

OFFICE OF EVALUATION WORK PLAN

2018 - 2020



Extracted from WFP Management Plan 2018-2020

Annex V

World Food Programme

Rome, Italy

ANNEX V**Office of Evaluation work plan 2018–2020****Introduction**

1. This annex sets out the proposed 2018–2020 programme of work for the Office of Evaluation (OEV). It is the second OEV work plan to implement the corporate evaluation strategy,¹ which flows from the WFP evaluation policy (2016–2021)² and the Evaluation Charter.³ Together, these documents establish a new vision, strategic direction and normative and accountability framework, new institutional arrangements and an implementation plan for embedding evaluation in a phased approach throughout WFP through expansion of the centralized evaluation function and its augmentation with demand-led decentralized evaluations.
2. The new evaluation function reflects the determination and ambition of WFP's leadership to meet global expectations for independent evaluation that supports accountability for results, organizational learning and evidence-based decision-making throughout the organization in the era of the 2030 Agenda for Sustainable Development. It takes into account issues from the United Nations Quadrennial Comprehensive Policy Review (QCPR)⁴ and the 2016 World Humanitarian Summit.
3. This means that planning and resourcing for the evaluation function is embedded throughout WFP. OEV's work plan is part of a larger whole. Given OEV's responsibility for overseeing and reporting on progress in development of the entire evaluation function, this OEV work plan begins with the estimated corporate resources required for the evaluation function set by the evaluation policy, which is followed by OEV's divisional work plan.

Evaluation function overall requirements

4. The work plan has a three-year timeframe (2018–2020) in accordance with WFP's Management Plan and continues the phased approach to resourcing and implementation agreed by WFP management and the Executive Board in the evaluation policy and laid out in the corporate evaluation strategy. During implementation of the strategy, some of the activities required to establish the augmented evaluation function will be completed, leaving room for others to start.
5. Deliverables for 2018 and the perspectives for 2019–2020 described in this document are based on the strategic priorities set by the evaluation policy, aligned with the evaluation requirements related to WFP's transformative package – the Integrated Road Map (IRM)⁵ – which comprises the WFP Strategic Plan (2017–2021), the policy on country strategic plans (CSPs), the Financial Framework Review, including in particular country portfolio budgets, and the corporate results framework.
6. As anticipated, a substantial part of OEV's work in establishing the decentralized evaluation function was completed in 2016 and 2017 as the new regional evaluation officers took up their responsibilities. This enables OEV to shift its human and financial resources in 2018 to:
 - scaling up support systems for a steep increase in the number of decentralized evaluations to be conducted under CSPs and funded from programme resources;

¹ Endorsed by the Executive Management Group in April 2016.

² WFP/EB.2/2015/4-A/Rev.1.

³ Issued by the Executive Director, May 2016.

⁴ A/RES/67/226

⁵ The IRM was approved by the Board at its 2016 second regular session (see decisions 2016/EB.2/2, 2016/EB.2/3, 2016/EB.2/4 and 2016/EB.2/7, in WFP/EB.2/2016/15).

- preparing for a sharp increase in the number of centralized country portfolio evaluations (CPEs) of CSPs and certain interim CSPs (ICSPs) – which will be funded from programme resources beginning in 2019; and
- starting a steady increase in other centralized evaluations as envisaged in the coverage norms of the evaluation policy.

7. Table A.V.1 shows the evolution of resource requirements for the evaluation function throughout WFP from the start of the evaluation policy in 2016, and with estimates for 2018–2020. The future estimated figures are based on evaluation policy coverage norms, current trends in regional bureaux, best assumptions and associated projections. Plans remain very fluid and OEV will endeavour to respond appropriately to trends as they emerge during implementation of the IRM in the context of the 2030 Agenda for Sustainable Development.

Main elements	Funding source	USD million				
		2016	2017	2018	2019	2020
Evaluation function carried out by OEV		Actual		Estimated requirement		
OEV work plan	PSA staff costs	2.40	3.05	3.00	4.97	5.20
	PSA other costs	3.72	5.33	5.73	6.40	5.73
	Multilateral (CEF)*		0.50	0.50	0.50	0.50
	Programme sources**	2.88	-	-	1.25	3.50
OEV's subtotal		9.00	8.88	9.23	13.12	14.93
Regular staff numbers		12	15	19	22	23
Staff costs as % of total OEV budget		26.67	34.35	32.50	37.88	34.83
Evaluation function carried out outside OEV						
Regional evaluation officers	PSA	-	1.66	1.67	1.67	1.67
Contingency evaluation fund (CEF)	PSA	-	1.50	1.50	-	-
	Multilateral			-	1.50	1.50
Decentralized evaluations (approximate)***	Programme sources	2.60	3.83	5.81	4.98	3.82
Outside OEV's subtotal		2.60	6.99	8.98	8.15	6.99
Grand total		11.6	15.87	18.21	21.27	21.92
WFP forecast contributions income (USD billion)		5.7	6.0	5.7	5.7	5.7
Grand total as % of forecast WFP contributions income		0.20	0.26	0.32	0.37	0.38

