

Evaluation Synthesis of WFP's Performance Measurement and Monitoring 2018-2021

Terms of reference



December/ 2021

Table of Contents

Table of Contents	2
1. Background	3
1.1. Introduction	3
1.2 Context for the synthesis.....	3
2. Reasons for the synthesis	8
2.1 Rationale and Objectives	8
2.2 Stakeholder analysis.....	9
3. Scope of the synthesis	10
3.1 Scope of the synthesis	10
4. Approach, Methodology and Ethical Considerations	11
4.1. Synthesis questions and criteria	11
4.1 Methodology.....	12
4.2. Ethical considerations	13
4.3. Quality assurance	13
5. Organization of the Synthesis	13
5.1. Phases and deliverables	13
5.2. Synthesis team composition	14
5.3. Roles and responsibilities.....	15
5.4. Communication	15
5.5 Budget.....	15
Annexes	16
Annex 1: Evaluations included in the Synthesis	16
Annex 2: Timeline	20
Annex 3: Internal Reference Group Composition	24
Annex 4: Communication & Knowledge Management Plan	25
Annex 5: E-library	27

1. Background

1.1. INTRODUCTION

1. Evaluation syntheses are part of the WFP 'toolkit' in support of its commitment to evidence-based decision-making.¹ The Office of Evaluation (OEV) defines evaluation synthesis as: *'A combination and integration of findings from quality-assessed evaluations to develop higher-level or more comprehensive knowledge and inform policy and strategic decisions.'*²
2. This evaluation synthesis was included in the WFP Office of Evaluation (OEV) Work Plan 2021-2023 presented to the Executive Board as part of the WFP Management Plan at the Second Regular Session in November 2020.³
3. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the synthesis, to guide the synthesis team and specify expectations that the synthesis team should fulfil. The TOR are structured as follows: section 1 presents the context for the synthesis; section 2 the rationale, objectives and stakeholders of the synthesis; section 3 presents the synthesis subject and scope; section 4 identifies the synthesis approach, methodology and ethical considerations; section 5 indicates how the synthesis will be organized. The annexes provide additional information on the evaluation included in the synthesis (annex 1), the synthesis timeline (Annex 2), the role and composition of the Internal Reference Group (Annex 3), communication and knowledge management plan (Annex 4), bibliography (Annex 5) and acronyms (Annex 6).
4. This synthesis will draw upon evidence from evaluations completed over the period 2018 - 2021, to contribute to WFP's global/regional evidence base, and to support key corporate decision-making in the short and medium term. Evaluations completed prior to 2018 are not included in this synthesis because the activities evaluated will have been designed at minimum two years pre IRM-period and therefore considered not relevant. Also, this will allow the evaluation synthesis to draw on a manageable number of completed evaluations.
5. The synthesis will take place from November 2021 to August 2022 with planned submission of the summary evaluation synthesis report to the Executive Board for consideration in November 2022. It will be managed by OEV and conducted by an external evaluation team.

1.2 CONTEXT FOR THE SYNTHESIS

6. The forthcoming WFP Strategic Plan 2022-2025 states that evidence and lessons-learned from WFP's performance based on research, monitoring and evaluations, as well as knowledge produced by communities, governments and partners, will guide WFP's programmatic approaches. A commitment to leveraging technology and data to become a knowledge and evidence-driven organization, increasing the agility of monitoring systems and demonstrating long-term impact is being made.⁴
7. WFP's Performance Management Policy (2014),⁵ which was circulated as an Executive Director Memo, identifies approaches in use prior to the launch of Agenda 2030 in 2016 and subsequent UN reform. Given that seven years has passed, the relevance of the document is questionable, in terms of providing a coherent, appropriate framework to structure and guide performance management systems and tools across the organization.⁶ In 2016, WFP's organizational structure was changed to support WFP's ability to support countries' efforts in achieving the SDGs. The Integrated Road Map 2017-2021 introduced a new corporate architecture that included the WFP Strategic Plan, Corporate Results Framework (CRF), Financial Framework Review (FFR) and Country Strategic Plan (CSP) Policy. This

¹ The commitment to evidence-based decision-making is reflected in the WFP Strategic Plan 2017-2021 and the Evaluation Policy 2016-2021

² Adapted from: Wyburn et al (2018) Understanding the Impacts of Research Synthesis: Environmental Science and Policy Journal, Volume 86, August 2018, pp 72-84

³ Annex IV of the WFP Management Plan 2021 - 2023, WFP/EB.2/2020/5-A/1/Rev.1

⁴ WFP Strategic Plan (2022-2025), WFP/EB.2/2021/4-A/1/Rev.2

⁵ WFP Performance Management Policy, 2014 - OED2014/014

⁶ Mid-Term Review of the Revised Corporate Results Framework, 2020

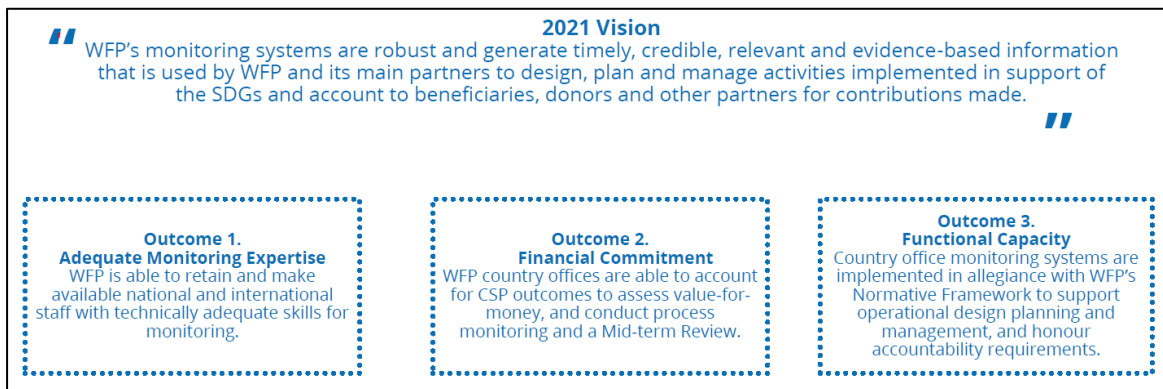
framework enabled WFP to better support national governments in their response to humanitarian and developmental needs.

