



WFP EVALUATION

OEV Work Plan 2022

WFP Office of Evaluation

May 2021



World Food Programme

SAVING LIVES
CHANGING LIVES

Andrea Cook
Director of Evaluation

Key priorities for the evaluation function



1) Independent, credible and useful centralized and decentralized evaluations



2) Appropriate centralized and decentralized evaluation coverage



3) Adequate evaluation management capacity across WFP



4) Active evaluation partnerships in international arena

Outlook for the centralized evaluation function 2022-2024

Policy evaluations 2021-2024

Ongoing/New in 2021	2022	2023	2024
<ul style="list-style-type: none"> • South-South triangular cooperation policy (2/2021) • WFP's role in peacebuilding in transition settings (1/2023) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Resilience and Disaster Risk Reduction (1/2023) 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> • WFP's role in peacebuilding in transition settings (1/2023) • Resilience and Disaster Risk Reduction (1/2023) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • CSP policy (A/2023) • Climate change (A/2023) 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> • CSP policy (A/2023) • Climate change (A/2023) <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Topic to be determined • Topic to be determined 	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> • Topic to be determined • Topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> • Topic to be determined • Topic to be determined

Strategic evaluations 2021-2024

Ongoing/New in 2021	2022	2023	2024
<ul style="list-style-type: none"> School feeding contribution to the Sustainable Development Goals (A/2021) WFP's use of technology in constrained environments (1/2022) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Nutrition and HIV/AIDS (1/2023) 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> Nutrition and HIV/AIDS (1/2023) <p><i>New starts:</i></p> <ul style="list-style-type: none"> Supply chain (1/2024) 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> Supply chain (1/2024) <p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined 	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined

Evaluation syntheses 2021-2024

Ongoing/New in 2021	2022	2023	2024
<ul style="list-style-type: none"> Synthesis of evidence and lessons on country capacity strengthening from WFP's decentralized evaluations (A/2021) <p><i>New starts:</i></p> <ul style="list-style-type: none"> New topic to be determined 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> New topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> New topic to be determined 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> New topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> New topic to be determined 	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> New topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> New topic to be determined

Joint evaluations and activities 2021-2024

Ongoing/New in 2021	2022	2023	2024
<ul style="list-style-type: none"> Rome-based United Nations agency collaboration (2/2021) 	<p><i>New start:</i></p> <ul style="list-style-type: none"> 1 topic to be determined 	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> 1 topic to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined 	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined <p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined

Country strategic plan evaluations 2021-2024

2021 – Ongoing/New 28 CSPE		2022 19 CSPE	2023 13 CSPE	2024 6 CSPE
<p>Ongoing:</p> <ul style="list-style-type: none"> • Afghanistan CSP • China CSP • El Salvador CSP • Gambia (the) CSP • Honduras CSP • Lao People’s Democratic Republic CSP • Lebanon CSP • Mozambique CSP • Zimbabwe CSP 	<p>New starts:</p> <ul style="list-style-type: none"> • Algeria ICSP • Bolivia (Plurinational State of) CSP • Central African Republic ICSP • Chad CSP • Ecuador CSP • Haiti CSP • India CSP • Jordan CSP • Kyrgyzstan CSP • Mauritania CSP • Nigeria CSP • Pakistan CSP • State of Palestine CSP • Peru CSP • South Sudan ICSP • Sri Lanka CSP • Sudan (the) CSP • Tajikistan CSP • United Republic of Tanzania CSP 	<p>New starts:</p> <ul style="list-style-type: none"> • Benin CSP • Bhutan CSP • Burkina Faso CSP • Cambodia CSP • Côte d'Ivoire CSP • Djibouti CSP • Dominican Republic CSP • Egypt CSP • Ghana CSP • Kenya CSP • Malawi CSP • Myanmar CSP (TBC) • Namibia CSP • Nepal CSP • Nicaragua CSP • Philippines CSP • Rwanda CSP • Senegal CSP • Syrian Arab Republic ICSP 	<p>New starts:</p> <ul style="list-style-type: none"> • Armenia CSP • Congo (the) CSP • Eswatini CSP • Guinea-Bissau CSP • Iraq CSP • Lesotho CSP • Liberia CSP • Madagascar CSP • Mali CSP • Niger (the) CSP • Sao Tome and Principe • Sierra Leone • Zambia 	<p>New starts:</p> <ul style="list-style-type: none"> • China CSP • Ethiopia CSP • Guatemala CSP • Indonesia CSP • Somalia CSP • Tunisia CSP

Evaluations of emergency responses 2021-2024

	Ongoing/New in 2021	2022	2023	2024
Corporate emergency response	<ul style="list-style-type: none"> WFP's response to the COVID-19 pandemic (1/2022) 	<p><i>New start</i></p> <ul style="list-style-type: none"> 1 topic to be determined 	<p><i>New start</i></p> <ul style="list-style-type: none"> 1 topic to be determined 	<p><i>New start</i></p> <ul style="list-style-type: none"> 1 topic to be determined
Inter-agency humanitarian	<ul style="list-style-type: none"> Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen Inter-agency humanitarian evaluation of the COVID-19 response 	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> Inter-agency humanitarian evaluation of the response to the humanitarian crisis in Yemen Inter-agency humanitarian evaluation of the COVID-19 response <p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined 	<p><i>New starts:</i></p> <ul style="list-style-type: none"> 1 to 2 topics to be determined

Impact evaluation windows



Climate change and resilience



Mali



Niger



Democratic Republic of the Congo



South Sudan

Up to 2 additional IE



Cash-based transfer modality and gender equitable and women's empowerment outcomes