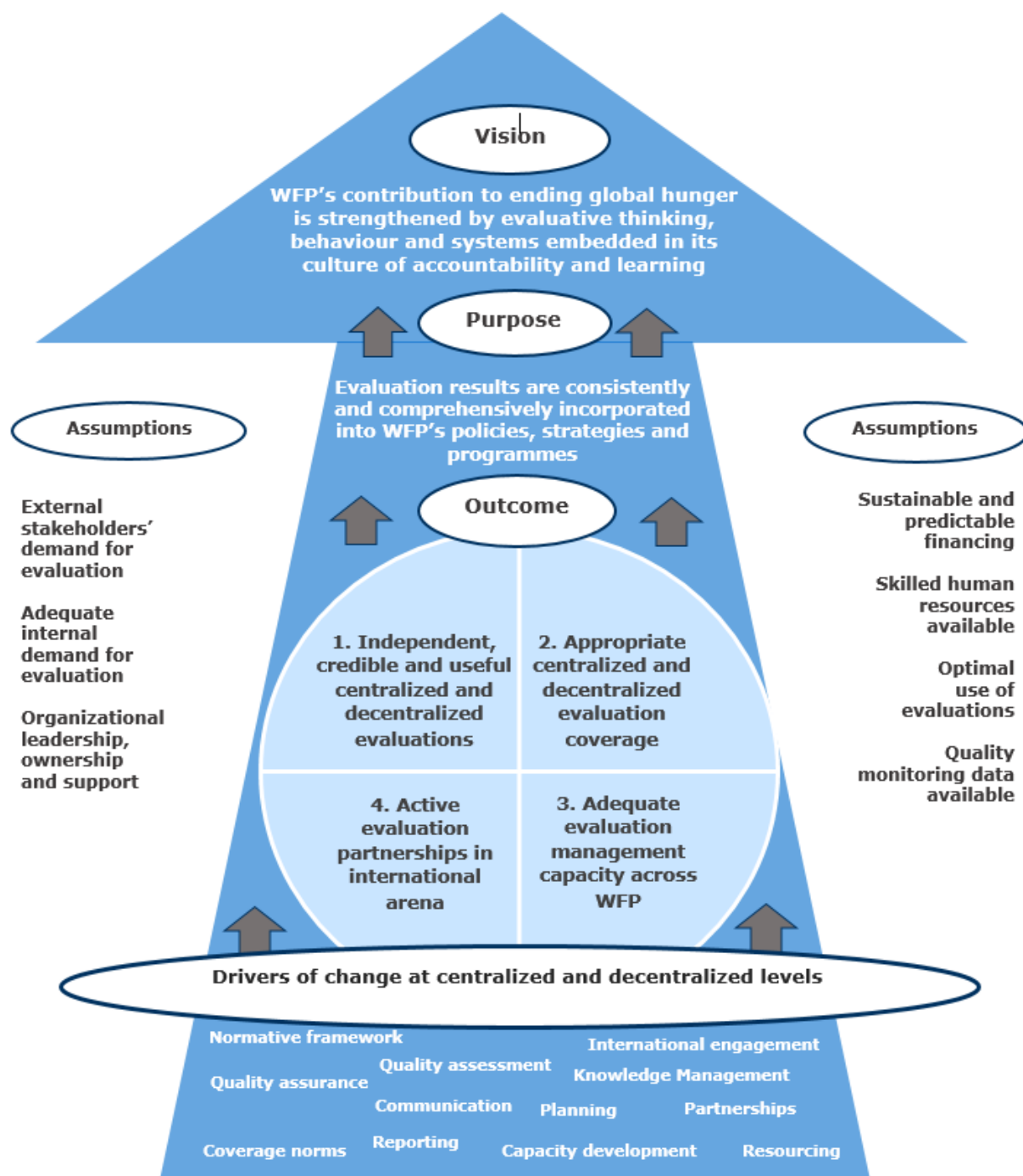
* The contingency evaluation fund consists of a fund to support country offices that have planned and budgeted for an evaluation but are facing genuine resource constraints (USD 1.5 million replenishable); contributions to OEV's managed services to support decentralized evaluations (capacity development and quality support) (USD 0.5 million annually).

** Programme sources consist of project funds for the operation evaluation series in 2016 and programme funds from country portfolio budgets from 2019.

*** Does not include costs of evaluation management by WFP staff.

PSA = programme support and administrative; CEF = contingency evaluation fund

Figure A.V.1: Theory of change, WFP evaluation policy (2016–2021)



