

ANNEX IV

Evaluation function work plan 2022–2024

Introduction

1. This annex sets out the proposed programme of work for the overall evaluation function for the period from 2022 to 2024, presenting the estimated corporate resources required for the function and the work plan of the Office of Evaluation (OEV).
2. The work plan reflects the ambition of WFP's leadership to establish an evaluation function that meets global expectations for independent evaluation by supporting accountability for results, organizational learning and evidence-based decision making throughout WFP. It is fully responsive to the demands of the 2030 Agenda for Sustainable Development.
3. The proposed programme of work takes into account the WFP response to the recommendations of the independent peer review of WFP's evaluation function,¹ the WFP policy on country strategic plans² and the anticipated implementation of an updated evaluation policy for 2022–2030, currently being prepared for submission for approval at the Board's 2022 first regular session.
4. The update to the current evaluation policy, for 2016–2021,³ together with an updated corporate evaluation strategy⁴ and evaluation charter,⁵ establish the vision, strategic direction and normative and accountability framework for the evaluation function and clarify the institutional arrangements for evaluation.
5. The work plan has a three-year timeframe, from 2022 to 2024, in accordance with WFP's management plan, and continues the ongoing phased approach to resourcing.

Overall evaluation function resource requirements

6. *Key priorities:* Deliverables for 2022 and the outlook for 2023 and 2024 are based on the following five strategic outcomes set out in the draft updated policy, which includes an additional outcome (paragraph c) in the following) focusing on the accessibility and availability of evaluation results:
 - a. Evaluations are independent, credible and useful.
 - b. Evaluation coverage is balanced and relevant and serves both accountability and learning purposes.
 - c. Evaluation evidence is systematically accessible and available to meet the needs of WFP and partners.
 - d. WFP has enhanced capacity to commission, manage and use evaluations.

¹ WFP. [Summary report on the peer review of the evaluation function at the World Food Programme \(WFP/EB.A/2021/7-D\)](#); and WFP. [2021. Management response to the recommendations in the summary report on the peer review of the evaluation function at the World Food Programme \(WFP/EB.A/2021/7-D/Add.1/Rev.1\)](#).

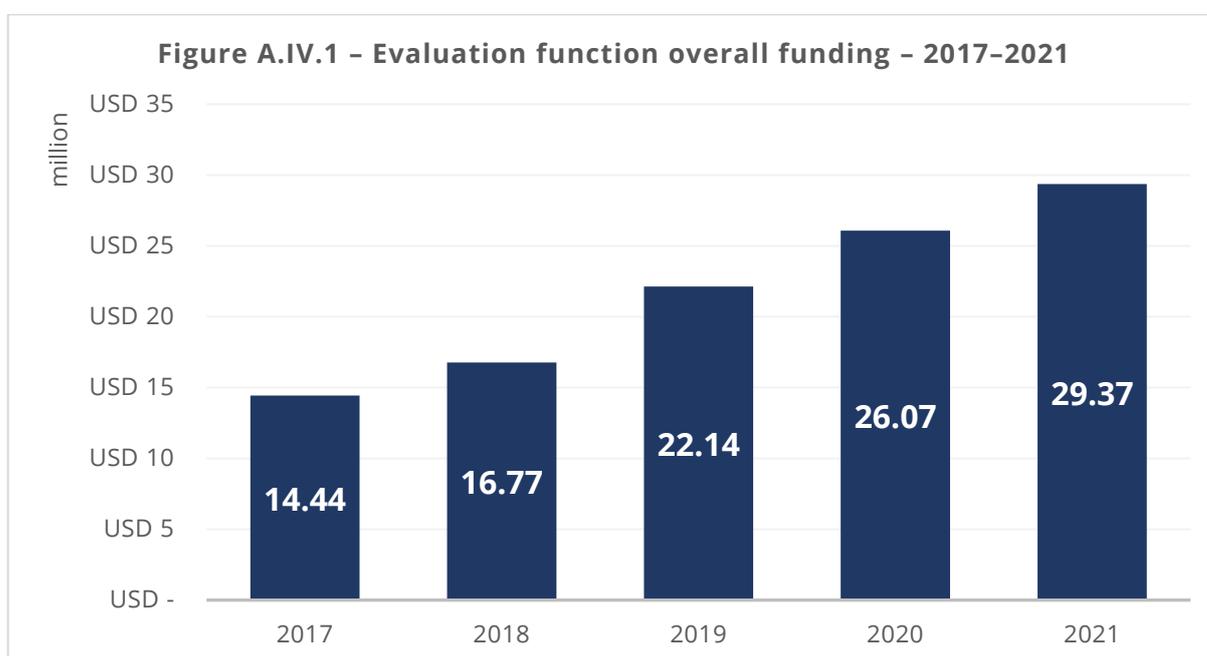
² Approved by the Board at its 2016 second regular session (WFP/EB.2/2016/4-C/1/Rev.1), the CSP policy requires an evaluation for every CSP.

³ WFP/EB.2/2015/4-A/Rev.1.

⁴ Endorsed by the Executive Management Group, April 2016.

⁵ Issued by the Executive Director, May 2016.