El Salvador



Kenya



Rwanda



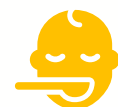
Syrian Arab Republic

Up to 2 additional IE



School-based programming

Up to 6 additional IE



Nutrition

Up to 6 additional IE

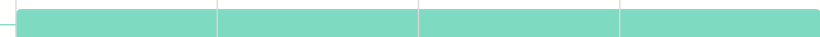
2019

2020

2021

2022

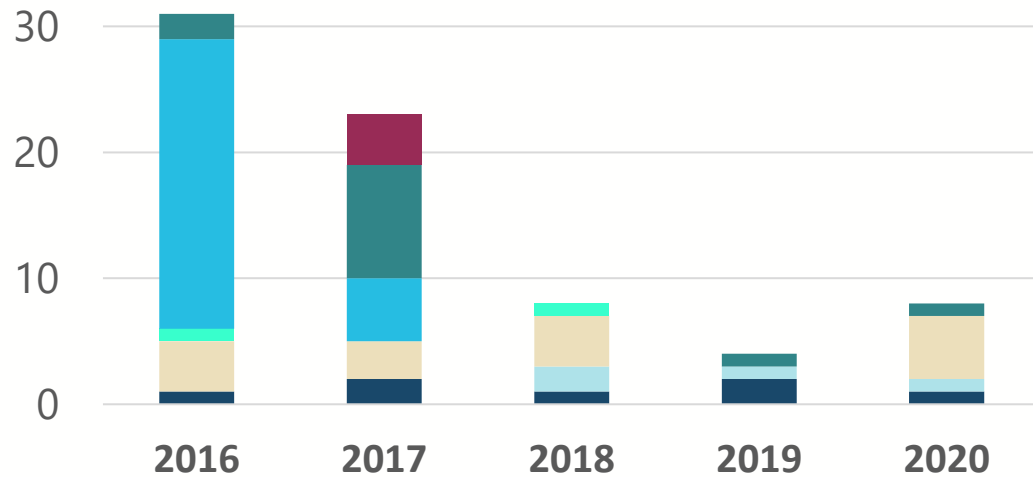
2023



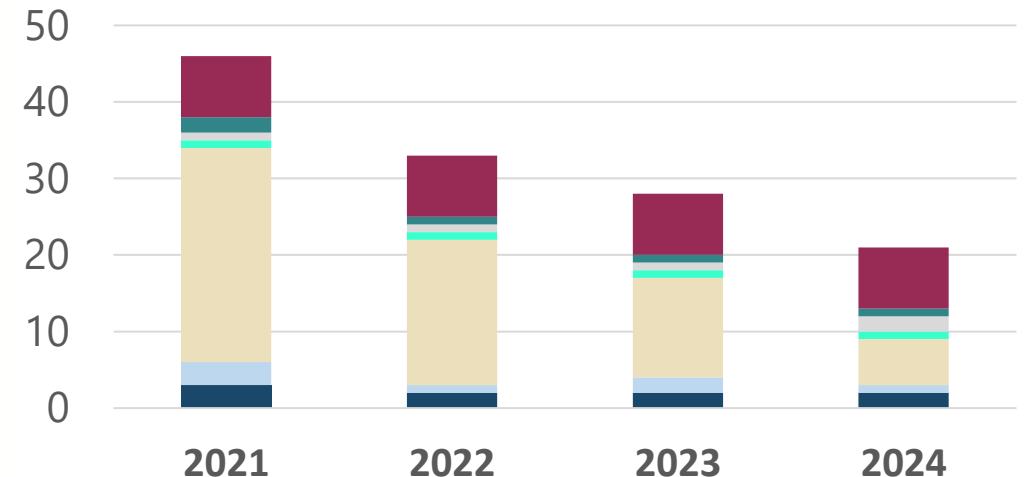
Overview of centralized, decentralized and impact evaluations 2016-2024

