

ANNEX VII

Evaluation function workplan 2024–2026

Introduction

1. This annex sets out the proposed workplan for the evaluation function for the period from 2024 to 2026 and the estimated corporate resources required to implement that plan. The timeframe of the workplan is aligned with that of the WFP management plan for the same period.
2. The workplan reflects the commitment of WFP's leadership to ensuring that the evaluation function meets global expectations for independent evaluation by supporting accountability for results, organizational learning and evidence-based decision making throughout WFP, as highlighted in the WFP strategic plan for 2022–2025. The workplan is fully responsive to the demands of the 2030 Agenda for Sustainable Development and the WFP evaluation policy.¹
3. The evaluation policy, corporate evaluation strategy² and evaluation charter,³ all updated in 2022 or 2023, establish the vision, strategic direction and normative and accountability framework for the evaluation function and clarify the institutional arrangements for evaluation.
4. This annex has two parts: the first part lays out the overall deliverables for the evaluation function for 2024 and the outlook for 2025 and 2026, and the second outlines the resources required to achieve those deliverables.

Part 1. Overall deliverables for 2024 and outlook for 2025 and 2026

5. Deliverables for 2024 and the outlook for 2025 and 2026 are based on the five strategic outcomes set out in the evaluation policy. The main areas of investment in the evaluation function are the management and conduct of centralized, impact and decentralized evaluations, the promotion of integrated learning from evaluations, and the use of evaluative evidence in capacity strengthening within WFP and with national partners.
6. The overall evaluation workplan for the Office of Evaluation (OEV) and regional evaluation units will evolve to reflect changes brought about by corporate developments and adjustments made to planning cycles at the country level, and to ensure United Nations coherence with the global evaluation agenda. All evaluation activities are regularly reviewed and carefully planned in consultation with all key stakeholders and are managed with the aim of continuing to meet corporate accountability and learning needs without unduly burdening WFP operations and partnerships.
7. Key deliverables, activities and resource implications for each evaluation policy strategic outcome are presented below.

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* (Executive Director's circular OED2023/001)

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

8. Key priorities in 2024 will continue to be:
- adapting guidance, tools and processes to meet the challenges of producing high-quality and timely evaluations in an environment of global volatility, unprecedented food crises and constrained resources, leveraging WFP's wide range of datasets and other available evidence;
 - adapting evaluation approaches and methods based on global good practices and innovations in evaluation, informed by the evaluation methods advisory panel established in 2022;⁴
 - maintaining a strategic advisory panel to provide advice on the implementation of WFP's impact evaluation strategy for 2019–2026⁵ and the methods and approaches used for impact evaluations; and
 - enhancing support mechanisms with the aim of strengthening the quality, credibility and usefulness of decentralized evaluations.

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

B.1 Programme of work for centralized evaluations

9. Centralized evaluations inform all stakeholders of the relevance, effectiveness, coherence, impact and sustainability of WFP policies, strategies, operations and activities, and the efficiency of their implementation. The main types of OEV-led evaluations are policy and strategic evaluations; evaluations of corporate emergency responses and country-specific evaluations, comprising evaluations of country strategic plans (CSPs); and impact evaluations. In addition, OEV contributes to inter-agency humanitarian and other joint evaluations and foresees the potential to increase engagement in system-wide evaluations in the future as the global evaluation ecosystem develops further.
10. The evaluations in the programme of work for 2024–2026 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. OEV has strengthened its evaluation planning process through regular consultations with the Office of Internal Audit and the External Auditor aimed at minimizing overlaps and identifying complementarities wherever possible.
11. Table 1 provides an overview of OEV's programme of work for centralized evaluations, showing those that are ongoing in 2023 or planned for 2024 and the provisional outlook for 2025 and 2026. The rest of this section sets out details of and the rationale for planned deliverables.
12. *Country strategic plan evaluations.* CSP evaluations are the primary instrument for providing accountability and meeting learning needs in accordance with the expectations of the Board and WFP management. They provide evidence of the strategic positioning and results of all WFP CSPs in order to inform the design of the next generation of CSPs and, potentially, to contribute to the design of United Nations sustainable development cooperation frameworks (UNSDCFs). Currently, a CSP evaluation is conducted in the penultimate year of each CSP so that the evaluation results are available when the country office starts to design the next CSP. In accordance with the management response to the evaluation of the CSP

⁴ WFP. 2023. *Evaluation Methods Advisory Panel at WFP – 2022 in Review*.

