



**WFP EVALUATION**

# **OEV Work Plan 2023-2025**

WFP Office of Evaluation

May 2022

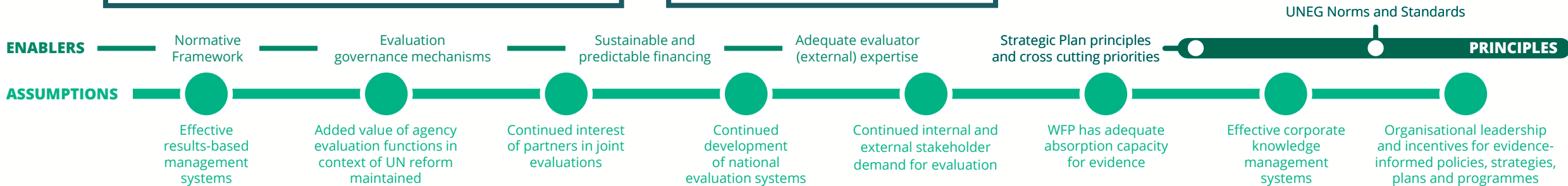
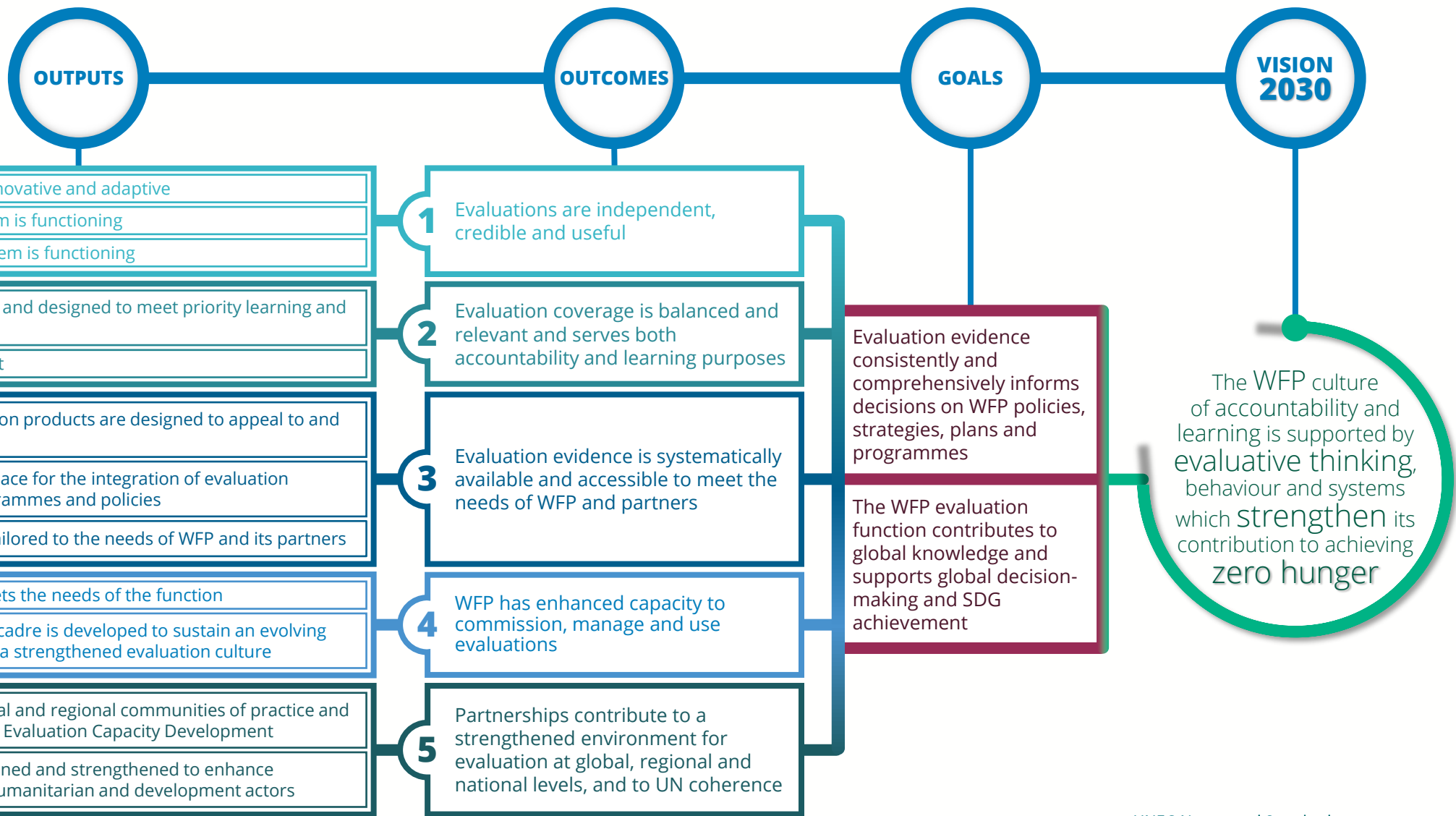


World Food Programme

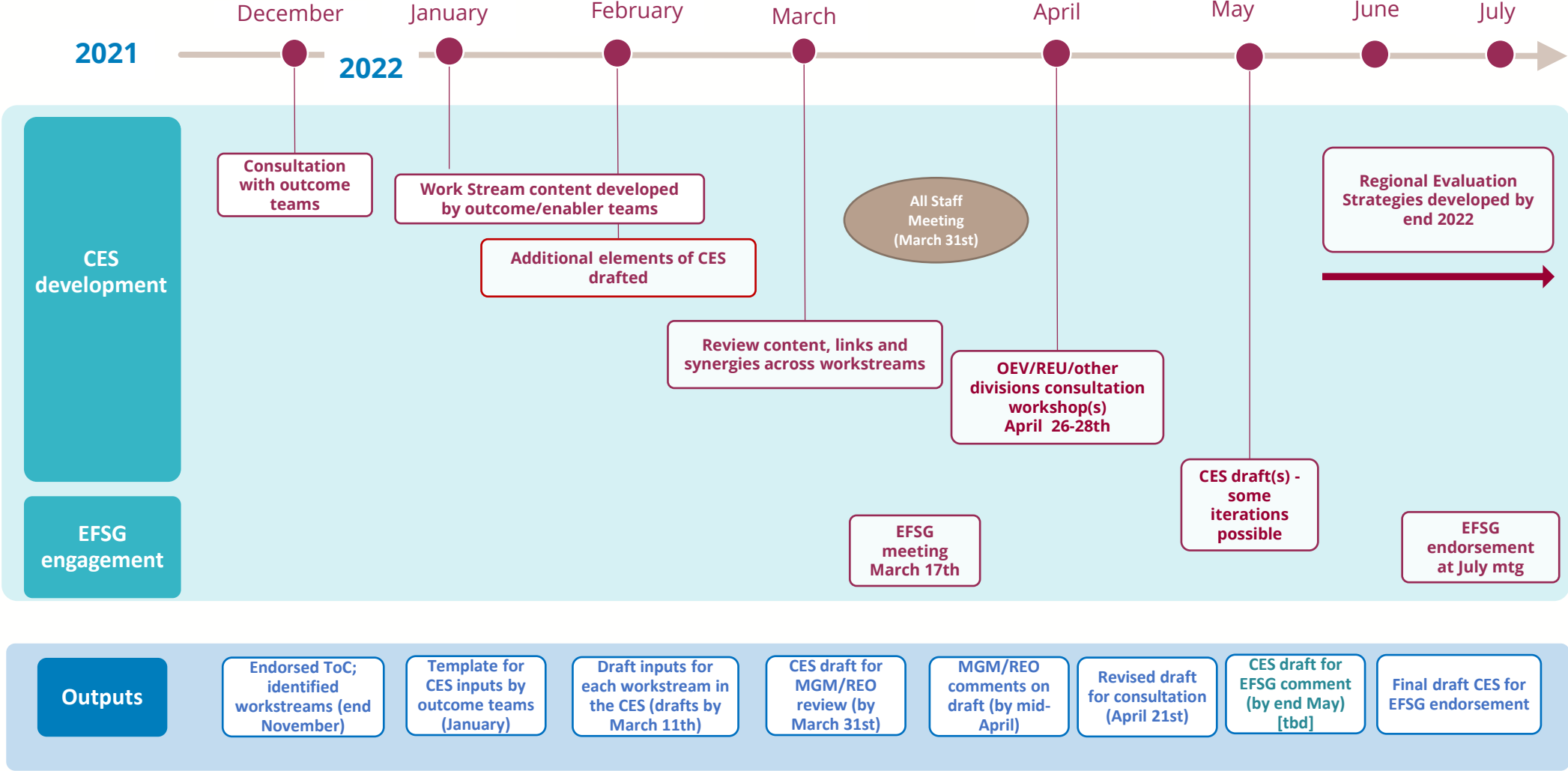
SAVING  
LIVES  
CHANGING  
LIVES

Andrea Cook  
Director of Evaluation

# WFP EVALUATION THEORY OF CHANGE



# TIMELINE FOR THE COMPLETION OF THE UPDATED CES



# KEY PRIORITIES FOR THE EVALUATION FUNCTION



1

Independent, credible and useful centralized and decentralized evaluations



2

Appropriate centralized and decentralized evaluation coverage



3

Evaluation evidence is systematically available and accessible to meet the needs of WFP and partners



4

Adequate evaluation management capacity across WFP



5

Active evaluation partnerships in international arena

**PROPOSED PROGRAMME OF WORK  
FOR CENTRALIZED EVALUATIONS  
2023–2025**



# POLICY EVALUATIONS 2022–2025

Ongoing/new in 2022	2023	2024	2025
<ul style="list-style-type: none"> <li>WFP's role in peacebuilding in transition settings (1/2023)</li> <li>Resilience (A/2023)</li> </ul>	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> <li>Resilience (A/2023)</li> <li>Disaster Risk Reduction and Climate Change (A/2023)</li> <li>Country Strategic Plans (A/2023)</li> </ul>	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> <li>Environment (A/2024)</li> <li>Emergency Preparedness (tbc) (A/2024)</li> </ul>	<p><i>Continued from 2024:</i></p> <ul style="list-style-type: none"> <li>Enterprise Risk Management</li> </ul>
<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>Disaster Risk Reduction and Climate Change (A/2023)</li> <li>Country Strategic Plans (A/2023)</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>Environment (A/2024)</li> <li>Emergency Preparedness(tbc) (A/2024)</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>Enterprise Risk Management</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> <li>New topic to be determined</li> </ul>

# STRATEGIC EVALUATIONS 2022–2025

Ongoing/new in 2022	2023	2024	2025
<ul style="list-style-type: none"> <li>Nutrition and HIV/AIDS (1/2023)</li> </ul> <p><i>Consultation on topics for new strategic evaluations on-going</i></p>	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> <li>Protection from Sexual Exploitation and Abuse (tbc)</li> </ul>	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> <li>New topic to be determined</li> </ul>	<p><i>Continued from 2024:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> <li>New topic to be determined</li> <li>New topic to be determined</li> </ul>
<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>Protection from Sexual Exploitation and Abuse (tbc)</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> <li>New topic to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> <li>New topic to be determined</li> <li>New topic to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> <li>New topic to be determined</li> </ul>

