



**WFP EVALUATION**



**World Food  
Programme**

SAVING  
LIVES  
CHANGING  
LIVES

# Synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations

Synthesis Report – Volume II Annexes  
OEV/2023/022

September 2024

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# Annex I: Summary Terms of Reference

1. Evaluation syntheses are part of the WFP 'toolkit' in support of its commitment to evidence-based decision-making.<sup>1</sup> An evaluation synthesis is: 'A combination and integration of findings from quality-assessed evaluations to develop higher-level or more comprehensive knowledge and inform policy and strategic decisions.'

## Objectives and intended users of the Synthesis

2. Evaluation syntheses serve the dual objectives of accountability and learning. This synthesis aims to bring together findings on WFP's work with cooperating partners from WFP's centralized and decentralized evaluations completed between 2020 and 2023, provide 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.
3. The evaluation synthesis report will be presented at the Executive Board session in **November 2024**.

## Synthesis questions

4. This synthesis will answer the following synthesis questions:
5. **QUESTION 1:** 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?
6. **QUESTION 2:** 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?

7. **QUESTION 3:** 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)?
8. **QUESTION 4:** 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?
9. **QUESTION 5:** 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, prevention of sexual exploitation and abuse, disability inclusion, data protection and privacy, and people-centred approaches<sup>2</sup>?

## Scope

10. The scope of this synthesis will be identified in a two-phased approach, phase one is led by OEV during the preparatory phase and phase two will be led by the synthesis team during the inception phase.
11. OEV has identified a preliminary list of evaluations:
  - i. *Evaluation types:*
    - Centralized evaluations<sup>3</sup>: Policy Evaluations, Strategic Evaluations, Country Strategic Plan Evaluations and Corporate Emergency Response Evaluations.
    - Decentralized evaluations<sup>4</sup> covering activities and themes.
  - ii. *Time period:* evaluations completed over the time period 2020-2023.

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<sup>1</sup> [WFP Strategic Plan 2022-2025](#)

<sup>2</sup> People-centred approaches is one of the seven guiding principles established in WFP's Strategic Plan 2022-2025

<sup>3</sup> Commissioned and managed by OEV and presented to the Executive Board.

<sup>4</sup> Commissioned and managed by country offices, regional bureaux or Headquarters-based divisions other than OEV, not presented to the Board.



- iii. *Quality of evaluation*: evaluations assessed by OEV's post-hoc quality assessment (PHQA) system above the 60% threshold (satisfactory).

**Table 1: Centralized and decentralized evaluations – preliminary long list**

| Centralized                  |    |    |     | Decentralized |          |
|------------------------------|----|----|-----|---------------|----------|
| CSP                          | PE | SE | CEE | Activity      | Thematic |
| 22                           | 4  | 4  | 1   | 21            | 8        |
| <b>Total: 60 evaluations</b> |    |    |     |               |          |

**CSP:** Country Strategic Plan Evaluation; **PE:** Policy Evaluation; **SE:** Strategic Evaluation; **CEE:** Corporate Emergency Response Evaluation

12. The evaluations in table 1 will form the universe for the synthesis team to initiate phase two of the exercise. 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.
13. 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.

## Synthesis methodology

<sup>5</sup> The universe is intended as the final list of evaluations that will form part of the synthesis.

<sup>6</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.

14. Key features of the methodological design are expected to include:

- **Method for screening and selecting the final universe<sup>5</sup>.**
- **Confirmation and list of final universe** of evaluations to be included.
- **Development of a comprehensive analytical framework<sup>6</sup>** based on the refined synthesis questions and early review of a sample of reports.
- **Development of analytical fields<sup>7</sup>** which respond to the synthesis questions, combining 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.
- **Systematic analysis of the evaluation reports** against the analytical framework, including **data extraction and coding<sup>8</sup>.**
- **Primary data gathering** through interviews with key stakeholders as required.
- **Secondary data gathering** through structured analysis of additional documentation linked to the synthesis questions.

15. 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.

16. 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.

## Roles and responsibilities

<sup>7</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.

<sup>8</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.

17. **EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise.
18. **OEV EVALUATION MANAGER:** Federica Zelada is the OEV assigned evaluation manager. The evaluation manager will be the main interlocutor between the synthesis team, represented by the team leader 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.
19. An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.
20. The Director of Evaluation will approve the final versions of all evaluation synthesis products.

#### **Communication**

21. A stakeholder workshop will be held in July 2024 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.
22. Evaluation synthesis findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

#### **Timing and key milestones**

**Inception Phase: December 2023-February 2024**

**Desk review, content analysis and interview: February-March 2024**

**Reports: April-July 2024**

**Stakeholder Workshop: July 2024**

**Executive Board: November 2024**

# Annex II: Timeline

TABLE 2 BELOW PROVIDES A DETAILED TIMELINE OF THE STAGES OF THE EVALUATION, BY WHOM AND THE KEY DATES AND DEADLINES.

Table 2: Detailed timeline for this evaluation

| Synthesis title  | By Whom          | Key Dates (deadlines)           |
|--|------------------|---------------------------------|
| <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             | 12-22 Dec 2023                  |
| <b>Inception briefings with selected stakeholders</b>  | <b>Team + EM</b> | <b>13-22 Dec 2023</b>           |
| Preparation of Inception Report, including selection of final evaluation universe                    | Team             | 20 Dec - 24 Jan 2024            |
| <b>Submission of D0 inception report for EM/RA review</b>  | <b>Team</b>      | <b>24 Jan 2024</b>              |
| Quality assurance and review of inception report   | EM/RA/QA2/DoE    | 25-29 Jan 2024                  |
| <b>Team addresses comments to revise inception note and submits to OEV</b>                           | <b>Team</b>      | <b>30 Jan - 2 Feb 2024</b>      |
| <b>Submission of D1 inception note to DoE</b>  | <b>DoE</b>       | <b>5 Feb 2024</b>               |
| Review of D1 inception note  | DoE              | 5-8 Feb 2024                    |

| Synthesis title   |  | By Whom                 | Key Dates (deadlines)       |
|---|--|-------------------------|-----------------------------|
|   | Team addresses comments on D1 and revises inception report   | Team                    | 13 Feb 2024                 |
|   | <b>Submission of D1 inception note for stakeholder review</b>  | <b>Team</b>             | <b>27 Feb 2024 – 5 Mar</b>  |
|   | Team addresses comments and revises inception note   | NGO unit + PRO-T + PPR? | 6 – 7 Mar 2024              |
|   | Team submits revised inception note  | Team                    | 8 Mar 2024                  |
|   | EM and QA2 reviews inception note prior to submission of D2 to DoE for approval                                | EM/ QA2                 | 11 Mar 2024                 |
|   | <b>Submission of D2 inception note for DoE review</b>  | <b>EM</b>               | <b>12-13 Mar</b>            |
|   | Revisions to address DoE comments and submission of IR D3  | Team                    | 14 Mar 2024                 |
|   | <b>Inception Report approval</b>   | <b>DoE</b>              | <b>15 Mar 2024</b>          |
|   | EM circulates final Inception Report to key WFP stakeholders for their information                             | EM                      | 16 Mar 2024                 |
| <b>Phase 3 Desk review, content analysis and interviews</b> |  |                         |                             |
|   | In-depth review of relevant information across evaluations; data extraction and coding                         | Team                    | 18 – 29 Mar 2024            |
|   | Content analysis   |                         | 29 Mar – 9 Apr 2024         |
|   | <b>Conduct remote interviews with stakeholders</b>   | Team                    | <b>10 – 17 Apr 2024</b>     |
|   | Report drafting  | Team                    | 18 – 25 Apr 2024            |
| <b>Phase 4 Reporting</b>                                    |  |                         |                             |
|   | <b>Submission of draft synthesis report (D0) to OEV</b>  | Team                    | <b>13 May 2024</b>          |
|   | OEV EM + RA + QA2 review of Draft 0  | EM/ RA/ QA2             | 14 – 16 May 2024            |
|   | <b>TL adjustments to address EM + RA + QA2 comments and submits revised report (D1)</b>                        | Team                    | <b>28 May 2024</b>          |
|   | Final EM + RA + QA2 parallel review and final adjustments by the Team before submitting to DDoE                | EM/ RA/ QA2             | 29 – 30 May 2024            |
|   | <b>TL adjustments to address EM + RA + QA2 comments and submits revised report (D2)</b>                        | Team                    | 31 May – 3 Jun 2024         |
|   | <b>Submission to DoE window of review</b>  | DDoE                    | <b>5-6 Jun 2024</b>         |
|   | <b>TL adjustments to address DoE comments and submits revised report (D2)</b>                                  | Team                    | 7-11 Jun 2024               |
|   | QA1+QA2 parallel review and final adjustments by the Team before seeking DoE clearance to share draft with IRG | QA1+QA2                 | 12 Jun 2024                 |
| <b>Draft 0</b>  | DoE window for final review of the draft before clearance to share it with IRG for comments                    | DoE                     | 13-17 Jun 2024              |
|   | <b>TL adjustments to address DoE comments</b>  | Team                    | 18 Jun 2024                 |
|   | <b>Draft synthesis shared for comments with IRG</b>  | <b>DoE</b>              | <b>26 Jun - 10 Jul 2024</b> |

| Synthesis title  |  | By Whom                | Key Dates (deadlines) |
|--|--|------------------------|-----------------------|
|  | EM+RA compiles matrix of comments received and shares it with the Team ahead of (remote) stakeholder workshop        | EM                     | 10-11 Jul 2024        |
|  | <b>Stakeholder workshop</b>  | <b>IRG+DoE+DDoE+EM</b> | <b>2 Jul 2024</b>     |
|  | <b>Team submission of revised draft (D3)</b>   | <b>Team</b>            | 12-16 Jul             |
|  | QA1/QA2 review of revised D3 followed by Team adjustments  | EM+RA+QA2              | 16 Jul                |
|  | <b>EM starts preparing the Summary Evaluation Report (SER)</b>   | <b>EM</b>              | <b>17 Jul</b>         |
|  | <b>DoE comment window on the revised ER (D3)</b>   | <b>DoE</b>             | 17-18 Jul             |
| <b>ER D4</b>   | <b>TL submits <u>final draft synthesis</u> to OEV reflecting DoE comments</b>  | <b>Team</b>            | <b>22 Jul</b>         |
| ER D4  | EM check to ensure changes made to the ER adequately respond to DoE comments.  | EM / TL                | 23 Jul                |
| <b>SER D0</b>  | <b>EM submission of draft SER for QA2 review</b>   | <b>DoE</b>             | <b>23-25 Jul</b>      |
| FINAL Report   | DoE window on the ER (D4) Clarify last points with TL as needed  | DoE                    | 23 Jul                |
| SER D1   | EM changes to draft SER to address QA2 comments  |                        | 26 Jul                |
| SER D1   | <b>EM submission of revised SER for DoE review</b>   |                        | <b>20-30 Jul</b>      |
| <b>SER D2</b>  | <b>EM submission of revised SER for DoE clearance to send draft SER to Executive Management /OPC</b>                 | OPC                    | <b>5-16 Aug</b>       |
|  | EM discusses OPC comments received with QA2, and revise and finalise SER accordingly                                 | EM + QA2               | 26 Aug                |
|  | Seek approval by DoE on final SER. Clarify last points as needed   | DoE + EM               | 26 Aug                |
| Final SER and ER   | <b>Submission of final SER and final ER</b>  | EM / DoE               | <b>29 Aug</b>         |
|  | EB Secretariat deadline for <b>EB.2/2024</b>   |                        | 30 Aug                |
| <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 III: Methodology

## 3.1 METHODOLOGICAL APPROACH AND DATA ANALYSIS METHODS

### 3.1.1 Approaches

- The methodology was designed with a learning and utilization focus with the primary approaches adopted being inductive and deductive. These were operationalized as follows:
  - Deductive:** applying structured analytical fields to data sources, to ensure consistent and transparent extraction of evidence, and to ensure that findings are fully traceable back to the body of evidence.
  - Inductive:** Pre-defining an initial set of categories for analysis which correspond to the analytical framework but allowing other important categories and themes to emerge as the evidence base consolidates. Thus, categories may be merged, adapted or adjusted in response to higher- or aggregate-level themes emerging.
- Gender Equality and Women’s Empowerment was considered at the synthesis design, coding and analysis stage and the synthesis considered findings and recommendations that highlight any areas for improvement relating to GEWE and cooperating partners. Gender, protection and accountability, prevention of sexual exploitation and abuse, as well as disability inclusion and other vulnerabilities were mainstreamed throughout the analytical framework (where appropriate), as well as addressed specifically in Synthesis Question 3. The methodology reflects the standards for independence and impartiality, in line with the commitments of WFP under its Evaluation Policy 2022<sup>9</sup>.

### 3.1.2 Evaluation Questions

- The Evaluation questions were refined during the inception period and sub questions identified. These additions and any changes are outlined in Table 3 below.

**Table 3: Evaluation Questions, sub-questions, and changes from ToR**

| <b>Synthesis Questions and Sub questions</b>  | <b>Changes from the ToR</b>   |
|---|---|
| <b>SQ1: To what extent do evaluations show that WFP’s partnerships with cooperating partners contributed to the achievement of WFP’s aims<sup>10</sup> at country level?</b>  | <b>No change</b>  |
| <p><b>1.1</b> Does the evidence demonstrate that WFP partnerships with cooperating partners contributed to achievement of: CRF SO1: <i>People are better able to meet their urgent food and nutrition needs?</i></p> <p><b>1.2</b> Does the evidence demonstrate that WFP partnerships with cooperating partners contributed to achievement of: CRF SO2: <i>People have better nutrition, health and education outcomes?</i></p> <p><b>1.3</b> Does the evidence demonstrate that WFP partnerships with cooperating partners contributed to achievement of: CRF SO3: <i>People have improved and sustainable livelihoods?</i></p> <p><b>1.4</b> Does the evidence demonstrate that WFP partnerships with cooperating partners contributed to achievement of: CRF SO4: <i>National programmes &amp; systems are strengthened</i></p> |   |
| <b>SQ2: In which specific activity and cross-cutting areas do evaluations show that cooperating partners have made contributions to the achievement of WFP’s aims?</b>  | <b>SQ2 in ToR: In which specific areas (thematic, programmatic) do evaluations show that cooperating partners have made substantive</b> |

<sup>9</sup> WFP.2022. WFP evaluation policy 2022. WFP/EB.1/2022/4-C.