OEV's work plan for 2018–2020: Summary

8. The remainder of this document concerns OEV's work plan for 2018 and the outlook for OEV in 2019–2020. The outlook is provisional and will be reviewed annually to take into account the roll-out of the IRM, developments outside of WFP and the resources available for evaluation. Each of the following items is linked to one or more outcomes in the evaluation policy theory of change (see Figure A.V.1).
9. In summary, in 2018, OEV will deliver:
 - A. independent evidence for accountability and learning through a balanced programme of complex **centralized evaluations and associated synthesis reports**, selected in line with the evaluation policy's phased approach to the application of coverage norms, priority evidence and learning needs, the capacity of WFP to make changes recommended as a result of evaluations and the volume of resources available for evaluation – related to outcome 1;
 - B. expanded guidance, technical advice, quality support and capacity-building systems for the sound planning and conduct of increasing numbers of **decentralized evaluations**; and expanded roll-out of the multi-year programme on developing evaluation capacity throughout WFP, in collaboration with regional bureaux and the Human Resources Division – related to outcomes 1 and 2;
 - C. application and embedding of institutional arrangements and systems for the **overall evaluation function** set by the Evaluation Charter – related to all outcomes;
 - D. enhancement of the evaluation knowledge management system to promote and facilitate the use of evaluation evidence in policy and programme design and approval, especially the CSP process, supporting the growth of WFP's **learning and accountability culture** – related to the overall purpose of the policy and a major work stream in the evaluation strategy;
 - E. continued contribution to and shaping of the United Nations system-wide arrangements for evaluation and inter-agency humanitarian evaluation (IAHE) in line with the Sustainable Development Goals (SDGs) and the World Humanitarian Summit; engagement in strategically relevant **evaluation partnerships and networks** in the international arena; and advising regional bureaux and country offices on regional and national evaluation partnerships and networks – related to outcome 4; and
 - F. application and maintenance of the **information and reporting systems** to enable oversight of the entire evaluation function, both centralized and decentralized⁶ – related to all outcomes and a major work stream in the evaluation strategy.

Resources for OEV's 2018 work plan

10. The total resources required by OEV for 2018 to ensure balanced progress on each of the four interdependent outcomes of WFP's evaluation policy, with implementation phased in in accordance with the corporate evaluation strategy, are currently costed at **USD 9.23 million** (see Table A.V.1).⁷ The total resources so far available to OEV from all sources for the 2018 work plan are USD 8.38 million (see Table A.V.2).

⁶ Subject to there being no significant delays in application of the new financial framework.

⁷ Representing an increase from the USD 8.73 million in the original budget submission resulting from faster than expected uptake of decentralized evaluation and fluidity in IRM plans.

TABLE A.V.2: RESOURCES AVAILABLE TO OEV FOR 2018 WORK PLAN (USD million)				
Main elements	Funding source	Comparison 2016	Comparison 2017	2018
OEV core work plan	PSA base	6.10	6.90	7.40
OEV critical corporate initiative funding	PSAEA	-	1.50	
Contingency evaluation fund for capacity development programme and decentralized evaluation quality support	Multilateral	-	0.50	0.50
Single operation evaluations*	Programme sources	2.84	n/a	n/a
Subtotal		8.94	8.90	7.90
Additional critical corporate initiative funding (proposed)	PSAEA	-	-	0.40
Total		8.94**	8.90	8.30

* From the start of 2017, evaluation of operations other than Level 3 emergency responses (see paragraphs 31 and 32) has been covered by the decentralized evaluation function for which OEV's role has shifted from "implementer" to "enabler" and oversight of the normative framework.

** Approved by the Board at its 2017 first regular session (WFP/EB.1/2017/5/1/Rev.1).

PSA = programme support and administrative; PSAEA = programme support and administrative equalization account

11. For **2018**, in view of the gap between the needs-based budget of USD 9.23 million (see Table A.V.1) and the proposed available resources of USD 8.3 million (see Table A.V.2), the work plan prioritizes the activities that constitute the most time-sensitive building blocks for sustainably achieving the goal of the evaluation policy and at least minimum progress towards meeting the coverage norms. Fundamental recurring costs for OEV to deliver the minimum required activities in its new role in the augmented evaluation function are built into the work plan. These costs include securing the minimum staff capacity needed to deliver the 2018 programme, using temporary consultancy capacity where feasible.
12. Two planned CPEs have been postponed. These will be reinstated if additional funding for critical corporate initiatives is approved and used to meet requirements of the IRM. Augmentation of OEV's established staff – planned to start in 2018 – to deliver the sustained increase in centralized evaluations envisaged in the evaluation policy coverage norms and to meet the significant additional evaluation requirements of the policy on country strategic plans⁸ has also been postponed.
13. The work plan outlook for 2019 and 2020 assumes that significant progress will be made towards the evaluation policy's target of 0.8 percent of WFP contribution income being dedicated to evaluation – both centralized and decentralized⁹ – by the end of the policy period (2021). The target figure applies to contributions from all sources – including softly earmarked contributions and contributions received directly as trust funds – and is in line with the corporate evaluation strategy's agreed resourcing arrangements.¹⁰

⁸ Approved by the Board at its 2016 second regular session (WFP/EB.2/2016/4-C/1/Rev.1), the CSP policy requires a CPE for every CSP. See projected implications for CPE numbers in paragraphs 17 and 28–30.

⁹ Recognizing that the budgets for decentralized evaluations are managed by other units, not OEV.

¹⁰ The financial framework includes provisions for funding all CPEs from country portfolio budgets, although the CPEs will be managed by OEV.