# STRATEGIC EVALUATIONS – SELECTION PROCESS

1: Consolidating centralised evaluation evidence

2: Mapping planned policy evaluations

3: Horizon scanning

4: Review of planned thematic audits

5: Assessing evidence gaps & topics of interest

6: Applying selection filters

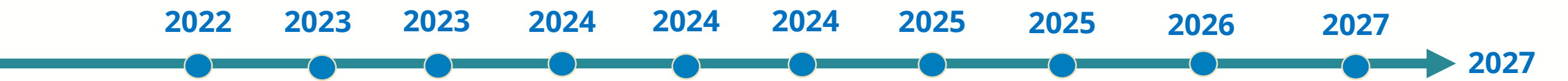
7: Surveying stakeholders on priority topics

8: Sequencing and finalisation to meet user needs

9: Consultation with WFP management and Executive Board



# PROPOSED STRATEGIC EVALUATIONS 2022–2027



	2022	2023	2023	2024	2024	2024	2025	2025	2026	2027	
THEME	Protection from Sexual Exploitation and Abuse	Mid-term evaluation of the WFP Strategic Plan (2022-2025)	Knowledge Management	Supply Chain Roadmap	Triple nexus	Vulnerability assessment, analysis and targeting	Middle income countries	Leaving no one behind	Environmental Sustainability	Workforce culture	Innovation
SUB-TOPICS	<ul style="list-style-type: none"> <li>Awareness-raising</li> <li>Training</li> <li>Risk assessments</li> <li>Investigations</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes 1-5</li> <li>Enablers</li> <li>Cross-cutting Priorities</li> </ul>	<ul style="list-style-type: none"> <li>Documenting good practice/innovation</li> <li>Structures for knowledge-sharing</li> <li>Networks</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Strengthening national systems</li> <li>Augmented services and delivery solutions</li> <li>ETC/Logistics Clusters</li> </ul>	<ul style="list-style-type: none"> <li>Coherence</li> <li>Joint work</li> <li>Integrated programmes</li> <li>Sequencing, layering</li> <li>Peace advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Needs analyses</li> <li>Food security assessments &amp; analysis</li> <li>Urban assessments</li> <li>Targeting and prioritization</li> <li>Research and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Enabling and influencing role</li> <li>Policy advocacy</li> <li>System strengthening</li> <li>South-South and triangular cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Assessing Inequalities</li> <li>Addressing root causes</li> <li>Ensuring accountability</li> <li>Diversity, Equity, Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Protecting global ecosystems</li> <li>Protecting livelihoods</li> <li>Conserve natural resources</li> <li>Safeguards</li> </ul>	<ul style="list-style-type: none"> <li>Leadership</li> <li>Career development</li> <li>Performance management</li> <li>Equity</li> <li>Staff wellness</li> </ul>	<ul style="list-style-type: none"> <li>Accelerator</li> <li>Partnerships</li> <li>Scale-up</li> <li>Managing change</li> </ul>

# EVALUATION SYNTHESSES 2022–2025

Ongoing/new in 2022	2023	2024	2025
<ul style="list-style-type: none"> <li>Synthesis of WFP's performance measurement and monitoring (2/2022)</li> </ul>	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>	<p><i>Continued from 2023:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>	<p><i>Continued from 2024:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>
<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>New topic to be determined</li> </ul>

# JOINT EVALUATIONS AND ACTIVITIES 2022–2025

Ongoing/new in 2022	2023	2024	2025
<ul style="list-style-type: none"> <li>UNAIDS-led Joint Evaluation on Social Protection</li> </ul>	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> <li>UNAIDS-led Joint Evaluation on Social Protection</li> </ul>		
<ul style="list-style-type: none"> <li><i>Consultation on topics for new joint evaluations on-going</i></li> </ul>	<p><i>New start:</i></p> <ul style="list-style-type: none"> <li>New topics to be determined</li> </ul>	<p><i>New start:</i></p> <ul style="list-style-type: none"> <li>New topics to be determined</li> </ul>	<p><i>New start:</i></p> <ul style="list-style-type: none"> <li>New topics to be determined</li> </ul>

# COUNTRY STRATEGIC PLAN EVALUATIONS

2022 19 ongoing CSPE & 16 new CSPE		2023 16 CSPE	2024 15 CSPE	2025 8 CSPE
<p><b>Ongoing:</b></p> <ul style="list-style-type: none"> <li>• Afghanistan CSP</li> <li>• Algeria ICSP</li> <li>• Bolivia (Plurinational State of CSP)</li> <li>• Central African Republic ICSP</li> <li>• Chad CSP</li> <li>• Ecuador CSP</li> <li>• Haiti CSP</li> <li>• India CSP</li> <li>• Jordan CSP</li> <li>• Kyrgyzstan CSP</li> <li>• Mauritania CSP</li> <li>• Nigeria CSP</li> <li>• Pakistan CSP</li> <li>• State of Palestine CSP</li> <li>• Peru CSP</li> <li>• South Sudan ICSP</li> <li>• Sri Lanka CSP</li> <li>• Sudan (the) CSP</li> <li>• Tajikistan CSP</li> </ul>	<p><b>New starts:</b></p> <ul style="list-style-type: none"> <li>• Benin CSP</li> <li>• Bhutan CSP</li> <li>• Burkina Faso CSP</li> <li>• Cambodia CSP</li> <li>• Dominican Republic CSP</li> <li>• Egypt CSP</li> <li>• Ghana CSP</li> <li>• Kenya CSP</li> <li>• Madagascar CSP</li> <li>• Malawi CSP</li> <li>• Namibia CSP</li> <li>• Nepal CSP</li> <li>• Philippines CSP</li> <li>• Senegal CSP</li> <li>• Syrian Arab Republic ICSP</li> <li>• Zambia CSP</li> </ul>	<p><b>New starts:</b></p> <ul style="list-style-type: none"> <li>• Burundi ICSP</li> <li>• Colombia CSP</li> <li>• Congo CSP</li> <li>• Cuba CSP</li> <li>• Democratic Republic of Congo CSP</li> <li>• Djibouti CSP</li> <li>• Guatemala CSP</li> <li>• Iraq CSP</li> <li>• Lesotho CSP</li> <li>• Liberia CSP</li> <li>• Mali CSP</li> <li>• Nicaragua CSP</li> <li>• Niger CSP</li> <li>• Rwanda CSP</li> <li>• Sao Tome and Principe CSP</li> <li>• Sierra Leone CSP</li> </ul>	<p><b>New starts:</b></p> <ul style="list-style-type: none"> <li>• Armenia CSP</li> <li>• China CSP</li> <li>• Cote d'Ivoire CSP</li> <li>• Eswatini CSP</li> <li>• Ethiopia CSP</li> <li>• Indonesia CSP</li> <li>• Iran ICSP</li> <li>• Lebanon CSP</li> <li>• Libya ICSP</li> <li>• Somalia CSP</li> <li>• Timor Leste CSP</li> <li>• Tunisia CSP</li> <li>• Turkey ICSP</li> <li>• Uganda CSP</li> <li>• Yemen ICSP</li> </ul>	<p><b>New starts:</b></p> <ul style="list-style-type: none"> <li>• Bangladesh CSP</li> <li>• Cameroon CSP</li> <li>• Caribbean CSP</li> <li>• El Salvador CSP</li> <li>• Laos CSP</li> <li>• Mozambique CSP</li> <li>• Peru CSP</li> <li>• Togo ICSP</li> </ul>

# EVALUATIONS OF EMERGENCY RESPONSES

	Ongoing/new in 2022	2023	2024	2025
<b>Corporate emergency response evaluations (CEE)</b>	<p><i>New starts</i></p> <ul style="list-style-type: none"> <li>WFP response in Myanmar</li> <li>WFP response in the Sahel</li> </ul>	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> <li>WFP response in Myanmar</li> <li>WFP response in the Sahel</li> </ul>	<p><i>New start</i></p> <ul style="list-style-type: none"> <li>1 topic to be determined</li> </ul>	<p><i>New start</i></p> <ul style="list-style-type: none"> <li>1 topic to be determined</li> </ul>
<b>Inter-agency humanitarian evaluations (IAHE)</b>	<p><i>Continued from 2021:</i></p> <ul style="list-style-type: none"> <li>Response to the humanitarian crisis in Yemen</li> <li>COVID-19 response</li> </ul> <p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>Response to the humanitarian crisis in Afghanistan TBC</li> <li>Response to the humanitarian crisis in Northern Ethiopia TBC</li> </ul>	<p><i>Continued from 2022:</i></p> <ul style="list-style-type: none"> <li>Response to the humanitarian crisis in Afghanistan TBC</li> <li>Response to the humanitarian crisis in Northern Ethiopia TBC</li> </ul> <p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>2 topics to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>1 to 2 topics to be determined</li> </ul>	<p><i>New starts:</i></p> <ul style="list-style-type: none"> <li>1 to 2 topics to be determined</li> </ul>

# IMPACT EVALUATION PRIORITIES



Cash-based Transfers and Gender



Climate Change and Resilience



School-based Programmes



Nutrition (in 2022)