<sup>10</sup> Aims as defined by SOs in WFP.2022. WFP Corporate Results Framework (2022-2025). WFP/EB.1/2022/4-A/Rev.1

| <b>Synthesis Questions and Sub questions</b>  | <b>Changes from the ToR</b>  |
|---|--|
| <b>Have there been challenges relating to specific activities and cross-cutting areas?</b>  | <p>contributions to the achievement of WFP's aims? Where is there scope to improve?</p> <p><b>Changes</b></p> <p>Removal of the word "substantive" from Q2 – now all contributions will be considered, and a judgement won't be made on whether they are substantive or not.</p> <p>Removal of the thematic and programmatic elements due to challenges with clearly defining these concepts. This has been, replaced by consideration of areas which are more clearly defined, <b>activities</b><sup>11</sup> and <b>cross cutting areas</b> as defined in the WFP Strategic Plan (2022-25).<sup>12</sup></p> <p>The term "scope to improve" was deemed subjective, as a judgment would have to be made on performance to determine if it needed to be improved. This has therefore been replaced with "challenges as they relate to activities and cross cutting issues", which is easier to define.</p> |
| <p><b>2.1</b> What does the evidence show about the contribution of WFP's cooperating partners to specific activities<sup>13</sup> or cross-cutting areas, in achieving WFP's aims?</p> <p><b>2.2</b> Does the evidence highlight that different types of cooperating partners contribute to specific activities and cross-cutting areas? If so, what were they and to what extent?</p> <p><b>2.3</b> What does the evidence show regarding challenges relating to specific activities and cross cutting areas?</p> |  |
| <b>SQ3: What factors, as indicated by evaluations, have either contributed or hindered the quality and performance of WFP's work with cooperating partners (e.g., cooperating partnership management practices, capacity strengthening)?</b>  | <b>No change</b>   |
| <p><b>3.1</b> What internal factors supported the quality &amp; performance of WFP's work with CPs?</p> <p><b>3.2</b> What external factors supported the quality &amp; performance of WFP's work with CPs?</p> <p><b>3.3</b> What internal factors impeded the quality &amp; performance of WFP's work with CPs?</p> <p><b>3.4</b> What external factors impeded the quality &amp; performance of WFP's work with CPs?</p>   |  |
| <b>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?<sup>14</sup></b>   | <b>No change</b>   |

<sup>11</sup> These are listed in WFP Corporate Results Framework (2022-2025). WFP/EB.1/2022/4-A/Rev.1 and are: Emergency preparedness and early action, Unconditional resource transfer, Malnutrition prevention programme, Malnutrition treatment programme, School based programmes, Community and household asset creation, Household and individual skill and livelihood creation, Smallholder agricultural market support programmes, Actions to protect against climate shocks and Social protection sector support.

<sup>12</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2. The four cross cutting priorities defined in the strategic plan are: protection and accountability to affected populations; gender equality and women's empowerment; nutrition integration; and environmental sustainability.

<sup>13</sup> Activity type are outlined in the 2022-2025 Corporate Results Framework, and listed in Annex 5

<sup>14</sup> Definitions based on 2018 ED Circular: Corporate Guidance on WFP Management of NGO Partnerships. WFP/OED2018/004

| <b>Synthesis Questions and Sub questions</b>  | <b>Changes from the ToR</b> |
|---|-----------------------------|
| <p><b>4.1</b> How are relationships with CPs characterised in the evidence?</p> <p><b>4.2</b> Does the evidence indicate a trajectory of change over time, and in what direction?</p>   |                             |
| <p><b>SQ5: What does the evidence show regarding WFP's and cooperating partners' adherence to the fiscal responsibilities<sup>15</sup>, commitments of gender equality and women's empowerment (GEWE), protection and accountability to affected populations (AAP), prevention of sexual exploitation and abuse (PSEA), disability inclusion (DI), data protection and privacy, and people-centred approaches?<sup>16</sup></b></p> | <p><b>No change</b></p>     |
| <p><b>5.1</b> What does the evidence show regarding WFP's efforts to embed obligations for fiscal responsibility, GEWE, AAP, PSEA and DI in its cooperating partnerships?</p> <p><b>5.2</b> What does the evidence show regarding delivery of obligations for fiscal responsibility, GEWE, AAP, PSEA and DI issues?</p>   |                             |

### 3.1.3 Data sources

4. The primary data source for the synthesis are 47 evaluation reports which comprise the evaluation Universe (Annex VI). The synthesis also draws on supplementary data from key informant interviews and supporting documents for contextualization and corroboration of findings from the evaluations. WFP primary data (e.g., COMET and FLA partnership tracker data) was used to identify and clarify the presence of different CPs.<sup>17</sup> A summary of data sources and forms of analysis and triangulation are outlined in Table 4 below.

**Table 4: Data sources**

| <b>Data Source(s)</b>  | <b>Forms of analysis &amp; triangulation</b>  |
|--|---|
| <ul style="list-style-type: none"> <li>• Evaluation reports and their annexes</li> <li>• Management responses (where relevant) to identify if recommendations relating to CPs have been accepted (or not).</li> <li>• Interviews with stakeholders at Head Quarters, Regional Bureau and Country Office level</li> <li>• WFP supporting documents (Annex XI)</li> <li>• WFP quantitative data</li> </ul> | <ul style="list-style-type: none"> <li>• Quantitative - examining the frequency of findings across evaluations.</li> <li>• Qualitative - combining descriptive findings across evaluations.</li> <li>• Content analysis and thematic analysis<sup>18</sup> of different variable combinations to explore patterns and related variables and identify where correlations exist.</li> <li>• Triangulation of evidence from evaluations using WFP documentation and interview data.</li> </ul> |

<sup>15</sup> Fiscal responsibility/ fiduciary risk as defined and described in the WFP. 2021. Revised anti-fraud and anti-corruption policy. WFP/EB.A/2021/5-B/1

<sup>16</sup> People-centred approaches is one of the seven guiding principles established in WFPs Strategic Plan 2022-2025

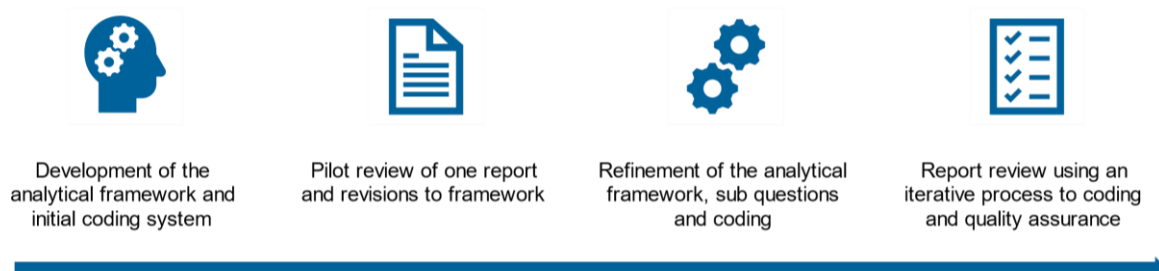
<sup>17</sup> The synthesis evaluation team will not have direct access to these WFP internal systems, but OEV can provide information for individual evaluations, as well as across the entire evaluation universe to aid in understanding and analysis.

<sup>18</sup> Explained in more detail in the data analysis section below.

### 3.1.4 Evaluation data extraction

25. The process for reviewing, extracting, and coding evaluation reports consisted of the following steps:

**Figure 1: Data extraction process**



5. During the inception phase, informed by an initial review of WFP documentation, the team developed the **analytical framework and coding system** (Annex V). The framework was organized to encompass synthesis questions, sub-questions (re-interpreted for the purpose of the analytical framework), codes, and code descriptions. The development of sub-questions and codes was to ensure the uniform extraction of data from evaluations. This process was based upon a thorough review of supporting documentation and the initial assessment of evaluations during the scoping/ screening phase.
6. Once the analytical framework was approved, the coding framework was loaded into the data analysis software MAXQDA.<sup>19</sup>
7. A **pilot review** was undertaken across five evaluations to assess code validity and ensure reliable and consistent data can be extracted. All team members independently analysed the same five reports, extracting and tagging segments in MAXQDA using the established coding framework. The team then convened to address any discrepancies in coding application. Minor amendments were made to the analytical framework as a result of this, but they related to understanding of the data, not of the codes themselves. A set of rules for the coding process were developed, setting out the key principle that every coded segment had to be coded against a type of CP (NGO, Government or UN), or else coded as “CP unclear”. Then to code against the specific questions in the analytical framework. In theory this should have allowed every coded segment to be first coded as per type of CP, then by which question it answered, in reality it was often unclear what CP was being discussed at different points in a single evaluation, and while we were able to use this data in part, it served as a finding in its own right that CPs are not clearly defined and described in the evaluations being extracted from.
8. Following this testing (and agreement on the process of coding) individual team members were assigned evaluation reports for review. The initial phase involved the team collectively reviewing and coding 25 percent of the sample. Subsequently, the Team Leader conducted **Quality Assurance (QA)** on 50% of this first sample and provided feedback to each team member. The team then convened to collectively review data, discuss emerging themes and lessons, discuss challenges and agree on collective processes to address them. Following this discussion, the remaining evaluations underwent review, repeating the QA (at the 50% level). There were regular team meetings to discuss any challenges or issues and ongoing QA feedback from the Team Leader. A key part of the process was to apply **nuance in the application of the codes** (as set out in the analytical framework, Annex V). The team did not rely on automatic coding of documents, instead each evaluation was read in detail, and the coding structure applied in an iterative fashion to address each evaluation question. This ensured a robust process, taking into account the multiple terminologies used to define CPs, and the nuanced ways in which they can be described in an evaluation report.
9. Employing an iterative coding and QA approach enabled the team to methodically construct **credible and consistent evidence** related to predefined themes linked to synthesis questions. Simultaneously, this approach allowed for the identification of **emerging themes and findings**. This was operationalized throughout the coding process by summarizing key findings within MAXQDA, so as to

<sup>19</sup> MAXQDA is a software programme designed for qualitative data. It enables a traceable analysis across reports to produce insights and evidence for the synthesis.

start the early identification of findings and allow them to be discussed as a team, and more easily grouped and identified during analysis and write up phase.

10. Following the coding and early analysis each team member was assigned an evaluation question to analysis. As part of this all segments coded against each question were extracted from MAXQDA (or analysed within MAXQDA) and the findings, with clear linkages to where the evidence originated were drafted for each question. This provided the foundation for the Key Informant Interviews (KIIs) and second stage document review, although there was overlap of the processes.

### **3.1.5 Secondary data collection**

11. During the data analysis phase, based on emerging findings, **interview questions** were drafted, and interviews arranged with staff from across the organization. The interviewee list was guided by the membership of the IRG<sup>20</sup>, and the findings from the evaluations, and included RBs and COs which were of interest to the synthesis process. The primary objectives of the Key Informant Interviews (KIIs) were to validate findings, delve deeper into identified issues, and explore patterns, themes and correlations in the analysis of the extracted data against each evaluation question, and sub question. Comprehensive summaries of all **KII** interview data was generated, and interview evidence used throughout the synthesis findings and conclusions, as relevant.
12. During the secondary data collection phase, the team built on the review of WFP documentation undertaken during inception phase and looked again at **WFP documentation**, including guidance, policies and reviews, making sure to include any new documents which may have been drafted, or finalized since the synthesis commenced. This phase of document review was used to validate and triangulate synthesis findings, as well as provide useful information about the evolution, and current context of WFPs work with cooperating partners, and the systems and processes which support this. The team engaged with emerging work within WFP, for example on the localization agenda, to ensure the synthesis was relevant for the WFP current operating context, and Partner Connect on the rollout of a digitized system for CP management.

### **3.1.6 Data analysis**

13. The team collated the data collected from the evaluation reports, the KIIs, and the document review against the synthesis questions and sub-questions. Each finding was examined against each synthesis question using both quantitative (examining the frequency of synthesis findings across evaluations) and qualitative methods (content and thematic analysis). This allowed clarity for each finding to set out how many evaluations identify / validate the same finding, or if there are other methods of triangulation<sup>21</sup>.
14. The team looked for **themes and trends**, including similarities, divergences, and contradictions in the findings, within and across questions, and within and across evaluation types. The team used illustrative examples from the evaluations to highlight best practices in the synthesis report, or areas where challenges or hindering factors were highlighted.
15. This content analysis included interrogating the findings against **multiple variables**. The intersection between variables as they relate to each finding was also explored, where possible. The initial analysis was based on the comparison between types of CPs in evaluations, and specific codes (as set out in the analytical framework).
16. The team also applied content analysis to examine and interpret characteristics of the findings, such as themes, patterns, and meanings to gain insight into WFP's work with Cooperating Partners.

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<sup>20</sup> The membership of the IRG is outlined at Annex 6.

<sup>21</sup> All findings will include (i) number of evaluations supporting the finding and (ii) footnote listing which evaluations they are.



17. Overall, this approach provided a thorough analysis of the data, considering various factors and their interplay in the context of different variables, and different types of cooperating partner. The team met regularly throughout the analysis phase, as well holding regular meeting with OEV, and held a validation session to validate findings across all questions, and assess the level of evidence available to answer each evaluation question.

### **3.1.7 Reporting**

18. In the reporting stage, the team produced a draft synthesis report which addresses the synthesis questions in a logical manner presenting the evidence from findings, conclusions, and ultimately recommendations.

The synthesis report underwent **internal QA** to ensure both its validity and coherence with the WFP institutional environment. Initial feedback on the draft synthesis report was provided by OEV. Revised drafts were shared with the IRG for their comments to provide validation and refinement. Following this, OEV facilitate a virtual workshop on 2<sup>nd</sup> July 2024 with key stakeholders and members of the IRG to further validate the synthesis findings, conclusions, and provide inputs to the proposed recommendations to ensure their focus and targets are appropriate. The feedback was incorporated into the synthesis report, with a focus on recommendations.

19. The synthesis report provides findings and recommendations for different WFP audiences, at Headquarters, Regional Bureaus and Country Office level. It will be presented to WFP's Executive Board Second Regular Session of November 2024 (EB.2/2024). Taking this into account the conclusions and recommendations of the final report will be grounded in the evidence and findings of the synthesis itself, while also contextualized to consider recent and ongoing changes within WFP, to enable the report to be forward-looking.

# Annex IV: Screening Process

## 4.1 SCOPING PROCESS

20. This Annex details the scoping process to identify and select the evaluation universe, and its findings. The preliminary universe of evaluations that could be included in this synthesis was identified by the Office of Evaluation (OEV) during the preparation phase of the synthesis. The team then conducted a screening exercise during the inception phase to determine the final sample of evaluations to be included in the synthesis.
21. During the **preparation phase**, the Office of Evaluation (OEV) identified a preliminary list of 63 evaluations based on evaluation types, time period, and the quality of the evaluation.<sup>22</sup> OEV identified an additional 12 evaluations that met the same criteria but that were approved after the initial ToR was published, bringing the total number of evaluations to 75. The preliminary list of evaluations identified by OEV was shortlisted, based on the following criteria:
- **Evaluation types:** Centralized evaluations- namely, Policy Evaluations, Strategic Evaluations, Country Strategic Plan Evaluations (CSPEs) and Corporate Emergency Response Evaluations (CEEs).<sup>23</sup> Decentralized evaluations covering, activities and themes.<sup>24</sup>
  - **Time period:** evaluations completed over the period 2020-2023.
  - **Quality of evaluation:** evaluations assessed by OEV's post-hoc quality assessment (PHQA) system above the 60% threshold (satisfactory).<sup>25</sup>
  - **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; 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>26</sup>
22. During the inception phase, the Synthesis Team developed a screening approach and validated it through consultations with OEV. The approach included six phases, which are described below.
- First, key information about each report including the commissioner, type of evaluation, language, country, regional bureau, approval year, and PHQA score was identified.
  - Second, a set of keywords or topics relating to CPs was identified to inform the screening process. Discussion with OEV helped to inform the development of the keywords and topics, including those which considered the evolution of WFP terminology regarding CPs. As such key words initially included, cooperating partners, implementing partners, Field level Agreement (FLA)<sup>27</sup>, Memorandum of Understanding/ Letter of Understanding (MoU/LoU)<sup>28</sup>. However, terminology relating to CPs is not always clearly defined. Additional keywords were therefore added to ensure a more thorough screening. These included International NGO (INGO), Civil Society Organizations (CSO), Community Based Organizations (CBO), United Nations Partners, and Government Partners.

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<sup>22</sup> WFP. 2023. Evaluation Synthesis of WFP's Cooperating Partners Terms of Reference. WFP Office of Evaluation.

<sup>23</sup> Centralized Evaluations are commissioned and managed by OEV and presented to the Executive Board.

<sup>24</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>25</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>26</sup> This was defined by OEV as more than 5 findings relating to CPs.

<sup>27</sup> An agreement WFP enters into with NGO CPs

<sup>28</sup> An agreement WFP enters into with Government Partners, though not all relate to the definition of CP.