Centralized evaluations 2016-2024

Completed



2021 ongoing/new starts 2022-2024 new starts/planned



■ Policy

■ Country/Regional Portfolio evaluations/ Country Strategic Plan evaluations

■ Single Operations evaluation series

■ Synthesis

■ Strategic

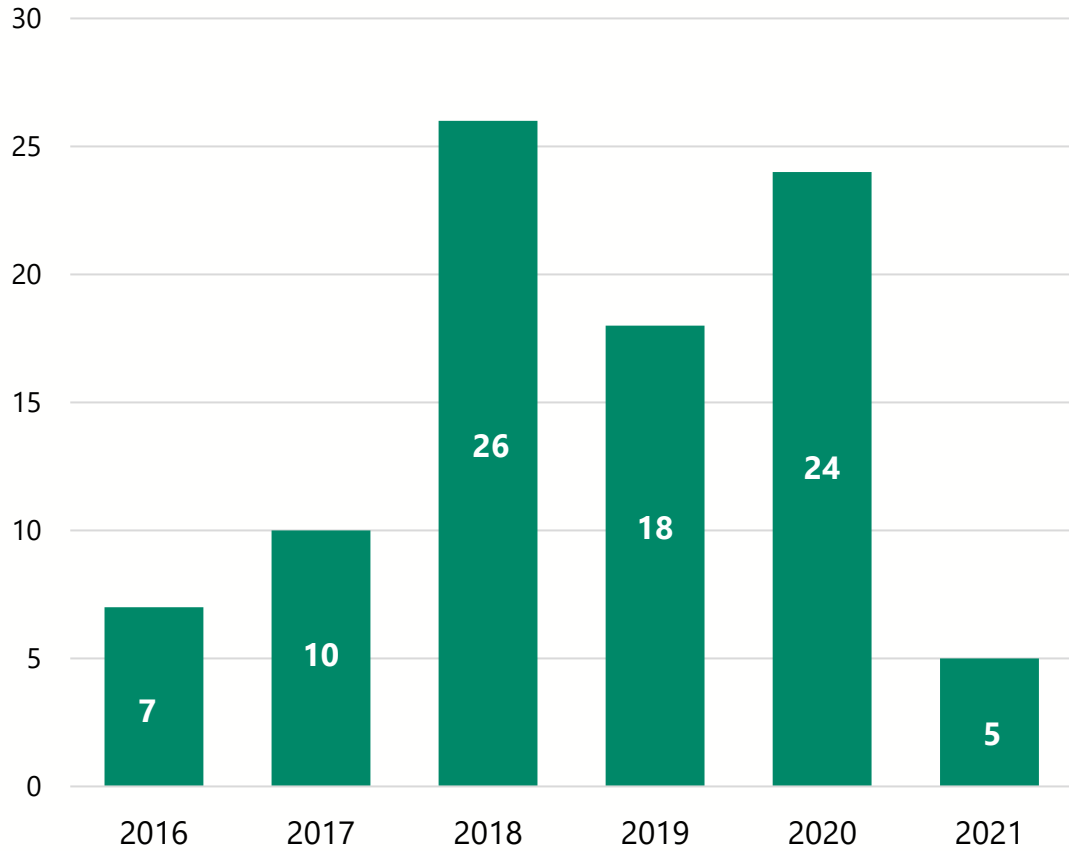
■ Emergency response

■ Joint

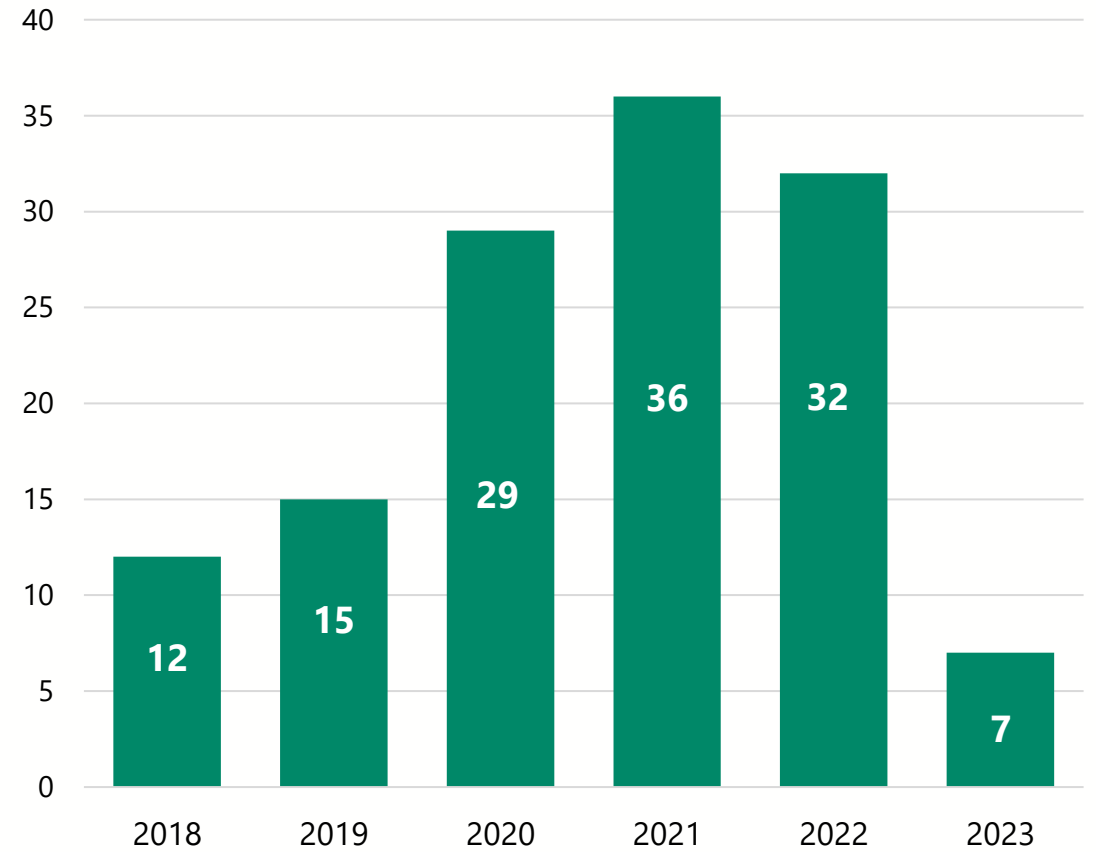
■ Impact

Decentralized evaluations 2016-2023

Completed decentralized evaluations by completion year



Ongoing and Planned decentralized evaluations by start year



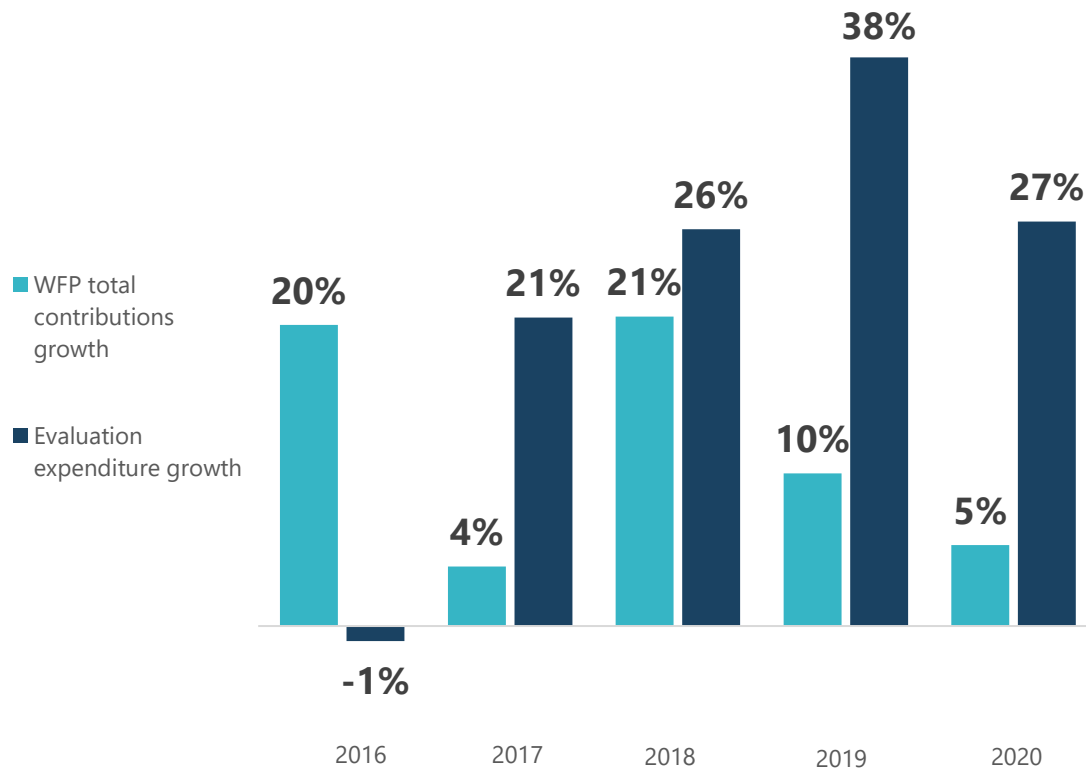
13

Data as of May 2021

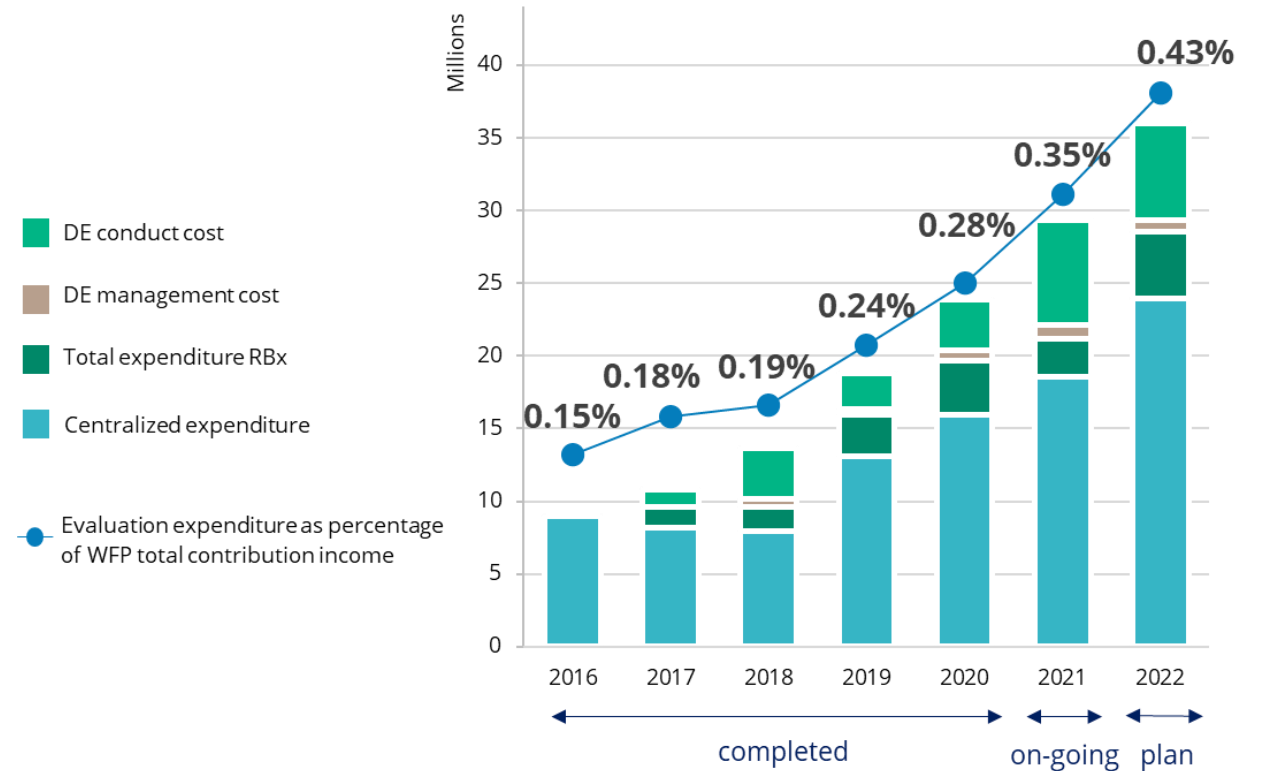
Resources for provisional plans 2022

Expenditure on evaluation

Growth rates of WFP total contribution income and evaluation expenditure, 2016–2020