Humanitarian Workstream

Preparedness

Needs & targeting

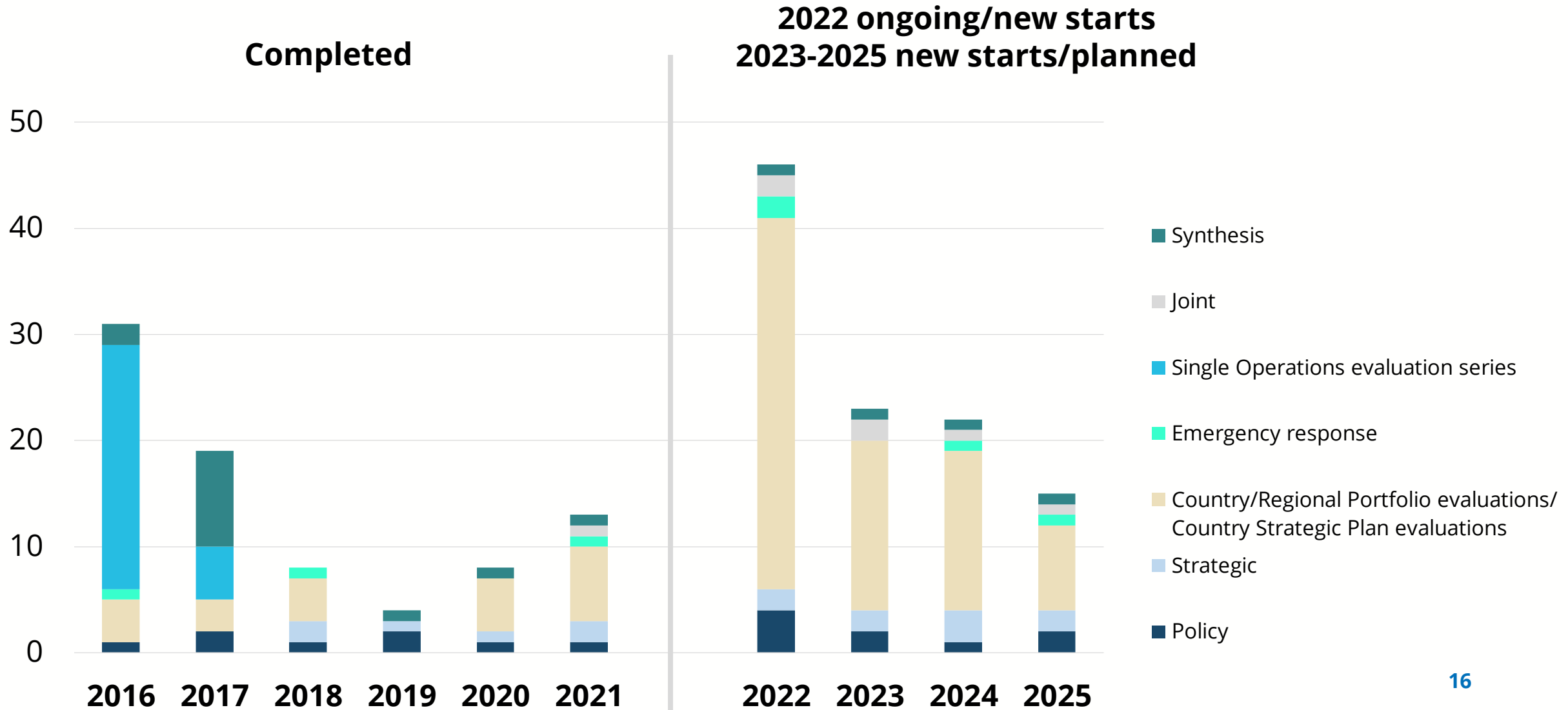
Intervention

Transitions



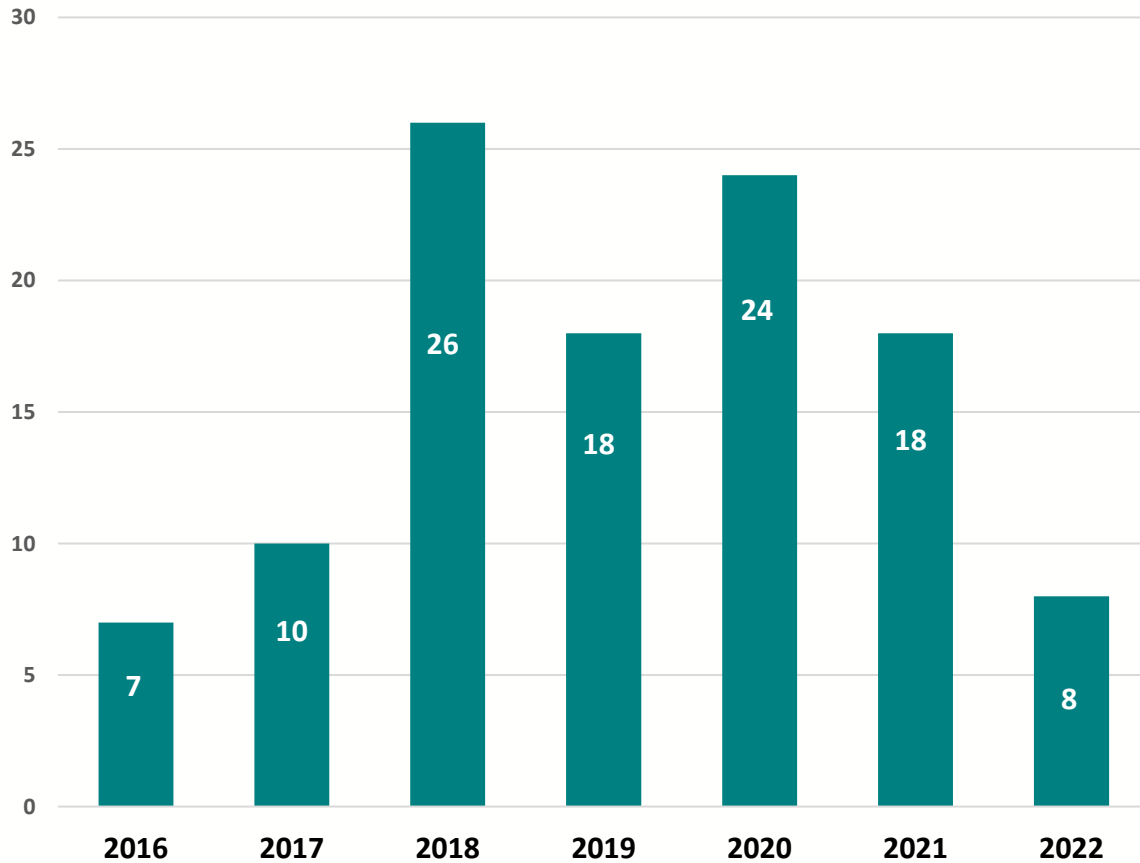
# **OVERVIEW OF CENTRALIZED, DECENTRALIZED AND IMPACT EVALUATIONS 2016–2025**

# CENTRALIZED EVALUATIONS 2016–2025

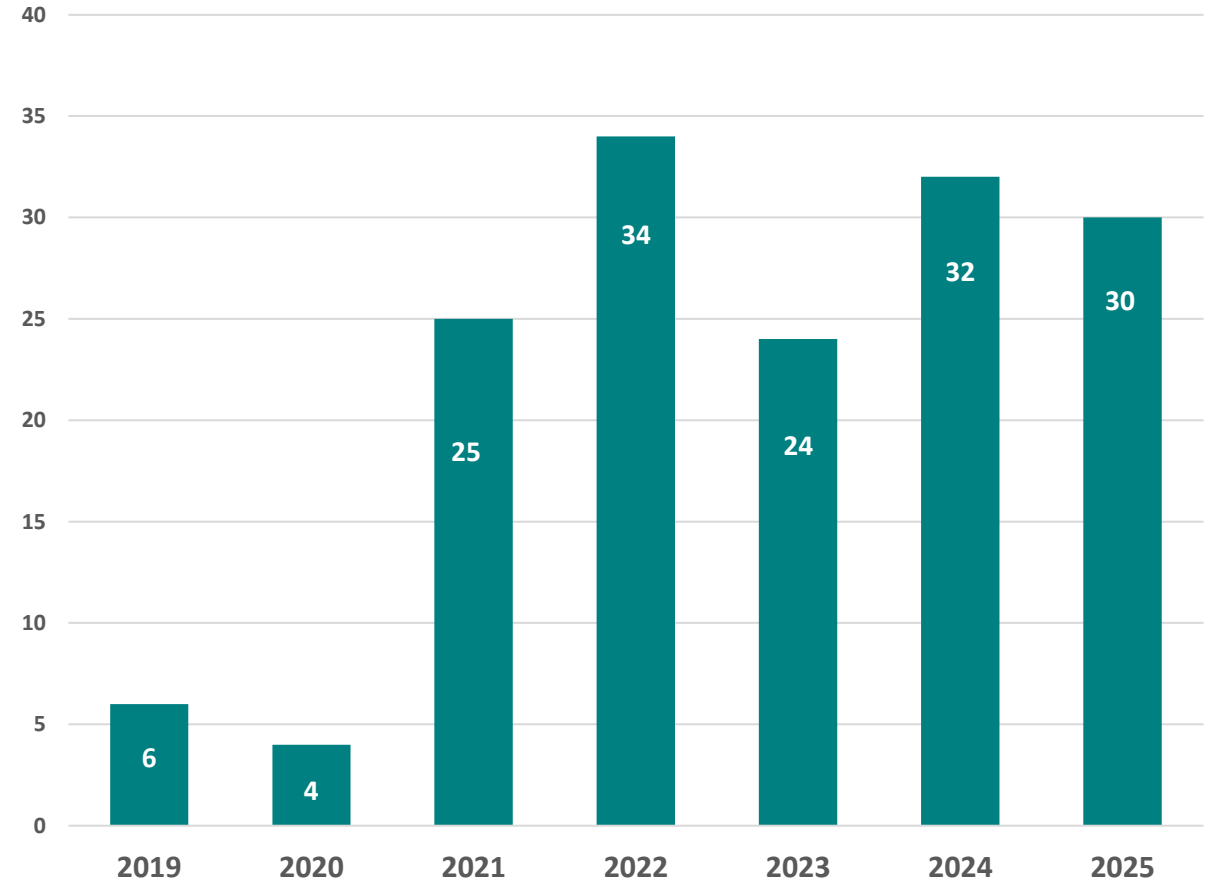


# DECENTRALIZED EVALUATIONS 2016–2025

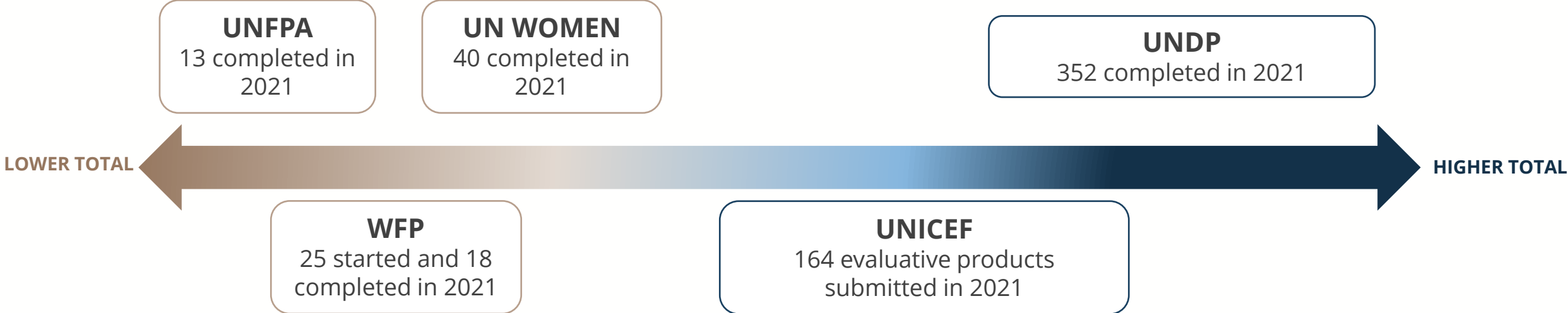
## Completed decentralized evaluations by completion year



