

ANNEX VII

Evaluation function workplan 2025–2027

Introduction

1. This annex sets out the proposed workplan for the evaluation function for the period from 2025 to 2027, and the estimated corporate resources required to implement it. The timeframe of the workplan is aligned with that of the WFP management plan for the same period.
2. The workplan is fully responsive to the demands of the 2030 Agenda for Sustainable Development and the WFP evaluation policy.¹ It reflects the continued commitment of WFP's leadership to ensuring that policies, strategies, plans and programmes are evidence-informed and that the evaluation function meets global expectations for independent evaluation. It supports accountability for results, organizational learning and evidence-based decision making throughout WFP, as described in the WFP strategic plan for 2022–2025.
3. The evaluation policy, corporate evaluation strategy² and evaluation charter,³ all updated in 2022, establish the vision, strategic direction and normative and accountability frameworks for the evaluation function and clarify the institutional arrangements for evaluation.
4. The workplan seeks to maintain the robustness of the evaluation function and WFP's strong performance in evaluation, which was recently assessed as "highly satisfactory" by the Multilateral Organisation Performance Assessment Network.⁴
5. This annex has two parts: the first part lays out the overall deliverables and priorities for the evaluation function in 2025, and the outlook for 2026 and 2027; and the second outlines the resources required to achieve those deliverables.

Part 1. Overall deliverables for 2025 and outlook for 2026 and 2027

6. This workplan has been developed at a time when WFP is undergoing significant organizational change, leadership transitions and corporate restructuring, with a reduced funding outlook for 2025 and an extended pause in staff recruitment. Deliverables for 2025 and the outlook for 2026 and 2027 are based on the five strategic outcomes set out in the evaluation policy. The main areas of investment in the evaluation function continue to be the management, conduct and delivery of independent, impartial, credible and useful centralized, impact and decentralized 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 workplan has been developed and prioritized in consultation with WFP management, the internal and external audit functions, the Executive Board and the Independent

¹ "WFP evaluation policy 2022" (WFP/EB.1/2022/4-C).

² WFP. 2022. *WFP Corporate Evaluation Strategy 2022*.

³ WFP. 2023. *WFP Evaluation Charter 2023*.

⁴ Multilateral Organisation Performance Assessment Network. 2024. *MOPAN assessment report. World Food Programme (WFP)*.

Oversight Advisory Committee. It is aligned with organizational priorities and with the standards outlined in the global assurance framework.⁵

8. In view of the continued organizational change and budgetary constraints foreseen for 2025, it is anticipated that the overall evaluation workplan for both the Office of Evaluation (OEV) and regional evaluation units will evolve further to reflect the changes brought about by ongoing corporate developments, adjustments to planning cycles at the country level, and alignment with the broader initiatives of the United Nations and global evaluation stakeholders.
9. All evaluation activities are regularly reviewed and carefully planned in consultation with all key stakeholders, and managed with the aim of continuing to meet corporate accountability and learning needs without unduly burdening WFP operations and partnerships.
10. Key deliverables and priority activities for each strategic outcome of the evaluation policy are presented in the following sections.

A. Strategic outcome 1: Evaluations are independent, credible and useful

11. Expected outputs under this outcome are evaluation practices that are innovative and adaptive, and functioning quality assurance and assessment systems.
12. Priority activities in 2025 will include:
 - consolidating work on innovative methods and approaches for centralized and decentralized evaluations, building on the advice and feedback provided by the evaluation methods advisory panel in their 2022 and 2023 reports;⁶
 - continuing to engage with the strategic advisory panel on the implementation of WFP's impact evaluation strategy for 2019–2026,⁷ including on the methods and approaches used for impact evaluations;
 - consolidating the efficiency of the quality support mechanisms used for decentralized evaluations, with a view to enhancing the timeliness, credibility and usefulness of those evaluations;
 - updating and disseminating the evaluation quality assurance system in line with any new guidance and good practice issued by the United Nations Evaluation Group and with corporate developments, such as the new personal data protection and privacy framework;⁸
 - continuing to disseminate and ensure adherence to the impact evaluation quality assurance system, issued in 2024, and technical notes on the integration of gender considerations and disability inclusion into WFP evaluations; and
 - enhancing the efficiency, timeliness and use of independent post-hoc quality assessments, building on the experience of other United Nations entities where possible.

⁵ Executive Director's circular OED2024/004. *WFP Global Assurance Framework*.

⁶ WFP. 2022. *Evaluation Methods Advisory Panel at WFP – 2022 in Review*; WFP. 2023. *Annual Report from the Evaluation Methods Advisory Panel at WFP – 2023 in Review*.

⁷ WFP. 2019. *WFP Impact Evaluation Strategy (2019–2026)*.

⁸ Executive Director's circular OED2024/002. *Personal Data Protection and Privacy Framework*.

B. Strategic outcome 2: Evaluation coverage is balanced and relevant and serves both accountability and learning purposes

13. Expected outputs under this outcome are evaluations that are planned and designed to meet priority learning and accountability needs, and the meeting of coverage norms. New corporate systems and guidance issued in 2024 are expected to help country offices plan and budget for evaluations and monitor evaluation expenditure.