The screening also included translations of keywords in French and Spanish.<sup>29</sup> The keywords used were translated directly into codes in MAXQDA.<sup>30</sup>

- Third, evaluations were screened for references to keywords and codes relating to cooperating partners. Using MAXQDA, the team reviewed each evaluation’s findings, conclusions and recommendations and coded any segments that were relevant to the synthesis.<sup>31</sup> In addition to reviewing the coded text in each evaluation, it was also necessary to refer to additional data about each country to help identify what type of partnerships and agreements exist with NGOs, United Nations agencies or Government entities.
- Fourth, the team ranked the evaluations. Based on the segments identified, the team assessed the reports as having high, medium, low levels of relevance, or those where the evidence was not relevant for this synthesis.
- Fifth, the Team Leader conducted a quality assurance review of a 15% sample across all evaluations. Additionally, all CSPEs were quality assured by a team member different to the person who had conducted the original screening. Further quality assurances (QAs) were undertaken where there was a lack of clarity on the type of partnerships being discussed. This resulted in a higher-than-expected QA rate of 55%.
- Sixth, evaluations to be included and excluded were proposed, based on the protocol for assessment of evidence, outlined in Table 5 below.

**Table 5: Protocol for determining level of evidence relating to CPs in each evaluation report.**

| Protocols for determining evidence relating to CPs in each evaluation |   |
|---|---|
| 1 - Limited evidence  | CPs not clearly or at all referenced in the findings (this rating would be expected to primarily relate to the evaluations not screened in preparation by OEV, or where context deems an evaluation not relevant).  |
| 2 - Low levels of evidence  | CPs are mentioned, but not in direct, or meaningful relationship to the findings section, or conclusions section, and not at all in recommendations.  |
| 3 - Medium levels of evidence   | CPs are mentioned in the findings section (in responding to evaluation questions), and up to 3 references in either conclusions and/or recommendations.<br>Alternatively, there is significant relevant evidence relating to CPs in findings, with minor mentions in conclusion or recommendations. |
| 4 - High levels of evidence   | CPs are mentioned and evaluated as a component part of wider evaluation, CPs are mentioned in multiple findings, conclusions, and recommendations.  |

23. As noted in section 2.1 above, there were some challenges with identifying, with certainty, if evidence relating to cooperating partners was present in each evaluation. As such multiple data sources were used to attempt to validate and confirm this, including data from the WFP COMET database. Where this was still unclear (primarily relating to identification of Government entities or United Nations agencies as CPs) a list was provided to OEV to seek clarity from Country Offices and evaluation managers.

<sup>29</sup> French key words included: ONG, partenaires coopérants, partenaires de mise en œuvre, société civile. Spanish key words included: Asociados cooperantes, asociados, socios, ONG, organizaciones de la sociedad civil.

<sup>30</sup> In MAXQDA, codes refer to labels or tags assigned to segments of qualitative data, such as text passages, audio clips, or images. These codes serve as a way to categorize and organize information, to systematically analyse and identify patterns within data during qualitative research processes.

<sup>31</sup> These may include keywords, sentences or paragraph which are relevant to the synthesis.

## 4.2 SCOPING FINDINGS

24. The team ranked 7 evaluations as 'high', 40 as 'medium', and 15 as 'low' and 13 as having 'limited evidence' on cooperating partners. Evaluations ranked high and medium were included in the final universe. The breakdown of cooperating partners coverage by evaluation type is shown below in Table 6.

**Table 6: Cooperating Partner coverage by evaluation type**

| Evaluation type           |                              | Original Universe | Shortlisted | Cooperating Partners coverage |                 |              |                  |
|---------------------------|------------------------------|-------------------|-------------|-------------------------------|-----------------|--------------|------------------|
|                           |                              |                   |             | High evidence                 | Medium evidence | Low evidence | Limited evidence |
| Centralized evaluations   | Corporate Emergency Response | 2                 | 2           | -                             | 2               | -            | -                |
|                           | Country Strategic Plan       | 33                | 22          | 2                             | 20              | 9            | 2                |
|                           | Policy                       | 4                 | 1           | 1                             | -               | 1            | 2                |
|                           | Strategic                    | 4                 | 2           | 2                             | -               | 2            | -                |
|                           | <i>Subtotal</i>              |                   | 27          | 5                             | 17              | 17           | 4                |
| Decentralized evaluations | Activity                     | 24                | 16          | 1                             | 10              | 1            | 7                |
|                           | Thematic                     | 8                 | 4           | 1                             | 3               | 2            | 2                |
|                           | <i>Subtotal</i>              |                   | 20          | 2                             | 13              | 2            | 10               |
| Total                     |                              | 75                | 47          | 7                             | 40              | 15           | 13               |

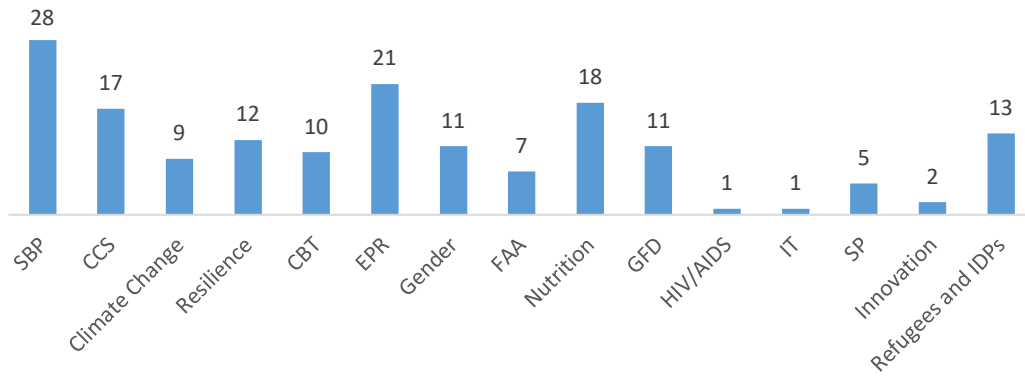
25. In consultation with OEV, the team recommended that the 47 evaluations ranked as 'high evidence' and 'medium evidence' be included in the synthesis. These evaluations directly addressed CP management and strategic relationships. The team identified 15 evaluations ranked as 'low evidence' that had some evidence surrounding these topics but were not detailed enough to be of interest for the synthesis. The team identified 13 evaluations as 'limited evidence' that either did not address these topics or were only briefly addressed. A full list of the component evaluations and rationale for inclusion or exclusion is included in Table 6.

26. Overall, 27 of the 43 centralized evaluations sufficiently addressed cooperating partners (51 percent). It was determined that these evaluations would provide evidence at the corporate and country levels, as well as at the strategic and policy levels. For the 32 decentralized evaluations, 20 (63 percent) were determined to sufficiently address cooperating partners to be of interest for this synthesis.

27. To provide a preliminary overview of the coverage of activity types in the evaluation synthesis, an analysis drawing from OEV's Management Information System (MIS) was applied and Table 7 provides the indicative coverage of activity categories present in the evaluations covered by the synthesis<sup>32</sup>.

<sup>32</sup>Decentralized Evaluations, activity categories were extracted from OEV MIS. For Country Strategic Plan Evaluations, Policy Evaluations and Strategic Evaluations, activity categories were not available in the OEV MIS. Therefore, they were obtained indirectly from the topics reported in MIS. However, in several evaluations some topics (e.g., "gender", "HIV/AIDS", "Food Systems", "refugees", "supply chain", "partnerships", "information technology", and "staff and human resources") could not be converted directly into an activity category. In these cases the activity category "other" was applied.

**Figure 2: Topics covered by evaluations in the final universe<sup>33</sup>**



Source: OEV Management Information System

<sup>33</sup> Acronyms are listed in acronyms list. Each evaluation could have multiple topics.



**Table 7: Evaluation ranking for screening of initial 75 evaluations during inception period**

| Evaluation Category   | Evaluation type              | Title of the Report  | Conclusions     | Recommendations   | CP Coverage     | Comments   |
|---|------------------------------|--|-----------------|---|-----------------|--|
| Centralized   | Corporate Emergency Response | Evaluation of the WFP <a href="#">Response to the COVID-19 Pandemic</a>  | x               | x   | Medium Evidence | 1 conclusion, 1 recommendation. Significant relevant evidence relating to CPs in findings, with minor mentions in conclusion or recommendations. |
|   |                              | Corporate Emergency Evaluation of WFP's Response in <a href="#">Myanmar</a> 2017-2022                          | x               | x   | Medium Evidence | 2 Conclusions, 3 Recommendations. Several findings refer to CPs.   |
|   | Country Strategic Plan       | Evaluation of <a href="#">Cambodia</a> WFP Country Strategic Plan, 2019-2023                                   |                 |   | Low evidence    | No references in Conclusions and Recommendations. No extensive mentions in findings.   |
|   |                              | Evaluation of <a href="#">South Sudan</a> WFP Interim Country Strategic Plan 2018-2021                         | x               | x   | High Evidence   | 6 Conclusions, 4 Recommendations. Several mentions in findings.  |
|   |                              | Évaluation du plan stratégique de pays du PAM pour <a href="#">Sénégal</a> , 2018-2022                         |                 | x   | Medium Evidence | No Conclusions, 1 Recommendation. Several mentions in findings.  |
|   |                              | Evaluation of <a href="#">Nepal</a> WFP Country Strategic Plan, 2019-2023                                      |                 |   | Low evidence    | No Conclusion or Recommendation. Several mentions of CPs in findings.  |
|   |                              | Evaluation of <a href="#">Ghana</a> WFP Country Strategic Plan, 2019-2023                                      | x               | x   | Medium Evidence | 2 Conclusions, 3 Recommendations. Several references to CPs, FLAs in Findings.   |
|   |                              | Evaluation of <a href="#">Benin</a> WFP Country Strategic Plan 2019-2023                                       |                 |   | Low evidence    | No Conclusion or Recommendation. Limited mentions of CPs in findings.  |
|   |                              | Evaluación de Plan Estratégico País de PMA <a href="#">Peru</a> 2018-2022                                      | x               |   | Medium evidence | 1 Conclusion, no Recommendation. Several mentions of CPs in findings.  |
|   |                              | Évaluation du Plan Stratégique Pays provisoire du PAM en <a href="#">République centrafricaine</a> (2018-2022) | x               | x   | Medium Evidence | 2 Conclusions, 4 Recommendations. Several mentions in Findings.  |
| Evaluation of the Interim Country Strategic Plan in <a href="#">Algeria</a> (2019-2022) | x                            | x  | Medium Evidence | 1 conclusion, 2 Recommendations. Several mentions of CPs in Findings. |                 |  |

| Evaluation Category | Evaluation type | Title of the Report   | Conclusions | Recommendations | CP Coverage     | Comments  |
|---------------------|-----------------|---|-------------|-----------------|-----------------|---|
|                     |                 | Evaluación del plan estratégico para <b>El Salvador</b> (2017-2022)         |             | x               | Medium Evidence | No Conclusion, 2 Recommendations on CPs. Limited, but relevant references in Findings.        |
|                     |                 | Evaluation of <b>Tajikistan</b> WFP Country Strategic Plan 2019-2024        |             |                 | Medium Evidence | No Conclusion or Recommendations on CPs but several findings make specific references to CPs. |
|                     |                 | Evaluation of <b>Jordan</b> WFP Country Strategic Plan 2020-2022            | x           | x               | Medium Evidence | 4 Conclusions and 1 Recommendation. Several findings mention CPs.                             |
|                     |                 | Evaluation of <b>Sudan</b> WFP Country Strategic Plan 2019-2022             | x           | x               | Medium Evidence | 2 Conclusions, 1 Recommendation. Multiple mentions and learning in findings.                  |
|                     |                 | Evaluation of <b>Nigeria</b> WFP Country Strategic Plan 2019-2022           | x           | x               | Medium Evidence | No Conclusion, 4 Recommendations. Several mentions of CPs in findings.                        |
|                     |                 | Évaluation du plan stratégique de pays du PAM pour <b>Haiti</b> , 2018-2022 | x           |                 | Medium Evidence | 1 Conclusion, No Recommendation. Several mentions of CPs in findings.                         |

| Evaluation Category | Evaluation type | Title of the Report   | Conclusions | Recommendations | CP Coverage     | Comments   |
|---------------------|-----------------|---|-------------|-----------------|-----------------|--|
|                     |                 | Evaluation of <b>Chad</b> WFP Country Strategic Plan 2019-2023  | x           |                 | Medium Evidence | 1 Conclusion, 1 Recommendation. Several mentions of CPs in findings.   |
|                     |                 | Évaluation du plan stratégique de pays du PAM <b>Burkina Faso</b> 2018 - 2022                               | x           | x               | Medium Evidence | 3 Conclusions and 3 Recommendations. Several mentions of CPs in findings.  |
|                     |                 | Evaluation of <b>Cameroon</b> WFP Country Strategic Plan 2018-2020  | x           | x               | Medium Evidence | 3 Conclusions and 2 Recommendations. Multiple relevant findings on CPs.  |
|                     |                 | Evaluation of <b>Democratic Republic of the Congo</b> Interim Country Strategic Plan 2018-2020              | x           | x               | Medium Evidence | 1 Conclusion, 2 Recommendations. Several Findings.   |
|                     |                 | Evaluation of <b>Dominican Republic</b> WFP Country Strategic Plan, 2019-2023                               |             |                 | Low evidence    | No mentions in Conclusions or Recommendations. General findings on partners and partnerships but not specifically CPs. |
|                     |                 | Evaluation of <b>Malawi</b> WFP Country Strategic Plan, 2019-2023   |             |                 | Medium evidence | No conclusions, 1 recommendation. Multiple interesting and relevant references in findings.                            |
|                     |                 | Evaluation of the WFP Country Strategic Plan in <b>Sri Lanka</b> 2018-2022                                  | x           |                 | Medium Evidence | 1 Conclusion, no recommendation. Some mentions in findings with interesting lessons.                                   |
|                     |                 | Evaluation of <b>Philippines</b> WFP Country Strategic Plan, 2018-2023                                      |             | x               | Low evidence    | No Conclusion, 1 Recommendation. Limited evidence on CPs in findings.  |
|                     |                 | Evaluation of <b>Pakistan</b> WFP Country Strategic Plan 2018 - 2022  | x           | x               | Medium Evidence | 2 Conclusions, 1 Recommendation. Relevant Findings.  |
|                     |                 | Evaluation of the <b>Kyrgyz Republic</b> WFP Country Strategic Plan 2018-2022                               |             |                 | Low evidence    | No Conclusion or Recommendations on CPs. Limited references in Findings.   |
|                     |                 | Evaluación del Plan Estratégico para el País del PMA en el <b>Estado Plurinacional de Bolivia</b> 2018-2022 |             | x               | Medium Evidence | No Conclusion, 2 Recommendations on CPs. Few (but relevant) references in Findings.                                    |