## Ongoing and planned decentralized evaluations by start year



# DECENTRALIZED EVALUATIONS – UN BENCHMARKING



# IMPACT EVALUATIONS 2019–2025



Climate change and resilience



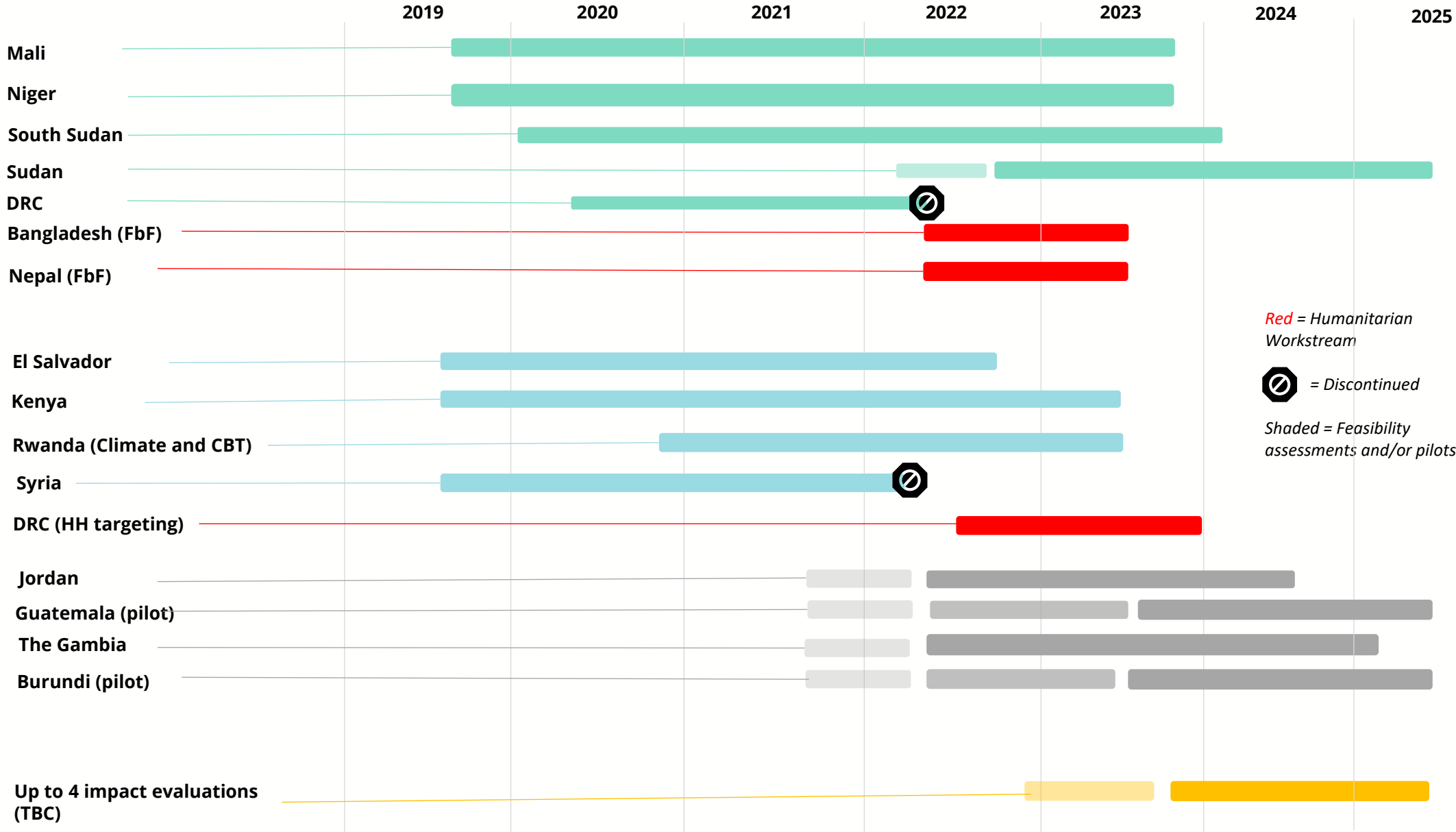
Cash-based transfer modality and gender equitable and women's empowerment outcomes



School-based programming



Nutrition



Red = Humanitarian Workstream

Discontinued icon = Discontinued

Shaded = Feasibility assessments and/or pilots

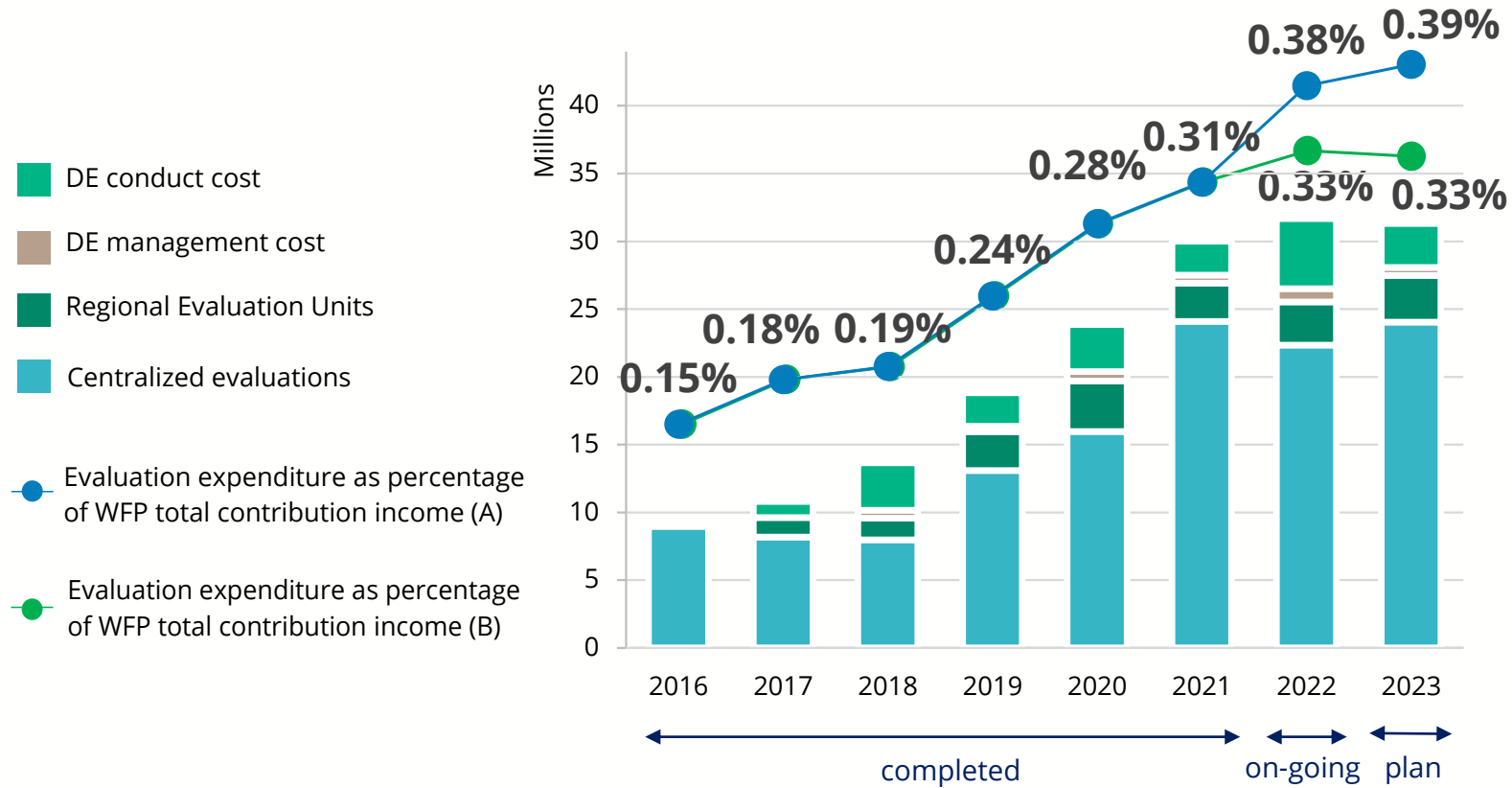
**QUESTIONS ON PROGRAMME OF WORK?**



# **FINANCIAL RESOURCE REQUIREMENTS 2023**

# EXPENDITURE ON EVALUATION

EXPENDITURE ON EVALUATION AS A PERCENTAGE OF WFP TOTAL CONTRIBUTION INCOME, 2016-2023

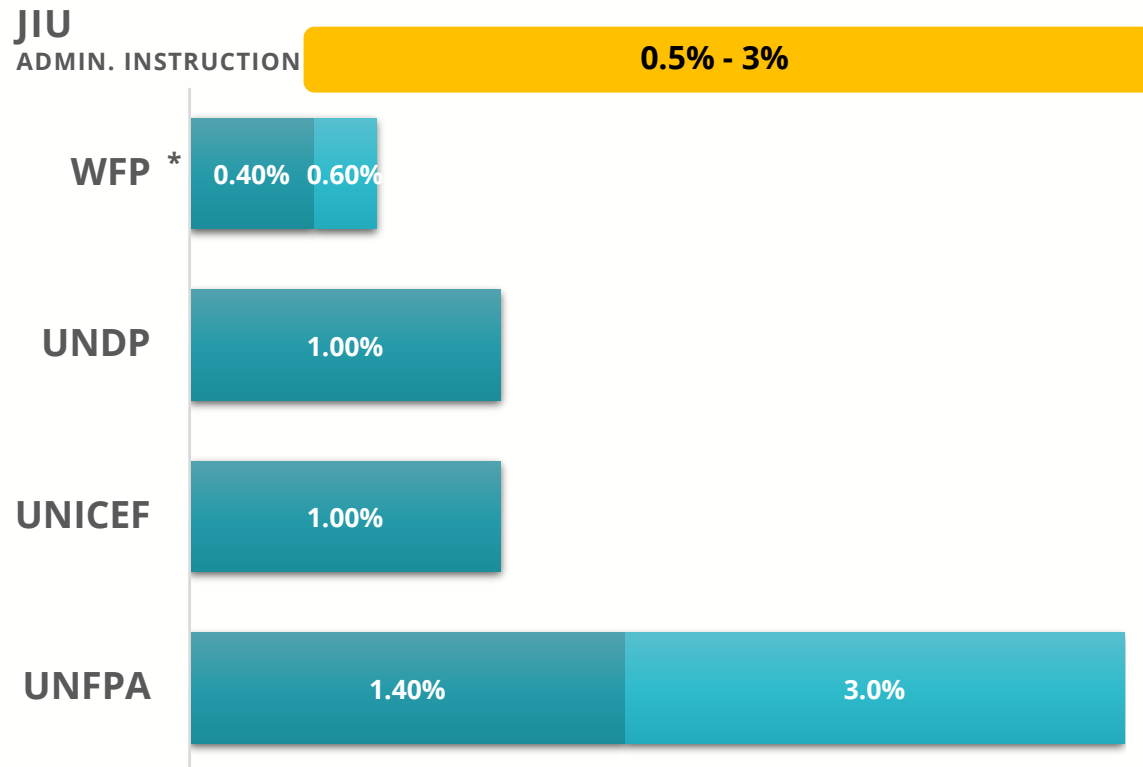


WFP total contribution figure 2016 – 2021 (source: Audited Annual Accounts)