8. The Corporate Results Framework (2017–2021), approved by the Executive Board in November 2016, is one element of a holistic performance management cycle of planning, monitoring, reporting and learning meant to ensure harmonized design, monitoring and reporting for CSPs across all WFP offices. It defines accountability for programme and management, and guides planning, monitoring, and reporting at all levels of the organization by laying out the expected results and indicators WFP will use to monitor and report on its programmes and management performance. The framework defines outcomes and outputs relating to the Strategic Plan (2017-2021) and includes indicative measures to capture management performance in terms of efficiency, effectiveness, and use of resources to achieve results. The CRF states that measurement of WFP’s programme performance is built around two strategic goals based on SDGs 2 and 17, supported by five strategic objectives and eight strategic results, as set out in the WFP Strategic Plan (2017–2021). The five strategic objectives frame WFP’s programmatic and operational focus. The strategic objectives are achieved through strategic results, which are linked to country and global efforts to meet relevant SDG 2 and SDG 17 targets. Strategic results are pursued at the country level based on a set of WFP strategic outcomes, generated by the organization’s outputs. Strategic outcomes describe the short- to medium-term effects of WFP programmes that contribute to the achievement of national SDG targets and the strategic results.
9. In 2018, the CRF was revised to present a more robust approach to measuring performance with more wide-ranging indicators. The revised-CRF (rCRF) added new SDG-related indicators to communicate WFP’s contributions to the SDGs at national level; enhances programme measurements of capacity-strengthening, social and behavior change communication (SBCC), disabilities and school feeding; and provides the flexibility for further development metrics and activities. The rCRF did not introduce changes to the CRF Line of Sights.⁷
10. A revised Corporate Monitoring Strategy (2018-2021) was also finalized in 2018 and built on the progress made in the 2015-2017 Monitoring Strategy. For example, the previous strategy (2015 – 2017), established a Normative Framework for monitoring to bring standardization and automation, country office compliance with WFP’s standard operating procedures (SOPs) for monitoring and minimum monitoring requirements (MMR), which were meant to improve the quality and frequency of output and outcome reporting.⁸ This strategy, which is still in force, outlines WFP’s commitment to programme performance measurement and its vision for accountability. The strategy is designed to address observed weaknesses in WFP’s monitoring systems while moving towards its vision for an optimized monitoring function defined by credibility, relevance and use through robust and evidence-based operational planning, design and implementation. Figure 1 outlines the three priority areas of work and related outcomes required to achieve the vision.

⁷ WFP Revised Corporate Results Framework, 2018

⁸ WFP Corporate Monitoring Strategy 2018-2021

Figure 1: WFP Corporate Monitoring Strategy 2018-2021 vision and outcomes



Source: WFP Corporate Monitoring Strategy 2018-2021

11. The strategy addresses three interdependent priority areas of work with related outcomes: i) workforce planning, ii) financial commitment and iii) functional capacity. Each outcome has associated workstreams and outputs, all of which are presented in detail in the Monitoring Strategy (2018-2021), together with established assumptions.
 - a. *Outcome 1, adequate monitoring expertise:*
 - i. undertake workforce planning and analysis
 - ii. enhance ability to retain and make staff available
 - iii. support staff skills development
 - iv. sensitize senior management.
 - b. *Outcome 2, financial commitment:*
 - i. review of monitoring budgeting practices
 - ii. establish a monitoring contingency fund.
 - c. *Outcome 3, functional capacity:*
 - i. standardize monitoring systems and procedures
 - ii. automate data collection on management and analysis
 - iii. support use of outcome, output and process monitoring
 - iv. undertake evidence-based knowledge management.

12. Monitoring in WFP encompasses the tracking, collection and analysis of activities' achievements and overall performance of WFP's programmes. The performance measurement system informs operational decision-making, including the design of WFP's activities, maintains an operational focus on results, through the measurement of outcomes, outputs and processes for programmes worldwide. Collected data is disaggregated, where relevant, by sex, age, beneficiary category and other socio-cultural characteristics. The data is then reported regularly at Country Office level through the Annual Country Reports and yearly at the corporate level in the Annual Performance Report and also generated for evaluations and audits, as well as for further evidence-informed programming at all organizational levels.

13. Monitoring is guided by the WFP Normative Framework for Monitoring⁹, initially rolled out during the 2014–2017 Strategic Plan period and revised with the approval of the IRM in 2016, provides normative guidance, capacity development and targeted support to country offices. The Normative Framework reinforces the alignment of operational monitoring with WFP's strategic plan and defined the standards, procedures and minimum requirement for monitoring. It consists of four key documents, namely: The Corporate Results Framework, CRF Business Rules, Standard Operating Procedures (SOPs), Minimum Monitoring Requirements (MMR). The Normative Framework, presented in figure 2, is supplemented

⁹ WFP's Normative Framework for Monitoring rolled out in 2014 consisted of the following documents: Strategic Results Framework (SRF) and SRF Business Rules (in-line with pre-IRM period), Standard Operating Procedures and Minimum Monitoring Requirements. The Framework was then updated and aligned to the new Strategic Plan 2017-2021, whereby the SRF was replaced with the CRF.

by the Corporate Monitoring Guidance manual and tools, and by the CRF Indicator Compendium, providing methodologies for each indicator, including a baseline, targets, calculation and interpretation.

Figure 2: WFP's Normative Framework for Monitoring



Source: WFP Corporate Monitoring Strategy 2018-2021

14. WFP's comprehensive online tool for programme design, implementation, monitoring, reporting and performance management (COMET), was rolled-out in 2016 and was intended to foster the standardization of approaches amongst COs for capturing the core programme cycle management processes and to demonstrate the progress of operations in contributing to strategic outcomes. It is mandatory for country offices to use COMET to design, plan and implement Country Strategic Plans. Before the introduction of COMET, programme performance was tracked through several different systems.
15. An internal audit of monitoring in WFP, completed in 2018, concluded that WFP's Performance Management and Monitoring Division had invested significant efforts in setting up comprehensive normative guidance in line with the organization's strategic plan, and in delivering targeted support to country offices. Despite the achievements, the audit observed: an incomplete and/or inconsistent implementation of monitoring practices, impacting the level of confidence in data collected and related analyses, and weak controls over collected and reported data resulting in poor data quality; insufficient staff capacity and skills, and; a de-prioritization of resources for monitoring. Management agreed to take measures to address the reported observations. An overview of the actions (33), all of which are now closed, their due dates and their categorization by WFP's risk and control frameworks can be found in Annex A of the Internal Audit.¹⁰
16. Similarly, a strategic evaluation of the pilot CSPs in 2018 concluded that CSPs were intended to articulate the links between resources and results more clearly, which was expected to lead to a focus on high-level results (strategic outcomes and above) and greater accountability to stakeholders. The implementation of country operations management plans and country portfolio budgets would support this process, together with a revised corporate results framework, introduced in 2018.¹¹
17. A mid-term review of the CRF (2017-2021) was completed in 2020, focusing on the effectiveness of the CRF in supporting the design, monitoring and reporting of the CSP. Key recommendations from the Review included:

¹⁰ [Internal Audit of Monitoring in WFP](#), Office of the Inspector General, 2018, AR/18/11

¹¹ Strategic Evaluation of the Pilot Country Strategic Plans, 2018, WFP/EB.2/2018/7-A

