

ANNEX VI

Office of Evaluation work plan 2020–2022

Introduction

1. This annex sets out the Office of Evaluation (OEV) proposed programme of work for 2020–2022. It is the fourth 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 across 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 for Sustainable Development.
3. Given OEV's responsibility for overseeing the entire evaluation function, this annex begins with the estimated corporate resources required for the evaluation function and continues with OEV's divisional work plan.

Evaluation function overall requirements

4. The work plan has a three-year timeframe (2020–2022) 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 2020 and the perspectives for 2021–2022 described in the document are based on the strategic priorities set by the evaluation policy, aligned with the evaluation requirements related to WFP's strategic plan.
6. Following its 2018 restructuring, in 2019 OEV prioritized the establishment of adequate fixed-term staff capacity to cover the increasing volume of centralized evaluations. This effort will continue in 2020 as the number of expected centralized evaluations will continue to increase through:
 - continued growth in the number of country strategic plan evaluations (CSPEs) required by WFP's Policy on Country Strategic Plans,⁴ which will rise from approximately 4 per year to between 12 and 15 per year from 2020 onwards;
 - increased coverage of evaluations of corporate emergency responses, as requested by the Executive Board;
 - an increased number of global evaluations of policies in order to ensure progress towards the coverage norms;
 - continued delivery of strategic evaluations focused on strategically important thematic areas related to the strategic plan and leadership priorities; and
 - implementation of the impact evaluation strategy finalized in 2019, which covers both centralized and decentralized impact evaluations.
7. It is proposed that the establishment of evaluation surge capacity at the regional level – which was initiated in 2019 with the aim of supporting the six regional evaluation officers in meeting the demand for decentralized evaluations of increasing number and complexity – be consolidated.

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 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.

8. Table A.VI.1 shows the evolution of resource requirements for the evaluation function throughout WFP from the start of the evaluation policy in 2016, with estimates for 2020–2022. 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 current volatility of CSP cycles as WFP seeks to align its CSPs with the United Nations sustainable development cooperation frameworks (UNSDCFs) in countries, which has implications for the planning of CSPEs and decentralized evaluations. OEV will endeavour to respond flexibly to trends as they emerge, based on the human and financial resources available.
9. The table also highlights the diversification of funding sources for the evaluation function:
- Programme sources ([2] in the table) are funds for CSPEs that are sourced from country portfolio budgets.
 - Multi-donor funding for impact evaluation ([3] in the table). Building on initial contributions from Germany's Federal Ministry for Economic Cooperation and Development (BMZ), OEV has established a dedicated trust fund through which to channel support for impact evaluations from donors.
 - Budget for decentralized evaluations ([6] in the table) now includes the budget for conducting and managing evaluations; in past work plans, only the budget for conducting decentralized evaluations was reported in the table. For the 2018 annual evaluation report, OEV developed a method of estimating management costs which has been used retroactively to better account for the budget allocated to decentralized evaluation since adoption of the evaluation policy.
 - Regional investment case ([7] in the table). Following the good practice adopted in 2018, OEV has again coordinated the preparation of a consolidated investment case aimed at supporting the evaluation function in meeting the demand for decentralized evaluations in all regions.

Main elements	Funding source	USD million						
		2016	2017	2018	2019	2020	2021	2022
<i>OEV (centralized evaluation (CE) and decentralized evaluation (DE))</i>		<i>Resources available</i>				<i>Resources required</i>		
OEV work plan	PSA staff costs	2.40	3.05	3.00	5.70	7.03	7.03	7.03
	PSA other costs	3.72	5.33	4.82	4.70	6.45	6.45	6.45
	Multilateral funding for support to DE system [1]			0.50	0.59	0.58	0.58	0.5
	Programme sources [2]	2.84			1.75	3.25	3.25	5.50
	Multi-donor funding for IE [3]				0.56	1.00	0.67	0.56
OEV – subtotal		8.96	8.38	8.32	13.30	18.31	17.98	20.04
Established staff positions [4]		12	15	15	29	38	38	38
Staff costs as % of total OEV budget		27	36	36	45	38	39	35
<i>Non-OEV (support to DEs)</i>								
Regional evaluation officers	PSA		1.60	1.61	1.66	1.66	1.66	1.66
Contingency evaluation fund [5]	PSA		1.50	1.50	1.50	1.50	1.50	1.50
Decentralized evaluations [6]	Programme sources		3.55	5.94	5.53	4.02	4.16	2.11

Main elements	Funding source	USD million						
		2016	2017	2018	2019	2020	2021	2022
<i>OEV (centralized evaluation (CE) and decentralized evaluation (DE))</i>		<i>Resources available</i>				<i>Resources required</i>		
Regional investment case [7]	tbc				1.68	1.68	1.68	1.68
Outside OEV – subtotal			6.65	9.05	10.37	8.86	9.00	6.95
Total			15.03	17.37	23.67	27.17	26.98	26.99
Total as % of WFP contribution income [8]		0.15	0.25	0.24	0.34	0.38	0.38	0.38

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

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

[2] In 2016, constituted project funds for the operation evaluation series. From 2019, constitutes programme funds for CSPEs sourced from country portfolio budgets.