14. While ensuring that the quality of evaluations is maintained, OEV seeks maximum efficiency gains in evaluation management and value-added from partnership arrangements. Efficiencies and economies have been achieved by:
- outsourcing activities, where outsourcing creates cost savings, while maintaining quality standards – for example, in a quality support mechanism for decentralized evaluations;
 - using long-term agreements with a wide range of evaluation service providers;¹¹
 - creating synergies among evaluations by conducting them in series and producing syntheses to enhance the evaluations' contribution to knowledge;
 - conducting evaluations jointly or in partnership wherever possible so that costs are shared (see examples in sections A and E); this strategy offers a double win, as joint evaluations are also increasingly important in measuring progress towards the SDG targets from combined efforts under the 2030 Agenda and for inter-agency evaluations of system-wide responses to Level 3 emergencies.
15. In OEV's PSA budget of USD 6.9 million, the total established staff budget is USD 3.05 million, compared with USD 2.40 million in 2016 and USD 2.50 million in 2015. As can be seen in Table A.1, during the period covered by the evaluation policy, a steady increase in OEV's established staff budget is needed to deliver the planned outputs and outcomes. This reflects the changing role of OEV staff as the evaluation function is embedded throughout WFP. At the same time, as progress is made towards full compliance with evaluation coverage norms, economies of scale are likely to result in decreases in staff costs as a percentage of the total budget for the evaluation function.
16. In its forward planning, OEV assumes that 30 percent of its divisional staff complement will be temporary consultants. If the budget for established staff does not increase to meet requirements, however, an increasing proportion of OEV's non-staff resources will have to be dedicated to temporary staff.
17. Table A.V.3 provides an overview of OEV's plan for centralized evaluations in 2018 and the provisional outlook for 2019 and 2020. At least 17 core centralized evaluations will be under way in 2018, including 8 continued from 2017 and at least 9 new starts.¹² The rationale and details of these deliverables are discussed in section A.

2018 OEV deliverables and 2019–2020 outlook

A. *Centralized evaluations (outcome 2)*

18. OEV's centrally managed evaluations inform all stakeholders of the relevance, effectiveness, impact and sustainability of WFP's policies, strategies, operations and activities and the efficiency of their implementation. From 2018, there are two types of centralized evaluation: global evaluations of policies, strategies and global programmes; and country-specific evaluations, comprising evaluations of Level 3 humanitarian emergency responses – regional or national – country and regional portfolios and the impact of WFP activities.
19. The programme of evaluations for 2018–2020 has been selected and prioritized to be of maximum relevance in WFP's dynamic policy and programming context and thus to optimize OEV's role in supporting accountability and learning to strengthen WFP's contribution to ending global hunger. The programme is designed to generate timely and pertinent evidence for decision-making, as outlined in the following paragraphs.
20. During 2017, OEV made a number of adjustments to the work plan for 2017–2019 to meet strategic organizational needs. Additional CPEs were started in 2017 to strengthen the evidence base for the preparation of CSPs that will be presented to the Board in late 2018 and early 2019. The timing of

¹¹ Long-term agreements provide multiple advantages, including greater administrative efficiency.

¹² The exact numbers of inter-agency humanitarian evaluations (IAHEs) and impact evaluations to start in a new series is not yet known.

the strategic evaluations planned for this period was also adjusted to prioritize evaluations of direct relevance to the initial phase of the IRM. In the light of the continuing and protracted Level 3 emergencies, there will be increased focus on these emergencies through evaluations of emergency responses, CPEs and strategic evaluations. These adjustments have led to the postponement of some global evaluations for a year or two.

21. The norm governing the evaluation of WFP's policies is set by the WFP policy formulation document approved by the Board in 2011.¹³ It requires that policies approved after 2011 be evaluated from four to six years after the start of implementation to contribute evaluation evidence and learning to WFP's policy cycle.
22. The outlook for policy evaluations in 2018 (see Table A.V.3) includes evaluations of WFP's updated safety nets policy (2012) and revised school feeding policy (2013) as previously planned. Evaluation of the policy on peacebuilding in transition settings (2013) will start in 2019 along with evaluations of the HIV/AIDS policy¹⁴ and WFP's gender policy (2015).
23. For policies approved **more than six years ago**, evaluation either of the policy itself or of the theme addressed by the policy is considered, based on the criteria of continuing relevance to WFP's work or potential to contribute to new policy development. In 2018, OEV will complete an evaluation of **WFP's policies on principled action and access in humanitarian contexts**, covering three such older policies on humanitarian principles (2004), humanitarian access and its implications for WFP (2006) and WFP's role in the humanitarian assistance system (2010). This evaluation was designed in synergy with the evaluation of the **humanitarian protection policy** (2012). Together they take into account the outcomes of the World Humanitarian Summit and WFP's latest position on the issues covered.
24. **Strategic evaluations** are forward-looking and focus on strategies, systemic or emerging corporate issues and/or programmes and initiatives with global or regional coverage. OEV's previous plans have been updated. The selected topics take account of the advice resulting from the evaluability assessment¹⁵ of WFP's Strategic Plan completed early in 2016. Priorities for 2018 and 2019 may be adjusted to reflect the results of an organization-wide analysis of topics of strategic importance for WFP in the context of the Strategic Plan (2017–2021), the 2030 Agenda for Sustainable Development and the QCPR.
25. Subject to the results of the analysis, the multi-year series of evaluations started in 2017 under the overall theme of "Supporting the 2030 Agenda: innovations at the humanitarian and development assistance nexus" will continue. The series will assess key aspects of the organizational changes undertaken pursuant to the Strategic Plan (2017–2021) to increase WFP's efficiency and effectiveness and respond to the rapid changes taking place both within and outside of WFP. The first strategic evaluations in this series – of **resilience** and the **pilot CSPs** – will be completed in 2018.
26. The new start in 2018 is an evaluation of **WFP's innovations in constrained environments**. It will explore WFP's experience to date with innovative approaches in areas that are difficult to reach, such as the Syrian Arab Republic, Somalia and countries affected by the Ebola virus. Taking into account the outputs of the World Humanitarian Summit and the potential for the use of new technology, the evaluation will assess the results and performance of technological and institutional innovations such as remote and mobile vulnerability assessment, third-party monitoring, feedback mechanisms, new partnerships and platforms for cash-based transfers.