B.1 Programme of work for centralized evaluations

14. Centralized evaluations inform all stakeholders of the relevance, effectiveness, coherence, impact and sustainability of WFP's policies, strategies, operations and activities and the efficiency of their implementation. The main types of evaluation led by OEV are policy and strategic evaluations, evaluations of corporate emergency responses, country strategic plan (CSP) evaluations, and evaluation syntheses. In addition, OEV contributes to inter-agency humanitarian and other joint evaluations and will engage more in system-wide evaluations as global evaluation practice continues to develop.
15. The evaluations in the programme of work for 2025–2027 have been selected and prioritized to be of maximum relevance to WFP's dynamic policy and programming environment. The programme is designed to generate timely and pertinent evidence for decision making. Regular consultations with the Office of Internal Audit and the External Auditor have informed the evaluation planning process, minimizing overlaps and identifying complementarities wherever possible.
16. Table A.VII.1 provides an overview of OEV's programme of work for centralized evaluations showing the evaluations that are ongoing in 2024, which will be presented to the Board in 2025; those that are planned for 2025; and the provisional outlook for 2026 and 2027. The rest of this subsection sets out details of and the rationale for the planned deliverables.
17. *Country strategic plan evaluations.* CSP evaluations are the primary instruments 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 CSPs with a view to informing the design of the next generation of CSPs and, potentially, contributing to the design of United Nations sustainable development cooperation frameworks (UNSDCFs).
18. From 2025 onwards – rather than covering 100 percent of the CSPs and interim CSPs (ICSPs) that are in their penultimate year of implementation – in any given year, OEV will conduct a minimum of ten CSP evaluations covering at least 70 percent of those CSPs and ICSPs. This change in the coverage norm follows extensive consultation led by OEV and including WFP stakeholders in headquarters, regional bureaux and country offices, the evaluation function steering group, the Independent Oversight Advisory Committee and Board members. The Board approved amendments to the evaluation policy and the CSP policy relating to the coverage norm for CSP evaluations at its annual session in 2024 following a recommendation in the evaluation of the CSP policy⁹ that advised WFP to shift to a more selective, strategic, timely and cost-efficient evaluation coverage for CSPs.
19. Fourteen CSP evaluations are under way in 2024 and ten new evaluations are currently planned to start in 2025. Table A.VII.1 shows which CSP evaluations are due in 2026 and 2027; using a benchmark of 70 percent coverage, it is expected that there will be 14 CSP evaluations in 2026 and 11 in 2027.

⁹ "Management response to the recommendations in the summary report on the evaluation of WFP's policy on country strategic plans" (WFP/EB.A/2023/7-B/Add.1).

20. *Policy evaluations.* The norm governing the evaluation of WFP's policies is set out in the WFP policy formulation document approved by the Board in 2011.¹⁰ It requires that policies approved after 2011 be evaluated between four and six years after the start of their implementation so that the evaluations can contribute evidence and learning to the planning and development of new or updated policies. The evaluation of policies approved prior to 2011, or of the themes addressed by those policies, is based on the policies' continued relevance to WFP's work or potential to contribute to the development of new policies. OEV consults WFP management to determine the priorities for and timing of policy evaluations in light of annual updates to the compendium of policies relating to the strategic plan.¹¹

TABLE A.VII.1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS: ONGOING IN 2024, PLANNED FOR 2025 AND OUTLOOK FOR 2026 AND 2027 (as of 17 July 2024)

| | 2024 | 2025 | 2026 | 2027 |
|-------------------------|--------------------------------------|---------------------------------|------------------------------------|---------------------------|
| Type | Ongoing | New | New | New |
| Country strategic plan* | Armenia CSP | Bangladesh CSP | Algeria ICSP | Bhutan CSP |
| | China CSP | Cameroon CSP | Benin CSP | Cambodia CSP |
| | Côte d'Ivoire CSP | Caribbean multi-CSP | Central African Republic CSP | Chad CSP |
| | Democratic Republic of the Congo CSP | Congo CSP | Ecuador CSP | Dominican Republic CSP |
| | Eswatini CSP | Islamic Republic of Iran ICSP** | El Salvador CSP | Egypt CSP |
| | Ethiopia CSP | Lebanon CSP | Guinea-Bissau CSP | Ghana CSP |
| | Guatemala CSP | Mozambique CSP | Honduras CSP | Haiti CSP |
| | Indonesia CSP | Togo CSP | India CSP | Nepal CSP |
| | Liberia CSP | Tajikistan CSP | Jordan CSP | Madagascar CSP |
| | Niger CSP | Zimbabwe CSP | Kenya CSP | Malawi CSP |
| | Sierra Leone CSP | | Kyrgyz Republic CSP | Mauritania CSP |
| | Somalia CSP | | Nigeria CSP | Philippines CSP |
| | Türkiye ICSP | | Pacific multi-CSP | Sao Tome and Principe CSP |
| | Uganda CSP | | Pakistan CSP | State of Palestine CSP |
| | | | Plurinational State of Bolivia CSP | The Gambia CSP |
| | | Sri Lanka CSP | Zambia CSP | |
| | | United Republic of Tanzania CSP | | |
| | | Ukraine CSP | | |

¹⁰ "WFP Policy Formulation" (WFP/EB.A/2011/5-B). This document is due to be revised, which may result in a need to adjust the coverage norm for policy evaluations.

¹¹ "Compendium of policies relating to the strategic plan" (WFP/EB.1/2022/4-D) currently being updated.

TABLE A.VII.1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS: ONGOING IN 2024, PLANNED FOR 2025 AND OUTLOOK FOR 2026 AND 2027 (as of 17 July 2024)

| | 2024 | 2025 | 2026 | 2027 |
|-------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------|
| Type | Ongoing | New | New | New |
| Policy | Environment (EB.1/25) | | Protection and accountability | Anti-fraud and anti-corruption (TBC) |
| | Emergency preparedness (EB.1/25) | | People (TBC) | |
| | Enterprise risk management (EB.A/25) | | | |
| Strategic | Refugees, internally displaced persons and migrants (EB.A/25) | Social protection | Humanitarian principles (TBC) | Knowledge management |
| | Supply chain road map (EB.1/26) | Partnership landscape | Global assurance framework (TBC) | Changing Lives Transformation Fund (TBC) |
| | Targeting and prioritization (EB.1/26) | | | |
| Corporate emergency response | WFP response in Ukraine (EB.A/2025) | WFP's corporate emergency response to the Sudan regional crisis | New topic TBD | New topic TBD |
| | WFP response in Yemen (EB.2/2025) | | | |
| Inter-agency humanitarian | Synthesis on the response to the humanitarian crisis in Ukraine | Response to the humanitarian crisis in the Democratic Republic of the Congo New topic TBD | 1 or 2 topics TBD | 1 or 2 topics TBD |
| | Response to the humanitarian crisis in Somalia | | | |
| | Response to the humanitarian crisis in Türkiye and the Syrian Arab Republic | | | |