⁵ WFP. 2019. *WFP Impact Evaluation Strategy (2019–2026)*.

policy,⁶ OEV will produce an option paper on the potential revision of the coverage norms for CSP evaluations, highlighting the advantages and challenges of various scenarios and informing strategic internal and external consultations. Following those consultations, a potential new coverage norm and corresponding rationale will be submitted for the approval of the Executive Board during its annual session in June 2024.

13. The existing coverage norm has been used to inform the projections used for the period from 2024 to 2026. The number of CSP evaluations undertaken each year is also based on projections of changes in CSP cycles resulting from the alignment of CSP and UNSDCF cycles, which has a direct impact on the timing of CSP evaluations. Ten CSP evaluations are under way in 2023 and will be completed in 2024. Eighteen new evaluations are currently planned to start in 2024, 11 in 2025 and 12 in 2026.
14. *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 2011.⁷ 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 WFP's policy cycle. For policies approved prior to 2011, evaluation of either the policies themselves or the themes addressed by the policies are based on the policies' continuing relevance to WFP's work or the evaluations' potential to contribute to new policy development. OEV consults WFP management to determine the priorities and timing for policy evaluations in the light of annual updates of the compendium of policies relating to the strategic plan.⁸ Forthcoming policy evaluations will take place as follows:
 - a) In 2024, a new evaluation on the enterprise risk management policy⁹ is planned.
 - b) OEV expects to begin an evaluation of the local and regional food procurement policy¹⁰ in 2025, and two evaluations, on the protection and accountability policy¹¹ and on workforce management, in 2026.¹²
15. *Strategic evaluations* are forward-looking and focus on systemic issues of corporate relevance as defined in strategic documents, policies and directives. The selection of topics and the scheduling of strategic evaluations were informed by a review of topics of strategic relevance with potential to contribute to organizational learning. This was followed by a consultative process with Board members and WFP management taking into account a number of factors, including the WFP strategic plan. Recognizing that the planned topics will be revised in response to changing circumstances, the list of strategic evaluations currently foreseen is as follows:
 - a) Two evaluations, on the supply chain road map and on vulnerability assessment, analysis and targeting, will start in 2024.

⁶ WFP. 2023. [Management response to the recommendations in the summary report on the evaluation of WFP's policy on country strategic plans](#).

⁷ WFP. 2011. [WFP Policy Formulation](#) (WFP/EB.A/2011/5-B). This document is due to be revised in 2023, which may result in the need to adjust the policy evaluation coverage norm.

⁸ WFP. 2022. [Compendium of policies relating to the strategic plan](#) (WFP/EB.1/2022/4-D).

⁹ WFP. 2018. [Enterprise risk management policy](#) (WFP/EB.2/2018/5-C).

¹⁰ WFP. 2019. [Local and regional food procurement policy](#) (WFP/EB.2/2019/4-C).

¹¹ WFP. 2020. [WFP protection and accountability policy](#) (WFP/EB.2/2020/4-A/1/Rev.2).

¹² WFP 2021. [WFP people policy](#) (WFP/EB.A/2021/5-A).

- b) In 2025, a strategic evaluation of WFP's work in knowledge management will be commissioned. A second topic will be selected in 2025. Possible topics include WFP's work in middle-income countries or the principle of "leaving no one behind". Two new topics will be determined for 2026.
16. *Corporate emergency response evaluations.* In line with the Board's request for increased evaluation coverage of corporate emergency responses, and the Executive Director's circular on WFP's emergency activation protocol (OED2022/003), all crises classified as being in the "corporate scale-up" or "corporate attention" phase will be subject to an OEV-commissioned corporate emergency response evaluation, an expanded CSP evaluation or an inter-agency humanitarian evaluation (IAHE). The Director of Evaluation will determine the most appropriate option in consultation with key stakeholders. For the period from 2024 to 2026, new countries or regions to be covered by a corporate emergency response evaluation – one per year – are still to be selected.
17. *Inter-agency humanitarian evaluations.* As an active member of the IAHE steering group chaired by the United Nations Office for the Coordination of Humanitarian Affairs, OEV recognizes the benefits of joint evaluations in providing a cost-efficient way of achieving evaluation coverage, minimizing the burden on United Nations country teams in challenging environments and enabling the evaluation of WFP's performance as part of system-wide humanitarian response. OEV expects to contribute to two IAHEs per year. Topics for new IAHEs in 2024 will be determined by the IAHE steering group.
18. *Joint evaluations and activities.* OEV will continue to collaborate with other United Nations entities on identifying opportunities for joint evaluations in 2024 and expects to contribute to two joint or system-wide evaluations per year.
19. *Synthesis evaluations.* Synthesis evaluations bring together evidence on key themes from completed evaluations; OEV aims to undertake at least one synthesis evaluation each year. A new topic for a synthesis evaluation in 2024 will be selected following consultation with WFP management.