¹³ WFP/EB.A/2011/5-B.

¹⁴ The evaluation of the HIV/AIDS policy was postponed from 2017 following the 2016 policy update.

¹⁵ Evaluability assessments assess the extent to which reliable and credible evaluation is possible. They consider clarity and rationality of design – objectives, targets and indicators – demand from stakeholders and adequacy of indicators and relevant data, and provide advice on how limitations can be overcome or reduced.

27. The other planned evaluations in the series will begin in 2019: “**WFP’s performance management in the SDG era**” will evaluate the extent to which WFP’s organizational transformation under its Strategic Plan (2017–2021) has enabled a strong response to the 2030 Agenda for Sustainable Development; and “**managing organizational change**” will follow up on the 2011 evaluation of country offices’ adaptation to change and assess the impacts that recent organizational changes such as the ‘fit for purpose’ initiative, the IRM, work on innovations and the People Strategy have had on effectiveness.
28. The evaluation policy and the policy on CSPs entail an evolution in the types of evaluation carried out at the country level. Complementing the coverage of decentralized evaluations of individual operations and activities, centralized **country portfolio evaluations (CPEs)** will become primary accountability instruments and learning tools, providing evidence of the strategic positioning, performance and results of all CSPs, which range from three to five years in length. The first CPEs implemented under the new framework will commence in 2019, funded by programme resources from CSP budgets.
29. Given the higher number of interim CSPs (ICSPs) than originally foreseen in the CSP policy, ICSPs will be evaluated according to the coverage norms for CPEs in the evaluation policy, which pre-date the CSP policy. Countries that have ICSPs and are among WFP’s largest ten portfolios will be evaluated once every five years; other countries with repeating ICSPs will be evaluated once every ten years. Until the first CSPs and ICSPs are due for evaluation in 2019, a “pipeline” of systematically selected eligible countries¹⁶ has been developed and prioritized. A core criterion for determining evaluation planning is timeliness to ensure that an evaluation can contribute evidence for the preparation of a CSP and a United Nations development assistance framework or sustainable development framework. The lists of countries in Table A.V.3 are based on current IRM planning.
30. The additional CPEs started in 2017 (see paragraph 20 and Table A.V.3) will be completed in 2018. In 2018, a further three “pre-IRM” CPEs will be started.¹⁷ According to current planning and projections for the IRM, four CPEs will be conducted in the framework of the IRM in 2019, and the numbers of CPEs are expected to increase sharply after that, to 14 in 2020, 19 in 2021, 15–20 per year thereafter. In 2018 and 2019, OEV will lay the foundations for satisfying this demand, adapting the CPE model to the CSP framework, streamlining processes for optimum efficiency and preparing appropriate staffing plans.
31. Evaluations of **Level 3 humanitarian emergency response** will continue with the two-pronged approach: all Level 3 emergency responses will be evaluated either by an IAHE or by OEV in a separate evaluation of WFP’s response. The benefits of an IAHE over an evaluation of WFP’s response alone include more cost-efficient coverage, minimizing the burden on United Nations country teams in challenging environments and enabling the evaluation of WFP’s performance in broader partnerships.
32. As Level 3 emergencies are by definition unpredictable, plans include starting one IAHE and one OEV evaluation of WFP’s response each year from 2018 to 2020. In 2018, the evaluation of WFP’s regional “Syria +5” response will be completed and an evaluation of the response in northern Nigeria and the Lake Chad basin will be started. It is also expected that one or two IAHEs will be commissioned each year in line with the revised IAHE model, subject to the availability of needed capacity and resources. Responses to emergencies below Level 3 will also be evaluated, where resources permit and where the evaluations will complement planned decentralized evaluations.

¹⁶ Based on criteria such as portfolio size, programming profile, regional balance and the existence of a recent or ongoing evaluation, especially an operation evaluation or IAHE.

¹⁷ “Pre-IRM CPEs” are CPEs conducted before the start of the country’s first CSP or ICSP. A transitional ICSP (T-ICSP) may be ongoing at the time of the CPE, but T-ICSPs are too short in duration to merit their own CPEs.