[3] Initial funding provided by BMZ in 2019 and planned for until 2023.

[4] in 2020, one staff position will be established mid-year.

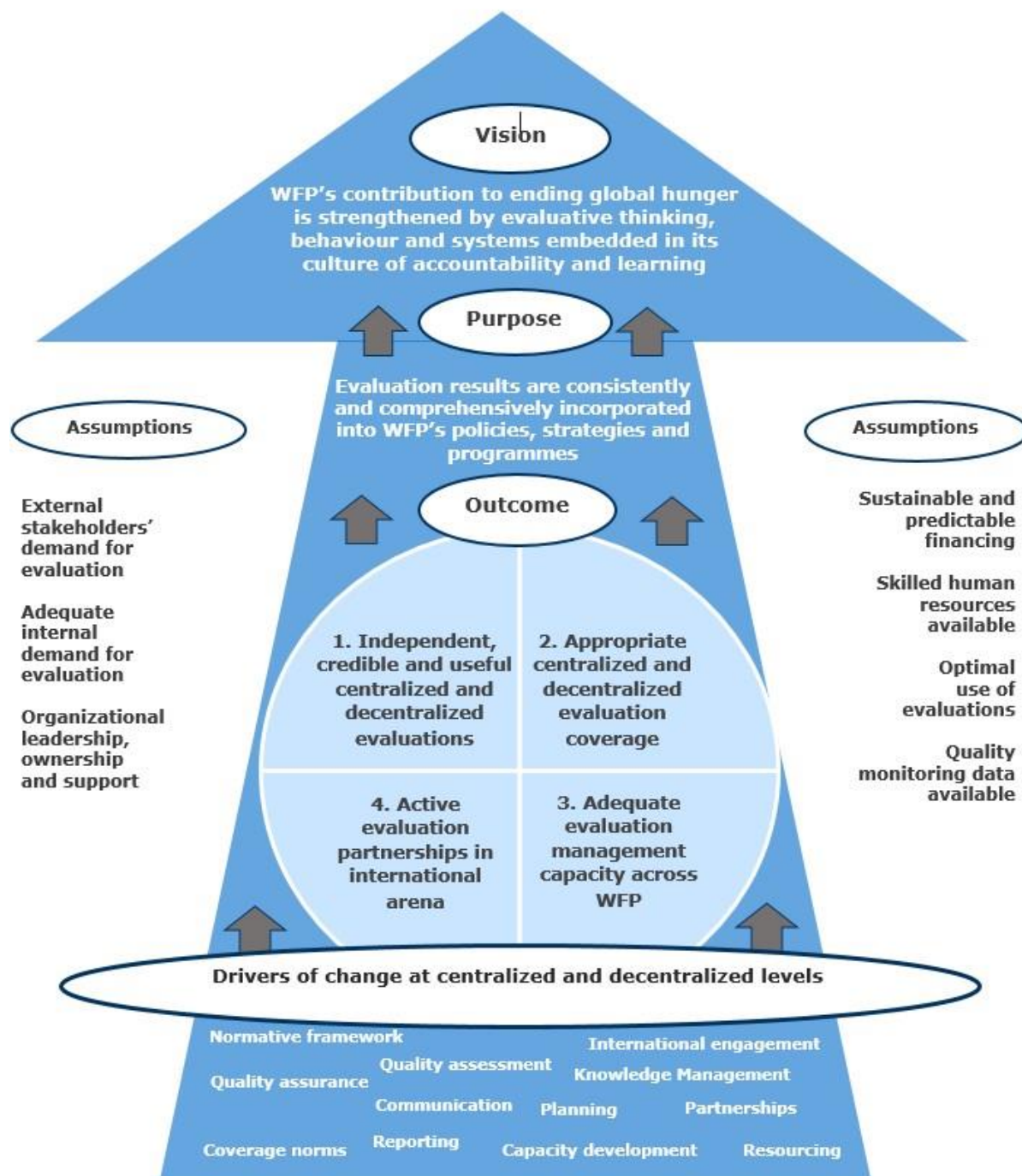
[5] Top-up funding for decentralized evaluations.

[6] Costs of decentralized evaluations include the cost of evaluation management by WFP staff. Figures for 2017 and 2018 are based on the numbers of decentralized evaluations that started (preparation phase) in 2017 and 2018. Figures for 2019 are based on the number of decentralized evaluations that started or are expected to start in 2019. Figures for 2020, 2021 and 2022 are projections based on the planned number of decentralized evaluations.

[7] Carried forward from the regional investment case of 2019 and 2020, but the amounts for 2021 and 2022 are to be budgeted based on actual needs and may change.