TABLE 1: PROGRAMME OF WORK FOR CENTRALIZED EVALUATIONS: ONGOING IN 2023 OR PLANNED FOR 2024, AND OUTLOOK FOR 2025 AND 2026 (as of 10 August 2023)

Type	2023	2024	2025	2026
	Ongoing	New	New	New
Country strategic plan*	Colombia CSP (EB.2/24)	Armenia CSP	Bangladesh CSP	Central African Republic CSP
	Cuba CSP (EB.2/24)	China CSP	Cameroon CSP	Ecuador CSP
	Ethiopia CSP (EB.A/25)	Côte d'Ivoire CSP	Caribbean multi-CSP	Guinea-Bissau CSP
	Guinea ICSP (EB.A/24)	Democratic Republic of the Congo CSP	Congo CSP	Honduras CSP
	Iraq CSP (EB.2/24)	Eswatini CSP	El Salvador CSP	India CSP
	Lesotho CSP (EB.A/24)	Guatemala CSP	Lao People's Democratic Republic CSP	Jordan CSP
	Mali CSP (EB.2/24)	Indonesia CSP	Mozambique CSP	Kyrgyz Republic CSP
	Rwanda CSP (EB.A/24)	Islamic Republic of Iran ICSP	Peru CSP	Nigeria CSP
	Sierra Leone CSP (EB.A/25)	Lebanon CSP	Tajikistan CSP	Pakistan CSP
	Syrian Arab Republic ICSP (EB.2/24)	Liberia CSP	Togo CSP	Plurinational State of Bolivia CSP
		Libya CSP	Zimbabwe CSP	Sri Lanka CSP
		Somalia CSP		United Republic of Tanzania CSP
		South Sudan CSP		
		Timor-Leste CSP		
		Tunisia CSP		

Type	2023	2024	2025	2026
	Ongoing	New	New	New
		Türkiye CSP Uganda CSP Yemen ICSP/CEE		
Policy	Environment (EB.1/25)	Enterprise risk management	Local and regional food procurement	Protection and accountability
	Emergency preparedness (EB.1/25)			Workforce management
Strategic	Protection from sexual exploitation and abuse (EB.A/24)	Supply chain roadmap (2022–25)	Knowledge management	Two new topics TBD
	Mid-term evaluation of the WFP strategic plan (2022–2025) (EB.2/24)	Vulnerability assessment, analysis and targeting	Additional topic TBD	
	Refugees and displacement (EB.A/25)			
Corporate emergency response	WFP response in Myanmar (EB.2/23)	Yemen	New topic TBD	New topic TBD
	Regional response to the protracted emergency in the Sahel (EB.2/24)			
	WFP response in Ukraine (EB. 1/2025)			
Inter-agency humanitarian	Response to the humanitarian crisis in northern Ethiopia Response to the humanitarian crisis in Afghanistan	1 or 2 topics TBD	1 or 2 topics TBD	1 or 2 topics TBD
Joint	COVID-19 Global Evaluation Coalition: Strategic joint evaluation of the collective international development and humanitarian assistance response to COVID-19	New topic TBD	New topic TBD	New topic TBD
Synthesis	SDG Coalition joint synthesis (Partnership pillar; People pillar <i>co-lead</i>)	New topic TBD	New topic TBD	New topic TBD
	SDG-5 joint synthesis (led by UN-Women) Cooperating Partners			

* Planning for CSP evaluations is based on information available as of July 2023 and the current planning cycles of ICSPs and CSPs.