- a. Review and develop WFP's Performance Management Policy and Results Measurement System;
 - b. Simplify the complexity related to bundling, tagging and rationalization of data;
 - c. Clarify what financial information is needed that can best measure and provide information about performance and inform decision-making;
 - d. Improve management KPIs and their component indicators, ensuring functional areas are more comprehensively represented and performance measurement more insightful;
 - e. Continue developing WFP IT systems to facilitate data recording, storage, cleaning, analysis and reporting; and;
 - f. Improve performance measurement especially in changing lives/development contexts and look into alternative means of demonstrating results.
18. Similarly, the mid-term review of the WFP Strategic Plan 2017-2021 noted that the CRF would benefit from greater simplicity and clarity and needs further work to measure WFP's contribution to strategic results, as this should also facilitate WFP's commitment to report on "resources to results". The review highlighted that while the CRF offers a list of standardized strategic activity, output and outcome categories in order to facilitate monitoring, reporting and performance management, an internal lessons learned exercise on the results chain¹² found that WFP country offices rarely, if ever, make use of some of these categories. Furthermore, the selection of categories by country offices can be arbitrary because guidance on when it is appropriate to use the different types of activity categories lack definition and clarity.¹³
19. The new CRF (2022-2025) is still being developed with expected approval during the first regular session of the Executive Board in February 2022. To date, several changes have been proposed in the draft version, such as systematic impact reporting, as well as enhanced reporting on WFP's contribution to SDGs other than SDG 2 and SDG 17, are being proposed. The list of outcome indicators has also been revisited with the majority of existing indicators remaining, some revised, and new ones added. The CRF is moving toward greater United Nations alignment through the identification and selection of common and complementary UN indicators (impact, outcome and outputs), and will be organized to ensure that WFP is well aligned with the 2030 Agenda for Sustainable Development and SDG framework, the quadrennial comprehensive policy review (QCPR), the Grand Bargain, UNSDCF reporting requirements, UN INFO reporting and other global standards.
20. In addition, criteria for corporate indicator selection and country versus corporate reporting are being developed. For outcome indicators, with the aim of simplifying the reporting at the corporate level as well as ensuring the quality and representativeness of the information at the global level, only a subset of the mandatory indicators will be identified as being of corporate importance and reported on at the global level in the APR as core corporate indicators. The technical units in the Programme and Policy Development Department will identify which indicators are the most relevant for each programme area among those deemed mandatory at the country level. These indicators are then ranked by importance at the activity level, and those with the highest rank are aggregated at the corporate level. The threshold applied to the total number of mandatory indicators to be reported in the APR will be set, taking into in consideration the type of activities implemented in the reporting year and the need for concise and simplified reporting. Such an approach is intended to greatly reduce the number of indicators used for annual corporate reporting.¹⁴
21. With regards to the functions responsible for monitoring in WFP, the Field Monitoring function at Headquarters (HQ) was merged with Vulnerability Analysis and Mapping (VAM) within a new division called Research, Assessment and Monitoring (RAM) in 2019. This Division supports the availability of data and evidence to inform strategic and operational decision-making at all levels (HQ, RBs, COs). The merger provides an opportunity to build synergies and strengthen both assessment and monitoring

¹² RMP, November 2019

¹³ Mid-term review of the WFP Strategic Plan (2017-2021), 2020

¹⁴ WFP Corporate Results Framework 2022-2026, Supplementary Information Note, November 2021

functions by facilitating simultaneous collection of food security, outcome and process-monitoring data at community and household level.

22. Within the RAM Division, the Field Monitoring Service (RAMM) supports the field in tracking collecting and analysing programme performance data to inform decision making, maintaining operational focus on results, and generating data for outcome/ impact analysis and evaluation.
23. Whereas RAMM's priority is to ensure that WFP has appropriate, robust and sufficiently resourced systems, processes and teams in place to implement monitoring activities and supports country office monitoring, rather than corporate needs, the Corporate Planning and Performance Division (CPP) in HQ, is responsible for corporate planning and reporting to inform data-driven decision-making and provides oversight on the entire resource management process to ensure optimized funds utilization. CPP is responsible for preparing the CRF, the APRs and oversees COMET.
24. Regional monitoring and evaluation advisor (RMEA) positions were separated in 2017 when regional evaluation officer (REO) positions were established as part of the expansion of the evaluation function, followed by the creation of regional monitoring advisors (RMAs) positions. M&E functions and positions continue to be merged at the CO level in almost all CO's.

2. Reasons for the synthesis

2.1 RATIONALE AND OBJECTIVES

25. There is growing demand for evidence generation across WFP, and a commitment for further systematic use of evidence to inform strategic directions, policies and programmes. Evaluation synthesis is one of the products commissioned by OEV to respond to such growing interest in and demand for succinct and actionable analysis drawing from completed evaluations.
26. OEV has commissioned several evaluation syntheses in the past. The Synthesis of WFP's Country Portfolio Evaluations in the Sahel and Horn of Africa from 2016 to 2018 was presented to the Executive Board for consideration in June 2019.¹⁵ This was followed by a Synthesis of Evidence and Lessons from Policy Evaluations, presented to the Executive Board in June 2020.¹⁶ In 2021, OEV completed the Synthesis on Country Capacity Strengthening from Decentralized Evaluations, presented to the EB in June 2021.¹⁷ This was the first synthesis to draw on evidence from decentralized evaluations, thereby indicating an increase in quality of demand-led evaluations in WFP.
27. WFP is committed to performance management and determined to strengthen its accountability. With the introduction of the Integrated Road Map (IRM), it has become vital for WFP to present robust and evidence-based results against resources deployed. Furthermore, accountability to affected populations (AAP) as well as to governments, national and international partners and donors is a priority. WFP's performance measurement system also calls for learning. When credible and evidence-based information generated from WFP's monitoring systems is used to ask the right questions and provoke reflection, then sound management decisions can be made on operational design, planning and implementation, which also will influence positive operational effectiveness, impact, relevance, efficiency and sustainability.¹⁸
28. This synthesis aims to bring together findings on WFP's performance measurement and monitoring from WFP's centralized and decentralized evaluations¹⁹ completed between 2018 – 2021, provide

¹⁵ WFP/EB.A/2019/7-C

¹⁶ WFP/EB.A/2020/7-D

¹⁷ WFP/EB.A/2021/7-C

¹⁸ WFP Corporate Monitoring Strategy 2018-2021

¹⁹ For the purpose of the synthesis centralized evaluation types included are: Strategic, Policy, Country Portfolio, Country Strategic Plan Evaluations and Operation Evaluations. Decentralized evaluation types included are: Activity, Thematic, Pilot and Transfer-modality Evaluations.

learning and generate further evidence in this area of work to support WFP to enhance its corporate approach, as well as to inform the formulation of future guidance and strategies. The synthesis will be presented to WFP's Executive Board Second Regular Session of November 2022.

29. Evaluation syntheses serve the dual objectives of accountability and learning., with greater emphasis on learning. As such, this synthesis will provide evidence and learning on WFP's performance in performance measurement and monitoring and provide accountability for results to WFP stakeholders.
30. The evidence generated through the findings, lessons and recommendations of this synthesis should be useful to:
 - i. Enhance and contribute to the knowledge base on WFP's corporate monitoring strategy processes and monitoring systems and provide an overarching picture specifically on WFP's accountability cycle of planning, monitoring and reporting.
 - ii. Identify recurrent findings and evidence useful to derive lessons on measuring and reporting on the organization's achievements at country-level and corporately that can generate informed discussions and contribute to WFP evidence-based, strategic and operational decision-making
 - iii. Provide evidence to inform potential review of the Normative Framework for Monitoring (CRF²⁰, Standard Operating Procedures, CRF business rules, Minimum Monitoring Requirements), including its defined standards, procedures and minimum requirements for monitoring, and development of the subsequent Corporate Monitoring Strategy.
 - iv. Provide insights on credibility, relevance and use of monitoring data and information generated from CO monitoring systems, for future enhancement of the measurement and monitoring systems and to support country offices in designing and delivering effective interventions.
 - v. Provide action-oriented recommendations and a synthesis product of interest to different audiences within WFP, including Executive Board members.

