

# Evaluation Synthesis on WFP's Engagement in UN Humanitarian Coordination



Terms of Reference

May 2025

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# 1. Introduction

## 1.1 Context

1. The humanitarian landscape is undergoing a major transformation. In response to a global contraction of humanitarian funding in the first quarter of 2025, the UN Secretary General launched the UN 80 Initiative aiming to enhance operational efficiency and explore structural reforms with the UN system.
2. In line with this broader reform agenda, the UNSG Emergency Relief Coordinator outlined a bold agenda for systemic reform (a Humanitarian Reset<sup>1</sup>) in March 2025. The initiative calls for a transformation of how humanitarian operations are organized and delivered, focusing on three strategic priorities: delivering effective crisis response within limited means, rethinking how humanitarian work is organized, and shifting power closer to local leaders and affected communities.
3. To realize this transformation, the Humanitarian Reset outlines ten priority actions to be implemented by June 2025. These include, among others, promoting a more people-centered response led by local and national actors, having Humanitarian Coordinators prioritize life-saving activities, pooling resources to collectively finance common services and operational enablers, and empowering in country leadership.
4. A key focus is the review of the Inter-Agency Standing Committee (IASC) structure, along with the simplification and streamlining of the humanitarian clusters, with the aim to modernize the existing systems for humanitarian coordination. In March 2025, the IASC Operational Policy and Advocacy Group co-chairs have been tasked to lead on this work in collaboration with cluster lead agencies. During this period of change, IASC partners will continue uphold their existing accountabilities and responsibilities as cluster leads agencies<sup>2</sup>.

## 1.2 Rationale and objectives

5. Evaluation syntheses are delivered by OEV to respond to the growing demand within WFP for succinct analysis drawing from completed independent evaluations. They systematically combine and integrate findings from quality-assessed evaluations to develop higher-level, or more comprehensive knowledge, to help inform policy and strategic decisions.
6. These Terms of Reference (ToR) outline the relevance, scope, timeline, and questions asked in the synthesis. They draw from an initial document review, and an earlier Concept Note that was circulated for a targeted set of comments from WFP internal stakeholders in April 2025. This synthesis will be conducted by OEV between March 2025 and March 2026 and be presented at the June 2026 Executive Board session (EB.A/2026).
7. The synthesis combines learning and accountability objectives. It aims to generate evidence to foster learning around how WFP's leading role, strengths and challenges in leading and contributing to UN humanitarian coordination has evolved since 2018 and provide WFP stakeholders, including EB members, with accountability for performance and results in this area.
8. It is intended to be an information tool for WFP and support the organization's efforts in positioning itself within the humanitarian system, and will therefore carefully consider the results and implications of the ongoing 2025 Humanitarian Reset. The framing of the analysis will be adapted to the evolving context and the exercise will be as iterative as possible, with the aim to gear the questions and analysis to issues that will serve WFP's learning.

## 1.3 Stakeholders and main users

9. Several stakeholders internal and external to WFP, are expected to have an interest in the evidence and results from this evaluation synthesis, and some will be asked to play a role in the synthesis process.

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<sup>1</sup> <https://www.unocha.org/news/humanitarian-reset-0>

<sup>2</sup> As of May 2025, WFP is the global lead agency for the Emergency Telecommunications (ETC) and Logistics Clusters, and to co-lead the global Food Security Cluster (gFSC) with the Food and Agricultural Organization of the United Nations (FAO).

10. Key internal audience for this synthesis will include: i) WFP senior leadership and management; ii) the WFP Geneva Global Office, for its role in supporting WFP's engagement in the Inter-Agency Standing Committee (IASC) with the aim of strengthening collective humanitarian action through the implementation of a coherent, unified response; iii) the Emergency Coordination Service for its advisory role – beyond internal coordination - in system-wide emergency response strategies and collective action for humanitarian responses; iv) the three clusters led or co-led by WFP, namely the Global Emergency Telecommunications Cluster, the Global Food Security Cluster, and the Global Logistics Cluster.
11. External stakeholders with a possible interest in the synthesis include other UN agencies, WFP government counterparts, cooperating partners, donor government agencies, EB members and International Financial Institutions (IFIs)<sup>3</sup>.
12. To provide focused inputs, and guidance at key moments during the synthesis, an Internal Reference Group (IRG) will be established following consultation with internal stakeholders (proposed membership and role are presented in Annex II).

