

# Evaluation Synthesis of WFP's Cooperating Partners 2020 - 2023

Terms of reference



November 2023

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# Background

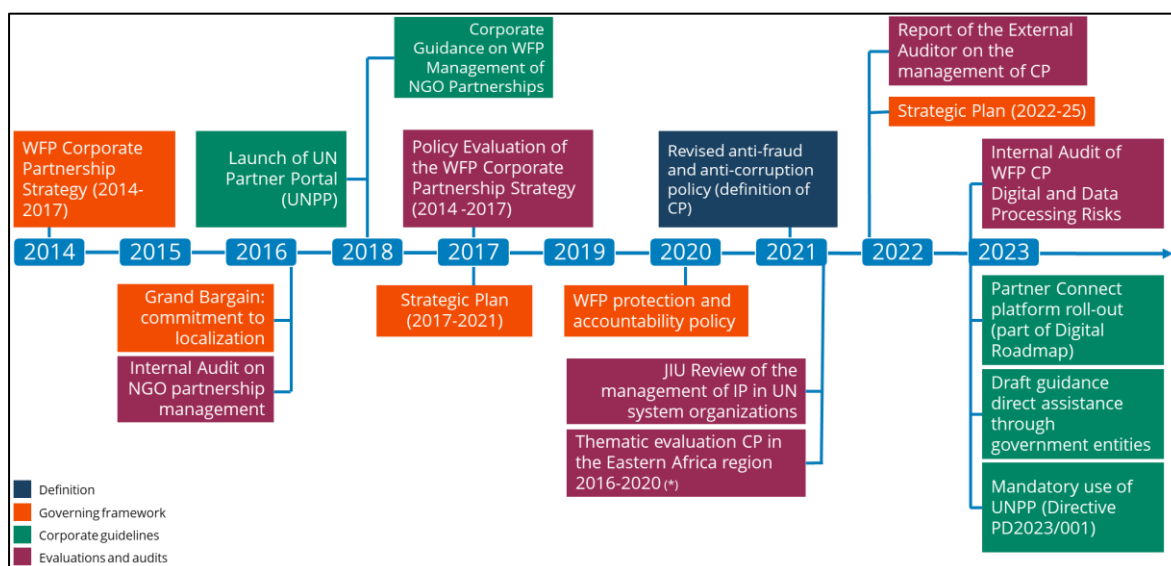
## 1.1. INTRODUCTION

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. 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 during the various phases of the synthesis. The TOR are structured as follows: section 1 presents the context for the synthesis; section 2 presents the rationale, objectives, stakeholders, and main users of the synthesis; section 3 defines the synthesis scope and questions; section 4 identifies the synthesis approach and methodology; section 5 indicates how the synthesis will be organized. The annexes provide additional information, including on the evaluations to be included in the synthesis (annex 1), the synthesis timeline (Annex 2), the role and composition of the Internal Reference Group (Annex 3), cooperating partners data (Annex 4), and the e-library (Annex 5).
3. 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.’<sup>1</sup> This synthesis will draw together evidence from centralized and decentralized evaluations on WFP’s role in the management of, and strategic engagement with, cooperating partners (CPs). The synthesis aims to contribute to WFP’s global and regional evidence base and support key corporate decision-making.
4. This evaluation synthesis was included in the WFP Office of Evaluation (OEV) Work Plan 2023-2025, presented to the Executive Board as part of the WFP Management Plan at the Second Regular Session in November 2022.<sup>2</sup>

## 1.2 CONTEXT FOR THE SYNTHESIS

5. A timeline illustrating the evolution of WFP’s work on cooperating partnerships is presented in Figure 1 below and subsequently described:

**Figure 1: Timeline on WFP’s work on cooperating partners**



(\*) Evaluation included due to its focus on cooperating partners; CP: Cooperating Partners; IP: Implementing Partners

<sup>1</sup> WFP. 2021. Evaluation Synthesis, Guidance for Process and Content, WFP Office of Evaluation.

<sup>2</sup> WFP. 2023. Management Plan (2023–2025). WFP/EB.2/2022/5-A/1/Rev.1.

## Definition of Cooperating Partners

6. The meaning of “cooperating partner”<sup>3</sup> has various interpretations in WFP.<sup>4</sup> However, the 2021 anti-fraud and anti-corruption policy<sup>5</sup> offers the following definition: a ***cooperating partner is a non-profit entity that enters into a contractual relationship with WFP for the purpose of assisting in the performance of WFP’s work (including government entities, non-governmental organizations and United Nations organizations).***<sup>6</sup>
7. For the purpose of this Terms of Reference, *government entities, non-governmental organizations (NGO) and United Nations (UN) organizations* are referred to in their specific roles as CPs to WFP, reflected in a contractual agreement (Letter of Understanding<sup>7</sup>, Field-level Agreement<sup>8</sup>, UN to UN transfer agreement) for the purpose of assisting in the performance of WFP’s work, , including activity implementation and other items, on WFP’s behalf.

## Normative frameworks governing WFP’s work with cooperating partners

8. The main normative frameworks that inform WFP’s work with CPs are the Grand Bargain 2.0, WFP’s Strategic Plan 2022-2025, the WFP Corporate Partnership Strategy (2014-2017), the Executive Director Circular on Corporate Guidance on WFP Management of NGO Partnerships, the Policy on Country Strategic Plans, other relevant policies, and key normative instruments as described in the following paragraphs.

### External frameworks

#### ❖ The Grand Bargain 2.0, and the localisation agenda:

- As part of its overarching objective to improve the efficiency and effectiveness of the humanitarian system, the Grand Bargain 2.0 calls for greater support for the leadership, delivery and capacity of local responders and the participation of affected communities in addressing humanitarian needs. It calls for transparency, localization, harmonized reporting, flexibility of funding and reduced management costs, and emphasizes delivery and capacity of local responders. In 2021, WFP’s work with its Co-operating Partners contributed significantly towards the Grand Bargain’s localization ‘enabling priority.’ Out of WFP’s 977 CPs, 86 percent in that year were local NGOs. WFP uses the UN Partner Portal for its NGO/civil society organisation CPs, which aims to ensure a harmonized due diligence process.<sup>9</sup>

### Internal frameworks

#### ❖ WFP Strategic Plan 2022-2025<sup>10</sup>:

- WFP’s current Strategic Plan (2022-2025) makes a broad commitment to localization as part of enhancing the effectiveness and efficiency of its humanitarian response. In particular, the Strategic Plan acknowledges that partnerships with local and national organizations are key to reaching vulnerable groups with life-saving services, and articulates WFP’s commitment to continued prioritization of these partnerships. It recognizes partnerships – inclusive of Co-operating Partnerships - as an *enabler*, to support WFP to help eradicate food insecurity and

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<sup>3</sup> Formerly referred to as an “implementing partner” in WFP

<sup>4</sup> WFP. 2022. [Report of the External Auditor on the management of cooperating partners](#). WFP/EB.A/2022/6-H/1

<sup>5</sup> WFP. 2021. [Revised anti-fraud and anti-corruption policy](#). WFP/EB.A/2021/5-B/1

<sup>6</sup> For clarity, as defined by the UN, Civil Society represents the third sector of society alongside the state and the market. This includes local and national (NGOs), National Societies of Red Cross and Red Crescent Movement, community groups and faith-based organizations. Civil society organization are not explicitly included in WFP’s definition of CPs. However, civil society organizations may be contracted through FLAs. Therefore, the evaluation synthesis may include civil society organizations that are not NGOs as part of the analysis.

<sup>7</sup> Typically, transfer of resources to the Government entity acting as CP, for implementation of CSP is carried out under the umbrella agreement Letter of Understanding. When the implementation of activities by the Government are beneficiary facing, country offices may have relied on a precedent non-technical assistance agreement (colloquially referred to as Government FLA). In addition, COs have developed other ad hoc arrangements, including MoUs, to address the lack of template for those instances when Government acts as a cooperating partner.

<sup>8</sup> For the international committee of the red cross (ICRC), a separate technical agreement template is used.

<sup>9</sup> WFP. 2022. WFP and the Grand Bargain.

<sup>10</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2

malnutrition and commits WFP to investing in the long-term institutional capacity of local actors, in order to strengthen their long-term sustainability. Its states an aim to promote more equal partnerships and to ensure better integration with local coordination mechanisms.

- ❖ **WFP Corporate Partnership Strategy (2014-2017)**<sup>11</sup> calls for a strategic focus on partnerships at the global, regional and country level through the development of engagement strategies for all key partners. The Strategy highlights the specific governance arrangements for CPs through field-level agreements and other relevant instruments, differentiating this from the arrangements for strategic partnerships with other United Nations agencies, private sector actors, governments or international and regional institutions.
- ❖ **The Executive Director Circular on Corporate Guidance on WFP Management of NGO Partnerships**<sup>12</sup> brought into effect the Corporate NGO Partnership Guidance, further described in paragraph 23.
- ❖ **The Policy on Country Strategic Plans (CSPs)**<sup>13</sup> states that the Country Strategic Plan (CSP) planning process intends to foster strategic interactions and dialogue with NGOs, and other civil society actors to ensure that partnerships, particularly with national and international NGOs, are prioritized. This includes WFP's work with co-operating partners.
- ❖ **The WFP Country Capacity Strengthening Policy**<sup>14</sup> highlights the primary role of local NGOs as CPs in implementing WFP programming. It emphasises the capacity change that can enhance national programmes and systems, noting that strengthened national capacity and local-level engagement are factors that enable WFP to deliver on its commitments to affected populations and gender equity.
- ❖ **The WFP Anti-Fraud and Anti-Corruption Policy**<sup>15</sup> provides the definition of cooperating partners (paragraph 6 above). It requires WFP Offices/Division Directors to ensure that contractual arrangements with CPs include appropriate provisions for countering fraud and corruption, and that CPs are informed about the consequences of fraud and corruption.
- ❖ **The WFP Protection and Accountability Policy**<sup>16</sup> highlights WFP's role in capacity building for CPs on protection, and in ensuring that protection requirements in its field-level agreements with CPs are upheld, noting that these standards are the same for WFP. In addition, the policy notes the importance of context analysis, in informing when and how WFP should partner or coordinate with other actors, including its CPs, helping to determine what WFP's protection role should be within these partnerships.
- ❖ **The WFP Gender Action Plan**<sup>17</sup> makes provisions for the integrate gender equality and women's empowerment (GEWE) into WFP's work with CPs through *outcome 6 on WFP partnership agreements include elements on GEWE with a specific indicator on the Number of Field-Level Agreements at country office level (for CSPs) which contain GEWE provisions.*
- ❖ **The WFP Environmental and Social Sustainability Framework**<sup>18</sup> states that all programme activities described in a CSP should be screened for environmental and social risks when the activity, or part thereof, is formulated for implementation through a Field Level Agreement with a cooperating partner. In addition, any Field Level Agreement signed shall include a commitment to respect the WFP Environmental and Social Standards and to apply the relevant tools of the WFP Sustainability Framework during the implementation of the programme activity (or part thereof).

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<sup>11</sup> WFP. 2014. [Corporate Partnership Strategy \(2014-2017\)](#). WFP/EB.A/2014/5-B.

<sup>12</sup> WFP. 2018. Executive Director's Circular on Corporate Guidance on WFP Management of NGO Partnership. OED2018/004

<sup>13</sup> WFP. 2016. Policy on Country Strategic Plans. WFP/EB.2/2016/4-C/1/Rev.1\*.