2.2 STAKEHOLDER ANALYSIS

31. The synthesis will seek the views of, and be useful to, a range of WFP's internal and external stakeholders. The primary internal stakeholders and intended audience of the synthesis are WFP's Corporate Planning and Performance Division (CPP), responsible for producing key corporate planning and reporting documents to inform data-driven decision making, and providing oversight on the entire resource management process to ensure optimized funds utilization, and the Research, Assessment and Monitoring Division (RAM), responsible for providing credible, relevant, and timely evidence forming the basis for operation design.
32. Programme and policy owners responsible to set WFP strategic and operational direction and develop normative guidance, as well as Regional Bureaux (RB) and Country Offices (CO) who primarily implement monitoring activities including collecting and analysing data and reporting on progress. WFP Senior Management, and the Executive Board members are also primary users of this synthesis.
33. As secondary audience, the synthesis will be of interest to national governments, donor government agencies, other UN agencies, non-governmental organisations (NGOs), implementing partners and civil society organizations (CSOs).

²⁰ While the CRF provides a framework for both programme performance and management performance, this evaluation synthesis will be focusing on programme performance measurement and monitoring.

3. Scope of the synthesis

3.1 SCOPE OF THE SYNTHESIS

34. The scope of this synthesis will be identified in a two-phased approach, whereby phase one is led by OEV during the preparatory phase of this synthesis and phase two will be led by the synthesis team during the inception phase.
35. In phase one, OEV has identified a preliminary long list of evaluations to be included in the synthesis:
- i. *Evaluation types:*
 - Centralized evaluations²¹ - namely, Policy Evaluations,²² Strategic Evaluations,²³ Country Strategic Plan Evaluations.²⁴
 - Decentralized evaluations²⁵ covering, activities, pilots, themes and transfer-modalities.²⁶
 - ii. *Time period:* evaluations completed over the time period 2018-2021.
 - iii. *Quality of evaluation:* evaluations assessed by OEV's post-hoc quality assessment (PHQA) system above the 60% threshold (satisfactory).²⁷
36. Table 1 provides a summary overview of the evaluations identified by OEV, in line with the above criteria. The full list of evaluations listed by their commissioning unit, bureau and country, title, evaluation type, completion date and post-hoc quality assessment result is provided in Annex 1.

Table 1: Centralized and decentralized evaluations shortlisted, and completed over the period 2018 - 2021

Centralized Evaluations			Decentralized Evaluations			Total
Country Strategic Plan	Policy	Strategic	Activity	Thematic	Transfer modality	68
9	2	4	47	4	2	

Source: OEV Management Information System

37. The evaluations presented in table 1 will form the universe for the synthesis team to initiate phase two of the scoping. Phase two will require the evaluation team to finalize the universe of evaluations to be synthesised, and OEV to validate it. This will be achieved through the development of a scoping note including a protocol for inclusion/ exclusion criteria used to determine the sample of reports that will be included in the synthesis, the screening process and a final selection of the evaluation universe.
38. Prior to the selection of the universe, the list of evaluations will be reviewed again by OEV and the evaluation team to ensure that any completed evaluation between November 2021 and January 2022, meeting the 60% threshold, will be included in the screening process.

²¹ Centralized Evaluations are commissioned and managed by OEV and presented to the Executive Board.

²² The Evaluation of the WFP People Strategy (2014-2017) and the Evaluation of the WFP Corporate Partnership Strategy (2014-2017) will not be included in this synthesis as considered not relevant.

²³ The Strategic Evaluation on Funding WFP's work, 2020 will not be included in this synthesis as considered not relevant.

²⁴ Country Portfolio Evaluation are not included in this synthesis because the operations evaluated will have been designed at minimum two years pre IRM-period and because WFP no longer operates under this framework.

²⁵ Decentralized Evaluations are commissioned and managed by country offices, regional bureaux or Headquarters-based divisions other than OEV. They are not presented to the Board.

²⁶ Operation Evaluations will not be included in the synthesis as WFP no longer operates under this framework.

²⁷ Since 2016, OEV has used an outsourced post-hoc quality assessment mechanism, through which independent assessors rate the quality of all completed WFP evaluations against WFP's own evaluation quality standards, which are based on international professional evaluation standards and include the requirements for evaluation set by the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UNSWAP).

39. The criteria adopted for screening and selecting the final sample of evaluations should take into account the extent of evidence in relation to the subject-matter of the synthesis, ensuring a rich body of evaluative insights for the synthesis.
40. As evaluations rely on performance measurement data to provide an assessment of results, the synthesis team will be required to identify those parameters that are considered most relevant for the selection of the final universe.
41. Screening criteria could include a combination of some of the following, and others:
 - Are these specific recommendations related to performance measurement and monitoring systems?
 - Are measurement and monitoring systems amongst the factors affecting/ contribution to WFP's performance?
 - Classification and prioritization of the performance and monitoring issues presented in the evaluation reports, such as: staff capacity; strategy, guidance and tools; monitoring budgeting, planning and execution; monitoring systems; data quality; reporting, follow-up and utilization of data.
 - Equal representation of geographical coverage across the WFP's six regional bureaus.
42. The time period covered by the synthesis falls under the WFP Strategic Plan 2017-2021. Yet, the team will need to be cognizant of the revised-Corporate Results Framework, released in 2018, as the revision required Country Officers to update to their logframe, with the addition of new indicators and the removal of others. Also, While the CRF provides a framework for both programme performance and management performance, this evaluation synthesis will be focusing on programme performance measurement and monitoring.
43. The synthesis team is not expected to carry out a new set of evidence quality reviews for all evaluations included in the synthesis, but to take into account and rely on the results of the independent post-hoc evaluation quality assessment system used by OEV. Nonetheless, should specific issues or discrepancies relating to evidence quality emerge at the analysis stage, the synthesis team is expected to highlight and probe them further as needed.

4. Approach, Methodology and Ethical Considerations

4.1. SYNTHESIS QUESTIONS AND CRITERIA

44. The synthesis will address five main questions, which are geared to explore evaluations results at country and corporate level. The synthesis team will further develop and tailor these questions during the inception phase of the synthesis exercise, in agreement with OEV.
 - i. Do the corporate outcome, output and cross-cutting indicators collected and analysed at country level allow for effective measurement of intervention achievements?
 - ii. To what extent are the monitoring practices in line with corporate guidance and tools?
 - iii. To what extent have monitoring systems been able to generate credible and evidence-based information (quantitative and qualitative) to inform intervention design, planning and implementation? How has this information been used, by whom and for what purpose?
 - iv. To what extent has WFP's Monitoring Strategy and Normative Framework enabled WFP to track programme effectiveness and inform corporate performance reporting by providing achievement values for the programmatic indicators?