[8] Figures for 2016, 2017 and 2018 are based on actual contributions income. Figures for 2019 and 2020 are based on projected contributions income as presented at the first informal consultation on the management plan (2020–2022). Figures for 2021 and 2022 are duplications of the projected income figure for 2020 and may change.

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



OEV work plan for 2020–2022: Summary

10. The remainder of this document concerns OEV's work plan for 2020 and the outlook for OEV in 2021–2022. The outlook is provisional and reviewed annually to take into account developments within and 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.VI.1).
11. In summary, in 2020, 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. the pilot phase of WFP's **new impact evaluation strategy**, with increased human resources and capacity, diversified funding, improved guidance, enhanced partnerships and strategic communications dedicated to impact evaluation. The strategy is aligned with WFP's ambition of generating evidence from impact evaluations that is useful to operations and contributes to global efforts to end hunger and achieve Sustainable Development Goals (SDGs) – related to outcomes 1 and 2;
 - C. updated 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, 2 and 3;
 - D. increased staffing capacity to cover both monitoring and evaluation requirements across WFP through management of a monitoring and evaluation (M&E) Future International Talent (FIT) Pool set up in 2019 and continued implementation of the M&E workforce planning exercise with the Performance Management and Monitoring Division, the new Research, Assessment and Monitoring Division and the Human Resources Division – related to outcome 3;
 - E. continued contribution to and shaping of the United Nations system-wide arrangements for evaluation at the global, regional and country levels and for inter-agency humanitarian evaluations (IAHEs), in line with the 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;
 - 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 decentralized⁵ – related to all outcomes and a cross-cutting work stream in the evaluation strategy.

Resources for OEV 2020 work plan

12. The total resources required by OEV for 2020 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 18.31 million** (see table A.VI.1). The total resources so far available to OEV from all sources for the 2020 work plan are **USD 17.01 million**: USD 12.18 million from the programme support and administrative (PSA) budget; USD 3.25 million from programme sources for CSPEs, which will be sourced from country portfolio budgets; USD 0.58 million

⁵ Subject to there being no significant delays in application of the new financial framework.

from multilateral funding; and USD 1 million from BMZ to support impact evaluation work in the Sahel (see table A.VI.2).

Main elements	Funding source	2016	2017	2018	2019	2020
OEV work plan	PSA base – total	6.12	6.88	7.43	10.40	12.18
	PSA base – staff costs	2.4	3.05	3.00	5.70	7.03
	PSA base – other costs	3.72	3.83	4.43	4.70	5.18
	PSA equalization account investment case (IC) [1]		1.5	0.4		
	Multilateral			0.5	0.59	0.58
	Multi-donor funding for IE [2]				0.56	1.00
	Programme sources	2.84				
CSPEs from CSP budgets [3]	Programme sources				1.75	3.25
Total		8.96	8.38	8.33	13.30	17.01

PSAEA = programme support and administrative equalization account.

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

[2] From BMZ.

[3] To be secured.

13. The resources currently available for **2020**, will allow OEV to meet expectations in the coverage norms for CSPEs, ensure professional implementation of the impact evaluation “windows” and consolidate its support for the decentralized evaluation function. Work will include the continued augmentation and stabilization 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, with the demand for CSPEs increasing in 2019 and expected to double from the 2019 level in 2020.
14. There is a gap of USD 1.30 million between the needs-based budget of USD 18.31 million (see table A.VI.1) and the proposed available resources of USD 17.01 million (see table A.VI.2). The work plan therefore prioritizes the most appropriate 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 1.30 million to fill this gap, subject to further consideration by WFP management. The funding would cover a strategic evaluation on organizational change, the launch of a third impact evaluation “window” (tentatively on school feeding) and some of the partnership and communication activities that have been postponed pending management’s decision on the investment case in 2020. The planning and conduct of additional impact evaluation “windows” is envisaged, subject to continued diversification of funding sources depending on donor interest.
16. The work plan outlook for 2021 and 2022 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 decentralized⁶ – 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.⁷

⁶ Recognizing that the budgets for decentralized evaluations are managed by other units, not OEV.

⁷ The financial framework includes provisions for funding all CSPEs from country portfolio budgets, although the CSPEs will be managed by OEV.