## 2. Synthesis scope and questions

### 2.1 Scope and sampling

13. **Thematic scope.** The synthesis will cover WFP engagement in UN humanitarian coordination mechanisms including clusters where activated, at both global and country level, and related results.
14. **Temporal scope.** The synthesis will consider evaluations completed from 2018 on, to account for evidence generated in the context of WFP Integrated Roadmap to Zero Hunger<sup>4</sup> launched in 2017.
15. It is proposed that the **evaluation universe** to be considered for this synthesis includes:
  - i) **all corporate emergency evaluations (CEEs)** commissioned by OEV and completed between 2018 and mid-2025;
  - ii) **inter-agency humanitarian evaluations (IAHes) or syntheses** completed between 2018 and mid-2025;
  - iii) **selected country strategic plan evaluations (CSPEs)** commissioned by OEV and completed between 2018 and 2025 in countries where at least one of the three clusters WFP leads or co-leads was active between 2018 and mid-2025, or where a humanitarian country team was active during the same period;
  - iv) **selected country-level decentralised evaluations (DEs)**<sup>5</sup> completed between 2018 and 2025<sup>6</sup> in countries where at least one of the three clusters WFP leads or co-leads was active between 2018 and mid-2025, or where a humanitarian country team was active during the same period (where the evaluation focuses on humanitarian action and includes analysis of WFP's role in clusters);
  - v) **selected OEV-led policy evaluations (PEs) and strategic evaluations (SEs) or syntheses** commissioned by OEV and completed between 2018 and mid-2025, where the evaluation focuses on humanitarian action and includes analysis of WFP's role in clusters;

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<sup>3</sup> As secondary audience, UN agencies members of the UN Evaluation Group (UNEG) Working Group on synthesis, and members of the [Global SDG Synthesis Coalition](#) are also expected to have an interest in this synthesis from both a thematic and methodology perspective.

<sup>4</sup> WFP's Integrated Road Map (IRM) and its four components – the WFP Strategic Plan (2017–2021), the Policy on Country Strategic Plans, the Financial Framework Review and the Corporate Results Framework (2017–2021) (CRF) – were approved by WFP Executive Board at its 2016 second regular session.

<sup>5</sup> Centralized Evaluations are commissioned and managed by OEV, presented to the EB and comprise, Policy Evaluations, Strategic Evaluations, Country Strategic Plan Evaluations, and Impact Evaluations. Decentralized Evaluations are commissioned and managed by country offices, regional bureaux or HQ-based divisions other than OEV. They are not presented to the EB and can cover activities, pilots, themes, and transfer-modalities.

<sup>6</sup> This allows to cover both the current and previous Strategic Plan cycle.

- vi) **selected system-wide and joint evaluations (SWEs)** completed between 2018 and mid-2025, with a specific focus on humanitarian action.
16. Based on initial document review in the OEV Management System, 60 evaluations were preliminarily identified as main body of evidence for the synthesis exercise (table 1). Annex 1 shows a preliminary detailed list of countries where at least one of the three WFP-led/co-led clusters was active between 2018 and 2025 or where a HCT was active during the same period, and the associated CEEs, IAHEs, CSPEs and DEs that will be included in the scope of the synthesis. Annex 2 includes the list of selected PEs, SEs, and SWEs that will also be included, based on the above-mentioned criteria.

**Table 1: Synthesis' universe of evaluation by type**

CEEs	CSPEs	PEs	SEs	IAHEs	Joint evaluations	DEs	Total
7	34	5	4	7	1	2	60

17. Given the outward looking nature of the synthesis, the exercise will also consider a number of secondary sources to triangulate or further contextualize the evidence from WFP evaluations, including, e.g., IASC's Operational Peer Review or Peer-2-Peer Support Mission reports and the [2023 WFP/UNHCR Cluster review](#), FAO evaluations in countries where it co-leads the Food Security Cluster, other global or country-level evaluations from agencies leading other humanitarian clusters or working groups WFP is a member of.