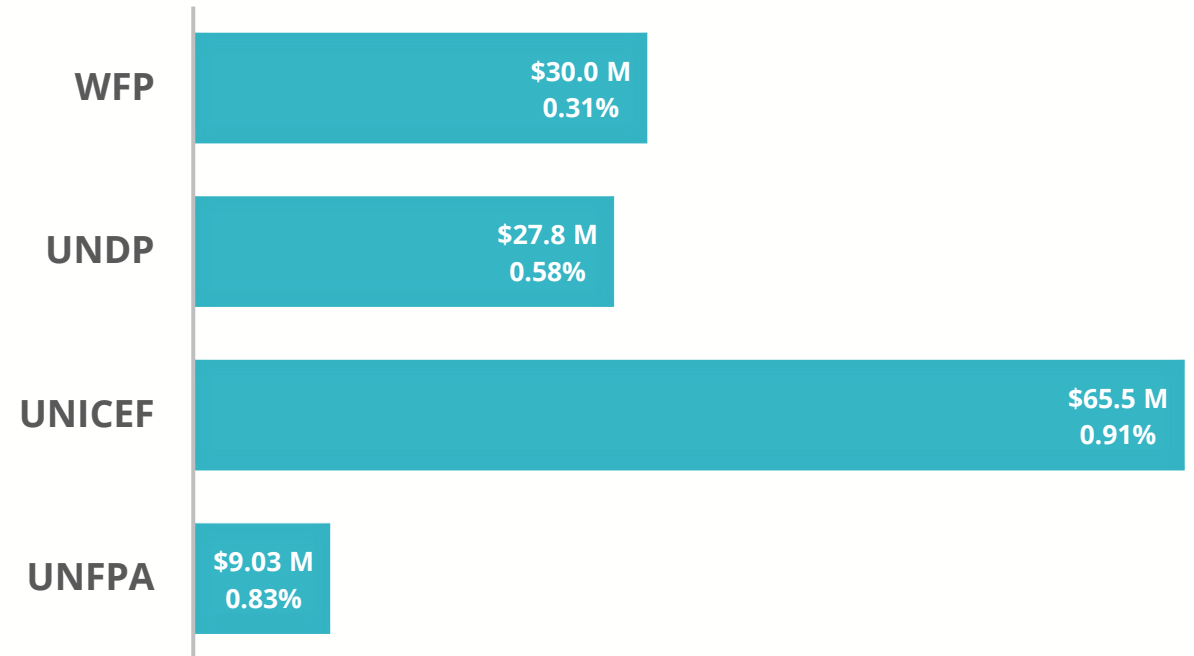
Projected contribution revenue 2022 & 2023 (source: (A) MP 2022-2024 (B) current official global forecast )

# UN BENCHMARKING – RESOURCING OF EVALUATION FUNCTIONS

## POLICY TARGETS FOR EXPENDITURE ON EVALUATION



## EVALUATION EXPENDITURE AS % OF ORGANIZATIONAL EXPENDITURE (2021) AND EXPENDITURE IN MILLIONS USD (2021)



\*The WFP target for funding the evaluation function refers to resources allocated as a proportion of total contribution income

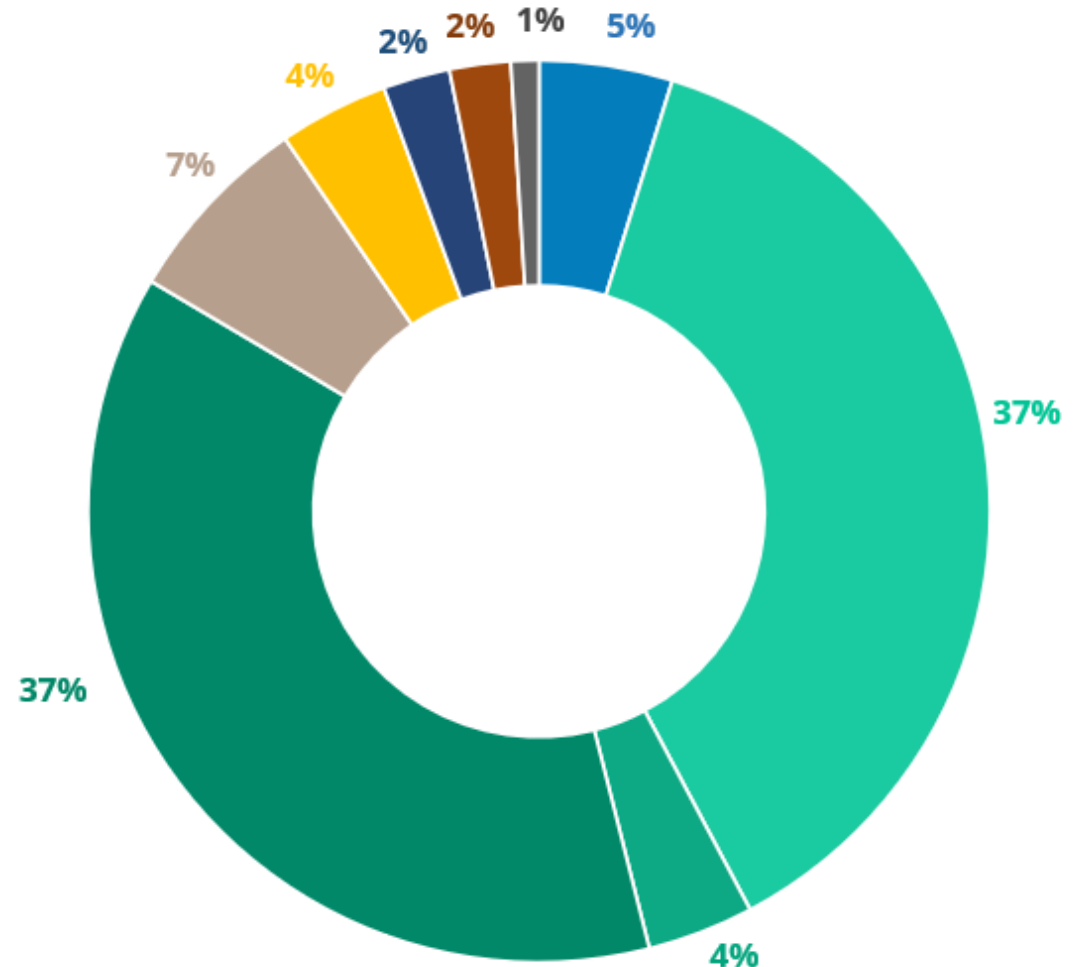
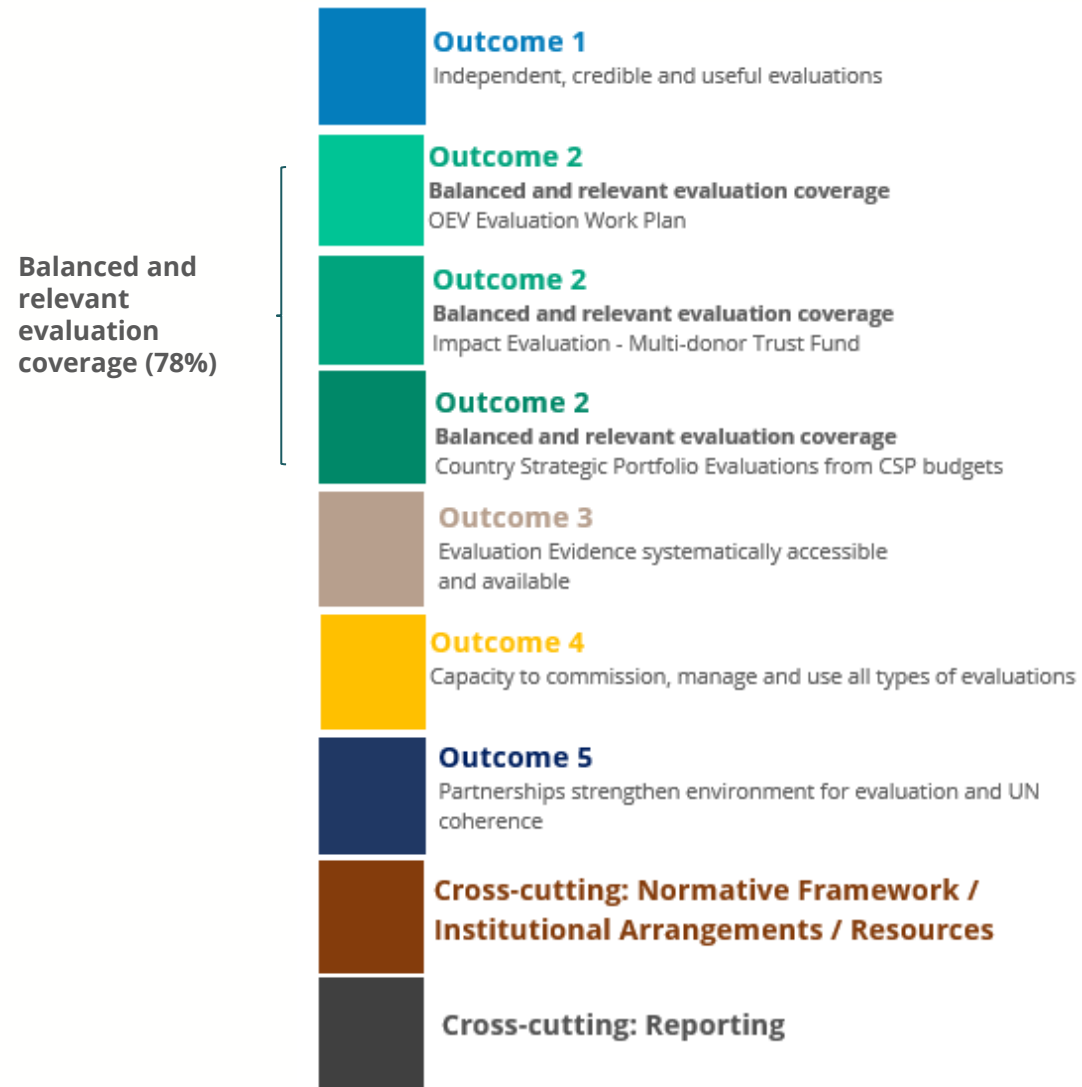
# OEV MANAGEMENT PLAN SUBMISSION 2023

	Needs-Based Requirements 2022 (\$M)
	2022
PSA Other Costs	\$ 6.5
PSA Staff Costs (Fixed Term & CST)	\$ 9.5
<b>Total PSA</b>	<b>\$ 16.0</b>
Contingency Evaluation Fund (CEF)	\$ 1.5
MDTF for Impact Evaluations	\$ 1.3

Resources Approved MP 2022 (\$M)	Needs-Based Requirements 2023 (\$M)		
2022	2023	Difference	% Change
\$ 6.0	\$ 6.3	\$ 0.2	3.8%
\$ 9.1	\$ 9.8	\$ 0.7	6.9%
<b>\$ 15.2</b>	<b>\$ 16.1</b>	<b>\$ 1</b>	<b>5.7%</b>
\$ 1.5	\$ 1.5	-	
\$ 1.3	\$ 0.6		