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 service providers for conducting both centralized and decentralized evaluations and providing editorial services for evaluation reports and other documents;⁸
 - 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 that supports 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 an analytics and research unit to ensure more efficient use of WFP's internal datasets and their systematic contribution to evaluation processes;
 - creating a communication and knowledge management unit to increase the dissemination and use of evaluation results within WFP and beyond;
 - enhancing in-house facilitation and training capacity in order to deliver the WFP Evaluation Learning Programme;
 - benefiting from synergies among evaluations and producing syntheses of findings in order to enhance the evaluations' contribution to knowledge or to encourage data collection in a country to inform more than one evaluation exercise; 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. From adoption of the policy in 2016 until 2018, staffing numbers and the staffing structure remained stable while the work plan expanded considerably. More than 50 percent of OEV positions were filled by temporary staff, which created risks for delivery of the programme of work and for quality standards. In 2019 the proportion of temporary staff decreased to about 20 percent, as shown in table A.VI.1, with an increase in OEV's budget for established staff contributing to and reflecting the development of a strengthened evaluation workforce.
19. Further increases in staff numbers are required in 2020 to allow the delivery of planned outputs and outcomes, with the staffing structure stabilizing from 2021 onwards. OEV's total required staff budget for 2020 is USD 7.03 million, compared with USD 5.7 million in 2019 and USD 3.0 million in 2018. The 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 nine fixed-term positions (one of which will start mid-year) at various grades, including a D1 deputy director to support the director in handling the increased number of centralized evaluations, and the replacement of temporary consultant positions with P2 fixed-term positions with a view to building a more diverse talent pipeline for the future.
20. Table A.VI.3 provides an overview of OEV's plan for centralized evaluations in 2020 and the provisional outlook for 2021 and 2022. The rationale and details of these deliverables are discussed in section A.

⁸ Long-term agreements provide multiple advantages, including greater administrative efficiency.

2019 OEV deliverables and 2020–2022 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 three main types of centralized evaluations: global evaluations of policies and strategic themes; country-specific evaluations, comprising evaluations of CSPs and of humanitarian emergency responses; and impact evaluations.
22. The programme of evaluations for 2020–2022 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. **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. In 2017, OEV led a review of topics that are of strategic relevance and that have potential for contributing to organizational learning, which identified a programme of strategic evaluations through to 2022. Selected topics and the timing of evaluations were discussed with the evaluation function steering group, the executive management group and the Board.
24. The first strategic evaluations were of the pilot CSPs and of WFP's support to enhanced resilience and were submitted for the Board's consideration to the 2018 second regular session and the 2019 first regular session respectively. Two strategic evaluations will be presented for consideration by the Board in 2020: an evaluation of **WFP's capacity to respond to emergencies**, which was initiated in late 2018 and includes assessment of policies relating to emergency response, will be submitted at the first regular session; and a strategic evaluation of the **funding of WFP's work**, initiated in 2019, will be submitted at the annual session. A strategic evaluation of **school feeding**, including an assessment of WFP's school feeding policy (2013), will start in late 2019 for submission to the Board at the 2021 first regular session.
25. In 2020, OEV will commission a strategic evaluation of **WFP's use of technology and innovation in constrained environments** which will examine the use of recent technological innovations in humanitarian crises. An evaluation of the **management of organizational change** will also be carried out if funding is available. In 2021, strategic evaluations of WFP's **supply chain management strategy** and **programme design in an era of collective action** are planned.
26. **Policy evaluations.** The norm governing the evaluation of WFP's policies is set by the WFP policy formulation document approved by the Board in 2011.⁹ 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 of either the policy itself or the theme addressed by the policy is based on the criterion of continuing relevance to WFP's work or potential to contribute to new policy development. The topics of some policies will be covered by strategic evaluations and may not be the subject of specific policy evaluation.
27. The outlook for policy evaluations in 2020 (see table A.VI.3) includes prioritization of the planned evaluation of the **policy on South–South and triangular cooperation**. Policy evaluations initiated in 2019 and continuing in 2020 include those of the people strategy (2014–2017) and the gender policy (2015–2021). They will be submitted for consideration at the Board's 2020 first regular session and annual session respectively.
28. In 2019, OEV had also planned to commission 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), subject to the availability of funding. As resources were not received, both evaluations are postponed subject to further consideration in 2021 or 2022.
29. Three policy evaluations are foreseen for 2021 and another three for 2022. According to policy evaluation coverage norms, 11 policies are eligible for evaluation in this period. An additional nine policies that predate the 2011 policy will also be eligible for evaluation, subject to the availability of resources. In early

⁹ WFP/EB.A/2011/5-B.

2020, OEV will consult WFP management, particularly in the Programme – Humanitarian and Development Division, in order to determine priorities that are coherent with the resource outlook.

