

## ANNEX III

### Evaluation function workplan 2023–2025

#### Introduction

1. This annex sets out the proposed workplan for the evaluation function for the period from 2023 to 2025 and the estimated corporate resources required for the function, including the programme of work for centralized and impact evaluations and indicative plans for decentralized evaluations. The workplan timeframe is aligned with that of the WFP management plan for the same period.
2. The workplan reflects the commitment of WFP's leadership to ensuring that the evaluation function meets global expectations for independent evaluation by supporting accountability for results, organizational learning and evidence-based decision making throughout WFP, as highlighted in the new WFP strategic plan for 2022–2025. The workplan is fully responsive to the demands of the 2030 Agenda for Sustainable Development and takes into account the WFP policy on country strategic plans (CSPs),<sup>1</sup> the WFP response to the recommendations of the 2020 independent peer review of WFP's evaluation function<sup>2</sup> and the updated evaluation policy for 2022–2030 approved by the Board at its 2022 first regular session.<sup>3</sup>
3. The evaluation policy, corporate evaluation strategy and evaluation charter, all updated in 2022, establish the vision, strategic direction and normative and accountability framework for the evaluation function and clarify the institutional arrangements for evaluation.
4. This annex has two parts: the first lays out the overall deliverables for the evaluation function for 2023 and the outlook for 2024 and 2025, and the second outlines the resources required to achieve those deliverables.

#### Part 1. Overall deliverables for 2023 and outlook for 2024 and 2025

5. Deliverables for 2023 and the outlook for 2024 and 2025 are based on the following five strategic outcomes set out in the evaluation policy:
  - 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.
  - e) Partnerships strengthen the environment for evaluation and United Nations coherence.

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<sup>1</sup> Approved by the Board at its 2016 second regular session (WFP/EB.2/2016/4-C/1/Rev.1), WFP's [Policy on Country Strategic Plans](#) requires an evaluation for every CSP.

<sup>2</sup> "Summary report on the peer review of the evaluation function at the World Food Programme" (WFP/EB.A/2021/7-D); and "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).

<sup>3</sup> "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C).

6. The main areas of investment in the evaluation function are the management and conduct of centralized, decentralized and impact evaluations, the promotion of integrated learning from evaluations and the use of evaluative evidence, and capacity strengthening within WFP and with national partners.
7. The overall evaluation workplan will evolve to reflect the changes brought about by WFP's new strategic plan and updated evaluation policy and to ensure United Nations coherence with the global evaluation agenda. All evaluation activities are regularly reviewed and carefully planned and managed with the aim of continuing to meet corporate accountability and learning needs without unduly burdening WFP operations and partnerships.
8. Key deliverables, activities and resource implications for each evaluation policy strategic outcome are presented below.

#### **A. Evaluations are independent, credible and useful**

9. Key priorities in 2023 will be:
  - adapting evaluation approaches and methods based on global good practices and innovations in evaluation, informed by the evaluation methods advisory panel established in 2022;
  - maintaining a strategic advisory panel to advise on the implementation of WFP's impact evaluation strategy for 2019–2026<sup>4</sup> and the methods and approaches used for impact evaluations;
  - enhancing 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 the help desk managed by the Office of Evaluation (OEV) to support decentralized evaluations, including those commissioned by headquarters divisions;
    - managing an outsourced quality support service for decentralized evaluations;
  - continuing to adapt approaches, tools and processes to meet the challenges of producing high-quality and timely evaluations in a context of global volatility and unprecedented food crises, leveraging WFP's wide range of datasets and building on lessons from remote data collection and hybrid evaluation models.

#### **B. Balanced and relevant evaluation coverage**

##### **B.1 Programme of work for centralized evaluations**

10. OEV-managed evaluations inform all stakeholders of the relevance, effectiveness, coherence, impact and sustainability of WFP 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 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.

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<sup>4</sup> WFP. 2019. *WFP Impact Evaluation Strategy (2019–2026)*.

11. The evaluations in the programme of work for 2023–2025 have been selected and prioritized to be of maximum relevance to WFP’s dynamic policy and programming 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 in order to minimize overlap and identify synergies wherever possible.
12. Table A.III.1 provides an overview of OEV’s programme of work for centralized evaluations in 2023 and the provisional outlook for 2024 and 2025. The rest of this section sets out details of and the rationale for those deliverables.
13. *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 WFP CSPs in order to inform the design of the next generation of CSPs and, potentially, to contribute to the design of United Nations sustainable development coordination frameworks (UNSDCFs). For this purpose, each CSP evaluation is conducted in the penultimate year of the relevant CSP so that a final evaluation report is available when the country office starts to design the next CSP.
14. The number of CSP evaluations undertaken each year is based on projections of changes in CSP cycles resulting from the alignment of CSP and UNSDCF cycles, which has a direct impact on the timing of CSP evaluations. Nineteen CSP evaluations are under way in 2022 and will be completed in 2023. In addition, 12 new evaluations are planned to start in 2023, 17 in 2024 and 9 in 2025.
15. *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.<sup>5</sup> It requires that policies approved after 2011 be evaluated between four and six years after the start of their implementation so that they can contribute evaluation evidence and learning to WFP’s policy cycle. For policies approved prior to 2011, evaluation of either the policies themselves or the themes addressed by the policies is based on their continuing relevance to WFP’s work or potential to contribute to new policy development. Some policy topics 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 compendium of policies relating to the strategic plan.<sup>6</sup> Forthcoming policy evaluations will take place as follows:
  - a) Three evaluations will be presented to the Board at its 2023 annual session: a report on the evaluation of the resilience policy initiated in late 2021, one on the disaster risk reduction and climate change policies commissioned in 2022, and the other on the CSP policy commissioned and initiated in 2022.
  - b) In 2023, OEV will commission two evaluations of the environment policy and the emergency preparedness policy.
  - c) Looking ahead to 2024 and 2025, OEV expects to begin an evaluation of the enterprise risk management policy in 2024 and an evaluation of the local and regional food procurement policy in 2025.

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<sup>5</sup> “WFP Policy Formulation” (WFP/EB.A/2011/5-B).

<sup>6</sup> “Compendium of policies relating to the strategic plan” (WFP/EB.1/2022/4-D).