TABLE A.VII.1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS: ONGOING IN 2024, PLANNED FOR 2025 AND OUTLOOK FOR 2026 AND 2027 (as of 17 July 2024)

| | 2024 | 2025 | 2026 | 2027 |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------|
| Type | Ongoing | New | New | New |
| Joint | COVID-19 Global Evaluation Coalition: strategic joint evaluation of the collective international development and humanitarian assistance response to COVID-19 System-wide evaluation on country programme derivation from and alignment with United Nations sustainable development cooperation frameworks, and United Nations country team configuration | <i>Consultation on topics for new joint evaluations ongoing</i> New topic TBD | <i>Consultation on topics for new joint evaluations ongoing</i> New topic TBD | |
| Synthesis | SDG Coalition joint synthesis (as people pillar co-lead) WFP's role, relationships and results in middle-income countries | WFP's role in cluster coordination | Piloting – learning and results | New topic TBD |

Letters and figures in brackets refer to the Board (EB) sessions at which the evaluations will be presented: A = annual session; 1 = first regular session; and 2 = second regular session. For example, EB.A/25 refers to the 2025 annual session.

Abbreviations: TBC = To be confirmed; TBD = To be determined.

* The list of CSP evaluations is based on the planning cycles for ICSPs and CSPs as of July 2024. The new coverage norm has been used to inform the list of CSP evaluations for 2025, while the lists for 2026 and 2027 still reflect 100 percent coverage. The same process to select 70 percent of the universe of CSP evaluations will be applied for final selection in subsequent years.

** The evaluation of the Islamic Republic of Iran ICSP may be postponed until 2026. Decision expected in the third quarter of 2024.

21. No new policy evaluations are expected to start in 2025 but OEV will continue to evaluate the enterprise risk management policy. The protection and accountability¹² and people policies¹³ are due to be evaluated in 2026. In 2027, the anti-fraud and anti-corruption policy will be evaluated.
22. *Strategic evaluations* are forward-looking and focus on systemic issues of corporate relevance defined in strategic documents, policies and directives. The selection of topics and the scheduling of strategic evaluations are informed by a review of topics of strategic relevance that have the potential to contribute to organizational learning, followed by consultations with Board members and WFP management. The list of strategic evaluations currently foreseen is as follows:
 - a) In 2025, two strategic evaluations are planned: WFP's work on social protection, and WFP's adaptation to the new partnership landscape. At its annual session in 2024, the Board asked OEV to consider conducting an additional evaluation on WFP's actions in respect of sexual harassment and its prevention, but this has not been budgeted for and would require either prioritization by management or additional funds.
 - b) New topics for strategic evaluations in 2026 are still to be selected; Board members have requested OEV to consider evaluating WFP's application of humanitarian principles, and the global assurance framework. In 2027, OEV will launch strategic evaluations on knowledge management and on the Changing Lives Transformation Fund.
23. *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 (OED2023/003), all responses to 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, an expanded CSP evaluation, or an inter-agency humanitarian evaluation. The Director of Evaluation will determine the most appropriate option in consultation with key stakeholders. OEV aims to conduct at least one evaluation of a corporate emergency response each year.
24. Corporate emergency response evaluations of WFP's responses in Ukraine and Yemen are ongoing and will be completed in 2025. An expanded CSP evaluation in Ethiopia is being finalized in 2024 and WFP's responses in the Democratic Republic of the Congo and Somalia are also being covered by expanded CSP evaluations in 2024, which will be completed in 2025. In 2025, OEV will undertake a corporate emergency evaluation of WFP's response to the Sudan regional crisis. The WFP responses in Haiti and the State of Palestine will be evaluated in the following years.
25. *Inter-agency humanitarian evaluation.* As an active member of the inter-agency humanitarian evaluation 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 two inter-agency humanitarian evaluations each year. Evaluations of responses to the humanitarian crises in Somalia and the earthquake in Türkiye and the Syrian Arab Republic are being initiated in 2024, as is an evaluation synthesis on the

¹² "WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2).

¹³ "WFP people policy" (WFP/EB.A/2021/5-A).

response to the humanitarian crisis in Ukraine. The evaluation of the response to the humanitarian crisis in the Democratic Republic of the Congo will start in 2025, and topics for the period 2025–2027 will be determined by the inter-agency humanitarian evaluation steering group.

26. *Joint evaluations and activities:* OEV aims to be part of one or two joint global evaluations per year, contributing staff time, expertise and funding. OEV is engaging in discussions on the system-wide evaluation exercises, under the leadership of the new System-Wide Evaluation Office in the Secretary-General's Office. OEV will be part of the management group of a system-wide evaluation starting in 2024 on the derivation of country programmes from, and their alignment with, UNSDCFs, and the configuration of United Nations country teams. The evaluation has been requested by the Principals of the United Nations Sustainable Development Group and relates to issues arising from the reform of the central United Nations development system. Funding permitting, OEV will engage with other United Nations entities and with WFP management to identify potential themes and topics for joint evaluations to be started in 2025.
27. *Evaluation syntheses.* Evaluation syntheses bring together evidence on key themes from completed evaluations. Each year, following consultation with WFP management, OEV aims to undertake at least one evaluation synthesis. In 2025, the office anticipates undertaking a synthesis of evidence on WFP's role in inter-agency cluster coordination, and in 2026, a synthesis of WFP's engagement in piloting exercises. Maintaining the practice introduced in 2024, in 2025, OEV will use internal staff capacity to produce evaluation syntheses rather than outsourcing the work.