## 2.2 Synthesis Questions

18. The synthesis aims to answer the following questions:

<b>Synthesis Question 1</b>	<b>How has WFP positioned itself in humanitarian co-ordination in terms of its role, responsibilities and added value - both at global and country level?</b>
<b>Synthesis Question 2</b>	<b>What are the key successes of WFP engagement in humanitarian coordination?</b>
<b>Synthesis Question 3</b>	<b>What are the key challenges and dilemmas related to WFP engagement in humanitarian coordination?</b>

19. Potential specific lines of enquiry for this exercise may include:

- **Coordination effectiveness:** how well WFP coordinated with different humanitarian actors and Governments, avoiding duplication of efforts, optimizing resource use, applying targeting and prioritization.
- **Current cluster lead role and responsibilities:** specific added value and responsibilities of WFP as humanitarian cluster lead or co-lead, including as provider of last resort (and related impact on WFP planning). Consideration of how cluster system's decisions influence WFP's approaches, and overall coherence between WFP positioning and clusters' priorities.
- **Capacity strengthening:** reviewing WFP's contributions to coordinated strengthening of humanitarian response capacity of local and national actors.
- **Data use and sharing:** analysing the mechanisms for data collection, sharing, and utilization for informed decision-making and accountability, and WFP contributions in this regard.
- **Consideration of specific needs:** what evidence exists regarding the consideration of specific needs (e.g., women, youth, persons with disabilities, other vulnerable groups) in WFP's humanitarian coordination efforts?
- **Partnerships and localization:** Assessing WFP's contributions to the involvement of various stakeholders in humanitarian response, including local organizations, government entities, and affected communities

- **Learning and adaptation:** how well WFP and partners learn from past experiences and adapt their strategies and approaches in response to changing contexts and needs, and WFP's role in such efforts.
20. Not all these lines of enquiry might be explored with the same level of depth in this synthesis, and they will have to be prioritize and modulated considering availability and quality of evidence – see below section on risks and limitations. The synthesis will follow an iterative process, where the lines of inquiry may need to be redefined or evolve as evidence is analyzed, also taking into account the global evolutions in the humanitarian field in light of the 2025 Humanitarian Reset and its implications.

## 3. Methodological approach

### 3.1 Methodology

21. The synthesis will be conducted internally by OEV. A rigorous methodological approach will be adopted, in line with the requirements established by the Evaluation Quality Assurance System (EQAS) for Evaluation Synthesis.<sup>7</sup> The synthesis methodology will focus on comprehensive and systematic extraction, compilation and analysis of evaluation data to address the synthesis questions and sub-questions.<sup>8</sup>
22. The synthesis will combine the main component of qualitative content analysis on the universe of the sampled evaluations, with elements of primary data gathering from selected stakeholders, and analysis of secondary sources for validation and triangulation purposes. Specifically, the main features of the evaluation synthesis design and methodology are:
- Development in the inception phase of a detailed method for **refining as needed the screening and selection process of the final universe<sup>9</sup> of evaluations** for inclusion in the synthesis.
  - Development and systematic application of a **comprehensive analytical framework** based on a set of **evaluation synthesis sub-questions and related analytical fields** to help structure and systematise the data extraction from the synthesis, including organizing evidence by categories to possibly inform comparative analysis, e.g., operational context, clusters' mandate (response vs preparedness), type of emergency.
  - **Iterative refinement of analytical fields based on pilot data extraction<sup>10</sup>** – The approach for developing analytical fields will combine *inductive<sup>11</sup>* and *deductive<sup>12</sup>* approaches to ensure adherence to the themes subsumed by the synthesis, but also maintain a degree of openness to capture emerging / unforeseen themes and relevant evidence.
  - **Combination of software-assisted data extraction** (through NVIVO-15) **with manual data extraction** on a sub-set of evaluations for cross-validation purposes, and for testing the data extraction process and application of the analytical fields.
23. To help better situate the synthesis against the current organisational realities, and enhance the relevance of the recommendations it will put forward, the synthesis approach will include:
- **Analysis of secondary sources** (other than the evaluations included in the sample) to triangulate emerging findings.

<sup>7</sup> WFP. 2021. Evaluation Synthesis, Guidance for Process and Content, Evaluation Quality Assurance System.

<sup>8</sup> An OEV Technical Note on Evaluative Products, providing guidance on evaluation synthesis will be used for reference.

<sup>9</sup> The universe is intended as the final list of evaluations that will form part of the synthesis.