- v. What factors contributed to or hindered effective implementation of performance measurement and monitoring systems? Are there particular activity areas and contexts in which the approach and systems have worked better and why?
 - vi. To what extent is WFP performance measurement system aligned with national monitoring systems? How has WFP pursued opportunities to strengthen national monitoring systems through modelling and capacity strengthening interventions?
45. The synthesis will also note the extent to which cross-cutting priorities (accountability to affected populations, protection, gender and environment) in force during the period covered by the synthesis are reflected in monitoring guidance and systems.²⁸

4.1 METHODOLOGY

46. The synthesis team will be expected to take a rigorous methodological approach in order to maximize the quality and use of the synthesis. The synthesis methodology will systematically address the synthesis questions and sub-questions in a way that meets the dual purpose of accountability and learning.
47. The fully-fledge synthesis methodology will be developed by the synthesis team, validated through consultations with OEV and submitted as part of the inception report (IR). An interim deliverable of this synthesis exercise will be a scoping note, which will include the following elements: criteria/ questions adopted to shortlist the evaluations; analysis undertaken and illustration of the screening process; final evaluation universe. The finalized scoping note will then be included as an annex in the IR.
48. Key features of the methodological design as articulated in the inception report are expected to include:
- Confirmation of final sample of evaluations to be included in the synthesis;
 - Development of a comprehensive analytical framework²⁹ based on the refined synthesis questions and early review of a sample of reports. It should contain a set of analytical fields which respond to the synthesis questions;
 - Systematic analysis via (electronic or manual methods) of the inception reports³⁰ and evaluation reports against the analytical framework, including data extraction and coding;
 - Primary data gathering through interviews with key stakeholders, such as M&E officers at country level, Regional Monitoring Advisors, HQ-relevant staff from CPP and RAM, and programme/ policy staff as required; and,
 - Secondary data gathering through structured analysis of additional documentation linked to the synthesis questions.
49. Beyond data extracted and coded directly from evaluations, the additional methods aforementioned (interviews and documents review) will be used to support the synthesis development. Hence, the primary source of evidence for the synthesis are the inception reports and evaluation reports, and interviews and other documents sources should be used to triangulate and validate information and introduced in a sequenced manner, following the review of the inception and evaluation reports.

²⁸ The Strategic Plan 2022-2026 (draft version, October 2021) includes the following cross-cutting priorities: protection and accountability to affected populations, gender equality and women's empowerment, nutrition integration and environmental sustainability.

²⁹ The analytical framework for the synthesis is the structured tool against which data will be extracted and later analysed. It should be shaped around the main questions of the synthesis and contain space to include data from evaluations and any additional information being gathered.

³⁰ The synthesis team is only expected to review evaluability assessment annexes of inception reports of centralized evaluation will be reviewed

50. The approach for developing analytical fields should combine inductive and deductive approaches as follows:
- *Deductive approach:* Development of a full set of analytical fields, against which evidence within evaluations will be coded and subsequently extracted.
 - *Inductive approach:* Allow analytical fields to emerge as data is reviewed, with codes developed on an ongoing basis, and data subsequently extracted.
51. The combined inductive/deductive approaches will allow for a structured guided analysis from the outset but permits flexibility as the process unfolds. A systematic application of structured analytical fields to data sources will ensure consistent and transparent extraction of evidence, and to ensure that findings are fully traceable back to the body of evidence.
52. The methodology should reflect the standards for independence and impartiality, in line with WFP's commitments under its Evaluation Policy 2016-2021.

4.2. ETHICAL CONSIDERATIONS

53. Evaluations must conform to WFP and UNEG ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
54. The team and EM will not have been involved in the design, implementation or monitoring of the WFP's performance measurement and monitoring systems nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations.
55. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality agreement."

4.3. QUALITY ASSURANCE

56. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on standardized checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
57. The synthesis team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.
58. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

5. Organization of the Synthesis

5.1. PHASES AND DELIVERABLES

59. The synthesis is structured in five phases summarized in Table 1: Summary timeline – synthesis below. The synthesis team will be involved in phases 2 to 5 of the synthesis. Annex 2 presents a more detailed timeline.

Table 1: Summary timeline – synthesis

Main Phases	Timeline	Tasks and Deliverables
1.Preparation	Oct - Dec 2021	Development of synthesis questions Preparation of e-library of documents Final TOR Constitution of Internal Reference Group Firm selection & contract
2. Inception	Jan - Apr 2022	Briefing Synthesis Team Development of scoping note ³¹ , including protocols for inclusion/exclusion of evaluations, screening process and identification of final evaluation universe Development of Inception Report including analytical framework and full-fledge methodology amongst other key elements
3. Synthesis preparation	Apr - May 2022	Data extraction and coding Implementation of additional methods High level analysis
4. Reporting	May - early Sept 2022	Report drafting Comment's process Stakeholder's workshop Final synthesis report and summary synthesis report
5. Dissemination and Follow-up	Sep 2022 - Nov 2022	Editing and formatting Two-page summary brief development Management Response preparation Executive Board discussion

5.2. SYNTHESIS TEAM COMPOSITION

60. The synthesis will be conducted by at minimum a team leader, a synthesis expert/ evaluator, and a data analyst. The team leader requires experience in the following areas:

- Minimum 10 years of professional evaluation experience
- Proven prior experience of designing and conducting evaluation syntheses, and synthesis methods and approaches.
- Proven technical expertise and understanding of performance management and monitoring systems
- Proven experience with qualitative and quantitative data analysis.
- Strong analytical skills and ability to identify patterns and divergences in findings and strategic implications.

³¹ To facilitate a consultative iterative process, the scoping note will be submitted ahead of the Inception Report but shall be also included as part of the full Inception Report.

- Excellent English writing skills, with ability to express synthesised/summarised messages accurately.
- Previous experience with WFP is an advantage.

61. The team is required to fully comprehend, analyse and assess evaluation reports in French and Spanish.

62. The primary responsibilities of the team leader will be:

- Develop and finalize a scoping note to identify the final evaluation universe to be included in the synthesis;
- Delivering the inception report including key elements such as the analytical framework and detailed methodology, the draft and final synthesis reports and tools in line with agreed CEQAS standards and agreed timelines;
- Guiding and managing the team during the synthesis phases;
- Representing the evaluation team in meetings with the EM/RA and other key stakeholders;
- Finalize and submit for review the synthesis scoping note and inception report; and,
- Presenting preliminary findings, conclusions and recommendations at the stakeholder workshop.

5.3. ROLES AND RESPONSIBILITIES

63. The Evaluation Manager, Federica Zelada, is responsible for drafting the TOR; selecting and contracting the synthesis team; preparing and managing the budget; setting up the Internal Reference Group; organizing the synthesis team briefing and stakeholders' workshop; providing access to all component evaluations and related documentation; conducting the 1st level quality assurance of the synthesis products and soliciting WFP stakeholders' feedback on draft products. The EM will be responsible for writing the SER. The EM will be the main interlocutor between the synthesis team, represented by the team leader, the LTA firm focal point and WFP counterparts to ensure a smooth implementation process.

64. Deborah McWhinney, Senior Evaluation Officer, will provide second level quality assurance. The Deputy Director of Evaluation will approve the final synthesis products and present the SER to the WFP Executive Board for consideration.

65. An internal reference group composed of selected WFP stakeholders will be formed and asked to review and comment on the draft evaluation synthesis report, provide feedback during briefings as required; be available for interviews with the synthesis team and attend the stakeholders' workshop.