B.2 Indicative plans for impact evaluations

28. Impact evaluations are demand-led and have no coverage norm. OEV is currently finishing 12 impact evaluations and Figure A.VII.1 shows the indicative planning numbers for impact evaluations in the period 2024–2026, which will vary from year to year in accordance with the impact evaluation strategy. OEV has three impact evaluation “windows”: on cash-based transfers and gender, climate change and resilience, and school-based programming. OEV is realigning the scope of and plans for additional windows with emerging corporate priorities, including cost-effectiveness. Plans for an impact evaluation window on nutrition are currently halted while conversations are held to clarify the demand for evidence in that area, the best approach for addressing requirements, and whether corresponding financial and human resources are available.
29. In addition to the three windows, a cross-cutting workstream focused on optimizing humanitarian interventions is generating evidence from the impact evaluations in all windows. The workstream includes impact evaluations on anticipatory action and forecast-based financing, for which data collection starts when a shock, such as a flood triggers insurance payments; and work on targeting. Funded by the United States Agency for International Development (USAID), this humanitarian workstream will continue until at least the end of 2025, when its current funding ends.
30. All evaluation windows remain open, with their priorities being updated in line with WFP's policies and strategies, until additional evidence in the thematic area covered by a window is no longer needed. As impact evaluations are completed, OEV makes new calls for country offices to express interest in joining one of its windows and assesses the feasibility of the impact evaluations that the offices propose. Country offices that receive a Changing Lives Transformation Fund grant can also request OEV to conduct an impact evaluation of their projects. However, the reduction in programme support and administrative (PSA) funding, combined with the multi-year nature of impact evaluations, requires OEV to start new impact evaluations only when funding for their completion is available.

Figure A.VII.1: Programme of work for impact evaluations, 2024–2026

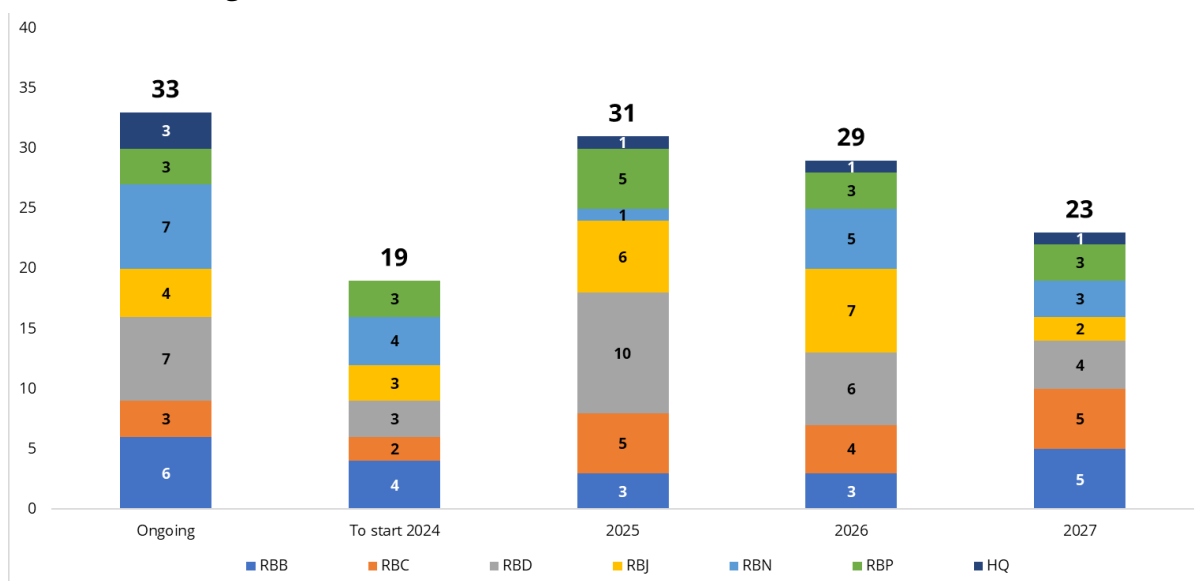
| | 2024 | 2025 | 2026 | |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Cash-based transfers and gender window | <p>Continued from 2023:</p> <ol style="list-style-type: none"> Lebanon (humanitarian targeting) Peru (humanitarian CBT) <p>Finishing in 2024:</p> <ol style="list-style-type: none"> Democratic Republic of the Congo (humanitarian targeting) Haiti Kenya Rwanda (CBT and climate and resilience) | <p>Under feasibility/potential new impact evaluation:</p> <ol style="list-style-type: none"> Afghanistan (humanitarian CBT) Bangladesh (humanitarian CBT) Ghana 2.0 (USAID) | <p>Continued from 2024:</p> <ol style="list-style-type: none"> Peru (humanitarian) Lebanon (humanitarian targeting) <p>Potential new continuations:</p> <ol style="list-style-type: none"> Afghanistan (humanitarian CBT) Bangladesh (humanitarian CBT) Ghana 2.0 (USAID) <p>new impact evaluations start in 2025</p> | <p>Impact evaluations continued from 2025</p> <p>New impact evaluations start in 2026</p> |
| Climate and resilience window | <p>Continued from 2023:</p> <ol style="list-style-type: none"> Philippines (anticipatory action) <p>Finishing in 2024:</p> <ol style="list-style-type: none"> Ghana 1.0 (USAID) Mali (BMZ) Nepal (anticipatory action) Niger (BMZ) South Sudan (BMZ joint with UNICEF) | <p>Under feasibility/potential new impact evaluation:</p> <ol style="list-style-type: none"> Bangladesh (anticipatory action) DRC (BMZ joint with FAO and UNICEF) Ghana (CLTF) Mozambique (anticipatory action) | <p>Continued from 2024:</p> <ol style="list-style-type: none"> Philippines (anticipatory action) <p>Potential new continuations:</p> <ol style="list-style-type: none"> Bangladesh (anticipatory action) DRC (BMZ joint with FAO and UNICEF) Ghana (CLTF) Mozambique (anticipatory action) <p>new impact evaluations start in 2025</p> | <p>Impact evaluations continued from 2025</p> <p>New impact evaluations start in 2026</p> |
| School-based programmes window | <p>Continued from 2023:</p> <ol style="list-style-type: none"> Burundi Malawi (Norad) <p>Finishing in 2024:</p> <ol style="list-style-type: none"> Guatemala (pilot) Jordan The Gambia | <p>Under feasibility/potential new impact evaluation:</p> <ol style="list-style-type: none"> Madagascar Zambia Kyrgyzstan (KOICA) Mozambique The Gambia | <p>Continued from 2024:</p> <ol style="list-style-type: none"> Burundi Malawi (Norad) <p>Potential new continuations:</p> <ol style="list-style-type: none"> Madagascar Zambia Kyrgyzstan Mozambique The Gambia <p>new impact evaluations start in 2025</p> | <p>Impact evaluations continued from 2025</p> <p>New impact evaluations start in 2026</p> |
| Non-window | <p>Continued from 2023:</p> <ol style="list-style-type: none"> Sudan (social cohesion pilot) | <p>Under feasibility/potential new impact evaluation:</p> <ol style="list-style-type: none"> Nepal (nutrition) | <p>Continued from 2024:</p> <ol style="list-style-type: none"> Sudan (social cohesion pilot) <p>Potential new continuations:</p> <ol style="list-style-type: none"> Nepal (nutrition) | <p>Continued from 2025:</p> <ol style="list-style-type: none"> Sudan (social cohesion pilot) Nepal (nutrition) |

Abbreviations: BMZ = German Federal Ministry for Economic Cooperation and Development; CBT = cash-based transfers; CLTF = Changing Lives Transformation Fund; FAO = Food and Agriculture Organization of the United Nations; UNICEF = United Nations Children's Fund.