<sup>10</sup> The pilot data extraction process will also be used to validate the data extraction approach and coding application across the members of the OEV team who will conduct the synthesis.

<sup>11</sup> *Inductive approaches* allow analytical fields to emerge as data is reviewed, with codes developed, tested and reviewed in a more iterative manner.

<sup>12</sup> *Deductive approaches* refer to the development of a full set of analytical fields, against which evidence within evaluations will be coded and subsequently extracted.

- **Analysis of the recommendations and management responses (MR) data** to better understand recurring issues and uptake of recommended actions (including analysis of degree of implementation as applicable).
- **Consultation and feedback with stakeholders** and main intended users of the synthesis results on draft emerging themes and findings from the synthesis.

### 3.2. Ethical considerations

24. Ethical considerations shall be taken into account in the evaluation synthesis, in line with the [UNEG ethical standards and norms](#). Accordingly, the evaluation synthesis team is responsible for safeguarding and ensuring ethics at all stages of the synthesis cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality, and anonymity of participants, and ensuring cultural sensitivity, and ensuring that the synthesis results do no harm to participants or their communities.
25. The synthesis team will not have been involved in the design, implementation or monitoring of any of the activities considered in the focus of the synthesis or have any other potential or perceived conflicts of interest. All members of the evaluation synthesis team will abide by the 2020 UNEG Ethical Guidelines and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the synthesis team will also commit to signing a confidentiality, internet and data security statement.

### 3.3 Quality Assurance

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

### 3.4 Risks and mitigating measures

28. Table 2 identifies the risks noted at concept note stage, based on a preliminary scoping exercise conducted by OEV on a limited number of evaluations. These risks will be further elaborated in the next phases of the evaluation.

**Table 2: Risk matrix - high (H), medium (M), low (L)**

Potential challenges and limitations	Risk	Potential mitigation actions	Residual risk
Overall limited density of evidence on WFP’s specific role, level of engagement and contributions to results of UN coordination mechanisms, including HCTs, clusters and others (e.g., the recently produced Summary of evaluation evidence on WFP Emergency response found that “Evaluations provided limited evidence on WFP’s role in cluster coordination”).	M / H (for clusters)	The synthesis will follow an iterative process throughout the remaining of the preparation and inception phases, aiming to identify, refine and validate the different analytical fields.	L / M (for clusters)
Potentially descriptive rather than evaluative evidence found in the evaluations.	M	The synthesis will make use of WFP and joint evaluation evidence, along with primary data collected through KIIs and IRG members, and desk reviews of secondary data (including data and reports shared by IRG members, such as EB documents, MOPAN assessments, P2P	M

		reports, and Cluster reviews). This additional data will help validate the emerging themes from the data extraction.	
A possible partial overlap of the Synthesis with the ongoing Strategic Evaluation of the Supply Chain Roadmap (which draft report is expected to be ready by mid-2025), particularly as the latter will significantly cover the global Logistics Cluster.	M	The OEV synthesis team will coordinate with colleagues managing the Strategic Evaluation of the Supply Chain Roadmap and ensure that relevant evidence from the evaluation on the global Logistics Cluster informs this synthesis.	L

29. As part of the preparation phase, OEV will continue to sample evaluations to complete the evidence mapping. Should such preliminary analysis suggest that there is insufficient relevant evidence, OEV will explore the opportunity to revise the synthesis questions or lines of enquiry.

## 4. Organization of the synthesis

### 4.1 Phases and deliverables

30. In order to present the evaluation synthesis at the EB.A/2026 session, the following timetable will be used. Annex I presents a more detailed timeline.

Phase / deliverable	Timeline
<b>Concept note/evidence mapping</b>	February-March 2025
<b>ToR</b>	April-May 2025
<b>Inception note</b>	June-July 2025
<b>Extraction and analysis</b>	July-September 2025
<b>Reporting (drafting and reviewing)</b>	September 2025-January 2026
<b>EB preparation (summary report and mgmt. response)</b>	February-March 2026

### 4.2 Roles and Responsibilities

31. A synthesis team from OEV comprising Filippo Pompili, Arianna Spacca and Silvia Pennazzi Catalani has been assigned to conduct the synthesis. Julia Betts, Deputy Director for Centralised Evaluations in OEV will provide second level quality assurance. The Director of Evaluation, Anne-Claire Luzot, will approve the final synthesis products and present the summary synthesis report to the Executive Board for consideration.