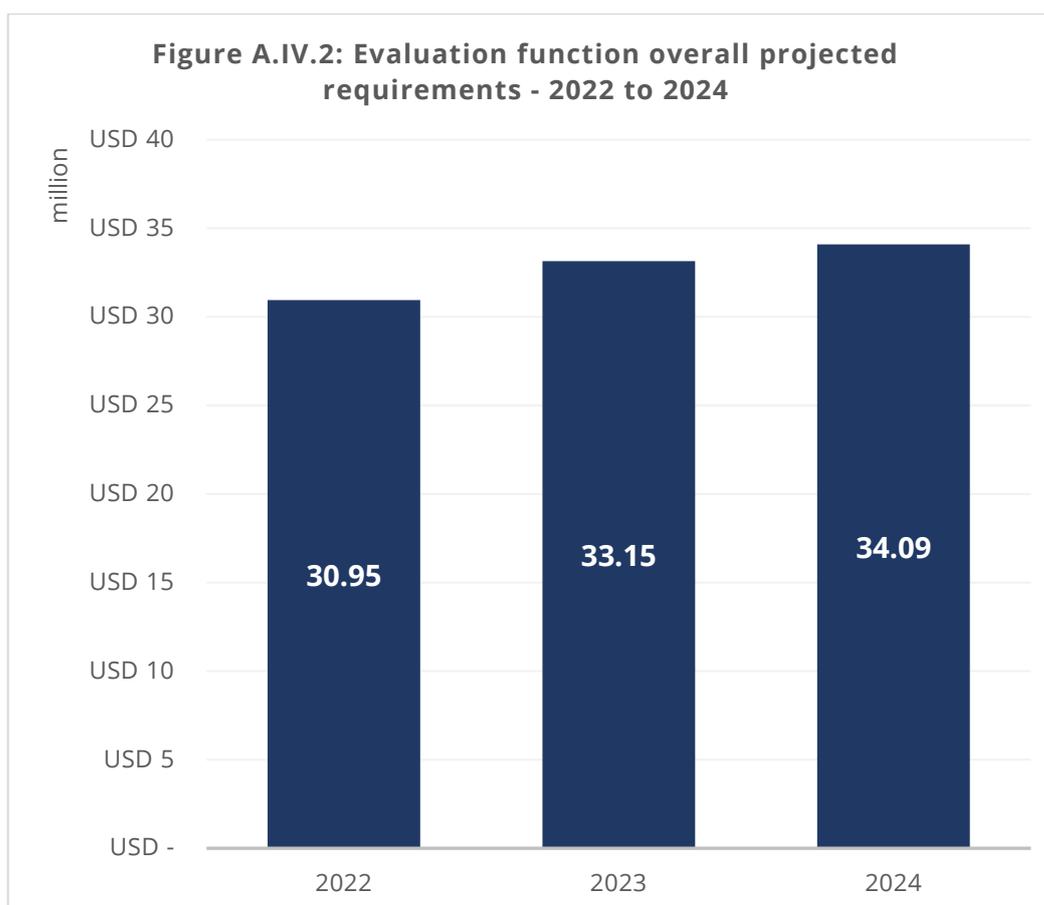
- e. Evaluation partnerships contribute to the global evaluation agenda and United Nations coherence.
7. The main areas of investment are decentralized and centralized evaluations, the continued expansion of impact evaluation “windows” and the consolidation of integrated learning from and use of evaluative evidence.
 8. The overall evaluation work plan will evolve to reflect the changes brought about by WFP’s new strategic plan and the global evaluation agenda and to ensure United Nations coherence. 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 unnecessary burden on WFP operations and partnerships.
 9. *Overall funding levels 2017–2021:* Figure A.IV.1 shows the evolution of resource requirements for the evaluation function across WFP over the course of the current evaluation policy (2017–2021).



10. *Overall resource requirements 2022–2024:* Figure A.IV.2 shows the overall requirements for 2022–2024. The workplan for 2022 and the outlook for 2023 and 2024 reflect the ambition of achieving a continuing increase in resource allocations and an evolving resourcing profile in order to meet the commitments in the current policy, satisfy the demand for a diverse set of evaluations that meet accountability and learning needs across WFP and anticipate the strategic direction of the updated policy. The increases in the programme support and administrative (PSA) budgets in 2022 for OEV and some regional evaluation units demonstrate the commitment of WFP management to further investing in and consolidating the evaluation function and reflect the aspiration of matching the share of WFP’s budget spent on evaluation with those of comparable agencies.⁶ The figures include a modest increase in staffing at the headquarters and regional levels in 2022 to cover the expected continued increase in centralized, decentralized and impact evaluations.

⁶ The United Nations Joint Inspection Unit (JIU/REP/2014/6) concluded that organizations should allocate between 0.5 and 3.0 percent of their organizational expenditures to evaluation.

11. Estimated figures are based on the OEV work plan, current and anticipated trends in regional bureaux and best assumptions and projections. Plans remain very fluid, particularly in the light of the continued volatility of CSP cycles as WFP seeks to align its CSPs with the United Nations sustainable development cooperation frameworks (UNSDCFs). This has implications for the planning of CSP evaluations and decentralized evaluations. In addition, the COVID-19 pandemic is expected to continue to increase the volatility of the evaluation plan. WFP will continue to respond flexibly to changes and trends as they emerge, depending on the human and financial resources available.
12. The figures reflect the provisional planning and budgetary situation in early September 2021 and feedback from the bottom up strategic budgeting exercise (BUSBE) project committee. As part of WFP independent oversight and governance, evaluation costs for OEV are considered to be recurrent and baseline. OEV's original needs-based work plan was reduced by USD 730,000 during the review process.
13. Across the function, 2022 should be considered a transition year as progress towards meeting the current coverage norms resumes following the slowdown in decentralized, policy, strategic and corporate emergency evaluations in 2020–2021 attributable to the COVID-19 pandemic. It should therefore be expected that 2023 will be the first year in which full implementation of the minimum coverage norms under the current evaluation policy for 2016–2021 will be achieved.



14. Table A.IV.1 presents a detailed breakdown of the resources required to implement the work plan for 2022 and the outlook for 2023 and 2024. It shows the budgets allocated from different funding sources to date, reflecting the evolution of funding sources and budgets over time at the corporate and regional levels.

**TABLE A.IV.1: ESTIMATED OVERALL RESOURCE REQUIREMENTS (USD million)
FOR THE EVALUATION FUNCTION (September 2021)**

Main element	Funding source	RESOURCES AVAILABLE TO THE EVALUATION FUNCTION (USD million)					NEEDS BASED REQUIREMENTS (USD million)			
		2017	2018	2019	2020	2021	2022 [10] Requested	2022 Provisionally allocated	2023	2024
OEV work plan	PSA base total / Baseline	8.38	7.43	10.39	12.22	12.73	15.99	15.17	15.87	16.29
	PSA base staff costs / Baseline	3.05	3.00	5.66	7.03	7.27	9.41	9.13	9.13	9.13
	PSA base other costs / Baseline [1]	5.33	4.43	4.73	5.18	5.46	6.58	6.04	6.74	7.16
	PSA equalization account investment case	-	0.40	-	-	-	-	-	-	-
	Extra-budgetary (Multilateral) [2]	-	0.50	0.59	-	-	-	-	-	-
	Extra-budgetary (Multilateral 2018 - carry over to 2019)[3]	-	-	0.12	-	-	-	-	-	-
Country strategic plan evaluation [4]	Programme sources / Country Portfolio Budgets	-	-	1.75	2.25	4.50	3.75	3.75	4.25	2.25
Multi-donor Trust Fund (Impact Evaluation) [5]	Extra-budgetary / Baseline	-	-	0.56	4.53	1.37	1.21	1.21	2.83	3.67
Data collection IE costs [11]	Programme sources / Country Portfolio Budgets	-	-	-	-	-	0.61	0.61	1.42	1.83
OEV subtotal		8.38	8.33	13.41	19.00	18.60	21.55	20.73	24.37	24.04
	Established staff positions / Baseline	15	15	29	37.5	39	48	48	48	48
	Staff costs as % of total OEV budget	36%	36%	42%	37%	39%	42%	43%	38%	39%
Regional Evaluation Units [6]	Regional Evaluation Officers + Others (operational costs 2017 - 2020 / from 2021 RB PSA business case)	1.60	1.61	1.64	1.64	2.58	3.51	3.44	3.44	3.44
	Regional investment case (RB PSA embedded from 2020)	-	-	-	0.90	-	-	-	-	-
	Regional investment case (PSA equalization account in 2019 and 2020)	-	-	-	0.36	-	-	-	-	-
	Multilateral	-	-	1.67	-	-	-	-	-	-
Decentralized evaluations [8]	Programme sources (projected for 2020)	2.96	5.33	3.92	2.67	6.70	5.28	5.28	3.84	5.12
Decentralized evaluations subtotal		4.56	6.94	7.23	5.57	9.27	8.79	8.72	7.28	8.56
Contingency Evaluation Fund [7]	PSA/Multilateral	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Grand total		14.44	16.77	22.14	26.07	29.37	31.85	30.95	33.15	34.09
As % of WFP contribution income [9]		0.24%	0.23%	0.28%	0.31%	0.34%	0.38%	0.37%	0.41%	0.43%

[1] From 2017, includes 1.5M mainstreamed into PSA Other - approved Investment Case in MP Submission 2017-19.

