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## **Evaluation: update and proposed workplan for 2016–2017**

1. The Executive Board approved the WHO evaluation policy at its 131st session.<sup>1</sup> The policy requires the Secretariat to report annually to the Executive Board on progress in the implementation of evaluation activities. Whereas the annual report will be presented to the Executive Board at its 139th session, in May 2016, the present report provides a brief progress update and the proposed evaluation workplan for the biennium 2016–2017.

### **PROGRESS UPDATE**

2. Strengthening evaluation and organizational learning remains a critical component of the ongoing WHO reform process. The Evaluation Office continues to implement the framework for strengthening evaluation and organizational learning in WHO<sup>2</sup> presented to the Programme, Budget and Administration Committee of the Executive Board at its Twenty-first meeting. The framework has six key action areas: establishing an enabling environment and governance; evaluation capacity and resources; evaluation workplan, scope and modalities; evaluation recommendations and management response; organizational learning; and communicating evaluation work.

3. The evaluation workplan for 2014–2015<sup>3</sup> provided the basis for ongoing evaluation work. The evaluation of WHO's presence in countries, which was one of the priority corporate evaluations, was conducted in the second half of 2015 and aimed to assess the Secretariat's contribution to the delivery of Organization-wide outcomes and the attainment of country-level goals. The evaluation was conducted by an external evaluation team, and had broad stakeholder engagement by all major WHO external and internal stakeholders, including Member States, major international nongovernmental organizations and civil society. An ad hoc evaluation management group made up of key internal stakeholders worked with the Evaluation Office on taking the evaluation forward. The final evaluation report is expected to be available on the website of the Evaluation Office in January 2016.

4. The evaluation of the impact of WHO publications, undertaken by an external evaluation team, is expected to be delivered in early 2016. An ad hoc evaluation management group composed of internal stakeholders is also working with the Evaluation Office to take this forward. The evaluation aims to examine: the extent to which WHO publications reach their intended audiences, their major

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<sup>1</sup> Decision EB131(1) (2012).

<sup>2</sup> Available at [http://who.int/about/who\\_reform/documents/framework-strengthening-evaluation-organizational-learning.pdf?ua=1](http://who.int/about/who_reform/documents/framework-strengthening-evaluation-organizational-learning.pdf?ua=1) (accessed 15 April 2015).

<sup>3</sup> See summary records of the Executive Board at its 135th session, second meeting, section 2 (document EB135/2014/REC/1).

gaps in reach, and why those gaps arose; the perceived usefulness of WHO publications; the extent to which WHO publications are used as references and as authoritative sources of information for decision-making in clinical, public health, and policy-making contexts; and the extent of implementation of WHO's publications policy and its influence on the impact of WHO publications.

5. In 2015, a major focus of the work of the Evaluation Office was to support the work of the Ebola Interim Assessment Panel established in response to resolution EBSS3.R1, adopted during the special session of the Executive Board in January 2015. The Panel submitted its first report to the Sixty-eighth World Health Assembly, and the final report was delivered in July 2015. The Secretariat issued its response to the Panel's report in August 2015. The Panel's recommendations further informed the work of the United Nations Secretary General's High-Level Panel on the Global Response to Health Crises, the deliberations of the Review Committee on the Role of the International Health Regulations (2005) in the Ebola Outbreak and Response and the Director-General's Advisory Group on Reform of WHO's work in Outbreaks and Emergencies with Health and Humanitarian Consequences. The Evaluation Office is also consolidating the lessons learnt and recommendations arising from the various other assessments and reviews of the response to the outbreak of Ebola virus disease.

6. The evaluation of the FAO/WHO Project and Fund for Enhanced Participation in the Codex Trust Fund<sup>1</sup> was completed and the final report was discussed at the 38th session of the Codex Alimentarius Commission in July 2015. The administrator of the Codex Trust Fund in the WHO Secretariat managed the evaluation, and the FAO/WHO Consultative Group for the Trust Fund was the ad hoc evaluation management group, with technical backstopping and quality assurance provided by the Evaluation Office.

