

ANNEX V

Office of Evaluation work plan 2019–2021

Introduction

1. This annex sets out the Office of Evaluation (OEV) proposed programme of work for 2019–2021. It is the third work plan to implement the corporate evaluation strategy¹ that flows from the WFP evaluation policy (2016–2021)² and the Evaluation Charter.³ Together, these documents establish the vision, strategic direction and normative and accountability framework of the evaluation function. They clarify the institutional arrangements and implementation plan for embedding evaluation in a phased approach throughout WFP through expansion of the centralized evaluation function and its augmentation with a demand-led decentralized evaluation function.
2. The 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.
3. Given OEV's responsibility for overseeing the entire evaluation function, this annex begins with the estimated corporate resources required for the evaluation function, which is followed by OEV's divisional work plan.

Evaluation function overall requirements

4. The work plan has a three-year timeframe (2019–2021) in accordance with WFP's Management Plan and continues the phased approach to resourcing and implementation laid out in the evaluation policy and the related corporate evaluation strategy.
5. Deliverables for 2019 and the perspectives for 2020–2021 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).⁴
6. In 2018 OEV was restructured in order to manage the increase in the number of decentralized and centralized evaluations envisaged in the coverage norms of the evaluation policy. In allocating its human and financial resources in 2019, OEV proposes to prioritize the establishment of adequate fixed-term staff capacity and a quality assurance mechanism in order to cover the increased volume of centralized evaluations, specifically:

¹ Endorsed by the Executive Management Group, April 2016.

² WFP/EB.2/2015/4-A/Rev.1.

³ Issued by the Executive Director, May 2016.

⁴ 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). It comprises the WFP Strategic Plan (2017–2021), the Policy on Country Strategic Plans, the Financial Framework Review, including country portfolio budgets, and the Corporate Results Framework (2017–2021).

- a sharp increase in the number of country portfolio evaluations (CPEs) required by WFP's Policy on Country Strategic Plans,⁵ which will rise from approximately 4 per year to between 12 and 15 per year from 2020 onwards;⁶
 - increased coverage of evaluations of corporate emergency responses, as requested by the Executive Board;
 - an increased number of global evaluations of policies and of work in strategically important thematic areas per year in order to make sufficient progress towards the coverage norms; and
 - implementation of the new impact evaluation strategy, which covers both centralized and decentralized impact evaluations.
7. It is proposed to increase the evaluation surge capacity at regional levels in order to support the six regional evaluation officers in meeting the increase in demand for decentralized evaluations, which has been more rapid than expected.
8. 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 2019-2021. 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, particularly in light of the approval of CSPs throughout 2018, which has implications for the planning of CSPEs and decentralized evaluations. OEV will endeavour to respond flexibly to trends as they emerge during implementation of the IRM in the context of the 2030 Agenda, based on the human and financial resources available.
9. The table also highlights the diversification of funding sources for the evaluation function. Two new sources have been included from 2019 onwards:
- Programme sources ([3] in the table) are funds for CSPEs that are sourced from the country portfolio budgets.
 - Regional investment case ([6]): In 2018, OEV coordinated the preparation of a consolidated investment case aimed at supporting the evaluation function in meeting the demand for decentralized evaluations in all regions. This source is therefore pending the funding decision of WFP management.

TABLE A.V.1: ESTIMATED OVERALL RESOURCE REQUIREMENTS FOR THE EVALUATION FUNCTION (September 2018)							
Main elements	Funding source	USD million					
		2016	2017	2018	2019	2020	2021
OEV (centralized evaluation (CE) and decentralized evaluation (DE))		<i>Resources available</i>			<i>Requirement</i>		
OEV work plan	PSA staff costs	2.40	3.05	3.00	5.68	6.38	6.99

⁵ Approved by the Board at its 2016 second regular session (WFP/EB.2/2016/4-C/1/Rev.1), the CSP policy requires an evaluation for every CSP.

⁶ As the scope of these evaluations will be WFP's country strategic plans, they will be referred to as country strategic plan evaluations (CSPEs) instead of CPEs from 2019 onwards.

TABLE A.V.1: ESTIMATED OVERALL RESOURCE REQUIREMENTS FOR THE EVALUATION FUNCTION (September 2018)							
Main elements	Funding source	USD million					
		2016	2017	2018	2019	2020	2021
	PSA other costs	3.72	5.33	4.82	5.90	7.42	8.04
	Multilateral funding for support to DE system ^[1]	-		0.50	0.59	0.50	0.50
	Programme sources ^[2]	2.84		-			
	Programme sources ^[3]				2.00	3.25	3.25
OEV - subtotal		8.96	8.38	8.32	14.17	17.55	18.78
Established staff positions		12	15	15	29	32	32
Staff costs as % of total OEV budget		26.79%	36.40%	36.06%	40.08%	36.35%	37.22%
<i>Non-OEV (support to DEs)</i>							
Regional evaluation officers	PSA	-	1.60	1.61	1.64	1.64	1.64
Contingency evaluation fund ^[4]	PSA	-	1.50	1.50	1.50	1.50	1.50
Decentralized evaluations ^[5]	Programme sources		2.96	5.33	4.76	3.73	3.73
Regional investment case ^[6]	tbc				1.69	1.69	1.69
Outside OEV - subtotal			6.06	8.44	9.59	8.56	8.56
Total			14.44	16.76	23.76	26.11	27.34
Total as % of WFP contributions income ^[7]		0.15%	0.24%	0.23%	0.35%	0.38%	0.40%

CE = centralized evaluation; DE = decentralized evaluation; PSA = programme support and administrative.

