

ANNEX IV**Office of Evaluation workplan 2021–2023****Introduction**

1. This annex sets out the Office of Evaluation (OEV) proposed programme of work for 2021–2023. It is the fifth workplan 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 workplan.

Evaluation function overall requirements

4. The workplan has a three-year timeframe (2021–2023) 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 2021 and the perspectives for 2022–2023 described in the document are based on the strategic priorities set by the evaluation policy, aligned with the evaluation requirements related to WFP's current strategic plan. The evaluation workplan will evolve to reflect the changes brought about by WFP's new strategic plan.
6. At this time of unprecedented emergency response, all evaluation activities are regularly reviewed and carefully planned and managed to ensure that corporate accountability and learning needs continue to be met without placing an unnecessary burden on WFP operations and partnerships. The proposed workplan and budget reflect the situation as of 31 August 2020 and recognition that the plan will be regularly updated as evaluations are postponed or cancelled to adapt to a very unstable and constantly evolving situation caused by the COVID-19 pandemic and evolving country strategic plan (CSP) cycles. The evaluation function will prioritize activities that ensure continued learning and provide appropriate accountability to stakeholders ranging from affected populations to Member States.
7. The establishment of adequate fixed-term staff capacity to cover the increasing volume of centralized evaluations in previous years is now well consolidated and only a modest increase in staffing is foreseen for 2021 in order to cover the expected continued increase in centralized evaluations through:

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.

- continued growth in the number of country strategic plan evaluations (CSPEs) required by WFP's Policy on Country Strategic Plans,⁴ which – even accounting for delays in CSP cycles – will rise from five evaluations started in 2019, to nine in 2020 and 21 in 2021;
 - continued implementation of the impact evaluation strategy (2019–2026) with the opening of a third impact evaluation “window” on school-based programming;
 - contributions to the establishment of a United Nations system-wide evaluation office through active engagement in the United Nations Evaluation Group (UNEG) working group on system-wide evaluation; and
 - contributions to inter-agency initiatives on COVID-19-related evaluation activities, including development of guidance, coordination of COVID-19 evaluation activities among agencies and joint evaluations of responses to COVID-19.
8. Table A.IV.1 shows the evolution of resource requirements for the evaluation function throughout WFP from 2017, the second year of the evaluation policy, with estimates for 2021–2023. 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 continued 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. In addition, the COVID-19 pandemic is expected to further increase the volatility of the evaluations plan. OEV will continue to respond flexibly to changes and trends as they emerge, based on the human and financial resources available.
9. Table A.IV.1 presents two sets of figures for 2020. The first set shows the resources available at the start of the year as presented in the annual evaluation report for 2019.⁵ The “2020 updated” column shows the actual resources available as of August 2020, which reflect changes in evaluation activities resulting from the COVID-19 pandemic, such as a reduction in the projected number of decentralized evaluations in 2020 from 29 as of 31 December 2019 to 19 as of 30 June 2020, the cancellation of face-to-face capacity development activities and a reprioritization of the 2020 budget to support the evaluation of the response to the COVID-19 pandemic.

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.

⁵ WFP/EB.A/2020/7-A.

10. The table presents available resources by funding source for both centralized and decentralized evaluation activities at the corporate and regional levels. In addition to the regular programme support and administrative (PSA) budget, two sources of funding are important:

- Programme sources refer to the country portfolio budgets, which cover:
 - funds dedicated to CSPEs ([3] in the table); and
 - funds dedicated to the conduct and management of decentralized evaluations ([7] in the table).
- Multi-donor funding for impact evaluation ([4] 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 other donors such as the reconstruction credit institute (KfW) and the United States Agency for International Development (USAID).

Main elements	Funding source	USD million							
		2017	2018	2019	2020	2020 updated (as of August)	2021	2022	2023
		Resources available					Resources required		
OEV workplan									
	PSA staff costs	3.05	3.00	5.66	7.03	7.03	7.34	7.34	7.34
	PSA other costs	5.33	4.83	4.73	5.18	5.18	5.46	5.46	5.46
	Multilateral funding for support to DE system ^[1]		0.50	0.59	0.58	-			
	Multilateral funding for support to DE system - 2018 carry over to 2019 ^[2]			0.12					
	Programme sources ^[3]			1.75	2.75	2.00	5.25	4.00	2.00
	Multi-donor funding for IE ^[4]			0.56	3.88	4.53	1.66	1.74	0.60
OEV - subtotal		8.38	8.33	13.41	19.43	18.75	19.71	18.54	15.40

TABLE A.IV.1: ESTIMATED OVERALL RESOURCE REQUIREMENTS FOR THE EVALUATION FUNCTION (August 2020)									
Main elements	Funding source	USD million							
		2017	2018	2019	2020	2020 updated (as of August)	2021	2022	2023
		Resources available					Resources required		
Established staff positions		15	15	29	37.5 ^[9]	37.5	39	39	39
Staff costs as % of total OEV budget		36	36	42	36	37	37		
Non-OEV (support to DEs)									
Regional evaluation units	Regional evaluation officers and other (operational costs in 2017-2020; RB PSA business case from 2021)	1.60	1.61	1.64	1.64	1.64	2.57	2.57	2.57
	Regional investment case (PSA equalization account in 2019 and 2020) ^[5]			1.67	0.55	0.36			
	Regional investment case (RB PSA embedded from 2020)				0.90	0.90			
Contingency evaluation fund ^[6]	PSA	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Decentralized evaluations ^[7]	Programme sources	2.96	5.33	3.92	5.02	3.26	5.18	2.99	1.32

TABLE A.IV.1: ESTIMATED OVERALL RESOURCE REQUIREMENTS FOR THE EVALUATION FUNCTION (August 2020)									
Main elements	Funding source	USD million							
		2017	2018	2019	2020	2020 updated (as of August)	2021	2022	2023
		Resources available					Resources required		
Outside OEV – subtotal		6.06	8.44	8.73	9.62	7.67	9.24	7.06	5.38
Total		14.44	16.77	22.14	29.05	26.42	28.95	25.60	20.78
Total as % of WFP contributions income^[8]		0.24	0.31	0.28	0.38	0.34	0.39		

CE = centralized evaluation; DE = decentralized evaluation; IE = impact evaluation; RB = regional bureaux.