[2] Multilateral funding for support for the decentralized evaluation system.

[3] Multilateral funding for support for the decentralized evaluation system - having received the 2018 allocation late in the year part of the balance was carried forward to 2019.

[4] From 2019, constitutes programme funds from country portfolio budgets for country strategic plan evaluation. 2022, 2023 and 2024 figures based on number of planned CSPEs as of end August 2021 (15 in 2022 - 17 in 2023 - 9 in 2024)

[5] For 2019, 2020 + 2021 contributions received to date into the MDTF from BMZ/KPW and USAID for multi-year use; for 2022 confirmed contribution; for 2023 - 2024 planning projections.

[6] Between 2017-2020, the Regional Evaluation Units' budget was coming from various sources including the RB PSA as well as additional PSA or multilateral allocations approved through investment cases coordinated by OEV. In 2021, the budget for REUs was consolidated under an RB PSA business case. In 2022 BUSBE submission pending confirmation of figures. Dedicated CO/HQ evaluation manager costs will be captured from 2022 onwards.

[7] Contingency evaluation fund - As follow up to Peer Review recommendation and EFSG advice, extending CEF to CSPES and IEs is also under consideration.

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

Figures for 2019-2020 are based on the number of decentralized evaluations that started in 2019-2020, an estimation of their management cost and a combination of planned or actual conduct costs

Figures for 2021 are based on the number of decentralized evaluations that are expected to start in 2021, an estimation of their management cost and their planned conduct costs.

Figures for 2022 are based on estimated projection of DEs (33) with actual planning figures per DE.

Figures for 2023 and 2024 are based on estimated projections of DEs under the current coverage norm (1 DE per CSP cycle): 24 DEs (2023) and 32 DEs (2024) with an average cost per DE of USD 135,000 for evaluation conduct and USD 25,000 for evaluation management

[9] Figure for 2017, 2018 and 2019 based on actual contributions income;

Figures for 2020 and 2021 based on projected contribution revenue (Source: Salesforce)

Figures for 2022, 2023 and 2024 based on projected contribution revenue (Source: Management Plan 2022-24)

[10] Original OEV MP submission request prior to requested decreases.

[11] COs are expected to plan, budget and allocate resources for the data collection element of an Impact Evaluation.

For 2022, this is an indicative projection based on 4 country offices contributing funds from CPB in 2022 with progressive increase over the years. From 2022 onwards OEV will be setting up a systematic way to capture and report on CPB contributions to IE costs as part of the blended funding model for impact evaluations

15. *Funding sources:* Table A.IV.2 presents the four principal sources of funding for the evaluation function. Significant progress has been made in diversifying and consolidating these sources over the term of the current policy. In addition to its regular PSA budget, the evaluation function is funded from country portfolio budgets and a multi-donor trust fund set up in late 2019 to support impact evaluations in specific countries, for the latter of which OEV is actively fundraising to support the ongoing growth in impact evaluations.⁷ From 2022 onwards, the Contingency Evaluation Fund, which used to be funded through centralized services and the PSA budget, will be funded from multilateral funding.

TABLE A.IV.2: THE FUNDING MODEL FOR WFP'S EVALUATION FUNCTION			
PSA budget	Programme resources/country portfolio budgets	Multi-donor trust fund (donor contributions)	Multilateral contingency evaluation fund*
Decentralized evaluations oversight: regional evaluation units (staff and operational costs of each unit)	Decentralized evaluations conduct and management (staff time); implementation costs		Support for country offices that face genuine resource constraints in respect of planned and budgeted decentralized evaluations
Centralized evaluations conduct and management (OEV annual work plan)	Country strategic plan evaluations conduct: adjusted direct support costs (DSC)		<i>Support for country offices that face genuine resource constraints for planned and budgeted CSP evaluations</i>
Impact evaluations conduct and management (OEV annual work plan)	Impact evaluations data collection costs	A dedicated multi-donor trust fund managed by OEV that channels donor resources to <i>specific</i> WFP impact evaluations	<i>Support for small country offices that face genuine resource constraints in respect of impact evaluation data collection costs</i>
OEV overall function responsibility (standards, oversight, reporting)			

* The Contingency Evaluation Fund was funded from the PSA budget between 2017 and 2021. From 2022 onwards, in accordance with guidance resulting from the BUSBE, multilateral funding will be used. Text in italics refers to the expanded scope of the fund. Technical guidance on the joint assessment of applications for funding from the fund by the Programming Services Branch and OEV will be revised against agreed criteria for evaluation function steering group decision making.