7. The Evaluation Office has also been engaged in a comprehensive evaluation of the Global Strategy and Plan of Action on Public Health, Innovation and Intellectual Property, in line with resolution WHA68.18 (2015). The ongoing work for this evaluation is presented in document EB138/38.

8. The Evaluation Office also supports or jointly manages a number of other evaluation exercises, both in WHO and with other partners. The latter include a joint United Nations evaluation of the United Nations REACH Partnership, commissioned by the WFP Office of Evaluation, with WHO as a member of the evaluation management group. The final report of the evaluation was presented at the WFP Executive Board meeting in November 2015.

9. WHO is strongly engaged in the United Nations Evaluation Group and it actively participates in the group of Evaluation Group heads and its various task forces.

## **PROPOSED EVALUATION WORKPLAN 2016–2017**

10. The evaluation policy states that WHO will develop a biennial, Organization-wide evaluation workplan as part of its planning and budgeting cycle. The biennial workplan ensures accountability and oversight of performance and results, and reinforces organizational learning in a way that informs policy and operational decisions.

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<sup>1</sup> [http://www.who.int/foodsafety/areas\\_work/food-standard/cac38\\_18\\_add3e.pdf?ua=1](http://www.who.int/foodsafety/areas_work/food-standard/cac38_18_add3e.pdf?ua=1).

11. The proposed 2016–2017 biennial workplan incorporates both the corporate/centralized and decentralized evaluations planned, and it was developed in consultation with senior WHO colleagues across the Organization, especially for decentralized evaluations. The workplan was discussed with the Independent Expert Advisory Oversight Committee during its meeting in October 2015.

12. In this regard, the proposed corporate/centralized evaluations will be managed, commissioned or conducted by the Evaluation Office, and will include evaluations linked to a General Programme of Work leadership priority, programme evaluations, thematic evaluations and office-specific evaluations. There are a number of roll-over evaluations covering those begun in 2015 and due for completion in 2016. Furthermore, as a result of the additional work created by the Ebola Interim Assessment Panel, three evaluations from the approved 2014–2015 evaluation workplan have been postponed until 2016–2017: leadership and management in WHO – evaluation of WHO reform, third stage; implementation of WHO evaluation policy and the framework for strengthening evaluation and organizational learning (United Nations Evaluation Group peer review); and the evaluation of the utilization of national professional officers at country level.

13. The decentralized evaluations proposed in the biennial workplan will be managed, commissioned or conducted outside the central Evaluation Office, that is, they will be initiated by headquarters clusters, regional offices or country offices and mainly comprise programmatic and thematic evaluations. In this instance, the central Evaluation Office would provide quality assurance and technical backstopping. Coherence and harmonization across the Organization is achieved through adherence to guidance provided in the *WHO Evaluation Practice Handbook*<sup>1</sup> and through the Global Network on Evaluation.

14. The evaluations proposed in the biennial workplan respond to one or more of the following selection criteria identified in the evaluation policy: organizational requirements, organizational significance, and organizational utility.

**Corporate evaluations to be commissioned, managed or conducted by the Evaluation Office:**

15. The corporate/centralized evaluations planned for 2016–2017 are a combination of carry-over evaluations from the 2014–2015 evaluation workplan and a set of new evaluations.

16. Roll-over evaluations cover those started in 2015 and due to continue into the 2016–2017 biennium: (i) comprehensive evaluation of the global strategy and plan of action on public health, innovation and intellectual property, (ii) evaluation of WHO’s presence in countries, (iii) evaluation of the impact of WHO publications; and (iv) evaluation of the normative function of WHO.