16. *Strategic evaluations* are forward-looking and focus on strategic themes, systemic or emerging corporate issues and 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. Priorities for strategic evaluation under the updated evaluation policy covering 2022–2030 have been identified through an internal review followed by a consultative process with Board members and WFP management taking into account a number of factors, including the WFP strategic plan, and will be revised in response to changing circumstances. The list of strategic evaluations that are currently under way or foreseen is as follows:
- a) A combined evaluation of the nutrition and HIV/AIDS policies commissioned in 2021 will be presented to the Board at its 2023 first regular session.
  - b) An evaluation of protection from sexual exploitation and abuse will be initiated in 2022.
  - c) An evaluation on refugees and displacement will be commissioned in 2023, followed by a mid-term evaluation of the WFP strategic plan for 2022–2025 starting in late 2023.
  - d) An evaluation of supply chain management previously expected to commence in 2022 will, following consultation among the relevant divisions, instead begin in 2024 and focus on the supply chain road map.
  - e) Strategic evaluations of knowledge management and vulnerability assessment, analysis and targeting will also begin in 2024.
  - f) Strategic evaluations of WFP's work in middle-income countries, the principle of "leaving no one behind" and social protection will be commissioned in 2025.
17. *Corporate emergency response evaluations*. In line with the Board's request for increased evaluation coverage of corporate emergency responses and the Executive Director's circular on WFP's emergency activation protocol ([OED2022/003](#)), all crises classified as being in the "corporate scale-up phase" or "corporate attention phase" will be subject to evaluation through an OEV-commissioned corporate emergency response evaluation, a CSP evaluation or an inter-agency humanitarian evaluation (IAHE). The Director of Evaluation will determine the most appropriate option in consultation with key stakeholders.

TABLE A.III.1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS FOR 2023 AND OUTLOOK FOR 2024 AND 2025 (12 August 2022)

Type	2023		2024		2025	
	Continued from 2022	New starts	Continued from 2023	New starts	Continued from 2024	New starts
<b>Country strategic plan*</b>	<ul style="list-style-type: none"> <li>• Benin CSP (2/2023)</li> <li>• Bhutan CSP (2/2023)</li> <li>• Burkina Faso CSP (2/2023)</li> <li>• Cambodia CSP (2/2023)</li> <li>• Dominican Republic CSP (2/2023)</li> <li>• Egypt CSP (A/2023)</li> <li>• Ghana CSP (2/2023)</li> <li>• Haiti CSP (2/2023)</li> <li>• Kenya CSP (A/2023)</li> <li>• Lesotho CSP (A/2023)</li> <li>• Madagascar CSP (2/2023)</li> <li>• Malawi CSP (2/2023)</li> <li>• Namibia CSP (2/2023)</li> <li>• Nepal CSP (2/2023)</li> <li>• Philippines (2/2023)</li> <li>• Rwanda CSP (A/2024)</li> <li>• Senegal CSP (2/2023)</li> <li>• Syrian Arab Republic ICSP (2/2023)</li> <li>• Zambia CSP (A/2023)</li> </ul>	<ul style="list-style-type: none"> <li>• Colombia CSP</li> <li>• Congo CSP</li> <li>• Cuba CSP</li> <li>• Democratic Republic of the Congo CSP</li> <li>• Djibouti CSP</li> <li>• Guatemala CSP</li> <li>• Iraq CSP</li> <li>• Liberia CSP</li> <li>• Mali CSP</li> <li>• Nicaragua CSP</li> <li>• Niger (CSP)</li> <li>• Sierra Leone CSP</li> </ul>		<ul style="list-style-type: none"> <li>• Armenia CSP</li> <li>• Burundi ICSP</li> <li>• China CSP</li> <li>• Côte d'Ivoire CSP</li> <li>• Eswatini CSP</li> <li>• Ethiopia CSP</li> <li>• Indonesia CSP</li> <li>• Iran (Islamic Republic of) ICSP</li> <li>• Lebanon CSP</li> <li>• Libya ICSP</li> <li>• Somalia CSP</li> <li>• South Sudan CSP</li> <li>• Timor-Leste CSP</li> <li>• Tunisia CSP</li> <li>• Türkiye ICSP</li> <li>• Uganda CSP</li> <li>• Yemen ICSP</li> </ul>		<ul style="list-style-type: none"> <li>• Afghanistan CSP</li> <li>• Bangladesh CSP</li> <li>• Cameroon CSP</li> <li>• Caribbean multi-CSP</li> <li>• El Salvador CSP</li> <li>• Lao People's Democratic Republic CSP</li> <li>• Mozambique CSP</li> <li>• Peru CSP</li> <li>• Togo ICSP</li> </ul>

TABLE A.III.1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS FOR 2023 AND OUTLOOK FOR 2024 AND 2025 (12 August 2022)

Type	2023		2024		2025	
	Continued from 2022	New starts	Continued from 2023	New starts	Continued from 2024	New starts
<b>Policy</b>	<ul style="list-style-type: none"> <li>Building resilience for food security and nutrition (A/2023)</li> <li>Disaster risk reduction and climate change (A/2023)</li> <li>Country strategic plans (A/2023)</li> </ul>	<ul style="list-style-type: none"> <li>Environment</li> <li>Emergency preparedness</li> </ul>	<ul style="list-style-type: none"> <li>Environment</li> <li>Emergency preparedness</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise risk management</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise risk management</li> </ul>	<ul style="list-style-type: none"> <li>Local and regional food procurement</li> </ul>
<b>Strategic</b>	<ul style="list-style-type: none"> <li>Protection from sexual exploitation and abuse</li> </ul>	<ul style="list-style-type: none"> <li>Refugees and displacement</li> <li>Mid-term evaluation of the WFP strategic plan (2022-2025)</li> </ul>	<ul style="list-style-type: none"> <li>Refugees and displacement</li> <li>Mid-term evaluation of the WFP strategic plan (2022-2025)</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge management</li> <li>Supply chain road map</li> <li>Vulnerability assessment, analysis and targeting</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge management</li> <li>Supply chain road map</li> <li>Vulnerability assessment, analysis and targeting</li> </ul>	<ul style="list-style-type: none"> <li>Middle-income countries</li> <li>Leaving no one behind</li> <li>Social protection</li> </ul>
<b>Corporate emergency response</b>	<ul style="list-style-type: none"> <li>WFP response in Myanmar</li> <li>Regional response to the protracted emergency in the Sahel</li> </ul>	<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>		<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>		<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>
<b>Inter-agency humanitarian</b>	<ul style="list-style-type: none"> <li>Response to the humanitarian crisis in Afghanistan</li> <li>Response to the humanitarian crisis in northern Ethiopia</li> </ul>	<ul style="list-style-type: none"> <li>1 or 2 topics to be determined</li> </ul>		<ul style="list-style-type: none"> <li>1 or 2 topics to be determined</li> </ul>		<ul style="list-style-type: none"> <li>1 or 2 topics to be determined</li> </ul>