<sup>14</sup> WFP. 2022. Country Capacity Strengthening policy update. WFP/EB.A/2022/5-A

<sup>15</sup> WFP. 2021. [Revised anti-fraud and anti-corruption policy](#). WFP/EB.A/2021/5-B/1

<sup>16</sup> WFP. 2020. WFP Protection and accountability policy. WFP/EB.2/2020/4-A/1/Rev.2.

<sup>17</sup> WFP.2017. WFP Gender Action Plan.

<sup>18</sup> WFP. 2021. WFP Environmental and Social Sustainability Framework.

- ❖ **The Protection from Sexual Exploitation and Sexual Abuse (PSEA)**<sup>19</sup> circular sets out WFP's obligations in relation to Cooperating Partners, including assessing CPs' capacity to prevent or respond to and mitigate risks of sexual exploitation and abuse (SEA), and provide capacity building and monitoring support in line with obligations under the UN Protocol on Allegations of SEA Involving Implementing Partners, 2018<sup>20</sup>. The CP is also required to promptly inform the Office of Internal Audit of allegations of SEA.

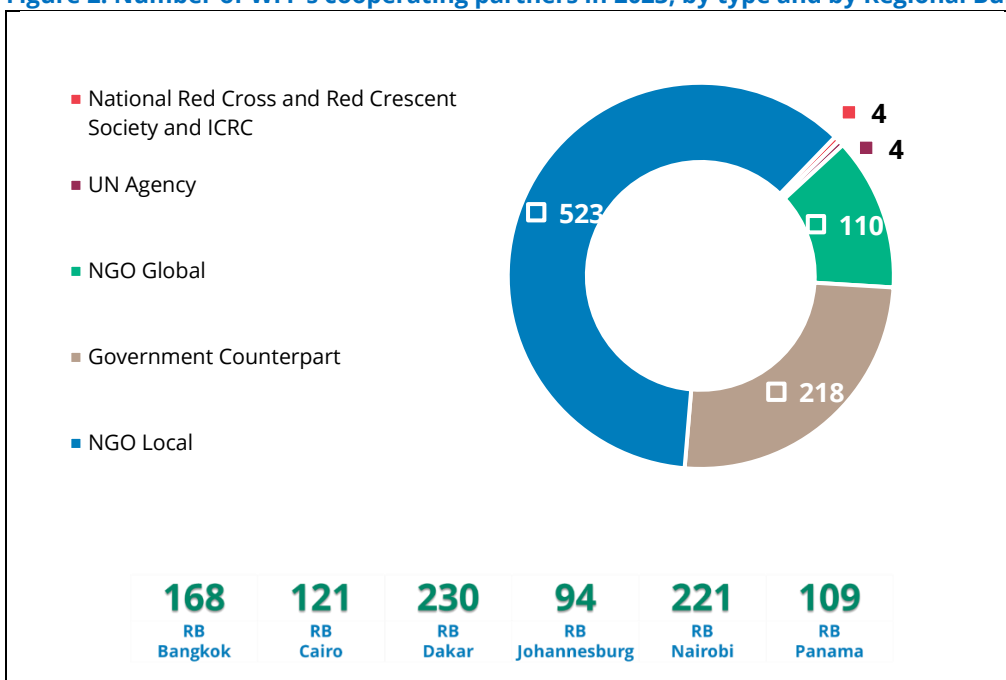
**Indicators: how WFP corporately measures its work with cooperating partners**

- The centrality of CPs is also reflected in the WFP Corporate Results Framework 2022–2025 which includes indicators to measure CP management:
  - percentage of WFP funding to cooperating partners, awarded as directly as possible to local and national responders;
  - number of WFP country offices adopting the United Nations Partner Portal to harmonize United Nations processes for engaging civil society organizations/non-governmental organizations and reduce duplicate information reviews/requests of partners;
  - percentage of country offices which have implemented corporate SEA (sexual exploitation and abuse) prevention and outreach tools aimed at employees, cooperating partners, and front-line workers.
  - proportion of field-level agreements /memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

**WFP's work with cooperating partners at a glance**

- WFP works with a vast network of co-operating partners to help implement its strategies, policies, programmes and projects. In 2022, WFP channelled USD 3 billion or 65 percent of all the funds through CPs.<sup>21</sup>
- Figure 2 shows the number of CPs by type, which as at September 2023, have a valid agreement with WFP, signed through a Field Level Agreement (FLA), Memorandum of understanding (MoU) or Letter of Undertaking (LoU), and broken down by regional bureau (RB).

**Figure 2: Number of WFP's cooperating partners in 2023, by type and by Regional Bureau**



<sup>19</sup> WFP. 2023. Protection from Sexual Exploitation and Sexual Abuse (PSEA). OED2023/011

<sup>20</sup> UN Protocol on Allegations of SEA Involving Implementing Partners, 2018, [Protocol Allegations involving implementing partners \(un.org\)](https://www.un.org/protocol-allegations-involving-implementing-partners).

<sup>21</sup> WFP. 2022. Annual Performance Report 2022.

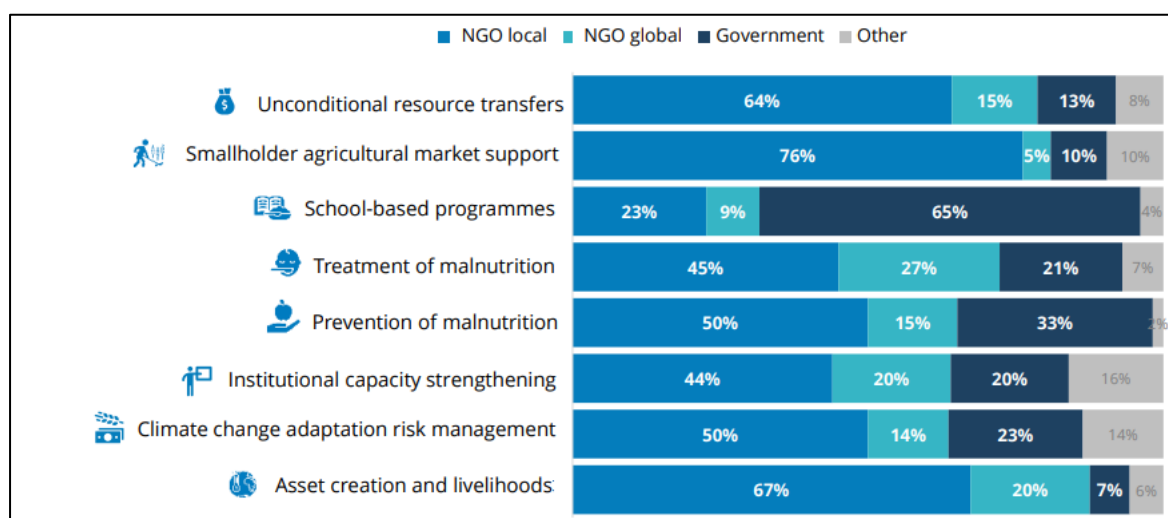
Source: FLA tracker (Data extracted on 01-Sept-23)

Note 1: Figure shows cooperating partners with a current valid FLA or MoU/LoU; UN agencies category excludes CBO (Common Back Office)

Note 2: The FLA Tracker reports data from the corporate systems COMET and WINGS; figures are as good as the as data the FLA tracker gets from these and some discrepancies could be found with country office's internal trackers.

12. The number of agreements signed with CPs through a FLA, MoU or LoU reaches a total of 1,703 (September 2023). This number is comprised of 847 agreements with local NGOs, 538 with International NGOs, 283 with Government entities, 16 with UN organizations, and 19 with Red Cross agencies.
13. Annex 4 provides details on the CPs agreements by WFP country offices (COs). Of 62 countries in total, Afghanistan, South Sudan, Somalia, Mali and Ethiopia have the highest number of active CPs agreements, comprising 728 agreements in total across the five countries, of which 52% are with local NGOs.
14. Figure 3 displays the distribution of CPs by programmatic area and partner type, in 2022.

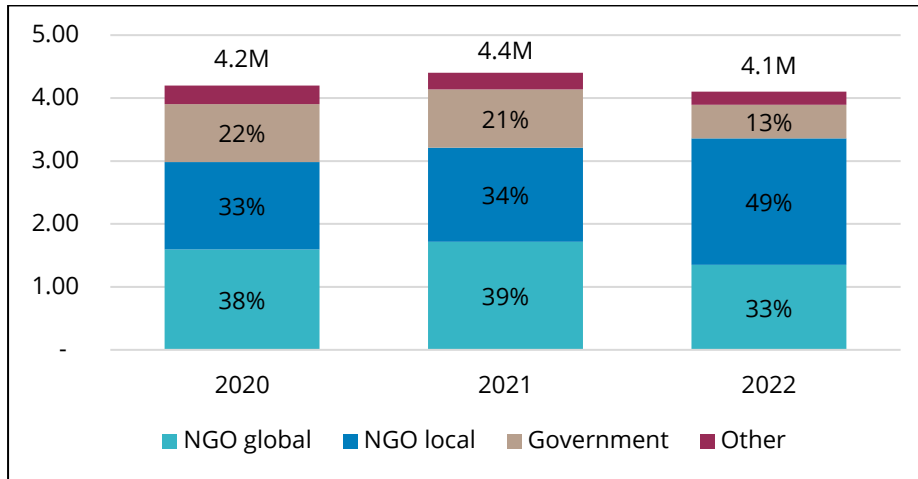
**Figure 3: Percentage of cooperating partners by programme area and entity type, in 2022**



Source: WFP Annual Performance Report 2022

15. For NGO CPs specifically, in 2022, these were most active in WFP's asset creation and livelihood support programmes (87 percent of WFP's NGO CPs) and unconditional resource transfers (79 percent), and least active in school-based programming (32 percent), with government partners playing the major role in school feeding activities.
16. In the period 2020 to 2022, CPs delivered an average of 4.2 million metric tonnes (MT) of WFP food globally (see Figure 4 below). In 2022, local and international NGO were responsible for delivering more than 80% of this as seen in Figures 4, and 2022 saw a significant increase of local NGO participation in food transfers. Governments (as CPs) were responsible for 13% of food distribution in 2022, however a higher level of participation was observed in previous years.

**Figure 4: Food distribution by cooperating partner type (2020-2022)**



Source: NGO Partnership Unit- 360 Dashboard (extracted on 15 Sept 2023)

17. Also related to WFP's work with NGO cooperating partners are the Annual Partnership Consultations. These have been held since 1995, and provide an opportunity for WFP and NGO partners to engage in strategic discussions and jointly identify action plans.