| Evaluation Category | Evaluation type | Title of the Report  | Conclusions | Recommendations | CP Coverage      | Comments   |
|---------------------|-----------------|--|-------------|-----------------|------------------|--|
|                     |                 | Evaluación de <b>Honduras</b> Plan Estratégico País de PMA 2018-2021                         | x           |                 | Medium Evidence  | 1 Conclusion, no Recommendations. CPs are referenced in findings.  |
|                     |                 | <b>Ecuador</b> : an Evaluation of WFP's Strategic Plan (2017-2021)                           |             |                 | Limited evidence | CPs are mentioned in a few findings, but not in a meaningful way.  |
|                     |                 | Republic of <b>Zimbabwe</b> : An evaluation of WFP Country Strategic Plan (2017–2020)        | x           | x               | Medium Evidence  | 3 Conclusions, 2 Recommendations. Several findings refer to CPs.   |
|                     |                 | Evaluation of <b>Namibia</b> WFP Country Strategic Plan, 2017–2023                           |             |                 | Low evidence     | No mentions of CPs in conclusions or recommendations. Few mentions in findings.                                |
|                     |                 | Evaluation of <b>Lao People's Democratic Republic</b> WFP Country Strategic Plan (2017-2021) |             |                 | Low evidence     | No mentions of CPs in conclusions or recommendations. Few mentions in findings.                                |
|                     |                 | Evaluation of <b>China</b> WFP Country Strategic Plan (2017-2021)                            |             |                 | Limited evidence | Report refers to partnerships in general, but these are mainly private sector partners. No reference to CPs.   |
|                     |                 | <b>Lebanon</b> WFP Country Strategic Plan 2018–2021  | x           | x               | Medium Evidence  | 1 Conclusion, 1 Recommendation. Several mentions of CPs in Findings.   |
|                     | Policy          | Evaluation of WFP's Policy on <b>Country Strategic Plans</b>                                 |             |                 | Limited evidence | Very few mentions of CPs in Findings. No mentions in Conclusions or Recommendations                            |
|                     |                 | Evaluation of WFP's <b>Disaster Risk Reduction Management and Climate Change Policies</b>    |             |                 | Low evidence     | Mentions of partnerships in Conclusions, Recommendations and a few findings but no specific references to CPs. |
|                     |                 | Evaluation of WFP's Policy on <b>Building Resilience for Food Security and Nutrition</b>     |             |                 | Limited evidence | Very few mentions of CPs in Findings. No mentions in Conclusions or Recommendations                            |

| Evaluation Category | Evaluation type | Title of the Report  | Conclusions | Recommendations | CP Coverage      | Comments  |
|---------------------|-----------------|--|-------------|-----------------|------------------|---|
|                     | Strategic       | WFP's Role in <b>Peacebuilding in Transition Settings</b>  | x           | x               | High Evidence    | 2 Conclusions and 3 Recommendations. Several mentions of CPs in findings.   |
|                     |                 | Strategic Evaluation of WFP's work on <b>Nutrition and HIV/AIDS</b>  | x           | x               | High Evidence    | 1 Conclusion and 2 Recommendations. Several mentions of CPs in findings.  |
|                     |                 | WFP's Use of <b>Technology in Constrained Environments</b>   | x           | x               | High Evidence    | 1 Conclusion and 5 Recommendations. Several mentions of CPs in findings.  |
|                     |                 | Strategic Evaluation of the <b>Contribution of School Feeding Activities</b> to the achievement of the Sustainable Development Goals                                 |             |                 | Low evidence     | Across the document, CPs are only mentioned once in the findings. No direct references to CPs but some references to partnerships in general in Conclusions or Recommendations. |
|                     |                 | Evaluation of <b>Funding</b> WFP's Work  |             |                 | Low evidence     | Few relevant references in findings mainly around partnership agreements. No references in Conclusions or Findings.   |
| Decentralized       | Activity        | Mid-term Activity Evaluation of the <b>supported Home Grown School Feeding programme in Cambodia</b> in Kampong Thom, Kampong Chhnang and Pursat Provinces 2020-2024 |             |                 | Limited evidence | No mention or analysis of cooperating partners  |
|                     |                 | Mid-Term Evaluation of <b>USDA Local and Regional Food Aid Procurement</b> LRP-442-2019-011-00 in Cambodia, 2019-2023  |             |                 | Medium evidence  | 4 conclusions 2 recommendations and Multiple references in findings.  |
|                     |                 | Evaluation of the <b>Asset Creation and Public Works Activities in Lesotho</b> , 2015-2019   |             |                 | Limited evidence | No mention or analysis of cooperating partners.   |
|                     |                 | Contribution des <b>cantines scolaires aux résultats de l'éducation dans le sud de Madagascar</b> (2015 à 2019) : Une analyse de la contribution                     |             |                 | Limited evidence | No mention or analysis of cooperating partners.   |



| Evaluation Category | Evaluation type | Title of the Report   | Conclusions | Recommendations | CP Coverage      | Comments  |
|---------------------|-----------------|---|-------------|-----------------|------------------|---|
|                     |                 | Addressing <b>Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka</b> from 2013 to 2020 | x           | x               | High Evidence    | 3 Conclusions, 2 Recommendations. Multiple references in Findings.                      |
|                     |                 | End-line evaluation of <b>USDA Local Regional Procurement</b> project in Nalae District, Luang Namtha Province in Lao PDR (2016-2019)               |             |                 | Low evidence     | CPs and partnerships are mentioned in findings, but not conclusions or recommendations. |
|                     |                 | Evaluation Series on <b>Emergency School Feeding in Lebanon</b> 2015-2019   | x           | x               | High Evidence    | 2 Conclusions, 4 Recommendations. Several Findings refer to CPs.                        |
|                     |                 | Evaluation Series on <b>Emergency School Feeding in the Democratic Republic of Congo</b> 2015-2019  |             |                 | Low evidence     | Very few mentions of CPs in findings with limited analysis or learning.                 |
|                     |                 | Evaluation Series on <b>Emergency School Feeding in Syria</b> 2015-2019   | x           | x               | High Evidence    | 3 Conclusions, 9 Recommendations. Several Findings refer to CPs.                        |
|                     |                 | Evaluation Series on <b>Emergency School Feeding in Niger</b> 2015-2019   |             |                 | Limited evidence | No mention or analysis of cooperating partners.   |
|                     |                 | Évaluation décentralisée conjointe finale du <b>Programme National d'Alimentation Scolaire Intégré (PNASI) au Bénin</b> , 2017-2021                 |             | x               | Medium Evidence  | No Conclusion, 1 Recommendation. Several mentions in Findings.                          |
|                     |                 | Final Evaluation of McGovern-Dole International <b>Food for Education and Child Nutrition Program in Guinea-Bissau</b> , 2016-2019                  | x           | x               | Medium Evidence  | 2 Conclusions, 2 Recommendations. Several relevant findings.                            |
|                     |                 | Evaluation of <b>R4 Rural Resilience Initiative</b> in Masvingo and Rushinga Districts in <b>Zimbabwe</b> , 2018–2021                               | x           | x               | Medium Evidence  | 1 Conclusions, 3 Recommendations. Several relevant findings.                            |

| Evaluation Category | Evaluation type | Title of the Report  | Conclusions | Recommendations | CP Coverage      | Comments  |
|---------------------|-----------------|--|-------------|-----------------|------------------|---|
|                     |                 | Endline evaluation of WFP's USDA McGovern-Dole International <b>Food for Education and Child Nutrition Program's Support in Rwanda</b> , 2016-2021   | x           |                 | Medium Evidence  | 1 Conclusions, No Recommendations. Several relevant findings.                           |
|                     |                 | Evaluation of WFP <b>Livelihoods and Resilience Activities in Lebanon</b> from 2016 to 2019  | x           | x               | High Evidence    | 2 Conclusions, 8 Recommendations. CPs covered extensively in findings.                  |
|                     |                 | Endline evaluation of WFP'S USDA McGovern-Dole International <b>Food for Education and Child Nutrition Program's Support in Kenya</b> , 2016-2020  |             |                 | Limited evidence | No mention or analysis of cooperating partners.   |
|                     |                 | Mid-term Evaluation of McGovern-Dole Funded <b>School Feeding Project in Guinea-Bissau</b> , 2016-2019   |             |                 | Low evidence     | CPs and partnerships are mentioned in findings, but not conclusions or recommendations. |
|                     |                 | Midterm Evaluation of <b>Nutrition Activities in The Gambia</b> 2016-2019  | x           | x               | High Evidence    | 2 Conclusions, 1 Recommendations. Several relevant findings.                            |
|                     |                 | Evaluación conjunta de la actividad articulada de Progresando con <b>Solidaridad y el Servicio Nacional de Salud</b> , con apoyo del Programa Mundial de Alimentos, para la prevención de la desnutrición y la anemia en población nutricionalmente vulnerable de la <b>República Dominicana</b> 2014-2020 |             |                 | Limited evidence | Limited references to CPs.  |
|                     |                 | Evaluation conjointe à mi-parcours du <b>Programme National d'Alimentation Scolaire Intégré (PNASI) au Bénin</b> Aout 2017 - Mai 2019  | x           | x               | Medium Evidence  | 2 Conclusions, 7 Recommendations. Several relevant findings on CPs.                     |
|                     |                 | Mid-Term Evaluation of WFP <b>School Feeding USDA McGovern-Dole Grant in Bangladesh</b> , 2017-2020  | x           | x               | Medium Evidence  | 2 Conclusions, 2 Recommendations. Several relevant findings on CPs.                     |

| Evaluation Category | Evaluation type | Title of the Report  | Conclusions  | Recommendations | CP Coverage     | Comments  |  |
|---------------------|-----------------|--|--|-----------------|-----------------|---|--|
|                     |                 | Mid-Term Evaluation of <b>USDA McGovern Dole Grants FFE-442-2019-013-00 in Cambodia</b> , 2019-2023  | x  | x               | Medium Evidence | 5 Conclusions, 3 Recommendations. Multiple references to CPs in Findings. |  |
|                     |                 | Endline Evaluation of United States Department of Agriculture ( <b>USDA) McGovern Dole Grant Food for Education Programme</b> for WFP Cambodia (2017-2019) | x  | x               | Medium Evidence | 4 Conclusions, 2 Recommendations. Multiple references to CPs in Findings. |  |
|                     |                 | Final evaluation of the first phase of the McGovern-Dole <b>Food for Education and Child Nutrition Program in Côte d'Ivoire</b> , 2015-2021                | x  | x               | Medium Evidence | 1 Conclusions, 2 Recommendations. Multiple references to CPs in Findings. |  |
|                     | Thematic        | C  | Thematic Evaluation of <b>Supply Chain outcomes in the Food System in Eastern Africa</b> , 2016-2021                                   |                 |                 | Limited evidence  | Limited references to CPs.   |
|                     |                 |  | Joint Evaluation of the <b>SADC Regional Vulnerability Assessment and Analysis (RVAA) programme</b> (2017- 2022)                       |                 |                 | Low evidence  | Few mentions in findings, none in conclusions or recommendations. Many references to partners but not always clear on whether they are CPs. Specific mentions to international cooperating partners. |
|                     |                 |  | Thematic Evaluation of <b>Cooperating Partnerships in the Eastern Africa Region</b> , 2016-2020  | x               | x               | High Evidence   | The primary focus of this evaluation is NGO CPs. Almost all findings, conclusions and recommendations relate to CPs.   |
|                     |                 |  | Evaluation thématique des activités de <b>renforcement des capacités institutionnelles en Guinée</b> , 2019-2021                       | x               | x               | Medium Evidence   | 3 Conclusions, 1 Recommendation. Several mentions in findings.   |
|                     |                 |  | Evaluation décentralisée de la contribution du PAM au <b>Système de Protection Sociale Adaptative (SPSA) en Mauritanie</b> depuis 2018 |                 | x               | Medium Evidence   | No Conclusions, 2 Recommendations. Several mentions in findings.   |
|                     |                 |  | Evaluación del modelo de descentralización del <b>Programa Nacional de Alimentación Escolar (PNAE) en Honduras</b> , 2016-2019         |                 |                 | Limited evidence  | No meaningful mentions of CPs.   |

| Evaluation Category | Evaluation type | Title of the Report   | Conclusions | Recommendations | CP Coverage      | Comments   |
|---------------------|-----------------|---|-------------|-----------------|------------------|--|
|                     |                 | Evaluation du Programme de <b>Traitement de la Malnutrition Aiguë Modérée</b> dans les provinces de Cankuzo, Kirundo, Ngozi et Rutana (2016 - 2019) |             |                 | Limited evidence | No meaningful mentions of CPs.   |
|                     |                 | Evaluation thématique sur les <b>questions de genre dans les interventions du PAM au Burkina Faso</b> (2016-2018)                                   | x           | x               | Medium Evidence  | 7 Conclusions, 2 Recommendations.<br>Several relevant findings on CPs. |

# Annex V: Analytical Framework

28. The analytical framework below was the guiding tool for the evaluation team. It included the synthesis questions and sub-questions, the list of MaxQDA codes which areas of texts in the reports were coded against and code descriptions which ensured that the team had a shared understanding of what each code means. Some codes cut across two or more evaluation sub-questions. Where this happens, they were not coded twice. They have, however, been included in the table below in brackets to provide a linkage between the code and sub-question.

**Table 9: Analytical and Coding Framework**

| Synthesis questions   | MaxQDA Codes            | Code Description for Team  |
|---|-------------------------|--|
| <i>SQ1: To what extent do evaluations show that WFP's partnerships with cooperating partners contributed to the achievement of WFP's aims<sup>34</sup> at country level?</i>  |                         |  |
| <b>1.1</b> Does the evaluation provide evidence that WFP partnerships with cooperating partners contributed to achievement of:<br>CRF SO1: <i>People are better able to meet their urgent food and nutrition needs?</i> | Food and nutrition      | Evidence related to where <b>CPs have or have not contributed</b> to the achievement of <b>food and nutrition related results in crisis situations (CRF SO1)</b><br><br><u>CRF Output 1.1: <b>Food Insecure and crisis affected</b> populations have access to <b>nutritious food</b> and <b>cash-based assistance, restored assets</b> and services to meet their urgent needs</u><br><br><u>CRF Output 1.2: Crisis-affected <b>children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations</b> benefit from programmes to prevent and treat <b>malnutrition</b> and improve diets</u> |
|   | Sudden crisis/emergency |  |
|   | Cash based assistance   |  |
|   | Restored assets         |  |
|   | Restored services       |  |
| Vulnerable population   |                         |  |
| - Children  |                         |  |
| - Young people  |                         |  |
| - Pregnant women  |                         |  |
| - New mothers   |                         |  |
| - Women   |                         |  |
| - Girls   |                         |  |
| - Men   |                         |  |
| - Boys  |                         |  |
| - People living with disabilities (PLD)   |                         |  |
| - LBGTQI+   |                         |  |
| - Ethnic groups   |                         |  |
| - Religious groups  |                         |  |

<sup>34</sup> Aims as defined by SOs in WFP 2022: WFP Corporate Results Framework (2022-2025). WFP/EB.1/2022/4-A/Rev.1

| Synthesis questions   | MaxQDA Codes   | Code Description for Team  |
|---|--|--|
| <p><b>1.1</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their obligations to a <b>people centered approach (PCA) was reflected</b> in the partnership?</p> <p>If so, what evidence did the evaluation generate?</p> | PCA  | Discussion on whether and to what extent CP's and WFP take a people centred approach where they <b>engage with and benefit from the views, preferences and priorities of affected populations</b> and populations that are or could be <b>affected</b> by WFP programmes and operations. <sup>35</sup>   |
| <p><b>1.2</b> Does the evaluation provide evidence that WFP partnerships with cooperating partners contributed to achievement of: CRF SO2: <i>People have better nutrition, health and education outcomes?</i></p>                                | <p>Nutritious food<br/>(Cash based assistance)</p> <p>New or improved skills</p> <p>New or improved services<br/>(vulnerable population)</p> <p>Prevention and treatment of malnutrition</p> <p>Access to school</p> | <p>Evidence related to where <b>CPs have or have not contributed</b> to increased and sustained access to <b>nutritious food, cash-based assistance or skills to access nutrition needs</b></p> <p><u>CRF Output 2.1: Food insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutritious needs</u> <u>CRF Output 2.2: Children, pregnant women and new mothers and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets</u></p> <p><u>CRF Output 2.3: School-aged children and adolescents' access schools-based health and nutrition packages</u></p> |
| <p><b>1.3</b> Does the evaluation provide evidence that WFP partnerships with cooperating partners contributed to achievement of: CRF SO3: <i>People have improved and sustainable livelihoods?</i></p>   | <p>Access to assets</p> <p>Smallholder farmers</p> <p>Value chain actors</p> <p>Increased skills/capacity</p> <p>Reduction of post-harvest loss</p> <p>Access to market</p>  | <p>Evidence related to where <b>CPs have or have not contributed</b> to <b>smallholder farmers and value chain actors</b> increasing capacity to produce and aggregate <b>marketable surplus, reduce post-harvest losses and engage in markets</b></p> <p><u>CRF Output 3.1: People and communities have access to productive assets to better cope with shocks and stressors</u></p> <p><u>CRF Output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate adapted sustainable livelihoods</u></p>  |