B.3 Indicative plans for decentralized evaluations

- In WFP's demand-led decentralized evaluation function, regional evaluation units are responsible for providing technical support for the evaluations commissioned at the regional and country office levels, and management oversight to ensure adherence to the normative framework. OEV is responsible for decentralized evaluations commissioned by headquarters divisions.
- Figure A.VII.2 shows the planned and actual starts of evaluations in 2024 and projections for 2025–2027, by region. As of June 2024, 33 evaluations were ongoing, primarily at the country office level apart from three at headquarters and two at the regional level; another 19 were due to start before the end of 2024. Based on information from the evaluation management information system as of June 2024, 31 new decentralized evaluations were planned to start in 2025, about a third of which were requested by donors.¹⁴ Estimates for 2026 and 2027 are 29 decentralized evaluations in 2026 and 23 in 2027, assuming that country offices adhere to the minimum coverage norms, by conducting at least one evaluation per CSP cycle, and headquarters divisions and regional bureaux continue to commission decentralized evaluations.
- Support for the timely commissioning, management and utilization of decentralized evaluations, and their sequencing in relation to the evidence generation exercises conducted by other functions, will be an area of focus for OEV and regional evaluation units in 2025.

¹⁴ Figures for planned evaluations are dynamic; some planned evaluations may not be confirmed while new evaluations may be added in response to emerging needs or internal or external demands.

Figure A.VII.2: Planned decentralized evaluations, 2024–2027

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.

34. The six regional evaluation strategies updated and approved in 2023 will continue to be the basis for evaluation activities in the respective regions. The prioritization of efforts to maximize the use of those strategies in evidence-based policy and programme design will be essential owing to the reduced staffing levels that result from the PSA budget reductions in 2024 and 2025, which affect the capacities of the regional evaluation units in differing ways.
35. The focus in 2025 will be on addressing specific learning gaps that are not covered by other research, reviews, studies, etc., maximizing the sequencing of and complementarities between decentralized and other types of evaluation, maintaining quality standards, and finding innovative and efficient models for the provision of technical support to country offices.

C. Strategic outcome 3: Evaluation evidence is systematically available and accessible to meet the needs of WFP and partners

36. Expected outputs under this outcome are evaluation communication products that are designed to appeal to and reach users, the establishment of clear processes for integrating evaluation evidence into WFP programmes and policies, and evaluation evidence that is tailored to the needs of WFP and its partners. As evaluation is only one source of the evidence generated and used in WFP,¹⁵ the guiding principle for all activities under this outcome is to ensure that the right evidence is channelled to the right people at the right time and in the right way.

¹⁵ The Multilateral Organisation Performance Assessment Network assessment report for 2024 acknowledged a “wide recognition of the quality of knowledge and information generated by WFP, especially from evaluations”.

37. In line with a user-driven approach, it will be essential that evaluation evidence is embedded in the corporate knowledge management strategy, which is currently under revision, and that relationships with other knowledge providers are strengthened. Regional evaluation units and OEV will continue to seize opportunities at the country, regional and global levels to facilitate the use of evaluation evidence and its integration with other evidence sources.
38. Priorities in 2025 will be to:
- strengthen internal collaboration on evidence and knowledge management, taking into account the organizational restructuring and shifts in roles and responsibilities, particularly in the divisions and services of the Programme Operations Department;
 - reflect and act on the results of a stakeholder survey, carried out in October 2024, aimed at gathering updated information on the needs and preferences of the users of evaluation evidence;
 - continue to innovate in producing a range of communication products that are visually appealing in showcasing findings, and relevant to audiences and stakeholders at different levels, including in support of accountability to affected people;
 - strengthen external collaboration, where possible through the mechanisms of the Rome-based agencies, by sharing WFP evaluation evidence at relevant global events and in inter-agency forums;
 - launch the next phase of the “evaluation evidence mining project”, aiming to improve the capacity to efficiently and effectively retrieve evidence from evaluations by using advanced artificial intelligence technologies, working closely with the Technology Division and other stakeholders;
 - deliver evidence tailored to the identified needs of users, including through summaries of evidence and interactive evidence-sharing sessions;
 - support regional evaluation units in identifying and responding to needs and evidence-sharing opportunities, within and among regions; and
 - work closely with the Risk Management Division, which on 1 July 2024 assumed responsibility for coordinating the formulation of management responses to evaluation recommendations and ensuring that appropriate actions are taken to address those recommendations. This will include clarifying roles and responsibilities, particularly at the regional level, and optimizing the use and analysis of the data in the corporate risk and recommendation tool, R2.