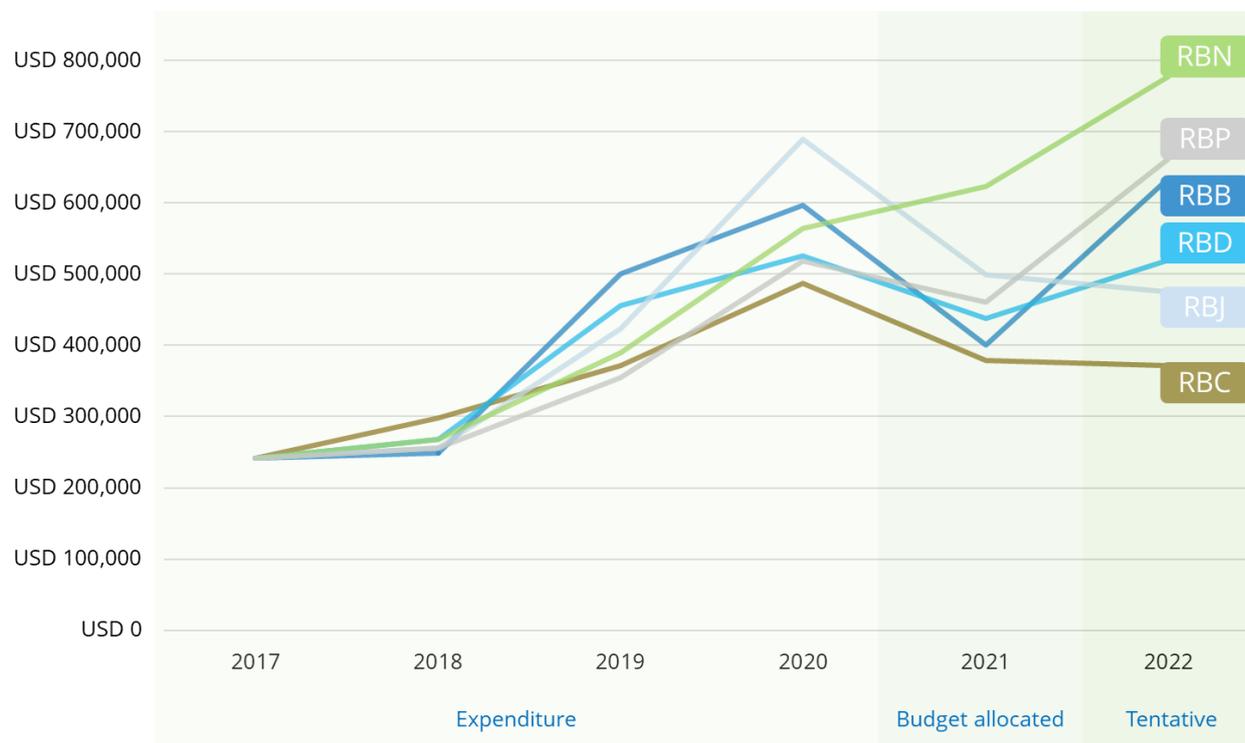
Resources for regional evaluation units

16. Figure A.IV.3 shows the evolution of the budgets of the six regional evaluation units and their funding requirements for 2022. Each unit has a structure unique to its regional situation and plans. OEV will continue to work with regional bureaux management to ensure that adequate resources for the regional evaluation units and for regionally led evaluations are embedded in the PSA budgets of all regional bureaux. Details of the

⁷ To date, contributions have been received from Germany's Federal Ministry for Economic Cooperation and Development, the Reconstruction Credit Institute and the United States Agency for International Development.

projected numbers of decentralized evaluations and the type of support provided by the regional evaluation units, backed up by OEV, are included in section B below.

Figure A.IV.3 Evolution of the regional evaluation unit budgets (2017–2022)



2019 PSA and multilateral terminal disbursement dates (TDDs) were extended to 31 August 2020, explaining why expenditures were high in 2020. 2021 budgets reflect PSA allocations as of start of year, with one investment case included for the Regional Bureau for Eastern Africa, and further modifications are expected. Regional evaluation unit budgets for 2022 are indicative and not confirmed.

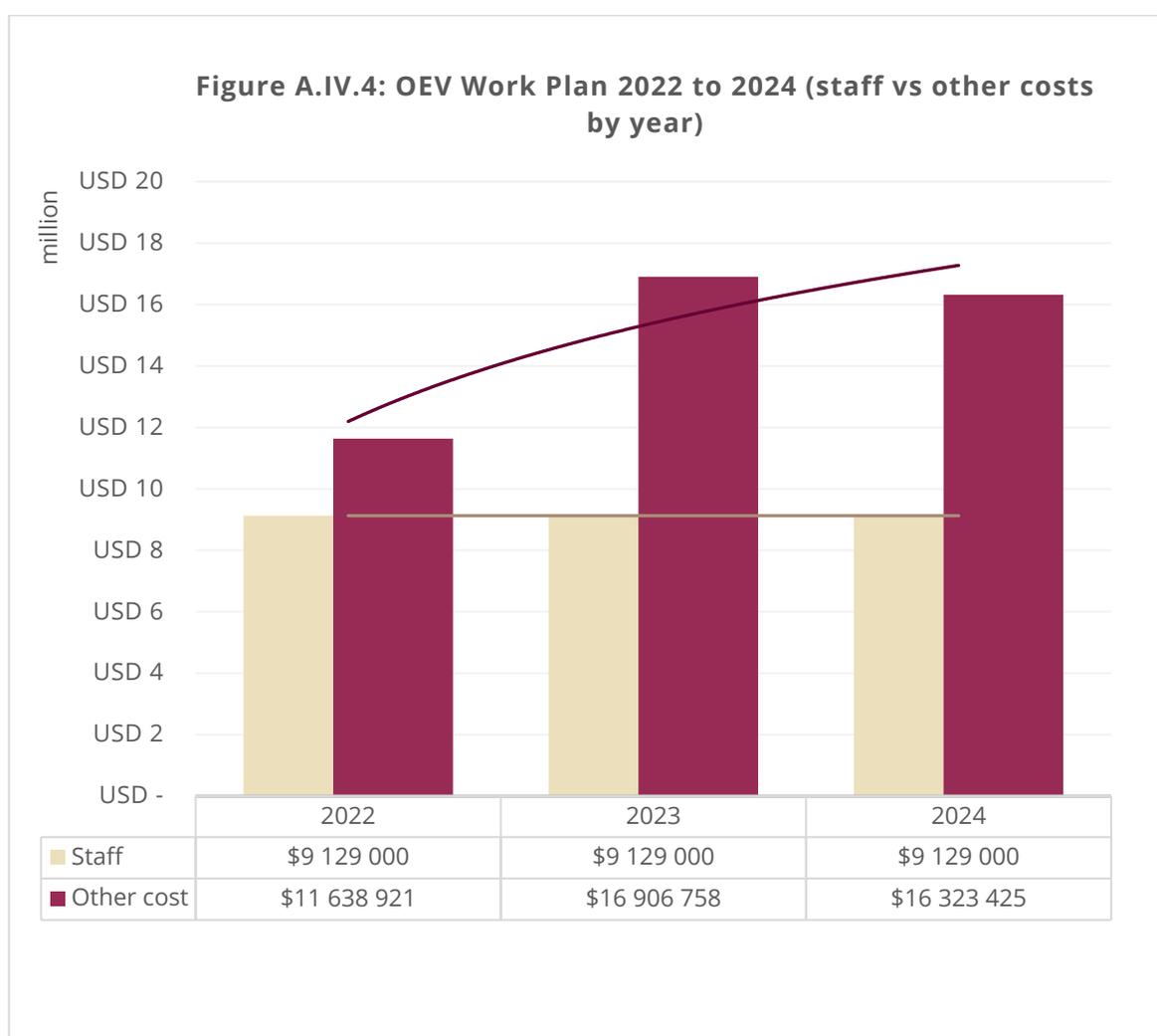
Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East and Northern Africa; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the Caribbean.