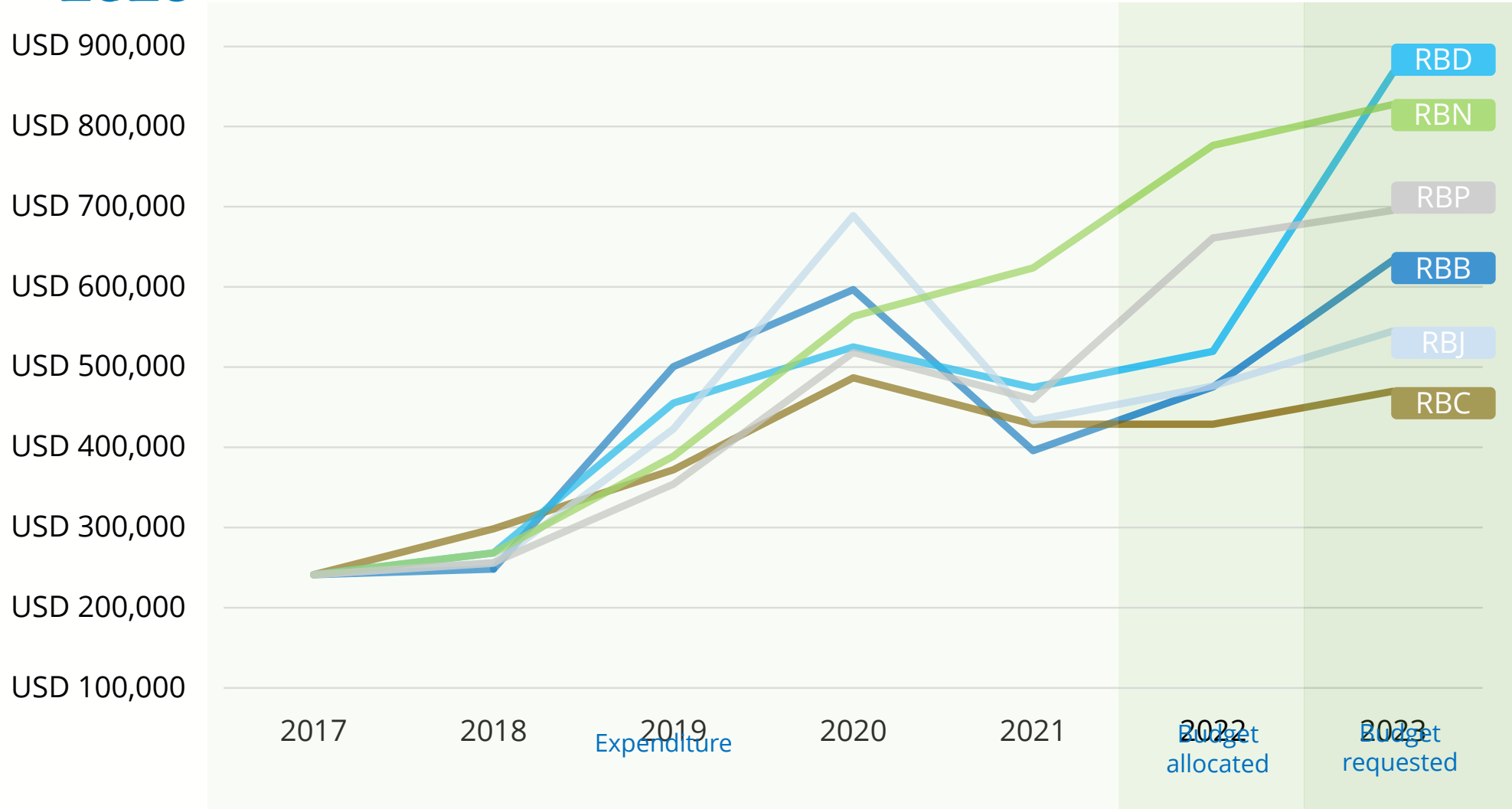
MDTF subject to annual fluctuations based on donor contributions

# RESOURCES FOR OEV: CENTRALIZED, DECENTRALIZED AND IMPACT EVALUATIONS 2023



# EVOLUTION OF REGIONAL EVALUATION BUDGETS

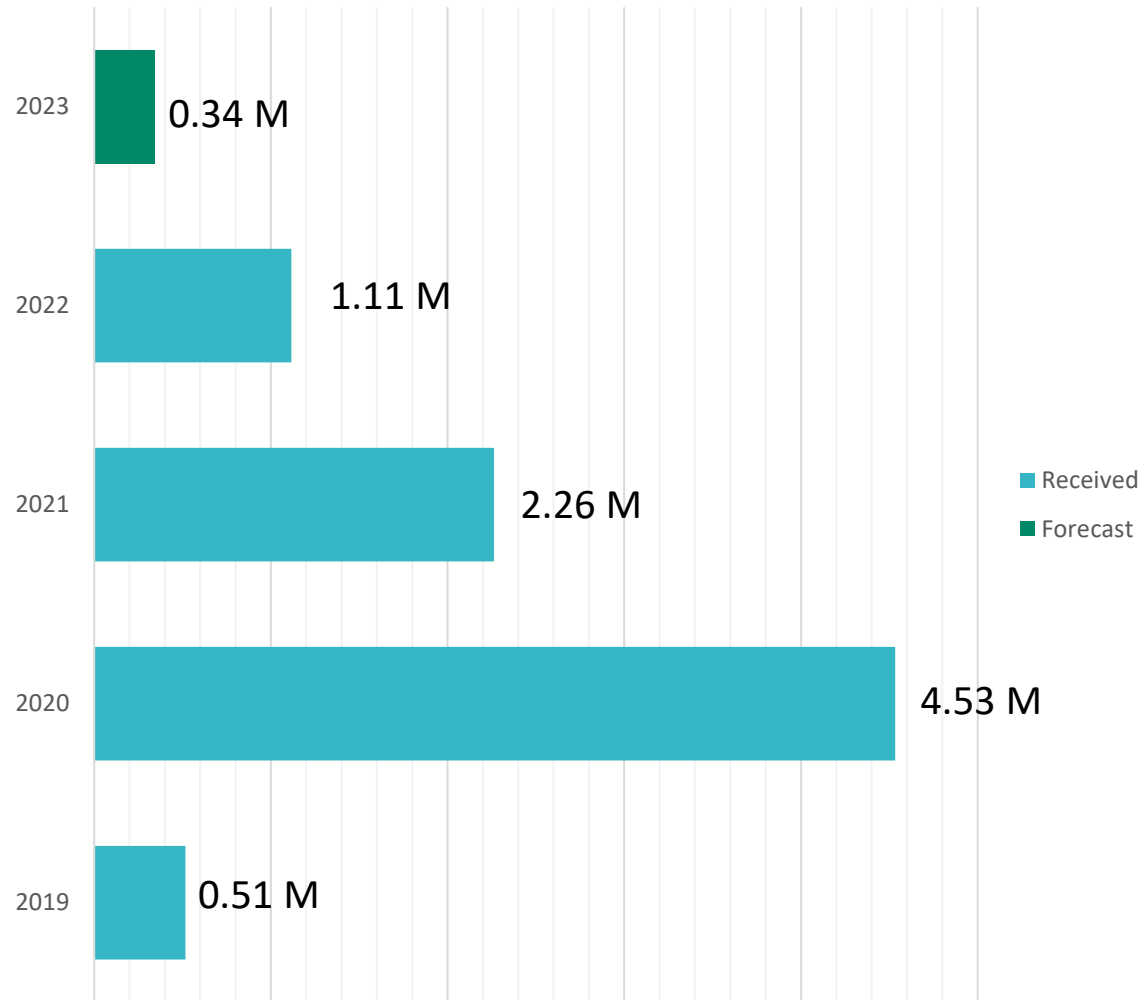
## 2017 – 2023



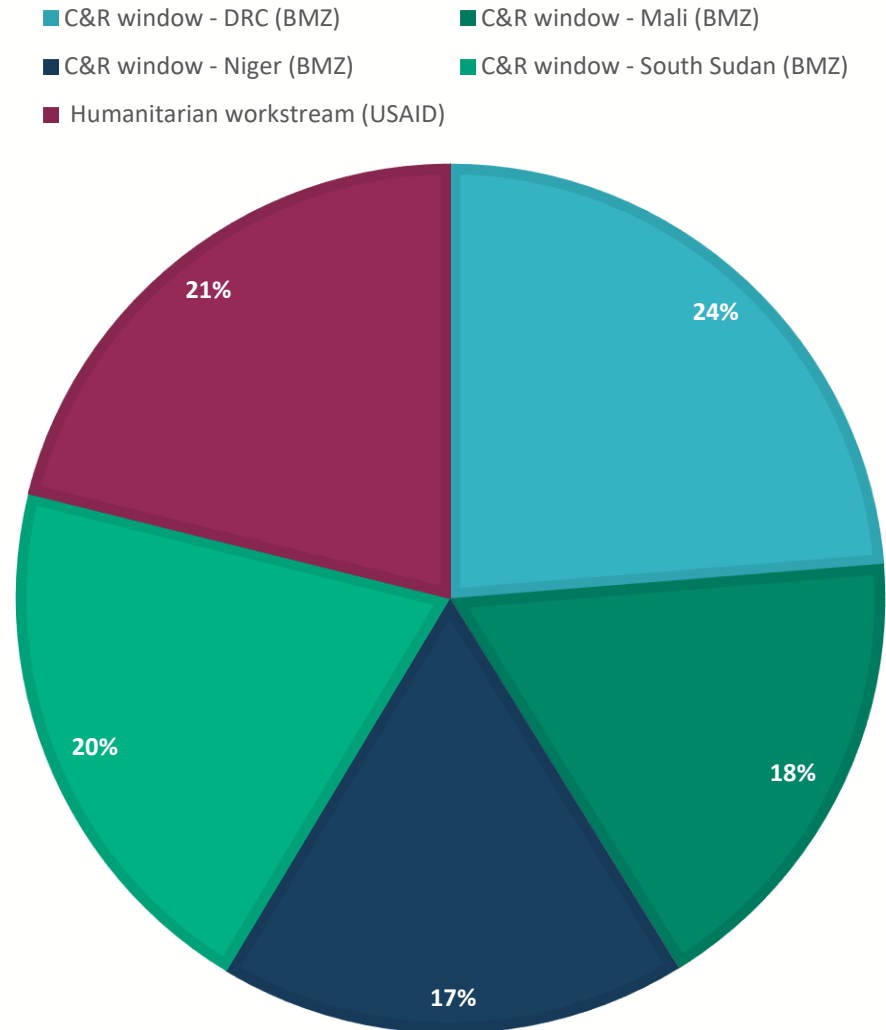
2019 PSA and Multi-lateral TDD dates were extended up to 31 August 2020 explaining why expenditures were high in 2020. 2021 expenditure figures includes also against one investment case for RBN. 2022 shows overall allocated funding to RBs for evaluation, 2023 shows resources requested and is indicative.