33. A new strategy for impact evaluations will be finalized, covering both centralized and decentralized approaches. It will inform a new series of centralized impact evaluations due to start in 2018. The strategy will build on the experience from the strategic partnership between WFP and the International Initiative for Impact Evaluation with the moderate acute malnutrition evaluation series conducted between 2015 and 2017¹⁸ and the potential for additional partnerships. Partnering enables increased coverage by highly specialized experts, facilitating credible, high-quality impact evaluations that meet the particular methodological challenges of humanitarian contexts; enhances the capacity available to WFP; and provides learning opportunities for developing and influencing policies.
34. OEV will continue to support the regional bureaux in evaluation planning to ensure the application of the coverage norms laid out in the evaluation policy. Decentralized evaluation plans will take into account the planned country-level coverage of CPEs to ensure maximum complementarity. While CPEs assess the strategic positioning, coherence and performance of WFP's portfolio as a whole, decentralized evaluations cover specific themes and activities within the country portfolio and are intended to address specific knowledge gaps where the evidence base is weak and/or donors stipulate specific accountability requirements. Initial analysis of the evaluation plans embedded in the CSPs developed so far shows that approximately 25 percent more decentralized evaluations are planned than was anticipated in 2016. These projections will be refined as the IRM is rolled out (see Figure A.V.2).
35. Looking ahead, the increased numbers of CPEs led by OEV from 2020 onwards to meet the CSP policy "full coverage" norm is expected to provide a significant body of good-quality, country-level evaluation evidence. From this, OEV aims to produce thematic synthesis reports of global and – possibly – regional scope, on partnerships for example. At the same time, the volume of decentralized evaluations will also increase, and once OEV is satisfied with the quality of the evidence generated, it should be possible to produce synthesized evidence by region and/or theme. OEV will discuss these plans at the 2018 annual consultation on evaluation.

¹⁸ Part of a larger series of evaluations on wider multi-institutional humanitarian impacts.

TABLE A.V.3: CENTRALIZED EVALUATION PLAN, 2018 AND OUTLOOK FOR 2019 AND 2020

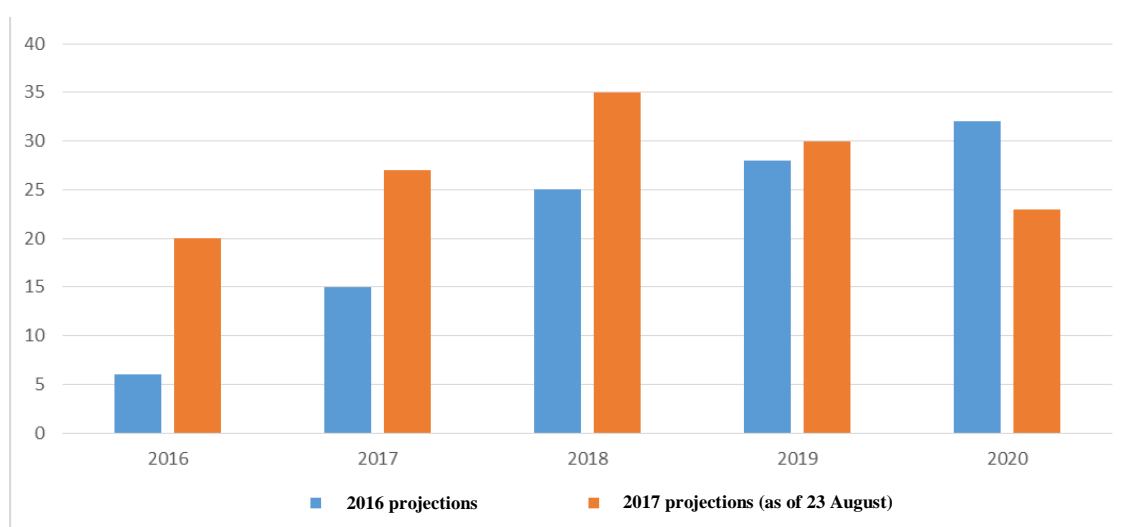
Type	2018	2019	2020
Policy	<p><i>Continued from 2017:</i></p> <ul style="list-style-type: none"> Principled action and access in humanitarian contexts (A/18) Protection (A/18) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Safety nets update Revised school feeding 	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> Safety nets update (tbd) Revised school feeding (tbd) <p><i>New starts:</i></p> <ul style="list-style-type: none"> HIV/AIDS Peacebuilding in transition settings Gender 1 other: topic to be determined 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> HIV/AIDS Peacebuilding in transition settings Gender 1 other: topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> 4: topics to be determined
Strategic	<p><i>Continued from 2017:</i></p> <ul style="list-style-type: none"> Resilience (1/19) CSP pilots (2/18) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Innovations in constrained environments (A/19) 	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> Innovations in constrained environments (A/19) <p><i>New starts:</i></p> <ul style="list-style-type: none"> WFP's performance management in the SDG era (tbd) Managing organizational change (1/20) 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> WFP performance management in the SDG era Managing organizational change (1/20) <p><i>New starts:</i></p> <ul style="list-style-type: none"> 2: topics to be determined
Country portfolio	<p><i>Continued from 2017:</i></p> <ul style="list-style-type: none"> Central African Republic (A/18) Mali (2/18) Somalia (2/18) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Madagascar (2/18) Malawi (2/18) A third country (tbd) 	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> Third country from 2018 <p><i>New starts:</i></p> <ul style="list-style-type: none"> Democratic Republic of the Congo (ICSP) Bangladesh (CSP) Lebanon (CSP) Sudan (ICSP) Timor-Leste (CSP) 	<p><i>Continued from 2019:</i></p> <p>tbd</p> <p><i>New starts:</i></p> <ul style="list-style-type: none"> Colombia Ecuador El Salvador Guatemala Honduras Namibia Mozambique United Republic of Tanzania Zimbabwe China Indonesia Lao People's Democratic Republic Nepal Philippines
Level 3 Humanitarian emergency response	<p><i>Continued from 2017:</i></p> <ul style="list-style-type: none"> WFP response to the Syrian emergency (2/18) <p><i>New starts:</i></p> <ul style="list-style-type: none"> WFP response in northern Nigeria 1 or 2 IAHEs (tbd) 	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> WFP response in northern Nigeria (A/19) <p><i>New starts:</i></p> <p>To be decided based on context: assume 3 (2 IAHEs; 1 WFP Level 3 emergency response)</p>	<p><i>Continued from 2019:</i></p> <p>To be decided based on context: assume 3 (2 IAHEs; 1 WFP Level 3 emergency response)</p> <p><i>New starts:</i></p> <p>To be decided based on context: assume 3 (2 IAHEs; 1 WFP Level 3 emergency response)</p>
Impact evaluations	<p><i>New starts:</i></p> <ul style="list-style-type: none"> New series (tbd) 	<p><i>New starts:</i></p> <p>New series continues (tbd)</p>	<p><i>Continued from 2019:</i></p> <p><i>New starts:</i></p>
Evaluation syntheses	<ul style="list-style-type: none"> 2017 annual evaluation report (A/18) Others (tbd) 	<ul style="list-style-type: none"> 2018 annual evaluation report (A/19) Series relevant to WFP Strategic Plan 	<ul style="list-style-type: none"> 2019 annual evaluation report (A/20) Subregional/thematic syntheses