17. In 2016–2017, the following new corporate evaluations are proposed:

- evaluation of the Secretariat’s contribution to the health-related Millennium Development Goals, in particular, to identify key lessons and recommendations to inform future Secretariat support to the Sustainable Development Goals;
- leadership and management at WHO: evaluation of WHO reform, third stage;

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<sup>1</sup> WHO Evaluation Practice Handbook. Geneva: World Health Organization; 2013.

- implementation of the WHO evaluation policy and the framework for strengthening evaluation and organizational learning (United Nations Evaluation Group peer review);
- evaluation of the utilization of national professional officers at country level;
- evaluation of the Neglected Tropical Diseases Programme, with a special focus on the current Neglected Tropical Diseases roadmap for implementation;<sup>1</sup> and
- three country office evaluations.<sup>2</sup>

### **Decentralized evaluations<sup>3</sup> to be commissioned or managed by regional offices, country offices and headquarters departments**

18. Roll-over evaluations that cover evaluations started in 2015 and which are due to continue into the 2016–2017 biennium include an evaluation of the contribution of the Regional Office for South-East Asia to maternal health in Bangladesh, Indonesia, Myanmar, Nepal and Sri Lanka; and an evaluation of the contribution of the Regional Office for South-East Asia to the implementation of the national immunization programme in Bangladesh, with a special emphasis on the surveillance medical officer programme.

19. In 2016–2017, the following new decentralized evaluations are proposed:

- evaluation of capacity-building efforts in the Eastern Mediterranean Region;
- evaluation of work undertaken by consultants in the Eastern Mediterranean Region;
- evaluation of the Regional reform agenda – Keeping Countries at the Centre – in the Western Pacific Region;
- evaluation of the health system strengthening project in Cambodia;
- evaluation of the demonstration project on noncommunicable diseases and mental health service delivery at community level in Viet Nam;
- evaluation of the implementation of Regional action plans on noncommunicable diseases and health throughout the life course in the Western Pacific Region;

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<sup>1</sup> The current neglected tropical diseases roadmap for implementation has two key sets of targets/milestones, one set for 2015 and the next set for 2020. A formative, programmatic evaluation of the implementation would be timely, would be conducted at the very beginning of 2016, and would document successes, challenges, gaps and provide lessons learnt/recommendations for the next implementation phase.

<sup>2</sup> County office evaluations will be informed by the lessons learnt and tools developed in the ongoing evaluation of WHO's presence in countries. They will focus on the outcomes/results achieved by the country office, as well as contributions through global and regional inputs in the country. In addition, the evaluations aim to analyse the effectiveness of WHO programmes and initiatives in the country and assess their strategic relevance within the national context.

<sup>3</sup> This is a provisional list of decentralized evaluations, as further additions are likely to be made during the coming months. Future updates will be reported in forthcoming evaluation reports to the governing bodies.

- evaluation of the implementation of the WHO Global Action Plan for the Prevention and Control of Noncommunicable Diseases 2013–2020;
- preliminary evaluation of the WHO global coordination mechanism on noncommunicable diseases;
- review of the Pandemic Influenza Preparedness Framework;
- final evaluation of the Medicines Transparency Alliance project;
- review of the Member State Mechanism on substandard/spurious/falsely-labelled/falsified/counterfeit medical products;
- evaluation of the European Community Human Resources for Health migration project;
- evaluation of the EU/Luxembourg-WHO Universal Health Coverage Partnership;
- evaluation of the national health policies, strategies and plans country learning programme; and
- external review of the UNICEF/UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases.