<sup>35</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2

| Synthesis questions   | MaxQDA Codes                        | Code Description for Team   |
|---|-------------------------------------|---|
|   |                                     | <u>CRF Output 3.3:</u> <b>Smallholder farmers and value chain actors</b> have <b>increased capacity</b> to produce and <b>aggregate marketable surplus, reduce post-harvest losses, access markets and leverage links to schools</b>  |
| 1.4 Does the evaluation provide evidence that WFP partnerships with cooperating partners contributed to achievement of: CRF SO4: <i>National programmes &amp; systems are strengthened</i>  | National actor capacity development | Evidence related to where CPs have or have not contributed to system strengthening  |
|   | Systems strengthening               | <u>CRF Output 4.1:</u> <i>National actors</i> have increased <b>capacity and knowledge</b> to enhance policies, strategies, processes and programmed contributing to achieve zero hunger and other SDGs<br><br><u>CRF Output 4.2:</u> Components of <b>national emergency preparedness and response social protection, and food systems are strengthened</b>  |
| <i>SQ2: In which specific activity and cross-cutting areas do evaluations show that cooperating partners have made contributions to the achievement of WFP's aims? Have there been challenges relating to <b>specific activities and cross-cutting areas</b>?</i> |                                     |   |
| 2.1 Does the evaluation provide evidence on any particular <b>activity type or cross-cutting area</b> in which WFP's cooperating partners have contributed to achieving <b>WFP's aims</b> ?<br><br>If so, what were they and to what extent?                      | (CRF Cos 1-4 as coded in 1.1-1.4)   | Refer to 1.1-1.4  |
|   | Cross-cutting areas <sup>36</sup> : |   |
|   | Protection and AAP                  | Discussion on whether and to what extent CPs are working on protection and AAP as defined by: <b>prioritizing transparency, responsiveness and involving communities in decision making</b>   |
|   | GEWE                                | Discussion on whether and to what extent CPs are working on <b>advancing GEWE</b> ? This could include:<br><ul style="list-style-type: none"> <li>- Mainstreaming gender by applying the <b>gender and age marker</b></li> <li>- Monitoring and evaluation activities include <b>disaggregated data and gender-based analysis</b></li> <li>- Programmes that contribute to any of the following: <b>equitable access</b>, addressing <b>root causes</b> of gender inequalities, advance <b>economic empowerment</b> of women and girls, enhanced <b>equitable participation, strengthened leadership</b> and decision making, <b>enhanced protection, transformative action</b> on social norms and structural barriers, women's <b>safe mobility</b> and access to information and girls' <b>access to education</b><sup>37</sup></li> </ul> |

<sup>36</sup> As defined by the Strategic Results Framework

<sup>37</sup> WFP Gender Policy 2022: WFP/EB.1/2022/4-B/Rev.1



| Synthesis questions | MaxQDA Codes                            | Code Description for Team   |
|---------------------|---|---|
|                     | Nutrition integration                   | Discussion on whether and to what extent CPs are working <b>on nutrition integration</b> as defined by partnerships which integrate nutrition objectives and activities, <b>tackling underlying and immediate drivers of poor diets and malnutrition</b> and that <b>support sustained improvement.</b> <sup>38</sup>   |
|                     | Environmental sustainability            | Discussion on whether and to what extent CPs are working on <b>environmental sustainability</b> as defined by initiatives that identify <b>environmental and social risks, monitor risk management measures</b> to <b>mitigate adverse impacts</b> on people and the environment and those that adopt supply chain related actions such as <b>shortening supply chains</b> and or adopt a system that <b>identifies, manages, monitors and controls environmental issues.</b> |
|                     | Activity Categories <sup>39</sup>       |   |
|                     | Emergency preparedness and early action | Discussion on whether and to what extent CPs are working on <b>emergency preparedness activities.</b>   |
|                     | Unconditional resource transfer         | Discussion on whether CPs are working on <b>general distribution, HIV/TB mitigation and safety nets, HIV/TB, and unconditional resource transfer</b>  |
|                     | Malnutrition prevention programme       | Discussion on whether CPs are working on <b>malnutrition prevention, prevention of micronutrient deficiencies, prevention of acute malnutrition, prevention of stunting</b>   |
|                     | Malnutrition treatment programme        | Discussion on whether CPs are working on <b>HIV/TB care and treatment, treatment of moderate acute malnutrition, malnutrition treatment, treatment of severe acute malnutrition</b>   |
|                     | School based programmes                 | Discussion on whether CPs are <b>working on school feeding (alternative take-home rations), school feeding (on-site), school feeding (take home rations, school-based programmes</b>  |

<sup>38</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2

<sup>39</sup> These are listed in WFP Corporate Results Framework (2022-2025). WFP/EB.1/2022/4-A/Rev.1

| Synthesis questions | MaxQDA Codes  | Code Description for Team  |
|---------------------|---|--|
|                     | Community and household asset creation  | Discussion on whether CPs are working on <b>community and household asset creation , food assistance for assets, food assistance for training</b>  |
|                     | Household and individual skill and livelihood creation  | Discussion on whether CPs are working on <b>household/individual skill and livelihood creation</b>   |
|                     | Smallholder agricultural market support programmes  | Discussion on whether CPs are working on <b>smallholder agricultural market support activities, smallholder agricultural market support activities</b>   |
|                     | Actions to protect against climate shocks   | Discussion on whether CPs are working on <b>access to energy services, access to energy services, climate adapted assets and agricultural practices, other climate adaption and risk management activities, climate and weather risk information services, forecast-based anticipatory actions, macro insurance, savings and loans associations.</b> |
|                     | Social protection sector support  | Discussion on whether CPs are working on <b>food security sector</b>   |
|                     | Individual capacity strengthening activities, institutional capacity strengthening activities <sup>40</sup> | Discussion on whether CPs are working <b>on individual or institutional capacity strengthening activities (for evaluations pre-2022)</b>   |
|                     | Analysis, assessment and monitoring activities <sup>41</sup>  | Discussion on whether CPs are working <b>on analysis, assessment and monitoring activities</b> (pre-2022 evaluations)  |

<sup>40</sup> These are the additional activities from the 2017-2021 Corporate Results Framework which have not been captured in the 2022-25 Results Framework

<sup>41</sup> These are the additional activities from the 2017-2021 Corporate Results Framework which have not been captured in the 2022-25 Results Framework

| Synthesis questions   | MaxQDA Codes   | Code Description for Team   |
|---|----------------|---|
| <p><b>2.2</b> Does the evaluation provide evidence on different <b>types</b> of cooperating partners contributing to specific <b>activity and cross-cutting areas</b>?</p> <p>If so, what were they and to what extent?</p> | National NGOs  | Evidence related to <b>national NGO CPs</b> where they hold an <b>FLA</b> with WFP and where they contribute to <b>specific activities</b> and <b>cross-cutting areas</b> .   |
|   | INGO CPs       | Evidence related to <b>INGO CPs</b> where they hold an <b>FLA</b> with WFP and where they contribute to <b>specific activities</b> and <b>cross-cutting areas</b> .   |
|   | Government CPs | Evidence related to CP with Government entities. This can include 3 categories of government entities: national, regional or local.<br><b>Government Entity: a national/central government or any branch of that government at the state/provincial/regional/district/municipal or any lower level</b> duly authorized to enter into agreements with WFP, including national agencies or institutions <sup>42</sup> and where they contribute to <b>specific activities</b> and <b>cross-cutting areas</b> .. |
|   | UN CPs         | Evidence related to <b>UN CPs</b> and where they contribute to <b>specific activities</b> and <b>cross-cutting areas</b> .  |
| <p><b>2.3.</b> What evidence do the evaluations provide regarding challenges relating to specific activities and cross cutting areas.</p>   | National NGOs  | Evidence related to national NGO CPs where they hold an FLA with WFP and where challenges have been identified relating to specific activities and cross-cutting areas.   |
|   | INGO CPs       | Evidence related to INGO CPs where they hold an FLA with WFP and where challenges have been identified relating to specific activities and cross-cutting areas.   |
|   | Government CPs | Evidence related to CP with Government entities. This can include 3 categories of government entities: national, regional or local.<br>Government Entity: a national/central government or any branch of that government at the state/provincial/regional/district/municipal or any   |

<sup>42</sup> WFP. 2023. Guidance on Direct Assistance through Government entities (draft)

| Synthesis questions  | MaxQDA Codes | Code Description for Team   |
|--|--------------|---|
|  |              | lower level duly authorized to enter into agreements with WFP, including national agencies or institutions and where challenges were identified relating to specific activities and cross-cutting areas..   |
|  | UN CPs       | Evidence related to UN CPs and where challenges were identified relating to specific activities and cross-cutting areas.  |
| <p><b>SQ3:</b> <i>What does the evidence show regarding WFP's and cooperating partners' attention to cross-cutting priorities and 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 (PSEA), disability inclusion (DI), data protection and privacy (DPP), and people-centred approaches (PCA)<sup>43</sup>?</i></p> |              |   |
| <p><b>3.1</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their obligations to <b>gender equality and women's empowerment (GEWE)</b> in the partnership?</p> <p>If so, what evidence did the evaluation generate?</p>  | GEWE         | <p>Discussion on whether and to what extent CPs and / or WFP have <b>prioritized commitments to advancing GEWE?</b> This could include:</p> <ul style="list-style-type: none"> <li>- Mainstreaming gender by applying the <b>gender and age marker</b></li> <li>- Monitoring and evaluation activities include <b>disaggregated data and gender-based analysis</b></li> <li>- <b>Programmes that contribute to:</b> <ul style="list-style-type: none"> <li>o Achieving <b>equitable access</b> to and control over food security and nutrition</li> <li>o Addressing <b>root causes</b> of gender inequalities that affect food security and nutrition</li> <li>o Advance <b>economic empowerment</b> of women and girls in food security and nutrition</li> <li>o Enhanced <b>equitable participation</b></li> <li>o <b>Strengthened leadership</b> and decision making</li> <li>o <b>Enhanced protection</b> to ensure safety, dignity and meaningful access</li> <li>o <b>Transformative action</b> on social norms and structural barriers</li> <li>o <b>Women's economic empowerment</b></li> <li>o <b>equitable access to and control</b> of resources by all people</li> <li>o women's <b>safe mobility</b> and access to information</li> <li>o girls' <b>access to education</b><sup>44</sup></li> </ul> </li> </ul> |

<sup>43</sup> People-centred approaches is one of the seven guiding principles established in WFPs Strategic Plan 2022-2025

<sup>44</sup> WFP Gender Policy 2022: WFP/EB.1/2022/4-B/Rev.1

| Synthesis questions   | MaxQDA Codes | Code Description for Team   |
|---|--------------|---|
|   |              | <ul style="list-style-type: none"> <li>o recognition, <b>valuing and redistribution of unpaid care and domestic work.</b><sup>45</sup></li> </ul>   |
| <p><b>3.2</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their obligations to <b>accountability to affected populations (AAP)</b> in the partnership?</p> <p>If so, what evidence did the evaluation generate?</p> | AAP          | <p>Discussion on whether and to what extent CPs and / or WFP adhere (or not) to ensuring AAP as defined by: <b>prioritizing transparency, responsiveness and involving communities in decision making.</b></p>  |
| <p><b>3.2</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their obligations to <b>data protection (DP)</b> in the partnership (or not)?</p> <p>If so, what evidence did the evaluation generate?</p>                | DP           | <p>Discussion on whether and to what extent CPs and WFP have considered <b>data protection measures</b>, including ensuring <b>beneficiary data protection and algorithm safety, legality and ethics to prevent unintended consequences.</b></p> <p>Discussion on whether and to what extent CPs <b>reinforce governance and oversight in data responsibility</b> and data protection through the partnership.<sup>46</sup></p> |
| <p><b>3.3</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their obligations to <b>disability inclusion (DI)</b> in the partnership?</p> <p>If so, what evidence did the evaluation generate?</p>                    | DI           | <p>Discussion on whether and to what extent CP's and WFP have identified and addressed <b>barriers faced by persons of disability</b> and realize <b>meaningful participation and inclusion of persons with disabilities.</b><sup>47</sup></p>  |

<sup>45</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2 (pp3)

<sup>46</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2

<sup>47</sup> WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2

| Synthesis questions  | MaxQDA Codes                                     | Code Description for Team  |
|--|--|--|
| <b>3.4</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their obligations to <b>protection from sexual exploitation and abuse (PSEA)</b> in the partnership? If so, what evidence did the evaluation generate?  | PSEA   | Discussion on whether and to what extent CP's and WFP take <b>preventative measures against SEA</b> and where they <b>haven't investigations of allegations</b> take place and <b>corrective action</b> is taken to create a safe and protecting environment to beneficiaries and staff while enforcing stringent measures against any misconduct. |
| <b>3.4</b> Does the evaluation provide evidence of where WFP has fulfilled (or not) its obligations <b>to assess capacity to prevent, respond and mitigate risk of SEA</b> and provide appropriate capacity building and mentoring support to CPs (excluding UN entities). <sup>48</sup> | (PSEA)<br>Capacity assessment                    | Discussion on whether and to what extent WFP has conducted <b>capacity assessment of CP in relation to SEA</b>   |
|  | (PSEA)<br>Capacity building                      | Discussion on whether and to what extent WFP has <b>conducted capacity building in relation to SEA</b>   |
|  | (PSEA)<br>Monitoring support                     | Discussion on whether and to what extent WFP provides ongoing monitoring support <b>in relation to SEA</b>   |
| <i>SQ4: 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) <sup>49</sup>?</i>  |  |  |
| <b>4.1</b> Does the evaluation address any factors that contributed to or hindered the quality and performance of <b>partnerships at the scoping and selection phase</b> ?<br><br>If so, what were they? To what extent?   | Partner Management:<br>- Scoping and Selection   | Discussion on <b>corporate due diligence, proposal review, capacity assessment and risk matrix, and coordination</b> with CPs at the <b>scoping and Selection Phase</b>  |
| <b>4.2</b> Does the evaluation address any factors that contributed to or hindered the   | Partner Management:<br>- Negotiating FLA/MoU/LoU | Discussion on Field Level Agreements ( <b>FLAs</b> ), <b>Memorandum of Understanding (MoU), Letters of Understanding (LoU), budget</b>   |

<sup>48</sup> As per commitment vii in the WFP 2023 ED Circular: Protection from Sexual Exploitation and Sexual Abuse (PSEA) OED2023/011

<sup>49</sup> Elements of partnership cycle is taken from the Corporate Guidance on WFP Management of NGO Partnerships. OED2018/004. It has been adapted to apply for Government and UN entities.