Resources for the Office of Evaluation 2022 work plan

17. For OEV, 2022 will be a year of transition to the updated evaluation policy, strategy and charter, with continued attention directed to managing a significant number of CSP evaluations in accordance with the minimum coverage norms under the CSP policy, supporting decentralized evaluations and continuing the increase in impact evaluations.
18. The increase in the PSA budget for OEV will enable the resumption of coverage norms for policy, strategic and corporate emergency evaluations following a slowdown in activity in the light of the COVID pandemic, the delivery of a large number of CSP evaluations, the continued expansion of impact evaluation activities, and engagement with system-wide evaluations while also increasing the focus on evaluation use.
19. In 2022, the total resources for OEV to ensure progress towards the five interdependent outcomes anticipated in the draft updated evaluation policy are costed at *USD 20.73 million* and are distributed as follows: *USD 15.17 million* from the PSA budget for unfunded baseline activities; *USD 3.75 million* from programme sources for CSP evaluations, and *USD 0.6 million* for the collection of data for impact evaluations, which will be sourced from country portfolio budgets; and *USD 1.2 million* of confirmed contributions considered funding for baseline activities from the multi-donor trust fund for supporting impact evaluation work in specific countries. The overall needs-based budget for OEV initially totalled *USD 15.99 million*, but as mentioned in paragraph 12, OEV was requested to reduce

it by USD 730,000⁸, which will have an impact on plans for proceeding with the nutrition impact evaluation window and engaging with the United Nations Evaluation Group (UNEG) and partnerships for national evaluation capacity development.

20. As a result of the 2022 BUSBE, figures for 2022 onward are not directly comparable with those for previous years. Figure A.IV.4 shows the evolution of the breakdown between staff costs versus other costs by year. Other costs comprise the conduct and management of all centralized evaluations (global and synthesis, CSP evaluations and impact evaluations). The major driver of the overall increase in OEV's budget is the planned increase in centralized evaluations and impact evaluations envisaged in the impact evaluation strategy, with a proportionate increase in staff costs and a slight increase in staffing requirements in 2022 for delivering on the updated evaluation policy. In future years, staff costs are expected to remain stable in relation to further growth in other costs as the number of evaluations is set to increase.



21. *Human resources:* The total OEV staff budget required for 2022 is *USD 9.13 million*. The reason for the higher budget in 2022 is twofold. First, staff costs from 2022 onward will include all contract types regardless of duration (in accordance with the BUSBE). For example, short-term and consultancy contracts were previously included in other costs and are now included under staff costs. Second, the number of established positions (excluding

⁸ Updated standard position rates account for an additional reduction of approximately USD 90,000.

short-term and consultancy contracts) will be increased from 39 to 48, of which five are fixed-term positions (three at the P-2 level and one each at the G-3 and G-4 levels) converted from short-term positions in line with the people policy and forthcoming staffing framework and four are new positions. Of the new positions (two each at the P-5 and P-3 levels), two at the P-5 level are to head formalized sub-units focusing on the use of evaluative evidence, with the establishment of a new policy outcome, and on impact evaluation. Increased P-5 capacity will also provide second-level quality assurance for the increase in centralized evaluations envisaged in the work plan.

22. *Efficiency:* OEV's restructuring exercise was finalized in 2020 and enables the office to provide more appropriate, flexible and efficient support to meet the needs of the highly integrated centralized and decentralized evaluation function. Further refinement aimed at ensuring maximum efficiency, the scalability of systems and flexibility across teams is envisaged in response to the evolving and dynamic workload in 2023 and 2024. While ensuring that the quality of evaluations is maintained, OEV seeks maximum efficiency gains in evaluation management and value-added from partnership arrangements. Efficiency and economies have been achieved through:

- use of long-term agreements that provide access to an expanded and diversified pool of service providers for conducting centralized and decentralized evaluations and editorial services for the preparation of evaluation reports and other documents;⁹
- establishment of a team of research analysts experienced with WFP's datasets and data environment and with flexible work allocations, allowing for the swift scale-up of support for evaluation teams through data provision, analysis and quality assurance;
- a partnership arrangement 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;
- further enhancement of in-house facilitation and online training capacity in order to deliver the WFP evaluation learning programme; and
- cost-sharing or the conduct of evaluations jointly or in partnership in order to support national evaluation capacity development – for example through UNEG, the Global Evaluation Initiative or EvalPartners – wherever possible.

Deliverables for 2022 and outlook for 2023–2024

23. The evaluation strategy and charter will be updated in 2022 to reflect the updated policy and to capture developments made since 2016 in the institutional arrangements and systems required for embedding evaluative thinking and behaviour throughout WFP.
24. Implementation of the peer review recommendations will require further consolidation of the integrated evaluation function – the norms, systems, capacity and resources to deliver independent, credible and useful evaluations.

⁹ Long-term agreements provide many advantages, including greater administrative efficiency.

A. OEV-managed evaluations

25. OEV-managed evaluations inform all stakeholders of the relevance, effectiveness, coherence, impact and sustainability of WFP's policies, strategies, operations and activities and the efficiency of their implementation. The main types of OEV-led evaluations are global evaluations, comprising policy and strategic evaluations; country-specific evaluations, comprising evaluations of CSPs and corporate humanitarian emergency responses; and impact evaluations. In addition, OEV contributes to inter-agency humanitarian and other joint evaluations and foresees the potential to engage in more system-wide evaluations in the future.
26. The programme of evaluations for 2022–2024 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, and OEV consults with the Office of Internal Audit and the External Auditor to minimize overlap and identify synergies wherever possible.
27. Table A.IV.3 provides an overview of OEV's plan for centralized evaluations in 2022 and the provisional outlook for 2023 and 2024. The rest of this section sets out details of and the rationale for those deliverables.
28. *Policy evaluations.* The norm governing the evaluation of WFP's policies is set by the WFP policy formulation document approved by the Board in 2011.¹⁰ It requires that policies approved after 2011 be evaluated between four and six years after the start of their implementation in order to contribute evaluation evidence and learning to WFP's policy cycle. For policies approved prior to 2011, evaluation of either a policy itself or the theme addressed by the policy is based on the criterion of continuing relevance to WFP's work or the 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 evaluations. OEV consults WFP management to determine the priorities and timing for policy evaluations in the light of the policy compendium:
 - a. A report on the evaluation of the policy on peacebuilding in transition settings initiated in 2021 will be submitted to the Board at its 2023 first regular session.
 - b. A report on the evaluation of the resilience and disaster risk reduction policies initiated in late 2021 will be submitted to the Board at its 2023 annual session.
 - c. In 2022, OEV will commission two policy evaluations, one on the CSP policy and the other on climate change.
 - d. Looking ahead to 2023–2024, two new policy evaluations are foreseen to start in 2023 and two in 2024.

¹⁰ "WFP Policy Formulation" (WFP/EB.A/2011/5-B).