^[1] From 2021 onwards multilateral funding for corporate support for the decentralized evaluation function has been incorporated into the OEV PSA budget.

^[2] Multilateral funding for support for the decentralized evaluation system because the 2018 allocation was received late in the year and part of the balance was carried forward to 2019.

^[3] From 2019, this constitutes programme funds from the country portfolio budgets for CSP evaluations.

^[4] From BMZ, KfW and USAID.

^[5] Figures for 2020 updated (August 2020) take into account reprioritization of the 2020 budget for regional evaluation units in order to support the COVID-19 response.

^[6] The contingency evaluation fund is the back-up financing mechanism for decentralized evaluations planned by country offices facing funding shortfalls.

^[7] Figures for 2017–2018 are based on the number of decentralized evaluations that started (preparation phase) in 2017-2018 and an estimate of their conduct and management costs.

Figures for 2019 are based on the number of decentralized evaluations that started in 2019, an estimate of their management costs and a combination of the estimated, planned or actual costs (when available) of their conduct.

Figures for 2020 are based on the number of decentralized evaluations that were expected to start in 2020 (based on projections as of 31 December 2019) and an estimate of their conduct and management costs.

Figures for 2020 updated (August 2020) take into account the reduction in the projected number of decentralized evaluations starting in 2020 from 29 as of 31 December 2019 to 19 as of 30 June 2020.

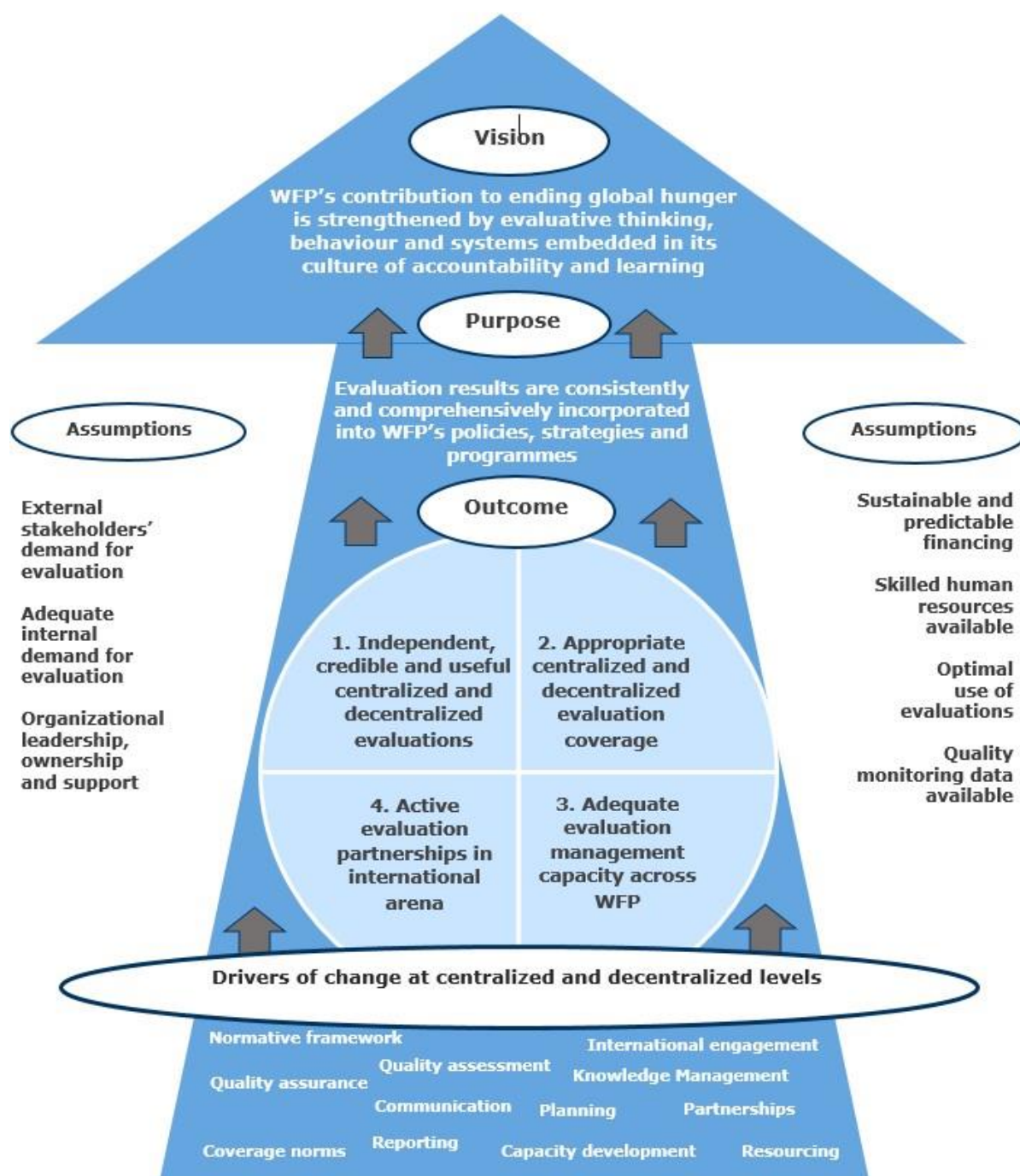
Figures for 2021 through 2023 are based on the numbers of decentralized evaluations that are expected to start in 2021-2023 and estimates of their conduct and management costs.