^[1] Multilateral funding for supporting the decentralized evaluation system.

^[2] In 2016, constituted project funds for the operation evaluations series.

^[3] From 2019, constitutes programme funds for CSPEs sourced from country portfolio budgets.

^[4] Top-up funding for decentralized evaluations.

^[5] Costs of decentralized evaluations do not include the cost of evaluation management by WFP staff.

Figures for 2017 are based on the number of decentralized evaluations that started (preparation phase) in 2017.

Figures for 2018 are based on the number of decentralized evaluations that started or are expected to start in 2018.

Figures for 2019, 2020 and 2021 are projections based on the planned number of decentralized evaluations.

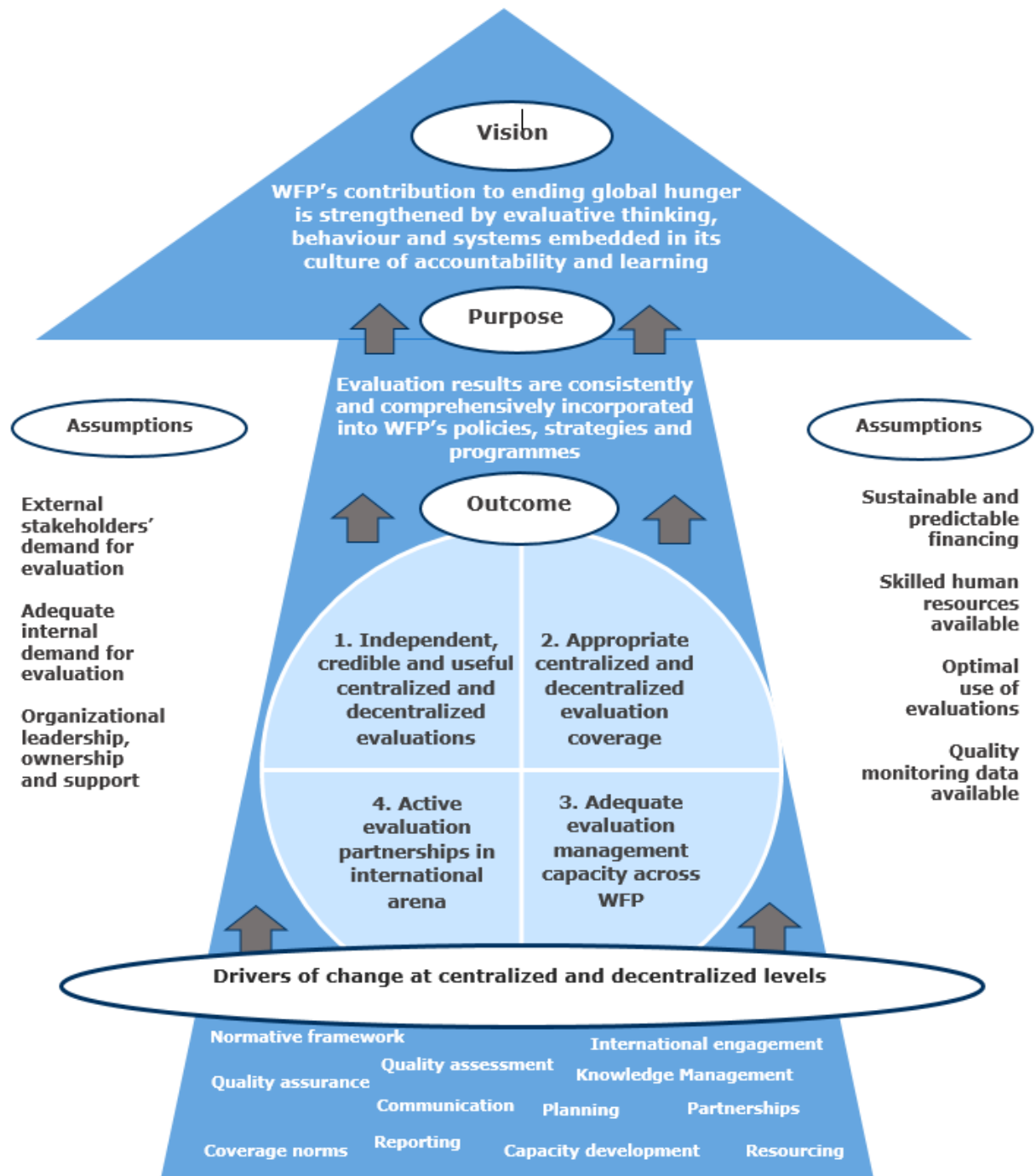
^[6] Carry forward from the regional investment case for 2019 to be budgeted again based on actual needs.

