

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 \(WFP/EB.A/2021/7-D/Add.1/Rev.1\)](#).

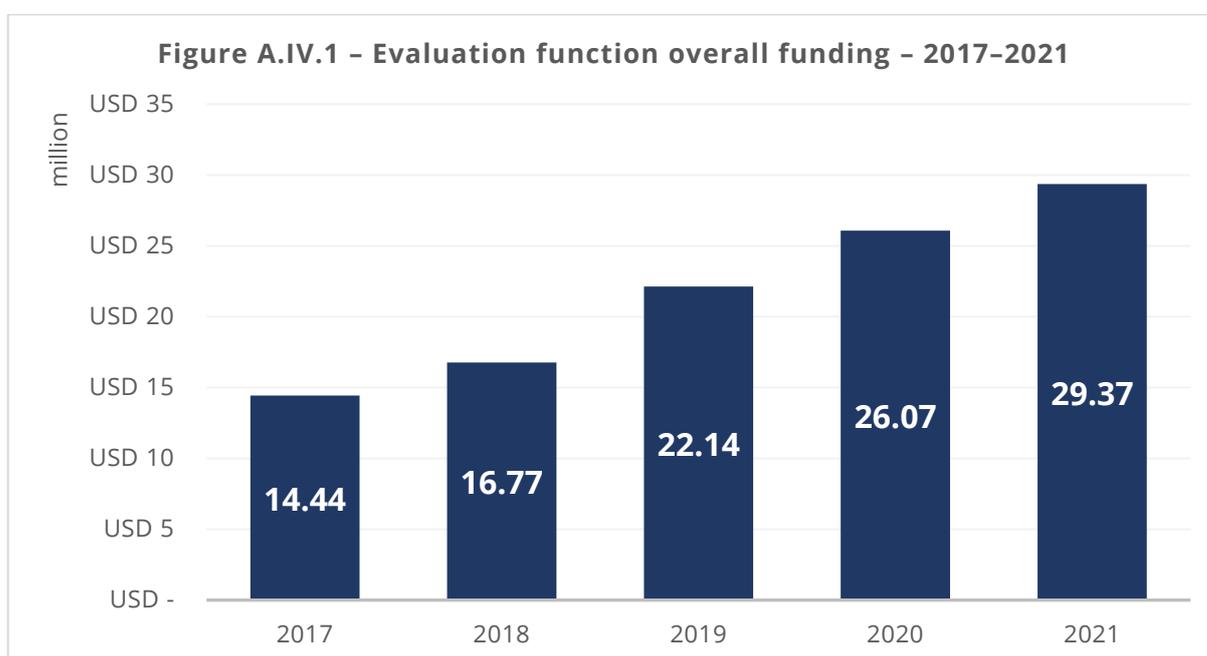
² Approved by the Board at its 2016 second regular session (WFP/EB.2/2016/4-C/1/Rev.1), the CSP policy requires an evaluation for every CSP.

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.