29. *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 2022 were informed by a 2017 review of topics of strategic relevance with potential to contribute to organizational learning:
 - a. 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 its 2022 first regular session.
 - b. A strategic evaluation of nutrition and HIV/AIDS that combines separate evaluations of the two policies will be commissioned in 2021 for submission to the Board at its 2023 first regular session.
 - c. In 2023–2024 three new strategic evaluations will commence, on supply chain management and two topics to be identified. Priorities for strategic evaluation will be identified at the end of 2021 through a consultative process taking into account a number of factors, including in particular the new WFP strategic plan.
30. *Country strategic plan evaluations.* CSP evaluations are the primary instrument for providing accountability and meeting 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 in order to inform the design of the next generation of CSPs and potentially to contribute to the design of UNSDCF. For this purpose, CSP evaluations are conducted in the penultimate year of the CSP programme cycle in order to ensure that final draft evaluation reports are ready when the country offices start to design new CSPs.
31. The number of CSP evaluations undertaken each year is based on current planning projections. It is expected that 20 CSP evaluations will be completed in 2022, with 15 new starts planned in 2022 and 17 in 2023, decreasing to 9 in 2024. As mentioned above, continued volatility in the workload is anticipated because of potential changes in CSP cycles resulting from the COVID-19 global crisis and the ongoing process of aligning CSP and UNSDCF cycles, which has a direct impact on the timing of CSP evaluations. OEV will continue to maintain close working relationships with the Programme – Humanitarian and Development Division and regional bureaux to ensure that, to the extent possible, the programme of work is responsive to needs.
32. *Corporate emergency response evaluations.* In line with the Board's request for increased evaluation coverage 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, through either a corporate emergency response evaluation or a CSP evaluation where appropriate. While in 2021, the priority for corporate emergency response evaluations has been the evaluation of WFP's response to COVID-19, a new topic will be selected for 2022.

33. *Inter-agency humanitarian evaluations (IAHEs)*: As an active member of the IAHE steering group chaired by the United Nations Office for the Coordination of Humanitarian Affairs, OEV 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 as part of system-wide humanitarian responses. OEV envisages contributing to up to two IAHEs per year:
- In 2021 two IAHEs – of the responses to the humanitarian crisis in Yemen, and of the COVID-19 response – have started.
 - Topics for IAHEs in 2022 will be determined by the IAHE steering group.
34. *Joint evaluations and activities*. OEV will continue to collaborate with other United Nations entities on identifying opportunities for a joint evaluation in 2022 and envisages contributing to up to two joint or system-wide evaluations per year from 2023 onward. Those evaluations will be in addition to a joint evaluation occurring at the decentralized level and contributions to UNSDCF evaluations.
35. *Synthesis reports*. A new topic will be determined for 2022.

Type	2022	2023	2024
Policy	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> Peacebuilding in transition settings (1/23) Resilience and disaster risk reduction (A/23) <p><i>New starts:</i></p> <ul style="list-style-type: none"> CSP policy Climate change 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> Resilience and disaster risk reduction CSP policy Climate change <p><i>New starts:</i></p> <ul style="list-style-type: none"> Two topics to be determined 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> Two topics to be determined
Strategic	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> Nutrition and HIV/AIDS (1/23) <p><i>New start:</i></p> <ul style="list-style-type: none"> Supply chain management strategy 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> Supply chain management strategy <p><i>New starts:</i></p> <ul style="list-style-type: none"> One–two topics to be determined 	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> One–two topics to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> One–two topics to be determined
Country strategic plan*	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> Afghanistan CSP (A/22) Algeria ICSP (A/22) Bolivia (Plurinational State of) CSP (2/22) Central African Republic ICSP (2/22) Chad CSP (2/22) Ecuador CSP (2/22) Egypt CSP (A/23) Haiti CSP (A/23) 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> Armenia CSP Burundi ICSP Colombia CSP Congo (The) CSP Cuba CSP Democratic Republic of the Congo CSP Djibouti CSP Guatemala CSP Iraq CSP 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> Afghanistan CSP China CSP Côte d'Ivoire CSP Eswatini CSP Ethiopia CSP Indonesia CSP Somalia CSP Tunisia CSP Uganda CSP

TABLE A.IV.3: OEV EVALUATION PLAN FOR 2022 AND OUTLOOK FOR 2023 AND 2024 (6 September 2021)			
Type	2022	2023	2024
	<ul style="list-style-type: none"> • India CSP (2/22) • Jordan CSP (2/22) • Kenya CSP (A/23) • Kyrgyzstan CSP (2/22) • Mauritania CSP (2/22) • Mozambique CSP (A/22) • Nigeria CSP (2/22) • Pakistan CSP (2/22) • State of Palestine CSP (1/23) • Peru CSP (2/22) • South Sudan ICSP (2/22) • Sri Lanka CSP (2/22) • Sudan (The) CSP (2/22) • Tajikistan CSP (2/22) • United Republic of Tanzania CSP (A/22) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Benin CSP • Bhutan CSP • Burkina Faso CSP • Cambodia CSP • Dominican Republic CSP • Ghana CSP • Malawi CSP • Myanmar CSP (TBC) • Namibia CSP • Nepal CSP • Nicaragua CSP • Philippines (The) CSP • Senegal CSP • Syrian Arab Republic ICSP • Zambia CSP 	<ul style="list-style-type: none"> • Lesotho CSP • Liberia CSP • Madagascar CSP • Mali CSP • Niger (The) (CSP) • Rwanda CSP • São Tomé and Príncipe CSP • Sierra Leone CSP 	

TABLE A.IV.3: OEV EVALUATION PLAN FOR 2022 AND OUTLOOK FOR 2023 AND 2024 (6 September 2021)			
Type	2022	2023	2024
Corporate emergency response	<i>New start</i> <ul style="list-style-type: none"> One corporate emergency response evaluation to be determined 	<i>Continued from 2022:</i> <ul style="list-style-type: none"> One corporate emergency response evaluation to be determined <i>New start:</i> <ul style="list-style-type: none"> One corporate emergency response evaluation to be determined 	<i>Continued from 2023:</i> <ul style="list-style-type: none"> One corporate emergency response evaluation to be determined <i>New start:</i> <ul style="list-style-type: none"> One corporate emergency response evaluation to be determined
Inter-agency humanitarian	<i>Continued from 2021:</i> <ul style="list-style-type: none"> Response to the humanitarian crisis in Yemen COVID-19 response <i>New starts:</i> <ul style="list-style-type: none"> Two topics to be determined 	<i>Continued from 2022:</i> <ul style="list-style-type: none"> Two topics to be determined <i>New starts:</i> <ul style="list-style-type: none"> Two topics to be determined 	<i>New starts:</i> <ul style="list-style-type: none"> Two topics to be determined
Joint	<i>Continued from 2021</i> <ul style="list-style-type: none"> <i>Joint evaluation of efficiency and sustainability (UNAIDS/UNFPA)</i> <i>New start:</i> <ul style="list-style-type: none"> One topic to be determined 	<i>Continued from 2022:</i> <ul style="list-style-type: none"> One topic to be determined <i>New starts</i> <ul style="list-style-type: none"> One-two topics to be determined 	<i>Continued from 2023:</i> <ul style="list-style-type: none"> One-two topics to be determined <i>New starts</i> <ul style="list-style-type: none"> One-two topics to be determined
Syntheses	<i>New start:</i> <ul style="list-style-type: none"> One topic to be determined 	<i>New start:</i> <ul style="list-style-type: none"> One topic to be determined 	<i>New start:</i> <ul style="list-style-type: none"> One topic to be determined

* Planning for CSP evaluations is based on information as of 31 August and current planning cycles of ICSPs and CSPs.