Letters and figures in brackets refer to the Board sessions at which the evaluations in the table will be presented to the Board: A = annual session; 1 = first regular session; 2 = second regular session; tbd = to be determined. Thus, for example, A/19 refers to the 2019 annual session.

B. Decentralized evaluation function (policy outcomes 1–4)

36. OEV's projections of the volume of decentralized evaluations take into account new starts that are planned in the CSPs and ICSPs already designed and the decentralized evaluations undertaken in 2016 and planned or under way in 2017, of which there are more than foreseen in the corporate evaluation strategy (see Figure A.V.2). The projections for 2018–2020 are provisional estimates only.

Figure A.V.2: Projections of decentralized evaluations, 2016–2020



37. Responding to this rapid take-up, OEV will further enhance and expand the enabling framework for decentralized evaluations, focusing on the following priorities for 2018:
- maintaining OEV's internal decentralized evaluation help-desk and augmenting it with expertise in impact evaluations to advise on the planning, selection, design and conduct of evaluations;
 - maintaining and expanding the quality support system for decentralized evaluations, reviewing draft terms of reference and inception and evaluation reports and supplementing them with enhanced arrangements for impact evaluations;
 - revising the comprehensive guidance package – the quality assurance system for decentralized evaluations – to address recommendations from the 2017 review of the decentralized evaluation function and include best practices, particularly on joint evaluations, in the guidance;
 - continuing to provide coaching and technical support to the six regional evaluation officers, with particular emphasis on safeguarding impartiality provisions and ethical considerations;
 - delivering a comprehensive evaluation learning programme on decentralized evaluation to all offices commissioning decentralized evaluations;
 - establishing and maintaining an evaluation hot-line as one of several tools for safeguarding the independence and impartiality of decentralized evaluations;
 - in collaboration with the Budget and Programming Division, continuing to provide secretariat support for the contingency evaluation fund (described above, in the notes to Table A.V.1);
 - collaborating with the Performance Management and Monitoring Division on upgrading WFP's corporate management response system to integrate responses to decentralized and centralized evaluations, with a view to highlighting systemic evidence from both centralized and decentralized evaluations; and

- developing guidance for and providing tailor-made coaching, advice and support to colleagues engaging in regional and national evaluation networks and associated initiatives under the 2030 Agenda for Sustainable Development (see section E). This was originally planned for 2017 but was postponed to 2018 to make way for unforeseen and time-sensitive activities, largely in support of the IRM.