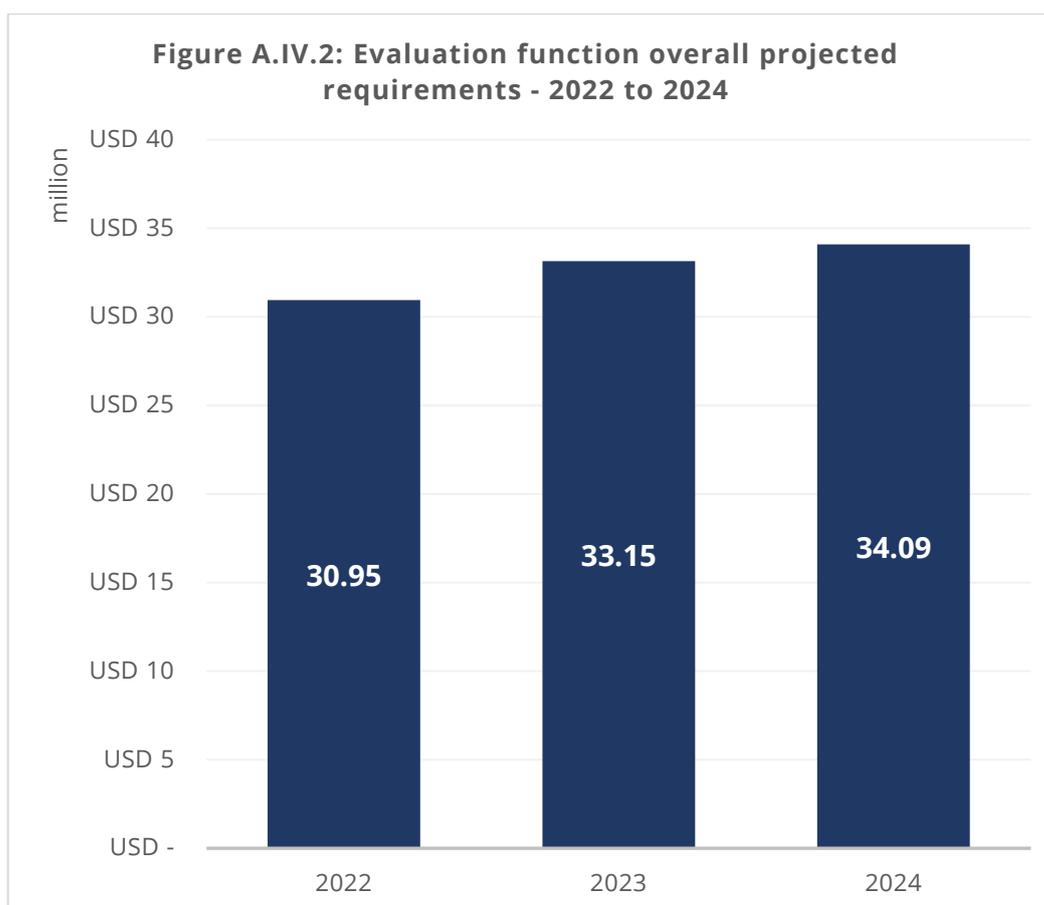
- e. Evaluation partnerships contribute to the global evaluation agenda and United Nations coherence.
7. The main areas of investment are decentralized and centralized evaluations, the continued expansion of impact evaluation “windows” and the consolidation of integrated learning from and use of evaluative 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.

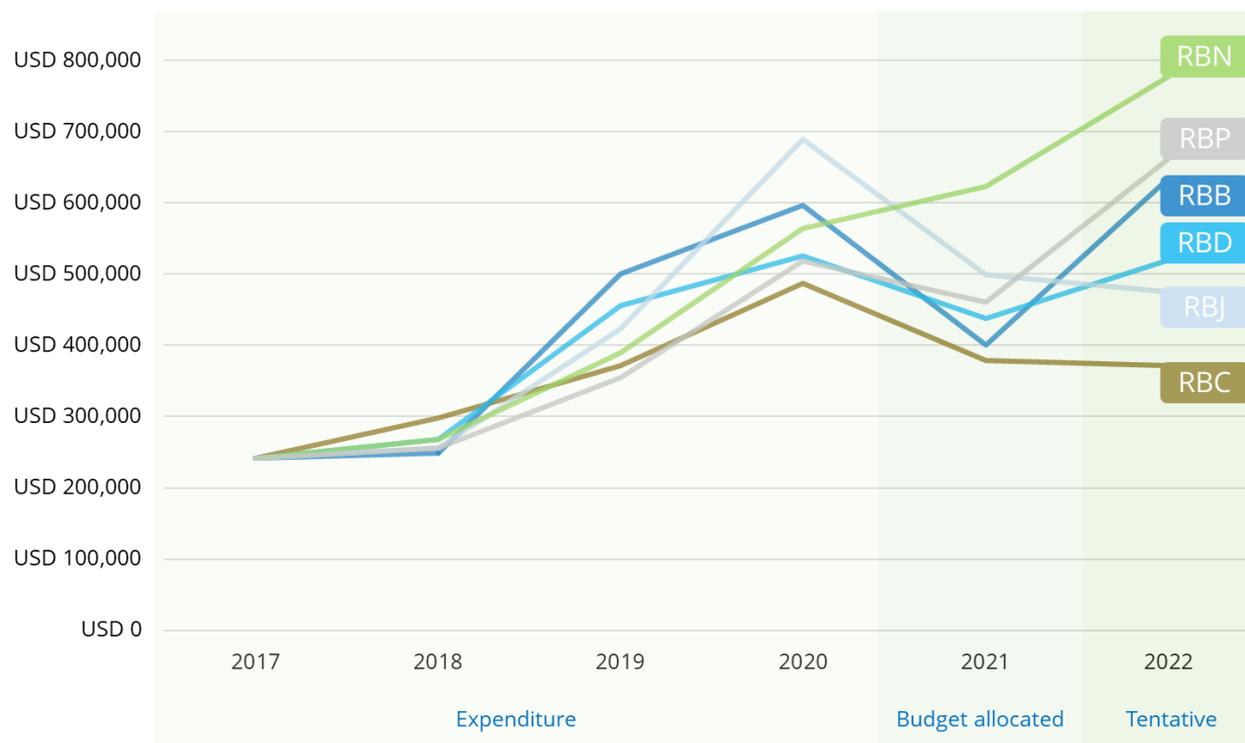
Resources for regional evaluation units

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.