## Tools and guidance for how WFP works with cooperating partners

### Institutional arrangements for cooperating partners

18. **NGO Cooperating Partners** At headquarters, the NGO Partnerships Unit acts as a custodian of cooperating partnerships with NGOs. The unit is responsible for providing guidance and trainings on the different steps of the partnership cycle<sup>22</sup>; overseeing the CP management process; holding dialogue between WFP and its NGO CPs and keeping abreast of new regulations and legal clauses that could affect the relationship between WFP and NGOs in their role as CPs.
19. At the country office level, the Country Director has accountability for all NGO CPs in the country, with no upper limit to the value of the FLA contracts. In addition, designated WFP staff are responsible for the management of CPs, and the proper functioning of the Cooperating Partner Committee, composed of selected CO staff to govern the process for partner selection, proposal review and FLA management. The Regional Bureaus, have the primary accountability for supporting country offices work on CP.<sup>23</sup>
20. **UN organisations** For work with UN organizations as CPs, at headquarters the Operational Support Team (PPRO) in the Public Partnerships and Resourcing Division (PPR) is responsible for operationalizing agreements to facilitate the transfer of resources from one UN entity to another to carry out activities/ provide services, PPRO has a role in advising COs and RBs on partnership arrangements and coordination with UN agencies, including review and clearance of UN agreements related to co-operating partnerships.
21. **Government entities** In 2022, an external audit<sup>24</sup> noted that the management of cooperating partnerships with government entities was not specified within WFP, although ad-hoc initiatives have been undertaken by the NGO Unit in support of country offices.<sup>25</sup> Furthermore, the Legal Office at headquarters plays a role in advising country offices on a case-by-case basis. The Country Capacity Strengthening Unit (PRO-T) is responsible for developing guidance on Direct Provision of Assistance through Government Entities<sup>26</sup> (currently in draft format), which aims to support COs in delivering WFP assistance, either food or cash-based transfers, through host government entities at national and subnational levels.

<sup>22</sup> WFP. 2018. Corporate Guidance on WFP Management of NGO Partnerships. OED2018/004.

<sup>23</sup> WFP. 2018. Corporate Guidance on WFP Management of NGO Partnerships. OED2018/004.

<sup>24</sup> WFP.2022. Report of the External Auditor on the management of cooperating partners.

<sup>25</sup> WFP.2022. Internal Audit of WFP Operations in Djibouti.

<sup>26</sup> WFP. 2023. Guidance on Direct Assistance through Government entities (Draft).



22. At the country level, agreements with UN agencies and Government entities as CPs are negotiated, drafted, signed and administered by Country Offices.

### Tools and guidance

23. The Corporate Partnership Strategy (2014-2017) provides the overarching vision and corporate approach for WFP's work in partnership with NGOs, governments, the private sector, United Nations agencies, international and regional organizations and academia and other knowledge generating institutions. This encompasses WFP's work with CPs.
24. WFP has relied primarily on the **Corporate Guidance on NGO Partnerships**<sup>27</sup> to support country offices in the management of NGOs as CPs. With some adaptation, the Guidance has also been applied for government and UN entities, on an ad-hoc basis and in consultation with the WFP's Legal Office and the NGO Unit. Its approach is based on the **Principles of Partnership** outlined in the Corporate Partnership Strategy: **equity; complementarity; transparency; responsibility, and a results-based approach**.
25. Furthermore, the Guidance makes provisions for country offices to complete a Partnership Action Plan (PAP) during the formulation of the CSP, to ensure systematic and strategic partner engagement, including with NGOs as CPs.
26. The **Cycle of Partnership Management**, provided in the above-mentioned guidance, equips WFP staff, with the elements for engagement with NGO and other CPs<sup>28</sup> and for the delivery of quality programming (see Figure 5)

**Figure 5: Cycle of Cooperating Partnership Management**



Source: WFP NGO Unit

27. Engagement with CPs can be governed by an FLA, an LoU<sup>29</sup>, and a UN to UN Transfer agreement. These are explained in the paragraphs below.
28. For **NGOs, FLAs** are used in all circumstances where NGOs handle WFP resources or implement activities on WFP's behalf. The FLA is a legal contract which governs the agreement between WFP and the partner organisation, setting out the purpose and duration of the agreement, the obligations of the CP and of WFP, payment details, provisions for reporting, communications and confidentiality, measures for protection from sexual exploitation and abuse, and provisions for anti-fraud and anti-corruption, amongst other elements.<sup>30</sup>
29. Recent audits<sup>31</sup> noted an absence of guidelines for engaging with **government partners**. In general, **LoUs**<sup>32</sup>, and agreements<sup>33</sup> have been adapted and utilized. However, recently-developed Guidance on

<sup>27</sup> WFP. 2018. Corporate Guidance on WFP Management of NGO Partnerships. Executive Director's Circular OED2018/004.

<sup>28</sup> The application of the cycle of partnership to other CPs (e.g. Government/UN) is made analogously until such time that tailored guidance is developed.

<sup>29</sup> Please refer to footnote 7, providing further clarity on agreements with Governments as CPs.

<sup>30</sup> Ibid

<sup>31</sup> WFP.2022. Report of the External Auditor on the management of cooperating partners; WFP. 2020. Internal Audit on Operations in Ethiopia; WFP. 2022. Internal Audit on Operations in Djibouti.

<sup>32</sup> WFP Legal Office. Letter of Understanding (Integrated Road Map).

<sup>33</sup> Please refer to footnote 7, providing further clarity on agreements with Governments as CPs.

Direct Assistance Through Government Entities<sup>34</sup> aims to support WFP country offices in this respect.<sup>35</sup> The guidance, includes a government partnership cycle<sup>36</sup> framework. It remains in draft format currently.

30. For **UN agencies**, WFP uses the Guidance Note on Transferring Contributions from one Agency to Another for Programmatic Activities<sup>37</sup> to support co-operating partner relationships between WFP and sister UN agencies. The **UN to UN Transfer agreement** template provided within the guidance is used when one UN agency transfers resources to another UN agency for the purpose of programmatic activities in the framework of one programme or project.<sup>38</sup>

### *Management review of significant risk and control issues*

31. In 2023, a Management Review of Significant Risk and Control Issues<sup>39</sup> was presented to the Executive Board, providing an analysis of the risk and control matters identified as significant in the 2021 Statement on Internal Control<sup>40</sup>, for which CP management was identified as one of the high risk issues<sup>41</sup>, in relation to risks identified. Key feedback from the exercise in relation to CPs is summarized in table 1 below:

**Table 1: Feedback from the Executive Director Assurance Exercise on cooperating partners**

<b>Topic</b>	<b>Feedback from exercise participants</b>
FLA	Use of short-term FLAs leading to bureaucratic constraints to establishing stable and strategic partnerships that go beyond the short-term transfer of technical knowledge.  Anti-fraud and anti-corruption and protection from sexual exploitation and abuse topics may currently not feature in all FLA induction training.
Funding	WFP's dependence on voluntary contributions leads to the common use of short-term FLAs to engage partners, with implications staff turnover in CPs, which puts the sustainability of capacity strengthening efforts at risk. It also incurs costs through the need to repeatedly train partner staff on WFP's procedures and reporting protocols.
Capacity	This can impede different aspects of the CP partnership lifecycle, for example at the agreement stage, where partners may have limited capacity to comply with WFP's requirements including the budget template; and/or at the implementation stage, where t weak operational capacity can impede partners' ability to respond with the speed and scale required by WFP programmes, especially for specialized activities.
Governance	Governance over CP data is an area of risk, including the use of accurate data through digitalized solutions to provide timely assurance on CP activities and the lack of data protection conditions in WFP's FLA template.
Staffing	Lack of dedicated NGO management positions in Country Offices, which can compromise the ability to perform assessments, implement controls and monitor performance
Regional support	Insufficient regional bureau support on CP management issues, with most regional bureaux still lacking or having only recently recruited a CP management focal point

Source: Extract from the Management Review of Significant Risk and Control Issues (2023)

<sup>34</sup> WFP. 2023. Guidance on Direct Assistance through Government Entities (Draft).

<sup>35</sup> The guidance addresses engagement with government entities that meet all three of the following criteria: i) The engagement with a Government Entity must be part of a WFP-initiated programme, where the Government Entity intervenes in the delivery of Assistance; or, Government Entity-led programme, where WFP complements or adds on to the national programme. ii) WFP must transfer resources (either food or cash-based transfers) to a Government Entity. iii) The Government Entity must be the one responsible for onward distribution of resources to programme beneficiaries.

<sup>36</sup> The government partnership cycle used in this Guidance mirrors other cycles used within WFP such as the programme cycle or the NGO partnership cycle to facilitate understanding by WFP staff and has some necessary adaptations for government entities.

<sup>37</sup> 2021. United Nations Sustainable Development Group. Transferring Contributions from one Agency to Another for Programmatic Activities

<sup>38</sup> WFP. 2022. UN Pooled Funds and Joint Programmes Frequently Asked Questions.

<sup>39</sup> WFP. Management review of significant risk and control issues, 2022. WFP/EB.A/2023/6-E/1

<sup>40</sup> WFP. 2022. Audited Annual Accounts. WFP/EB.A/2022/6-A/1

<sup>41</sup> WFP. 2022. ED Assurance Exercise, Global Results Webinar

## Evidence available from audits and evaluations on CP management

32. An external audit, completed in 2022<sup>42</sup> made several observations on the management of WFP's CPs (see Table 2). In its management response, WFP accepted all recommendations made by the audit.

**Table 2: Main observations from the External Audit on the management of cooperating partners<sup>43</sup>**

<p><b>1. Effective management of cooperating partners requires reliable data.</b> As this information is distributed across several information technology tools, significant discrepancies remain between data from different sources.</p> <p><b>2. The arrangements for the management of government partners,</b> which are yet to be precisely enumerated, should converge with those established for private actors.</p> <p><b>3. Strengthening the capacity of local NGOs,</b> which is part of the Grand Bargain, is not yet the subject of a specific strategy.</p> <p><b>4. The updating of the contractual framework must be continued to streamline the administrative process.</b> Contractual relations with partners are governed by templates established for NGOs that offer strong legal guarantees, while the situation for government partners still varies widely. The implementation of these agreements over a short time horizon (a few months) leads to administrative burdens and a lack of visibility, which is a concern for both country directors and partners.</p> <p><b>5. Monitoring and evaluation of partners' performance could be better achieved with greater involvement of regional bureaux.</b> The monitoring of partners' is not yet done systematically, and very little use is made of its results to improve contractual relationships or resulting services.</p> <p><b>6. Gaps remain in reporting on cooperating partners.</b> information on cooperating partners remains limited, both in the annual performance report and in the annual country reports. There are no reliable quantitative data regarding the main partners, or the financial amounts transferred to them, although those data are quite widely available in the information systems.</p>
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Source: Extract from the Report of the External Auditor on the management of cooperating partners

33. Similarly, several Country Audits have also highlighted gaps in the areas of business process, capacity strengthening, reporting and payments, selection of and agreements related to the management of CPs.<sup>44</sup>
34. The **Report on the Implementation of the External Auditor's recommendations**<sup>45</sup> indicated that WFP had taken the following actions to address the audit recommendations related to the management of CPs: i. WFP allocated additional funding to reinforce the CP management function at regional bureaux in 2023; ii. The NGO Unit is developing a master database of CPs for data governances including standard operating procedures; iii. Inter-agency discussions undertaken to launch the risk and capacity module within the UN Partner Portal; iv: the NGO Unit, is developing guidance to describe steps for the negotiation and approval of long-term FLAs, with support from PROT
35. In 2023, the **Internal Audit WFP cooperating partners' digital and data processing risks** raised concerns regarding (i) protection and privacy controls<sup>46, 47</sup>; (ii) WFP's ability to set expectations and enforce CPs compliance with data privacy conditions in FLAs; (iii) the need for a digital solutions strategy and privacy information management system standards to align CP capabilities and practices to data privacy and security standards of practice.<sup>48</sup>
36. Although only focusing on one region, the **Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region (2016-2020)**<sup>49</sup> found that WFP had begun to shift away from seeing CPs as delivery

<sup>42</sup> WFP.2022. Report of the External Auditor on the management of cooperating partners.