30. **Country strategic plan evaluations.** The evaluation policy and the policy on CSPs entail an evolution in the types of evaluation carried out at the country level. In 2019, complementing the coverage of decentralized evaluations of individual operations or parts thereof, CSPEs became the primary instrument for providing accountability to the Board, and a learning tool for providing evidence of the strategic positioning, performance and results of all WFP CSPs, which range from three to five years in duration. Seven CSPEs were planned for 2019, but two have been postponed (the Islamic Republic of Iran and Lebanon) until 2020 because of the extension of the respective CSP cycles to align with UNSDCF cycles. Preparation of and procurement for the two evaluations will take place in the third quarter of 2019.
31. The lists of countries in table A.VI.3 are based on current planning projections: the number of planned CSPEs will increase to 13 in 2020 and 2021 and 23 in 2022. In 2020, OEV will need to further consolidate its approach in order to meet this increased demand, streamlining processes for optimum efficiencies and ensuring that adequate staff resources and expertise are available. OEV expects that there will be continued volatility in the workload because of the ongoing process of aligning CSP cycles with UNSDCF ones,¹⁰ which has a direct impact on the timing of CSPEs. It should be noted that in 2019 fewer than 30 percent of WFP CSPs are aligned with the respective United Nations development assistance framework or UNSDCF cycles.
32. **Corporate emergency response evaluations.** 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, either by an OEV evaluation that examines WFP's response alone – through a corporate emergency response evaluation or, where appropriate, a CSPE – or within an IAHE. Looking ahead, evaluations of single-country Level 2 emergency responses may also be considered where resources permit and where an evaluation would complement planned decentralized evaluations.
33. An evaluation of WFP's response in northeast Nigeria and the Lake Chad Basin will be presented to the Board at its 2019 second regular session. In 2020, an evaluation of the response to the Rohingya refugee crisis will be completed as part of the Bangladesh CSPE, for presentation at the 2020 second regular session of the Board, and an evaluation of the Yemen Level 3 crisis response will commence.
34. One **IAHE**, of the drought response in Ethiopia, will be completed in 2019. IAHEs on gender equality and empowering women and girls and of the response to cyclones in Mozambique will be completed in 2020. Topics for IAHEs in 2020 will be determined by the IAHE steering group. 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.
35. **Impact evaluations.** In 2019, a new strategy for impact evaluation has been finalized, covering both centralized and decentralized approaches. The strategy informs OEV's efforts to enhance WFP's capacity to deliver and use impact evaluations in ways that support organizational learning and contribute to global evidence. To deliver on this strategy, OEV signed a memorandum of understanding with the World Bank in May 2019, which will greatly increase WFP's capacity to support and deliver impact evaluations globally. The strategy also informs the design and implementation of new series of impact evaluations, now renamed as impact evaluation "windows", which aim to shape the demand for impact evaluations and maximize the value and use of findings from coordinated portfolios of such evaluations.
36. OEV launched the first impact evaluation window, focused on cash-based transfers and gender, in February 2019. In the first call for expressions of interest, eight proposals for impact evaluations were submitted by country offices, from which four were selected and the evaluations were initiated in the last quarter of 2019. A second impact evaluation window, focused on climate change and resilience, will be launched towards the end of 2019, with the first round of impact evaluations in this window starting in 2020. OEV will continue to invite additional expressions of interest for these windows until WFP's evidence needs are met in the thematic areas covered. Two further windows will be opened in the course of 2021 and 2022 subject to the availability of funding.

¹⁰ For instance, two CSPEs envisaged for 2020 (Colombia and El Salvador) have been cancelled because the country offices decided to realign their CSPs to the respective UNSDCF cycles, meaning that there was insufficient time to complete the CSPEs in a timely manner.

37. **Joint evaluations.** OEV will engage with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development to document collaboration on SDG 2, starting in late 2019, and to plan a joint evaluation of collaboration among the Rome-based agencies, starting in 2020.
38. **Synthesis reports.** The first synthesis report, on country programme evaluations in Africa, was presented to the Board at its 2019 annual session. A new **synthesis of lessons from policy evaluations** will be commissioned in late 2019 with submission to the Board planned for the 2020 annual session.
39. Looking ahead, the increased numbers of CSPEs led by OEV from 2020 onwards in order to meet the CSP policy's coverage norm, and of decentralized evaluations are expected to provide a significant body of good-quality, country-level evaluation evidence. From this evidence, OEV plans to produce synthesis reports of global and possibly regional scope.

TABLE A.VI.3: CENTRALIZED EVALUATION PLAN FOR 2020 AND OUTLOOK FOR 2021 AND 2022 (July 2019)			
Type	2020	2021	2022
Policy	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> • People strategy (1/20) • Gender (A/20) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • South–South Cooperation (1/21) 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • 3 topics to be determined 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • 3 topics to be determined
Strategic	<p><i>Continued from 2019:</i></p> <ul style="list-style-type: none"> • WFP's capacity to respond to emergencies (1/20) • Funding for WFP's work (A/20) • Effects of school feeding on hunger and nutrition (1/21) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • WFP's use of technology in constrained environments • Managing organizational change (pending funding) 	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> • WFP's use of technology in constrained environments • Managing organizational change (pending funding) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Supply chain management strategy • Programme design in an era of collective action 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • Supply chain management strategy • Programme design in an era of collective action
Country strategic plans	<p><i>Continued from 2019</i></p> <ul style="list-style-type: none"> • Bangladesh CSP/Rohingya refugee crisis response (2/20) • Cameroon CSP (2/20) • Democratic Republic of the Congo ICSP (2/20) • Indonesia CSP (2/20) • Islamic Republic of Iran ICSP (2/20) • Lebanon CSP (2/20) • Timor-Leste CSP (2/20) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Afghanistan CSP • China CSP • Ecuador CSP • Gambia CSP • Guatemala CSP • Honduras CSP • Democratic People's Republic 	<p><i>Continued from 2020</i></p> <ul style="list-style-type: none"> • Afghanistan CSP • Guatemala CSP • Honduras CSP <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 • Sri Lanka CSP • State of Palestine CSP • Tunisia CSP • Uganda CSP 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • Bhutan CSP • Cambodia CSP • India CSP • Nepal CSP • Philippines CSP • Egypt CSP • Sudan CSP • Benin CSP • Burkina Faso CSP • Chad CSP • Côte d'Ivoire CSP • Ghana CSP • Liberia CSP • Senegal CSP • Togo CSP • Congo CSP • Malawi CSP • Kenya CSP

