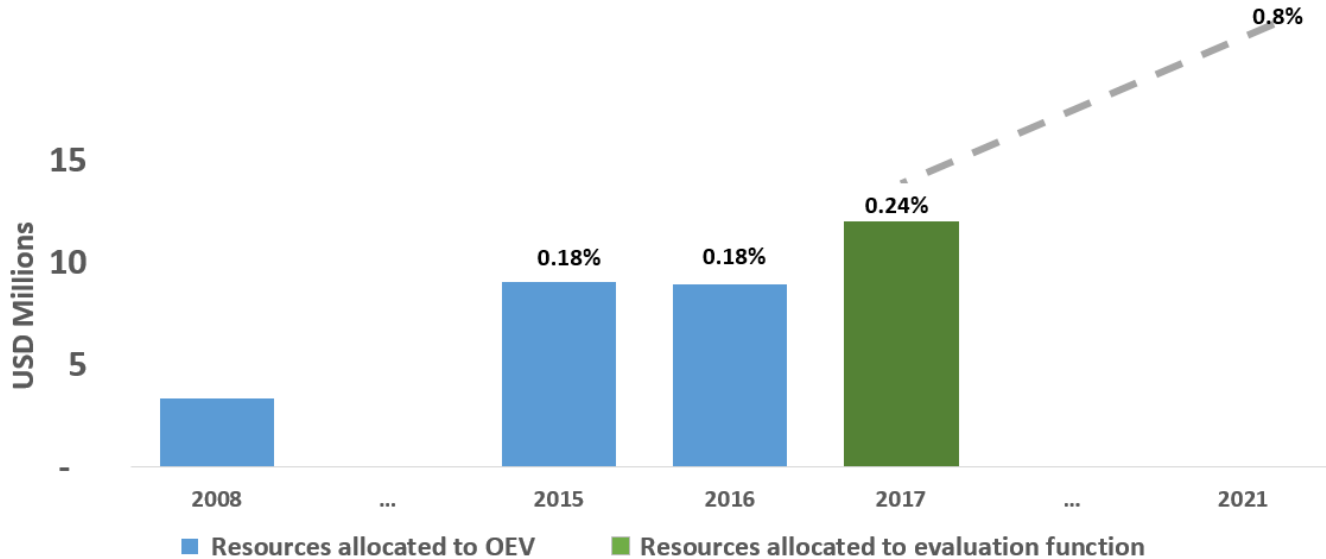
Resources for evaluation (ii)



Source: OEV, Audited Annual Accounts 2008-2015; 2015, 2016 & 2017 WFP total contributions are "projected funding" page 6 of WFP MP EB.2/2015/5_A/1/Rev.1.

Figures exclude Decentralized Evaluations

Resources for evaluation (ii)



Source: OEV, Audited Annual Accounts 2008-2015; 2015, 2016 & 2017 WFP total contributions are "projected funding" page 6 of WFP MP EB.2/2015/5_A/1/Rev.1.

Figures exclude Decentralized Evaluations

PART 3: Evaluation Outlook



WFP's **evaluation function** is well positioned to generate **better evidence &** contribute to learning, to meet Member States' expectations & **WFP leadership's commitment** to strengthening **evidence-based decision-making**:

- Enables WFP to **account for results at the country level**
- Underpins **WFP's partnerships & contributions** to national policies, systems & capacities



2016 & 2017: a period of transition for the evaluation function



EFSG leadership is essential to support the Executive Director in promoting & safeguarding the Policy's provisions:

- coverage, resourcing, accountabilities & impartiality

Key areas for attention:

- The **quality and use of CRF**
- **IRM: learning** from experience; **evidence** from evaluations
- Streamline & focus **selection of policy evaluations**
- Coverage levels for the **evaluation of corporate emergency responses**



Thank you