5.4. COMMUNICATION

66. All synthesis products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluation syntheses are made publicly available. The summary report along with the management response to the synthesis recommendations will be presented to the WFP Executive Board in November 2022.

67. OEV will ensure dissemination of lessons through the annual evaluation report. The relevant Headquarter division and the Regional Evaluation Units will be encouraged to circulate the final synthesis report with their staff, with WFP country offices and WFP external stakeholders.

68. The communication and knowledge management plan (Annex 4) provides the framework for the related activities identified to promote, disseminate and encourage the use of evidence from this synthesis.

5.5 BUDGET

69. The evaluation synthesis will be financed from the PSA budget. The offer will include a detailed budget for the synthesis, including consultant fees, and other costs (software licenses etc).

Annex 1: Evaluations included in the Synthesis

Commissioner	Type	Title evaluation	Approval year	PHQA score
OEV	CSP	China WFP Country Strategic Plan (2017-2021)	2021	83
OEV	CSP	The Gambia WFP Country Strategic Plan (2018-2021)	2021	83
OEV	CSP	Lebanon WFP Country Strategic Plan (2018-2021)	2021	81
OEV	CSP	Laos WFP Country Strategic Plan Evaluations (2017-2021)	2021	90
OEV	CSP	Bangladesh WFP Country Strategic Plan 2016-2019	2020	94
OEV	CSP	Evaluation of Cameroon WFP Country Strategic Plan 2018-2020	2020	82
OEV	CSP	Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020	2020	84
OEV	CSP	Evaluation of Indonesia WFP Country Strategic Plan 2017-2020	2020	89
OEV	CSP	Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020	2020	91
OEV	Policy	Gender Policy Evaluation	2020	96
OEV	Policy	Update of WFP's Safety Nets Policy	2019	74
OEV	Strategic	WFP's Capacity to Respond to Emergencies	2019	76
OEV	Strategic	Strategic Evaluation of WFP's Support for Enhanced Resilience	2018	63
OEV	Strategic	Strategic Evaluation of the Country Strategic Plans Pilots	2018	82
OEV	Strategic	School Feeding Contribution to the Sustainable Development Goals: A Strategic Evaluation	2021	94
Cambodia	Activity	Endline Evaluation of United States Department of Agriculture (USDA) McGovern Dole Grant Food for Education Programme (2017-2019)	2020	87
Laos	Activity	End line Evaluation of USDA Local Regional Procurement Project in Nalae District, Luang Namtha Province in Lao PDR	2021	72
Sri Lanka	Activity	Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka	2021	77
Bangladesh	Activity	Mid-Term Evaluation of WFP School-Feeding USDA Mc Govern Dole Grant for FY 2017-2020 in Bangladesh	2020	76

Myanmar	Activity	WFP's relief food and cash assistance for conflict-affected people in Kachin and northern Shan States (January 2016 to December 2019)	2020	86
India	Activity	Endline Evaluation of the Target Public Distribution (TPDS) Reforms Project in Bhubaneswar (Odisha)	2019	64
Pakistan	Activity	Decentralized Evaluation of the Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan from 2015-2017	2018	64
Cambodia	Activity	Final McGovern Dole School Feeding Programme Evaluation (2013 - 2016) combined with Baseline (2017 - 2019)	2018	66
Bangladesh	Activity	Final McGovern Dole School Feeding Programme Evaluation (2015-2017)	2018	62
Philippines	Activity	Evaluation of Disaster Preparedness and Response/Climate Change Adaptation Activities under the Office of Foreign Disaster Assistance Fund	2018	69
Lebanon	Activity	Evaluation of WFP Livelihoods and Resilience Activities in Lebanon from 2016 to 2019	2020	85
Tunisia	Activity	Evaluation of WFP's capacity strengthening activities to develop the School Meals Programme from 2016 to 2018	2019	61
Turkey	Activity	Emergency Social Safety Nets (ESSN) Mid-term Evaluation	2018	74
Jordan	Activity	Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan from 2015 to mid-2018	2018	77
Algeria	Activity	Evaluation of the Nutrition Components of the Algeria PRRO 200301	2018	73
Burkina Faso	Activity	Evaluation Décentralisée « Projet lait » au sein du programme d'alimentation scolaire du PAM dans la région du Sahel, Burkina Faso, de 2017 à 2019	2020	79
Malawi	Activity	Evaluation of the Food Assistance for Assets (FFA) in the context of Malawi	2021	85
Mali	Activity	Evaluation conjointe à mi-parcours du Programme National d'Alimentation Scolaire Intégré (PNASI) Aout 2017 - Mai 2019	2020	85
Guinea-Bissau	Activity	Mid-term Evaluation of McGovern-Dole Funded School Feeding Project in Guinea-Bissau (January 2016 - June 2018)	2020	71
The Gambia	Activity	Midterm Evaluation of Nutrition Activities in The Gambia 2016-2019	2021	85
Libya	Activity	Evaluation of Ggeneral Food Assistance and School Fedding Programmes in Libya	2021	71

Guinea-Bissau	Activity	Final Evaluation of the McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau: From 2016 to 2019	2021	75
Togo	Activity	Togo, Capacity Strengthening in School Feeding: an evaluation	2019	66
Mauritania	Activity	Contribution du Programme Alimentaire Mondial au Système de Protection Sociale Adaptative (SPSA) en Mauritanie depuis 2018	2021	88
Burkina Faso	Thematic	Evaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016-2018)	2020	82
Senegal	Transfer modality	Evaluation of WFP Senegal CBT Modality in School Feeding Activities	2018	61
Madagascar	Activity	Contribution des cantines scolaires aux résultats de l'éducation dans le sud de Madagascar (2015 à 2019) : Une analyse de la contribution	2020	86
Namibia	Activity	Evaluation of Namibia National School Feeding Programme (2012-2018)	2020	85
Malawi	Activity	Evaluation of the Joint Programme for Girls Education (JPGE) with financial support from the Norwegian Government (July 2014 - October 2017)	2020	93
Mozambique	Activity	Final Evaluation of the Programme "Accelerate Progress Towards Millennium Development Goal 1C (MDG1.C Programme)"	2020	73
Eswatini	Activity	Evaluation of National School Feeding Programme in Eswatini (2010-2018)	2019	66
Malawi	Activity	Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019	2019	70
Lesotho	Activity	Evaluation of the National School Feeding Programme in Lesotho, in consultation with the Lesotho Ministry of Education and Training (2007-2017)	2018	74
Malawi	Activity	Evaluation of the School Meals Programme in Malawi with support from United States Department of Agriculture, the Gov. of Brazil and the United Kingdom (2013 to 2015)	2018	76
Rwanda	Activity	Evaluation of USDA's Local and Regional Food Aid Procurement Program (Rwanda 2017-2019)	2020	84
South Sudan	Activity	Programme Activity Evaluation of Food Assistance for Assets (FFA) Project in South Sudan March 2016 to December 2019	2021	87
Kenya	Activity	Final evaluation of the USDA-supported Local and Regional Procurement (LRP) project in Kenya (2017-2020)	2020	87
Burundi	Activity	Evaluation des programmes intégrés de cantines scolaires financés par l'Ambassade des Pays Bas et par l'Union Européenne	2019	73