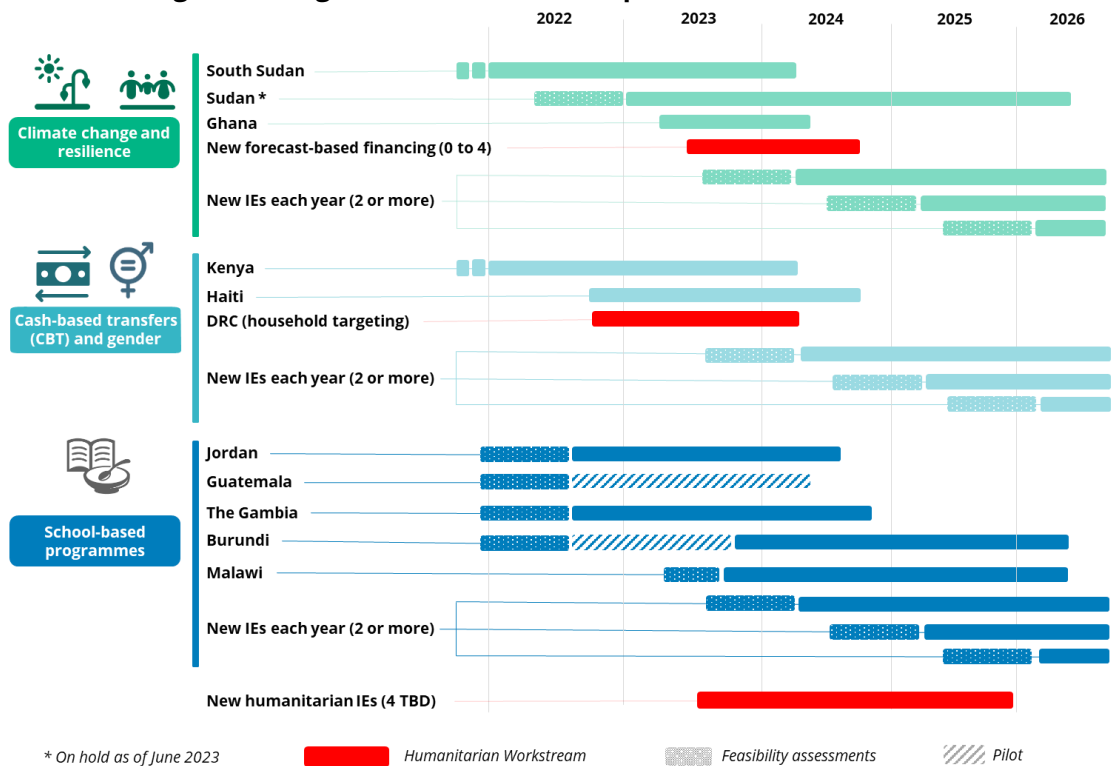
Letters and figures in brackets refer to the Board sessions at which the evaluations will be presented: A = annual session; 1 = first regular session; and 2 = second regular session. For example, EB.A/24 refers to the 2024 annual session.

Abbreviations: CEE = country emergency evaluations; COVID-19 = coronavirus disease 2019; ICSP = interim country strategic plan; SDG = Sustainable Development Goal; TBC = to be confirmed; TBD = to be determined

B.2 Indicative plans for impact evaluations

20. Figure 1 shows the ongoing impact evaluations expected to continue into 2024 and indicative plans for the start of new evaluations in 2024, 2025 and 2026, in accordance with the impact evaluation strategy. OEV has three impact evaluation windows, on cash-based transfers and gender, on climate change and resilience and on school-based programming. Each window remains open and priorities are updated in accordance with WFP policies and strategies until evidence on the thematic area of a window is no longer needed. OEV makes an annual call for countries to join windows and assesses the feasibility of their doing so, and the number of impact evaluations will vary, with 19 ongoing in 2023 and an estimated 18 per year in 2024, 2025 and 2026.
21. In addition to the three windows, a cross-cutting workstream focuses on optimizing humanitarian interventions and generating evidence from the impact evaluations in all windows. It includes impact evaluations on anticipatory action and forecast-based financing, for which data collection starts when a shock, such as a drought or flood, triggers payments. Discussions about the potential launch of a fourth window, on nutrition, are ongoing and will be concluded on the finalization of the new nutrition strategy, which is expected at the end of 2023.

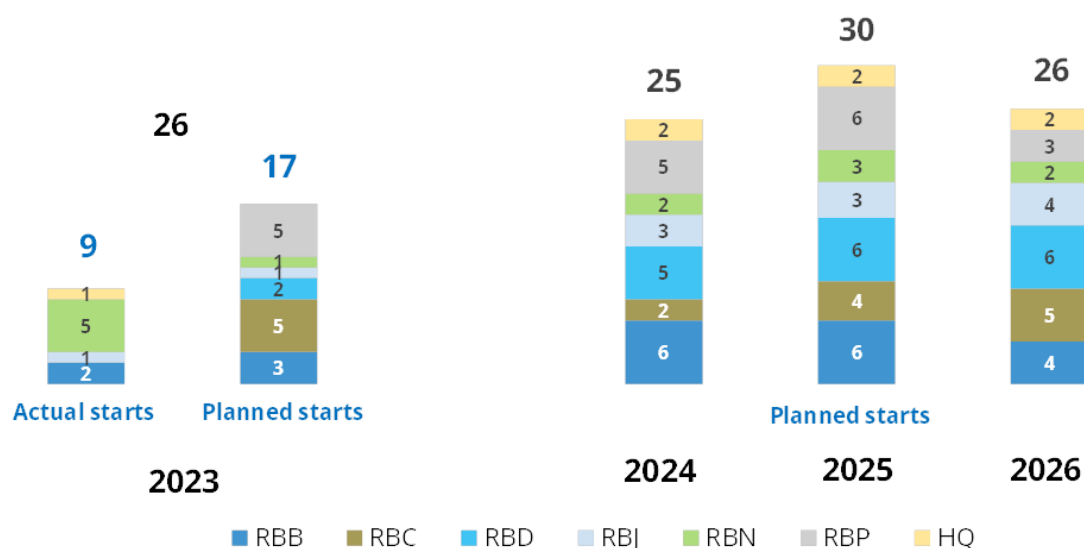
Figure 1: Programme of work for impact evaluations, 2022–2026



