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# Synthesis of evidence and lessons on WFP's performance measurement and monitoring from centralized and decentralized evaluations (2018–2021)

## Executive summary

This synthesis of evidence and lessons from evaluations of WFP's performance measurement and monitoring between 2018 and 2021 was conducted in 2022 for submission to the Executive Board for consideration at its first regular session in February 2023. Its purpose is to contribute to WFP's global and regional evidence base and support key corporate decision making in the short and medium terms in the area of performance measurement and monitoring. The intended users include primarily the WFP's Corporate Planning and Performance Division and Research, Assessment and Monitoring Division.

The synthesis team reviewed the reports of 53 centralized evaluations and decentralized evaluations completed in the period from 2018 to 2021 to examine the extent to which WFP's normative framework for monitoring, and all of its component elements, enabled the effective measurement of achievements at the country level and corporate performance reporting. The synthesis also explores the extent to which WFP's monitoring systems generated credible information that has been used, the purposes of that use, and whether and how cross-cutting priorities are reflected in monitoring practices.

Overall, the synthesis finds that WFP's normative framework for monitoring continues to provide the necessary structure to support effective performance management and monitoring but does not encourage WFP to capture the breadth of its achievements or track them over time. While evaluations raised concerns with regard to WFP's ability to track progress over time owing to

*In line with WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.*

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changes to the normative framework, those changes appear unavoidable in the short term while WFP moves towards establishing a better-fitting monitoring framework for the long term.

The synthesis also notes that while the outcomes of the corporate monitoring strategy remain relevant, there are opportunities for improving the resourcing of the monitoring function and making greater use of monitoring data for learning and programme adaptation beyond their use for reporting.

The synthesis findings identify clear opportunities to improve the use of data for learning and programme adjustments and the ability to capture achievements through strengthened data credibility. Representing relatively new types of monitoring efforts for WFP during the period of the evaluations reviewed for the synthesis, country capacity strengthening and resilience building emerged as specific activity areas in need of additional development in order to fully capture and monitor WFP's achievements.

The evaluations reviewed also provided strong evidence of the desire and need at both the country and corporate levels to expand qualitative data collection, analysis and reporting, especially for cross-cutting issues, in order to support learning and adaptation, indicating that a focus on merely counting beneficiaries will result in "hitting the target" but "missing the point".

In concluding, the synthesis acknowledges that WFP is constantly working to improve its performance management and monitoring systems and that steps have been taken and efforts are under way to address many of the weaknesses identified in the evaluations reviewed.

Taking into account the recent progress, the synthesis makes four recommendations focused on strengthening the resourcing and use of the monitoring function as an integral component of the programme cycle that supports learning objectives; increasing the use of qualitative data collection, analysis and reporting; and providing enhanced support for improving country office monitoring systems.

### **Draft decision\***

The Board takes note of the synthesis of evidence and lessons on WFP's performance measurement and monitoring from centralized and decentralized evaluations (2018–2021) (WFP/EB.1/2023/5-C) and management response (WFP/EB.1/2023/5-C/Add.1) and encourages further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## Introduction