Ethiopia	Activity	Support for Strengthening Resilience of Vulnerable Groups in Ethiopia: The Fresh Food Voucher Programme Expansion in Amhara Region	2021	78
Rwanda	Activity	WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016-2020 (midline)	2019	72
Somalia	Activity	Final McGovern Dole evaluation of school feeding program in Afar and Somali region (2013 – 2017)	2018	70
Burundi	Thematic	Evaluation du Programme de Traitement de la Malnutrition Aiguë Modérée dans les provinces de Cankuzo, Kirundo, Ngozi et Rutana (2016 - 2019)	2020	79
Kenya	Transfer modality	Evaluation of the effects, and a cost benefit Analysis, of GFD Cash Modality scale up for the refugees and host community in Kakuma and Dadaab Camp	2018	63
Haiti	Activity	Final evaluation of WFP Haiti's Food for Education and Child Nutrition Programme (2016-2019)	2020	88
Honduras	Activity	Evaluación del modelo de descentralización del Programa Nacional de Alimentación Escolar (PNAE) 2016-2019	2021	79
El Salvador, Guatemala, Honduras y Nicaragua	Activity	Evaluación final del Proyecto "Respuesta al fenómeno de El Niño en el Corredor Seco", El Salvador, Guatemala, Honduras y Nicaragua, 2016 - 2018	2019	74
El Salvador	Thematic	Evaluación de género del Plan Estratégico de País de El Salvador (2017-2021)	2020	90
Ecuador	Thematic	Evaluación de la relevancia del rol y la respuesta del PMA para avanzar hacia un enfoque de asistencia alimentaria vinculado a los sistemas de protección social	2018	66
Lebanon	Activity	Evaluation Series on Emergency School Feeding in Lebanon 2015-2019	2020	88
Niger	Activity	Evaluation Series on Emergency School Feeding in Niger 2015-2019	2020	89
Syria	Activity	Evaluation Series on Emergency School Feeding in Syria 2015-2019	2020	69
Republic of Congo	Activity	Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo 2015-2019	2020	80
HQ	Activity	Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020	2021	91

Source: Office of Evaluation Information Management System

Annex 2: Timeline

	Synthesis title	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Submission of draft TOR for review to QA2	EM	27 Oct
	Review of draft TOR	QA2	28 - 29 Oct 2021
	Revision of TOR	EM	2 -3 Nov 2021
	Submission of draft TOR for review to DDoE	DDoE	4 - 7 Nov 2021
	Revision of draft TOR	EM	8- 9 Nov 2021
	Draft TORs shared with LTAs to start preparing their proposals and with IRG for comments	DDoE	10 Nov 2021 (due 22 Nov)
	Deadline for IRG comments	EM	19 Nov 2021
	Revise TORs following stakeholder comments	EM	22 - 26 Nov 2021
	Revised TOR submitted to QA2 and DDoE	QA2, DDoE	29 Nov - 1 Dec 2021
	TOR approval		3 Dec
	LTA Proposal Review	EM	22 Nov - 26 Nov 2021
	Team selection & decision memo submitted	EM	3 Dec 2021
	PO finalization	Procurement	20 Dec 2021
	Final TOR sent to WFP Stakeholders	EM	20 Dec 2021
Phase 2 Inception			
	Desk review of documents and e-library	Team + EM	10 - 17 Jan 2022
	Team orientation - Introductory calls synthesis team and OEV	Team	18 - 19 Jan 2022
	Inception briefings with selected stakeholders	Team + EM	20 - 21 Jan 2022
	Preparation of Inception Report, including selection of final evaluation universe	Team	24 Jan - 18 Feb 2022

	Submission of scoping note with final universe of evaluation	Team	8 Feb 2022
	Review of scoping note	OEV	8 – 10 Feb 2022
	IR D0 - Submit draft Inception Report (IR) to OEV	Team	23 Feb 2022
	Quality assurance and comments to the ET	EM/ RA	22 – 28 Feb 2022
	Review of D0 IR	QA2	1 – 2 Mar 2022
	Feedback to ET		4 Mar
	IR D1 – Submission D1 IR	Team	11 Mar 2022
	Review revised IR	EM/ RA	12 Mar 2022
	Review and clearance of D1 IR prior to submission to DDoE	QA2	14 Mar 2022
	Review D1 IR	DDoE	15 – 21 Mar 2022
	Revisions to address DDoE comments and submission of IR D3	TL	22 – 24 Mar 2022
	Quality assurance	EM/ RA	25 – 28 Mar 2022
	Inception Report approval	DDOE	29 Mar – 1 Apr 2022
	EM circulates final Inception Report to key WFP stakeholders for their information	EM	2 Apr 2022
Phase 3 Desk review, content analysis and interviews			
	In-depth review of relevant information across evaluations; data extraction and coding	Team	4 Apr – 9 May 2022
	Conduct interviews with stakeholders	Team	4 Apr – 9 May 2022
	Content analysis	Team	4 Apr – 9 May 2022
Phase 4 Reporting			
Draft 0	Submission of draft synthesis report (D0) to OEV	Team	6 Jun 2022
	OEV EM quality feedback	EM/ QA2	7 – 10 Jun 2022
	OEV QA2 review	QA2	13 – 15 June 2022

	Submit revised draft to EM	Team	21 Jun 2022
Draft 1	Review D1 ER	EM	28 Jun, 2022
	Review D1 ER	QA2	30 Jun 2022
	Seek DDoE clearance prior to circulating the Synthesis to WFP stakeholders.	DDOE	5 July 2022
	OEV shares draft Synthesis report with WFP stakeholders for their feedback.	EM/ Stakeholders	7 - 21 Jul 2022
	Consolidate WFP's comments and share with synthesis team.	EM	22 Jul 2022
	Stakeholder workshop	stakeholders/ Team	27 - 28 Jul 2022
	Submit revised draft synthesis to OEV based on WFP's comments, with team's responses on the matrix of comments.	Team	2 Aug 2022
Draft 2	Review D2	EM/ QA	3 - 6 Aug 2022
	Submit final draft Synthesis to OEV	Team	9 Aug 2022
Draft 3	Review D3	EM/ QA2	10 - 12 Aug 2022
	Seek final approval by OEV DDoE	OEV DDOE	13 - 17 Aug 2022
SER	Draft Summary Evaluation Report	EM	23 Aug 2022
	SER QA2 review	QA2	29 Aug 2022
	Seek DDoE clearance to send SER	DDoE	2 Sept 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	7 Sept 2022
Phase 5. Follow up and dissemination			
	Submit SER/ recommendations to CPP for management response + Synthesis to EB Secretariat for editing and translation	EM	12 Sept 2022
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	15 Sept 2022
	Presentation of Synthesis to the EB	DDOE & EM	Nov - 2022
	Presentation of management response to the EB	CPP	Nov - 2022

Note: TL=Team Leader; EM = Evaluation Synthesis Manager; OEV=Office of Evaluation. CPP - Corporate Planning and Performance Division