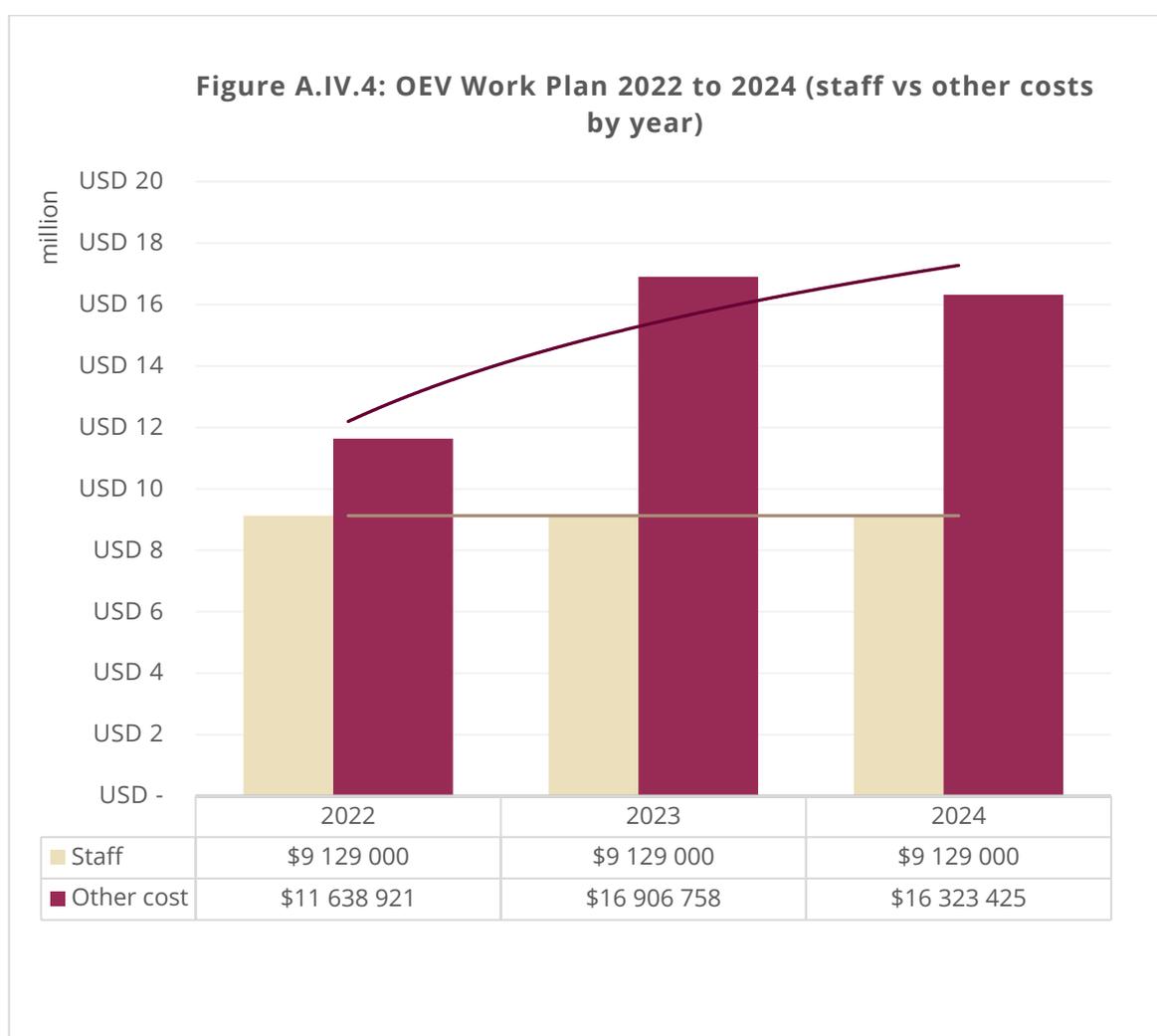
Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East and Northern Africa; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; RBP = Regional Bureau for Latin America and the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

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