^[8] Figures for 2017 and 2018 are based on actual contribution income, those for 2019 on final contribution income (audited annual accounts, 2019) and those for 2020 onwards on projected contribution income (WFP management plans for 2020 and 2021).

^[9] 0.5 refers to a fixed-term position funded from the middle of the year onwards.

11. In 2021 the increases in the PSA budgets for both OEV and the regional bureaux demonstrates the commitment of WFP management to sustaining the decentralized evaluation function over time. The increase in the PSA budget for OEV will also support impact evaluation activities, particularly the opening of an additional window on school-based programming.

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



OEV workplan for 2021–2023: Summary

12. The remainder of this document concerns OEV's workplan for 2021 and the outlook for OEV in 2022–2023. 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.IV.1).
13. In summary, in 2021, OEV will:
 - **update the evaluation policy (2016–2021)** based on the results and recommendations of the peer review being carried out by UNEG and the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) in 2020 and on consultations with WFP management and Member States;
 - deliver independent evidence that supports accountability and learning and is generated through a balanced programme of about 38 **centralized evaluations** of policies, strategies and CSPs 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 outcomes 1 and 2 in the policy;
 - implement the **impact evaluation strategy** including by undertaking a **review of the pilot phase of strategy implementation** to inform future direction and delivering up to 21 impact evaluations through three impact evaluation windows. 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 the Sustainable Development Goals (SDGs) – related to outcomes 1 and 2;
 - consolidate the alignment of internal guidance on all types of WFP evaluations with the latest UNEG guidelines and ensure technical advice and high-quality support for the appropriate planning, funding and conduct of increasing numbers **of centralized and decentralized evaluations** – related to outcomes 1, 2 and 3;
 - operationalize the **evaluation capacity development strategy** and the **communication and knowledge management strategy**, which were approved in 2020. While the aim of the latter is to guide WFP in making better use of evaluation evidence in order to improve its performance in achieving zero hunger, the evaluation capacity development strategy is aimed at providing WFP with the requisite capacity to ensure a strong culture of evaluation and consistent and effective delivery and use of high-quality evaluation evidence to inform policies, programmes and strategies throughout the organization – related to outcomes 1, 2 and 3;
 - contribute actively to the United Nations system-wide arrangements for evaluation at the global, regional and country levels and for inter-agency humanitarian evaluations (IAHEs), including initiatives on evaluation of the COVID-19 response and the establishment of a system-wide evaluation function in line with the ongoing United Nations reform agenda led by the Secretary-General;
 - engage in strategically relevant **evaluation partnerships and networks** in the international arena, including the COVID-19 Global Evaluation Coalition and EvalPartners, and provide advice to regional bureaux and country offices on regional and national evaluation partnerships and networks – related to outcome 4;

- support the growth of WFP's **learning and accountability culture** by promoting and facilitating the use of evaluation evidence in policy and programme design and approval, especially the CSP process, and contributing actively to the development of lessons learned from evaluations related to the COVID-19 response – related to the overall purpose of the policy and a cross-cutting work stream in the evaluation strategy; and
- maintain **information and reporting systems** that enable oversight of the entire evaluation function (both centralized and decentralized) – related to all outcomes and a cross-cutting work stream in the evaluation strategy.

Resources for OEV 2021 workplan

14. The total resources required by OEV in 2021 to ensure 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 19.71 million** (see table A.IV.2) and are distributed as follows: USD 12.80 million from the PSA budget; USD 5.25 million from programme sources for CSPs, which will be sourced from country portfolio budgets; and USD 1.66 million to support impact evaluation work in the Democratic Republic of the Congo and South Sudan.

Main elements	Funding source	2017	2018	2019	2020 (updated August)	2021
OEV workplan	PSA base – total	6.88	7.43	10.39	12.22	12.80
	PSA base – staff costs	3.05	3.00	5.66	7.03	7.35
	PSA base – other costs	3.83	4.43	4.73	5.18	5.46
	PSA equalization account investment case (IC)*	1.50	0.40			
	Multilateral		0.50	0.59		
	Multilateral (2018 carry over to 2019)			0.12		
	Multi-donor contribution**			0.56	4.53	1.66
CSPs from CSP budgets***	Programme sources			1.75	2.00	5.25
Total		8.38	8.33	13.41	18.75	19.71

* The source for 2017 and 2018 was the PSA equalization account.

** For impact evaluations, from BMZ, KfW and USAID. Part of the resources available in 2020 are for multi-year impact evaluations.