32. An internal reference group (IRG) composed of selected WFP stakeholders will be established and asked to review and comment on draft synthesis reports, provide feedback during briefings and be available for interviews with the synthesis team (see Annex II).

### 4.3 Communication

33. All WFP synthesis products will be produced in English. The synthesis report, its summary report, and management response to the synthesis recommendations will be presented at the EB.A/2026 session. The final synthesis report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

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

### 4.4 Budget

35. The evaluation will be financed from OEV's Programme Support and Administrative budget.



# ANNEXES

## ANNEX I: Detailed synthesis timeline

	Key actions	By Whom	Dates
<b>Phase 1 - Preparation (February-April 2025)</b>			
	Early consultation with clusters leads	Synthesis Team	24 January 2025
	Pilot data extraction/evidence mapping, develop code book and test it on small set of evaluations	Synthesis Team	February-March 2025
	DoE's clearance and circulation of draft synthesis report (D1) to IRG for comments	DoE	26 March 2025
	IRG comments on draft Concept Note	IRG	4-17 April 2025
	Synthesis Team's revision to address IRG comments and expand the CN to meeting the content element of a full synthesis TOR	Synthesis Team	18-30 April 2025
	Review of revised ToR	DDoE/DoE	2-9 May 2025
	Final adjustment by synthesis team as needed and final TOR approval	Synthesis Team and DDoE/DoE	10-20 May 2025
	Final TOR shared with WFP Stakeholders for information and posted online	DDoE/DoE	by 31 May 2025
<b>Phase 2 - Inception and early analysis (June-July 2025)</b>			
	Continued work to read/ review the evaluation reports (review in batches and calibration of coding among synthesis team members)	Synthesis Team	April-June 2025
	Submission of Inception Note outlining the synthesis methodology and limitations	Synthesis Team	By 16 June 2025
	DDoE review of the Inception Note followed by revision and submission to DoE for review	DDoE and DOE	17-24 June 2025
	Synthesis Team to incorporate DoE and DDoE feedback on the inception note and resubmit for approval	Synthesis Team	By 7 July 2025
	Sharing inception note with the IRG for information	Synthesis Team	By mid-July 2025
<b>Phase 3. Extraction, Analysis and Reporting (July 2025-February 2026)</b>			
<b>D0 SR</b>	Extraction, compilation, coding and early analysis	Synthesis Team	July-August 2025
	Selected interviews with stakeholders (max 5)	Synthesis Team	Early September 2025
	Fully-fledged content analysis on the entire synthesis universe	Synthesis Team	September 2025
	Internal data analysis workshop with DDoE	DDoE and Synthesis Team	23 September 2025
	Submission of D0 report to DDoE	EM	2 October 2025
	DDoE review of D0 synthesis report (SR)	DDoE	2-9 October 2025
	Addressing DDoE comments	Synthesis Team	9-16 October 2025
	DDoE review and clearance to share draft SR with selected OEV EMs and DoE for comments	DDoE and Synthesis Team	16-21 October 2025
<b>D1 SR</b>	DOE and EMs comments window on D1 SR	EMs, DoE	23-31 October 2025
	Adjustments to the synthesis report to reflect comments received	Synthesis Team	3-7 November 2025
	DDoE and DoE coordinated comment window on D1 SR	DoE and DDoE	10-14 November 2025
	Draft revised to address DDoE and DoE comments	Synthesis Team	14-21 November 2025
	DoE's clearance and circulation of D1 SR to IRG for comments	DoE	28 November 2025
	IRG and WFP stakeholders' comment window	IRG / stakeholders	1-12 December 2025
	Stakeholders workshop	DoE/DDoE, Synthesis Team, IRG	9 December 2025 (TBC)
<b>D2 SR + SSR</b>	Submit to DDoE revised draft SR based on WFP's comments, with responses on the matrix of comments + draft Summary Synthesis Report (SSR)	EM	19 December 2025