D. Strategic outcome 4: WFP has enhanced capacity to commission, manage and use evaluations

39. Expected outputs under this outcome are resource allocations that meet the needs of the evaluation function, and the development of a professional evaluation cadre to sustain an evolving evaluation function and a strengthened evaluation culture. Adequate evaluation expertise, both internal and external, is critical to success under this outcome.
40. Priorities in 2025 will include
- enhancing capacities for evaluation management at the country and regional levels, and experimenting with various models and systems, such as the remote management of evaluations, cost sharing and the use of a consultants roster;

- following up on the findings from a review of the implementation of the evaluation capacity development strategy for 2020–2024;¹⁶
- implementing the next phase of the recognition scheme for evaluation, in partnership with the United Nations System Staff College in Turin and, potentially, other partners, with a view to providing WFP's evaluation cadre with opportunities to develop capacities for high-quality evaluation management and a framework for the recognition of their achievements through certification;
- coordinating with the Analytics, Planning and Performance Division and relevant colleagues at the country and regional levels on capacity strengthening for monitoring and evaluation officers and their managers, including by enhancing understanding of the complementarities between different evidence generation activities, such as the setting of baselines, programme reviews, studies and evaluations, and associated guidance;
- engaging in long-term agreements with service providers so as to ensure a smooth transfer to the new corporate procurement platform, which will represent a significant shift from current business processes; and
- reviewing the performance of the 37 service providers with long-term agreements for conducting centralized and decentralized evaluations, ahead of a new call for proposals to be launched during the year, and ensuring that evaluation firms and evaluators understand WFP's evaluation policies and procedures, including its quality expectations. It is expected that a new batch of long-term agreements will be launched in late 2024 or early 2025 to expand the technical expertise available for impact evaluations.

E. Strategic outcome 5: Partnerships strengthen the environment for evaluation and United Nations coherence

41. Expected outputs under this outcome are contributions from WFP to global and regional communities of practice and the development of regional and national evaluation capacities, and broadened and strengthened partnerships that enhance the evaluation practices of humanitarian and development actors.
42. WFP concentrates its engagement in the areas where it can add the greatest value and that are of most relevance to its work. WFP will continue to actively participate in the work of the United Nations Evaluation Group (UNEG) as lead, co-lead and member of various interest and working groups aimed at ensuring that evaluations contribute to the delivery of results under the 2030 Agenda for Sustainable Development. In 2025, OEV will work closely with the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development to prepare for the annual general meeting of UNEG to be hosted in Rome in early 2026.
43. In 2025, priorities will include:
 - promoting and conducting joint evaluations in all evaluation categories as a way of optimizing resource use among United Nations entities in the field and as an opportunity to promote collective learning, collaboration and government buy-in and ownership;

¹⁶ The target audience includes staff members performing various functions and at various levels, including monitoring and evaluation officers, programme and policy advisers, WFP management, and the staff who are part of WFP's evaluation cadre at the headquarters, regional bureau and country office levels.

- strengthening partnerships with selected stakeholders at the regional and country levels – other United Nations entities, national governments, civil society, voluntary organizations, etc. – to support the commissioning and use of country-led evaluations;¹⁷
- implementing WFP’s action plan for the development of national evaluation capacities, which focuses on selected priority countries, in close collaboration with UNEG members, the global evaluation initiative led by the World Bank’s Independent Evaluation Group, the German Institute for Development Evaluation, and EvalPartners, a global movement that shapes the international evaluation agenda;
- further broadening partnerships for the delivery of impact evaluations and collaboration with communities of practice, and – together with the other Rome-based agencies – supporting the next phase of the EvalForward initiative, potentially expanding it beyond a community of practice focused on food security, agriculture and rural development to include the environment;
- collaborating with the Active Learning Network for Accountability and Performance in Humanitarian Action; and
- engaging with the System-Wide Evaluation Office in the Secretary-General’s Office, contributing to relevant system-wide evaluations, and supporting the engagement of country offices in UNSDCF evaluations.

Cross-cutting workstreams

44. Priorities in 2025 will also include activities in the following four cross-cutting workstreams:

- *the normative framework and evaluation governance mechanism*: contributing to the development of WFP’s new accountability framework and engaging in governance review consultations;
- *resources (funding and people)*: advocating the allocation of sustainable and predictable financing for evaluation, including through the maintenance of 2020 levels of PSA funding for regional evaluation units and the diversification of funding sources for impact evaluations, and supporting workforce retention, career growth and development, the stabilization of contract modalities and levels, and the continued diversification of gender and geographic representation throughout the evaluation function;
- *institutional arrangements and management*: engaging in relevant groups and committees following the Executive Director’s issuance of revised governance structures, such as the senior management group and the oversight and policy committees, engaging four times a year with the Independent Oversight Advisory Committee, and ensuring the effective functioning of the evaluation function steering group, whose membership has been updated, and the regional evaluation committees; and

¹⁷ United Nations, 2023. [Strengthening Voluntary National Reviews through Country-led Evaluation \(Resolution A/RES/77/283\)](#).

- *reporting*: regularly reviewing the key monitoring indicators, particularly those relating to the efficiency and effectiveness of the evaluation function – timeliness and cost – and integrating them into corporate and external reports, such as the corporate risk register and the quadrennial comprehensive policy review; increasing the use of dashboards to facilitate efficiency and real-time monitoring; and issuing the annual evaluation report as the main channel for reporting on the performance of the evaluation function, for discussion at the annual consultation on evaluation and presentation at the annual session of the Board.

Review of the evaluation function

45. The evaluation policy has a time horizon of 2030 – the target date for the achievement of the Sustainable Development Goals – and foresees a review of policy implementation in 2025–2026 aimed at informing any revisions to the policy that are deemed necessary. The recognized mechanism for assessing evaluation policies in the United Nations is the external peer review process of the Development Assistance Committee and UNEG, which will be launched in 2025.

Part 2. Resourcing of the evaluation function

Overview of resources for the evaluation function

46. Table A.VII.2 presents a detailed breakdown of the resources that the evaluation function requires for 2025, totalling USD 31.42 million. The table reflects an evolving resourcing situation, restrictions related to the corporate PSA budget ceiling, and annual fluctuations in the resources required to meet the commitments set out in the evaluation policy and to satisfy the demand for diverse evaluations that meet accountability and learning needs throughout WFP. The figures are provisional, based on the OEV workplan, current and anticipated trends in regional bureaux and best assumptions and projections. While the overall resource level for 2025 has changed minimally compared with the approved level for 2024, there is notable variance among the different funding streams.
47. The PSA funding for OEV in 2025 has been maintained at USD 15.3 million.
48. The budget for regional evaluation units in 2025, totalling USD 2.70 million, represents a 29 percent decrease from the 2024 approved budget. The significant decreases in two of the largest regional bureaux are of concern given the bureaux's plans for decentralized evaluations and need for sufficient staffing to maintain quality control and support for country offices' evaluation work in 2025.
49. Looking ahead to 2026, it is expected that the number of planned CSP evaluations will increase slightly, and the overall number of decentralized evaluations will remain high. While confirmed contributions to the multi-donor trust fund for impact evaluations in 2026 are zero at the time of writing, OEV is pursuing multi-year funding opportunities with several donors – Canada, Germany (the Federal Ministry for Economic Cooperation and Development – BMZ), the Republic of Korea (the Korea International Cooperation Agency), the Norwegian Agency for Development Cooperation) and USAID. Based on the global contribution forecast as of July 2024, in 2025 OEV expects to approach the 0.4 percent floor for the proportion of total contribution income allocated to evaluation, as set out in the evaluation policy.
50. WFP's contribution revenue in 2023 was USD 8.3 billion. Revenue of USD 8.9 billion is projected for 2024 with a decreased figure of USD 8.0 billion per year projected for 2025–2027.