*** CSP evaluations are funded from CSP budgets. On average they cost USD 250,000 and 21 are currently planned for 2021.

15. In 2019 and 2020 OEV's established staff capacity was augmented and stabilized in order to meet the needs arising from the increased and diversified OEV workplan at both the management and support levels. In 2021, an increase of one fixed-term position at the P4 level is foreseen. The total OEV staff budget required for 2021 is USD 7.34 million compared with USD 7.03 million in 2020 and USD 5.66 million in 2019. Maintenance of the

staff capacity established in OEV is essential in 2021 for covering the significant increase in CSPEs required by the CSP policy, which also has implications for resourcing of the quality assurance function.

16. The workplan outlook for 2022 and 2023 foresees a continued diversification of funding sources for the evaluation function. In addition to the PSA budget and multilateral funding, the evaluation function is funded by country portfolio budgets and a multi-donor trust fund. 2021 is the third year in which the costs of conducting CSPEs will be funded from country portfolio budgets (in line with WFP's policy on CSPs), as decentralized evaluations already are. This is a step towards the establishment of a sustainable financing mechanism for evaluation and relieves pressure on the PSA budget.
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 through:
 - OEV's restructuring exercise, which has ensured the availability of more appropriate, flexible and efficient support that meets the needs of the highly integrated centralized and decentralized function. Further refinement is envisaged in 2021 with a view to ensuring maximum efficiencies, scalability of systems and flexibility among teams in responding to the evolving and dynamic workload envisioned for 2022–2023, especially in the light of COVID-19-related impacts;
 - active contributions to the inter-agency collection of lessons learned from evaluations, with a view to enhancing the use of evaluation findings from WFP;
 - use of long-term agreements with a wide range of service providers for conducting both centralized and decentralized evaluations and provision of editorial services for evaluation reports and other documents;⁶
 - establishment of a partnership with the World Bank that supports WFP's impact evaluation activities by enabling the organization to benefit from the bank's proven capacity and experience in delivering demand-led impact evaluations;
 - outsourcing of activities, where outsourcing creates scalable services and cost savings, while maintaining quality standards such as those in the quality support mechanism for decentralized evaluations and the post hoc quality assessments of all evaluations;
 - establishment of a management information system that facilitates reporting on the evaluation function;
 - systematic consolidation and sharing of evidence from both decentralized and centralized evaluations in order to inform the development of CSPs through the identification of synergies across evaluations and the production of synthesis reports and evidence summaries that enhance evaluations' contribution to knowledge;
 - consolidation of regional evaluation-related needs such as funding or workforce planning, including through joint work with the Research, Assessment and Monitoring Division and the Corporate Planning and Performance Division on strengthening the monitoring and evaluation workforce throughout WFP;
 - further enhancement of in-house facilitation and on-line training capacity in order to deliver the WFP Evaluation Learning Programme; and

⁶ Long-term agreements provide multiple advantages, including greater administrative efficiency.

- conduct of evaluations jointly or in partnership wherever possible so that costs are shared. 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, for inter-agency evaluations of system-wide responses to Level 3 emergencies and for all evaluation activities related to COVID-19 response.
18. Table A.IV.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.

2021 OEV deliverables and 2022–2023 outlook

A. Centralized evaluations (outcome 2)

19. 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.
20. The programme of evaluations for 2021–2023 set out in table A.IV.3 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.
21. **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. The selection of topics and the scheduling of strategic evaluations through to 2022 were informed by a 2017 review of topics of strategic relevance where there was potential for an evaluation to contribute to organizational learning.
22. A strategic evaluation of **school feeding contributions to the SDGs**, including an assessment of WFP's school feeding policy (2013), began in late 2019 for submission to the Board at the 2021 annual session.
23. A strategic evaluation of **WFP's use of technology and innovation in constrained environments**, which examines the use of technological innovations in humanitarian crises, was initiated in 2020 and will be submitted to the Board at the 2022 first regular session.
24. The nutrition policy is due to be evaluated in 2021 and an evaluation of the HIV/AIDS policy is overdue. As an internal audit of nutrition was completed recently, OEV and the Nutrition Division have agreed to amplify and elevate the focus on these topics and therefore instead of carrying out two policy evaluations a single strategic evaluation of nutrition and HIV/AIDS will be commissioned in 2021 for submission to the Board at its 2022 annual session.
25. In the 2022–2023 period, three new strategic evaluations will commence: **management of organizational change; the supply chain management strategy** and **programme design in an era of collective action**.