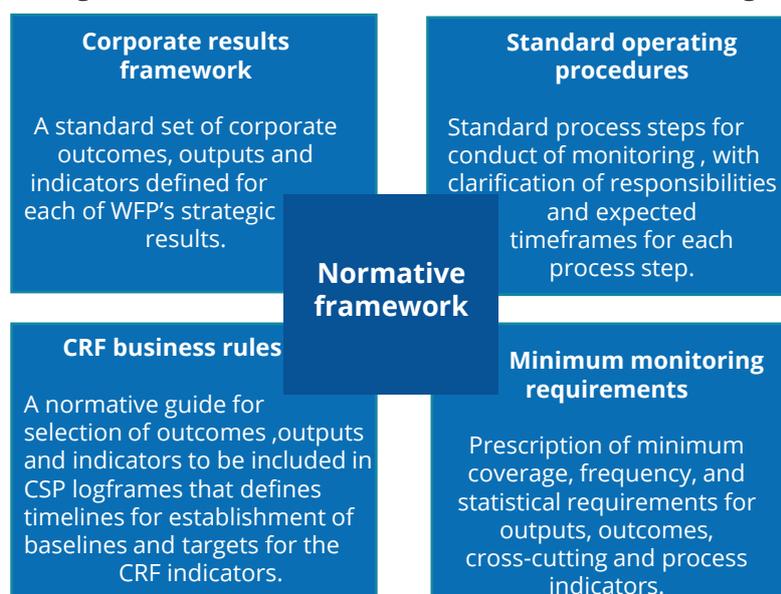
### 1.1 Synthesis features

1. The synthesis of evidence and learning from evaluations of WFP's performance measurement and monitoring between 2018 and 2021 was included in the WFP Office of Evaluation workplan for 2021–2023 and was conducted by an external team working between November 2021 and October 2022, with planned submission to the Executive Board for consideration at its first regular session in February 2023.
2. Evaluation syntheses entail the combination and integration of findings from quality-assessed evaluations aimed at developing higher-level or more comprehensive knowledge and informing policy and strategic decisions. The purpose of this synthesis is to contribute to WFP's global and regional evidence base and support key corporate decision making in the short and medium terms. The specific objectives include:
  - identifying recurrent findings and stimulating discussion of performance measurement and monitoring with a view to deriving lessons on WFP's achievements and contributing to evidence-based, strategic and operational decision making; and
  - providing evidence and insights on the credibility, relevance and use of monitoring data and systems in order to inform technical and normative improvements.
3. For the purpose of this synthesis, the term "system" is understood in the broad sense of the entire "ecosystem" surrounding monitoring at both the corporate and country levels. The term "information" is also interpreted broadly, as evaluation reports often refer to "data", "information" and "evidence" interchangeably. "Credibility" is used to refer to monitoring data that were identified as being of high quality, reliable and/or consistent in the evaluation reports reviewed.
4. The intended users of the synthesis include primarily WFP's Corporate Planning and Performance Division (CPP) and Research, Assessment and Monitoring Division (RAM), but also programme and policy owners, regional bureaux and country offices.
5. The synthesis asked seven questions that examine the extent to which:
  - 1) corporate indicators allowed the effective measurement of intervention achievements at the country level;
  - 2) WFP's monitoring systems generated credible information that has been used;
  - 3) WFP's normative framework for monitoring enabled the tracking of programme effectiveness and the informing of corporate performance reporting;
  - 4) evidence from the evaluations provided learning on the outcome of WFP's corporate monitoring strategy;
  - 5) specific factors contributed to or hindered the implementation of performance measurement and monitoring systems;
  - 6) WFP's performance measurement system aligns with national monitoring systems; and
  - 7) cross-cutting priorities are reflected in monitoring practices.
6. The synthesis team examined 53 centralized evaluations (CEs) and decentralized evaluations (DEs) completed between 2018 and 2021. Following a comprehensive document review and internal consultation with selected stakeholders, the team considered some of the most recent or ongoing changes in WFP in order to help target and better situate the conclusions and recommendations.

## 1.2 Context

7. There is growing demand for evidence generation across WFP, and evaluation syntheses are part of the WFP “toolkit” for supporting evidence-based decision making and responding to growing interest in and demand for succinct and actionable analysis.
8. Performance measurement and monitoring are guided by the WFP normative framework for monitoring, first established in the WFP corporate monitoring strategy for 2015–2017<sup>1</sup> and updated for the 2018–2021 strategy.<sup>2</sup> The original framework included four components (figure 1): the corporate results framework (CRF),<sup>3</sup> the CRF business rules,<sup>4</sup> standard operating procedures for country strategic plan (CSP) monitoring<sup>5</sup> and minimum monitoring requirements.<sup>6</sup> Some of those components have been updated in subsequent years (see figure 2) in response to a range of emerging issues and demands, including those related to organizational restructuring – such as the 2016 launch of the Integrated Road Map and alignment aimed at contributing to the 2030 Agenda, and the 2019 establishment of RAM, which bring together WFP’s field monitoring and vulnerability assessment and mapping functions – or to the need to update and expand (in 2018 and 2022) WFP’s corporate indicators in order to better capture new priorities and areas of focus.

**Figure 1: WFP's normative framework for monitoring**



Source: *WFP Corporate Monitoring Strategy 2018–2021*.

9. Performance measurement and monitoring are dynamic functions in WFP where continuous optimization is sought. Although the evaluations reviewed in the synthesis were finalized between 2018 and 2021, the corporate context and frameworks relating to performance measurement and monitoring have continued to evolve. While it is beyond the scope of this synthesis to assess all the actions taken and the newest developments, the synthesis team did review more recent documentation (see selected list in annex II) and consulted stakeholders in order to develop an understanding of the current circumstances in which the synthesis recommendations could be situated.

<sup>1</sup> WFP. 2015. *Corporate Monitoring Strategy 2015–2017*.

<sup>2</sup> WFP. 2018. *Corporate Monitoring Strategy 2018–2021*.

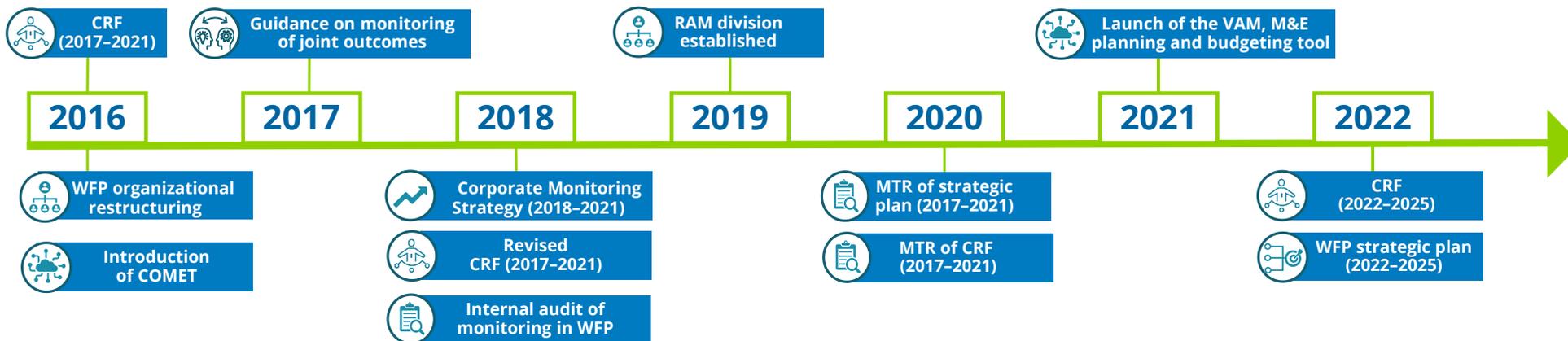
<sup>3</sup> “Corporate Results Framework (2017–2021)” (WFP/EB.2/2016/4-B/1/Rev.1).