TABLE A.VI.3: CENTRALIZED EVALUATION PLAN FOR 2020 AND OUTLOOK FOR 2021 AND 2022 (July 2019)			
Type	2020	2021	2022
	<ul style="list-style-type: none"> of Korea ICSP Lao People's Democratic Republic CSP Morocco CSP Mozambique CSP Syrian Arab Republic ICSP United Republic of Tanzania CSP Zimbabwe CSP 	<ul style="list-style-type: none"> Pacific IMCSP 	<ul style="list-style-type: none"> Rwanda CSP Dominican Republic CSP Haiti CSP Nicaragua CSP
Humanitarian emergency response	Continued from 2019: <ul style="list-style-type: none"> Bangladesh CSP/Rohingya refugee crisis response (2/20) New starts: <ul style="list-style-type: none"> Yemen WFP emergency response 	Continued from 2020: <ul style="list-style-type: none"> Yemen WFP emergency response New starts: <ul style="list-style-type: none"> 1–2 corporate emergency response evaluations (tbc) 	Continued from 2021: <ul style="list-style-type: none"> 1–2 corporate emergency response evaluations (tbc)
Inter-agency humanitarian	Continued from 2019: <ul style="list-style-type: none"> Gender equality and empowerment of women and girls Response to cyclones in Mozambique New starts: <ul style="list-style-type: none"> 2 IAHEs 	New starts: <ul style="list-style-type: none"> 2 IAHEs (tbc) 	New starts: <ul style="list-style-type: none"> 2 IAHEs (tbc)
Impact	<i>Continued from 2019:</i> <ul style="list-style-type: none"> CBTs and gender impact evaluation window Climate change and resilience impact evaluation window <i>New starts:</i> <ul style="list-style-type: none"> Third impact evaluation window (tentatively on school feeding) 	<i>Continued from 2020:</i> <ul style="list-style-type: none"> CBTs and gender impact evaluation window Climate change and resilience impact evaluation window Third impact evaluation window (tentatively on school feeding) 	<i>Continued from 2021:</i> <ul style="list-style-type: none"> CBTs and gender impact evaluation window Climate change and resilience impact evaluation window Third window impact evaluation window (tentatively on school feeding) New impact evaluation window to be determined
Joint evaluation	<ul style="list-style-type: none"> Joint contributions to SDG 2 	<ul style="list-style-type: none"> Evaluation of Rome-based agency collaboration 	
Syntheses	<ul style="list-style-type: none"> Lessons from policy evaluations 	<ul style="list-style-type: none"> Topic to be determined 	<ul style="list-style-type: none"> Topic 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; and 2 = second regular session. For example, A/19 refers to the 2019 annual session.

CBTs = cash-based transfers; ICSP = interim country strategic plan; IMCSP = interim multi-country strategic plan; tbc = to be confirmed.

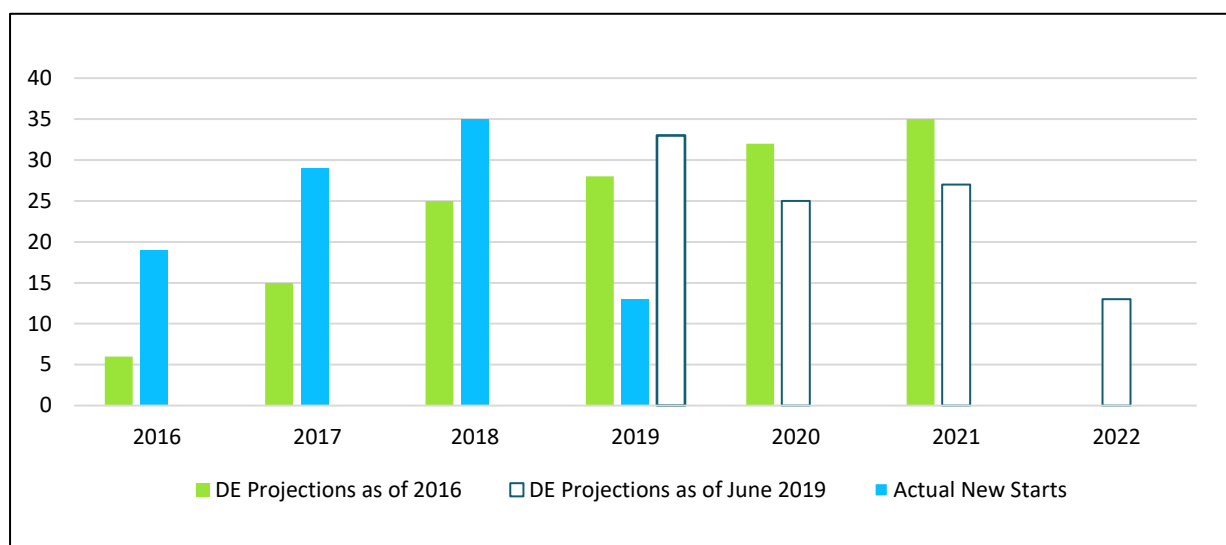
B. Decentralized evaluation function (policy outcomes 1–4)