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 2011.⁷ 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 are covered by strategic evaluations and may not be the subject of specific policy evaluation.
27. In 2021, the policy evaluation on **South-South and triangular cooperation** that was initiated in 2020 will be completed and submitted to the Board at the 2021 second regular session. In addition, OEV will launch an evaluation of the **policy on peacebuilding in transition settings** for submission to the Board at the 2022 annual session.
28. Looking ahead to 2022–2023, two policy evaluations are foreseen for 2022 and two for 2023. OEV will consult WFP management in order to determine priorities in light of the updated policy compendium.
29. **Country strategic plan evaluations.** In 2019, CSPEs became the primary instrument for providing accountability and capturing learning needs in accordance with the expectations of the Board and WFP management. They provide evidence of the strategic positioning and results of all of WFP's CSPs which informs the design of the next generation of CSPs. For this purpose, CSPEs are conducted in the penultimate year of the programme cycle in order to ensure that a final draft evaluation report is ready when the country office starts to design a new CSP.
30. The first four CSPEs conducted by OEV will be completed in 2020 and will be presented to the Board at the 2020 second regular session: Cameroon, the Democratic Republic of the Congo, Indonesia and Timor-Leste. A CSPE for Bangladesh will be presented at the 2021 first regular session.
31. Thirteen CSPEs were due to start in 2020. One was added (El Salvador) owing to changes in the CSP cycle to bring it into line with the country's UNSDCF, bringing the total to 14. Of those 14 CSPEs, one (Morocco) is no longer in the OEV workplan owing to evaluability challenges; two (the Syrian Arab Republic and the United Republic of Tanzania) have been postponed to 2021 owing to extensions in the CSP cycles; and two have been cancelled owing to feasibility concerns related to the COVID-19 global crisis (the Democratic People's Republic of Korea and the Islamic Republic of Iran). Nine will be conducted via remote inception missions and, potentially, remote data collection missions (Afghanistan, China, the Gambia, El Salvador, Honduras, Lao People's Democratic Republic, Lebanon, Mozambique and Zimbabwe). These will be completed and presented to the Board in the course of 2021 except for the Mozambique and Afghanistan CSPEs, which will be presented in 2022.
32. The number of CSPEs per year is based on current planning projections. In 2021 the number will increase to 21, decreasing to 16 in 2022 and 8 in 2023. However, OEV expects that there will be continued volatility in the workload because of potential changes in CSP cycles resulting from the COVID-19 global crisis and because of the ongoing process of aligning CSP and UNSDCF cycles, which has a direct impact on the timing of CSPEs. In 2020, OEV has streamlined and consolidated processes for optimum efficiency, developed guidelines and quality standards for CSPEs and established close working relationships with the Programme – Humanitarian and Development Division and regional bureaux to ensure that, as far as possible, the programme of work is responsive to needs.

⁷ WFP/EB.A/2011/5-B.

33. **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 a CSPE where appropriate (as was the case in Bangladesh and the Democratic Republic of the Congo, where the scope of the respective CSPEs was expanded to cover the emergency responses in the two countries) – or as part of an IAHE (such as the response to cyclones in Mozambique), in line with corporate priorities.
34. In 2020–2021, the priority for corporate emergency response evaluations will be evaluation of the COVID-19 response. OEV is working closely with other oversight functions and WFP management to ensure complementarity and avoid the overburdening of field offices. Currently, OEV is collecting extensive data with a view to producing internal learning products and producing syntheses that inform the WFP response. In 2021 a formal evaluation of the WFP COVID-19 response will be conducted.
35. OEV is an active member of the IAHE steering group, which is chaired by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and recognizes the benefits of joint evaluations in providing a cost-efficient way of achieving evaluation coverage, minimizing the burden on United Nations country teams in challenging environments and enabling the evaluation of WFP's performance in system-wide humanitarian responses.
36. In 2020, two **IAHEs** – of the responses to drought in Ethiopia and cyclones in Mozambique – were completed. A further IAHE on gender equality and empowering women and girls will be completed by the end of 2020. However, two IAHEs planned for 2020 – of the Yemen crisis response and the Ebola response in the Democratic Republic of the Congo – have been postponed because of COVID-19. Topics for IAHEs in 2021 will be determined by the IAHE steering group, prioritizing evaluations of COVID-19-related activities.
37. **Impact evaluations.** Since 2018 OEV has launched two impact evaluation windows on cash-based transfers and gender and on climate change and resilience. A total of seven impact evaluations were selected for these two windows: three on cash-based transfers and gender in El Salvador, Kenya and the Syrian Arab Republic; and four on climate change and resilience in the Democratic Republic of the Congo, Mali, the Niger and South Sudan. In 2020, OEV established a multi-donor trust fund for receiving resources dedicated to impact evaluation activities, and will continue fundraising to support implementation of the impact evaluation strategy. OEV will continue to invite additional expressions of interest in these windows until WFP's evidence needs are met in the thematic areas covered. A third window, on school-based programming, will be launched in 2021, and a fourth, potentially on nutrition, in 2022, subject to the availability of funding.
38. In 2020, OEV initiated work on generating evidence from impact evaluations in fragile and humanitarian settings. This cross-cutting work stream is in line with the impact evaluation strategy and will build on lessons learned from the thematic windows. Activities are focused on developing the evaluation designs, data collection tools and processes needed to embed impact evaluation in future emergency responses. A mid-term review of the impact evaluation strategy will be conducted in 2021.
39. **Joint evaluations.** OEV will continue its engagement with FAO and the International Fund for Agricultural Development (IFAD) on a joint evaluation of collaboration among the Rome-based agencies, which began in 2020. OEV will also continue to collaborate with other United Nations and government agencies on joint evaluations of the COVID-19 response that were initiated in 2020.

40. **Synthesis reports.** Building on the growing body of good-quality decentralized evaluations, OEV started work on a synthesis of evidence and lessons on country capacity strengthening derived from WFP decentralized evaluations (2016–2020) for submission to the Board at its 2021 annual session.
41. Particular attention will be paid to ensuring that WFP evaluations make optimal use of the organization’s evolving field and corporate data systems; leverage innovative approaches to data collection, particularly where onsite data collection is not possible; and are in line with developments in WFP’s regulatory framework for data protection.