Resources for evaluation as a percentage of WFP total contribution income



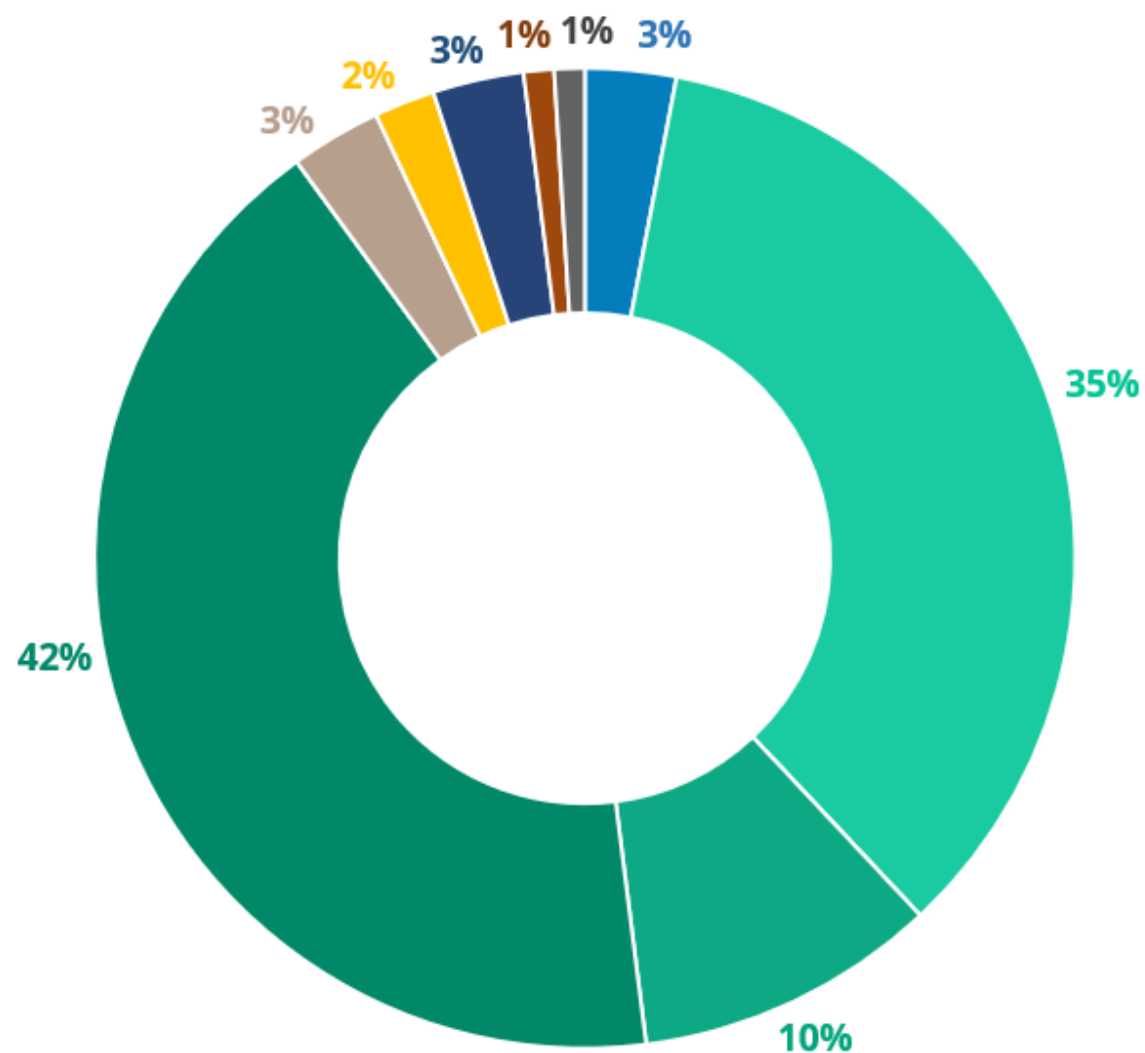
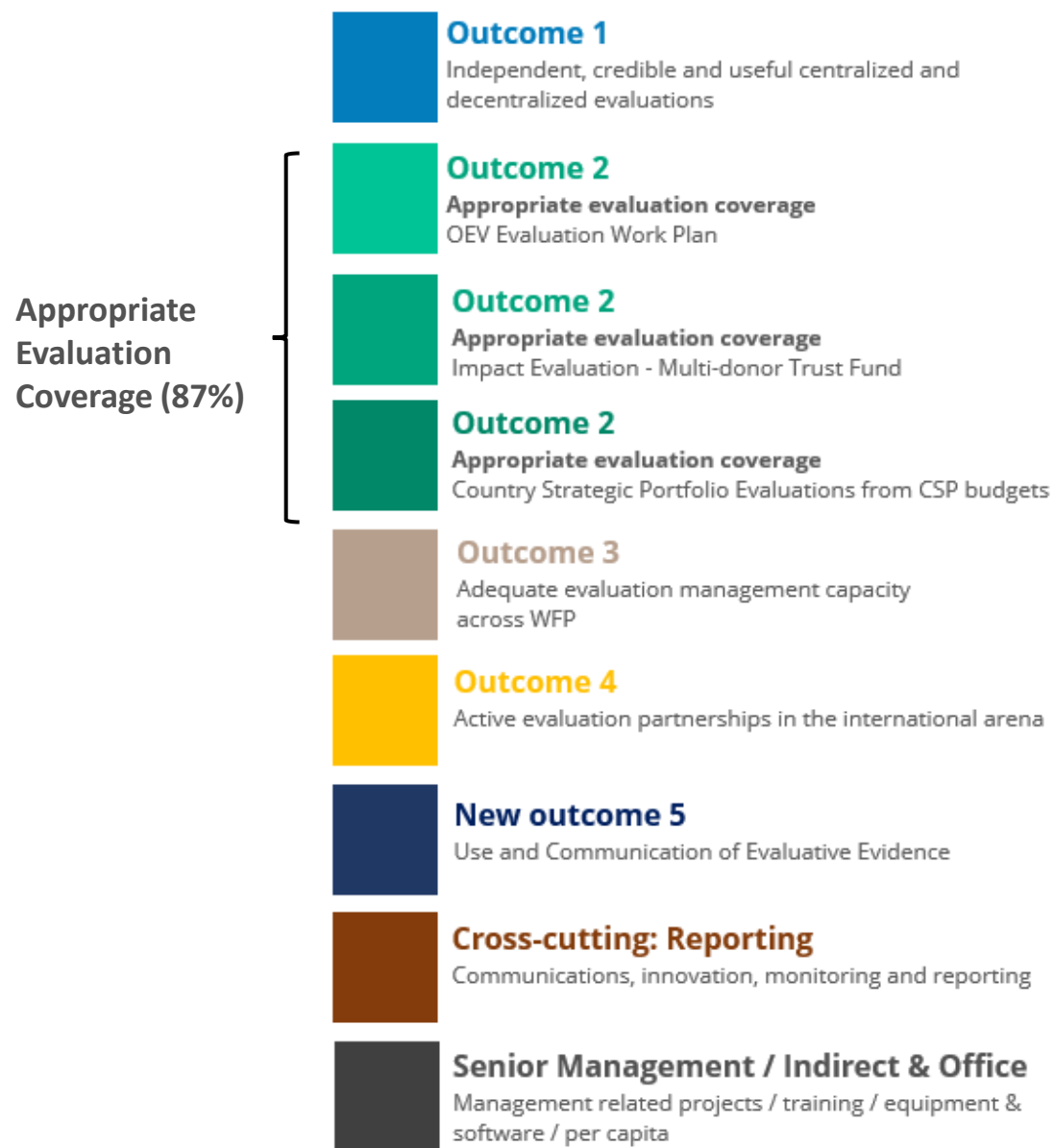
OEV Management Plan Submission 2022

Resources Approved
MP 2021-22 (USDM)