B.3 Indicative plans for decentralized evaluations

22. Figure 2 shows the actual and planned evaluation starts in 2023 and the projections for 2024–2026, by region. As of July 2023, 26 evaluations had started or were expected to start in 2023; 25 are planned for 2024, based on information from the WFP evidence planning and budgeting tool and the expectation that two headquarters divisions will conduct one decentralized evaluation each.¹³ Estimates for 2025 and 2026 are 30 evaluations in 2025 and 26 in 2026, assuming adherence to the minimum coverage norm of one decentralized evaluation per CSP cycle and the continued commissioning of decentralized evaluations by headquarters divisions. A modest increase in the number of joint evaluations and multi-country thematic decentralized regional evaluations is expected in that period.

Figure 2: Planned decentralized evaluations, 2023–2026 (as of 17 July 2023)



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.

23. WFP will disseminate and raise awareness of the six regional evaluation strategies, which were updated and approved in 2023 in order to align them with the 2022 corporate evaluation strategy. Efforts will be maintained to ensure sufficient capacity for the effective planning, budgeting, commissioning and management of credible decentralized evaluations and to maximize their use in evidence-based policy and programme design. The focus in 2024 will be on supporting country offices and regional bureaux in addressing specific learning gaps and ensuring complementarity with other types of evaluation and other evidence products – reviews, assessments, studies – that inform ongoing programme implementation.

¹³ Figures for planned evaluations in 2024, 2025 and 2026 will be updated at the beginning of each year because some evaluations are only tentatively planned and may not be confirmed, while new evaluations may be added in response to emerging needs or internal or external demands.

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

24. Ensuring that the right evidence is channelled to the right people at the right time and in the right way is at the heart of the implementation of this strategic outcome. WFP will seize opportunities at the country, regional and global level to facilitate the use of evaluation evidence and its integration into corporate knowledge management and beyond, informed by an analysis of findings from a stakeholder survey conducted at the end of 2022 and identifying the needs, motivations and preferences of the users of evaluation evidence.
25. To continue promoting the use of evaluation evidence, priorities in 2024 will be:
- working closely with the Technology Division and the Innovation and Knowledge Management Division to pilot and develop an automated capacity to extract evidence from existing evaluations by using advanced artificial intelligence technologies;
 - contributing WFP evaluation evidence to relevant global and inter-agency forums;
 - delivering focused evidence tailored to identified user needs, including through summaries of evidence and interactive evidence-sharing sessions;
 - supporting regional evaluation units in identifying and responding to needs and evidence-sharing opportunities, within and among regions;
 - creating innovative and visually appealing communication products that showcase findings and are relevant to audiences and stakeholders at various levels, including affected populations;
 - working closely with the Corporate Planning and Performance Division on optimizing the use and analysis of data in the R2 corporate risk and recommendation management tool and the use of mechanisms for following up on management responses to evaluation recommendations; and
 - enhancing internal and external collaboration on evidence and knowledge management, including through work with other functional offices in WFP that generate evidence or facilitate its sharing – such as the Research, Assessment and Monitoring Division, the Innovation and Knowledge Management Division, the Corporate Planning and Performance Division and the various services and divisions of the Programme and Policy Development Department – for example, in order to ensure the timely provision of evidence-based inputs into the CSP design process, for example.

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

26. In accordance with the competency framework of the United Nations Evaluation Group (UNEG) and ongoing discussions on the professionalization of the evaluation function in the UNEG forum, OEV will take stock of its evaluation capacity development strategy for 2020–2024 and ensure adequate capacity for evaluation management throughout WFP. The target audience for the strategy is within various functions and at various levels of WFP and includes monitoring and evaluation officers, programme and policy advisers, WFP management and all those personnel who are part of WFP's evaluation cadre at the headquarters, regional bureau and country office levels. OEV and regional evaluation units will also continue to develop and manage relationships with external firms and consultants that provide services through long-term agreements and individual contracts, with the aim of ensuring diversified teams that draw on local expertise where possible.