# MULTI-DONOR TRUST FUND RESOURCES FOR IMPACT EVALUATION



TOTAL CONTRIBUTIONS BY YEAR

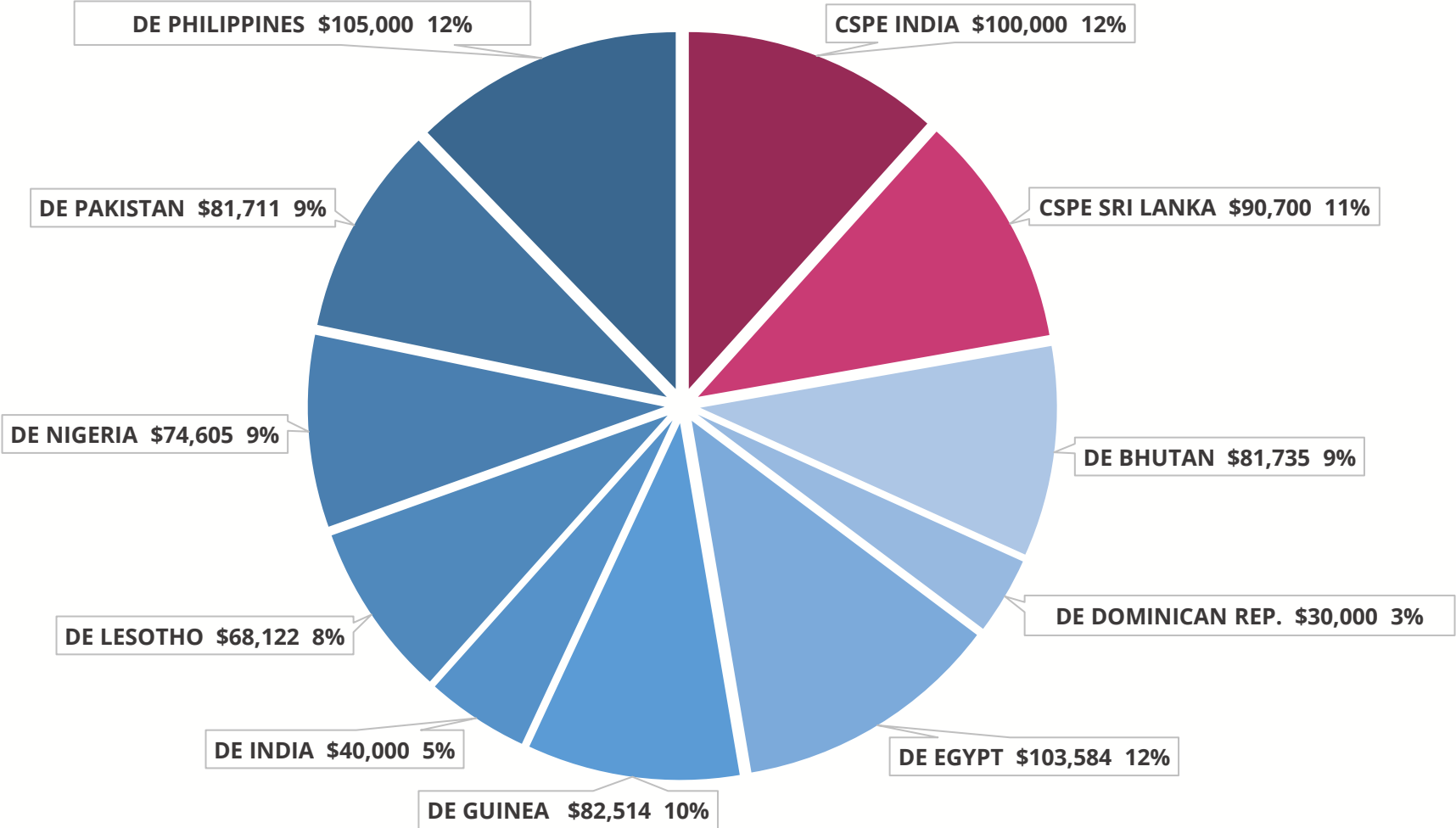


TOTAL FUNDS ALLOCATED 2019-2023 BY DONOR AND ACTIVITY

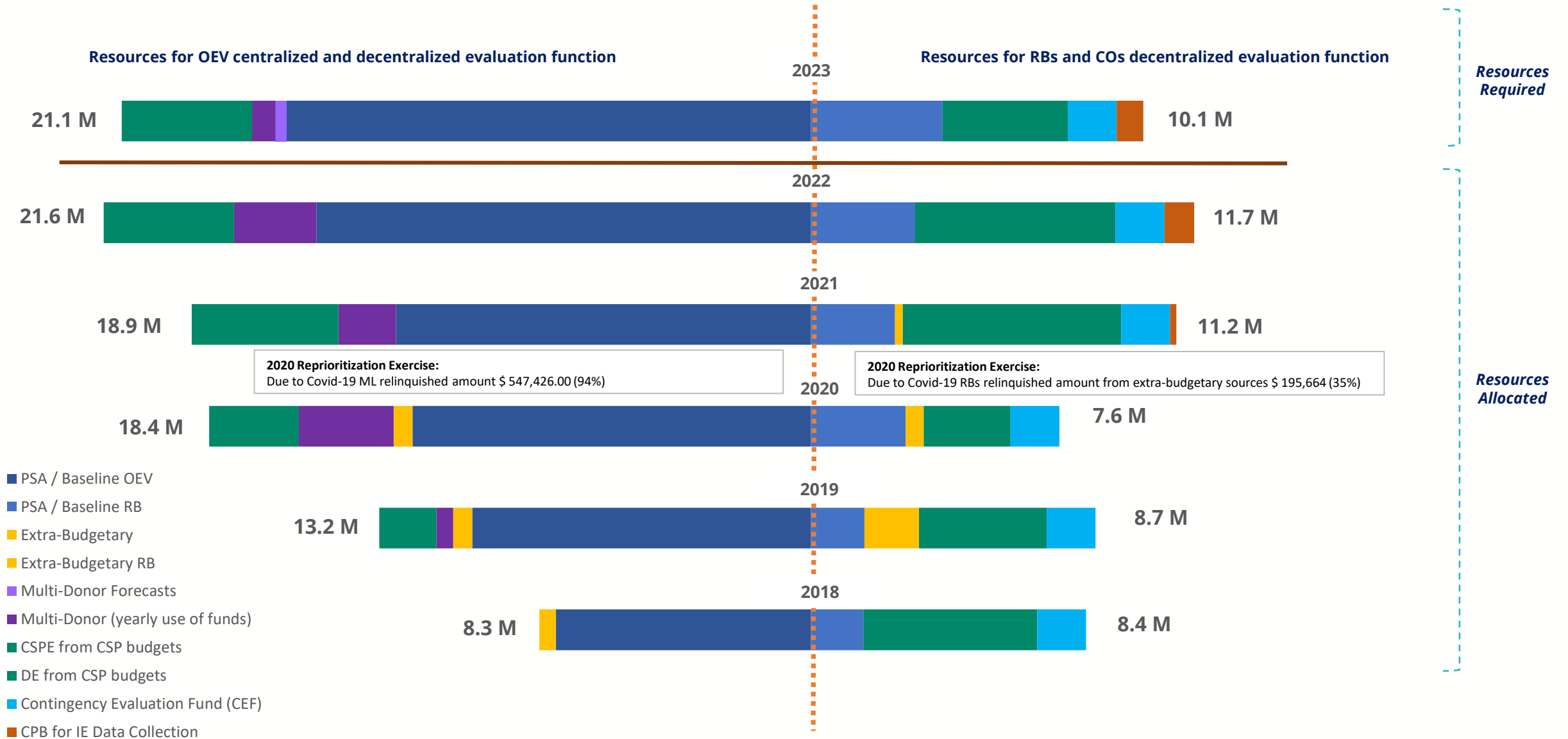
# CONTINGENCY EVALUATION FUND (CEF) ALLOCATIONS 2021

Total: USD 857,971.34

CSPE : USD 190,700.00 DE : USD 667,271.34

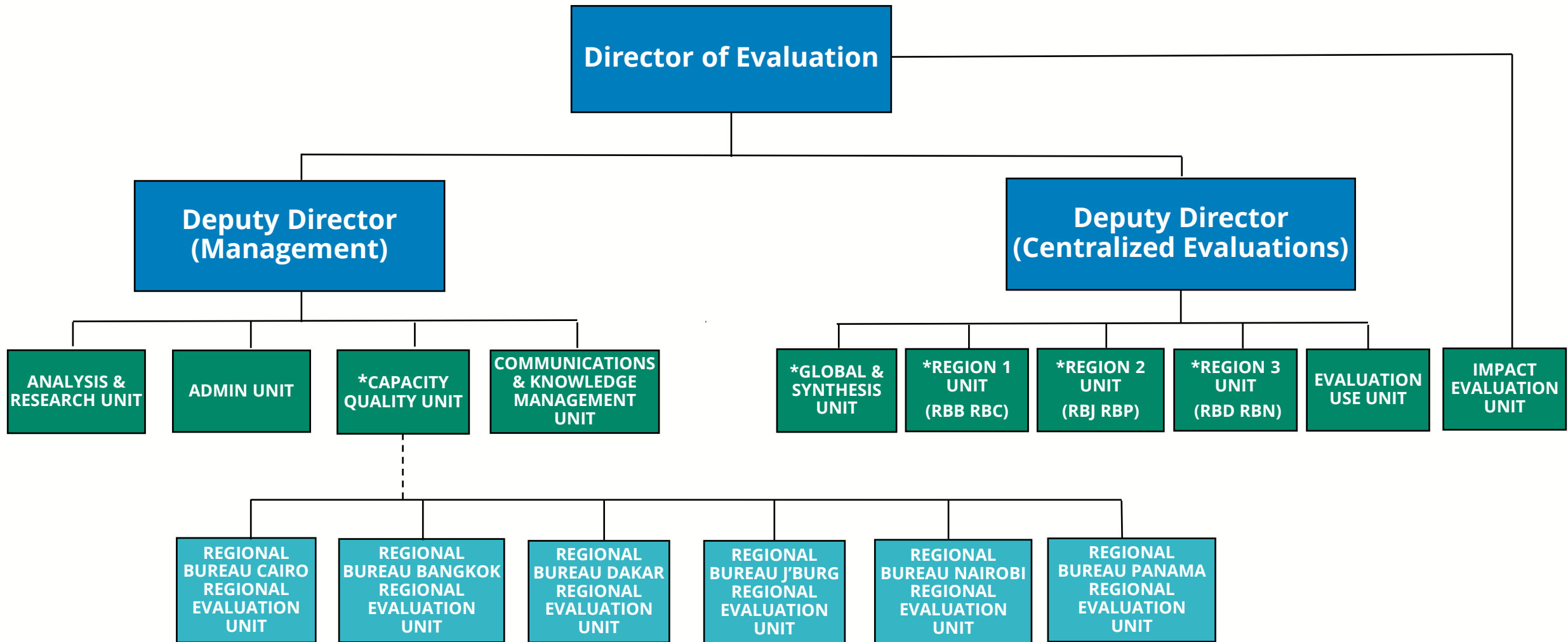


# OVERALL RESOURCES FOR THE EVALUATION FUNCTION 2018–23



# **HUMAN RESOURCE REQUIREMENTS 2023**

# EVALUATION FUNCTION – GLOBAL HQ (MAY 2022)

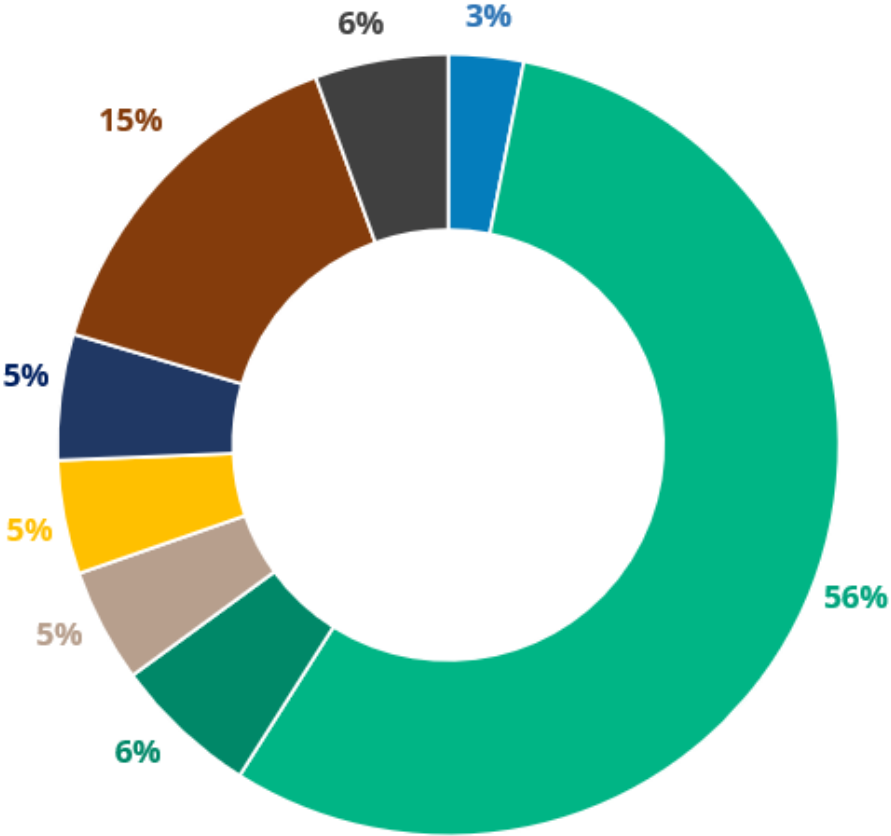
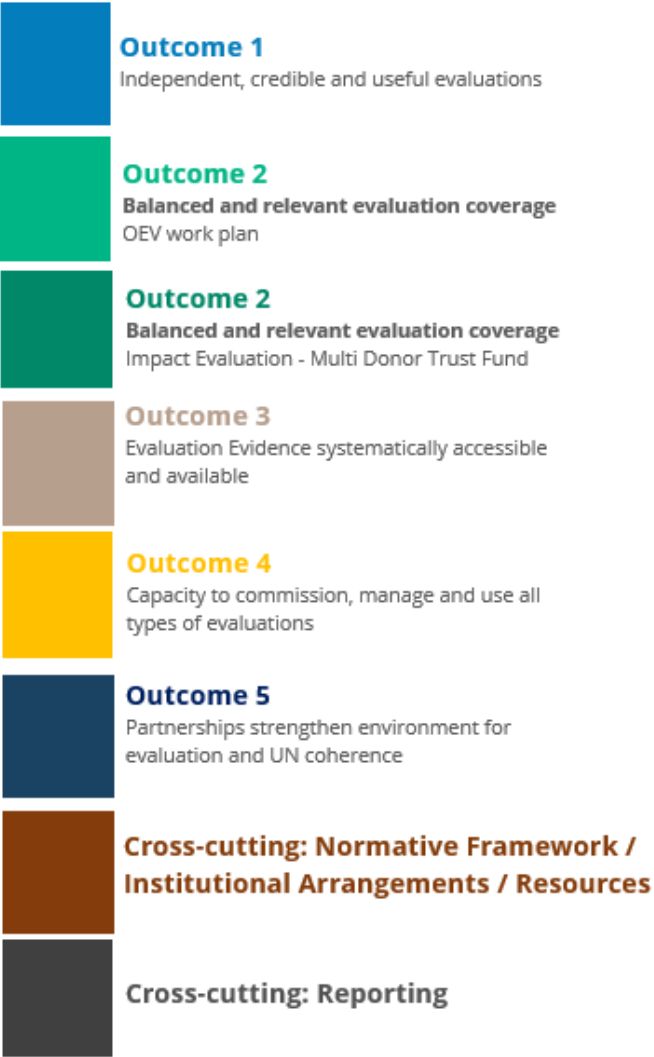


\* CAPACITY QUALITY Unit leads support to Decentralized Evaluations (DE).

\* GLOBAL & SYNTHESIS Unit leads on Strategic, Policy & Synthesis Evaluations (SE, PE & SYNTHESIS).

REGION 1 2 & 3 Units lead country level evaluations with Region 3 leading on Corporate Emergency Evaluations (CEE), Region 2 on Country Strategic Portfolio Evaluations (CSPE).

# OEV HUMAN RESOURCES ALLOCATED BY OUTCOME

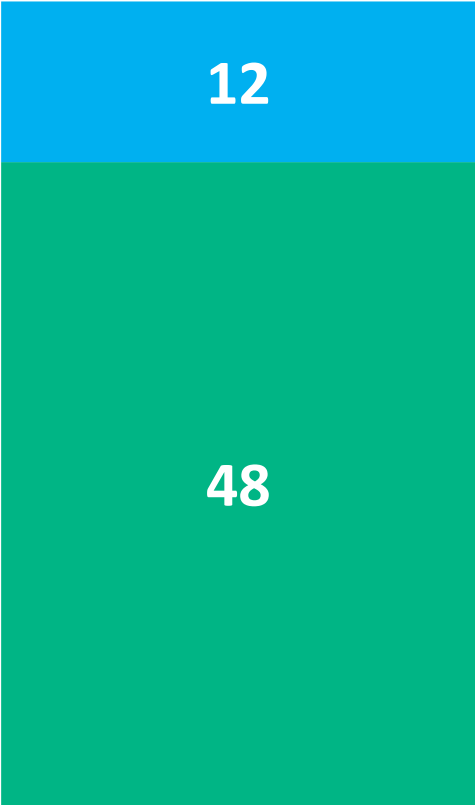




# OEV HUMAN RESOURCES 2022 VS 2023

STAFF ALLOCATION 2022

TOTAL: 60



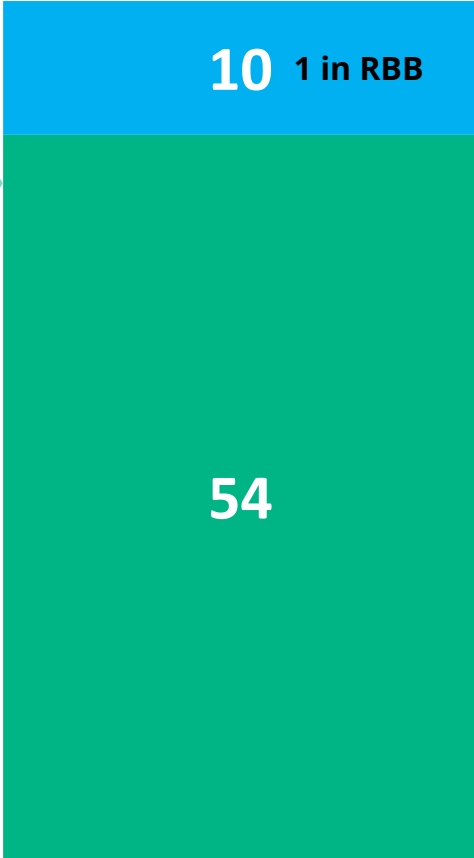
SHORT TERM / CONSULTANTS



FIXED TERM

STAFF REQUIREMENT 2023

TOTAL: 64



10 1 in RBB

54

# QUESTIONS ON RESOURCE REQUIREMENTS?

# ANNEXES

# MAPPING GLOBAL EVALUATIONS AGAINST STRATEGIC PLAN FRAMEWORK

	EVALUATIONS	COMPLETED	ON-GOING	PROPOSED
<b>STRATEGIC OUTCOMES</b>	Mid-term evaluation of the strategic plan			2023
<b>01: URGENT FOOD AND NUTRITION NEEDS</b>	Capacity to respond to emergencies (SE) Covid-19 (CEE) Nutrition and HIV/AIDS (SE) Emergency preparedness (PE) Supply chain management (SE) Vulnerability assessment, analysis and targeting (SE) Leaving no one behind (SE) Cash-based transfers (PE)	2020 2022	2023	2023 2024 2024 2025 2027
<b>02: BETTER NUTRITION, HEALTH AND EDUCATION OUTCOMES</b>	Safety nets policy (PE) Contribution of school feeding activities to achievement of the SDGs (SE) Nutrition and HIV/AIDS (SE)	2020 2021	2023	
<b>03: IMPROVED AND SUSTAINABLE LIVELIHOODS</b>	Support for enhanced resilience (SE) Building resilience for food security and nutrition (PE) Disaster risk reduction & management and climate change (PE)	2019	2023 2023	
<b>04: NATIONAL PROGRAMMES AND SYSTEMS ARE STRENGTHENED</b>	Capacity development policy update (PE) Safety nets policy update (PE) South-south and triangular cooperation (PE) Evidence and lessons from decentralised evaluations on CCS (syn) Local and regional food procurement (PE) Middle income countries (SE)	2018 2019 2021 2021		2025 2025