<sup>43</sup> Observations have been re-adapted to highlight elements that are most relevant to this evaluation synthesis.

<sup>44</sup> OEV will prepare a note for the synthesis team to consult during inception phase summarizing the observations, management responses of the country, internal and external audits. In addition, an update on the status of the recommendations from the external audit on the management of cooperating partners will also be reflected drawing from the Report on the implementation of the External Auditor's recommendations issued in 2023.

<sup>45</sup> WFP.2023. Report on the Implementation of the External Auditor's recommendations.

<sup>46</sup> It should be noted that the Principles on Personal Data Protection and Privacy were formally adopted by The United Nations High Level Committee on Management at its 36th Meeting on 11 October 2018. The Office of Internal Audit recognizes WFP's adoption of these principles and acknowledges management's reasonable expectations that these will gradually be embedded in the organization's policies and practices.

<sup>47</sup> WFP.2023. Internal Audit WFP cooperating partners' digital and data processing risks.

<sup>48</sup> Ibid.

<sup>49</sup> WFP.2021. Thematic Decentralized Evaluation of Cooperating Partnerships in the Eastern Africa Region (2026-2020).

agents/contractors towards seeing them as partners in country-level strategic planning to achieve Zero Hunger. The evaluation highlights that CP management practices and tools in the region still lacked strategic thinking about CPs and that WFP lacked a clear approach to strengthening CP capacity. The report indicates that the new generation of CSPs provides an opportunity to clarify this approach and its linkages to country capacity strengthening efforts. Overall, the implications of the localization agenda for CPs management in the region was not yet clarified. CP management needed to be linked with WFP's more gender-transformative agenda, to encourage CPs to go beyond a focus on "numeric" gender equality towards more gender-transformative programming.

37. Finally, while not WFP-specific, the **Joint Inspection Unit (JIU) Review of the management of implementing partners in United Nations system organizations**<sup>50</sup>, suggests developing a common system-wide definition and a set of agreed guiding principles and standards for CPs that is informed by a risk-based and strategic approach to partnerships and results-based management methodology, amongst other recommendations.
38. The above-mentioned exercises including the audits, and the JIU review (amongst other reports outlined in the e-library available in annex 5), will be used as secondary data sources for this synthesis.

### **Recent developments in cooperating partner management**

39. Recent developments in the management of CPs within WFP include:
  - i. At the Regional level, dedicated posts for Cooperating Partnership Managers have been created and will be in place in the course of 2023.
  - ii. For NGO CPs, WFP has embarked on a shift towards digital transformation of CP management which aims to digitalize each step of the partnership cycle.

## **2. Reason for the synthesis**

### **2.1 RATIONALE AND OBJECTIVES**

40. The WFP Strategic Plan 2022-2025<sup>51</sup> identifies seven guiding principles that will guide WFP's work. Among these, is a commitment to being "evidence-driven". Thus, to use evidence, and lessons learned from WFP's performance-based evaluations to guide WFP's programmatic approaches. Further, the strategic plan recognizes "evidence" as one of the six enablers that will increase WFP's ability to achieve results in the eradication of food insecurity and malnutrition. Evaluation syntheses are part of the WFP 'toolkit' for supporting evidence-based decision making and responding to growing interest in and demand for succinct and actionable analysis.<sup>52</sup>
41. This exercise has been initiated in response to a corporate interest by senior management for further knowledge on WFP's role in the management of CPs. Engagement with CPs is essential for ending hunger and achieving WFP's strategic objectives and considering the magnitude of WFP's work with CPs across country offices, the generation of evaluation evidence on this topic with the aim of highlighting what has worked well and what can be done differently is considered timely and relevant.
42. 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 role in the management of CPs who are implementing WFP's operations across the globe, and accountability for results to WFP stakeholders. The evidence generated through the findings, lessons and recommendations of this synthesis should be useful to:
  - i. Enhance and contribute to the knowledge base, providing learning on what has worked and not, why, and where in key areas of WFP's corporate approach in the management of CPs.
  - ii. Identify recurrent findings and evidence useful to derive lessons on the collaboration between WFP and its CPs, particularly as WFP moves into the upcoming third generation CSP design phases.

<sup>50</sup> JIU. 2021. Review of the management of implementing partners in United Nations system organizations.

<sup>51</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2

<sup>52</sup> The commitment to evidence-based decision-making is reflected in the WFP Strategic Plan 2022-2025 and the Evaluation Policy 2022.

- iii. Inform WFP's ongoing pursuit of the localization agenda, by generating evidence and lessons on engagement with CPs at the local level.
  - iv. Provide evidence to inform WFP on the implementation of its guidance and tools available for CP management, particularly for NGOs and Government.
43. The synthesis will provide findings and recommendations, to different audiences within WFP, including Policy and Programme owners, Country Offices and Regional Bureaux. It will be presented to WFP's Executive Board Second Regular Session of November 2024 (EB.2/2024).

## 2.2 STAKEHOLDERS AND MAIN USERS OF THE SYNTHESIS

44. A number of stakeholders both inside and outside of WFP have interests in the results of the synthesis and some of these will be asked to play a role in the synthesis process. At Headquarters level, the primary internal stakeholders and intended users are WFP senior management, as well as divisions responsible for the management of CPs, including the NGO Partnerships Unit and the Technical Assistance and Country Capacity Strengthening Service (PROT), and other divisions involved, country offices responsible for the planning and implementation of WFP interventions at the country level and CP management, Regional Bureaux (RBs) responsible for providing oversight and technical guidance to COs, are also key stakeholders. The Executive Board members are also primary users of this synthesis.
45. Different functional and technical divisions at headquarters oversee different arrangements vis-à-vis CPs, including the Ethics Office on Protection from Sexual Exploitation and Abuse, the Enterprise Risk Management Division on anti-fraud and anti-corruption and the risk management framework, the Corporate Planning and Performance Division on relevant CP indicators, the Corporate Finance Division on financial management procedures and the Programme and Policy Development Department on different programmatic areas.
46. As secondary audience, the synthesis will be of interest to donors and WFP's CPs including national governments, other UN agencies, NGOs, and civil society organizations.
47. To provide focused inputs, and guidance at key moments during the synthesis, an Internal Reference Group (IRG) will be established following consultation with internal stakeholders. (Proposed membership and role are presented in annex 3).

# 3. Synthesis scope and questions

## 3.1. SCOPE OF THE SYNTHESIS

48. WFP's definition of cooperating partners includes the three categories of **government entities<sup>53</sup>, non-governmental organizations and United Nations organizations**. For the purpose of this evaluation synthesis, all three categories of cooperating partner will be included in the scope, with the expectation that, within component evaluations, the bulk of the evidence will likely address NGO CPs, considering the prevalence of this category of CPs (see section 1.2). Therefore, it is expected that analysis and reporting will focus extensively on NGO CPs.
49. The approach to this synthesis will be defined in two phases, whereby phase one is led by OEV during the preparatory phase and phase two will be led by the synthesis team during the inception phase.
50. In phase one, OEV has identified a preliminary long list of evaluations to be included in the synthesis, applying the following criteria for selection:
- i. **Evaluation types:**
    - Centralized evaluations<sup>54</sup> - namely, Policy Evaluations (PEs), Strategic Evaluations (SEs), Country Strategic Plan Evaluations (CSPEs) and Corporate Emergency Response Evaluations (CEEs).

<sup>53</sup> Emerging dialogue within WFP on the definition of Government entities as cooperating partners has been identified, to which this synthesis will keep abreast of.

<sup>54</sup> Centralized Evaluations are commissioned and managed by OEV and presented to the Executive Board.

- Decentralized evaluations<sup>55</sup> covering, activities and themes.
- ii. **Time period:** evaluations completed over the time period 2020-2023.
- iii. **Quality of evaluation:** evaluations assessed by OEV's post-hoc quality assessment (PHQA) system above the 60% threshold (satisfactory).<sup>56</sup>
- iv. **Subject matter:** evaluations determined to provide a body of evidence on CPs based upon a) a word search for relevant CPs in the findings section;<sup>57</sup> b) a rapid review to determine whether there was sufficient evidence on CPs in the findings to justify its inclusion in the long list was undertaken.<sup>58</sup>

51. Table 3 provides a summary overview of the number and type of evaluations identified by OEV, in line with the above criteria. The full list of evaluations listed by their title, evaluation type, commissioning unit, bureau and country, approval years and post-hoc quality assessment result is provided in Annex 1.

**Table 3: Centralized and decentralized evaluations – preliminary long list**

Centralized Evaluations				Decentralized Evaluations		Total
Country Strategic Plan	Policy	Strategic	Corporate Emergency Response	Activity	Thematic	60
22	4	4	1	21	8	

Source: OEV Management Information System

52. The evaluations presented in table 3 will form the universe for the synthesis team to initiate phase two of the exercise. Noting the variability across the sample in terms of the availability and depth of evidence, phase two will require the synthesis team to finalize the universe of evaluations for inclusion, and for OEV to validate it. This will be achieved during inception through the development of a protocol for inclusion/ exclusion criteria, followed by an initial screening of reports, and a final definition of the universe.
53. Prior to defining the universe, the list of evaluations will be reviewed again by OEV and the synthesis team to ensure that any completed evaluation between October and November 2023, which meets quality assessment standards, will be included in the screening process.<sup>59</sup>
54. The criteria for selecting the final universe of evaluations should consider the extent of evidence in relation to the subject-matter of the synthesis, ensuring a rich body of evaluative insights. The team will be required to identify those parameters that are considered most relevant for the selection, following a review of the report's contents and of key secondary sources.
55. The synthesis team is not expected to carry out a quality review 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.

### 3.2. SYNTHESIS QUESTIONS

56. The following synthesis questions (SQ) are proposed. They will be further discussed and refined during the inception phase.

**SQ1:** How, to what extent and in what way do evaluations show that WFP's partnerships with cooperating partners contributed to the achievement of WFP's aims at country level?

<sup>55</sup> 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.

<sup>56</sup> 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).

<sup>57</sup> Great variation has been found in the way CPs are referred to in evaluation reports. Variations include: implementing partner; cooperating partner; CPs; NGO; non-governmental organization; Government; partner.

<sup>58</sup> Evaluations containing 5 or more findings that discuss cooperating partners have been included.

<sup>59</sup> Regarding centralized evaluations, it is confirmed that 12 CSPEs will be presented to WFP's Executive Board in November 2023, these will be screened and included in the scope if relevant.

**SQ2:** In which specific areas (thematic, programmatic) do evaluations show that co-operating partners have made substantive contributions to the achievement of WFP's aims? Where is there scope to improve?

**SQ3:** What factors do evaluations indicate contributed to or hindered the quality and performance of WFP's work with cooperating partners (e.g., cooperating partnership management practices, capacity strengthening)?

**SQ4:** To what extent do evaluations indicate that WFP's relationships with its CPs have changed over time e.g. from purely transactional to strategic relationships?