**TABLE A.III.1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS FOR 2023 AND OUTLOOK FOR 2024 AND 2025 (12 August 2022)**

Type	2023		2024		2025	
	Continued from 2022	New starts	Continued from 2023	New starts	Continued from 2024	New starts
<b>Joint</b>	<ul style="list-style-type: none"> <li>UNAIDS-led joint evaluation on social protection</li> <li>UNDP-led joint synthesis of evaluative evidence of SDG 17 partnerships</li> </ul>	<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>		<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>		<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>
<b>Syntheses</b>		<ul style="list-style-type: none"> <li>Cooperating partners</li> </ul>		<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>		<ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>

\* Planning for CSP evaluations is based on information available as of 21 July 2022 and the 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.

Abbreviations: ICSP = interim country strategic plan; UNDP = United Nations Development Programme.

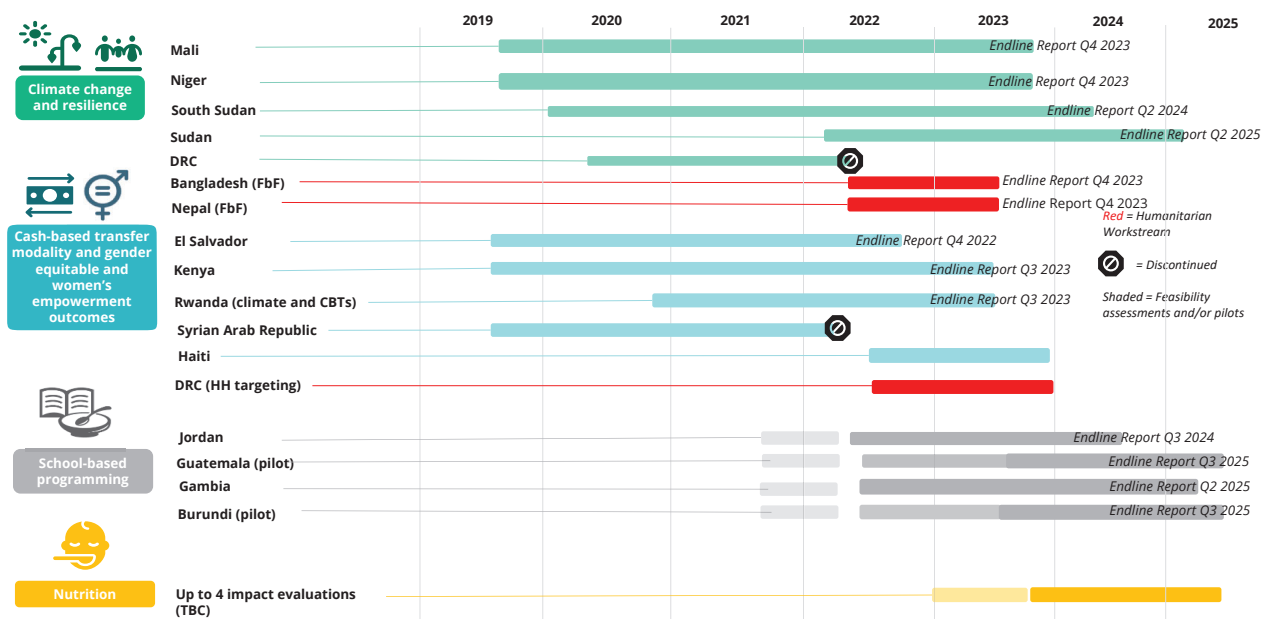
18. In 2022, the priority corporate emergency response evaluations have been the evaluations of WFP's response in Myanmar and the regional response to the protracted emergency in the Sahel. Priorities for 2023 and 2024 will include the evaluations of the Ukraine limited emergency operation and WFP's response to the global food crisis. The timing and scope of those evaluations will be confirmed towards the end of 2022. WFP's response to the emergencies in northern Ethiopia and Afghanistan will be covered by IAHEs (see next paragraph) started in 2022 and evaluations of the CSPs for northern Ethiopia in 2024 and Afghanistan in 2025.
19. *Inter-agency humanitarian evaluations.* 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 expects to contribute to up to two IAHEs per year. OEV is part of the management groups for the IAHEs of the Yemen crisis response and the COVID-19 humanitarian response, which were initiated in 2021 and are being completed in 2022, and the IAHEs of the responses to the humanitarian crises in Afghanistan and northern Ethiopia, which were launched in 2022 and will be completed in 2023. Topics for new IAHEs in 2023 will be determined by the IAHE steering group.
20. *Joint evaluations and activities.* OEV is contributing to the UNAIDS-led joint evaluation of social protection, which will be completed in 2023, and the UNDP-led joint synthesis of evaluative evidence of SDG 17 partnerships. OEV will continue to collaborate with other United Nations entities on identifying opportunities for a joint evaluation in 2023 and expects to contribute to up to two joint or system-wide evaluations per year from 2023 onwards. Those evaluations will be in addition to a joint evaluation to be conducted at the decentralized level and contributions to UNSDCF evaluations.
21. *Synthesis evaluations.* A synthesis evaluation of cooperating partners will be started in 2023, following consultation with WFP management.