<b>05: HUMANITARIAN AND DEVELOPMENT ACTORS MORE EFFICIENT AND EFFECTIVE</b>	Capacity to respond to emergencies (SE) Peacebuilding in transition settings (PE) Supply chain management (SE) Triple nexus (SE)	2020	2022	2024 2024

# MAPPING GLOBAL EVALUATIONS AGAINST STRATEGIC PLAN FRAMEWORK

	EVALUATIONS	COMPLETED	ON-GOING	PROPOSED
<b>CROSS CUTTING PRIORITIES</b>				
<b>PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS</b>	Evaluation of protection policy (PE) Protection from sexual exploitation and abuse (SE) Protection and accountability policy (PE)	2019		2022 2026
<b>GENDER EQUALITY &amp; WOMEN'S EMPOWERMENT</b>	Gender policy (2015-2020) (PE) Gender policy (2022) (PE)	2021		2028
<b>NUTRITION INTEGRATION</b>	Nutrition and HIV/AIDS (SE)		2023	
<b>ENVIRONMENTAL SUSTAINABILITY</b>	Environment policy (PE) Environmental sustainability (SE)			2023 2026
<b>ENABLERS</b>				
<b>PEOPLE</b>	People strategy (PE) People policy (PE)	2020		2027
<b>PARTNERSHIPS</b>	Corporate partnership strategy (PE) Middle income countries (SE)	2018		2025
<b>FUNDING</b>	Funding WFP's work (SE)	2019		
<b>EVIDENCE</b>	Synthesis on performance measurement and monitoring (Syn) Knowledge management (SE)		2022	2023
<b>TECHNOLOGY</b>	Technology in constrained environments (SE) Cash-based transfers (PE)	2022		2029
<b>INNOVATION</b>	Innovation (SE)			2027

# MAPPING GLOBAL EVALUATIONS AGAINST STRATEGIC PLAN FRAMEWORK

	EVALUATIONS	COMPLETED	ON-GOING	PROPOSED
<b>PRINCIPLES</b>				
<b>PEOPLE-CENTRED</b>	People strategy (PE)	2020		
	Protection from sexual exploitation and abuse (SE)			2022
	Leaving no one behind (SE)			2025
	Workforce culture (SE)			2027
<b>HUMANITARIAN-PRINCIPLES</b>	Humanitarian principles and access (PE)	2019		
	Humanitarian protection (PE)	2019		
<b>COUNTRY-OWNED</b>	Capacity development policy update (PE)	2017		
	Safety nets policy (PE)	2019		
	Evidence and lessons from decentralised evaluations on CCS (syn)	2021		
<b>CONTEXT-SPECIFIC</b>	Policy on country strategic plans (PE)		2023	
	Triple nexus (SE)			2024
	Middle income countries (SE)			2025
	Peacebuilding in transition settings (PE)		2022	
<b>PROGRAMME-INTEGRATED</b>	Support for enhanced resilience (SE)	2019		
	Building resilience for food security and nutrition (PE)		2023	
	Disaster risk reduction & management and climate change (PE)		2023	
<b>RISK-INFORMED</b>	Evidence summary risk management - COVID-19 (CEE)	2021		
	Disaster risk reduction & management (PE)		2023	
	Enterprise risk management (PE)			2024
<b>EVIDENCE-DRIVEN</b>	Knowledge management (SE)			2023
	Vulnerability assessment, analysis and targeting (SE)			2024