| Synthesis questions   | MaxQDA Codes                                       | Code Description for Team  |
|---|--|--|
| quality and performance of <b>partnerships at the negotiating FLA/MoU/LoU phase</b> ?<br>If so, what were they? To what extent?   |  | <b>requirements, FLA/MoU/LoU duration, FLA/MoU/LoU extensions and amendments, the role of CPC, CD signature and delegation of authority, monitoring and beneficiary and information management at Negotiating FLA/MoU/LoU Phase.</b>   |
| <b>4.3</b> Does the evaluation address any factors that contributed to or hindered the quality and performance of <b>partnerships at the implementation phase</b> ?<br>If so, what were they? To what extent?             | Partner Management<br>- Implementation             | Discussion on <b>Issues</b> related to supply chain and funding gaps, liability, payments, financial and narrative reporting. Discussion related to <b>SOPs, Capacity strengthening, Monitoring beneficiary information management</b><br>And <b>Complaints and feedback mechanisms</b> during <b>implementation phase</b>   |
| <b>4.4</b> Does the evaluation address any factors that contributed to or hindered the quality and performance of partnerships at the <b>evaluating the partnership phase</b> ?<br>If so, what were they? To what extent? | Partner Management<br>- Evaluating the partnership | Discussion on <b>performance review frameworks and processes, Partner performance evaluation (PPE), CP review of WFP performance and improvement Plans</b> at <b>Evaluating the Partnership Phase</b>  |
| <b>4.4</b> Does the evaluation address any factors that contributed to or hindered <b>capacity strengthening</b> with CPs?  | Capacity strengthening                             | Discussion on <b>capacity strengthening</b> with CPs. This may include discussion of: <b>capacity assessment, capacity strengthening investment</b> . For example: <b>strengthening leadership, strategic thinking</b> and alignment of vision and mission with relevant national SDG targets, <b>expansion of staffing profiles</b> to better respond to the changing strategic focus, and <b>resource mobilization</b> . <sup>50</sup> |
| <b>4.5.</b> Does the evaluation provide evidence of where WFP or CPs have fulfilled their fiscal  | AFAC policy<br>Fiduciary risk<br>Fraud             | Discussion on where, and to what extent, Anti-Fraud and Corruption has been managed to reduce risk to WFP.   |

<sup>50</sup> WFP 2022. Country capacity strengthening policy update. WFP/EB.A/2022/5-A



| Synthesis questions   | MaxQDA Codes  | Code Description for Team  |
|---|---|--|
| responsibilities or not. Is there any reference to fraud or corruption <sup>51</sup> , at any level?  | Corruption<br>Risk  |  |
| <b>4.6</b> Does the evaluation highlight specific lessons or findings pertaining to management of <b>different types of partners</b> (National NGOs, CBOs (incl women's led organizations, farmers organizations and youth organizations), INGOs, Government CPs and UN CPs)? | (Partner Management: scoping and selection, negotiating the FLA, implementation and evaluating the Partnership Phases)<br><br>(types of Partner: National NGOs, INGO, Government CPs, UN CPs) | Discussions on whether there are specific <b>project management</b> lessons relating to particular <b>types</b> of CPs.  |
| <i>SQ5: 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<sup>52</sup>?</i>   |   |  |
| <b>5.1</b> How are relationships between WFP and CPs characterised in the evaluations, and do they address whether WFP's relationships with its CPs have <b>changed over time</b> ?<br>If so in what way?   | Transactional relationships   | Discussion on whether and to what extent WFP's relationship with partners is <b>transactional in nature with short term funding and extractive.</b>  |
|   | Collaborative   | Discussion on whether and to what extent WFP's relationship with partners is <b>consultative, inclusive, and considers: equity, complementarity, transparency, responsibility, results-based approach</b> <sup>53</sup>  |
| <b>5.2</b> Does the evaluation address whether <b>localization</b> issues have been considered? If so in what way?  | Localization<br>(local NGO: women led organization, youth groups, CBO, NGO)<br>(capacity strengthening )<br>(collaborative)   | Discussion on the whether and to what extent WFP is considering <b>localization</b> through its choice of CPs. This could include evidence pertaining to:<br><ul style="list-style-type: none"> <li>- What <b>type</b> of CP WFP is working with</li> <li>- WFP is committed to investing in <b>long-term institutional capacity of local actors</b></li> <li>- WFP demonstrates commitment to promoting more <b>equal partnerships</b></li> </ul> |

<sup>51</sup> As defined and described in the WFP. 2021. Revised anti-fraud and anti-corruption policy. WFP/EB.A/2021/5-B/1

<sup>52</sup> Definitions based on WFP. 2018. Corporate Guidance on WFP Management of NGO Partnerships. OED2018/004.

<sup>53</sup> Principles of Partnership outlined in the Corporate Guidance on WFP Management of NGO Partnerships. OED2018/004.

| Synthesis questions | MaxQDA Codes | Code Description for Team  |
|---------------------|--------------|--|
|                     |              | <ul style="list-style-type: none"> <li>- WFP prioritises <b>partnerships with national and local organizations, including women’s and youth groups</b> <sup>54</sup></li> <li>- WFP <b>strengthens their long-term sustainability</b></li> </ul> |

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<sup>54</sup>WFP. 2021. WFP Strategic Plan (2022-2025). WFP/EB.2/2021/4-A/1/Rev.2 (pp3)

# Annex VI: List of evaluations included in the synthesis

29. The evaluations referenced for this synthesis are included below in Table 10. In the body of the synthesis report, evaluations are referred to as follows:

- Country strategic plan evaluations – [Country] CSPE [year] – for example Algeria CSPE 2023
- Policy evaluations – [Descriptive words] PE [year] – for example Peacebuilding PE 2022
- Strategy evaluations – [Descriptive words] SE [year] – for example Nutrition and HIV/AIDS SE 2022
- Decentralized evaluations – [Country] DE [year] – for example Cambodia Food Aid Procurement DE 2023

**Table 10: List of evaluations included in the synthesis (47 in total)**

| Full title of the report   | Abbreviated title for this report  | Evaluation type | Evaluation category | Commissioner         |        | Year |
|--|------------------------------------|-----------------|---------------------|----------------------|--------|------|
| Evaluation of the WFP Response to the COVID-19 Pandemic  | COVID-19 CEE 2022                  | CEE             | Centralized         | Office of Evaluation | Global | 2022 |
| Evaluation of the Corporate Emergency Response in Myanmar (2018–2022)                                  | Myanmar CEE 2023                   | CEE             | Centralized         | Office of Evaluation | RBB    | 2023 |
| Evaluation of South Sudan WFP Interim Country Strategic Plan 2018–2022                                 | South Sudan CSPE 2022              | CSPE            | Centralized         | Office of Evaluation | RBN    | 2022 |
| <i>Évaluation du plan stratégique de pays du PAM pour Sénégal 2018–2022</i>                            | Senegal CSPE 2023                  | CSPE            | Centralized         | Office of Evaluation | RBD    | 2023 |
| Evaluation of Ghana WFP Country Strategic Plan 2019–2023   | Ghana CSPE 2023                    | CSPE            | Centralized         | Office of Evaluation | RBD    | 2023 |
| <i>Evaluación del plan estratégico para el Perú (2018–2022)</i>  | Peru CSPE 2022                     | CSPE            | Centralized         | Office of Evaluation | RBP    | 2022 |
| <i>Évaluation du plan stratégique de pays provisoire du PAM en République Centrafricaine 2018–2022</i> | Central African Republic CSPE 2023 | CSPE            | Centralized         | Office of Evaluation | RBD    | 2023 |
| Evaluation of Algeria WFP Interim Country Strategic Plan 2019–2022                                     | Algeria CSPE 2023                  | CSPE            | Centralized         | Office of Evaluation | RBC    | 2023 |
| <i>Evaluación del plan estratégico para El Salvador 2017–2021</i>                                      | El Salvador CSPE 2022              | CSPE            | Centralized         | Office of Evaluation | RBP    | 2022 |

| Full title of the report   | Abbreviated title for this report      | Evaluation type | Evaluation category | Commissioner         |        | Year |
|--|--|-----------------|---------------------|----------------------|--------|------|
| Evaluation of Tajikistan WFP Country Strategic Plan 2019–2024                            | Tajikistan CSPE 2022                   | CSPE            | Centralized         | Office of Evaluation | RBB    | 2022 |
| Evaluation of Jordan WFP Country Strategic Plan 2020–2022                                | Jordan CSPE 2022                       | CSPE            | Centralized         | Office of Evaluation | RBC    | 2022 |
| Evaluation of Sudan WFP Country Strategic Plan 2019–2023                                 | Sudan CSPE 2022                        | CSPE            | Centralized         | Office of Evaluation | RBN    | 2022 |
| Evaluation of Nigeria WFP Country Strategic Plan 2019–2022                               | Nigeria CSPE 2023                      | CSPE            | Centralized         | Office of Evaluation | RBD    | 2023 |
| <i>Évaluation du plan stratégique de pays du PAM pour Haïti 2018–2022</i>                | Haiti CSPE 2023                        | CSPE            | Centralized         | Office of Evaluation | RBP    | 2023 |
| <i>Évaluation du plan stratégique de pays du PAM au Tchad pour 2019–2023</i>             | Chad CSPE 2023                         | CSPE            | Centralized         | Office of Evaluation | RBD    | 2023 |
| <i>Évaluation du plan stratégique de pays du PAM Burkina Faso 2019–2023</i>              | Burkina Faso CSPE 2023                 | CSPE            | Centralized         | Office of Evaluation | RBD    | 2023 |
| Evaluation of Cameroon WFP Country Strategic Plan 2018–2020                              | Cameroon CSPE 2020                     | CSPE            | Centralized         | Office of Evaluation | RBD    | 2020 |
| Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018–2020  | Democratic Republic of Congo CSPE 2020 | CSPE            | Centralized         | Office of Evaluation | RBJ    | 2020 |
| Evaluation of Malawi WFP Country Strategic Plan 2019–2023                                | Malawi CSPE 2023                       | CSPE            | Centralized         | Office of Evaluation | RBJ    | 2023 |
| Evaluation of Sri Lanka WFP Country Strategic Plan 2018–2022                             | Sri Lanka CSPE 2022                    | CSPE            | Centralized         | Office of Evaluation | RBB    | 2022 |
| Evaluation of Pakistan WFP Country Strategic Plan 2018–2022                              | Pakistan CSPE 2022                     | CSPE            | Centralized         | Office of Evaluation | RBB    | 2022 |
| <i>Estado Plurinacional de Bolivia: Evaluación del Plan Estratégico País (2018–2022)</i> | Bolivia CSPE 2022                      | CSPE            | Centralized         | Office of Evaluation | RBP    | 2022 |
| <i>Evaluación del plan estratégico para Honduras 2018–2021</i>                           | Honduras CSPE 2022                     | CSPE            | Centralized         | Office of Evaluation | RBP    | 2022 |
| Evaluation of Zimbabwe WFP Country Strategic Plan 2017–2021                              | Zimbabwe CSPE 2022                     | CSPE            | Centralized         | Office of Evaluation | RBJ    | 2022 |
| Evaluation of Lebanon WFP Country Strategic Plan 2018–2021                               | Lebanon CSPE 2021                      | CSPE            | Centralized         | Office of Evaluation | RBC    | 2021 |
| Evaluation of the Policy on WFP’s Role in Peacebuilding in Transition Settings           | Peacebuilding PE 2023                  | Policy          | Centralized         | Office of Evaluation | Global | 2023 |
| Strategic Evaluation of WFP’s work on Nutrition and HIV/AIDS                             | Nutrition and HIV/AIDS SE 2023         | Strategic       | Centralized         | Office of Evaluation | Global | 2023 |
| Strategic Evaluation of WFP’s Use of Technology in Constrained Environments              | Technology SE 2022                     | Strategic       | Centralized         | Office of Evaluation | Global | 2022 |

| Full title of the report   | Abbreviated title for this report     | Evaluation type | Evaluation category | Commissioner                           |     | Year |
|--|---------------------------------------|-----------------|---------------------|--|-----|------|
| Mid-Term Activity Evaluation of USDA Local and Regional Food Aid Procurement Grant (LRP-442-2019-011-00) for WFP School Feeding in Cambodia, 2019–2023 | Cambodia Food Aid Procurement DE 2023 | Activity        | Decentralized       | Office of Evaluation                   | RBB | 2023 |
| Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka 2013–2020                   | Sri Lanka DE 2021                     | Activity        | Decentralized       | Sri Lanka country office               | RBB | 2021 |
| Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015–2019): Lebanon Evaluation Report     | Lebanon DE 2020                       | Activity        | Decentralized       | Safety-Nets and Social Protection Unit | RBC | 2020 |
| Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015–2019): Syria Evaluation Report       | Syria DE 2020                         | Activity        | Decentralized       | Safety-Nets and Social Protection Unit | RBC | 2020 |
| <i>Évaluation décentralisée conjointe finale du Programme National d’Alimentation Scolaire Intégré (PNASI) au Bénin – 2017 à 2021</i>                  | Benin DE 2022                         | Activity        | Decentralized       | Benin country office                   | RBN | 2022 |
| Final Evaluation of McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau 2016-2019                              | Guinea-Bissau DE 2021                 | Activity        | Decentralized       | Guinea-Bissau country office           | RBD | 2021 |
| Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe January 2018 – June 2021                                   | Zimbabwe DE 2022                      | Activity        | Decentralized       | Zimbabwe country office                | RBJ | 2022 |
| WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016–2021                                    | Rwanda DE 2021                        | Activity        | Decentralized       | Rwanda country office                  | RBN | 2021 |
| WFP Livelihoods and Resilience Activities in Lebanon 2016–2019   | Lebanon DE 2019                       | Activity        | Decentralized       | Lebanon country office                 | RBC | 2019 |
| Midterm Evaluation of Nutrition Activities in The Gambia 2016–2019   | The Gambia DE 2021                    | Activity        | Decentralized       | The Gambia country office              | RBD | 2021 |
| <i>Évaluation conjointe à mi-parcours du Programme National d’Alimentation Scolaire Intégré (PNASI) Août 2017 – Mai 2019</i>                           | Benin DE 2020                         | Activity        | Decentralized       | Benin country office                   | RBN | 2020 |
| Mid-Term Evaluation of WFP School-Feeding USDA McGovern Dole Grant for FY 2017–2020 in Bangladesh  | Bangladesh DE 2020                    | Activity        | Decentralized       | Bangladesh country office              | RBB | 2020 |

| Full title of the report   | Abbreviated title for this report                         | Evaluation type | Evaluation category | Commissioner                 |     | Year |
|--|---|-----------------|---------------------|------------------------------|-----|------|
| Midterm Activity Evaluation of USDA McGovern-Dole Grant (FFE-442-2019-013-00) for WFP School Feeding in Cambodia, 1 November 2019 to 30 October 2023 | Cambodia McGovern Dole Grant DE 2022                      | Activity        | Decentralized       | Cambodia country office      | RBB | 2022 |
| Endline Evaluation of United States Department of Agriculture (USDA) McGovern Dole Grant Food for Education Programme for WFP Cambodia FY 2017–2019  | Cambodia DE 2020  | Activity        | Decentralized       | Cambodia country office      | RBB | 2020 |
| Final evaluation of the first phase (2015–2021) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire                 | Côte d'Ivoire DE 2022                                     | Activity        | Decentralized       | Côte d'Ivoire country office | RBD | 2022 |
| Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region 2016–2020   | Cooperating Partnerships in Eastern Africa Region DE 2021 | Thematic        | Decentralized       | RBN                          | RBN | 2021 |
| <i>Évaluation thématique des activités de renforcement des capacités institutionnelles en Guinée – Juillet 2019 à juin 2021</i>                      | Guinea DE 2022  | Thematic        | Decentralized       | Guinea country office        | RBD | 2022 |
| <i>Contribution du Programme Alimentaire Mondial au Système de Protection Sociale Adaptative (SPSA) en Mauritanie depuis 2018</i>                    | Mauritania DE 2021  | Thematic        | Decentralized       | Mauritania country office    | RBD | 2021 |
| <i>Évaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016–2018)</i>                                    | Burkina Faso DE 2020                                      | Thematic        | Decentralized       | Burkina Faso country office  | RBD | 2020 |