Resources for the Office of Evaluation in 2025

51. To ensure progress towards the five interdependent outcomes in the evaluation policy, the resources required for OEV in 2025 total USD 22.13 million, sourced and allocated as follows: USD 15.31 million from the PSA budget; USD 2.5 million from country portfolio budgets, for CSP evaluations; USD 1.75 million from country portfolio budgets, for the collection of data for impact evaluations; and USD 2.57 million of confirmed contributions from the two multi-donor trust funds, for supporting impact evaluation work in specific countries. OEV's budget submission has been reviewed by the global budget committee and approved by the Executive Director.
52. OEV is increasing its efforts to attract new donors to the multi-donor trust fund and to secure multi-year funding to support the growing demand for impact evaluations. To date, contributions to the trust fund have been received from BMZ, the Reconstruction Credit Institute and USAID. In addition, a multi-year contribution for 2023–2025 received from the Norwegian agency for Development Cooperation for the school-based programmes trust fund includes funds for evaluating the impact of the home-grown school feeding model in Malawi.
53. OEV anticipates that CSP budgets will remain fluid, particularly in light of the continuing alignment of WFP's CSPs with UNSDCFs, which has implications for the planning of CSP and decentralized evaluations. The revision of the coverage norms for CSP evaluations provides the space for OEV to dedicate more efforts to strategic evaluations and joint evaluations from 2025 onwards, as advised by the Board, and to use in-house capacity to respond to requests for summaries of evaluation evidence or other evaluation products.
54. *Human resources:* The total OEV staff budget required for 2025 is USD 10.01 million. The PSA submission reflects a decrease from 61 staff positions in 2024 to 58 in 2025, with five positions funded from the multi-donor trust fund for impact evaluations. OEV's headcount and budget continue to include a specialized consultant based in Bangkok who is testing a model for the provision of technical support to country offices for conducting impact evaluations.
55. *Potential risks:* Insufficient funding for the multi-donor trust fund for impact evaluation would affect OEV's ability to respond to country office demand. OEV may lack the capacity to meet the expectations of Board members and management regarding strategic evaluations on additional topics.
56. *Efficiency:* OEV is committed to exploring ways of ensuring maximum efficiencies in all categories of evaluation. The change in the coverage norms for CSP evaluations is an example, as is the decision to use OEV's internal staff rather than outsourced capacity where possible, such as for writing annual post-hoc quality assessment reports, conducting evaluation syntheses, writing summaries of evaluation evidence and carrying forward the recommendations of the evaluation methods advisory panel. The implementation of a pilot project on the use of artificial intelligence to automatically extract evaluation evidence is also expected to create efficiencies.
57. OEV continues to create efficiencies by sharing costs through the conduct of co-managed evaluations – inter-agency humanitarian evaluations, other joint evaluations, and impact evaluations carried out in partnership with the World Bank. The enhancement and streamlining of quality assurance and assessment systems, administrative processes and dashboards will continue in 2025.

Resources for regional evaluation units in 2025

58. Figure A.VII.3 shows the expenditure of regional evaluation units from 2020 to 2023, the approved regional evaluation budget allocations for 2024, and the funding requirements proposed by the regional directors for 2025. While overall PSA budget allocations for regional evaluation units increased gradually from USD 3.2 million in 2022 to an approved figure of USD 3.9 million in 2024, projections show an overall decrease in 2025.
59. OEV recommended that the evaluation function steering group and the global budget committee ensure that at least USD 400,000 be allocated to each regional evaluation unit to cover the costs of one regional evaluation officer post at the P4 level and one national officer post as well as a minimum of USD 60,000 in other costs. The significant decrease in budget allocations will affect regional bureaux in various ways, with some bureaux being unable to extend contracts or convert consultancies into fixed-term positions and having to decrease the technical support they provide to country offices or their activities for developing national evaluation capacities.
60. OEV will continue to work with management to ensure that adequate resources for the decentralized evaluation function, including the regional evaluation units and regionally led evaluations, are embedded in the PSA budgets of all regional bureaux and that essential staff positions are regularized at levels commensurate with the nature of their duties, in accordance with the staffing framework.
61. *Potential risks:* Should insufficient financing be allocated to the regional evaluation units and regional evaluation capacity, the risks foreseen include reductions in the quality or utility of decentralized evaluations, one third of which are requested by donors, the loss of expert capacity, following years of investment in that capacity, and the loss of confidence in and the credibility of the evaluation function among donors and external partners.