^[7] Figures for 2016 and 2017 are based on actual contributions income. Figure for 2018 is based on projected

contributions income as presented at the second informal consultation on the Management Plan (2019–2021)

(6 September 2018). Figures for 2019, 2020 and 2021 are based on projected contributions income of USD 6.8 million per year, as presented at the first informal consultation on the Management Plan (2019–2021) (25 July 2018).

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



OEV work plan for 2019–2021: Summary

10. The remainder of this document concerns OEV work plan for 2019 and the outlook for OEV in 2020–2021. The outlook is provisional and will be reviewed annually to take into account the rollout of the IRM, developments outside 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).
11. In summary, in 2019, OEV will deliver:
 - A. independent evidence that supports accountability and learning and is generated 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 by evaluations and the volume of resources available for evaluation – related to outcome 1 in the policy;
 - B. expanded guidance, technical advice, quality support and capacity building systems for the appropriate planning, funding and conduct of increasing numbers **of centralized and decentralized evaluations** – related to outcomes 1 and 2;
 - C. expanded rollout of the multi-year programme on developing evaluation capacity throughout WFP, in collaboration with regional bureaux and the Human Resources Division, and increased staffing for the evaluation function through the continuation of a monitoring and evaluation (M&E) workforce planning exercise and the establishment of an M&E Future International Talent (FIT) Pool, both initiated in 2018 jointly with the Performance Management and Monitoring Division and the Human Resources Division – related to outcome 3;
 - D. continued contribution to and shaping of the United Nations system-wide arrangements for evaluation at the global, regional and country levels and inter-agency humanitarian evaluations (IAHEs), in line with the Sustainable Development Goals (SDGs) and the ongoing United Nations reform agenda led by the Secretary-General; engagement in strategically relevant **evaluation partnerships and networks** in the international arena; and provision of advice to regional bureaux and country offices on regional and national evaluation partnerships and networks – related to outcome 4;
 - E. application and embedding of institutional arrangements and systems for the **overall evaluation function** set by the Evaluation Charter – related to all outcomes;
 - F. enhancement of the evaluation knowledge management system in order 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 cross-cutting work stream in the evaluation strategy; and
 - G. application and maintenance of **information and reporting systems** that enable oversight of the entire evaluation function, both centralized and decentralized⁷ – related to all outcomes and a cross-cutting work stream in the evaluation strategy.

⁷ Subject to there being no significant delays in application of the new financial framework.

Resources for OEV 2019 work plan

12. The total resources required by OEV for 2019 in order to ensure balanced progress towards each of the four interdependent outcomes of WFP's evaluation policy, with implementation phased in accordance with the corporate evaluation strategy, are currently costed at **USD 14.17 million** (see table A.V.1). The total resources so far available to OEV from all sources for the 2019 work plan are USD 12.98 million: **USD 10.39 million** from the programme support and administrative (PSA) budget with a further USD 2 million from programme sources for CSPEs, which will be sourced from country portfolio budgets and USD 0.59 million from multilateral funding (see table A.V.2).

Main elements	Funding source	Comparison 2016	Comparison 2017	2018	2019
OEV work plan	PSA base – total	6.12	6.88	7.43	10.39
	PSA base – staff costs	2.40	3.05	3.00	5.66
	PSA base – other costs	3.72	3.83	4.42	4.73
	PSA equalization account investment case (IC) ^[1]	-	1.50	0.40	
	Multilateral	-		0.50	0.59
Single operation evaluations	Programme sources	2.84	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
CPEs from CSP budgets ^[2]	Programme sources				2.00
Total		8.96	8.38	8.32	12.98

^[1] The source for 2017 and 2018 was the PSAEA.

^[2] To be secured.

CPE = country portfolio evaluation; PSAEA = programme support and administrative equalization account.

13. The resources currently available for **2019**, will allow OEV to meet expectations in the coverage norms for CSPEs and to increase its support to the decentralized evaluation function sustainably, subject to decisions made by the sustainable financing task force chaired by the Budget and Programming Division and established in order to clarify, among other issues, the mechanism by which funding will be made available to OEV in a timely manner for conducting the CSPEs. Work will include the augmentation of OEV's established staff in order to deliver the sustained increase in centralized evaluations envisaged in the evaluation policy coverage norms and to meet the significant additional requirements for evaluation coverage introduced by the CSP policy, which will result in a higher demand for CSPEs in 2019 and the need to prepare for a significant increase in the number of CSPs to be evaluated from 2020 onwards.
14. There is a gap of USD 1.54 million between the needs-based budget of USD 14.17 million (see table A.V.1) and the proposed available resources of USD 12.98 million (see table A.V.2). The work plan therefore prioritizes the most efficient activities for sustainably achieving the