27. Priorities in 2024 will include:

- continuing to mainstream evaluation into the capacity development initiatives of other WFP functions and conducting cross-functional training, with a particular focus on increasing the capacity for engaging in evaluation throughout WFP;
- coordinating with the Research, Assessment and Monitoring Division on capacity strengthening for monitoring and evaluation officers;
- working closely with the UNEG professionalization working group and in partnership with the United Nations System Staff College in Turin on rolling out a recognition scheme for evaluation that enables the WFP evaluation cadre to develop the capacity for high-quality evaluation management and that provides a framework for the recognition of the cadre's achievements;
- assessing impact evaluation capacity needs and establishing systems that support capacity development in regional bureaux and country offices; and
- entering into structured engagement with service providers so as to ensure that evaluation firms and evaluators understand WFP's evaluation policies and procedures, including the evaluation quality assurance system.

E. Strategic outcome 5: Partnerships contribute to a strengthened environment for evaluation at the global, national and regional levels and to United Nations coherence

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

29. In 2024, specific priorities will include:

- enhancing partnerships with selected stakeholders at the regional and country levels – other United Nations entities, national governments, civil society, voluntary organizations, etc. – for the provision of support for country-led evaluations, following the adoption of United Nations resolution A/RES/77/283 on [Strengthening Voluntary National Reviews through Country-led Evaluation](#);
- promoting and conducting joint evaluations in all evaluation categories;
- developing and implementing tools for assessing national evaluation capacities, 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 and collaboration with communities of practice for the delivery of impact evaluations;
- actively participating in the work of UNEG as lead, co-lead or member of the various interest groups and working groups aimed at ensuring that evaluations contribute to the delivery of results under the 2030 Agenda for Sustainable Development;
- supporting EvalForward, a community of practice focused on food security, agriculture and rural development, together with the other United Nations Rome-based agencies;
- participating in the work of the Active Learning Network for Accountability and Performance in Humanitarian Action; and
- continuing to engage in and contribute to the system-wide evaluations led by the Executive Office of the Secretary-General and to UNSDCF evaluations at the country level.

Cross-cutting workstreams

30. In addition, priorities in 2024 will include activities in four cross-cutting workstreams:
- *the normative framework*: promoting the updated normative framework for evaluation, including the evaluation policy, charter and strategy, the regional evaluation strategies and implementation of the UNEG ethics guidelines that promote high ethical standards for evaluation;
 - *resources* (funding and people): diversifying funding sources for impact evaluations, updating the technical note for the contingency evaluation fund and implementing the strategic workforce action plan for evaluation;
 - *institutional arrangements and management*: engaging with the Independent Oversight Advisory Committee and ensuring the effective functioning of the evaluation function steering group and the regional evaluation committees, in accordance with the updated terms of reference; and
 - *reporting*: enhancing the format and content of 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 for presentation to the Board at its annual session. Both quantitative and qualitative indicators will be used for planning, monitoring and reporting on progress in the implementation of the corporate evaluation strategy and regional evaluation strategies. Key indicators feed into the corporate risk register and other corporate reporting processes, monitoring the efficiency and effectiveness of the function.

Part 2. Resourcing of the overall evaluation function

Resources for the evaluation function from 2022 to 2026

31. Table 2 presents a detailed breakdown of the resources required for evaluation in 2024, totalling USD 31.95 million. The table reflects an evolving resourcing situation, the programme, support and administrative (PSA) budget constraints, and the 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.
32. The decreases in 2024 PSA budgets for OEV and some regional evaluation units are in line with the overall proposed reduction in the PSA budget. In this regard, in consultation with senior management, OEV has decided to adjust plans and reduce the number of strategic evaluations from three to two. Some regional evaluation units are expected to maintain their budgets in 2024 but others will need to revise their plans by decreasing technical support for country offices or reducing national evaluation capacity development activities.
33. Looking ahead to 2025, a slight dip in the overall resources allocated to evaluation is expected, reflecting a drop in the number of CSP evaluations planned. In 2026, a drop in the number of decentralized evaluations is also expected, and while confirmed contributions to the multi-donor trust fund for impact evaluation in 2026 are zero at the time of writing, OEV is pursuing multi-year funding opportunities with a number of donors. Based on the global contribution forecast at the time of drafting of the evaluation policy update, OEV expected to be approaching the 0.4 percent floor for the proportion of total contribution income allocated to evaluation, as set out in the evaluation policy.¹⁴

¹⁴ Contribution revenue of USD 8.0 billion was forecasted at the time of evaluation policy preparation in November 2021, compared with an updated forecast of USD 10 billion for 2024 in July 2023.