**SQ5:** What does the evidence show regarding WFP's and cooperating partners' adherence to the commitments of gender equality and women's empowerment (GEWE), protection and accountability to affected populations (AAP), prevention of sexual exploitation and abuse, disability inclusion (DI), data protection and privacy, and people-centred approaches<sup>60</sup>?

## 4. Approach, methodology and ethical considerations

### 4.1 METHODOLOGY

57. The synthesis team will be expected to take a rigorous methodological approach, in line with the requirements established by the Evaluation Quality Assurance System (EQAS) for Evaluation Synthesis.<sup>61</sup> The synthesis methodology will systematically address the synthesis questions and sub-questions in a way that meets the dual purpose of accountability and learning. An OEV Technical Note on Evaluative Products<sup>62</sup>, providing guidance on evaluation synthesis can also be used for reference.

58. The full synthesis methodology will be developed by the synthesis team, validated through consultations with OEV and submitted as part of the inception report<sup>63</sup> (IR). Key features of the methodological design are expected to include:

- a. **Method for screening and selecting the final universe**<sup>64</sup> of evaluations to be included in the synthesis, including the inclusion and exclusion criteria/questions adopted to shortlist the evaluations; analysis undertaken and illustration of the screening process.
- b. **Confirmation and list of final universe** of evaluations to be included.
- c. **Development of a comprehensive analytical framework**<sup>65</sup> based on the refined synthesis questions and early review of a sample of reports.
- d. **Development of analytical fields**<sup>66</sup> which respond to the synthesis questions. The approach for developing analytical fields should combine inductive and deductive approaches that 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.

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<sup>60</sup> People-centred approaches is one of the seven guiding principles established in WFP's Strategic Plan 2022-2025

<sup>61</sup> WFP. 2021. Evaluation Synthesis, Guidance for Process and Content, Evaluation Quality Assurance System.

<sup>62</sup> WFP. 2021. Technical Note on Evaluative Products.

<sup>63</sup> Given the nature of the exercise, it will be more appropriate to develop an "inception note" which sets out the proposed design of the synthesis and the key aspects of the methodology rather than a detailed inception report. This is envisaged as an opportunity to make the inception phase more flexible and streamlined.

<sup>64</sup> The universe is intended as the final list of evaluations that will form part of the synthesis.

<sup>65</sup> 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.

<sup>66</sup> The analytical fields are a key part of the analytical framework. They are the set of categories or keywords against which data will be collected from evaluations.

- *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.
- e. **Systematic analysis** (via electronic or manual methods) **of the evaluation reports** against the analytical framework, including **data extraction and coding**.<sup>67</sup>
- f. **Primary data gathering** through interviews with key stakeholders, such as HQ-relevant staff from the NGO Partnership Unit and PROT, Partnership Officers and Cooperating Partner Management focal points at the Regional and Country level, and programme/ policy staff as required.
- g. **Secondary data gathering** through structured analysis of additional documentation linked to the synthesis questions.
59. Beyond data extracted and coded directly from evaluations, additional methods including interviews and document review will be used to support the synthesis development. Hence, the primary source of evidence for the synthesis are the evaluation reports, and interviews and other documents sources should be used to corroborate and validate information and introduced in a sequenced manner.
60. The synthesis team is required to consider some of the most recent or ongoing changes in WFP to help target and contextualize the conclusions and recommendations. In doing so, the team is expected to undertake an in-depth review of the recommendations and management responses (MR) of the evaluations, and other relevant data including audits, ensuring that the recommendations will be forward looking while still reflecting findings and conclusions drawn from evaluations completed between 2020 and 2023.
61. Taking a comprehensive approach to synthesise not only evaluations, but also MR-data is needed to ensure the synthesis is grounded on evidence from completed evaluations but is also clearly situated within current organizational realities.
62. Lastly, to reduce the risks of subjectivity, it is important that a cross-validation process is applied, triangulating findings from the different methods. This will ensure consistency in data coding/extraction and reduce any risks of analyst bias.

## 4.2. ETHICAL CONSIDERATIONS

63. Ethical considerations shall be taken into account in the evaluation synthesis, in line with the [UNEG ethical standards and norms](#). Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the synthesis cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, and ensuring cultural sensitivity, and ensuring that the synthesis results do no harm to participants or their communities.
64. The synthesis team and EM will not have been involved in the design, implementation or monitoring of any of the strategies, FLAs and agreements relating to WFP's engagement with CPs or 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 and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the synthesis team will also commit to signing a confidentiality, internet and data security statement.

## 4.3. QUALITY ASSURANCE

65. WFP's EQAS sets out processes with steps for quality assurance and templates for evaluation products, including synthesis, based on standardized checklists. The quality assurance will be systematically applied during this synthesis and relevant documents will be provided to the team. This quality assurance process does not interfere with the views or independence of the team but ensures that the report

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<sup>67</sup> Extracting data is the process of lifting data from the evaluation for inclusion in the analytical framework. Coding is the process of labelling and categorising segments of data with a short name that reflects the analytical fields.



provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

66. The synthesis team will be required to ensure the quality of data (validity, consistency, and accuracy) throughout the analytical and reporting phases. 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. SYNTHESIS TEAM COMPOSITION

67. The synthesis will be conducted by, at minimum, a team leader, a synthesis expert/evaluator, and a data analyst.

68. The team should be led by a senior and experienced evaluator/ synthesis methodologist with a proven track record and experience in the following areas:

- Minimum of 15 years' experience in evaluation.
- Proven prior experience of designing, conducting and leading evaluation syntheses, or comparable products such as systematic reviews, or meta-evaluations.
- Proven experience with synthesis methods and approaches, including analysing and processing large data sets.
- Demonstrated expertise in evaluating NGO and government partnership management in the humanitarian and development sector.
- Previous experience of working with WFP is an advantage.
- Strong analytical skills and ability to identify patterns and divergences in findings and strategic implications.
- Excellent English writing skills, with ability to express synthesised/summarised messages accurately.

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

- Delivering the draft and final inception report including the development of criteria for identifying the final evaluation universe, the development of the analytical framework and detailed synthesis methodology for data extraction and analysis, in line with CEQAS standards and agreed timelines.
- Delivering the draft and final synthesis report and tools, in line with CEQAS standards and agreed timeline.
- Guiding and managing the team during inception, data analysis and extraction and reporting phases.
- Leading inception briefings and carrying out interviews.
- Consolidating team member's inputs to inception report and synthesis report.
- Representing the evaluation team in meetings with the EM/RA and other key stakeholders.
- Presenting preliminary findings, conclusions and recommendations at the (remote) stakeholder workshop.
- Taking on responsibility for overall team functioning and relations with WFP stakeholders.

70. Ability to fully comprehend, analyse and assess evaluation reports in French and Spanish, in addition to English is required.

### 5.2. PHASES AND DELIVERABLES

71. In order to present the evaluation synthesis in the November 2024 EB session, the following timetable will be used. Annex 2 presents a more detailed timeline.

**Table 4: Summary timeline – Synthesis**

Main Phases	Timeline	Tasks and Deliverables
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<b>Preparation</b>	<b>September - November 2023</b>	<ul style="list-style-type: none"> <li>- Development of synthesis questions</li> <li>- Identification of evaluation universe/library preparation</li> <li>- Final TOR</li> <li>- Constitution of Internal Reference Group</li> <li>- Synthesis Team and/or firm selection &amp; contract</li> <li>- Prepare communication and knowledge management plan</li> </ul>
<b>Inception</b>	<b>December 2023 - February 2024</b>	<ul style="list-style-type: none"> <li>- Briefing of Synthesis Team (remote)</li> <li>- Refine Synthesis Questions</li> <li>- Develop Inception Report including the final universe of evaluations, the analytical framework, full methodology, synthesis organisation</li> </ul>
<b>Desk review, content analysis and interview</b>	<b>February - March 2024</b>	<ul style="list-style-type: none"> <li>- Data extraction and coding</li> <li>- Implementation of any additional methods</li> <li>- Higher level analysis</li> </ul>
<b>Reporting</b>	<b>April - July 2024</b>	<ul style="list-style-type: none"> <li>- Report Drafting</li> <li>- Comments Process</li> <li>- Remote Stakeholders Workshop</li> <li>- Final synthesis report</li> </ul>
<b>Dissemination and Follow-up</b>	<b>September - November 2024</b>	<ul style="list-style-type: none"> <li>- Editing and formatting</li> <li>- Two-page summary brief development</li> <li>- Management Response preparation</li> <li>- Executive Board discussion</li> </ul>

### 5.3. ROLES AND RESPONSIBILITIES

72. Federica Zelada is the OEV assigned evaluation manager (EM), 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 material; conducting the 1st level quality assurance of the synthesis products and soliciting WFP stakeholders' feedback on draft products. 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. The OEV Research Analyst, Lucia Landa Sotomayor will provide research and organizational support throughout the synthesis. Judith Friedman, Senior Evaluation Officer, will provide second level quality assurance. The Director of Evaluation, Anne-Claire Luzot, will approve the final synthesis products and present the summary synthesis report to the Executive Board for consideration.
73. An internal reference group (IRG) composed of selected WFP stakeholders will be established and asked to review and comment on draft synthesis reports, provide feedback during briefings and be available for interviews with the synthesis team.

### 5.4. COMMUNICATION

74. All WFP synthesis products will be produced in English. The synthesis report, its summary report, and management response to the synthesis recommendations will be presented to the WFP Executive Board

in November 2024. The final synthesis report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

75. The relevant Headquarter divisions and the Regional Evaluation Units will be encouraged to circulate the final synthesis report with their staff, with WFP country offices and relevant WFP external stakeholders, including cooperating partners.

## **5.5 BUDGET**

76. The evaluation will be financed from OEV's Programme Support and Administrative budget. OEV will solicit the submission of technical and financial proposals from firms holding Long Term Agreements with the Office of Evaluation. The proposals need to include a detailed budget for the evaluation, including consultant fees, and other costs as relevant (e.g., software licences). Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the ToR requirements. WFP may conduct reference checks and interviews with selected team members.