- goal of the evaluation policy and moving towards attainment of the coverage norms. Fundamental recurring costs for OEV's delivery of the required activities in the augmented evaluation function are also built into the work plan.
15. OEV has submitted an investment case for USD 1.54 million to fill this gap, subject to further consideration by WFP management. The funding would cover two policy evaluations that have been postponed pending management's decision on the investment case in 2019, and one corporate emergency evaluation of the planned WFP emergency response in Yemen, which is subject to agreement on cost sharing with WFP management.
 16. The work plan outlook for 2020 and 2021 assumes that regular progress will continue to be made towards the evaluation policy's target of 0.8 percent of WFP contribution income being dedicated to evaluation – both centralized and decentralized⁸ – 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.⁹
 17. 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:
 - using long-term agreements with a wide range of evaluation service providers for both centralized and decentralized evaluations;¹⁰
 - outsourcing activities, where outsourcing creates scalable services and cost savings, while maintaining quality standards such as those in the quality support mechanism for decentralized evaluations, the post hoc quality assessments of all evaluations and the management information system, supporting the evaluation function's reporting;
 - systematically consolidating and sharing evidence from both decentralized and centralized evaluations in order to inform the development of CSPs;
 - consolidating regional evaluation-related needs such as funding or workforce planning, including through joint work with the Performance Management and Monitoring Division on strengthening the M&E workforce throughout WFP;
 - creating synergies among evaluations by conducting them in series and producing syntheses of findings in order to enhance the evaluations' contribution to knowledge; and
 - 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.
 18. Over recent years the staffing structure has remained stable while the work plan has expanded considerably since the adoption of the policy. In particular, as shown in table A.V.1, for the period covered by the evaluation policy an increase in OEV's established

⁸ Recognizing that the budgets for decentralized evaluations are managed by other units, not OEV.

⁹ The financial framework includes provisions for funding all CSPEs from country portfolio budgets, although the CSPEs will be managed by OEV.

¹⁰ Long-term agreements provide multiple advantages, including greater administrative efficiency.

staff budget is needed from 2019 onwards in order to allow delivery of the planned outputs and outcomes.

19. In 2019, OEV's total required staff budget is USD 5.68 million, compared with USD 3.00 million in 2018 and USD 3.05 million in 2017. This sharp increase is explained mainly by the need for OEV to deliver its expanding work plan in order to meet coverage norms in a sustainable manner. This will be achieved through the establishment of 14 fixed-term positions at various grades, replacing the current temporary consultant positions. To date more than 50 percent of OEV staff have filled temporary positions and this creates risks for the delivery of the programme of work and for quality standards. In 2019, the ratio will be reduced to about 20 percent, contributing to the development of a strengthened evaluation cadre.
20. Table A.V.3 provides an overview of OEV's plan for centralized evaluations in 2019 and the provisional outlook for 2020 and 2021. The rationale and details of these deliverables are discussed in section A.

2018 OEV deliverables and 2019–2020 outlook

A. Centralized evaluations (outcome 2)

21. 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. There are two main types of centralized evaluation: global evaluations of policies, global programmes and strategic themes; and country-specific evaluations, comprising evaluations of Level 3 humanitarian emergency responses – regional or national – CSPs and the impact of WFP activities.
22. The programme of evaluations for 2019–2021 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 in order 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.
23. During 2018, OEV made several adjustments to the work plan for 2018–2019:
 - Three CPEs were planned for 2018 with a view to strengthening the evidence base for the preparation of CSPs that will be presented to the Board in late 2018 and early 2019. However, it was possible to start only one of the planned CPEs.
 - The choice of topics and the timelines for strategic evaluations planned for this period were adjusted to prioritize evaluations of direct relevance to the initial phase of IRM implementation.
 - This influenced the selection of policy evaluations and it was decided to evaluate the WFP people strategy (2014) instead of the school feeding policy (2013) as the latter will be covered in the scope of the strategic evaluation of the effects of school feeding on hunger and nutrition planned for 2019.
 - In light of the continuing and protracted Level 3 emergencies, increased attention will be directed to these emergencies through evaluations of emergency responses, CSPEs and one strategic evaluation.