*Programme of work for impact evaluations*

22. *Impact evaluations.* Figure A.III.1 shows the evolution of impact evaluations from 2019 to 2025 in accordance 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; a fourth window, on nutrition, will start in 2022. OEV expects to increase the number of impact evaluations from the 15 that are ongoing in 2022 to 17 in 2023 and 18 in both 2024 and 2025. Taking advantage of additional OEV support and donor funding, work on generating evidence from impact evaluations in fragile and humanitarian settings will continue under all thematic windows.
23. 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 the implementation of the strategy going forward. The review highlights the need to develop further impact evaluation capacity in WFP offices, expand partnerships and focus on communications.



Figure A.III.1 Programme of work for impact evaluations, 2019–2025

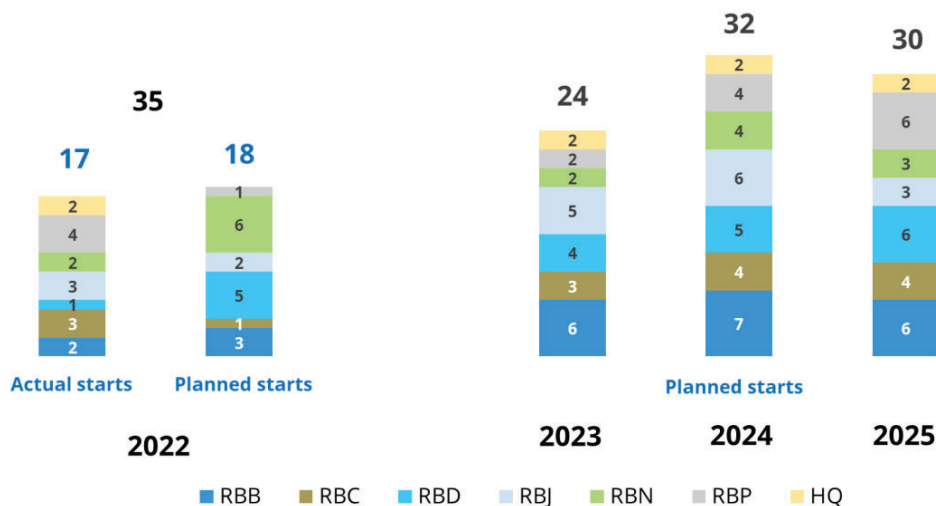


Abbreviations: FbF = forecast-based financing; HH = household.

**B.2 Indicative plans for decentralized evaluations**

24. Figure A.III.2 shows the actual and planned starts of evaluations in 2022 and the projections for 2023–2025, by region. As of July 2022, 35 evaluations had started or were expected to start in 2022; 24 are planned for 2023, assuming adherence to the minimum coverage norm of one decentralized evaluation per CSP cycle and the expectation that two headquarters divisions will conduct one decentralized evaluation each. Estimates for 2024 and 2025 are 32 evaluations in 2024 and 30 in 2025, with a modest increase in the number of joint evaluations and multi-country thematic decentralized regional evaluations expected in that period.

Figure A.III.2: Planned decentralized evaluations, 2022–2025



Abbreviations: HQ = headquarters; RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; 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.

25. To support the implementation of the six regional evaluation strategies that are being updated in 2022 to align them with the new corporate evaluation strategy, WFP will maintain its efforts to ensure sufficient capacity for the effective planning, budgeting and management of decentralized evaluations and to maximize their use in evidence-based policy and programme design. In 2023, those efforts will focus on supporting country offices and regional bureaux in the planning, commissioning and management of decentralized evaluations that address specific learning gaps, ensuring maximum complementarity with other types of evaluations and other evidence products (reviews, assessments, studies) to inform ongoing programme implementation.

**C. Promoting systematic access to and availability of evaluation evidence**

26. The theory of change that underlies the 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. The aim of the outcome is to ensure that the value of evaluation is recognized throughout WFP and beyond and that the use of evaluation evidence is facilitated throughout the organization to the benefit of organizational learning. The outcome requires that the right evidence is channelled to the right people at the right time and in the right way to promote its use, facilitate learning and ultimately improve WFP performance. To meet that aim, three related workstreams in the corporate evaluation strategy detail the actions required to map evidence gaps and identify the needs, motivations and preferences of the users of evaluation evidence, to stimulate broad engagement and interactions and to facilitate the use of evaluation evidence and its integration into corporate knowledge management.
27. Building on work started in 2021 on the implementation of WFP's evaluation communications and knowledge management strategy, OEV's priorities in 2023 will be:
- developing capacity to map user needs for evidence and to extract evidence from existing evaluative products by using advanced data mining technologies;
  - increasing the delivery of focused evidence tailored to identified user needs, including summaries of evidence and thematic webinars, and stepping up support for regional evaluation units liaising with programme teams to identify and respond to needs and evidence-sharing opportunities;
  - enhancing internal and external collaboration on evidence and knowledge management, in particular with other functional offices in WFP that generate evidence or facilitate its sharing, such as the Innovation and Knowledge Management Division, the Research, Assessment and Monitoring Division, the Corporate Planning and Performance Division, the Nutrition Division and School-based Programmes Service;
  - conducting a second review of the follow-up to evaluation recommendations in WFP on a topic to be confirmed in consultation with the Corporate Planning and Performance Division; and
  - contributing WFP evaluation evidence to the follow-up to the 2021 United Nations food systems summit and other relevant forums.

**D. Enhancing the capacity to commission, manage and use evaluations**

28. To ensure adequate capacity for evaluation management throughout WFP, and in accordance with the competency framework of the United Nations Evaluation Group (UNEG) 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 staff performing various functions and at various levels, 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. OEV and

regional evaluation units will also continue to develop and manage relationships with external companies and consultants providing services through long-term agreements and individual contracts.

29. OEV priorities in 2023 will include:

- continuing to mainstream evaluation into the capacity development initiatives of other functions and conducting cross-functional training, with a particular focus on increasing the capacity for engaging in and using impact evaluations throughout WFP;
- working closely with the UNEG professionalization working group, piloting a recognition scheme for evaluation (initiated in 2022 through a memorandum of understanding with the United Nations System Staff College in Turin) the aim being to enable the WFP evaluation cadre to develop the capacity for high-quality evaluation management and to provide a framework for the recognition of their achievements;
- coordinating with the Human Resources Division on the implementation of the strategic workforce action plan for evaluation, which includes coordination of workforce planning for monitoring and evaluation officers with RAM and other divisions; and
- structured interactions with service providers to ensure that evaluation firms and evaluators understand WFP's evaluation policies and procedures, including the evaluation quality assurance system, and can innovate and adapt evaluation approaches, methods and processes.