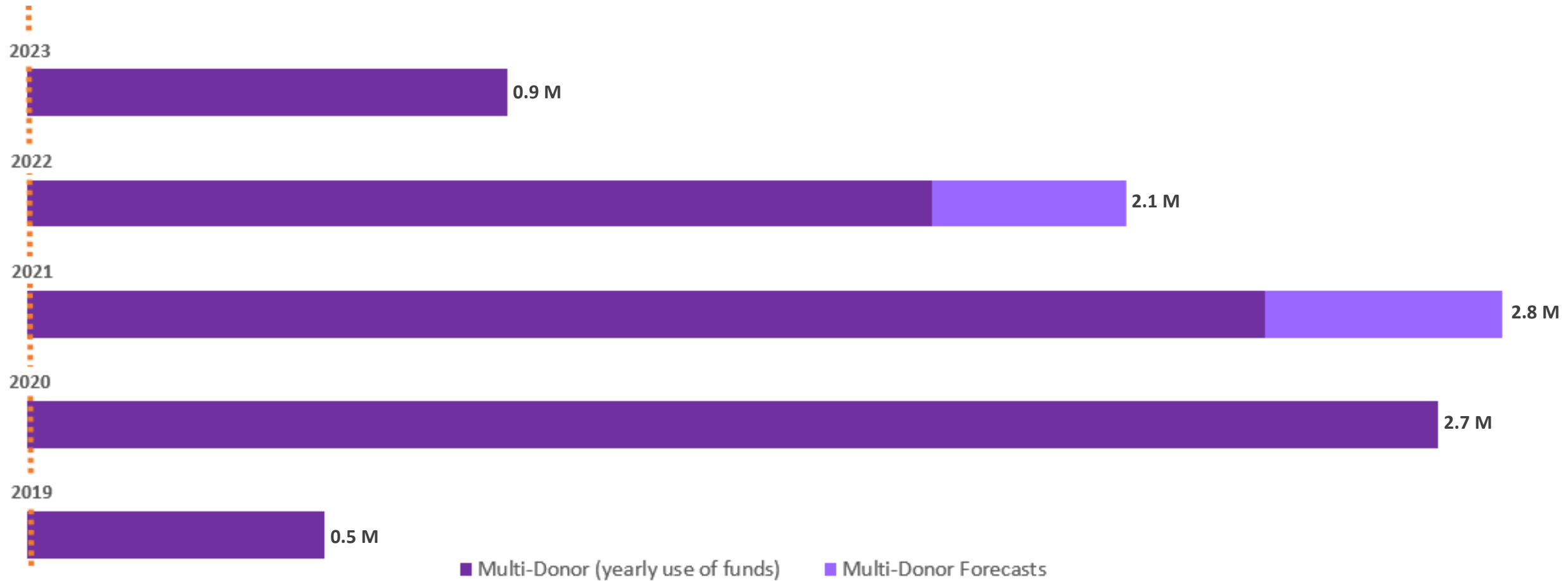
Needs-Based
Requirements
(USDM)

	2021	2022	Difference	%
Baseline Unfunded	12.7	16.0		
Other Costs	4.6	6.6	2.0	43%
Staff Costs (Fixed-Term and CST)	8.1	9.4	1.3	15%
CEF	1.5	1.5		
Contingency Evaluation Fund (CEF)	1.5	1.5	-	0%
Baseline Funded	1.7	1.3		
MDTF for Impact Evaluations	1.7	1.3	(0.4)	-22%
Grand Total	15.9	18.8	2.9	18%

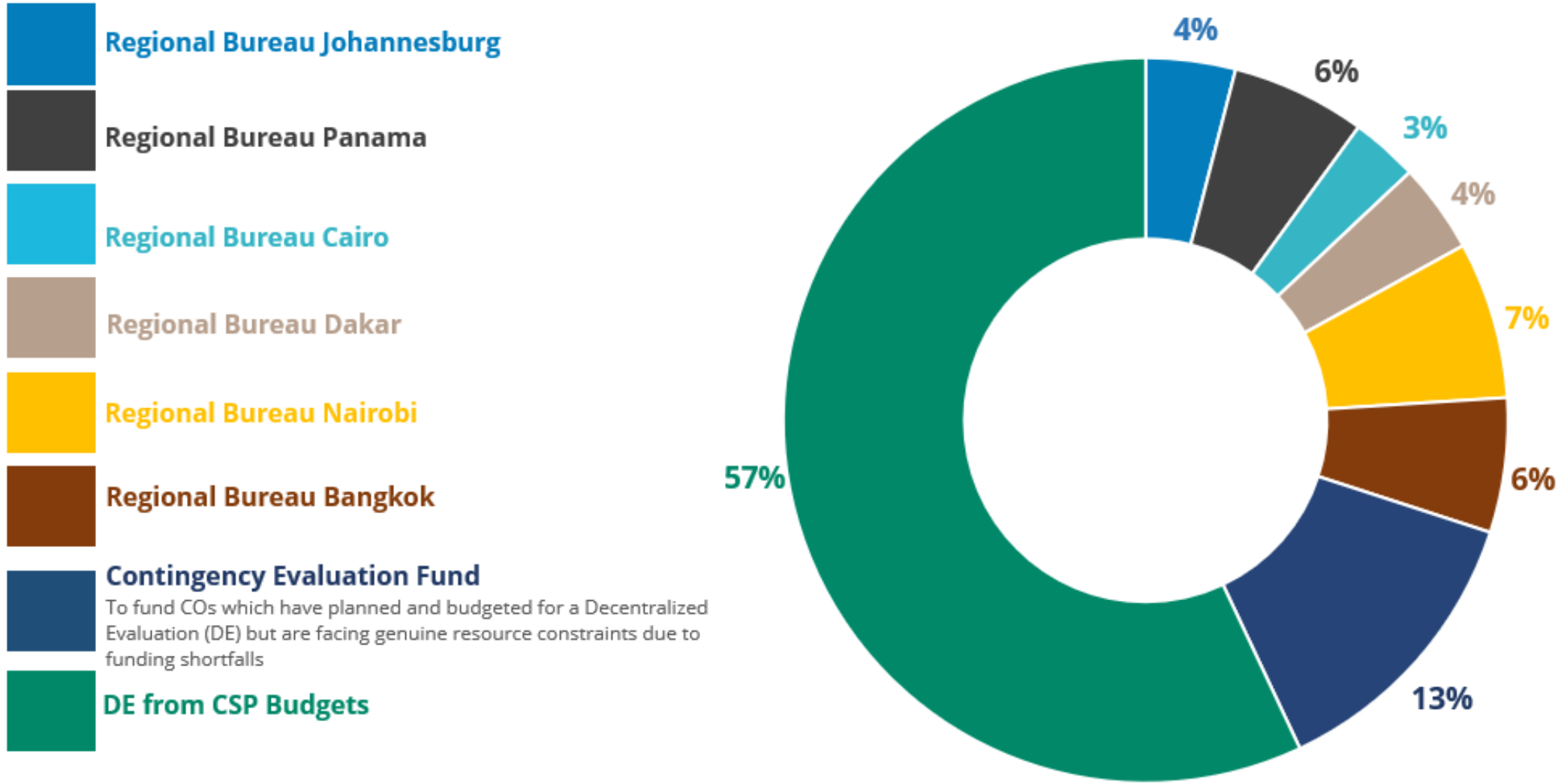
Resources for OEV: centralized, decentralized and impact evaluations 2022



Trust Fund Resources for Impact Evaluation (Baseline Funded)