24. The norm governing the evaluation of WFP's policies is set by the WFP policy formulation document approved by the Board in 2011.¹¹ It requires that policies approved after 2011 be evaluated from four to six years after the start of implementation in order to contribute evaluation evidence and learning to WFP's policy cycle. For policies approved **prior to 2011**, evaluation either of the policy itself or of the theme addressed by the policy is considered based on the criterion of continuing relevance to WFP's work or potential to contribute to new policy development.
25. The outlook for policy evaluations in 2019 (see table A.V.3) includes prioritization of the planned evaluation of the **gender policy**. Policy evaluations initiated in 2018 and continuing in 2019 include evaluations of WFP's updated safety nets policy (2012) and the people strategy (2014–2017), which OEV was asked to evaluate in late 2017 after approval of its work plan by the Board.
26. Subject to available funding in 2019, OEV will complete evaluations of the **policy on peacebuilding in transition settings** (2013) and of WFP's **HIV and AIDS policy** (2010 with updates in 2015, 2017 and 2018). Additional policy evaluations are foreseen for 2020 and 2021 and OEV will consult WFP management in order to determine priorities that are coherent with the resource outlook.
27. **Strategic evaluations** are forward-looking and focus on strategic themes, systemic or emerging corporate issues and/or programmes and initiatives with global or regional coverage. OEV's previous plans have been updated following a review of topics of strategic relevance and potential for contributing to organizational learning. Based on findings from the review, OEV proposes to carry out a number of evaluations supporting core aspects of the organizational change undertaken in order to implement WFP's Strategic Plan (2017-2021), increase WFP's efficiency and effectiveness and respond to the rapid changes in the internal and external contexts in which WFP works. Selected topics and timing were discussed with the evaluation function steering group, the executive management group and the Board.
28. The first of the strategic evaluations in this series – of the pilot CSPs – will be completed in 2018 with the second strategic evaluation, on resilience, being submitted for consideration at the Board's first regular session in 2019. These will be followed by an evaluation of **WFP's capacity to respond to emergencies**, which will examine the influence of systems and procedures on the scale, coverage, speed and quality of WFP's response, the roles of the coordination and humanitarian clusters and transitions into and out of emergency response.
29. New starts in 2019, include an evaluation of the **funding of WFP**, which will evaluate WFP's ability to secure predictable and adequate resources, the use of trust funds, pooled funds and joint fundraising approaches, and partnerships with governments and the private sector; and an evaluation of the **effects of school feeding on hunger and nutrition**, which will enable OEV to meet the coverage norm for evaluation of the school feeding policy (2013) while expanding the scope of the evaluation to a broader consideration of related topics such as capacity strengthening, technical assistance, South-South and triangular cooperation and partnerships. Topics for two strategic evaluations per year in 2020 and 2021 have been identified, subject to continued relevance and resource availability.

¹¹ WFP/EB.A/2011/5-B.

30. 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 or parts thereof, centralized CSPEs will become a primary accountability instrument and a learning tool, providing evidence of the strategic positioning, performance and results of all WFP's CSPs, which range from three to five years in duration. The first CSPEs implemented under the new framework will commence in 2019, funded from programme resources from CSP budgets.
31. In 2018, three CPEs that had started in 2017 were completed and one was started (Ethiopia) to be presented to the Board in 2019. A further two CPEs were planned for Malawi and Madagascar, but unfortunately it was not possible to commission them: the agreed timeline for preparation of the Malawi CSP proved to be too short to allow the use of CPE results; and in Madagascar, it proved impossible to recruit a competent evaluation team able to conduct the CPE in time to provide results for informing design of the CSP.
32. The lists of countries in table A.V.3 are based on current planning projections for the IRM: eight CSPEs will be conducted within the IRM framework in 2019, increasing to 13 in 2020 and to between 15 and 20 per year thereafter. In 2019, OEV will continue to lay the foundations for meeting this increased demand, adapting the CPE model to the CSP framework, streamlining processes for optimum efficiencies and ensuring that adequate staff resources and expertise are available through a restructuring of OEV.
33. In line with the Board's request for increased coverage of evaluations of **corporate emergency responses** (Level 3 and multi-country Level 2 responses), OEV will continue to follow its two-pronged approach: every Level 3 and multi-country Level 2 emergency response will be evaluated by OEV in an evaluation that examines WFP's response alone, or within a joint IAHE. The benefits of joint IAHEs over evaluations of WFP responses on their own include cost efficient ways of achieving coverage, minimizing the burden on United Nations country teams in challenging environments and enabling the evaluation of WFP's performance in broad partnerships.
34. OEV plans to start two of each of these types of evaluation in the period from 2019 to 2021. In 2019, the evaluation of WFP's response in northern Nigeria and the Lake Chad Basin will be completed, and two evaluations of the Yemen and Rohingya crisis responses will be started. It is also anticipated that two IAHEs (either crisis-specific or thematic) will be commissioned, in accordance with the revised IAHE model and subject to the capacity and resources of the IAHE steering group. Looking ahead, evaluations of country-specific Level 2 emergency responses may also be considered, where resources permit and where the evaluations would complement planned decentralized evaluations.
35. In 2019, a new strategy for impact evaluations will be finalized, covering both centralized and decentralized approaches. The strategy will inform OEV's efforts to enhance WFP's capacity to deliver and use impact evaluations in ways that support organizational learning. It will inform the design and implementation of new series of impact evaluations that generate evidence and inform operational improvements in important areas. The first of these series, entitled "CBTs and gender impact evaluation series" is currently under development and will be started in 2019. A further series will be initiated in the course of 2019. The strategy will build on experience of the strategic global partnership with the International Initiative for Impact Evaluation (3ie) on the series of impact evaluations on moderate acute malnutrition, conducted between 2015 and 2017,¹² and on the potential for further partnerships. Partnering provides access to the highly specialized expertise needed

¹² Part of a series of wider multi-institutional evaluations of humanitarian impacts.

for delivering credible, quality impact evaluations that meet the particular methodological challenges of humanitarian contexts.