	DDoE review of D2 SR and draft SSR	DDoE	20 December 2025 - 8 January 2026
<b>D3 SR + SSR</b>	Addressing DDOE's comments on D2 SR and draft SSR	Synthesis Team	8-12 January 2026
	DDoE and DoE coordinated comment window on the D3 SR and draft SSR	DDoE	12-16 January 2026
	Team addresses DDoE and DoE comments and submits final draft SR + revised SSR	Synthesis Team	16-23 January 2026
	DDOE/DOE's review and approval of final ER + clearance of draft SSR for circulation	DDoE/DoE	23-30 January 2026
	Launch of e-consultation of Policy Committee on the SSR	PC secretariat	2 February 2026
	PC comments window		2-13 February 2026
	Submission of revised SSR to reflect comments received, seeking final approval by DOE	EM	13-20 February 2026
	DOE review and final approval of final SSR	DoE	20-27 February 2026
<b>Phase 4. Follow up and dissemination (March-June 2026)</b>			
	Submit SER/ recommendations to RMD for management response + Synthesis to EB Secretariat for editing and translation	EM	By 28 February 2026
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	April 2026
	Presentation of Synthesis to the EB	DoE	June 2026
	Presentation of management response to the EB	WFP Mgmt	June 2026

**ANNEX II: Internal Reference Group - proposed composition**

<b>WFP Department / Office</b>	<b>Name</b>
Global Geneva Office	Shannon Howard, Director GVA OiC
Global Emergency Telecommunications Cluster	Brent Carbno, ETC Coordinator
Global Food Security Cluster	Marie-Helene Kyprianou, gFSC Coordinator
Global Logistic Cluster	Mailin Fauchon, LogC Coordinator

## ANNEX III: Evaluation universe

Table 2: Evaluation Universe: selected country strategic plan, interagency humanitarian evaluations, and corporate emergency response evaluations

Country	Humanitarian Country Team <small>(active between 2018 and 2025)</small>	WFP Led or Co Led Clusters <small>(active between 2018 and 2025)</small>			WFP Engagement as Cluster Member <small>(clusters active between 2018 and 2025)</small>					Evaluations completed from 2018 onwards	Publication Year
	HCT <sup>13</sup>	ETC	FSC <sup>14</sup>	LogC	Protection	Nutrition	Education	Health	CCCM		
Afghanistan	x		x		x	x	x	x	x	<i>Evaluation of WFP's Country Strategic Plan (2018-2022)</i>	2022
										<i>Inter-agency humanitarian evaluation (2021 - 2023)</i>	2024
Bangladesh	x		x			x	x	x	x	<i>Evaluation of WFP Country Strategic Plan (2016-2019)</i>	2021
Burkina Faso	x	x	x	x	x	x	x	x	x	<i>Country Strategic Plan Evaluation (2018-2022)</i>	2023
Burundi					x	x	x				

<sup>13</sup>Including Humanitarian Response Plans (HRPs) and/or Flash Appeal (FA) countries. Source: OCHA: [Homepage | Humanitarian Action](#). Accessed February 21<sup>st</sup> 2025

<sup>14</sup> Note: Countries highlighted in blue underlines the presence of a food security sector. A food security sector, as a 'non-IASC coordination system', functions in similar ways to a cluster structure but with two fundamental differences: (i) the leadership differs: In the case of government-led 'sector coordination', the government has the responsibility for coordination (with the CLAs playing only a supporting role) and is accountable for the quality of the response. (ii) the CLAs do not have the responsibility as Provider of Last Resort.

Country	Humanitarian Country Team <small>(active between 2018 and 2025)</small>	WFP Led or Co Led Clusters <small>(active between 2018 and 2025)</small>			WFP Engagement as Cluster Member <small>(clusters active between 2018 and 2025)</small>					Evaluations completed from 2018 onwards	Publication Year
	HCT <sup>13</sup>	ETC	FSC <sup>14</sup>	LogC	Protection	Nutrition	Education	Health	CCCM		
Cameroon	x	x	x		x	x	x	x	x	Country Strategic Plan Evaluation (2018-2020)	2020
Central African Republic	x	x	x	x	x	x	x	x	x	Country Strategic Plan Evaluation (2018-2022)	2023
Chad	x	x	x		x	x	x	x	x	Country Strategic Plan Evaluation (2019-2023)	2023
Colombia	x		x		x	x	x	x	x	Country Strategic Plan Evaluation (2021 – 2024)	2024
Democratic Republic of the Congo	x		x	x	x	x	x	x	x	Interim Country Strategic Plan Evaluation (2018-2020)	2020
										Country Strategic Plan Evaluation (2021-2025)*	
Ecuador				x						Country Strategic Plan Evaluation (2017 – 2021)	2022
Egypt		x								Country Strategic Plan Evaluation (2018-2023)	2023
El Salvador	x				x				x	Country Strategic Plan Evaluation (2017-2022)	2022
Ethiopia	x	x	x	x	x	x	x	x	x	Inter-agency humanitarian evaluation of the response in Northern Ethiopia (2020 – 2024)*	
										Inter-Agency Humanitarian Evaluation of the Drought Response (2015 – 2018)	2020