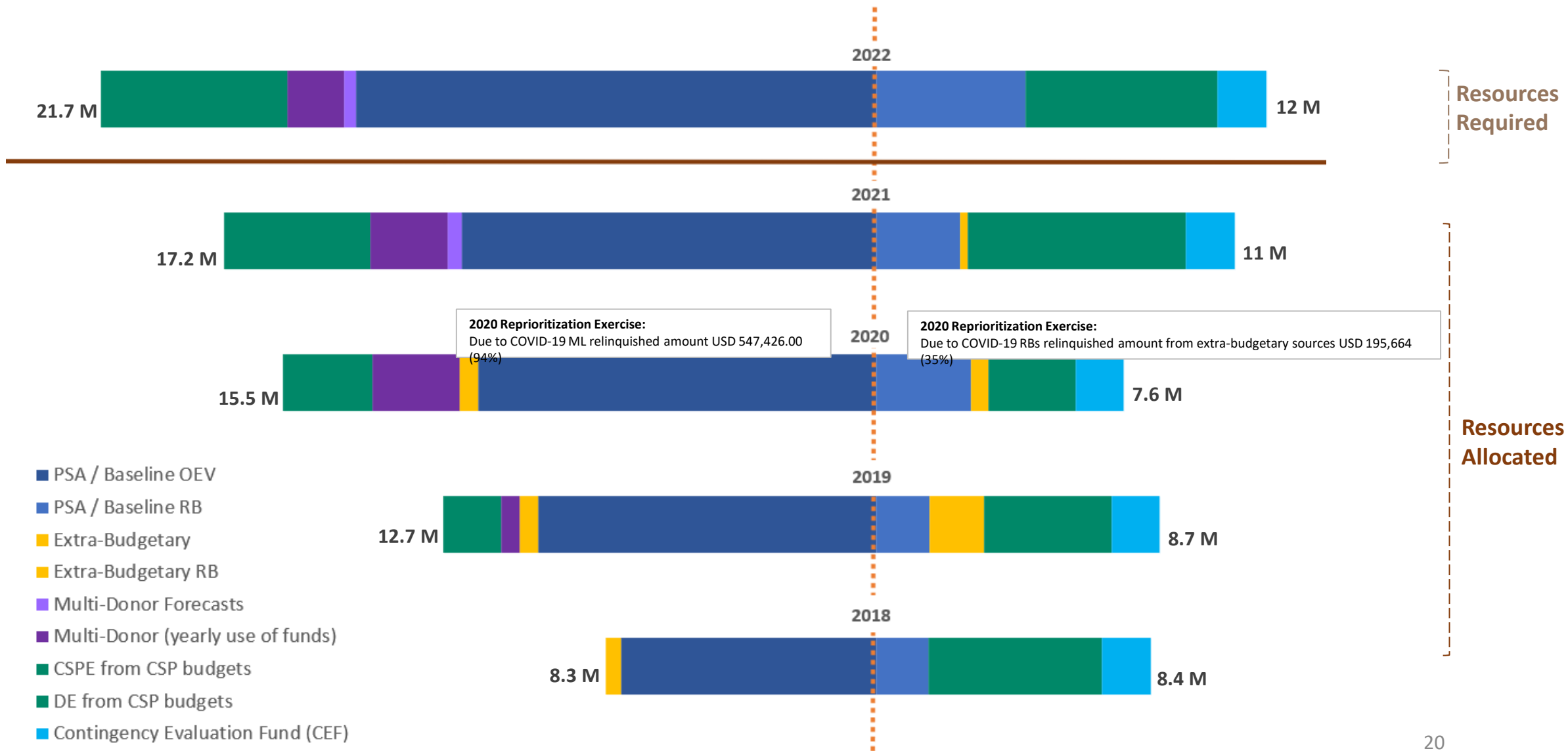
Resources for regional bureaux and country offices 2022



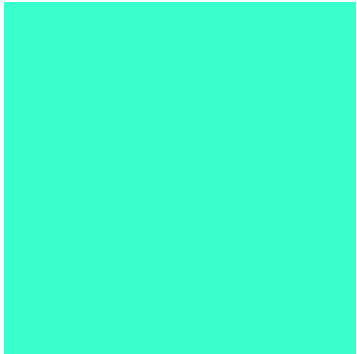
Overall Resources for WFP's evaluation function