36. Looking ahead, the increased numbers of CSPEs led by OEV from 2020 onwards in order to meet the CSP policy's coverage norm is expected to provide a significant body of good-quality, country-level evaluation evidence. From this evidence, OEV plans to produce thematic synthesis reports of global and possibly regional scope. At the same time, the volume of decentralized evaluations will also increase, and when OEV is satisfied with the quality of the evidence generated it should be possible to produce syntheses of evidence by region and/or theme.

**TABLE A.V.3: CENTRALIZED EVALUATION PLAN, 2019 AND OUTLOOK FOR 2020 AND 2021
(September 2018)**

Type	2019	2020	2021
Policy	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> Safety nets update (A/19) People strategy (2/19) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Gender (A/20) <p><i>Pending funding:</i></p> <ul style="list-style-type: none"> HIV/AIDS (tbc) Peacebuilding in transition settings (tbc) 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> Gender (A/20) <p><i>Pending funding:</i></p> <ul style="list-style-type: none"> HIV/AIDS (tbc) Peacebuilding in transition settings (tbc) <p><i>New starts:</i></p> <ul style="list-style-type: none"> 2 topics to be determined 	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> 2 topics 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 2018:</i></p> <ul style="list-style-type: none"> WFP's capacity to respond to emergencies (1/20) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Funding for WFP's work (A/20) Effects of school feeding on hunger and nutrition (2/20) 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> Funding for WFP's work (A/20) Effects of school feeding on hunger and nutrition (2/20) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Managing organizational change Programme design in an era of collective action 	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> Managing organizational change Programme design in an era of collective action <p><i>New starts:</i></p> <ul style="list-style-type: none"> WFP's use of technology in constrained environments Supply chain management strategy
Country strategic plans	<p><i>New starts:</i></p> <ul style="list-style-type: none"> Bangladesh CSP Cameroon CSP Democratic Republic of the Congo ICSP Lebanon CSP Syrian Arab Republic ICSP Timor-Leste CSP Indonesia CSP Islamic Republic of Iran ICSP 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> Bangladesh CSP Cameroon CSP Democratic Republic of the Congo ICSP Lebanon CSP Syrian Arab Republic ICSP Timor-Leste CSP Indonesia CSP Islamic Republic of Iran ICSP <p><i>New starts:</i></p> <ul style="list-style-type: none"> Afghanistan CSP China CSP Colombia CSP 	<p><i>Continued from 2020: tbc</i></p> <p><i>New starts:</i></p> <ul style="list-style-type: none"> Bolivia (Plurinational State of) CSP Kyrgyzstan CSP Mauritania CSP Myanmar CSP Namibia CSP Nigeria CSP Pakistan CSP Peru CSP Philippines CSP Sri Lanka CSP State of Palestine CSP