TABLE A.IV.3: CENTRALIZED EVALUATION PLAN FOR 2021 AND OUTLOOK FOR 2022 AND 2023 (June 2020)			
Type	2021	2022	2023
Policy	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> • South–South cooperation (2/21) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Peacebuilding in transition settings (A/22) 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • Peacebuilding in transition settings (A/22) <p><i>New starts:</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"> • 2 topics to be determined
Strategic	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> • School feeding contributions to the SDGs (A/21) • WFP’s use of technology in constrained environments (1/22) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Nutrition and HIV/AIDS (A/22) 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • WFP’s use of technology in constrained environments (1/22) • Nutrition and HIV/AIDS (A/22) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Managing organizational change • Supply chain management strategy 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> • Managing organizational change • Supply chain management strategy <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Programme design in an era of collective action • 1 new start topic to be determined
Country strategic plans	<p><i>Continued from 2020</i></p> <ul style="list-style-type: none"> • Afghanistan CSP (A/22) • Bangladesh CSP (1/21) • China CSP (2/21) • Gambia (the) CSP (2/21) • El Salvador CSP (2/21) • Honduras CSP (2/21) • Lao People’s Democratic Republic CSP (2/21) • Lebanon CSP (2/21) • Mozambique CSP (A/22) • Zimbabwe CSP (2/21) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Algeria ICSP • Bolivia (Plurinational State of) CSP 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • Benin CSP • Bhutan CSP • Cambodia CSP • Djibouti CSP • Dominican Republic CSP • Egypt CSP • Ghana CSP • India CSP • Kenya CSP • Malawi CSP • Namibia CSP • Nepal CSP • Nicaragua CSP • Philippines CSP • Rwanda CSP 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • Armenia CSP • Congo ICSP • Iraq CSP • Lesotho CSP • Liberia CSP • Madagascar CSP • Mali CSP • Sierra Leone CSP

TABLE A.IV.3: CENTRALIZED EVALUATION PLAN FOR 2021 AND OUTLOOK FOR 2022 AND 2023 (June 2020)			
Type	2021	2022	2023
	<ul style="list-style-type: none"> • Burkina Faso CSP • Central African Republic ICSP • Chad CSP • Ecuador CSP • Haiti CSP • Jordan CSP • Kyrgyzstan CSP • Mauritania CSP • Myanmar CSP • Nigeria CSP • Pakistan CSP • Peru CSP • Sao Tome and Principe CSP • Sri Lanka CSP • State of Palestine CSP • Sudan (the) CSP • Syrian Arab Republic ICSP • Tajikistan CSP • United Republic of Tanzania CSP 	<ul style="list-style-type: none"> • Senegal CSP 	
Humanitarian emergency response	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • COVID-19 corporate emergency response 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • COVID-19 corporate emergency response <p><i>New starts:</i></p> <ul style="list-style-type: none"> • 1 corporate emergency response evaluation (tbc) 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • 1 corporate emergency response evaluation (tbc) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • 1 corporate emergency response evaluation (tbc)
Inter-agency humanitarian	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • 2 IAHEs (tbc) 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • 2 IAHEs (tbc) 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> • 2 IAHEs (tbc)

TABLE A.IV.3: CENTRALIZED EVALUATION PLAN FOR 2021 AND OUTLOOK FOR 2022 AND 2023 (June 2020)			
Type	2021	2022	2023
Impact	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> • CBTs and gender impact evaluation window • Climate change and resilience impact evaluation window <p><i>New starts:</i></p> <ul style="list-style-type: none"> • School-based programming window 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • CBTs and gender impact evaluation window • Climate change and resilience impact evaluation window • School-based programming window <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Nutrition window (TBC) 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> • CBTs and gender impact evaluation window • Climate change and resilience impact evaluation window • School-based programming window • Nutrition window (TBC)
Joint evaluation	<ul style="list-style-type: none"> • Evaluation of Rome-based agency collaboration (2/22) 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • Evaluation of Rome-based agency collaboration (2/22) 	
Syntheses	<p><i>Continued from 2020:</i></p> <ul style="list-style-type: none"> • Synthesis of evidence and lessons on country capacity strengthening from WFP decentralized evaluations (A/21) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Topic to be determined 	<ul style="list-style-type: none"> • Topic to be determined 	<ul style="list-style-type: none"> • Topic to be determined

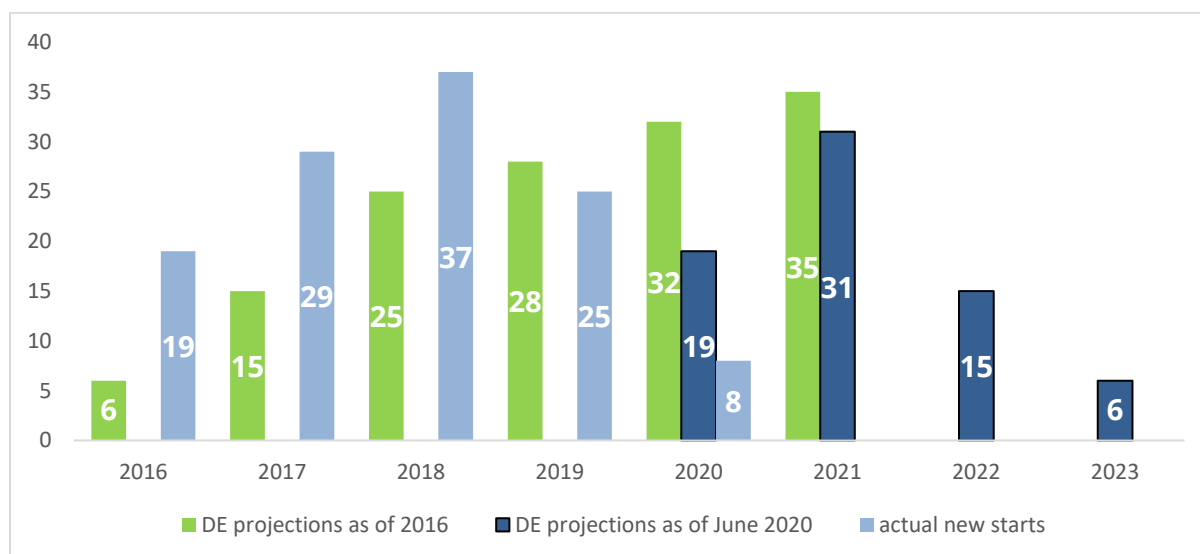
Letters and figures in brackets refer to the Board sessions at which the evaluations will be presented: A = annual session; 1 = first regular session; and 2 = second regular session. For example, A/19 refers to the 2019 annual session.