**E. Contribution to global knowledge and global decision making through partnerships**

30. WFP will continue to engage in the international evaluation system, focusing on the areas where it can add the greatest value and that are of most relevance to its work.

31. In 2023 specific priorities will include:

- enhancing partnerships with a wide range of stakeholders at the regional and country levels (United Nations entities, national governments, civil society, etc.) for the provision of support for country-led evaluations, the promotion of and conduct of joint evaluations, cooperation with voluntary organizations for professional evaluation, South-South learning and the development of tools for assessing national evaluation capacity. The work will include:
  - operationalizing the memorandum of understanding on 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
  - continuing to participate in a strategic partnership for creating a platform for evaluation capacity development with EvalPartners, a global movement that shapes the international evaluation agenda;
- further developing WFP's network of organizations generating evidence through impact evaluations in priority areas;
- actively participating in the work of UNEG as lead, co-lead and member of the various interest groups and working groups to ensure that evaluations contribute to the delivery of results under the 2030 Agenda for Sustainable Development;
- actively participating in the work of the Active Learning Network for Accountability and Performance in Humanitarian Action; and

- continuing to engage in and contribute to the system-wide evaluations led by the Executive Office of the Secretary-General and to UNSDCF evaluations at the country level.

### **Cross-cutting workstreams**

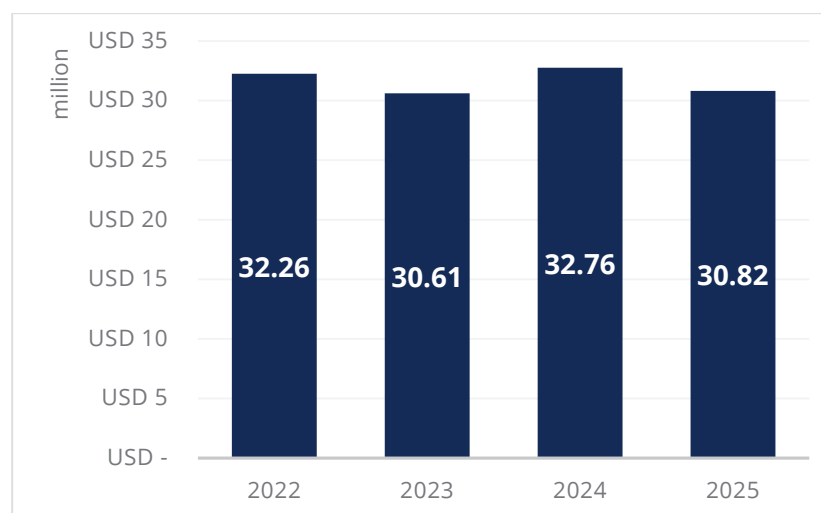
32. In addition to the deliverables against the five strategic outcomes presented in the previous section, OEV is also engaged in four cross-cutting workstreams: the normative framework; resources (funding and people); institutional arrangements and management; and reporting. Priorities in 2023 will include:
- *normative framework*: promoting the updated normative framework for evaluation, including the evaluation policy, charter and strategy, the regional evaluation strategies and implementation of the UNEG ethics guidelines that promote high ethical standards for evaluation;
  - *resources (funding and people)*: attracting multi-year funding for the multi-donor trust fund for impact evaluations, reviewing the use of the contingency evaluation fund in accordance with the technical guidance note issued in 2022 and implementing the strategic workforce action plan for evaluation;
  - *institutional arrangements and management*: ensuring the effective functioning of the evaluation function steering group and the regional evaluation committees in accordance with the updated terms of reference; and
  - *reporting*: producing the annual evaluation report presented to the Board at its annual session, which is the main channel for reporting on the performance of the evaluation function and is informed by current monitoring indicators – quantitative and qualitative – including new indicators relevant to the updated policy. Priorities include:
    - updating the indicators to reflect changes in policy frameworks, UNEG norms and standards, the corporate results framework and other normative frameworks; and
    - identifying indicators for monitoring and reporting on progress in the implementation of regional evaluation strategies.

## **Part 2. Overall evaluation function resourcing**

### **Resources for the evaluation function from 2022 to 2025**

33. Figure A.III.3 shows the overall resource allocations to the evaluation function in 2022, the resources required for 2023 and the projected requirements for 2024 and 2025, and table A.III.2 presents a detailed breakdown. The resources required to deliver on the workplan for 2023 total *USD* 30.61 million.

**Figure A.III.3: Overall resources allocated (2022) and required (2023) for the evaluation function and projected requirements for 2024 and 2025**



34. The figures reflect an evolving resourcing situation and the annual fluctuations in the resources required to meet the commitments set out in the evaluation policy and satisfy the demand for diverse evaluations that meet accountability and learning needs across WFP and ensure alignment with the strategic direction of the updated policy. They are provisional, based on the OEV workplan, current and anticipated trends in regional bureaux and best assumptions and projections.
35. The modest increases in the PSA budgets in 2023 for OEV and some regional evaluation units demonstrate the commitment of WFP management to further investing in and consolidating the evaluation function and regularizing short-term staff positions. A one-off funding source of note in 2023 is the envisaged funding of the mid-term evaluation of the strategic plan, with an indicative budget of USD 0.5 million funded through the critical corporate initiative on the implementation of the strategic plan.
36. Looking ahead to 2024, a continued increase in the resources allocated to the evaluation function is expected, in line with the trend since 2017. There will be a slight dip in 2023, however, reflecting a drop in the number of decentralized evaluations planned and the reduced level of confirmed contributions to the multi-donor trust fund for impact evaluation at the time of writing. Based on the global contribution forecast at the time of drafting of the evaluation policy update, OEV expected to be approaching the 0.4 percent floor for the proportion of total contribution income allocated to evaluation, as set out in the evaluation policy.<sup>7</sup> However, the upward revision of the global contribution forecast for 2022 and 2023 may cause the overall percentage of resources allocated to evaluation to decline.