<sup>4</sup> WFP. 2019. *Logframe Business Rules*.

<sup>5</sup> WFP. 2017. *Standard Operating Procedures For CSP Monitoring*.

<sup>6</sup> WFP. 2020. *Minimum Monitoring Requirements*.

**Figure 2: Timeline of key contextual developments related to WFP’s performance measurement and monitoring**



Source: Evaluation synthesis team.

Abbreviations: COMET = country office tool for managing effectively; MTR = mid-term review; M&E = monitoring and evaluation; VAM = vulnerability analysis and mapping.

### 1.3 Methodology

10. The primary data for the synthesis came from the reports on 21 CEs<sup>7</sup> and 32 DEs<sup>8</sup> issued between 2018 and 2021 (table 1 and annex I). Inception reports for country strategic plan evaluations (CSPEs) and the related management responses have also been considered. All evaluations met the quality threshold of 60 percent (satisfactory) in the Office of Evaluation's outsourced independent post hoc quality assessment system.

**TABLE 1: FINAL SYNTHESIS SAMPLE BY TYPE AND REFERENCES USED**

Centralized evaluations			Decentralized evaluations			Total
Country strategic plan	Policy	Strategic	Activity	Thematic	Transfer modality	53 (21 CEs) (32 DEs)
12	3	6	27	3	2	
<b>References and abbreviations used in the synthesis:</b>						
<ul style="list-style-type: none"> <li>Country strategic plan evaluations and related inception reports – [year] [country] CSPE – e.g., 2020 Indonesia CSPE.</li> <li>Policy evaluations – [year] [theme] PE – e.g., 2020 gender PE.</li> <li>Strategy evaluations – [year] [theme] SE – e.g., 2020 resilience SE.</li> <li>Decentralized evaluations – [year] [country] DE – e.g., 2020 Lebanon DE.</li> </ul>						

11. The synthesis team used an analytical framework and coding structure to guide data extraction using the MAXQDA qualitative data analysis tool to retrieve, transcribe and visualize data. Desk analysis, interviews and a dedicated workshop were conducted with key stakeholders to discuss and validate the emerging findings and, crucially, to provide context for the changes that occurred after the evaluations were completed.
12. The synthesis was affected by great variability across the sample in terms of the availability and depth of evidence related to some of the evaluation questions and themes. As a mitigation measure, desk analysis and key informant interviews were used to supplement the information extracted from evaluation reports. To ensure the utility of the synthesis, the recommendations are based on the current corporate framework and systems, while drawing on findings from evaluations completed in the past. In other words, the synthesis reflects current circumstances in the framing of the recommendations, drawing from the desk analysis of secondary sources and inputs from stakeholders, including those shared during a stakeholder workshop focused on discussing the emerging results from the synthesis.

### Evaluation synthesis findings

#### **Do corporate outcome, output and cross-cutting indicators allow the effective measurement of intervention achievements at the country level?**

13. While corporate outcome and output indicators allow WFP to aggregate data at the corporate level, they often fall short of enabling country offices to effectively measure and report on the full depth of intervention achievements at the country level over time.

<sup>7</sup> CEs are commissioned and managed by the Office of Evaluation and presented to the Executive Board for consideration. Evaluations ongoing at the time of the synthesis are out of the scope of this report.