Resources for the Office of Evaluation in 2024

34. In 2024 the resources directly managed by OEV to ensure progress towards the five interdependent outcomes in the evaluation policy total USD 22.74 million, sourced from and allocated for use as follows: USD 15.31 million from the PSA budget; USD 4.50 million from country portfolio budgets, for CSP evaluations; USD 1.19 million from country portfolio budgets, for the collection of data for impact evaluations; and USD 1.41 million in confirmed contributions from the multi-donor trust fund, 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.
35. OEV is actively working to attract new donors to the multi-donor trust fund and to secure additional multi-year funding to support the growing demand for impact evaluations. To date, contributions to the trust fund have been received from the German Federal Ministry for Economic Cooperation and Development (BMZ), the Reconstruction Credit Institute and the United States Agency for International Development (USAID). In addition, a multi-year contribution to the school-based programmes trust fund for use in 2023–2025 was received from the Norwegian Agency for Development Cooperation and includes funds for an impact evaluation on the home-grown school feeding model in Malawi.
36. OEV anticipates that CSP budget plans will remain fluid, particularly in the light of the continuing alignment of WFP's CSPs with UNSDCF, which has implications for the planning of CSP and decentralized evaluations, and of the upcoming consultations on CSP evaluation coverage norms. A revision of those coverage norms could provide the space for OEV to dedicate more efforts to strategic evaluations and joint evaluations from 2025 onwards, as advised by the Board.
37. *Human resources.* The total OEV staff budget required for 2024 is USD 10.13 million. The PSA submission reflects an increase from 54 established staff positions in 2023 to 56 in 2024. A new P-4 position providing support to the head of the Impact Evaluation Unit has been added to the staff budget. The impact evaluation team has been augmented by an additional limited fixed-term P-3 position, which will be 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 of technical support for country offices conducting impact evaluations.

Table 2: Overall resources for the evaluation function allocated in 2022–2023, required for 2024 and indicative for 2025–2026 (USD million)

OEV Managed Funds	2022	2023	2024	2025	2026
OEV workplan					
PSA total [1]	15.17	15.90	15.31	15.31	15.31
PSA equalization account/CCI for SP/CRF		0.50			
Country strategic plan evaluations [2]					
CSP budget (CSPE)	3.25	2.25	4.50	2.75	3.00
Impact evaluations					
Multi-donor Trust Fund [3]	1.12	1.98	1.41	2.35	
CSP budget (IE) [4]	0.73	1.44	1.19	1.61	1
School-based programmes trust fund		0.43	0.34	0.23	
Subtotal	20.26	22.5	22.75	22.25	19.31
Funds Managed Outside OEV					
Regional evaluation units [5]					
PSA (RBs)	3.25	3.84	4.06	4.06	4.06
Decentralized evaluation [6]					
CSP budget (DEs)	5.58	4.3	3.65	5.35	4.59
Subtotal	8.83	8.15	7.7	9.4	8.65
Contingency evaluation fund					
Multilateral	1.5	1.5	1.5	1.5	1.5
Grand Total	30.59	32.15	31.95	33.16	29.46
As % of WFP contribution income [7]	0.22%	0.32%	0.32%	0.33%	0.29%

Notes:

1. 2022: staff costs – USD 9.13 million; other costs – USD 6.04 million. 2023: staff costs – USD 9.95 million; other costs – USD 5.95 million. 2024, 2025 and 2026: staff costs – USD 10.13 million; other costs – USD 5.17 million, based on 2024 PSA request.

2. Figures are based on the numbers of planned CSP evaluations as of July 2023: 12 in 2023, 18 in 2024, 11 in 2025 and 12 in 2026.

3. Confirmed donor contributions from USAID and BMZ.

4. Figures are based on ongoing multi-year impact evaluations and planned new starts: 19 in 2023, 18 in 2024, 18 in 2025 and 18 in 2026. Evaluations in some countries are fully funded by donors. Included is 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.

6. Figures are based on the projected numbers of decentralized evaluations: 26 in 2023, 25 in 2024, 30 in 2025 and 26 in 2026.