# Annexes

## Annex 1: Evaluations to be included in the Synthesis

N.	Title	Type	Category	Commissioner	Approval Year	PHQA Score
1	Evaluation of the WFP Response to the COVID-19 Pandemic	Corporate Emergency Response	Centralized	OEV Office of Evaluation	2022	96
2	Evaluation of WFP's Disaster Risk Reduction Management and Climate Change Policies	Policy	Centralized	OEV Office of Evaluation	2023	NA
3	Evaluation of WFP's Policy on Country Strategic Plans	Policy	Centralized	OEV Office of Evaluation	2023	NA
4	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition	Policy	Centralized	OEV Office of Evaluation	2023	NA
5	WFP's Role in Peacebuilding in Transition Settings	Policy	Centralized	OEV Office of Evaluation	2022	94
6	Strategic Evaluation of WFP's work on Nutrition and HIV/AIDS	Strategic	Centralized	OEV Office of Evaluation	2022	82
7	WFP's Use of Technology in Constrained Environments	Strategic	Centralized	OEV Office of Evaluation	2022	94
8	Strategic evaluation of the contribution of school feeding activities to the achievement of the Sustainable Development Goals	Strategic	Centralized	OEV Office of Evaluation	2021	94
9	Funding WFP's Work	Strategic	Centralized	OEV Office of Evaluation	2020	84
10	Evaluation of the Interim Country Strategic Plan in Algeria (2019-2022)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2023	93
11	Evaluation of South Sudan WFP Interim Country Strategic Plan 2018-2021	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	94
12	Evaluación de Plan Estratégico País de PMA Peru 2018-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	91
13	Évaluation du Plan Stratégique Pays provisoire du PAM en République centrafricaine (2018-2022)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	89
14	Evaluation of Tajikistan WFP Country Strategic Plan 2019-2024	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	83
15	Evaluation of Jordan WFP Country Strategic Plan 2020-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	90
16	Evaluation of Sudan WFP Country Strategic Plan 2019-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	88
17	Evaluation of Nigeria WFP Country Strategic Plan 2019-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	91
18	Evaluation of Chad WFP Country Strategic Plan 2019-2023	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	73

N.	Title	Type	Category	Commissioner	Approval Year	PHQA Score
19	Evaluation of the WFP Country Strategic Plan in Sri Lanka 2018-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	79
20	Evaluation of Pakistan WFP Country Strategic Plan 2018 - 2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	80
21	Evaluation of the Kyrgyz Republic WFP Country Strategic Plan 2018-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	97
22	Evaluación del Plan Estratégico para el País del PMA en el Estado Plurinacional de Bolivia 2018-2022	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	89
23	Ecuador: an Evaluation of WFP's Strategic Plan (2017-2021)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2022	85
24	Evaluación del plan estratégico para El Salvador (2017-2022)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2021	93
25	Evaluación de Honduras Plan Estratégico País de PMA 2018-2021	Country Strategic Plan	Centralized	OEV Office of Evaluation	2021	92
26	Republic of Zimbabwe: An evaluation of WFP Country Strategic Plan (2017-2020)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2021	88
27	Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan (2017-2021)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2021	90
28	Evaluation of China WFP Country Strategic Plan (2017-2021)	Country Strategic Plan	Centralized	OEV Office of Evaluation	2021	83
29	Lebanon WFP Country Strategic Plan 2018-2021	Country Strategic Plan	Centralized	OEV Office of Evaluation	2021	85
30	Evaluation of Cameroon WFP Country Strategic Plan 2018-2020	Country Strategic Plan	Centralized	OEV Office of Evaluation	2020	82
31	Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020	Country Strategic Plan	Centralized	OEV Office of Evaluation	2020	84
32	Mid-term Activity Evaluation of the KOICA supported Home Grown School Feeding programme in Cambodia in Kampong Thom, Kampong Chhnang and Pursat Provinces 2020-2024	Activity	Decentralized	Cambodia	2023	88
33	Mid-Term Evaluation of USDA Local and Regional Food Aid Procurement LRP-442-2019-011-00 in Cambodia, 2019-2023	Activity	Decentralized	Cambodia	2023	94
34	Endline evaluation of WFP'S USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Kenya, 2016-2020	Activity	Decentralized	Kenya	2023	NA
35	Evaluation of the Asset Creation and Public Works Activities in Lesotho, 2015-2019	Activity	Decentralized	Lesotho	2022	93
36	Évaluation décentralisée conjointe finale du Programme National d'Alimentation Scolaire Intégré (PNASI) au Bénin, 2017-2021	Activity	Decentralized	Benin	2022	69

N.	Title	Type	Category	Commissioner	Approval Year	PHQA Score
37	Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe, 2018–2021	Activity	Decentralized	Zimbabwe	2022	82
38	Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka from 2013 to 2020	Activity	Decentralized	Sri Lanka	2021	77
39	End-line evaluation of USDA Local Regional Procurement project in Nalae District, Luang Namtha Province in Lao PDR (2016-2019)	Activity	Decentralized	Lao People's Democratic Republic	2021	72
40	Final Evaluation of McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau, 2016-2019	Activity	Decentralized	Guinea-Bissau	2021	75
41	Endline evaluation of WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda, 2016-2021	Activity	Decentralized	Rwanda	2021	82
42	Midterm Evaluation of Nutrition Activities in The Gambia 2016-2019	Activity	Decentralized	The Gambia	2021	86
43	Evaluación conjunta de la actividad articulada de Progresando con Solidaridad y el Servicio Nacional de Salud, con apoyo del Programa Mundial de Alimentos, para la prevención de la desnutrición y la anemia en población nutricionalmente vulnerable de la República Dominicana 2014-2020	Activity	Decentralized	Dominican Republic	2021	89
44	Contribution des cantines scolaires aux résultats de l'éducation dans le sud de Madagascar (2015 à 2019) : Une analyse de la contribution	Activity	Decentralized	Madagascar	2020	86
45	Evaluation Series on Emergency School Feeding in Lebanon 2015-2019	Activity	Decentralized	OSZIS Safety-Nets & Social Protection Unit	2020	88
46	Mid-Term Evaluation of WFP School Feeding USDA McGovern-Dole Grant in Bangladesh, 2017-2020	Activity	Decentralized	Bangladesh	2020	76
47	Evaluation Series on Emergency School Feeding in Syria 2015-2019	Activity	Decentralized	OSZIS Safety-Nets & Social Protection Unit	2020	69
48	Evaluation Series on Emergency School Feeding in Niger 2015-2019	Activity	Decentralized	OSZIS Safety-Nets & Social Protection Unit	2020	89
49	Evaluation of WFP Livelihoods and Resilience Activities in Lebanon from 2016 to 2019	Activity	Decentralized	Lebanon	2020	85

N.	Title	Type	Category	Commissioner	Approval Year	PHQA Score
50	Mid-term Evaluation of McGovern-Dole Funded School Feeding Project in Guinea-Bissau, 2016-2019	Activity	Decentralized	Guinea-Bissau	2020	71
51	Evaluation conjointe à mi-parcours du Programme National d'Alimentation Scolaire Intégré (PNASI) Aout 2017 - Mai 2019	Activity	Decentralized	Benin	2020	69
52	Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo 2015-2019	Activity	Decentralized	OSZIS Safety-Nets & Social Protection Unit	2020	80
53	Thematic Evaluation of Supply Chain outcomes in the Food System in Eastern Africa, 2016-2021	Thematic	Decentralized	RBN Regional Bureau Office (Regional Bureau)	2022	93
54	Joint Evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme (2017- 2022)	Thematic	Decentralized	RBJ Regional Bureau Office (Regional Bureau)	2022	74
55	Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region, 2016-2020	Thematic	Decentralized	RBN Regional Bureau Office (Regional Bureau)	2022	90
56	Evaluation thématique des activités de renforcement des capacités institutionnelles en Guinée, 2019-2021	Thematic	Decentralized	Guinea	2022	74
57	Evaluation décentralisée de la contribution du PAM au Système de Protection Sociale Adaptative (SPSA) en Mauritanie depuis 2018	Thematic	Decentralized	Mauritania	2021	88
58	Evaluación del modelo de descentralización del Programa Nacional de Alimentación Escolar (PNAE) 2016-2019	Thematic	Decentralized	Honduras	2021	79
59	Evaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016-2018)	Thematic	Decentralized	Burkina Faso	2020	82
60	Evaluation du Programme de Traitement de la Malnutrition Aiguë Modérée dans les provinces de Cankuzo, Kirundo, Ngozi et Rutana (2016 - 2019)	Thematic	Decentralized	Burundi	2020	79

## Annex 2: Timeline

Synthesis title		By Whom	Key (deadlines)	Dates
<b>Phase 1 - Preparation</b>				
	Submission of draft TOR for review to QA2	EM		18 Sep 2023
	Review of draft TOR	QA2		19-21 Sep 2023
	Revision of TOR	EM		22 Sep 2023
	<b>Submission of draft TOR for review to DoE</b>	<b>DoE</b>		<b>25 Sep – 3 Oct</b>
	Revision of draft TOR	EM		4 – 9 Oct 2023
	DoE window for final review of the draft before clearance to share it with LTAs and IRG for comments	DoE		10-13 Oct 2023
	<b>Draft TORs shared with LTAs to start preparing their proposals and with IRG for comments</b>	<b>DoE</b>		<b>16 Oct 2023 (due 30 Oct)</b>
	Deadline for IRG comments	EM		30 Oct 2023
	Revise TORs following stakeholder comments	EM		31 Oct – 7 Nov 2023
	Revised TOR submitted to QA2	QA2		8 – 14 Nov 2023
	<b>Revised TOR submitted to DoE for approval</b>	<b>DoE</b>		<b>14 – 21 Nov</b>
	TOR approval			24 Nov
	LTA Proposal Review	EM		31 Oct – 10 Nov 2023
	Team selection & decision memo approved	DoE		16 Nov 2023
	PO finalization	Procurement		24 Nov 2023
	Final TOR sent to WFP Stakeholders	EM		24 Nov 2023
<b>Phase 2 Inception</b>				
	Desk review of documents and e-library	Team + EM		12-18 Dec 2023
	Team orientation - Introductory calls synthesis team and OEV	Team		12 Dec 2023
	<b>Inception briefings with selected stakeholders</b>	<b>Team + EM</b>		<b>13-18 Dec 2023</b>
	Preparation of Inception Report, including selection of final evaluation universe	Team		20 Dec - 8 Jan 2024
	<b>Submission of D0 inception report for EM/RA review</b>	<b>Team</b>		<b>8 Jan 2024</b>
	Quality assurance and review of inception report	EM/RA		9-10 Jan 2024
	Team addresses comments and revises inception report	Team		11-12 Jan 2024
	<b>Submission of D1 inception report for QA2 review</b>	<b>Team</b>		<b>15 Jan 2024</b>
	Review of D1 inception report IR	QA2		16-17 Jan 2024
	Team addresses comments on D1 and revises inception report	Team		18-19 Jan 2024
	<b>Submission of D2 inception report for stakeholder review</b>	<b>Team</b>		<b>22 Jan 2024</b>



	Inception report is circulated with key stakeholders for comments	NGO unit + PRO-T	23-30 Jan 2024
	Team addresses comments on D2 and revises inception report	Team	31 Jan - 5 Feb 2024
	<b>Submission of D3 inception report for DoE review</b>	<b>Team</b>	<b>8 Feb 2024</b>
	Review and clearance of D1 IR prior to submission to DoE	QA2	12 Feb 2024
	<b>DoE Review of Inception Report</b>	<b>DoE</b>	<b>13-16 Feb 2024</b>
	Revisions to address DoE comments and submission of IR D3	Team	19-20 Feb 2024
	Quality assurance	EM/ RA	21 Feb 2024
	<b>Inception Report approval</b>	<b>DoE</b>	<b>22 Feb 2024</b>
	EM circulates final Inception Report to key WFP stakeholders for their information	EM	22 Feb 2024
<b>Phase 3 Desk review, content analysis and interviews</b>			
	In-depth review of relevant information across evaluations; data extraction and coding	Team	22 Feb - 19 Mar 2024
	<b>Conduct remote interviews with stakeholders</b>	<b>Team</b>	<b>22 Feb - 19 Mar 2024</b>
	Content analysis	Team	22 Feb - 19 Mar 2024
<b>Phase 4 Reporting</b>			
<b>Draft 0</b>	<b>Submission of draft synthesis report (D0) to OEV</b>	<b>Team</b>	9 Apr
	OEV EM + RA review of Draft 0 (QA1 review)	EM/ RA	10-12 Apr
	Synthesis team adjustments to address QA1 comments	Team	15-19 Apr
	OEV QA2 review window	QA2	22-24 Apr
	<b>TL adjustments to address QA2 comments and submits revised report (D1)</b>	<b>Team</b>	<b>25-30 Apr</b>
	Final QA1+QA2 parallel review and final adjustments by the Team before submitting to DoE	QA1+QA2	1-3 May
	<b>Submission to DoE window of review</b>	<b>DoE</b>	<b>6-10 May</b>
	<b>TL adjustments to address DoE comments and submits revised report (D2)</b>	<b>Team</b>	<b>13-15 May</b>
	QA1+QA2 parallel review and final adjustments by the Team before seeking DoE clearance to share draft with IRG	QA1+QA2	16-17 May
	DoE window for final review of the draft before clearance to share it with IRG for comments	DoE	20-22 May
	<b>Draft synthesis shared for comments with IRG</b>	<b>DoE</b>	23 May - 6 Jun
	EM+RA compiles matrix of comments received and shares it with the Team ahead of (remote) stakeholder workshop	EM	7 Jun 2024
	<b>Stakeholder workshop</b>	<b>IRG+DoE+EM</b>	12 Jun 2024
	Team submission of revised draft (D3)	Team	19 Jun 2024
	QA1 review of revised D3 followed by Team adjustments	EM+RA+Team	20-24 Jun 2024
	<b>EM starts preparing the Summary Evaluation Report (SER)</b>	<b>EM</b>	24 Jun 2024