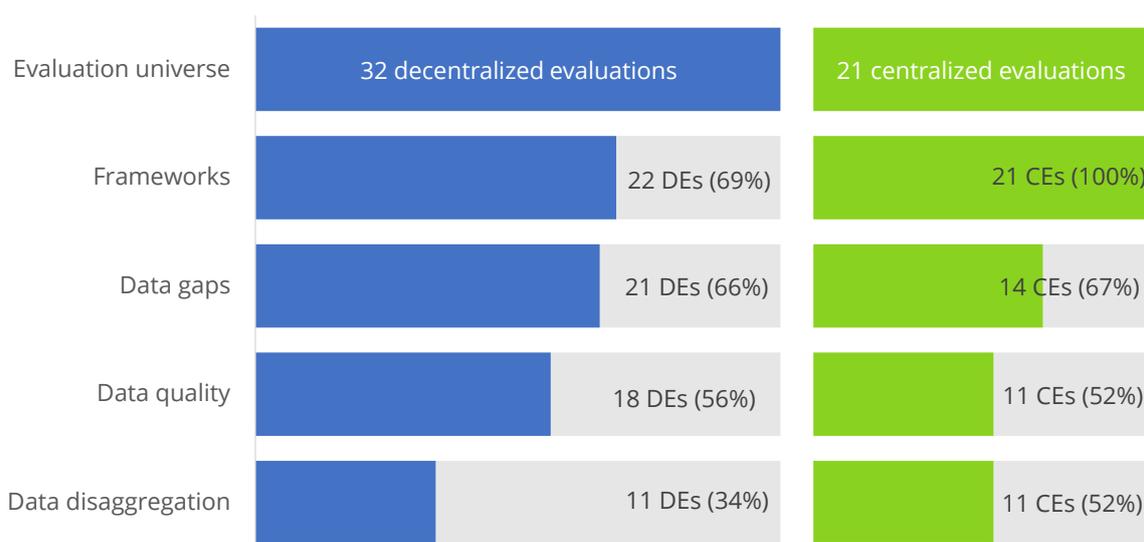
<sup>8</sup> DEs are commissioned and managed by country offices, regional bureaux or headquarters-based divisions other than the Office of Evaluation. DE reports are not presented to the Board.

14. In the evaluation sample, all the policy evaluations (PEs) and strategic evaluations (SEs), 67 percent of CSPEs, and 9 percent of the DEs found that corporate indicators were not effective in fully measuring intervention achievements at the country level, mainly owing to being inappropriate for the particular context and to the absence of corporate indicators for certain areas and the changes made to some corporate indicators, which decreased their effective measurement of achievements over time, as highlighted in 50 percent of the CSPEs.

**To what extent have WFP's monitoring systems generated credible information? How has that information been used, and by whom?**

15. Evaluations tended to address the credibility of monitoring data only when evaluation teams found a shortcoming or challenges, particularly in relation to monitoring frameworks, data gaps, data quality and data disaggregation (figure 3).

**Figure 3: Challenges to the credibility of monitoring data**



- *Monitoring frameworks* – Sixty-nine percent of DEs and all CEs raised concerns regarding aspects of the monitoring framework, which influenced the credibility of the data generated; 42 percent of evaluations found poor target setting, weak assumptions and/or missing indicator definitions.

Another challenge to the attribution of achievements was the bundling of activities at the outcome level in a way that made it unclear to the evaluation teams what each of the individual activities were contributing to the outcomes. As noted in the 2020 Indonesia CSPE: “[...] the scale of WFP programming in Indonesia is quite small in comparison to the size of the country and the capacity of the Government. As such, WFP contributions are aligned to the observed changes, but there are many other actors and forces contributing to contextual changes.”<sup>9</sup>

- *Data gaps* – More than 60 percent of evaluations noted gaps in data collection or reporting, such as irregular, infrequent or discontinuous collection of monitoring data, including as a result of funding and access constraints.

<sup>9</sup> WFP. 2020. *Evaluation of Indonesia WFP Country Strategic Plan 2017–2020*.

- *Data quality* – More than 50 percent of evaluations stressed concerns regarding the quality of monitoring data. Examples included insufficient sample sizes for baselines, double counting of beneficiaries, the use of a single indicator for household and community measures, inconsistencies in the reporting of data among activities or countries, and discrepancies among activity and monitoring reports, COMET and other monitoring and evaluation systems.
  - *Data disaggregation* – More than 30 percent of DEs and half of the CEs noted insufficient disaggregation of data by sex, status (such as refugee versus host country national), disability or age, as discussed further in paragraphs 27–30.
16. More than 90 percent of all evaluations recommended improvements to monitoring systems or practice, mostly focused on improving monitoring frameworks, addressing data gaps, data quality, disaggregation and data use. Overall, in respect of monitoring systems, the evaluations reviewed tended to focus more on identifying and explaining the reasons for shortcomings and the areas for improvement, rather than documenting good practices. However, some positive examples are provided.
- 2018 Türkiye DE:<sup>10</sup> Monitoring mechanisms performed strongly, which underpinned the ability of the programme team to learn and adjust interventions. The evaluation attributed the success of the monitoring system to the establishment of a monitoring and evaluation plan and the presence of detailed standard operating procedures.
  - 2020 Burkina Faso DE:<sup>11</sup> The evaluation noted improvement in the quality of sex-disaggregated data.
  - 2021 Libya DE:<sup>12</sup> The evaluation found that data collection and analysis had improved: “WFP is agile in dealing with [third-party monitoring] feedback on partners and timely addresses shortcomings. As such, the monitoring and reporting system is adequate to capture and respond to operational challenges and ensure proper measures are taken in due course.”
17. In terms of use, evaluations provided examples relating to accountability, learning and improvement objectives. Monitoring data used for reporting within WFP and to donors served an accountability objective, while – to a lesser extent – their use by management to inform the adjustment of current activities and activity design and in the sharing of lessons served a learning objective.
18. More than 50 percent of evaluations documented the use of monitoring data for internal and external reporting. However, only 32 percent documented a learning use. This is also consistent with the 2018 internal audit of monitoring in WFP,<sup>13</sup> which found that indicators were tracked for reporting compliance rather than for learning purposes.
19. Evaluations highlighted a need to expand qualitative data collection, analysis and reporting in order to contextualize WFP’s achievements and support WFP’s ability to learn and adapt using monitoring information.