7. Percentages are based on forecasted contribution revenue of USD 10 billion for 2023–2026.

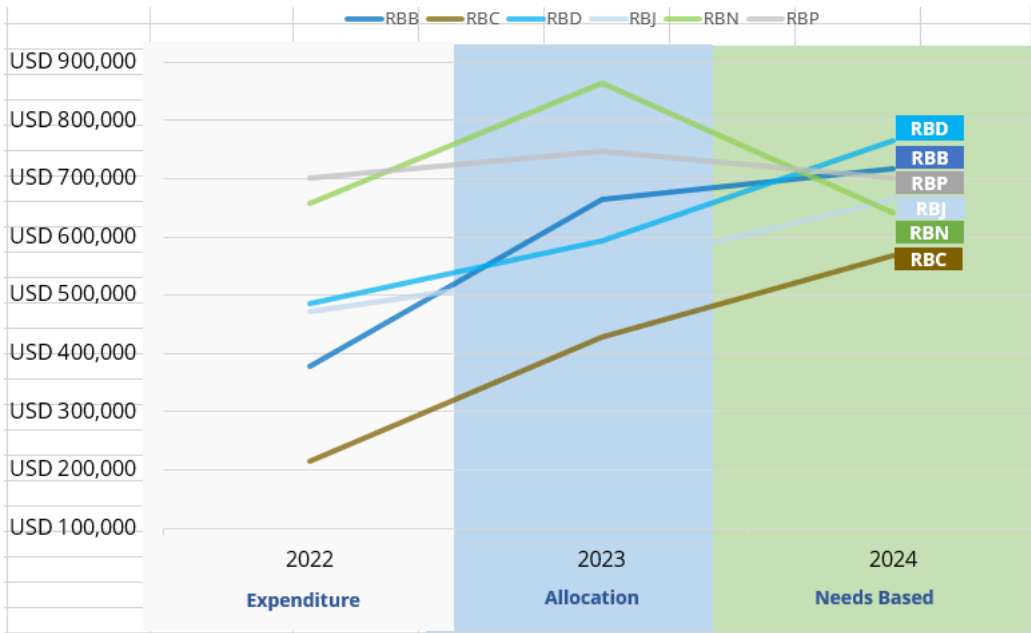
Abbreviations: CCI = critical corporate initiative; CRF = corporate results framework; CSPE = country strategic plan evaluation; DE = decentralized evaluation; IE = impact evaluation; RB = regional bureau; SP = strategic plan;

38. *Efficiency.* OEV is committed to exploring ways of ensuring maximum efficiencies in all evaluation categories, the scalability of systems and the flexibility of teams in responding to the evolving and dynamic workload, including by grouping research analysts within a unit so as to enable the agile distribution of tasks. OEV continues to maintain efficiencies by conducting co-managed evaluations with cost-sharing – inter-agency humanitarian evaluations and other joint evaluations, and partnership with the World Bank on conducting impact evaluations. Further enhancement and streamlining of quality assurance and assessment systems, administrative processes and dashboards will continue in 2024.

Resources for regional evaluation units in 2024

- 39. Figure 4 shows the expenditure of regional evaluation units in 2022, the approved regional evaluation budget allocations in 2023 and the funding requirements for 2024. Overall PSA budget allocations for regional evaluation units have increased gradually, from USD 3.2 million in 2022 to a projected USD 4.06 million in 2024 and are stabilizing.
- 40. The composition of the regional units has continued to evolve, with variations in the numbers and levels of staff linked to the units’ regional evaluation strategies updated in 2023 and depending on the circumstances in and strategic and programmatic priorities of each region. OEV will continue to work with management to ensure that adequate resources for the regional evaluation units and for regionally led evaluations are embedded in the PSA budgets of all regional bureaux and that recurrent staff positions are regularized at levels commensurate with the nature of the relevant duties, in accordance with the staffing framework.

Figure 4: Evolution of the regional evaluation unit budgets, 2022–2024



Contingency evaluation fund

41. The purpose of the contingency evaluation fund is to serve as a last resort in supporting country offices that face genuine resource constraints in respect of planned and budgeted evaluations. In early 2022, access to the fund was formally extended beyond decentralized evaluations to include CSP evaluations and impact evaluations.

42. In 2022, a total of USD 732,632 was allocated to nine country offices: five offices received support for the conduct of decentralized evaluations, three for CSP evaluations and one for both types of evaluation. As of 30 June 2023, a total of USD 631,597 in contingency evaluation funding had been allocated to seven country offices – six for decentralized evaluations and one for a CSP evaluation¹⁵ – and the Regional Bureau for Latin America and the Caribbean.
43. Funded by flexible donor contributions, the level of the contingency evaluation fund will be maintained at USD 1.5 million in 2024 and its use will be guided by a technical note and a joint assessment of applications carried out by the Programme Services Branch and OEV. Allocation decisions will be made by the evaluation function steering group, considering the recommendations of the contingency evaluation fund secretariat. OEV acts as the contingency evaluation fund secretariat and reports on the fund's use in the annual evaluation report.

¹⁵ Guinea received support for a CSP evaluation and Angola, Lesotho, Nicaragua, Sao Tome and Principe, South Sudan and Uganda for decentralized evaluations.