TABLE A.VII.2: OVERALL RESOURCES ALLOCATED TO THE EVALUATION FUNCTION IN 2023–2024, REQUIRED IN 2025 AND INDICATIVE FOR 2026–2027 (USD million)

| OEV managed funds | 2023 | 2024 | 2024 replanned | 2025 | 2026 | 2027 |
|-------------------------------------------------------------------------------------------------------|-------------|--------------|-------------------|--------------|--------------|--------------|
| OEV workplan | | | | | | |
| PSA total [1] | 15.90 | 15.31 | 14.95 | 15.31 | 15.31 | 15.31 |
| PSA equalization account/critical corporate initiative for strategic plan/corporate results framework | 0.50 | | | | | |
| Country strategic plan evaluations [2] | | | | | | |
| CSP budget (CSP evaluation) | 2.25 | 4.50 | 4.50 | 2.50 | 4.75 | 3.75 |
| Impact evaluations | | | | | | |
| Multi-donor trust fund [3] | 1.99 | 1.41 | 1.41 | 2.35 | | |
| CSP budget (impact evaluation) [4] | 0.86 | 1.48 | 1.48 | 1.75 | 0.39 | |
| School-based programmes trust fund | 0.43 | 0.32 | 0.32 | 0.22 | | |
| Subtotal | 22.5 | 23.02 | 22.66 | 22.13 | 20.45 | 19.06 |
| | | | | | | |

| TABLE A.VII.2: OVERALL RESOURCES ALLOCATED TO THE EVALUATION FUNCTION IN 2023–2024, REQUIRED IN 2025 AND INDICATIVE FOR 2026–2027 (USD million) | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|-----------------------|--------------|--------------|--------------|
| Funds managed outside OEV | 2023 | 2024 | 2024 | 2025 | 2026 | 2027 |
| Regional evaluation units [5] | | | | | | |
| PSA (regional bureaux) | 3.84 | 3.91 | 3.27 | 2.69 | 2.69 | 2.69 |
| Decentralized evaluation [6] | | | | | | |
| CSP budget (decentralized evaluations) | 4.3 | 3.65 | 3.65 | 5.1 | 5.07 | 4.46 |
| Subtotal | 8.15 | 7.55 | 6.92 | 7.79 | 7.76 | 7.15 |
| | | | | | | |
| Contingency evaluation fund | 2023 | 2024 | 2024 replanned | 2025 | 2026 | 2027 |
| Multilateral | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Grand total | 32.15 | 30.58 | 29.58 | 31.42 | 29.71 | 27.71 |
| As % of WFP contribution income [7] | 0.32 | 0.35 | 0.35 | 0.39 | 0.37 | 0.35 |

Notes

1. 2023: staff costs: USD 9.95 million; other costs: USD 5.95 million. 2024: staff costs: USD 9.3 million; other costs: USD 6.1 million. 2025: staff costs: USD 9.8 million; other costs: USD 4.7 million, Executive Director contingency USD 0.7 million, 2026 and 2027 based on 2025 PSA.

2. Figures are based on the number of planned CSP evaluations as of June 2024: 10 in 2025, 19 in 2026, and 15 in 2027.

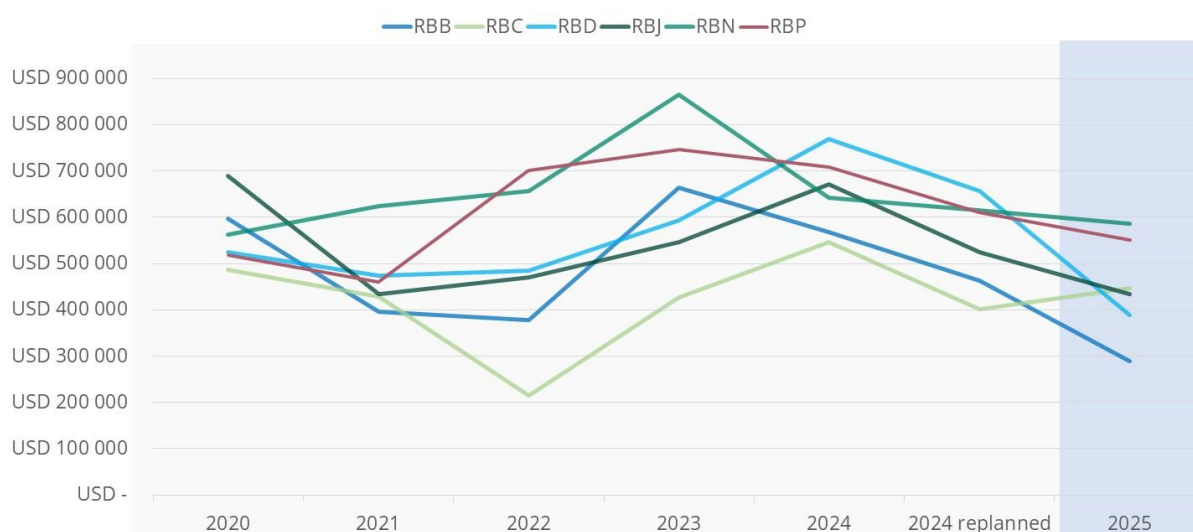
3. Confirmed donor contributions net of indirect support costs: – 2022 BMZ Sahel and South Sudan; 2023 BMZ Sahel and South Sudan, and USAID tranche 1; 2024 USAID tranche 2; 2025 USAID tranche 3.

4. Figures are based on ongoing multi-year impact evaluations and planned new starts: 20 in 2023, 20 in 2024, 16 in 2025 and 6 in 2026. Evaluations in some countries are fully funded by donors. Includes a USD 1 million contribution from 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, jointly implemented by the United Nations Children’s Fund and WFP but currently on hold.

5. Regional evaluation unit budgets – staff and other – are included in the regional bureaux’s final submissions for the management plan. The adjusted 2024 figure includes USD 360,000 allocated to regional bureaux from OEV’s PSA budget.

6. Figures are based on the projected numbers of decentralized evaluations: 31 in 2025, 29 in 2026 and 23 in 2027.

7. Percentages are based on updated forecasted contribution revenue as of July 2024.

Figure A.VII.3: Evolution of the budgets for regional evaluation units, 2020–2025

Contingency evaluation fund

62. The purpose of the contingency evaluation fund is to support country offices that face genuine resource constraints in respect of planned and budgeted evaluations. Access to the fund was formally extended beyond decentralized evaluations to include CSP and impact evaluations in early 2022.
63. In 2023, the fund provided essential support to ten country offices: eight country offices and one regional bureau received support for conducting decentralized evaluations, one country office for a CSP evaluation, and one for both types of evaluation. The total amount allocated was USD 960,496.
64. The level of the contingency evaluation fund will be maintained at USD 1.5 million in 2025, 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, taking into consideration the recommendations of the contingency evaluation fund secretariat. OEV serves as the contingency evaluation fund secretariat and reports on the fund's use in the annual evaluation report.