40. OEV's projections of the volume of decentralized evaluations considers planned new starts of CSPs and ICSPs and regional evaluation plans. The actual numbers of decentralized evaluations (new starts)¹¹ from

¹¹ Decentralized evaluations are considered to have started once they enter the preparation phase with formulation of terms of reference.

2016 to 2018 and the latest plans for 2019 are higher than the original projections made in early 2016 (see figure A.VI.2). The projections for 2020–2022 are provisional estimates only.

Figure A.VI.2: Projections of decentralized evaluations (2016–2022*)



* The projections made in 2016 cover the period from 2016 to 2021 only.

41. OEV will continue its efforts to develop sufficient capacity to plan and manage decentralized evaluations effectively and to maximize their use in evidence-based policy and programme design. In 2020, these efforts will focus on:
 - continuing to support country offices and regional bureaux in evaluation planning, ensuring that the revised evaluation coverage norms are applied while promoting the delivery of decentralized evaluations that address specific learning gaps and ensure maximum complementarity with CSPEs; and
 - continuing efforts to embed evaluation costs within CSP budgets and engage with donors to ensure that financial resources are in place for the delivery of independent, credible and useful decentralized evaluations.
42. OEV will continue to enhance support mechanisms for the decentralized evaluation function with the aim of strengthening the quality, credibility and usefulness of decentralized evaluations, including by:
 - periodically updating guidance on the decentralized evaluation quality assurance system and ensuring its dissemination throughout WFP;
 - maintaining its internal decentralized evaluation helpdesk with dedicated staff to support impact evaluations and decentralized evaluations commissioned by headquarters divisions;
 - managing an outsourced quality support service for decentralized evaluations;
 - acting as secretariat for the contingency evaluation fund;
 - facilitating access to evaluation expertise for country offices and regional bureaux, enabling them to identify experienced and qualified evaluators; and
 - putting measures in place to ensure that WFP staff who commission evaluations understand the meaning and importance of impartiality and are able to protect it.
43. To address the human resource implications of the decentralized evaluation function in country offices and regional bureaux, OEV will continue to collaborate with the Performance Management and Reporting Division and the Research, Assessment and Monitoring Division on M&E workforce planning and the establishment of an M&E FIT Pool. In 2020, this work will focus on:
 - forecasting M&E staffing needs at headquarters and in the field and developing and testing M&E operating models for country offices;
 - managing the M&E FIT Pool established in collaboration with the Performance Management and Reporting Division and the Research, Assessment and Monitoring Division; and

- exploring the feasibility of establishing a professional certification scheme for evaluation, which would feed into workforce and career planning.
44. OEV will further strengthen internal linkages and coherence between its own work and that of the six regional evaluation units in accordance with the expanded vision for the evaluation function set out in the evaluation policy document. In 2020, OEV will continue to support regional evaluation officers in operationalization of the six regional evaluation strategies, promoting the sharing of best practices among regions and further enhancing the quality and maximizing the use of evaluation. This will include the preparation of an annual consolidated investment case based on resource needs in all regions.
45. OEV will continue to learn from ongoing work on evaluation partnerships and the development of national evaluation capacity, drawing on good practices in country offices and regional bureaux, providing tailor-made advice and support to staff engaging in regional and national evaluation networks and initiatives related to the 2030 Agenda and fostering engagement in joint evaluations.