<sup>7</sup> Contribution revenue of USD 8.0 billion was forecast at the time of evaluation policy preparation, versus an updated forecast of USD 11 billion in July 2022.

**Table A.III.2: Overall resources allocated (2022) and required (2023–2025) for the evaluation function (USD million)**

<b>Resources for OEV</b>					
<b>Main element</b>	<b>Funding source</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
OEV workplan		15.17	16.40	16.40	16.40
	PSA total [1]	15.17	15.90	16.40	16.40
	PSA equalization account/CCI for strategic plan/CRF		0.50		
Country strategic plan evaluations [2]		4.50	3.00	4.25	2.25
	CSP budget	4.50	3.00	4.25	2.25
Impact evaluations		1.76	2.02	1.64	2.02
	Multi-donor trust fund [3]	1.12	0.35		
	CSP budget [4]	0.64	1.68	1.64	2.02
<b>Subtotal</b>		<b>21.42</b>	<b>21.43</b>	<b>22.30</b>	<b>20.68</b>
	<i>Established PSA staff positions</i>	48	54	54	54
	<i>Staff costs as % of total OEV budget</i>	43	46	45	48
<b>Regional evaluation units and decentralized evaluations</b>					
<b>Main element</b>	<b>Funding source</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Regional evaluation units [5]		3.20	3.84	3.84	3.84
	PSA (regional bureaux)	3.20	3.84	3.84	3.84
Decentralized evaluations [6]		6.14	3.84	5.12	4.80
	CSP budget	6.14	3.84	5.12	4.80
<b>Subtotal</b>		<b>9.34</b>	<b>7.68</b>	<b>8.96</b>	<b>8.64</b>
Contingency Evaluation Fund [7]		1.50	1.50	1.50	1.50
	Multilateral	1.50	1.50	1.50	1.50
<b>Total</b>		<b>32.26</b>	<b>30.61</b>	<b>32.76</b>	<b>30.82</b>
As % of WFP contribution income [8]		0.29	0.28	0.30	0.28

*Notes*

1. 2022: staff costs: USD 9.13 million; other costs: USD 6.04 million. 2023: staff costs: USD 9.95 million; other costs: USD 5.95 million. 2024 and 2025: staff costs: USD 9.95 million; other costs: USD 6.45 million.

2. Figures are based on the number of planned CSP evaluations as of August 2022 (12 in 2023, 17 in 2024 and 9 in 2025).

3. Confirmed donor contributions.

4. Figures are based on ongoing multi-year impact evaluations and planned new starts (17 in 2023, 18 in 2024 and 18 in 2025). Included is a USD 1 million contribution from the German Federal Ministry for Economic Cooperation and Development (BMZ) to the Sudan country office for an evaluation of the impact of the multi-year (2022–2025) programme on strengthening resilience and social cohesion in Darfur, to be jointly implemented by UNICEF and WFP.

5. Regional evaluation unit budgets (staff and other) are included in the regional bureaux's final submissions for the management plan.

6. Figures are based on the projected numbers of decentralized evaluations: (24 in 2023, 32 in 2024 and 30 in 2025).

7. Access to the contingency evaluation fund is formally extended beyond decentralized evaluations to include CSP evaluations and impact evaluations from 2022 onwards.

8. Percentages are based on updated forecasted contribution revenue as of 29 July 2022 (the date of the first informal consultation on the management plan for 2023–2025), which are assumed to continue in 2024 and 2025.

### Resources for the Office of Evaluation in 2023

37. In 2023 the resources required for OEV to ensure progress towards the five interdependent outcomes in the updated evaluation policy total USD 21.43 million, sourced from and allocated for use as follows: USD 15.90 million from the PSA budget; USD 0.5 million from the critical corporate initiative on the implementation of the strategic plan, for the mid-term evaluation of the strategic plan; USD 3 million for CSP evaluations; USD 1.68 million for the collection of data from country CSP budgets, for use in impact evaluations; and USD 0.35 million of confirmed contributions from the multi-donor trust fund, for supporting impact evaluation work in specific countries. OEV's budget submission was reviewed by the global budget committee and approved by the Executive Director.
38. The modest increase (4.86 percent over 2022) in the 2023 PSA budget for OEV will enable the resumption of adherence to coverage norms for policy, strategic and corporate emergency evaluations (following a slowdown in activity due to the COVID-19 pandemic), the conduct of a large number of CSP evaluations and the consolidation of staffing for impact evaluation activities, communication and knowledge management and research and analytics.
39. OEV is actively working to attract new donors for the multi-donor trust fund and to secure additional multi-year funding to support the ongoing growth in impact evaluations. To date, contributions to the trust fund have been received from BMZ, the Reconstruction Credit Institute and the United States Agency for International Development (USAID).<sup>8</sup>
40. OEV anticipates that CSP budget plans will remain fluid, particularly in the light of the continuing alignment of WFP's CSPs with UNSDCFs, which has implications for the planning of CSP and decentralized evaluations. WFP will continue to respond flexibly to changes and trends as they emerge, depending on the human and financial resources available.
41. *Human resources.* The total OEV staff budget required for 2023 is USD 9.95 million. The PSA submission reflects an increase from 48 established staff positions in 2022 to 54 in 2023. The increase in the budget in 2023 is driven primarily by the regularization of staff positions to comply with the staffing framework, with a cost increase of approximately USD 360,000 resulting from regularizing five consultant positions. Recurrent roles and responsibilities have been identified, and regularization plans are in line with the recommendations resulting from the strategic workforce planning exercise finalized in 2022. A new G-5 position has been added to provide dedicated finance and budget support in the light of the increase in impact evaluations. One P-2 position on the impact evaluation team has been replaced by a P-3 position in response to an impact evaluation strategy review recommendation that capacity be further increased with thematic window coordinator positions. OEV's headcount and budget also include a consultant position based in Bangkok who is working on the piloting of a model of technical support for country offices conducting impact evaluations.
42. *Efficiency.* OEV is committed to exploring ways to ensure maximum efficiency, the scalability of systems and flexibility of teams in response to an evolving and dynamic workload. OEV contributes to efficiency through participation in co-managed evaluations and cost-sharing arrangements (for example, IAHEs and other joint evaluations and a partnership for the conduct of impact evaluations with the World Bank) and through the further enhancement and streamlining of quality assurance and assessment systems and administrative processes.