Annex 3: Internal Reference Group Composition

HQ-level IRG member (to be nominated)	
Corporate Planning and Performance Division	Jennifer Nyberg, Deputy Director Corporate Planning and Performance Division (CPP) Rebecca Lamade, Chief Monitoring and Evaluation Liaison (CPPM) David Ryckembusch, Chief Corporate Performance Planning Branch (CPPS)
Research, Assessment and Monitoring Division	Simon Renk, Programme Officer
Programme – Humanitarian and Development Division	
<ul style="list-style-type: none"> • Social protection 	Andres Chamba, Policy Programme Officer
<ul style="list-style-type: none"> • Asset creation, livelihoods and Resilience 	
<ul style="list-style-type: none"> • Country Capacity Strengthening 	
<ul style="list-style-type: none"> • Climate and Disaster Risk Reduction Programme Unit 	Vera Mayer, Programme Officer; Julian Gomez, Consultant M&E
<ul style="list-style-type: none"> • Food Systems and Smallholder Support Unit 	
Cash-based Transfer Division	
Gender Division	Elizabeth Burges-Sims, Senior Gender Adviser
Nutrition Division	Stien Gijssel, Chief Knowledge Management and Digital Innovation
Emergency Operations Division	
School-based Programme Division	
Supply Chain Division	
RB-level membership in the IRG (to be nominated)	
RBB	Luna Kim, M&E Officer
RBC	Marta Fontan, Programme Cycle Advisor
RBD	Federico Doehnert, M&E and VAM Officer
RBj	Caterina Kireeva, Regional Monitoring Advisor
RBN	Zarrina Kurbanova, Regional Monitoring Advisor
RBP	Rossella Bottone, Regional Monitoring Advisor

Annex 4: Communication & Knowledge Management Plan

When	What	To whom	From whom	How	Why/ what level of communication
Evaluation phase with month/ year	Communication product	Target group or individual	Lead OEV staff with name/ position	Communication means	Purpose of communication
TOR (Oct. 2021)	Draft ToR Final ToR Summary TOR	HQ, RB stakeholder HQ, RB stakeholders	Anne-Claire Luzot, DDoE Deborah McWhinney, QA2 Federica Zelada EM	Email Website	Review/ feedback For information <i>Operational & Strategic</i>
Inception Report (Jan – Mar 2021)	Draft IR Final IR	OEV (internal) OEV (internal)	Anne-Claire Luzot, DDoE Deborah McWhinney, QA2 Federica Zelada EM	Email	Review/ feedback <i>Operational & Strategic</i>
Desk review/ Analysis/ Debrief (July 2022)	Aide-memoire/PPT	HQ, RB, CO	Synthesis Team Leader	Email, Meetings	Sharing preliminary findings. Opportunity for verbal clarifications <i>Operational & Strategic</i>
Synthesis Report (July 2022)	D1	HQ, RB, CO	Federica Zelada, EM	Email	Review/ feedback <i>Operational & Strategic</i>
Synthesis Report (September 2022)	Final	HQ, RB and CO (as needed)	Anne-Claire Luzot, DDoE Deborah McWhinney, QA2 Federica Zelada EM	Email Website	Review/ feedback <i>Strategic</i>

Evaluation Brief (September 2022)	2-page synthesis brief	HQ RB and CO	Anne-Claire Luzot, DDoE Deborah McWhinney, QA2 Federica Zelada EM	Email Website	Dissemination of evaluation findings and conclusions <i>Informative</i>
EB Annual Session (November 2022)	Summary Synthesis Report	Board members and wider Public	OEV, CPP and RAM	Formal presentation	Discussion/ feedback <i>Informative</i>
Throughout As opportunities arise (roughly every 1.5 month)	Sections in brief/PPT or other briefing materials	HQ RB and CO (as needed)	Anne-Claire Luzot, DDoE Deborah McWhinney, QA2 Federica Zelada EM	Email, in-person interactions	Information about linkage to Strategy Evaluations and other new / ongoing Policy Evaluations

Annex 5: E-library

Bibliographic entries	Year
EVALUATIONS INCLUDED IN THE SYNTHESIS SCOPE	
Evaluation Reports, plus annexes	2018-2021
Evaluability assessments of Centralized Evaluations Inception Reports	2018-2021
Implementation status of evaluation recommendations	2021
PERFORMANCE MEASUREMENT AND MONITORING – POLICY AND STRATEGIES	
WFP's Performance Management Policy	2014
WFP Corporate Monitoring Strategy 2014 - 2017	2014
WFP Corporate Monitoring Strategy 2017 - 2021	2017
PERFORMANCE MEASUREMENT AND MONITORING – GUIDANCE	
Corporate Monitoring Guidance	2017
Minimum Monitoring Requirements	2020
Standard Operating Procedures for CSP Monitoring	2017
CRF Business Rules	2017
Annual Performance Planning (APP) Guide for Country Offices	2019
Monitoring Toolkit	
CRF Management Performance structure under the CRF	2017
COMET Directive	2020
COMET Manual	2017
GENDER	
Gender policy	2009 & 2015
Gender Policy 2009 Evaluation, Annexes and Management Response	
WFP EVALUATION SYNTHESSES AND MANAGEMENT RESPONSES	
Annual and Regional Operation Evaluations Series	
Annual Synthesis of OpeEval 2013-2014	2014
Annual Synthesis of OpeEval 2014-2015	2015
Annual Synthesis of OpeEval 2015-2016	2016
Annual Synthesis of OpeEval 2016-2017	2017
RBB OpeEval Series Regional Synthesis	2017

RBC OpeEval Series Regional Synthesis	2017
RBD OpeEval Series Regional Synthesis	2017
RBJ OpeEval Series Regional Synthesis	2017
RBN OpeEval Series Regional Synthesis	2017
RBP OpeEval Series Regional Synthesis	2017
Synthesis report on four evaluations of the impact of WFP programmes and Management response	2017
Synthesis report of WFP's country portfolio evaluations in Africa (2016–2018) and Management response	2019
Synthesis report of evidence and lessons from WFP's policy evaluations (2011–2019)	2020
Synthesis Report on Evidence and Lessons on Country Capacity Strengthening from Decentralized Evaluations (2016-2019)	2021
ANNUAL EVALUATION REPORTS	
Annual evaluation reports	2017-2020
AUDIT REPORTS	
Internal Audit of Monitoring in WFP	2018
Consolidated Insights on the State of Country Office Monitoring within WFP	2021
WFP STRATEGIC PLANS AND RELATED DOCS	
WFP Strategic Plan (2014-2017)	2013
WFP Strategic Results Framework 2014 - 2017	2013
WFP Management Results Framework 2014-2017	2013
Indicator Compendium 2014 - 2017	2013
WFP Strategic Plan (2017-2021)	2017
Financial Framework Review 2017 - 2021	2016
Corporate Results Framework 2017 - 2021	2016
Revised-Corporate Results Framework 2017-2021	2018
Mid-Term review of the Corporate Results Framework	2020
Mid-Term Review of WFP's Strategic Plan 2017-2021	2020
2017 – 2021 Corporate Results Framework Outcome and Output Indicator Compendium	2018
2017 – 2021 Programme Indicator Compendium – Revised Corporate Results Framework	2020
WFP Strategic Plan (2022-2025)	2021
Corporate Results Framework 2022 - 2026	2021
ANNUAL PERFORMANCE REPORTS	
Annual Performance Reports	2017-2020
MOPAN	

MOPAN WFP Report	2019
MOPAN WFP Brief	2019