	<b>DoE comment window on the revised ER (D3)</b>	<b>DoE</b>	24-28 Jun 2024
<b>ER D4</b>	TL submits <b>final draft synthesis</b> to OEV reflecting DoE comments	Team	4 Jul 2024
ER D4	EM check to ensure changes made to the ER adequately respond to DoE comments.	EM / TL	5 Jul
<b>SER D0</b>	<b>EM submission of draft SER for DoE review</b>	<b>DoE</b>	1-5 Jul 2024
FINAL Report	DoE window on the ER (D4) Clarify last points with TL as needed	DoE	11 Jul 2024
SER D1	EM changes to draft SER to address DoE comments		8-12 Jul 2024
<b>SER D2</b>	<b>EM submission of revised SER for DoE clearance to send draft SER to Executive Management /OPC</b>		15-19 Jul 2024
SER Draft 2	<b>WFP Executive Management/ OPC comment window on SER</b>	OPC	22-26 Jul 2024
	EM discusses OPC comments received with QA2, and revise and finalise SER accordingly	EM + QA2	29 Jul 2024
	Seek approval by DoE on final SER. Clarify last points as needed	DoE + EM	31 Jul 2024
Final SER and ER	<b>Submission of final SER and final ER</b>	EM / DoE	5 Aug 2024
	EB Secretariat deadline for <b>EB.2/2024</b>		30 Aug 2024
<b>Phase 5. Follow up and dissemination</b>			
	Submit SER/ recommendations to CPP for management response + Synthesis to EB Secretariat for editing and translation	EM	Oct 2024
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	Oct 2024
	Presentation of Synthesis to the EB	DOE & EM	Nov 2024
	Presentation of management response to the EB	CPP	Nov 2024
Note: TL=Team Leader; EM = Evaluation Synthesis Manager; OEV=Office of Evaluation. CPP – Corporate Planning and Performance Division			

# Annex 3: Internal Reference Group Composition and role

## 1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the synthesis team at key moments during the evaluation synthesis process.

## 2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the synthesis. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the synthesis process.
- **Ownership and use:** Stakeholders' participation enhances ownership of the synthesis process and products, which in turn may impact on its use.
- **Accuracy:** Feedback from stakeholders at key steps of the process contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

## 3. Roles

Members are expected to review and comment on the draft synthesis products and share relevant insights at key consultation points of the process.

The IRG's main role is as follows:

- Participate in virtual briefings/ interviews with the synthesis team during the inception phase and/or data analysis phase.
- Suggest key references and data sources in their area of expertise.
- Review and comment on the draft synthesis report and related annexes.
- Participate in stakeholders workshops to validate findings and discuss recommendations.

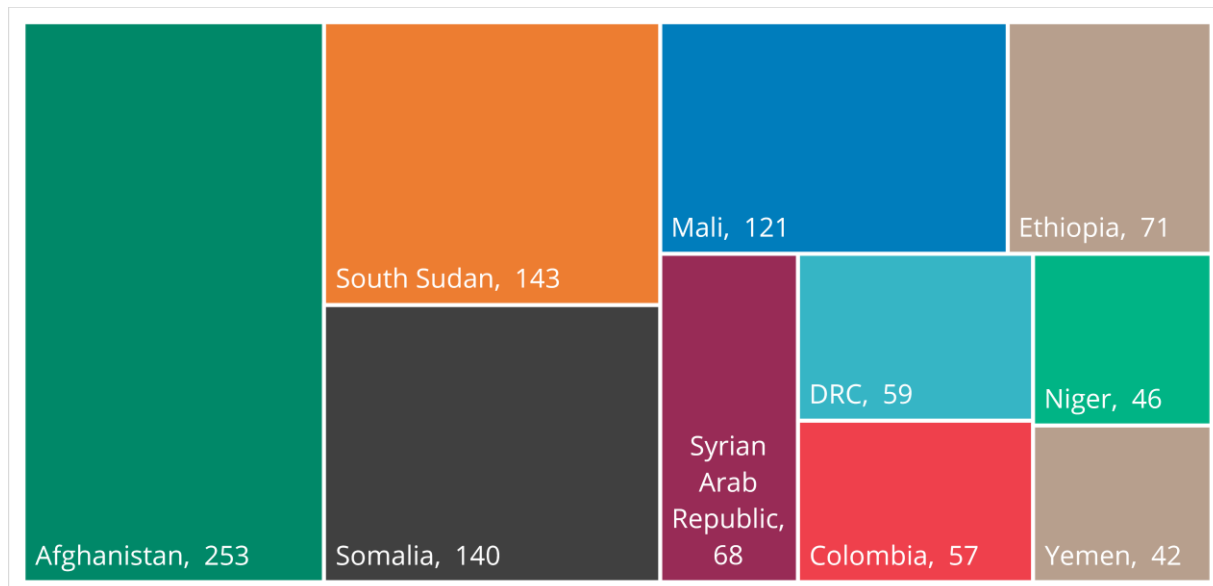
The table below provides an overview of IRG composition:

HQ-level IRG member (to be nominated)	
NGO Partnership Unit	Veronique Sainte-Luce (Chief NGO Unit)
Country Capacity Strengthening Unit (PROT)	Anna Nieto (Programme Policy Officer)
Emergencies and Transition Service (PRO-P)	Roberto Borlini (Programme Policy Officer)
Cash-based Transfer Division (CBT)	Rebecca Skovbye (Senior Programme Advisor)
Corporate Planning and Performance (CPP)	Hakan Falkell (Deputy Director)
Corporate Finance Division (FIN)	Ahmad Talete (Finance Officer)
Supply Chain Division	Philbert Imboba (Supply Chain Field Support Unit)
Ethics Office (ETO)	Natalia Macdonald (Senior Advisor PSEA)
Gender Division (GEN)	Elena Ganan (Programme Policy Officer)
Technology Division (TEC)	Gina Pattugalan (Chief of Governance and Partnerships) and Chiara Ascani (IT Governance Specialist) as alternate
Risk Management Division (RMD)	Harriet Spanos (Deputy Director)
Public Partnership and Resourcing Division (PPR)	Simon Clements (Head Operational Support Team)
RB-level membership in the IRG (to be nominated)	
RBB	TBC
RBC	Salma Zaky (Programme Policy Officer)
RBD	Maite Santos (CP Management Officer); Atif Sheikh (Finance Officer)

RBJ	Annmarie Isler (Integrated Strategic Programme Design team lead)
RBN	Anoushka Boteju (Head of Project Cycle Management)
RBP	Hugo Farias (Programme Policy Officer)

# Annex 4: Cooperating partners figures per country

Figure 7: Number of cooperating partners agreements in top 10 countries, in 2023 <sup>(1)</sup>



Source: FLA tracker (Data extracted on 01-Sept-23)

<sup>(1)</sup> Presents the number of valid partnerships signed through an FLA or MoU/LoU; UN agencies category excludes CBO (Common Back Office)

Table 4: Number of active cooperating partners agreements, per country and type, in 2023 <sup>(1)</sup>

Country	NGO Local	NGO Global	Government Counterpart	UN Agency	Red Cross <sup>(2)</sup>
Afghanistan	172	81	-	-	-
Algeria	-	-	-	-	1
Angola	-	2	-	-	-
Bangladesh	9	2	-	-	-
Benin	14	-	-	-	-
Burkina Faso	23	2	11	1	-
Burundi	4	4	19	-	-
Cambodia	-	-	5	-	-
Cameroon	10	9	-	-	-
Central African Republic	13	18	6	3	-
Chad	12	7	7	-	1
Colombia	42	11	-	-	4
Congo	4	-	6	-	-
Côte d'Ivoire	-	-	1	-	-
Democratic People's Republic of Korea	-	-	1	-	-
Democratic Republic of the Congo	37	22	-	-	-
Djibouti	-	-	5	1	-
Ecuador	13	4	8	-	-
Egypt	1	-	-	-	1
Ethiopia	12	46	13	-	-
Gambia	-	-	2	-	-
Guatemala	18	-	2	1	-
Guinea	9	-	18	-	-
Guinea-Bissau	-	-	40	-	-

Haiti	17	3	-	-	-
Honduras	-	-	2	-	-
Iran (Islamic Republic of)	-	-	1	-	-
Iraq	1	-	3	-	-
Jordan	3	1	-	1	-
Kenya	8	5	-	-	1
Kyrgyzstan	1	-	1	-	-
Lao People's Democratic Republic	-	1	4	-	1
Lebanon	5	4	-	-	-
Lesotho	-	-	2	-	-
Liberia	-	-	2	-	-
Libya	4	-	-	-	-
Madagascar	16	6	9	-	-
Mali	53	31	37	-	-
Mauritania	5	-	-	1	-
Mozambique	5	6	26	1	-
Myanmar	24	8	1	1	-
Namibia	1	-	-	-	-
Nepal	2	1	-	-	-
Niger	24	8	14	-	-
Nigeria	13	20	3	-	-
Pakistan	20	1	1	-	-
Peru	4	-	-	-	-
Republic of Türkiye	3	-	-	-	-
Rwanda	2	4	8	-	-
Senegal	-	-	1	-	-
Somalia	103	35	2	-	-
South Sudan	36	106	1	-	-
State of Palestine	3	3	-	1	-
Sudan	4	22	3	1	8
Syrian Arab Republic	48	17	2	1	-
Tajikistan	8	1	13	-	1
Uganda	2	11	-	-	-
Ukraine	6	3	-	-	-
United Republic of Tanzania	-	5	-	-	1
Venezuela	7	10	-	-	-
Yemen	22	15	3	2	-
Zimbabwe	4	3	-	1	-
Total	847	538	283	16	19

Source: FLA tracker (Data extracted on 01-Sept-23)

(1) Presents the number of valid partnerships signed through an FLA or MoU/LoU; UN agencies category excludes CBO (Common Back Office)

(2) Refers to National Red Cross and Red Crescent Society

Note: The FLA Tracker reports data from the corporate systems COMET and WINGS; figures are as good as the as data the FLA tracker gets from these and some discrepancies could be found with country office's internal trackers.