C. Overall evaluation function (outcomes 1–4)

38. The Evaluation Charter details the institutional arrangements and systems required to embed evaluative thinking and behaviour throughout WFP. Although initially triggered by needs arising from the building of a credible, quality decentralized evaluation function, the institutional arrangements and several of the systems also apply to centralized evaluation. They facilitate the enhancement of WFP's entire evaluation function in pursuit of the goals of the evaluation policy.
39. In 2018, OEV will:
- continue to communicate proactively with staff about the evaluation policy and the corporate evaluation strategy, including through further consolidation of the WFP evaluation community of practice formed in 2017;
 - continue to act as secretariat to the evaluation function steering group, which supports the Executive Director in embedding evaluations in corporate processes and fostering a culture of learning and accountability;
 - continue to apply to all evaluations – centralized and decentralized – the post-hoc quality assessment system that was established in 2017 and is applied by external specialists;
 - continue to support the identification of sustainable financing mechanisms for decentralized and centralized evaluations, in line with the directions set by WFP's Strategic Plan (2017–2021) and the IRM;
 - in collaboration with the e-recruitment initiative of the Human Resources Division, maintain the database of evaluator experts established in 2016 and the group of evaluation service providers with long-term agreements supplying evaluation expertise for decentralized and centralized evaluations – the group was expanded and diversified in 2017;
 - continue to update the centralized evaluation quality assurance system in line with the evaluation policy and recent best practice, focusing on efficiency and ethics; and
 - consolidate a system for supporting complementarity in the planning of centralized and demand-led decentralized evaluations and complementarity between evaluation and other WFP oversight and learning instruments.

D. Promoting the use of evaluation evidence and communications (purpose and cross-cutting outcome of the policy)

40. WFP's evaluation policy reaffirms the importance of ensuring that evaluations are useful to decision-makers and stakeholders by stimulating learning from and the use of evaluations to improve policies, strategies, programmes and operational decision-making. Taking into consideration resource limitations and the need for phased development of the function with the aim of achieving the policy's outcomes, in 2018 the priorities will be:
- developing a comprehensive communications strategy for the evaluation function;
 - continuing to support the systematic use of evaluation evidence for programme and policy planning and implementation through the consideration of evaluation evidence and recommendations from WFP's programme review process;
 - continuing to conduct learning workshops during the evaluation process, as appropriate and where resources permit, and broadening the range of webinars;

- fully populating WFP's upgraded evaluation intranet and internet pages to facilitate more effective sharing of evaluation information and evidence and to increase the accessibility of evidence from all WFP centralized and decentralized evaluations to internal and external users;
- integrating an evaluation perspective into data gathering and reporting, in collaboration with the Policy and Programme Division, the Vulnerability Analysis and Mapping Unit, the Innovation and Change Management Division, the Information Technology (IT) Division, the Communications Division and the Performance Management and Monitoring Division;
- broadening the range of communication tools to stimulate interest in and communication of evidence, and testing the tools on centralized evaluations; and
- continuing to plan and conduct centralized evaluations that are of maximum relevance to WFP's decision-making and evidence needs.

E. Engagement in the international evaluation system (policy outcome 4)

41. OEV will continue to engage in the international evaluation system, focusing on where it can add the greatest value and on the areas of most relevance to WFP's work. In the light of the 2030 Agenda, in 2018 OEV will focus on following through on commitments to:
- continuing to participate in the IAHE process within the humanitarian programme cycle of the Inter-Agency Standing Committee, subject to the availability of capacity and resources;
 - actively participating in the United Nations Evaluation Group's (UNEG's) work on ensuring that evaluations contribute to the delivery of results under the 2030 Agenda for Sustainable Development – OEV and the Office of the United Nations High Commissioner for Refugees (UNHCR) will co-convene UNEG's work on enhancing evaluation of the outcomes of the humanitarian principles and other efforts to strengthen evaluation of humanitarian action in the United Nations system; OEV will also contribute to UNEG's work on strengthening decentralized evaluation, professionalization, gender and human rights, knowledge management and the use of evaluation, partnerships and national evaluation capacities; WFP will convene a new work stream to update UNEG guidance on ethics;
 - continuing to enhance collaboration among the evaluation offices of the Rome-based agencies, focusing on joint learning and capacity-building initiatives;
 - continuing to contribute to and collaborate with other international professional networks;¹⁹ and
 - continuing to represent WFP in the steering committee of the International Initiative for Impact Evaluation thematic window on humanitarian action until its conclusion in 2018.

F. Evaluation function reporting (cross-cutting outcome)

42. Taking into account relevant developments in the corporate results framework and the Financial Framework Review, OEV will apply the reporting framework for the evaluation function – centralized and decentralized evaluation – using the purpose-built web-based platform and dashboard established in 2017.

¹⁹ For example, the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), on which OEV serves as a member of the steering group; and professional evaluation associations, such as the American Evaluation Association, the European Evaluation Association and the International Development Evaluation Association.

43. Building on the core key performance indicators (KPIs) developed in 2016 in the six groupings in the evaluation policy, management information will be progressively extended through updated and extended **information and reporting systems**. Following delays in 2017, which resulted from the reprioritization of OEV's work plan and the emergence of new opportunities offered by corporate IT developments, the following activities are being extended into 2018:
- i) collecting the data on core indicators available from existing information and reporting systems and reporting them in a redesigned annual evaluation report for 2017;²⁰
 - ii) progressively introducing additional KPIs to meet management information needs as WFP's systems are enhanced, as part of the Financial Framework Review; and
 - iii) completing the drafting of guidance on data collection for all KPIs.
44. Reporting and management information systems will continue to be developed as necessary to take into account future corporate developments.

²⁰ To be presented to the Board at its 2018 annual session.