20. Further information on these corporate and decentralized evaluations is provided in the Annex to this document.

#### **ACTION BY THE EXECUTIVE BOARD**

21. The Board is invited to note the report and approve the Organization-wide evaluation workplan for 2016–2017.

## ANNEX

**ORGANIZATION-WIDE EVALUATION WORKPLAN FOR 2016–2017**

<b>Evaluation type</b>	<b>Area of evaluation</b>	<b>Justification</b>	<b>Category in Twelfth General Programme of Work</b>
<b>Corporate/centralized evaluations</b>			
Programmatic	Comprehensive evaluation of the Global Strategy and Plan of Action on Public Health, Innovation and Intellectual Property	<i>Requirement/utility</i>	4
Thematic	Evaluation of WHO's presence in countries	<i>Utility</i>	6
Thematic	Evaluation of the impact of WHO publications	<i>Requirement/utility</i>	4.6
Thematic	Evaluation of the normative function of WHO	<i>Utility</i>	6
Leadership priority	Evaluation of the WHO Secretariat's contribution to the health-related Millennium Development Goals: in particular to identify key lessons/recommendations to inform future Secretariat support to Sustainable Development Goals	<i>Significance/utility</i>	Cross-category
Thematic	Leadership and management at WHO: evaluation of WHO reform, third stage	<i>Significance/utility</i>	
Thematic	Implementation of the WHO evaluation policy and the framework for strengthening evaluation and organizational learning	<i>Requirement</i>	6
Thematic	Evaluation of the utilization of national professional officers at country level	<i>Utility</i>	6
Programmatic	Evaluation of the Neglected Tropical Diseases Programme, with a special focus on the current neglected tropical diseases roadmap for implementation	<i>Significance/utility</i>	1
Office-specific	Three country office evaluations	<i>Utility</i>	6

Evaluation type	Area of evaluation	Justification	Category in Twelfth General Programme of Work
<b>Decentralized evaluations</b>			
Programmatic	Evaluation of the implementation of the WHO Global Action Plan for the Prevention and Control of Noncommunicable Diseases 2013–2020	<i>Requirement/utility</i>	2
Programmatic	Preliminary evaluation of the WHO Global Coordination Mechanism on Noncommunicable Diseases	<i>Requirement/utility</i>	2
Programmatic	Review of the Pandemic Influenza Preparedness Framework	<i>Requirement/utility</i>	5
Programmatic	Final evaluation of the Medicines Transparency Alliance project	<i>Utility</i>	4
Programmatic	Evaluation of the Member States Mechanism on SSFFC medical products	<i>Requirement/utility</i>	4
Programmatic	Evaluation of the European Community Human Resources for Health migration project	<i>Utility</i>	4
Programmatic	Evaluation of the EU/Luxembourg–WHO Universal Health Coverage Partnership	<i>Utility</i>	4
Programmatic	Evaluation of the national health policies, strategies and plans country learning programme	<i>Utility</i>	4
Programmatic	External review of the UNICEF/UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases	<i>Requirement/utility</i>	1
Thematic	Evaluation of capacity-building efforts in the Eastern Mediterranean Region	<i>Utility</i>	6
Thematic	Evaluation of work undertaken by consultants in the Eastern Mediterranean Region	<i>Utility</i>	6
Programmatic	Evaluation of the contribution of the Regional Office for South-East Asia to maternal health in Bangladesh, Indonesia, Myanmar, Nepal and Sri Lanka	<i>Utility</i>	3

<b>Evaluation type</b>	<b>Area of evaluation</b>	<b>Justification</b>	<b>Category in Twelfth General Programme of Work</b>
Programmatic	Evaluation of the contribution of the Regional Office for South-East Asia to the implementation of the national immunization programme in Bangladesh with special emphasis on the surveillance medical officer programme	<i>Utility</i>	1
Thematic	Evaluation of the Regional reform agenda in the Western Pacific Region – Keeping Countries at the Centre	<i>Utility</i>	6
Programmatic	Evaluation of the health system strengthening project in Cambodia	<i>Utility</i>	4
Programmatic	Evaluation of the demonstration project on noncommunicable diseases and mental health service delivery at community level in Viet Nam	<i>Utility</i>	2
Programmatic	Evaluation of the implementation of Regional action plans on noncommunicable diseases and health throughout the life course in the Western Pacific Region	<i>Utility</i>	2.3

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