# Annex 5: E-library

Year	Author	Title
<b>1. Related corporate guidelines</b>		
2017	WFP	Guidance on Capacity Strengthening of Civil Society.pdf
2018	WFP - ED CIRCULAR	Corporate Guidance on WFP Management of NGO Partnerships.pdf
2018	WFP	CSP- a guide for NGOs.pdf
2019	WFP	Third Party Monitoring Guidelines.pdf
2020	WFP	Interim Guidance and Assurance Standards for CBT through Governments.pdf
2020	WFP	Guidance for meal provision through indirect cash transfer.pdf
2020	WFP	Strengthening Strategic Engagement with Governments in support of National. dev.pdf
2022	WFP	FLA template.docx
2023	WFP	Guidance note FLA budget template.pdf
2023	WFP	WFP reassurance plan-Background note for the EB.pdf
2023	WFP	WFP reassurance plan-briefing.pdf
2023	WFP	WFP reassurance plan-update.pdf
2023	WFP	Directive PD2023/001 Mandatory use of UNPP under the Corporate Guidance on WFP
ND	WFP	UNPP brochure.pdf
ND	WFP	WFP Minimum Standards for Conflict Sensitive Programming.pdf
ND	WFP	WFP overview and FLA.pdf
<b>2023 - Draft Guidance - Direct Assistance Gov Entities</b>		
2023	WFP	Annex 1_Guidance_Direct Assistance Government Entities_19072023_CLEAN.docx
2023	WFP	Annex 2_Example Risk Register_1907023_CLEAN.xlsx
2023	WFP	Draft Guidance Direct Assistance Gov Entities_19072023_CLEAN.docx
<b>Partner Connect and Digital Roadmap NGO Unit</b>		
ND	WFP	Field Technical Support Fact Sheet.pdf
ND	WFP	NGO Partnerships Unit Fact Sheet .pdf
ND	WFP	NGO Unit structure.pdf
ND	WFP	Partner Connect Fact Sheet.pdf
ND	WFP	UNPP Fact Sheet.pdf
ND	WFP	Partner Connect FAQ.pdf
<b>Partner Connect and Digital Roadmap NGO Unit/NGO Digital Solutions</b>		
ND	2023	NGO Partnerships Unit Digital Solutions.pdf
ND	WFP	NGO Unit Digital Roadmap.png
<b>2. Partnership Strategies</b>		
2014	WFP	Corporate Partnership Strategy (2014 - 2017).pdf
2019	WFP	Strategy for partnership and engagement with NGO 2020-25 - Informal consultation.pdf
2023	WFP	RBN CP MGT Strategy.pdf

Year	Author	Title
<b>3. Annual Partnership Consultations</b>		
2019	WFP	Annual Partnership Consultation 2019.pdf
2020	WFP	Annual Partnership Consultation 2020.pdf
2021	WFP	Annual Partnership Consultation 2021.pdf
2022	WFP	Annual Partnership Consultation 2022.pdf
2023	WFP	Highlights from the Annual Partnership Consultation 2023
<b>4. Audits, evaluations and reviews</b>		
<b>Audits</b>		
2016	WFP	Internal audit on WFP's management of NGO partnerships
2022	WFP	Report of the External Auditor on the management of CP - Management response.pdf
2022	WFP	Report of the External Auditor on the management of CP.pdf
2023	WFP	Internal Audit of WFP CP Digital and Data Processing Risks - AR-23-10.pdf
2023	WFP	Report on the implementation of the External Auditor's recommendations.pdf
<b>Evaluations</b>		
2017	OEV	Evaluation of the WFP Corporate Partnership Strategy (2014-2017) Vol I.pdf
2017	OEV	Evaluation of the WFP Corporate Partnership Strategy (2014-2017) Vol II.pdf
2017	WFP	Evaluation of the WFP Corporate Partnership Strategy (2014-2017) MR.pdf
2018	OEV	Evaluation of WFP Policy on Humanitarian Protection Vol I.pdf
2018	OEV	Evaluation of WFP Policy on Humanitarian Protection Vol II.pdf
2018	WFP	Evaluation of WFP Policy on Humanitarian Protection MR.pdf
2020	OEV	Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the SDGs
2020	OEV	Evaluation of the Gender Policy
2020	OEV	Evaluation of the Gender Policy (Annexes)
2020	OEV	Strategic Evaluation of Funding WFP's Work
2020	OEV	Strategic Evaluation of Funding WFP's Work (Annexes)
2020	OEV	Strategic Evaluation of WFP's Capacity to Respond to Emergencies
2020	OEV	Strategic Evaluation of WFP's Capacity to Respond to Emergencies (Annexes)
2021	RBN	Cooperating partners in the eastern Africa region 2016-2020 management response.pdf
2021	RBN	Cooperating partners in the eastern Africa region 2016-2020.pdf
2021	FAO, IFAD, WFP	Joint evaluation of collaboration among the United Nations Rome-Based Agencies
2021	OEV	Evaluation of the WFP South-South and Triangular Cooperation Policy
2021	OEV	Evaluation of the WFP South-South and Triangular Cooperation Policy (Annexes)



Year	Author	Title
<b>Evaluations</b>		
2022	OEV	Strategic evaluation PSEA TOR
2022	OEV	Joint UN AIDS financing
2022	OEV	Strategic Evaluation of WFP's Use of Technology in Constrained Environments
2022	OEV	Strategic Evaluation of WFP's Use of Technology in Constrained Environments (Annexes)
2022	OEV	Evaluation of the WFP Response to COVID-19
2022	OEV	Evaluation of the WFP Response to COVID-19 (Annexes)
2023	OEV	Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies
2023	OEV	Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies (Annexes)
2023	OEV	Evaluation of WFP's Policy on Country Strategic Plans
2023	OEV	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition
2023	OEV	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition (Annexes)
2023	OEV	Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings
2023	OEV	Strategic Evaluation of WFP's work on Nutrition and HIV/AIDS
<b>Reviews</b>		
2021	JIU	Review of the management of IP in UN system organizations-Highlights.pdf
2021	JIU	Review of the management of IP in UN system organizations.pdf
2022	OEV	Annex - Q. 6.1.4 - Questionnaire Follow-up review of the management of Cooperating Partners (CPs) in organizations of the United Nations system.docx
2020	WFP	Functional Review: Final Report.pdf
2020	WFP	Functional Review: Leadership Group Report.pdf
2023	WFP	Management review of significant risk and control issues 2022.pdf
<b>FLA Review Study (on-going)</b>		
2023-06	WFP	Q&A- FLA review internal webinar.pdf
2023-09	WFP	FLA Workshop - External webinar presentation.pdf
n.d.	WFP	FLA QA_meeting 15JUNCPs.pdf
n.d.	WFP	FLA Review Round 1 Guidance.pdf
<b>5. Related Policies, strategies and WFP strategic plan</b>		
2016	WFP	Policy on Country Strategic Plans.pdf
2018	WFP	WFP Enterprise Risk Management (ERM) Policy.pdf
2020	WFP	WFP Protection and Accountability Policy 2020.pdf
2021	WFP	Revised anti-fraud and anti-corruption policy.pdf
2022	WFP	Country Capacity Strengthening (CCS) policy update.pdf
2022	WFP	WFP Gender policy 2022.pdf
2023	WFP - ED CIRCULAR	ED Circular Protection from Sexual Exploitation and Sexual Abuse (PSEA).pdf
2023	WFP	WFP Community Engagement Strategy for APP 2021-26 (Summary).pdf
2023	WFP	WFP Community Engagement Strategy for APP 2021-26.pdf
2023	WFP	WFP Information & Technology Strategy
2023	WFP	WFP Cash Policy

Year	Author	Title
<b>Grand Bargain</b>		
2019	WFP	WFP and the Grand Bargain. Update nr 1.pdf
2020	WFP	WFP and the Grand Bargain. Update nr 2.pdf
2021	WFP	WFP and the Grand Bargain. Update nr 3.pdf
2022	WFP	WFP and the Grand Bargain. Update nr 4.pdf
<b>WFP Strategic Plan (2017-2021) (IRM) and related docs</b>		
2016	WFP	Corporate Results Framework 2017-2021.pdf
2016	WFP	Financial Framework Review 2017-2021.pdf
2016	WFP	WFP Policy on Country Strategic Plans.pdf
2016	WFP	WFP Strategic Plan 2017-2021.pdf
2018	WFP	CRF Indicator Compendium.pdf
2018	WFP	WFP Corporate Results Framework 2017-2021 Revised.pdf
2019	WFP	WFP CRF Indicator Compendium Revised.pdf
2020	WFP	WFP Compendium of Policies related to Strategic Plan.pdf
2020	WFP	WFP Mid-Term Review of WFP Strategic Framework (2017-2021).pdf
<b>WFP Strategic Plan (2022-2025) and related documents</b>		
2022	WFP	WFP Strategic Plan (2022-2026).pdf
2022	WFP	WFP corporate results framework (2022-2025)_EN.pdf
2023	WFP	WFP corporate results framework (2022-2025) - Update
<b>6. External documents</b>		
2014	UNDG	Harmonized Approach to Cash Transfer (HACT) Framework
2016	Wake, Barbelet and Bennett	CS of NGOs, opportunities, challenges WFP
<b>7. Monitoring and reporting</b>		
2020	WFP	Audited annual accounts 2021 (and ED's statement on internal control)
<b>Annual Performance Report</b>		
2020	WFP	Annual Performance Report.pdf
2020	WFP	APR dashboard.pdf
2021	WFP	Annual Performance Report.pdf
2022	WFP	Annual Performance Report.pdf

# Acronyms

<b>APP</b>	Protection And Accountability to Affected Populations
<b>CBO</b>	Common Back Office
<b>CEEs</b>	Corporate Emergency Response Evaluations
<b>CEQAS</b>	Centralized Evaluation Quality Assurance System
<b>CO</b>	Country Office
<b>CP</b>	Cooperating Partners
<b>CSP</b>	Country Strategic Plans
<b>CSPEs</b>	Country Strategic Plan Evaluations
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>EQAS</b>	Evaluation Quality Assurance System
<b>FLAs</b>	Field Level Agreements
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>HQ</b>	Headquarters
<b>IR</b>	Inception Report
<b>IRG</b>	Internal Reference Group
<b>JIU</b>	The Joint Inspection Unit
<b>LoU</b>	Letter Of Undertaking
<b>MoU</b>	Memorandum Of Understanding
<b>MR</b>	Management Responses
<b>MT</b>	Metric Tonnes
<b>NGO</b>	Non-Governmental Organization
<b>OEV</b>	Office Of Evaluation
<b>PE</b>	Policy Evaluations
<b>PHQA</b>	Post-Hoc Quality Assessment
<b>PROT</b>	Country Capacity Strengthening Unit
<b>PSEA</b>	Prevention Of Sexual Exploitation and Abuse
<b>QA</b>	Quality Assurance
<b>RA</b>	Research Analyst
<b>SBP</b>	School-Based Programme
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SEs</b>	Strategic Evaluations
<b>SQ</b>	Synthesis Questions
<b>TOR</b>	Terms Of Reference
<b>UNPP</b>	UN Partner Portal

**UNSWAP.** United Nations System-Wide Action Plan on Gender Equality and The Empowerment of Women

**WFP** World Food Programme