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<sup>10</sup> WFP. 2018. *Evaluation of the DG ECHO funded Emergency Social Safety Net (ESSN) in Turkey November 2016–February 2018*.

<sup>11</sup> WFP. 2020. *Evaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016–2018)*. (Thematic evaluation on gender in WFP interventions in Burkina Faso (2016–2018)).

<sup>12</sup> WFP. 2021. *General Food Assistance and School Feeding Programmes, Libya 2017–2019*.

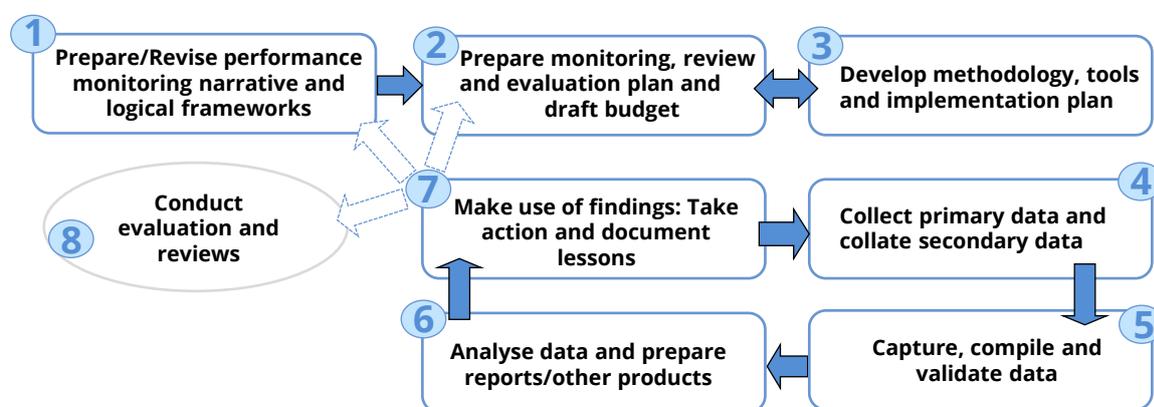
<sup>13</sup> WFP. 2018. *Internal Audit of Monitoring in WFP – Office of the Inspector General, Internal Audit Report AR/18/11*.

20. More than 40 percent of the evaluations noted the need to either start new or expand existing qualitative data collection and reporting practices to better contextualize WFP's achievements. Only 15 percent mentioned that qualitative data collection was occurring. The 2021 technology SE cautioned against the "[...] over-reliance on quantitative and remote approaches, which are not a good substitute for the richness of qualitative information and feedback collected in person."<sup>14</sup>

**To what extent has WFP's normative framework enabled WFP to track programme effectiveness and inform corporate performance reporting?**

21. While some evaluations in the sample referred to the CRF (as discussed in paragraph 8), the other components of WFP's normative framework were not directly discussed. However, some evidence relating to the eight steps of the standard operating procedures for monitoring CSPs was provided (figure 4).

**Figure 4: The eight standard process steps of the country strategic plan monitoring cycle**



Source: *Standard operating procedures for CSP monitoring 2017*.

22. Overall, the evaluations noted that when the standard operating procedures were followed, the monitoring systems performed well. The following are selected highlights:
- More than 75 percent of the CSPEs reviewed mentioned a logical framework or other monitoring framework for the CSP concerned. In cases where the logical framework was assessed as robust, the monitoring systems tended to perform well. Conversely, where a logical framework was assessed as weak, the monitoring systems did not perform well.
  - Fewer than half of the evaluations mentioned at least some components of a monitoring, review and evaluation plan. Details were rarely included in the evaluation reports. Financial resources and budgeting for monitoring were also rarely discussed, and monitoring and evaluation budgets were not directly addressed.
  - About two thirds of the evaluations touched on the collection of monitoring data.
  - About half of the evaluations addressed data analysis and reporting and nearly all addressed some form of use of the monitoring data.

<sup>14</sup> WFP. 2022. *Strategic Evaluation of WFP's Use of Technology in Constrained Environments*.

## To what extent does the evaluative evidence provide learning on the three outcomes of the WFP corporate monitoring strategy?

23. While no evaluations directly referenced the corporate monitoring strategy, elements related to the strategy's three outcomes (figure 5) were documented in more than half of the evaluations in the sample. The following are selected highlights:

**Figure 5: Corporate monitoring strategy outcomes**



Source: *WFP Corporate Monitoring Strategy 2018–2021*.