C. Overall evaluation function (outcomes 1–4)

46. 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.
47. In 2020, 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;
 - further strengthen its provisions for safeguarding impartiality and ethics in both centralized and decentralized evaluations with an integrated package of measures aimed at pre-empting situations where impartiality and ethics are at risk and facilitating prompt resolution of any issues that arise;
 - 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 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 Integrated Road Map of 2018;
 - further develop its approach to M&E workforce planning in collaboration with other divisions; and
 - strengthen staffing for the evaluation function throughout WFP through the M&E FIT Pool, which 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.
48. To facilitate the adoption of a more comprehensive approach to building evaluation capacity throughout WFP, in 2020 OEV will launch an evaluation capacity development strategy. The strategy will cater to a variety of staffing levels and functions, including programme and policy advisers, WFP management, and staff who are part of WFP's evaluation workforce at the headquarters, regional bureaux and country office levels. The strategy will focus on the following priorities:
- ensuring that staff throughout WFP understand their roles in evaluation by embedding targeted information on evaluation in corporate training materials during their revision or development and by updating a stand-alone introductory training module on evaluation;
 - ensuring a systemic approach to the professionalization of WFP's evaluation workforce, building on the success of WFP's evaluation learning programme EvalPro – including through the development of additional content and the provision of coaching, feedback and opportunities for on-the-job learning, external training and secondment – and supporting the efforts of regional bureaux and country offices to develop evaluation capacity, ensuring that they complement OEV initiatives; and
 - developing a foundation course on evaluation in WFP to be made available to all staff in the organization.
49. One of the institutional arrangements foreseen in the Evaluation Charter is an external peer review of the evaluation function. This will take place in 2020 with the aim of informing formulation of the next evaluation policy.

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

50. 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 in order to achieve the policy's intended outcomes, the priorities in 2020 will be:

- implementing the communication and knowledge management strategy for OEV;
- 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 and through participation in the new policy cycle task force and other fora developed to strengthen knowledge management throughout WFP;
- continuing to conduct learning workshops during the evaluation process, as appropriate and where resources permit, and broadening the range of webinars;
- continuing to support learning from and the use of decentralized evaluations through support to regional evaluation officers and country offices engaged in innovative communication and dissemination efforts;
- updating 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 2019 with new communication tools and improving them further based on feedback from users.

51. OEV will continue to promote the use of evaluation by:

- fostering a greater understanding of the role of evaluation in transformative change among WFP staff, particularly managers and heads of programme at country offices, through peer-to-peer learning and other initiatives aimed at strengthening WFP's learning culture;
- engaging in learning partnerships with United Nations and other agencies to promote the synthesizing of evidence regarding topics of common interest and to enhance the use of evidence;
- sharing evidence from decentralized evaluations in collaboration with regional bureaux and headquarters divisions, focusing on areas identified as core learning priorities by WFP staff; and
- facilitating the roll-out of an enhanced corporate system for the management of management responses and follow-up actions to evaluations that covers both centralized and decentralized evaluations and creates synergies with other oversight functions including audit, monitoring and risk management.

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

52. 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 2020 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;
- continuing to work in partnership with the World Bank's Development Impact Evaluation unit while further developing WFP's network of organizations engaged in generating evidence from impact evaluations in priority areas, through partnerships with donors and academic, government, civil society and other United Nations and multilateral entities interested in developing a community of practice for impact evaluations focused on the humanitarian and development nexus and achievement of the SDGs in the areas of WFP's mandate;

- actively participating in the United Nations Evaluation Group's (UNEG) work on ensuring that evaluations contribute to the delivery of results under the 2030 Agenda – as the Vice Chair of UNEG, OEV's Deputy Director will lead work on the professionalization of evaluation; an OEV staff member will co-convene a UNEG working group on ethics and code of conduct guidance with the United Nations Children's Fund; and other staff members (OEV staff and regional evaluation officers) will contribute to the work of various working groups, interest groups and task teams, including a task force on United Nations development assistance frameworks, working groups on system-wide evaluation, gender equality and human rights, and the SDGs, and interest groups on humanitarian evaluation, decentralized evaluation, evaluation methods, use of evaluation, joint evaluation, evaluation of and development of national evaluation capacity;
- 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 evaluations of UNSDCFs; this engagement will be extended to a new partnership with EvalPartners, including the Director of Evaluation's role acting as co-Chair of EvalPartners to support activities related to the evaluation of the sustainable development agenda;
- continued engagement with the Active Learning Network for Accountability and Performance in Humanitarian Action on work related to lesson learning, humanitarian evaluation practice and advocacy for evaluation in the humanitarian sector; and
- continuing to contribute to and collaborate with other international professional networks.¹²

F. Evaluation function reporting (cross-cutting outcome)

53. Considering 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.
54. 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.
55. In addition to continuous collection of the data needed to inform measurement of the core key performance indicators currently available, this will require OEV to:
 - progressively finalize the additional specific key performance indicators that meet internal management information needs as WFP's systems are enhanced;
 - complete the drafting of guidance on data collection for all key performance indicators; and
 - finalize 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.
56. Reporting and management information systems will continue to be developed as necessary in order to take into account future corporate developments.

¹² For example, professional evaluation associations, such as the American Evaluation Association, the European Evaluation Society, the African Evaluation Association and the International Development Evaluation Association.