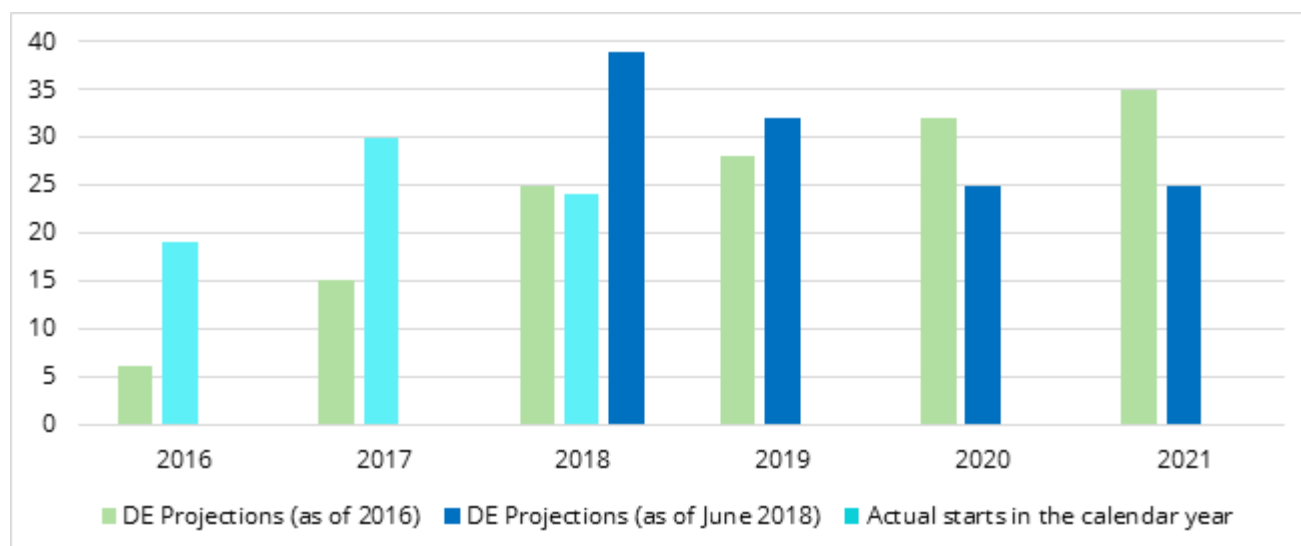
TABLE A.V.3: CENTRALIZED EVALUATION PLAN, 2019 AND OUTLOOK FOR 2020 AND 2021 (September 2018)			
Type	2019	2020	2021
		<ul style="list-style-type: none"> Ecuador CSP El Salvador CSP The Gambia CSP Guatemala CSP Honduras CSP Democratic People's Republic of Korea ICSP Lao People's Democratic Republic CSP Mozambique CSP United Republic of Tanzania CSP Zimbabwe CSP 	<ul style="list-style-type: none"> Tunisia CSP Uganda CSP
Humanitarian emergency response	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> WFP response in northern Nigeria (2/19) IAHE topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> Yemen WFP emergency response (tbc) Rohingya refugee crisis (Bangladesh/Myanmar) (tbc) 2 IAHEs to be determined 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> Yemen response (tbc) Rohingya refugee crisis (Bangladesh/Myanmar) (tbc) 2 IAHEs (tbc) <p><i>New starts:</i></p> <ul style="list-style-type: none"> 2 WFP emergency responses (tbc) 2 IAHEs (tbc) 	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> 1 WFP emergency response 2 IAHEs (tbc) <p><i>New starts:</i></p> <ul style="list-style-type: none"> 2 WFP emergency responses (tbc) 2 IAHEs (tbc)
Impact	<p><i>Continued from 2018:</i></p> <ul style="list-style-type: none"> CBTs and gender impact evaluation series 	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> CBTs and gender impact evaluation series New series to be determined 	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> CBTs and gender impact evaluation series New series to be determined
Syntheses	<ul style="list-style-type: none"> Synthesis of WFP's country portfolio evaluations in Africa (2016–2018) (A/19) 	<ul style="list-style-type: none"> Topic relevant to the WFP strategic plan and/or based on regional demand to be determined 	<ul style="list-style-type: none"> Topic relevant to the WFP strategic plan and/or based on regional demand to be determined

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

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

37. OEV's projections of the volume of decentralized evaluations takes into account planned new starts of CSPs and ICSPs and regional evaluation plans. The actual numbers of decentralized evaluations (new starts)¹³ in 2016 and 2017 and the latest plans for 2018 and 2019 are higher than the original projections made in early 2016 (see figure B.V.1). The projections for 2020 and 2021 are provisional estimates only.

Figure B.V.1: Projections of decentralized evaluations, 2016-2021



38. Reflection on future strategic priorities for the decentralized evaluation function took place in early 2018 when an extensive review was undertaken. Building on the positive start to the establishment of a decentralized evaluation function, an action plan was developed, which envisages maintaining and further enhancing and expanding the core elements of the enabling framework for decentralized evaluations – guidance, a helpdesk, an outsourced quality support service, the evaluation learning programme, access to evaluation expertise and the contingency evaluation fund – focusing on the following priorities for 2019:
- i) in line with the demand-led model adopted by WFP, promoting utility-focused evaluation planning, and balancing the bottom-up approach to decentralized evaluation planning developed in the context of CSPs by following a strategic, cluster-based or thematic approach in order to ensure that decentralized evaluations are closely linked to corporate strategic priorities and complement centralized evaluations;
 - ii) continuing efforts to embed evaluation costs within CSP budgets and engage with donors in order to ensure that financial resources are in place for the delivery of independent, credible and useful decentralized evaluations;
 - iii) re-examining the human resource implications of the decentralized evaluation function in country offices and regional bureaux and exploring options for addressing the growing pressures on country offices; a workforce planning exercise initiated in 2018 in collaboration with the Human Resources Division and the Performance Management and Monitoring Division is expected to inform a number of

¹³ Decentralized evaluations are considered to have started once they enter the preparation phase with formulation of terms of reference.