# Annex VII: Findings, Conclusions, and Recommendations Mapping

30. Table 11 outlines the relationship between the findings, conclusions and recommendations in this report.

**Table 11: Findings, conclusions, and recommendations matrix**

| Findings  | Conclusion   | Recommendations   |
|---|--|---|
| <p><b>SQ 1</b></p> <p><b>FINDING 1:</b> Evaluations found that partnerships with CPs played a major role in helping WFP deliver its life-saving assistance under SO1. Specific contributions included enhancing WFP's reach to the most vulnerable, facilitating access to hard-to reach-places, and helping improve targeting WFP to better focus on those most in need.</p> | <p><b>Conclusion 1:</b> CPs play a major role in supporting WFP to deliver its assistance. Evaluations document the centrality of the CP role in programme delivery. In particular, they contribute to WFP's life-saving assistance under SO1; its nutrition, health and education programming under SO2; and, though less prominently reflected in evaluations, its livelihoods and resilience programming under SO3. Contributions under SO4 were less prominent, since much of WFP's capacity strengthening activity is directly delivered by the organization. However, where government CPs, were involved, this helped strengthen the national enabling environment for food security and nutrition.</p> | <p><b>Recommendations:</b></p> <p>1.1; 1.2; 2.1; 2.2; 2.3</p> |
| <p><b>FINDING 2:</b> Evaluations highlight the key role that CPs play in expanding and translating WFP nutrition, health and education programming, and related priorities, to the community level, and contributing to advocacy at the national level.</p>   |  |   |
| <p><b>FINDING 3:</b> CPs' knowledge and community engagement supported effective, appropriately tailored livelihoods and resilience programming under SO3.</p>  |  |   |
| <p><b>FINDING 4:</b> Evaluations found that CPs – who were mostly government partners under SO4 - helped build the enabling environment for programme delivery and, in doing so, enhanced the potential sustainability of WFP programmes.</p>   |  |   |
| <p><b>SQ 2</b></p> <p><b>FINDING 5:</b> CPs played a significant role across WFP activities, with their contributions most prominently noted in School-based Programme activities, Community and Household Asset Creation, and in Unconditional Resource Transfer activities.</p>   | <p><b>Conclusion 2:</b> CPs played a significant role in helping WFP realize its current Strategic Outcomes, with their contributions most prominently noted in School-based Programme activities, Community and Household Asset Creation, and in Unconditional Resource Transfer activities. This includes WFP beneficiaries receiving distributions of assistance in</p>   | <p><b>Recommendations:</b></p> <p>2.3; 3.1; 3.2</p>           |



| Findings   | Conclusion   | Recommendations   |
|--|--|---|
|  | <p>the form of in-kind food, cash or vouchers. CPs helped WFP mobilize food and scale up cash-transfer to reach some of the most vulnerable and to build and rehabilitate community assets and made notable contributions to the delivery of school feeding and nutrition programmes. However, CPs also faced challenges in implementing WFP activities, such as a lack of clarity in targeting criteria, delayed disbursement of funds by WFP, high staff turnover within CPs, and FLA-related issues including delays in signing contracts, and short-term contracting.</p>  |   |
| <p><b>SQ 3</b><br/><b>GEWE</b><br/><b>FINDING 6:</b> Although GEWE is prioritized in WFP's engagement with CPs, evaluations indicate that attention to the issue and capacity levels are variable, particularly among NGO CPs</p>  | <p><b>Conclusion 3:</b> There is scope for more systematic attention to cross-cutting issues. NGO CPs play a visible role in gender equality and AAP activities, though the evidence finds inconsistent attention to, and capacity for, gender equality considerations. Not all CPs had adequate capacity on AAP, and evaluations show that disability inclusion has significant room to improve. Attention to PSEA was not found to be consistent in the evaluations, but it should be noted that recent efforts at the CO level regarding PSEA were not considered due to the temporal scope of evaluations in the synthesis</p> | <p><b>Recommendations:</b><br/>2.2; 3.2; 4.1; 4.2; 4.3; 4.4</p> |
| <p><b>PROTECTION AND ACCOUNTABILITY TO AFFECTED POPULATIONS</b><br/><b>FINDING 7:</b> The role of CPs in protection was central, but not always consistent, with some CPs lacking awareness and capacity to implement protection principles. While CPs play a major role in supporting Community Feedback Mechanisms, capacity gaps persist.</p> |  |   |
| <p><b>DISABILITY INCLUSION</b><br/><b>FINDING 8:</b> Evaluations reflect that disability inclusion is not yet systematically integrated into CP's programme implementation</p>   |  |   |
| <p><b>PSEA</b><br/><b>FINDING 9:</b> The evaluations provided limited evidence relating to PSEA, but that available indicates variable attention to the issue, with codes of conduct and training emphasised in some contexts, but a lack of engagement on standards, systems, and protocols in others</p>                                       |  |   |

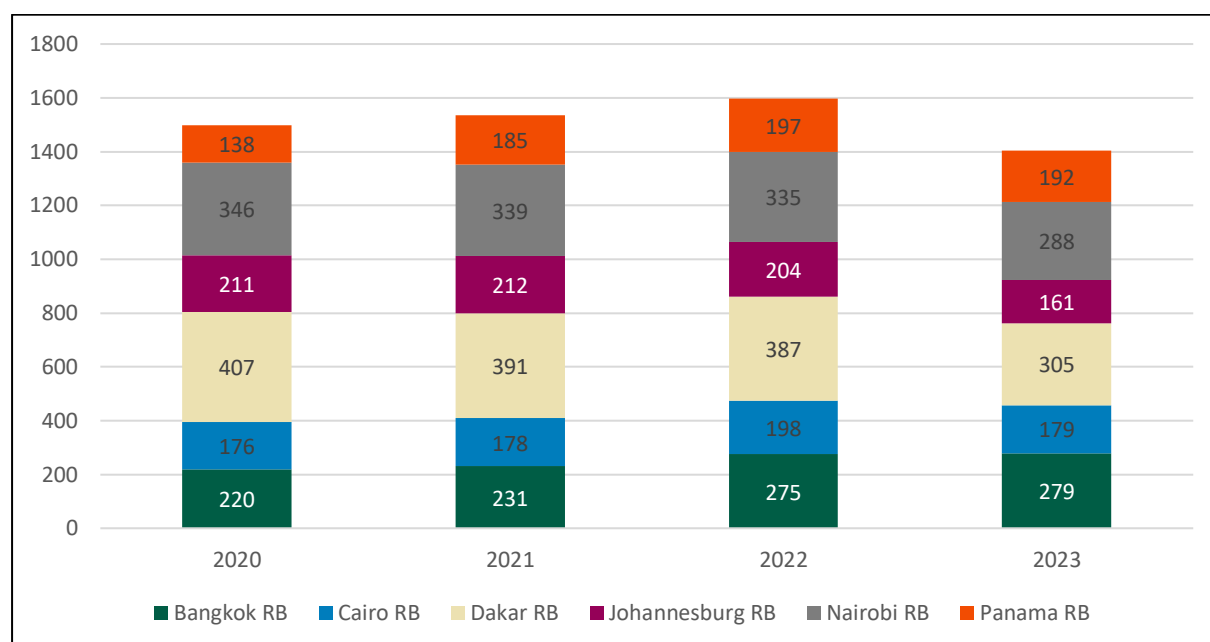
| Findings  | Conclusion  | Recommendations  |
|---|---|--|
| <p><b>SQ 4</b></p> <p><b>Selection of cooperating partner</b></p> <p><b>FINDING 10:</b> WFP has robust processes for selecting CPs with the necessary expertise and capacity, however this can be hindered by WFP financial constraints, or a lack of suitable local partners</p>   | <p><b>Conclusion 4:</b> CPs brought valuable capacities and assets to support WFP programme delivery – but evaluations also found capacity gaps. Capacities and strengths brought by CPs included: strong local knowledge and expertise; strong technical capacity in relevant areas and the ability to deliver efficiently at the community level. However, gaps included a lack of familiarity with WFP targeting criteria; and specific technical capacity gaps, compounded by sometimes high staff turnover. Evaluations reported examples where WFP was not fully harnessing the potential skills, expertise and experience that CPs possess, particularly regarding NGO CPs.</p> <p><b>Conclusion 5:</b> The efficiency of CP management for NGOs can improve, and processes for management of Government CPs be developed. Evaluations clearly highlighted gaps in CP administration and management, including late signing of contracts and delayed payments. The tangible effects of these gaps on affected populations on the ground were clearly recorded, including late receipt of assistance, sometimes for considerable periods. FLA agreements do not always include scope to adjust in response to changing realities on the ground. In some locations, high concentrations of CPs contracted by WFP led to high overhead and transaction costs. Evaluations also highlight the tension inherent in balancing a ‘risk hungry’ approach to serving those in need with fiduciary risk aversion and ensuring a duty of care to CPs, with some gaps in control measured identified at the time evaluations were conducted.</p> | <p><b>Recommendations:</b></p> <p>1.1; 1.2; 2.1; 2.2; 2.3; 3.1; 3.2; 5.1; 5.2; 5.3</p> |
| <p><b>Negotiating and preparing the contract</b></p> <p><b>FINDING 11:</b> For NGO CPs, the duration of a FLA is key for success. Long-term FLAs support medium-term planning and sustained relationships, whereas short-term FLA contracts prove inefficient for both WFP and CPs.</p> <p><b>FINDING 12:</b> Evaluations signal the importance of developing a clear strategic framework for engaging with government CPs.</p> <p><b>FINDING 13:</b> Administrative delays at contracting stage, such as late signing of contracts and lack of transparency on programme budgets, created inefficiencies. Multiple CP agreements in the same geographical area also impeded efficiency.</p>  |   |  |
| <p><b>Implementation Phase</b></p> <p><b>FINDING 14:</b> There is some evidence that WFP is recognized as a flexible partner, appreciated for its responsiveness to CPs' input and its ability to tailor programmes and activities to evolving local and national contexts.</p> <p><b>FINDING 15:</b> While technology at times reduced administrative difficulties, such as delays in invoice processing, in some contexts, there is a need to build the technological capacity of CPs.</p> <p><b>FINDING 16:</b> Evaluations reported that challenges in coordination and communication between WFP and CPs have hindered programme implementation, although mediation has proven valuable.</p> <p><b>FINDING 17:</b> Payment delays at implementation stage impeded the delivery of timely assistance to beneficiaries.</p> <p><b>FINDING 18:</b> Capacity constraints, including high levels of staff turnover within government CPs particularly, impeded programme implementation</p> |   |  |
| <p><b>Reviewing the partnership</b></p>   |   |  |

| Findings   | Conclusion   | Recommendations   |
|--|--|---|
| <p><b>FINDING 19:</b> Evidence is limited on performance assessment of CPs, but that available shows continued shortcomings and challenges.</p> <p><b>FINDING 20:</b> Evaluations reported that some WFP capacity strengthening activities addressed partner needs well, including on cross-cutting areas. However, a strategic approach was not always evident, and monitoring and the effectiveness of capacity strengthening activities targeting partners was not consistently assessed.</p> |  |   |
| <p><b>Fiduciary risk</b></p> <p><b>FINDING 21:</b> Evaluations highlight the tension inherent in balancing a ‘risk hungry’ approach to serving those in need with fiduciary risk aversion and a duty of care to CPs</p>  |  |   |
| <p><b>SQ 5</b></p> <p><b>FINDING 22:</b> Evidence shows that there has been a shift away from transactional relationships with CPs, where CPs are viewed as implementers of WFP activities, toward more collaborative relationships characterized by greater consultation and more equitable power dynamics</p>  | <p><b>Conclusion 6:</b> WFP is taking steps toward more collaborative relationships with CPs, through the transition is not yet complete. Although some relationships with CPs remain transactional, evidence shows that there has been a shift towards more collaborative relationships, characterized by greater consultation and somewhat more equitable power dynamics. WFP has not yet framed its co-operation with CPs within a localisation framework, though guidance under development promises to enhance momentum here. Evaluations signal the need to adopt more strategic frameworks and approaches to working with government partners.</p> <p><b>Conclusion 7:</b> Key aspects of WFP management of its engagement with CPs supported achievement of results. These included: longer term contracts, where available, which supported medium term strategizing and planning. Innovative practices, such as the use of shadow FLAs, also helped build medium- and longer-term relationships with CPs; as did the adoption of an ethos of trust and flexibility by WFP, which was highly valued by CPs. Close working with CPs on required codes of conduct and ensuring whistleblower reporting channels for fraud without fear of reprisals, also help build trust.</p> | <p><b>Recommendations:</b></p> <p>1.1; 1.2; 2.1; 2.3; 3.2</p> |

# Annex VIII: Cooperating partner figures by region

- 31. The data in this annex, sourced from the WFP FLA partnership tracker<sup>55</sup>, illustrates the number of CPs where partners had an active either FLA (for NGO CPs) or an MoU or LoU (for other types of CP) in the respective year.
- 32. Trend analysis over time indicates that cooperating partnerships with both NGO and Government CPs peaked in 2022 with a total of 1,596 CPs, compared 1,404 in 2023, representing a 12 percent decrease.. Over time, RBD consistently has the largest number of cooperating partners, while RBP has the fewest. In 2021 and 2022 only RBB, RBC and RBP showed an increase in number of cooperating partners. However, all RBs saw a decrease in the number of CPs in 2023, which also correlated with the decrease of funding channeled through cooperating partners, mentioned in section 1.2.3 of the report. Figure 5 below, illustrates the number of CPs by region.