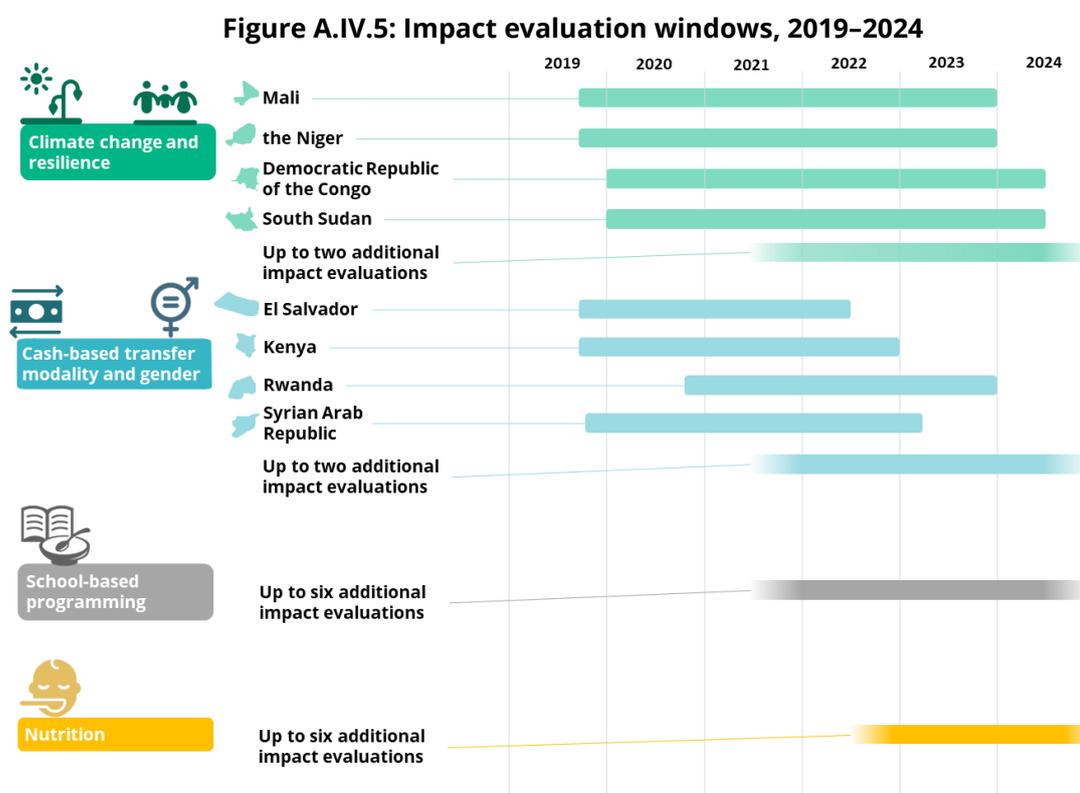
Letters and figures in brackets refer to the Board sessions at which the evaluations will be presented:

A = annual session; 1 = first regular session; and 2 = second regular session. For example, A/22 refers to the 2022 annual session.

ICSP = interim country strategic plan.

36. *Impact evaluations.* Figure A.IV.5 shows the evolution of impact evaluations from 2019 to 2024 in line with the impact evaluation strategy. OEV has launched three impact evaluation windows – on cash-based transfers and gender, on climate change and resilience and, in 2021, on school-based programming – and is planning a fourth on nutrition in 2022, subject to the availability of funding. OEV expects to increase the number of impact evaluations from 11 in 2021 to 14 in 2022, 16 in 2023 and 20 in 2024.

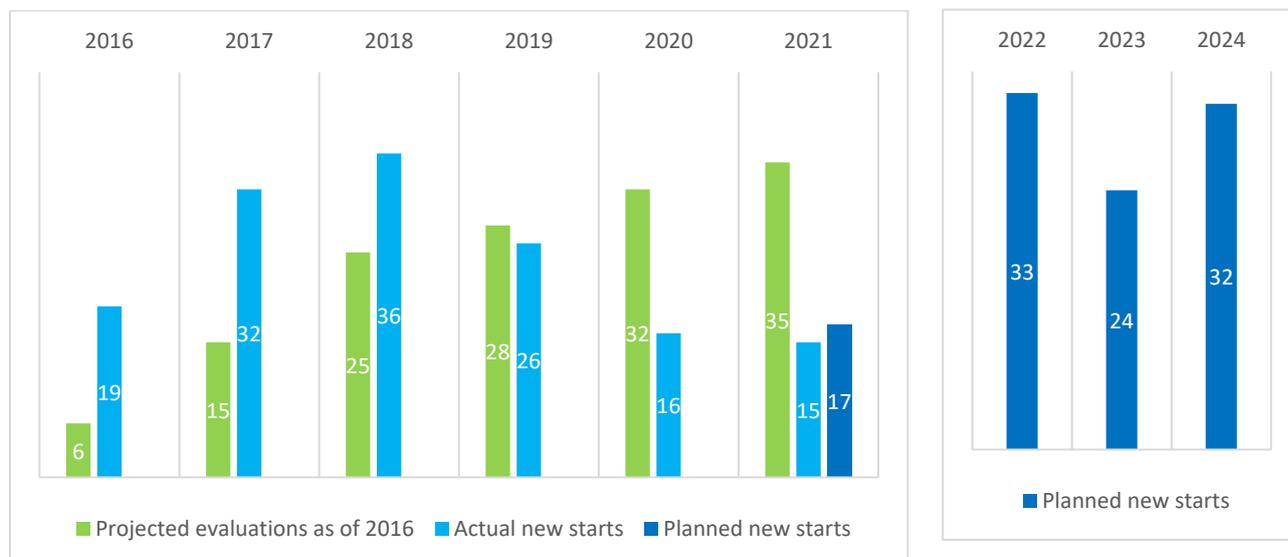
37. OEV has also initiated work on generating evidence from impact evaluations in fragile and humanitarian settings. This cross-cutting workstream is in line with the impact evaluation strategy and will build on lessons learned from the thematic evaluation windows.
38. Findings from the mid-term review of the impact evaluation strategy conducted in 2021 will inform decisions with regard to any adjustments or improvements required in implementation of the strategy going forward.



B. Decentralized evaluations

39. Figure A.IV.6 shows the projected number of decentralized evaluations under the evaluation policy for 2016–2021 compared with the number actually started and the projections for 2022–2024. Delivery of the decentralized evaluation work plan was significantly hampered in 2020 by the COVID-19 pandemic, with two evaluations cancelled and nine postponed until 2021. Given the continued effects of the pandemic, similar trends are likely in 2021 and 2022. As of August 2021, 32 evaluations had started or were expected to start in 2021; the projected number for 2022 is 33, assuming adherence to the minimum coverage norm of one decentralized evaluation per CSP cycle; and a modest increase in the number of joint evaluations and multi-country thematic decentralized regional evaluations is foreseen, with estimates of 24 in 2023 and 32 in 2024.