- actions that will be implemented in 2019, including among others the establishment of an M&E Future International Talent (FIT) Pool;
- iv) preparing a consolidated investment case based on the resource needs of all regions and building on experience gained with the first regional investment case developed in 2018;
 - v) continuing to expand evaluation capacity and enhance professionalism by building on the success of WFP's evaluation learning programme (EvalPro), including through leadership in country offices and the sharing of expertise with other United Nations agencies that work on evaluation;
 - vi) putting in place measures for ensuring that WFP staff who commission evaluations understand the meaning and importance of impartiality and are able to protect it;
 - vii) continuing to support regional evaluation officers in the operationalization of the six regional evaluation strategies; promoting the sharing of best practices among regions, with particular emphasis on safeguarding the impartiality provisions and on ethical considerations; and further enhancing evaluation quality and maximizing use;
 - viii) maintaining OEV's internal decentralized evaluation helpdesk and augmenting expertise in supporting impact evaluations and decentralized evaluations commissioned by headquarters divisions;
 - ix) establishing an enhanced corporate evaluation management response system that includes decentralized evaluations and creates synergies with other oversight functions; and
 - x) expanding guidance on evaluation partnerships and the development of national evaluation capacity and providing tailor-made lesson exchanges, coaching, advice and support to staff engaging in regional and national evaluation networks and associated initiatives related to the 2030 Agenda.
39. OEV will continue to provide the regional bureaux with support for evaluation planning in order to ensure that the coverage norms laid out in the evaluation policy are applied. Decentralized evaluation plans will take into account the planned country-level coverage of CSPEs in order to ensure maximum complementarity. While CSPEs assess the strategic positioning, coherence and performance of WFP's overall strategic plan in a country, decentralized evaluations cover specific themes and activities within a CSP and are intended to address specific knowledge gaps where the evidence base is weak and/or donors stipulate specific accountability requirements.
- C. Overall evaluation function (outcomes 1-4)**
40. 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.
41. In 2019, OEV will:
- communicate proactively with staff about the evaluation policy and the implementation and outputs of the corporate evaluation strategy including through the community of practice and the regular evaluation newsletter initiated in 2018;

- 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 – and, in particular, provide strategic support for the implementation of regional evaluation strategies and plans;
- apply to all evaluations – centralized and decentralized – the post-hoc quality assessment system that was established in 2017;
- set up sustainable financing mechanisms for decentralized and centralized evaluations in accordance with the directions set by WFP's Strategic Plan (2017-2021) and the updated IRM of 2018; and
- strengthen staffing for the evaluation function throughout WFP, building on the joint M&E workforce planning exercise initiated in 2018 and the joint M&E FIT Pool, which is due to come into effect in 2019 and will enable all levels of WFP to draw on a pool of pre-qualified M&E experts in order to strengthen the monitoring and evaluation functions in country offices, regional bureaux and headquarters units; OEV is also collaborating intensively with the United Nations Volunteer Programme, particularly its youth programme, with a view to exposing young professionals to M&E work in the field.

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

42. 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 in the improvement of 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 2019 the priorities will be:
- starting implementation of the communication and knowledge management strategy for OEV, which was developed in 2018;
 - 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;
 - regularly maintaining WFP's upgraded evaluation intranet and internet pages in order 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; and
 - building on the experience gained in 2018 with the new communication tools and improving them further based on feedback from users.

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

43. 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 light of the 2030 Agenda, in 2019 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 – OEV will co-convene a number of UNEG working groups, such as a working group on professionalization of the evaluation function with the International Labour Organization and the Organisation for the Prohibition of Chemical Weapons, which will include engagement with the United Nations System Staff College on the development of a basic evaluation course for all United Nations staff; a decentralized evaluation interest group with the United Nations Population Fund; and a working group on ethics with the United Nations Children's Fund. OEV will also contribute to the groups on gender and human rights and on knowledge management and the use of evaluation, and to the humanitarian evaluation interest group;
- continuing to enhance collaboration among the evaluation offices of the Rome-based agencies, focusing on joint learning and capacity building initiatives, particularly the EvalForward community of practice for SDG 2;
- supporting the elements of the United Nations reform process that are related to evaluation, particularly regarding the way forward for joint evaluations of United Nations development assistance frameworks; and
- continuing to contribute to and collaborate with other international professional networks.¹⁴

F. Evaluation function reporting (cross-cutting outcome)

44. Taking into account relevant developments in the corporate results framework, OEV will continue to use the reporting framework for the evaluation function – centralized and decentralized evaluation – that was introduced in the 2017 annual evaluation report.
45. Building on the core key performance indicators that were developed in 2016 in the six groupings in the evaluation policy, and following completion of the first phase of the establishment of its management information system in 2018, OEV will progressively extend **information and reporting systems** in order to serve the internal monitoring requirements of the evaluation function.
46. In addition to the continuous collection of the data needed to inform measurement of the core key performance indicators currently available, this will require OEV to:
 - i) progressively introduce additional specific key performance indicators that meet internal management information needs as WFP's systems are enhanced;
 - ii) complete the drafting of guidance on data collection for all key performance indicators; and
 - iii) start the second phase of development of the information technology platform for managing the collection and presentation of the new set of key performance indicators for internal use.
47. Reporting and management information systems will continue to be developed as necessary in order to take into account future corporate developments.

¹⁴ 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 Society and the International Development Evaluation Association.