Country	Humanitarian Country Team (active between 2018 and 2025)	WFP Led or Co Led Clusters (active between 2018 and 2025)			WFP Engagement as Cluster Member (clusters active between 2018 and 2025)					Evaluations completed from 2018 onwards	Publication Year
	HCT <sup>13</sup>	ETC	FSC <sup>14</sup>	LogC	Protection	Nutrition	Education	Health	CCCM		
										<i>Ethiopia Shelter-NFI Cluster Evaluation</i>	2016
										<i>Country Strategic Plan Evaluation (2020 - 2025)*</i>	
<b>Guatemala</b>	<b>x</b>				<b>x</b>	<b>x</b>			<b>x</b>	<i>Country Strategic Plan Evaluation (2021 - 2025)</i>	
<b>Haiti</b>	<b>x</b>				<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<i>Country Strategic Plan Evaluation (2018-2022)</i>	2023
<b>Honduras</b>	<b>x</b>		<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>		<i>Country Strategic Plan Evaluation (2018-2021)</i>	2022
<b>Iraq</b>	<b>x</b>		<b>x</b>							<i>Country Strategic Plan Evaluation (2018 - 2024)</i>	2023
<b>Kenya</b>	<b>x</b>			<b>x</b>		<b>x</b>				<i>Country Strategic Plan Evaluation (2018 - 2023)</i>	2023
<b>Lebanon</b>	<b>x</b>		<b>x</b>	<b>x</b>		<b>x</b>		<b>x</b>	<b>x</b>	<i>Country Strategic Plan Evaluation (2018 - 2021)</i>	2021
<b>Madagascar</b>	<b>x</b>		<b>x</b>			<b>x</b>		<b>x</b>		<i>Country Strategic Plan Evaluation (2019 - 2023)</i>	2023
<b>Malawi</b>				<b>x</b>	<b>x</b>	<b>x</b>				<i>Country Strategic Plan Evaluation (2019 - 2023)</i>	2023
<b>Mali</b>	<b>x</b>		<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<i>Country Strategic Plan Evaluation (2020-2024)</i>	2024

Country	Humanitarian Country Team (active between 2018 and 2025)	WFP Led or Co Led Clusters (active between 2018 and 2025)			WFP Engagement as Cluster Member (clusters active between 2018 and 2025)					Evaluations completed from 2018 onwards	Publication Year
	HCT <sup>13</sup>	ETC	FSC <sup>14</sup>	LogC	Protection	Nutrition	Education	Health	CCCM		
Mozambique	x		x		x	x	x	x	x	Country Strategic Plan Evaluation (2017-2021)	2022
										Inter-agency humanitarian evaluation on cyclone Idai	2020
Myanmar	x		x		x	x	x	x	x	Decentralized Activity Evaluation (2016-2019)	2020
										Corporate Emergency Response Evaluation (2018-2022)	2023
Nepal				x		x				Country Strategic Plan Evaluation (2019 – 2023)	2023
Niger	x	x	x		x	x	x	x		Country Strategic Plan Evaluation (2020-2025)*	
Nigeria	x	x	x		x	x	x	x	x	Country Strategic Plan Evaluation (2019-2022)	2023
										Corporate Emergency Response Evaluation (2016 – 2018)	2019
Pacific region		x	x	x			x	x			
Pakistan	x				x	x	x			Decentralized Activity Evaluation (2014-2020)	2022
										Country Strategic Plan Evaluation (2018 – 2022)	2022