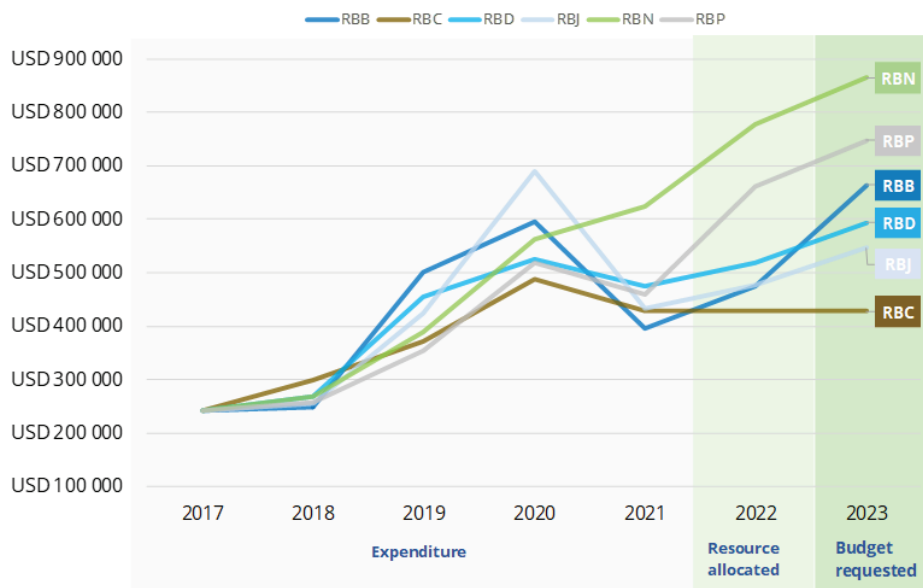
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<sup>8</sup> A proposal for an initiative on "generating impact evaluation evidence on climate adaptation and humanitarian programming", with a budget of USD 5.5 million for the period 2023 to 2025, has been submitted to USAID.

### Resources for regional evaluation units in 2023

43. Figure A.III.4 shows the evolution of the actual budgets of the six regional evaluation units under the previous policy, approved regional evaluation budget allocations in 2022 and funding requirements for 2023. PSA budget allocations for regional evaluation units have increased by 20.18 percent, with a total budget of USD 3.84 million in 2023 compared with USD 3.2 million in 2022.
44. The regional units have evolved in various ways since their formation in 2017, and there are significant variations in the number and levels of their staff. Following the updating of the regional evaluation strategies in 2022, it is expected that the composition of the units could evolve further, depending on the circumstances in and strategic and programmatic priorities of each region. OEV will continue to work with regional bureau 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 and that recurrent staff positions are regularized at levels commensurate with the nature of their duties, in accordance with the staffing framework.

**Figure A.III.4: Evolution of the regional evaluation unit budgets, 2017–2023**



#### Notes

The 2019 PSA and multilateral terminal disbursement dates were extended to 31 August 2020, resulting in the high expenditures of 2020. Budgets for 2021 reflect the PSA allocations at the start of the year and include one investment case for RBN; modifications are expected.

The 2022 figures are actual allocations; 2023 figures are from Tagetik software applied to the regional bureaux final submissions for the management plan.

### Evaluation function funding model

45. Under the updated evaluation policy, funding sources have been simplified to ensure the functioning of sustainable and predictable financing mechanisms for all evaluation types. Table A.III.3 presents the four principal sources of funding for the evaluation function. In addition to its regular PSA budget, the function is funded from country portfolio budgets, a multi-donor trust fund set up in late 2019 to support impact evaluations in specific countries and multilateral funding for the contingency evaluation fund.

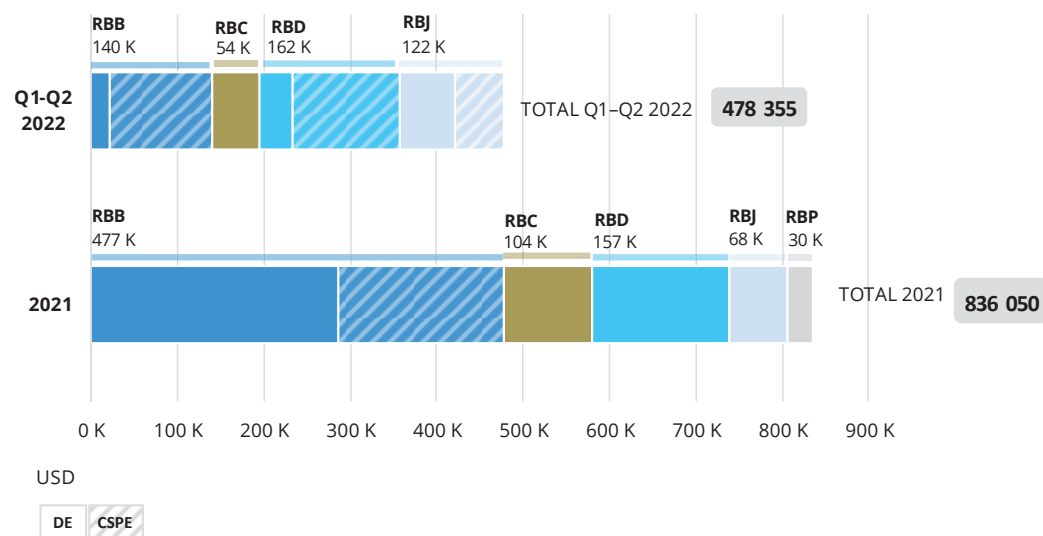


<b>TABLE A.III.3: THE FUNDING MODEL FOR WFP'S EVALUATION FUNCTION</b>			
<b>PSA budget</b>	<b>Programme resources/country portfolio budgets</b>	<b>Multi-donor trust fund (donor contributions)</b>	<b>Multilateral contingency evaluation fund</b>
<b>Decentralized evaluations</b> oversight: regional evaluation units (staff and operational costs of each unit)	<b>Decentralized evaluations</b> conduct and management (staff time): implementation costs		Support for country offices that face genuine resource constraints in respect of planned and budgeted <b>decentralized evaluations</b>
<b>Centralized evaluations</b> conduct and management (OEV annual workplan)	<b>Country strategic plan</b> evaluations conduct: adjusted DSC		Support for country offices that face genuine resource constraints in respect of planned and budgeted <b>CSP evaluations</b>
<b>Impact evaluations</b> conduct and management (OEV annual workplan)	<b>Impact evaluations</b> data collection costs	A dedicated multi-donor trust fund managed by OEV that channels donor resources to specific <b>WFP impact evaluations</b>	Support for small country offices that face genuine resource constraints in respect of <b>impact evaluation</b> data collection costs
<b>OEV overall function</b> responsibility (standards, oversight, reporting)			