Resources for OEV centralized and decentralized evaluation function

Resources for RBs and COs decentralized evaluation function

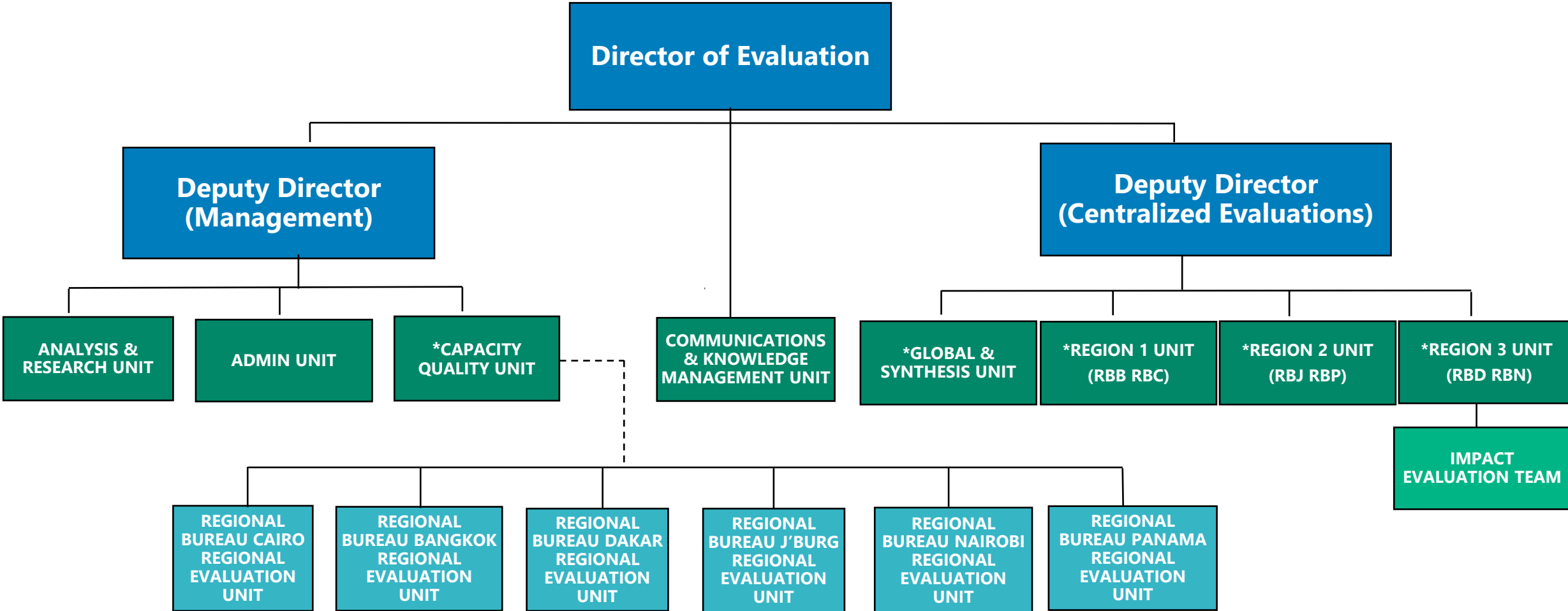


2022 human resources for WFP's evaluation function



Evaluation Function – Global Headquarters

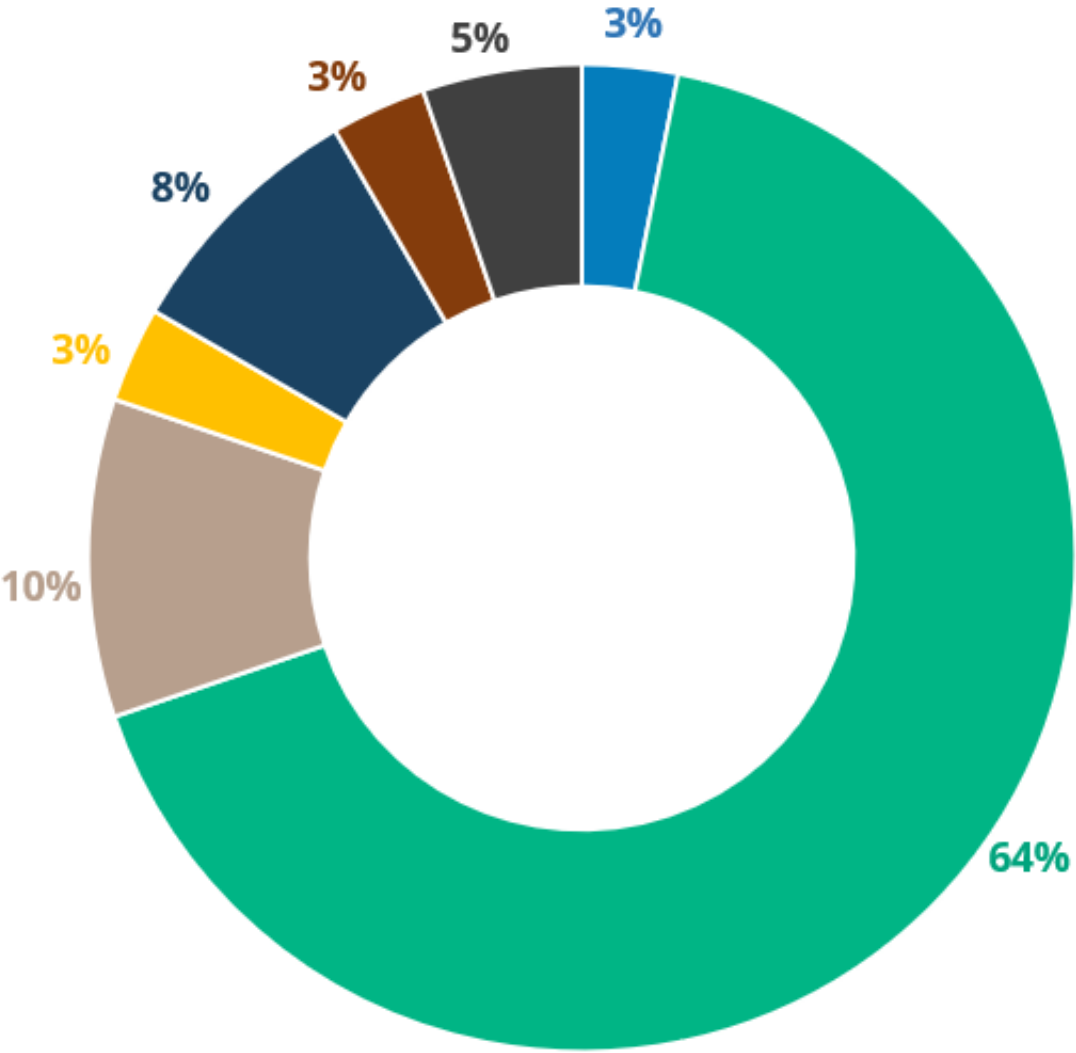
As of May 2021



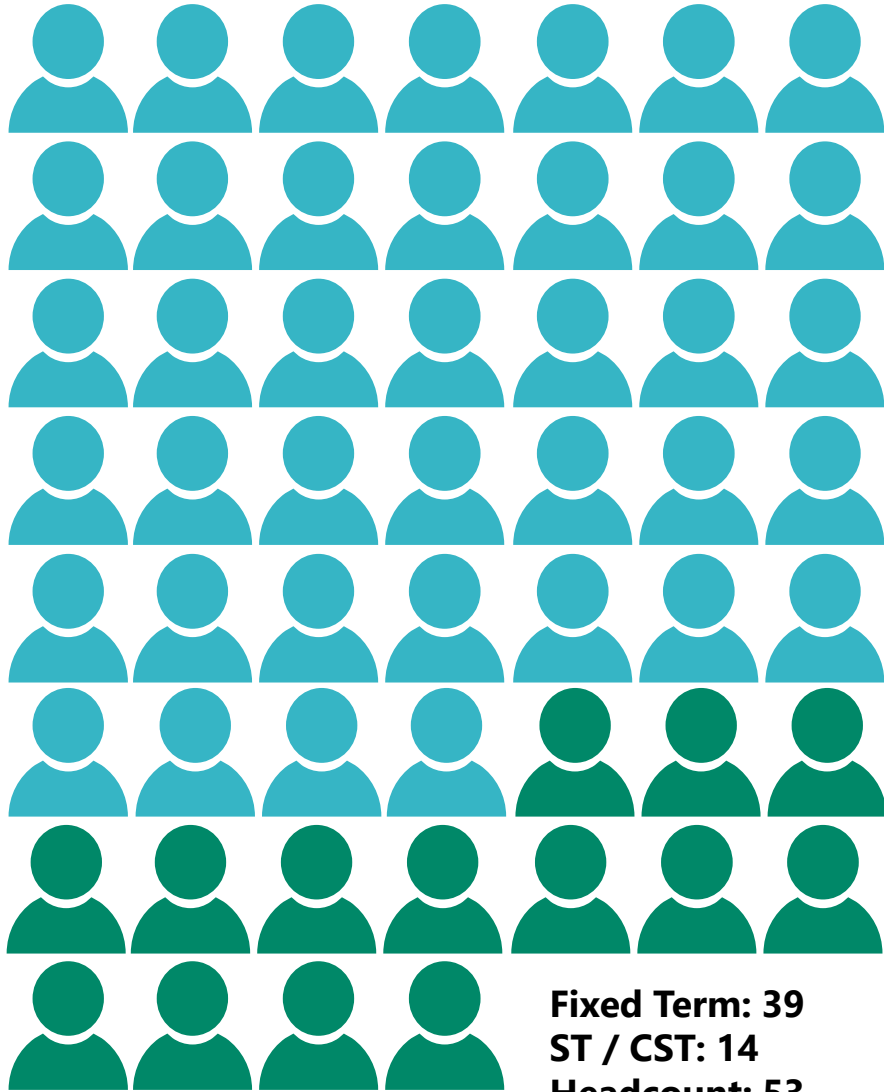
* GLOBAL & SYNTHESIS Unit leads on Strategic, Policy & Synthesis Evaluations (SE, PE & SYNTHESIS).
 • REGION 1 2 & 3 Units lead country level evaluations with Region 1 leading on Corporate Emergency Evaluations (CEE), Region 2 on Country Strategic Portfolio Evaluations (CSPE) & Region 3 on Impact Evaluations (IE).

OEV human resources 2022

- Outcome 1**
Independent, credible and useful centralized and decentralized evaluations
- Outcome 2**
Appropriate evaluation coverage
- Outcome 3**
Adequate evaluation management capacity across WFP
- Outcome 4**
Active evaluation partnerships in the international arena
- New Outcome 5**
Use and Communication of Evaluative Evidence
- Cross-cutting: Reporting**
Reporting/Decentralized Evaluation support
- Senior Management / Indirect & Office**
Management related projects / training / equipment & software / per capita