Country	Humanitarian Country Team (active between 2018 and 2025)	WFP Led or Co Led Clusters (active between 2018 and 2025)			WFP Engagement as Cluster Member (clusters active between 2018 and 2025)					Evaluations completed from 2018 onwards	Publication Year	
	HCT <sup>13</sup>	ETC	FSC <sup>14</sup>	LogC	Protection	Nutrition	Education	Health	CCCM			
<b>Palestine</b>	x	x	x	x	x	x	x	x	x	x	Country Strategic Plan Evaluation (2018-2022)	2023
<b>Philippines</b>	x			x		x					Country Strategic Plan Evaluation (2018 - 2023)	2023
<b>Somalia</b>	x		x	x	x	x	x	x	x	x	Country Strategic Plan Evaluation (2022 - 2025)*	
											Interagency Humanitarian Evaluation (2017)	2018
											Interagency Humanitarian Evaluation (2024*)	
<b>South Sudan</b>	x	x	x	x	x	x	x	x	x	Country Strategic Plan Evaluation (2018-2022)	2022	
<b>Sudan</b>	x	x	x	x	x	x	x	x	x	Country Strategic Plan Evaluation (2018-2022)	2022	
<b>Syria</b>	x	x	x	x	x	x	x	x	x	x	Corporate Emergency Response Evaluation (2015-2018)	2018
											Transitional and Interim Country Strategic Plans Evaluation (2018-2025)	2022
<b>Tanzania</b>				x							Country Strategic Plan Evaluation (2017 - 2021)	2022
<b>Tajikistan</b>				x							Country Strategic Plan Evaluation (2019 - 2024)	2022



Country	Humanitarian Country Team <small>(active between 2018 and 2025)</small>	WFP Led or Co Led Clusters <small>(active between 2018 and 2025)</small>			WFP Engagement as Cluster Member <small>(clusters active between 2018 and 2025)</small>					Evaluations completed from 2018 onwards	Publication Year
	HCT <sup>13</sup>	ETC	FSC <sup>14</sup>	LogC	Protection	Nutrition	Education	Health	CCCM		
Türkiye		x								Country Strategic Plan Evaluation (2023-2025)*	
Ukraine	x	x	x	x	x		x	x	x	Corporate emergency response evaluation (2022 - 2024)*	
										Inter-agency synthesis (?)	
Venezuela	x		x	x	x	x		x			
Yemen	x	x	x	x	x	x	x	x	x	Corporate Emergency response Evaluation (2019 -2024)*	2022
										Inter-Agency Humanitarian Evaluation (2015 - 2021)	
Zimbabwe	x		x	x	x	x	x			Country Strategic Plan Evaluation (2017 - 2021)	2022

Sources: OEV, MIS Database. Extracted January 8<sup>th</sup> 2025

**Table 3: Evaluation universe: selected global, regional or system-wide evaluations**

Type	Evaluations	Publication Year
Policy Evaluation	<i>Evaluation of WFP's Role in Peacebuilding in Transition Settings</i> <i>Evaluation of WFP's Policy on Country Strategic Plans</i> <i>Evaluation of WFP's Disaster Risk Reduction Management and Climate Change Policies</i> <i>Evaluation of WFP's Emergency Preparedness Policy</i> <i>Evaluation of WFP's Safety Nets Policy Update</i>	2023 2023 2023 2025 2019
Corporate Emergency Response Evaluations	<i>Evaluation of the WFP Response to the COVID-19 Pandemic</i> <i>Évaluation de la réponse d'urgence du PAM aux crises prolongées au Sahel et dans d'autres pays d'Afrique de l'Ouest et centrale 2018-2023</i>	2022 2024
Strategic Evaluations	<i>Evaluation of WFP's Capacity to Respond to Emergencies</i> <i>Evaluation of WFP's Use of Technology in Constrained Environments</i> <i>Strategic Evaluation on WFP's support to refugees, internally displaced persons, and migrants</i> <i>Mid-term evaluation of the WFP Strategic Plan (2022-2025)</i>	2019 2022 2024 2024
System Evaluations	<i>Covid 19 coalition - Strategic Joint Evaluation of the Collective International Development and Humanitarian Assistance Response to COVID-19</i>	2024

Sources: OEV, MIS Database. Extracted January 8<sup>th</sup> 2025