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

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

42. OEV's projections of numbers of decentralized evaluations consider planned new starts of CSPs and ICSPs and regional evaluation plans. After a steady increase in the number of decentralized evaluations (new starts)⁸ from 2016 to 2018 and a stabilization in 2019, the number of decentralized evaluations projected to start in 2020 is significantly reduced to 19 (see figure A.IV.2). This is in large part attributed to the COVID-19 crisis, which has forced country offices to redirect their attention and resources to operational response. As a result, the number of decentralized evaluations expected to start in 2021 has increased to 31. The projections for 2020–2023 are provisional estimates made on the basis of country office plans as of June 2020.

⁸ Decentralized evaluations are considered to have started once they enter the preparation phase with formulation of terms of reference.

Figure A.IV.2: Projections of decentralized evaluations (2016–2023*)

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

43. OEV will continue its efforts to ensure sufficient capacity to plan and manage decentralized evaluations effectively and to maximize their use in evidence-based policy and programme design. In 2021, these efforts will focus on:
- continuing to support country offices and regional bureaux in evaluation planning, taking into account the uncertainties resulting from the COVID-19 pandemic, ensuring that the revised evaluation coverage norms are applied and promoting the delivery of decentralized evaluations that address specific learning gaps and ensure maximum complementarity with CSPEs; and
 - continuing efforts to embed evaluation costs in CSP budgets and engaging with donors to ensure that financial resources are in place for the delivery of independent, credible and useful decentralized evaluations. When country offices have adequately planned and budgeted for decentralized evaluations but face funding constraints, they will have access to the WFP Contingency Evaluation Fund for which OEV is the secretariat.
44. 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 help desk with dedicated staff to support 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.

45. To address the human resource implications of the decentralized evaluation function in country offices and regional bureaux, OEV will continue to collaborate with the Research, Assessment and Monitoring Division on monitoring and evaluation workforce planning and the establishment of a monitoring and evaluation Future International Talent (FIT) pool. In 2021, this work will focus on:
- forecasting monitoring and evaluation staffing needs at headquarters and in the field and developing and testing monitoring and evaluation operating models for country offices;
 - managing the monitoring and evaluation FIT pool established in collaboration with the Research, Assessment and Monitoring Division; and
 - building on a 2020 study that explores the feasibility of establishing a professional recognition scheme for evaluation, which would feed into workforce and career planning.
46. 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 2021, OEV will continue to support regional evaluation officers in operationalization of the six regional evaluation strategies, following up on recommendations from the mid-term reviews of regional strategies and the peer review of the evaluation policy, which will be completed in early 2021. OEV will continue to promote the sharing of best practices among regions and will further enhance the quality of evaluations and maximize their use, working closely with the Budget and Programming Division and regional bureaux management to ensure that adequate resources for evaluation are embedded in the PSA budgets of all regional bureaux.
47. OEV will continue to learn from ongoing work on strengthening its approach to 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)

48. 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.
49. The OECD-DAC/UNEG peer review of the evaluation function will be completed in early 2021, following consultation with the Board. Findings will be presented at the 2021 annual session. Recommendations from the review will be a critical input to the update of the evaluation policy, which will be presented to the Board at its 2021 second regular session. WFP's new strategic plan and the associated results framework will also be critical inputs to the updated policy.
50. In 2021, building on implementation of recommendations from the peer review of the evaluation policy and mid-term reviews of regional evaluation strategies, OEV will continue to:
- 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;
 - provide strategic support for updates of regional evaluation strategies;
 - pilot the use of a centralized evaluation advisory panel aimed at optimizing evaluation approaches and methods based on global good practices and innovations in evaluation;
 - adapt its approaches, tools and processes to meet the challenges of producing high-quality and timely evaluations during the COVID-19 pandemic, building on initial guidance and technical notes prepared in 2020 on the planning of evaluations and remote data collection;
 - strengthen approaches for the effective mainstreaming of cross-cutting issues (equity, gender, inclusion of persons with disability, human rights) into WFP evaluation processes;
 - ensure sustainable financing mechanisms for decentralized and centralized evaluations in accordance with the directions set in WFP's Strategic Plan (2017–2021) and the Integrated Road Map;
 - develop its approach to monitoring and evaluation workforce planning, in collaboration with other divisions; and strengthen staffing for the evaluation function throughout WFP through the monitoring and evaluation FIT pool, which enables all levels of WFP to draw on a pool of qualified monitoring and evaluation experts in order to strengthen the monitoring and evaluation functions in country offices, regional bureaux and headquarters units.
51. To facilitate a more comprehensive approach to developing evaluation capacity throughout WFP, OEV will continue to roll out the evaluation capacity development strategy (2020–2024). The strategy caters to a variety of staffing levels and functions, including programme and policy advisers, WFP management, and staff who are part of WFP's evaluation cadre at the headquarters, regional bureau and country office levels. Priorities in 2021 will include:
- 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; in this regard, OEV will continue to work with the programme, monitoring and finance functions with a view to including relevant information on evaluation in their respective foundation courses and will expand collaboration with other headquarters divisions where relevant;
 - ensuring a systematic 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, the provision of coaching, feedback and opportunities for on-the-job learning, external training and secondment, and exploration of the feasibility of establishing a professional recognition scheme for the evaluation cadre in WFP – and supporting the efforts of regional bureaux and country offices in developing evaluation capacity, ensuring that they complement OEV initiatives;
 - expanding the use of peer learning to promote evaluation capacity development;