### Contingency evaluation fund

46. The level of the contingency evaluation fund will be maintained at *USD 1.5 million* in 2023, and its use will be guided by a technical note and a joint assessment of applications carried out by the Programme Services Branch and OEV. Allocation decisions will be made by the evaluation function steering group, considering the recommendations of the contingency evaluation fund secretariat. OEV acts as the contingency evaluation fund secretariat and will report on the fund's use in the annual evaluation report.
47. To address the Board's request for regular reporting on the use of the contingency evaluation fund, figure A.III.5 shows the breakdown of the actual allocations from the fund to country offices in 2021 and to date in 2022, indicating the spread across regions. In 2021, 11 country offices were supported by allocations from the fund amounting to USD 836,050, with nine country offices receiving support for decentralized evaluations and two for CSP evaluations. As of 31 July 2022, a total of USD 478,355 in contingency evaluation funding had been allocated to six country offices, with four receiving support for decentralized evaluations and three for CSP evaluations.

**Figure A.III.5: Contingency evaluation fund allocations to country offices in 2021 and January–July 2022 (USD)**



*Notes*

2021 funding for decentralized evaluations in Bhutan, the Dominican Republic, Egypt, Guinea, India, Lesotho, Nigeria, Pakistan and the Philippines and for CSP evaluations – in India and Sri Lanka.

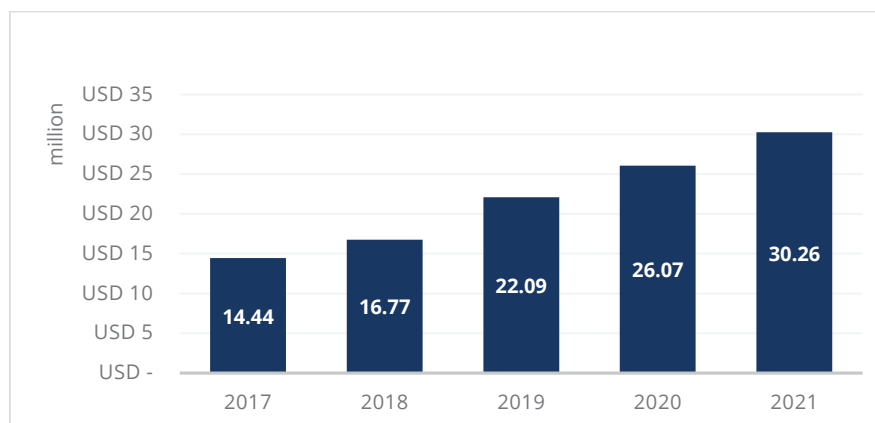
2022 funding for decentralized evaluations in Benin, Bhutan, Eswatini and Türkiye and for CSP evaluations in Bhutan, Ghana and Namibia

*Abbreviations:* CSPE = CSP evaluation; DE = decentralized evaluation.

### Historical funding levels

48. For reference, figure A.III.6 shows the evolution of resource requirements for the evaluation function across WFP over the course of the previous evaluation policy (2017–2021). Table A.III.4 shows a detailed breakdown of the resources and funding sources during the same period, revealing how budgets allocated from various funding sources have evolved over time at the corporate and regional levels, the resources allocated to evaluation increasing from 0.24 percent in 2017 to 0.32 percent in 2021.

**Figure A.III.6: Overall funding for the evaluation function, 2017–2021**



**Table A.III.4: Resources available for the evaluation function 2017–2021 (USD million)**

Function area		OEV workplan				
Main element	Funding source	2017	2018	2019	2020	2021
OEV workplan		8.38	8.33	11.10	12.22	12.73
	PSA staff costs	3.05	3.00	5.66	7.03	7.27
	PSA other costs	5.33	4.43	4.73	5.18	5.46
	PSA equalization account investment case/CCI		0.40			
	Extrabudgetary (multilateral)		0.50	0.59		
	Extrabudgetary (multilateral 2018 – carry over to 2019)			1.12		
Country strategic plan evaluations				1.75	2.25	4.50
	CSP budget			1.75	2.25	4.50
Impact evaluations				0.52	4.53	2.26
	Multi-donor trust fund			0.52	4.53	2.26
<b>Subtotal</b>		<b>8.38</b>	<b>8.33</b>	<b>13.36</b>	<b>19.00</b>	<b>19.49</b>
	<i>Established PSA staff positions</i>	15	15	29	38	39
	<i>Staff costs as % of total OEV budget</i>	36.4	36	42.4	37	37.3
Function area		Outside OEV				
Main element	Funding source	2017	2018	2019	2020	2021
Regional evaluation units		1.60	1.61	3.31	2.90	2.58
	PSA (regional bureaux)	1.60	1.61	1.64	1.64	2.58
					0.36	
					0.90	
				1.67		
Decentralized evaluations		2.96	5.33	3.92	2.67	6.70
	CSP budget	2.96	5.33	3.92	2.67	6.70
Contingency evaluation fund		1.50M	1.50	1.50	1.50	1.50
	PSA	1.50	1.50	1.50	1.50	1.50
<b>Subtotal</b>		<b>6.06</b>	<b>8.44</b>	<b>8.73</b>	<b>7.07</b>	<b>10.77</b>
<b>Total</b>		<b>14.44</b>	<b>16.77</b>	<b>22.09</b>	<b>26.07</b>	<b>30.26</b>
As % of WFP contribution income		0.24	0.23	0.27	0.31	0.32