- *Monitoring staffing levels and capacity* – Thirty percent of evaluations identified shortcomings in staffing levels and capacity, with only 6 percent assessing the staffing levels allocated to the monitoring function as sufficient. Evaluations also noted concerns related to the excessive number and diversity of the responsibilities assigned to monitoring staff. Positive examples included the 2021 Libya DE, which found staffing levels to be adequate, and the 2018 Türkiye DE, which noted that, after initial delays in staffing, the monitoring and evaluation function was “strongly staffed” at the country and local office levels. Conversely, the 2020 Cameroon CSPE<sup>15</sup> noted that understaffing in the monitoring and evaluation team, despite recruitment efforts, affected the ability to monitor CSP implementation, and the 2021 Sri Lanka DE<sup>16</sup> cited poor handover of responsibilities, low levels of experience and lack of training among monitoring and evaluation officers as problematic.
- With regard to *staff duties*, evaluations cited fragmentation and overburden, with the 2018 Philippines DE<sup>17</sup> noting a shift in the role of monitoring assistants to more administrative and less “hands-on” activities, and the 2018 Algeria DE<sup>18</sup> stressing how monitoring staff were spread too thinly and were asked to cover more than one position at a time.
- *Financial commitment* – Evaluations rarely covered the financial requirements for monitoring. When references were made, they pointed to a lack of funding as a hindering factor. Only one evaluation (the 2020 Burundi DE<sup>19</sup>) noted that funding was sufficient. Key informants consulted for this synthesis echoed the concern raised in the 2018 internal audit of monitoring in WFP, which noted that the resources for monitoring were deprioritized and that there was a tendency to use funding for programming when it was not clearly set aside for monitoring.

<sup>15</sup> WFP. 2020. *Evaluation of Cameroon WFP Country Strategic Plan 2018–2020*.

<sup>16</sup> WFP. 2021. *Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka 2013–2020*.

<sup>17</sup> WFP. 2017. *Final Evaluation of Disaster Preparedness and Response/Climate Change Adaptation Activities under the Office of Foreign Disaster Assistance Fund in the Philippines May 2011 to September 2017*.

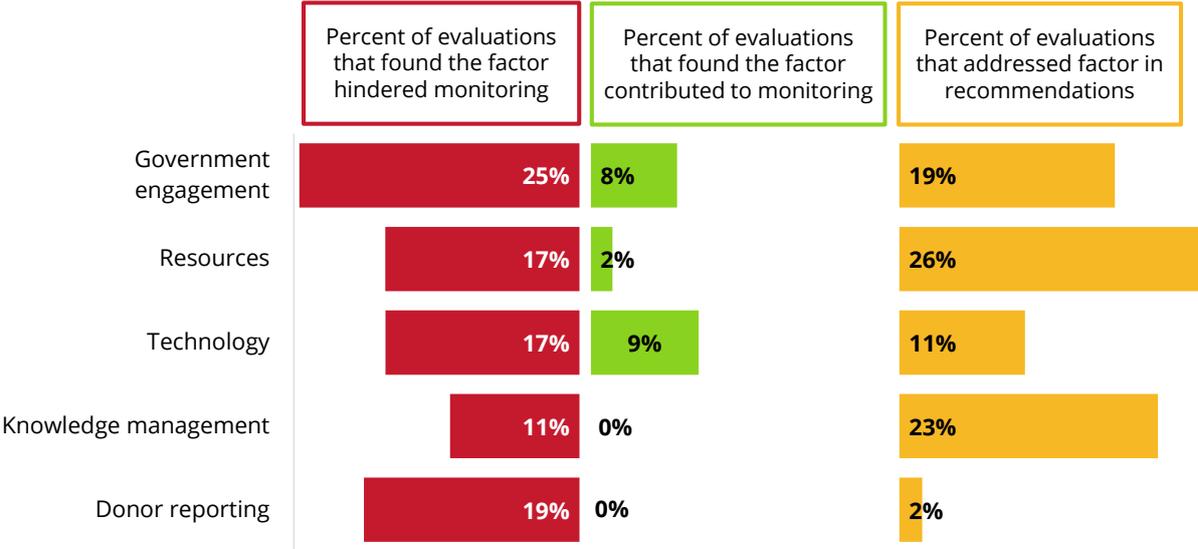
<sup>18</sup> WFP. 2018. *Evaluation of the Nutrition Components of the Algeria PRRO 200301 January 2013–December 2017*.

<sup>19</sup> WFP. 2020. *Evaluation of the Intervention for the Treatment of Moderate Acute Malnutrition in Ngozi, Kirundo, Cankuzo and Rutana 2016–2019*.

**What factors contributed to or hindered the implementation of performance measurement and monitoring systems? Are there particular activity areas and contexts in which WFP’s approach and systems have worked better, and why?**

24. The evaluations highlighted five factors (figure 6) that could either contribute to or hinder performance measurement and monitoring: government engagement, the use of technology, knowledge management, donor reporting requirements, and staff and financial resources:

**Figure 6: Factors contributing or hindering monitoring**



- *Government engagement* – Evaluations noted that a positive and supportive relationship with the host government contributed to the implementation of performance measurement and monitoring, while challenges with the local government hindered monitoring. Recommendations called for starting or improving joint monitoring, creating minimum monitoring requirements that covered multiple donor requests, integrating data collection practices into government systems and supporting capacity strengthening.
- *Resources* – Evaluations pointed to a lack of funding and/or staff resources as hindering monitoring and recommended making improvements by increasing staffing levels and/or enhancing the capacities of existing staff through training; improving budgeting processes; and making sufficient resources available for staffing and monitoring activities.
- *Technology* – Evaluations highlighted that effective use of technology contributed to the implementation of performance measurement and monitoring and was credited with enhancing the ease and timeliness of reporting, improving efficiency, reducing costs and increasing the scale and/or frequency of data collection. Challenges included the fragmentation of data systems and the underutilization of WFP’s mapping assets. Recommendations called for actions such as the merging of databases or sharing of data among systems, increased digitalization and enhanced visualization to encourage data use.
- *Knowledge management* – Evaluations found that poor knowledge management and/or a lack of mechanisms for sharing monitoring data within a country office resulted in missed opportunities for learning and results-based management. Recommendations called for the establishment of annual learning events, the development of dashboards

that can be periodically consulted to inform analysis and decision making, the dissemination of lessons learned, the creation of feedback loops between field monitors and the CSP development process and the improvement of existing knowledge management systems for use in constrained environments.

- *Donor reporting* – While recognizing that meeting donor reporting requirements is necessary, evaluations also stressed the burden placed on country offices, particularly when the information generated for donor reporting was not used beyond that purpose. Evaluations noted a lack of harmonization among donors, but recommendations put forward very little on how to address that challenge.

25. Regarding the question as to whether there are activity areas and contexts in which WFP's approach and systems have worked better, and why, the evaluations showed no clear pattern of links between activity categories and monitoring challenges and opportunities, other than in country capacity strengthening and resilience building, where challenges in measurement and use of indicators were clearly mentioned.

**To what extent is WFP's performance measurement system aligned with national monitoring systems? How has WFP pursued opportunities to strengthen national monitoring systems?**

26. Evaluations documented WFP's overarching alignment with government priorities and plans, but rarely went into detail about the alignment of WFP's performance measurement systems with national monitoring systems and noted that where insufficient attention is given to the strengthening of national monitoring systems, efforts towards a more sustainable transition and handover of activities to national counterparts may be undermined. The 2020 school feeding SE<sup>20</sup> is one of the few evaluations that explored alignment with national monitoring systems, noting that "poor alignment of WFP monitoring and reporting systems with those of national governments is a challenge for the sustainable handover of school feeding programmes to national institutions".

**To what extent were cross-cutting issues (gender equality and women's empowerment, protection, accountability to affected populations and environmental sustainability) reflected in monitoring practices, guidance and systems?**

27. *Gender equality and women's empowerment* – Of the four cross-cutting issues included in the scope of the synthesis,<sup>21</sup> gender equality and women's empowerment was addressed most frequently in evaluations. Evaluations found limited integration of gender equality and women's empowerment indicators into monitoring frameworks and an over-reliance on quantitative data. Evaluations also noted that shortcomings in qualitative data collection and analysis, including at the intra- and inter-household levels, have limited the ability to measure and analyse achievements in gender equality and women's empowerment, especially at the outcome level given the need to consider perceptions and other aspects of a sensitive and intangible nature such as issues relating to personal safety and security, discrimination and intra-household dynamics. Various issues were explored in the evaluations:

- Thirty-two percent of the evaluations referred to limited analysis and use of gender-related data, limiting the ability to understand how change occurs and informs potential programme adaptations. Only three evaluations discussed examples of the

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<sup>20</sup> WFP. 2020. *Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals*.

<sup>21</sup> Disability and inclusion appeared explicitly in the corporate results framework for 2022–2025 but were not prioritized for inclusion in the present synthesis considering the timeframe of the evaluations included in the sample.

analysis and use of gender-related data,<sup>22</sup> mainly to report on beneficiary numbers,<sup>23</sup> with limited attention beyond an assessment of whether participation is equal.<sup>24</sup> The 2020 school feeding SE characterized the approach as “hitting the target (of equal numbers)” but “missing the point”. The 2020 gender PE noted some improvements in the collection and use of sex-disaggregated data in corporate reporting and in CSPEs (such as the 2020 Cameroon CSPE).

- To understand the effects of interventions on gender equality and women’s empowerment, 15 percent of evaluations mentioned the importance of collecting and analysing qualitative evidence, including at the inter- and intra-household levels, and exploring household dynamics and gender-related socioeconomic and power relationships between men and women that influence access to resources and opportunities.
- The 2021 technology SE found that technology is often seen as “gender-neutral”. However, gender may interact with technology, for example, where women have less access than men to mobile devices. The evaluation recommended providing gender training to technology teams and improving the gender balance of such teams, which were found to comprise mostly men. The 2021 Lebanon CSPE<sup>25</sup> reflected on recent experience with remote data collection during the 2019 coronavirus disease pandemic, raising concerns about gender equitable participation in feedback processes, given that the people responding were usually men.

28. *Protection of affected people* – There is limited evidence from evaluations on how protection of affected people is covered through monitoring practices, guidance and systems, beyond an examination of the need for improved indicators and additional data collection. However, the examples identified included the following:

- The 2021 Lebanon CSPE noted that WFP’s focus on measuring corporate indicators by using quantitative methods is not suited to capturing protection risks. Coupled with more remote data collection and “a trend in reduced interaction among WFP, cooperating partners and beneficiaries,” this has the potential to reduce the visibility of protection challenges on the ground and to limit the voice of affected communities in programme design.
- The 2021 Gambia DE<sup>26</sup> discussed the use of questionnaires on protection and accountability issues as part of monitoring efforts and how the findings led to remedial measures for overcoming the issues identified.