Figure A.IV.6: Projected number of decentralized evaluations under the evaluation policy for 2016–2021, August 2021*



Evaluations recorded by year of start, excluding baseline evaluations and cancelled evaluations.

40. With support from OEV, regional evaluation officers will follow up on the recommendations from the mid-term reviews of regional strategies that were completed in 2020. Following the approval of an updated evaluation policy, the six regional evaluation strategies will be updated.
41. WFP will continue its efforts to ensure sufficient capacity for the effective planning and management of decentralized evaluations and the maximization of their use in evidence-based policy and programme design. In 2022, these efforts will focus on strengthening the:
 - support to country offices and regional bureaux for evaluation planning and the promotion of decentralized evaluations that address specific learning gaps and ensure maximum complementarity with other evaluation types;
 - inclusion of evaluation costs in country portfolio budgets and engagement with donors to ensure that financial resources are in place for the delivery of independent, credible and useful decentralized evaluations; and
 - learning from ongoing work on 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.
42. OEV will continue to invest in and enhance support mechanisms 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 decentralized evaluations commissioned by headquarters divisions;
 - managing an outsourced quality support service for decentralized evaluations; and

- facilitating access to evaluation expertise for country offices and regional bureaux, enabling them to identify experienced and qualified evaluators.

C. Overall evaluation function

43. In 2022, OEV will prioritize:

- the strengthening of its provisions for safeguarding impartiality and ethics in evaluations, with implementation of an action plan for adherence to UNEG ethics guidelines and an integrated package of measures aimed at pre-empting situations in which impartiality and ethics are at risk and facilitating prompt resolution of any issues that arise;
- the piloting of the use of an evaluation methods advisory panel to provide advice on evaluation approaches and methods based on global good practices and innovations in evaluation;
- the further adaptation of approaches, tools and processes to meet the challenges of producing high-quality and timely evaluations during the COVID-19 pandemic, leveraging WFP's wide range of datasets and building on lessons from remote data collection and hybrid models of evaluations;
- efforts to ensure that inclusion and accountability to affected populations are central to the evaluation function, including through updates of the evaluation quality assurance system and capacity development initiatives;
- coordination with the Human Resources Division in a strategic workforce planning exercise aimed at addressing the human resource implications of the various evaluation processes, work with the Research, Assessment and Monitoring Division and other divisions on workforce planning for monitoring and evaluation, and strengthening of the staffing for the evaluation function throughout WFP through an updated Future International Talent pool for monitoring and evaluation; and
- efforts to ensure the functioning of sustainable and predictable financing mechanisms for all evaluation types including through management of the contingency evaluation fund with a broadened scope.

D. Promoting systematic access to and availability of evaluation evidence

44. The theory of change for the evaluation function in the draft updated evaluation policy includes a new outcome focused on ensuring that evaluation evidence is systematically accessible and available to meet the needs of WFP and its partners.
45. Building on work started in 2021 on implementation of the WFP evaluation communications and knowledge management strategy, WFP will promote the use of evaluation and the sharing of and access to knowledge. Active communication of evaluation results to all stakeholders aims to maximize their use in policy, strategy and programme design, and there will be continued emphasis on ensuring that second-generation CSPs are informed by evaluation evidence.

46. In 2022, the priorities will be:
- strengthening established mechanisms and systems for promoting and utilizing evaluation evidence to inform decision making such that, for example, OEV will continue to share lessons learned and summaries of evidence gathered with the Board and will present evaluation evidence of strategic importance to the Oversight and Policy Committee;
 - developing an expanded range of targeted and accessible evidence products and engaging with technical divisions at headquarters and regional bureaux to map opportunities to embed evaluative evidence further in relevant processes throughout WFP;
 - working with regional bureaux to foster innovation in evaluations commissioned at the regional and country levels and to facilitate cross-fertilization between regions; and
 - enhancing data visualization in evaluation reports 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 for internal and external users.
47. OEV will further increase its efforts to promote the use of evaluations by:
- fostering a greater understanding of the role of evaluations in transformative change among WFP staff through peer-to-peer learning and other initiatives aimed at strengthening WFP's learning culture;
 - engaging in learning partnerships with United Nations and other entities 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;
 - actively contributing to lessons learned exercises conducted by the COVID-19 global evaluation coalition, whose membership comprises OECD-DAC member states and United Nations entities, and releasing OEV lessons learned from relevant past evaluations; and
 - working closely with the Corporate Planning and Performance Division on optimizing use and analysis of the data in the R2 corporate risk and recommendation tracking tool.

E. Enhancing the capacity to commission, manage and use evaluations

48. To ensure adequate capacity in evaluation management throughout WFP, and in alignment with the UNEG competency framework and ongoing discussions on the professionalization of the evaluation function in the UNEG forum, OEV will continue to roll out the evaluation capacity development strategy for 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.

49. Priorities in 2022 will include:

- complementing ongoing learning initiatives such as the EvalPro series with the phased development of a recognition scheme for evaluation that will enable the WFP evaluation cadre to develop capability for high-quality evaluation management and provide a framework of recognition for the cadre itself; and
- launching a foundation course on evaluation in WFP, targeting evaluation officers and monitoring and evaluation officers but also available to all WFP staff members who are interested in learning more about evaluation.

F. Contribution to global knowledge and global decision making through partnerships

50. WFP 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 its work. In 2022, specific priorities include:

- further developing WFP's network of organizations engaged in generating evidence from impact evaluations in priority areas;
- actively participating in the work of the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), to 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, informed by the outcomes of the 2021 United Nations food systems summit;
- cooperating on the establishment of systems and processes for facilitating the effective and efficient commissioning and management of UNSDCF evaluations;
- engagement in the stocktake and renewal of the Global Evaluation Agenda (2016-2020) through the strategic partnership with EvalPartners;
- operationalizing the memorandum of understanding with the global evaluation initiative led by the World Bank's Independent Evaluation Group on enhancing the results of national evaluation capacity development through a coordinated approach involving relevant partners at the global, regional and national levels; and
- enhancing partnerships with a wide range of stakeholders at the regional and country levels (United Nations organizations, national governments, civil society, etc.) to promote joint evaluation, cooperation with voluntary organizations for professional evaluation, South-South learning and the development of tools for assessing national evaluation capacity.

G. Evaluation function reporting

51. 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 (KPIs) corresponding to the six areas of reporting identified in the evaluation policy.

52. In addition to continuous collection of the data needed to inform measurement of the core evaluation policy KPIs currently available, new indicators relevant to the updated policy will be developed.
53. Reporting and management information systems will continue to be strengthened, taking into account the updated evaluation policy and future corporate developments such as the new strategic plan and corresponding results framework.