- continuing to expand virtual activities for evaluation capacity development, building on the evaluation learning programme and experimenting with different virtual delivery methods for meetings, training and peer learning related to evaluation capacity development; and
- launching a foundation course on evaluation in WFP, targeting evaluation officers and monitoring and evaluation officers but also making the course available to all WFP staff who are interested in learning more about evaluation.

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

52. WFP's evaluation policy reaffirms the importance of ensuring that evaluations are useful to decision makers and stakeholders by stimulating learning from and use of evaluations in the improvement of policies, strategies, programmes and operational decision making. The OEV communication and knowledge management strategy adopted in 2020 will have an integral role in promoting the use of evaluation among diverse audiences, raising awareness of the evaluation function and embedding an evaluation culture among WFP staff.
53. Priorities in 2021 will be:
- operationalizing the strategy, especially through the external dissemination of evaluation evidence through social media and platforms, with products targeted to specific audiences;
 - continuing to support the systematic use of evaluation evidence in 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 policy cycle task force and other fora developed to strengthen knowledge management throughout WFP – ensuring that the development of second-generation CSPs is informed by evaluation evidence will be a key dimension of this priority;
 - 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 use of decentralized evaluations through support to regional evaluation officers and country offices engaged in innovative communication and dissemination efforts; and
 - enhancing data visualization in evaluation reports and 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.
54. 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, particularly in the system-wide evaluation office currently being established;

- sharing evidence from decentralized evaluations in collaboration with regional bureaux and headquarters divisions, focusing on areas identified as core learning priorities by WFP staff;
- contributing evidence from evaluations to various corporate activities such as the annual performance report;
- sharing evidence from past evaluations that is useful to the COVID-19 response through, among other actions, actively contributing to lessons learned exercises conducted by the COVID-19 global evaluation coalition, whose membership comprises OECD-DAC member states and United Nations agencies, and releasing OEV lessons learned from past relevant evaluations;
- continuing to work with the Corporate Planning and Performance Division and the Enterprise Risk Management Division on optimizing use of the corporate risk and recommendation tracking tool, R2, which tracks management responses to evaluations and follow-up actions, and on ensuring meaningful reporting to the Board on the follow-up to evaluation recommendations; and
- commissioning a series of reviews of the implementation of evaluation recommendations with a view to enhancing the visibility and use of such recommendations. A first review, focusing on recommendations from strategic and policy evaluations, will be completed in 2021. A second will focus on WFP's response to emergencies and cover corporate emergency response evaluations and selected evaluations that assess WFP's work in emergency settings.

E. Engagement in the international evaluation system (policy outcome4)

55. 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 2021 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;
 - actively participating in UNEG's work on ensuring that evaluations contribute to the delivery of results under the 2030 Agenda and the COVID-19 response, and in the COVID-19 global evaluation coalition;
 - continuing to enhance collaboration among the evaluation offices of the Rome-based agencies, focusing on joint learning and capacity building initiatives, including the EvalForward community of practice for SDG 2;
 - cooperating with other evaluation functions in the United Nations system on the establishment of systems and processes for facilitating the effective and efficient commissioning and management of UNSDCF evaluations that meet system-wide learning and accountability needs and support delivery on the 2030 Agenda;
 - continuing the strategic partnership with EvalPartners on activities related to evaluation of work under the sustainable development agenda;

- continuing 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;
- further strengthening its engagement with the global evaluation initiative led by the World Bank's Independent Evaluation Group, which is aimed at enhancing the results of (national) evaluation capacity development through a coordinated approach involving all relevant partners at the global, regional and national levels;
- continuing to support regional evaluation officers in enhancing their partnerships with a wide range of stakeholders (United Nations organizations, national governments, civil society, etc.), including in areas such as joint evaluation, cooperation with Voluntary Organizations for Professional Evaluation, South-South learning and the development of tools for assessing national evaluation capacity; and
- continuing to contribute to and collaborate with other international professional networks.⁹

F. Evaluation function reporting (cross-cutting outcome)

56. The annual evaluation report presented to the Board at its annual session is the main channel for reporting on the performance of the evaluation function. It is informed by key performance indicators corresponding to the six areas of reporting identified in the evaluation policy,
57. In addition to continuous collection of the data needed to inform measurement of the core key performance indicators currently available, OEV will expand its information technology platform to include data specific to impact evaluations and will develop a dashboard that informs the Evaluation Function Steering Group of results from the evaluation function.
58. Key indicators used to assess the performance of the evaluation function also inform users of some of the risks identified in the corporate risk register and are updated regularly. New indicators that inform on the evolution of corporate risks related to evaluation will be developed.
59. Reporting and management information systems will continue to be developed, taking into account results from the peer review of the evaluation policy and future corporate developments such as the new strategic plan and corresponding results framework.

⁹ 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.