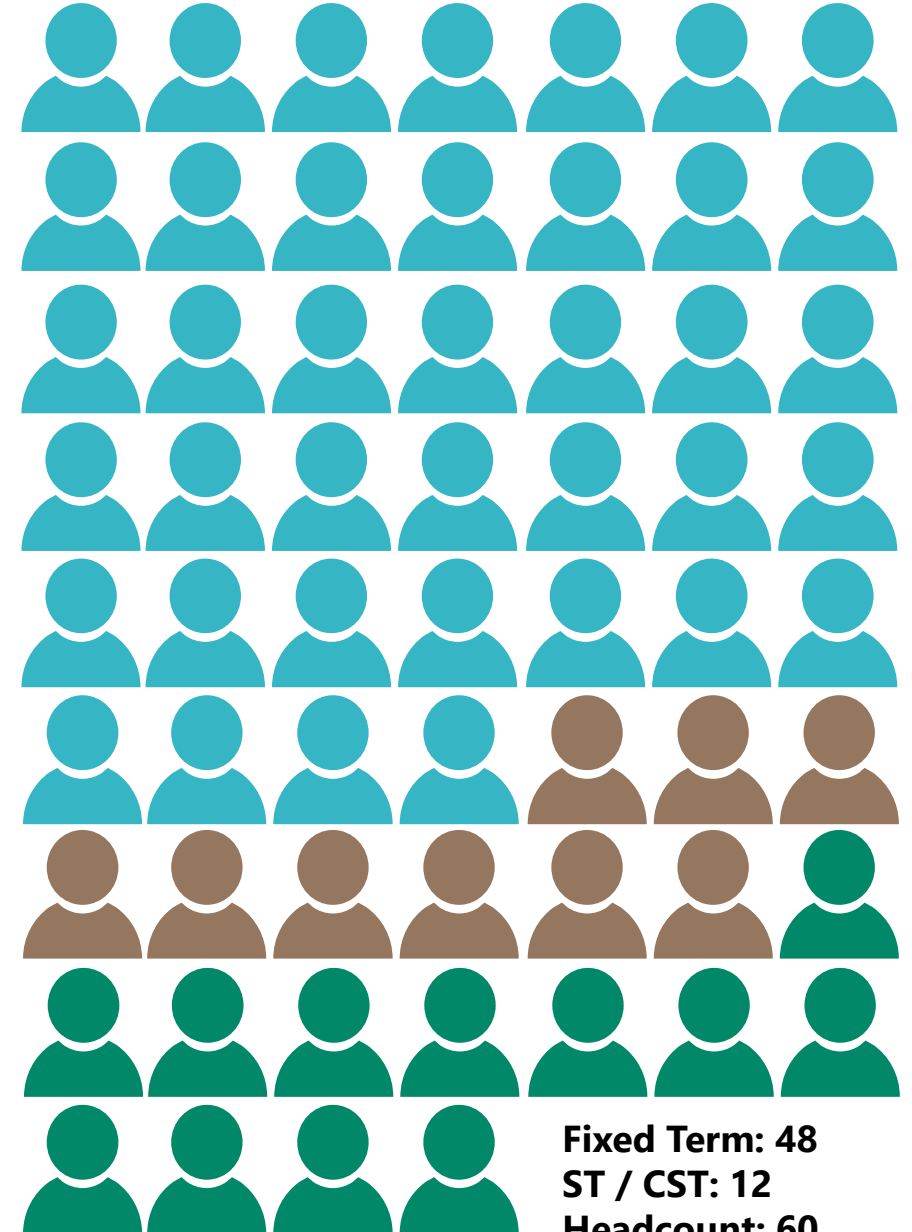


Staff situation 2021

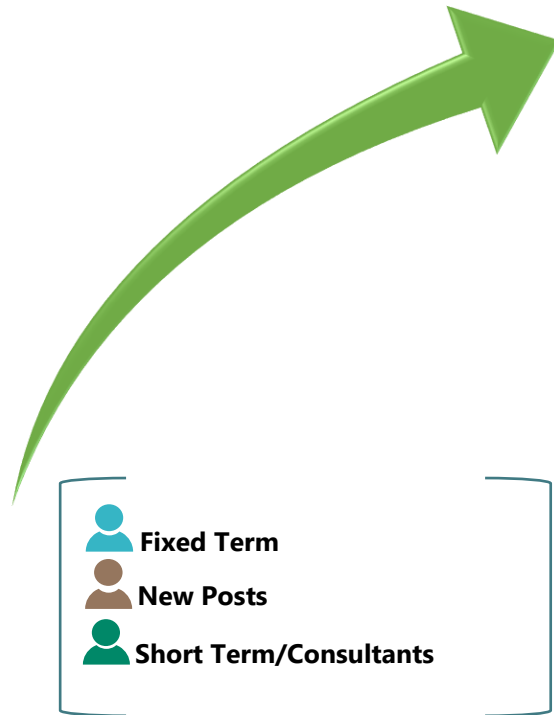


Fixed Term: 39
ST / CST: 14
Headcount: 53

Staff requirement 2022



Fixed Term: 48
ST / CST: 12
Headcount: 60



Priorities for the updated evaluation policy

Reflecting the recommendations of the Peer Review in an updated evaluation policy



Full reflection of the independence of the Director of Evaluation



Adequate and sustained financial resourcing of the evaluation function



Appropriate skills and capacities within the evaluation cadre



A more rigorous approach to organizational learning from evaluation evidence



Further efforts to ensure an integrated evaluation function



Continued strengthening of evaluation partnerships in pursuit of the SDG agenda

WFP evaluation strategies since 2017



RBB Strategy



RBC Strategy



RBD Strategy



RBJ Strategy



RBN Strategy



RBP Strategy



COMMS & KM Strategy



IE Strategy



ECD Strategy

Process for evaluation policy update



Benchmarking against other comparable evaluation functions

Consultations with senior management including regional bureaux



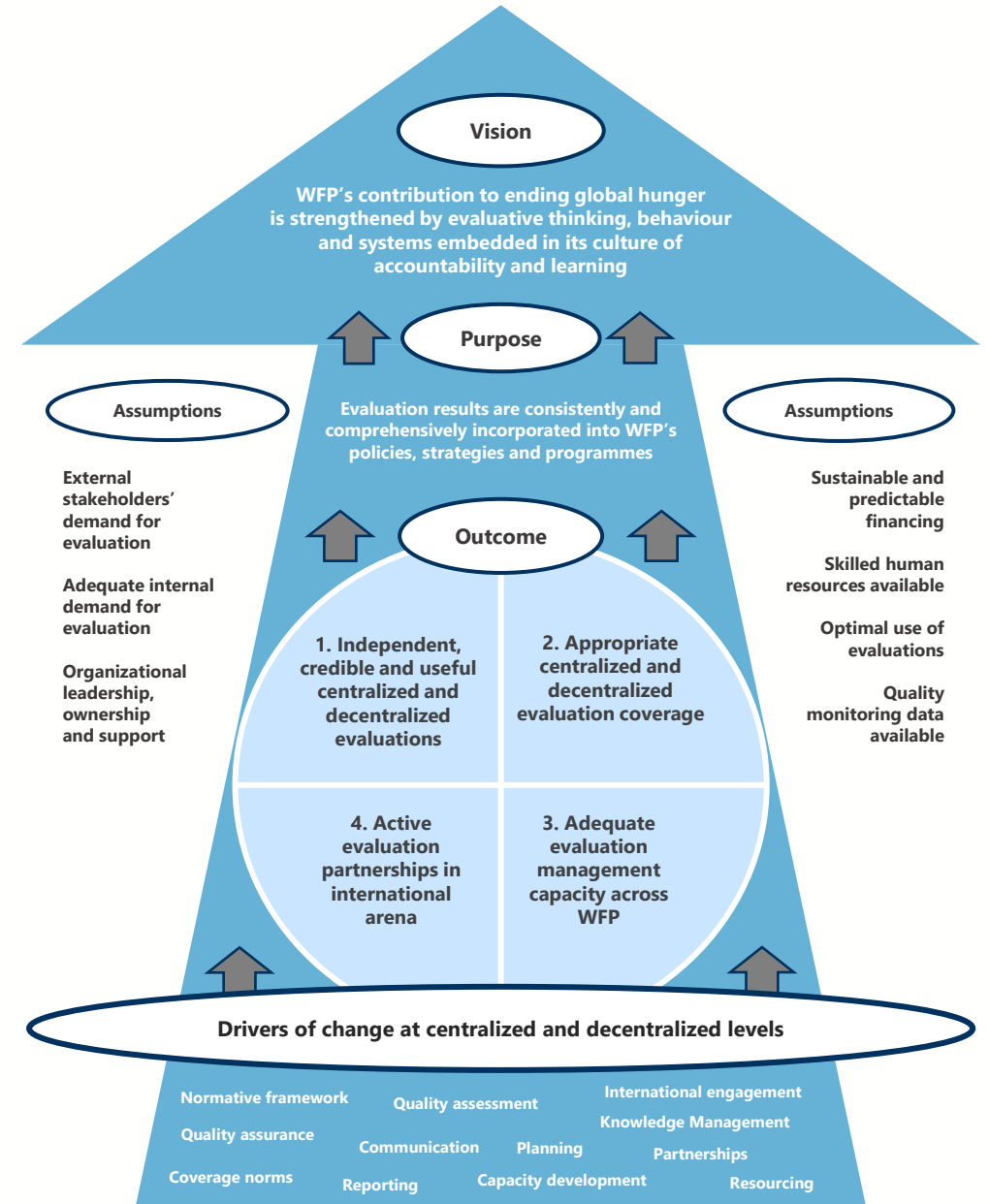
Consultations with the Executive Board

Review and refresh Theory of Change



Appropriate revisions to the evaluation charter and evaluation strategy

WFP Evaluation Policy (2016-2021) Theory of Change



Timeline for the update of WFP's evaluation function normative framework