**Figure 5: Number of WFP Cooperating Partners (2020- 2023), by region**

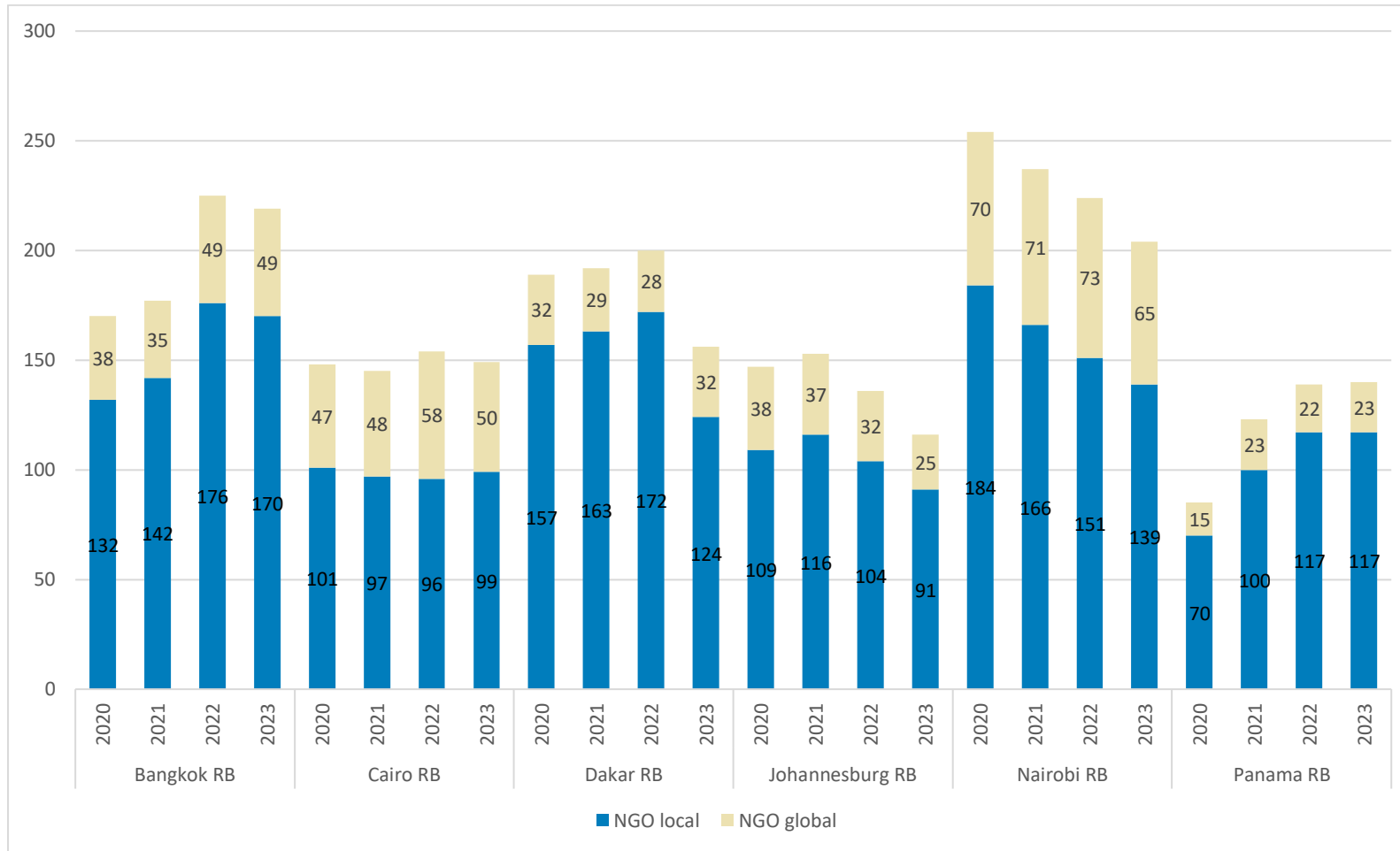


Source: WFP FLA tracker, data extracted 03 May 2024

- 33. When focusing solely on NGO partners, the distribution across RBs shows slight variation. Figure 6 below details the number of global and local NGO CPs by regional bureau, and illustrates the trend from 2020 to 2023. RBN has the highest number of both global and local CPs although this number is trending downwards over time. In contrast, RBP, which has fewer NGO CPs, has seen a steady increase in their numbers. RBB and RBC have maintained relatively constant numbers. All RBs collaborate with local NGOs, with the highest proportion in RBN, and the lowest in RBD and RBP.

<sup>55</sup> The Partnerships Tracker is a platform built to help CP managers access and review data on operational partnerships. It was rolled out in 2023 as part of the digital roadmap which aims to digitize each step of the partnership cycle.

Figure 6: Number of NGO CPs over time across different RBs (2020 - 2023), by type



Source: WFP FLA tracker, data extracted 03 May 2024

# Annex IX: List of persons interviewed

34. Outlined in Table 12 below is the list of persons interviewed by the synthesis team during May 2024.

**Table 12: List of persons interviewed**

| Name                  | Position   | Division                                     |
|-----------------------|--|--|
| Mitsugo Hamai         | Partnerships Officer, Team Leader<br>Global Technical Support/Risk<br>Management | Operational Partners Unit                    |
| Aziz Ahmed            | Senior Partnership Officer, FLA<br>Review Manager                                | Operational Partners Unit                    |
| Anna Nieto            | Chief Programme Policy Officer   | Programme Policy & Guidance Division         |
| Veronique Sainte Luce | Chief, NGO Unit  | Operational Partners Unit                    |
| Ellen Wielezynski     | Partnership, Officer, Team leader<br>Digital Solutions                           | Operational Partners Unit                    |
| Catherine Bellamy     | Programme Policy Consultant  | Programme Policy & Guidance Division         |
| Salma Zaky            | Programme/ Policy Officer  | RBC CP Management                            |
| Maite Santos          | CP Management Officer  | RBD CP Management                            |
| Hugo Farias           | Programme Policy Officer   | RBP CP Management                            |
| Anoushka Boteju       | Head of Project Cycle Management   | RBN CP Management                            |
| Elizabeth Owino       | Team Leader  | RBN CP Management                            |
| Asif Niazi            | Head Cooperating Partner<br>Management   | Cooperating Partner Management – South Sudan |
| Rayane Elfay          | Programme Associate<br>(Partnerships)  | NGO Partnership Unit - Lebanon               |
| Anne Valand           | Deputy Head of Programme   | NGO Partnership Unit - Lebanon               |
| Peter Holtsberg       | Senior Programme Policy Officer  | School Meals and Social Protection Service   |

# Annex X: Bibliography/evaluation library

35. Below is a list of documents that were consulted for the synthesis, excluding the evaluation reports.

| Year  | Author            | Title  |
|---|-------------------|--|
| <b>1. Related corporate guidelines</b>              |                   |  |
| 2017  | WFP               | Guidance on Capacity Strengthening of Civil Society.pdf                                      |
| 2019  | WFP               | Third Party Monitoring Guidelines.pdf  |
| 2020  | WFP               | Guidance for meal provision through indirect cash transfer.pdf                               |
| 2020  | WFP               | Strengthening Strategic Engagement with Governments in support of Nac. dev.pdf               |
| ND  | WFP               | WFP Minimum Standards for Conflict Sensitive Programming.pdf                                 |
| 2016  | WFP               | Guide to Personal Data Protection and Privacy Policy   |
| 2023  | WFP               | How to Apply the Cash Assurance Framework When Transferring Money through Government Systems |
| <b>1.1. NGO</b>                                     |                   |  |
| 2018  | WFP - ED CIRCULAR | Corporate Guidance on WFP Management of NGO Partnerships.pdf                                 |
| 2018  | WFP               | CSP- a guide for NGOs.pdf  |
| 2022  | WFP               | FLA template.docx  |
| 2023  | WFP               | Directive PD2023-001 Mandatory use of UNPP under the Corporate Guidance on WFP               |
| 2023  | WFP               | Guidance note FLA budget template.pdf  |
| ND  | WFP               | UNPP brochure.pdf  |
| ND  | WFP               | WFP overview and FLA.pdf   |
| 2024  | WFP               | Field Level Agreement General Conditions 2024  |
| <b>Partner Connect and Digital Roadmap NGO Unit</b> |                   |  |
| ND  | WFP               | Field Technical Support FS.pdf   |
| ND  | WFP               | NGO Partnerships Unit FS (1).pdf   |
| ND  | WFP               | NGO Unit structure.pdf   |
| ND  | WFP               | Partner Connect FS (1).pdf   |



| Year  | Author  | Title  |
|---|---------|--|
| ND  | WFP     | UNPP FS.pdf  |
| ND  | WFP     | Partner Connect FAQ.pdf  |
| 2023  | WFP     | NGO Partnerships Unit Digital Solutions.pdf  |
| ND  | WFP     | NGO Unit Digital Roadmap.png   |
| <b>1.2. GOVERNMENT</b>  |         |  |
| 2020  | WFP     | Interim Guidance and Assurance Standards for CBT through Governments.pdf             |
| 2023  | WFP     | 2023_Guidance and Assurance Standards for CBT Through Governments.pdf                |
| <b>2023 - Draft Guidance - Direct Assistance Gov Entities</b> |         |  |
| 2023  | WFP     | Annex 1_Guidance_Direct Assistance Gvt Entities_19072023_CLEAN.docx                  |
| 2023  | WFP     | Annex 2_Example Risk Register_1907023_CLEAN.xlsx                                     |
| 2023  | WFP     | Draft Guidance: Direct Assistance Gov Entities_20122023                              |
| <b>1.3. UN</b>  |         |  |
| 2021  | WFP     | UN2UN transfer agreement template  |
| <b>1.4 REGIONAL DOCUMENTS</b>                                 |         |  |
| 2021  | WFP     | RBC FLA Management workshop - FAQ  |
| 2023  | WFP-RBN | CP Onboarding document (DRAFT)   |
| <b>RBD CP management sessions Nov 203</b>                     |         |  |
| 2023  | WFP-RBD | SESSION 1-- Partnership Management Lifecycle   |
| 2023  | WFP-RBD | SESSION 2--Financial Management of FLA - RBD Finance                                 |
| 2023  | WFP-RBD | SESSION 3--People centered Programming for CP Managers                               |
| 2023  | WFP-RBD | SESSION 4--Partner Connect - RBD Introduction meeting                                |
| <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 |

| Year                                       | Author | Title   |
|--|--------|---|
| 2023                                       | WFP    | RBN CP MGT Strategy.pdf   |
| <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>                              |        |   |
| 2023                                       | OEV    | List of audits in Teams   |
| 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    | Report on the implementation of the External Auditor's recommendations.pdf                |
| 2023                                       | OEV    | Summary of Country Level, HQ and Thematic Audit Reports                                   |
| <b>HQ and thematic reports</b>             |        |   |
| 2023                                       | WFP    | Internal Audit of WFP CP Digital and Data Processing Risks - AR-23-10.pdf                 |
| 2016                                       | WFP    | Internal audit on WFP's management of NGO partnerships                                    |
| 2021-01                                    | WFP    | AR-21-01 consolidated report COVID-19   |
| 2021-02                                    | WFP    | AR-21-02 LESS functionalities   |
| 2021-05                                    | WFP    | AR-21-08 SCOPE management beneficiaries   |
| 2024                                       | WFP    | Strategic Evaluation of WFP's Protection from Sexual Exploitation and Abuse, OEV/2022/025 |
| <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                             |

| Year  | Author            | Title  |
|---|-------------------|--|
| 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  |
| 2023  | WFP               | Highlights of 2023 WFP Operational Risk Registers  |
| 2023  | WFP               | Highlights of 2023 WFP Operational Risk Registers - annex  |
| 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  |
| <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  |
| 2022-2026   | WFP               | WFP Gender Policy WFP/EB.1/2022/4-B/Rev.1  |
| 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  |

| Year   | Author                     | Title  |
|--|----------------------------|--|
| 2023   | WFP                        | WFP Information & Technology Strategy                          |
|  | WFP                        | WFP. Programme Guidance Manual: Gender Equality Toolkit.       |
| <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                      |
| 2021   | WFP                        | UN2UN Transfer Agreement template                              |
| <b>7. Monitoring and reporting</b>                           |                            |  |
| <b>Annual Performance Report</b>                             |                            |  |

| Year | Author | Title   |
|------|--------|---|
| 2020 | WFP    | Annual Performance Report.pdf   |
| 2020 | WFP    | APR dashboard.pdf   |
| 2021 | WFP    | Annual Performance Report.pdf   |
| 2022 | WFP    | Annual Performance Report.pdf   |
| 2022 | WFP    | Audited annual accounts 2021-and ED's Statement on internal control.pdf |

# Annex XI: Acronyms

|                 |  |
|-----------------|--|
| <b>AAP</b>      | Protection and Accountability to Affected Populations      |
| <b>AIDS</b>     | Acquired Immunodeficiency Syndrome                         |
| <b>ALNAP</b>    | Active Learning Network for Accountability and Performance |
| <b>CE</b>       | Centralised Evaluation                                     |
| <b>CBO</b>      | Community Based Organizations                              |
| <b>CBT</b>      | Cash Based Transfers                                       |
| <b>CCS</b>      | Country Capacity Strengthening                             |
| <b>CEE</b>      | Corporate Emergency Response Evaluations                   |
| <b>CEQAS</b>    | Centralized Evaluation Quality Assurance System            |
| <b>CFM</b>      | Community Feedback Mechanism                               |
| <b>CO</b>       | Country Office   |
| <b>COVID-19</b> | coronavirus disease 2019                                   |
| <b>CP</b>       | cooperating partner  |
| <b>CPC</b>      | Cooperating Partner Committee                              |
| <b>CPP</b>      | Corporate Planning and Performance Division                |
| <b>CRF</b>      | Corporate Results Framework                                |
| <b>CSO</b>      | Civil Society Organizations                                |
| <b>CSP</b>      | Country strategic plan                                     |
| <b>CSPE</b>     | Country Strategic Plan Evaluations                         |
| <b>DE</b>       | decentralized evaluation                                   |
| <b>DI</b>       | Disability Inclusion                                       |
| <b>DOE</b>      | Director of Evaluation                                     |
| <b>EB</b>       | Executive Board  |
| <b>EPR</b>      | Emergency Preparedness and Response                        |
| <b>ETO</b>      | Ethics Office  |
| <b>FFA</b>      | Food Assistance for Assets                                 |
| <b>FLA</b>      | Field Level Agreement                                      |
| <b>GEWE</b>     | Gender equality and women's empowerment                    |
| <b>GFD</b>      | General Food Distribution                                  |
| <b>HIV</b>      | Human Immunodeficiency Viruses                             |
| <b>ICRC</b>     | International Committee of the Red Cross                   |
| <b>IDPS</b>     | Internally Displaced Persons                               |
| <b>IN</b>       | Inception Note   |
| <b>INGO</b>     | International Non-Governmental Organizations               |
| <b>IRG</b>      | Internal Reference Group                                   |

|               |   |
|---------------|---|
| <b>IT</b>     | Information Technology                                  |
| <b>JIU</b>    | Joint Inspection Unit                                   |
| <b>KII</b>    | Key Informant Interview                                 |
| <b>LBGTQI</b> | Lesbian, gay, bisexual, transgender, queer and intersex |
| <b>LOU</b>    | Letter of Understanding                                 |
| <b>MIS</b>    | Management Information System                           |
| <b>MOU</b>    | Memorandum of Understanding                             |
| <b>NGO</b>    | non-governmental organization                           |
| <b>OEV</b>    | Office of Evaluation                                    |
| <b>OIGA</b>   | Office of Internal Audit Branch                         |
| <b>PCA</b>    | People Centered Approach                                |
| <b>PHQA</b>   | Post-Hoc Quality Assessment                             |
| <b>PE</b>     | Policy Evaluation                                       |
| <b>PPE</b>    | Partner Performance Evaluation                          |
| <b>PPR</b>    | Public Partnership and Resourcing                       |
| <b>PSEA</b>   | protection from sexual exploitation and abuse           |
| <b>QA</b>     | Quality Assurance                                       |
| <b>RB</b>     | Regional Bureau   |
| <b>RMD</b>    | Risk Management Division                                |
| <b>SAMS</b>   | Smallholder Agricultural Market Support                 |
| <b>SBP</b>    | School Based Programming                                |
| <b>SDG</b>    | Sustainable Development Goals                           |
| <b>SE</b>     | strategic evaluation                                    |
| <b>SEA</b>    | Sexual Exploitation and Abuse                           |
| <b>SER</b>    | Synthesis Evaluation Report                             |
| <b>SO</b>     | Strategic Outcomes                                      |
| <b>SP</b>     | Social Protection                                       |
| <b>SQ</b>     | Synthesis Question                                      |
| <b>TBC</b>    | To Be Confirmed   |
| <b>TEC</b>    | Technology Division                                     |
| <b>TL</b>     | Team Leader   |
| <b>ToR</b>    | Terms of Reference                                      |
| <b>UNEG</b>   | United Nations Evaluation Group                         |
| <b>UNPP</b>   | UN Partner Portal                                       |
| <b>USD</b>    | United States Dollar                                    |
| <b>USDA</b>   | United States Department of Agriculture                 |
| <b>WFP</b>    | World Food Programme                                    |

**Office of Evaluation**

**World Food Programme**

Via Cesare Giulio Viola 68/70  
00148 Rome, Italy  
T +39 06 65131 [wfp.org](http://wfp.org)