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<sup>22</sup> WFP. 2020. *Evaluation of the Gender Policy (2015–2020)*; WFP. 2022. *Evaluation of Zimbabwe WFP Country Strategic Plan 2017-2021*; and WFP. 2018. *An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash-Based Transfers for PRRO 200737) for refugees and host communities in Kenya August 2015–November 2017*.

<sup>23</sup> For example: WFP. 2020. *Evaluation of the Gender Policy (2015–2020)*; and WFP. 2020. *Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals*.

<sup>24</sup> For example: WFP. 2019. *Strategic Evaluation of WFP Support for Enhanced Resilience*; and WFP. 2020. *Strategic Evaluation of WFP’s Capacity to Respond to Emergencies*.

<sup>25</sup> WFP. 2021. *Evaluation of Lebanon WFP Country Strategic Plan 2018–2021*.

<sup>26</sup> WFP. 2021. *Decentralized Evaluation: Midterm Evaluation of Nutrition Activities in The Gambia 2016–2019*.

29. *Accountability to affected populations* – Evaluations provided limited evidence on accountability to affected populations in monitoring practices, beyond a few mentions of data availability and use. Relating to accountability to affected populations, several evaluations discussed complaints and feedback mechanisms, but only a few directly related those mechanisms to monitoring practices and adjustments made potentially as a result of the feedback received:
- The 2021 El Salvador CSPE<sup>27</sup> and the 2021 Zimbabwe CSPE<sup>28</sup> noted the availability of data on accountability to affected populations indicators. The 2021 Gambia CSPE<sup>29</sup> found good tracking of accountability indicators.
  - The 2019 safety nets PE<sup>30</sup> found that in Türkiye “WFP has used evidence from monitoring and accountability to affected population mechanisms to advocate with the government for measures to promote the inclusion of households of refugees who lacked official addresses and adequate transfer values in the face of inflation.”
30. *Environmental sustainability* – Overall, evaluations made little reference to the monitoring of environmental issues, and where they did they typically referred to gaps. It is unclear whether those gaps are acceptable (because the indicators are not mandatory for the interventions) or represent deficiencies in monitoring.

## Conclusions

31. The synthesis provides a snapshot in time of WFP’s performance management and monitoring, as seen through the lens of the evaluation questions and the evaluation team’s findings, conclusions and recommendations from each of the evaluations reviewed.
32. The findings identify trends and opportunities for improvement, related mainly to strengthening the use of data for learning and improving the way in which WFP captures its achievements by enhancing data credibility and increasing the generation and use of qualitative data, particularly in relation to cross-cutting issues.
33. Evaluations included in the synthesis noted that there are margins for improving the use of monitoring data for programme adjustment and learning, provided that the capacities and resourcing of monitoring functions are also enhanced.
34. Overall, the three outcomes of the corporate monitoring strategy remain relevant and the normative framework continues to provide a structure that supports effective performance management and monitoring but does not encourage WFP to capture the breadth of its achievements, especially at the country level, or to track them over time. Where the framework has been adhered to, monitoring has been conducted effectively. The concern that “what gets measured matters” (and consequently gets funded) was reflected in countries where country office efforts were not well aligned with the CRF indicators.
35. While evaluations raised concerns regarding the feasibility of tracking progress over time owing to changes in the normative framework, those changes appear unavoidable in the short term as WFP moves to address many of the issues captured in this synthesis with a view to establishing a better-fitting monitoring framework for the long term.

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<sup>27</sup> WFP. 2022. *Evaluación del plan estratégico para El Salvador 2017–2021* (Evaluation of El Salvador WFP Country Strategic Plan 2017–2021).

<sup>28</sup> WFP. 2022. *Evaluation of Zimbabwe WFP Country Strategic Plan 2017–2021*.

<sup>29</sup> WFP. 2021. *Evaluation of The Gambia WFP Country Strategic Plan 2019–2021*.

<sup>30</sup> WFP. 2019. *Update of WFP's Safety Nets Policy*.

36. WFP has a strong reporting system that draws from monitoring data. While evaluations noted that some country offices were using monitoring data to inform current or future activities, that finding was not universal. Some staff and units may be too overburdened with accountability requirements to be able to move towards learning.
37. Evaluations also provided strong evidence of the desire and need at both the country and corporate levels to expand qualitative data collection, analysis and reporting in support of learning and adaptation, pointing out that a focus on merely counting beneficiaries will result in “hitting the target” but “missing the point”.
38. Gender equality and women's empowerment is an example of an area where evaluations point to the need to strengthen the practice of disaggregated data collection and the use of qualitative data collection and analysis at the intra- and inter-household levels to enable the measurement and analysis of results, especially at the outcome level.
39. Representing relatively new themes of monitoring for WFP during the period of the evaluations, country capacity strengthening and resilience building emerged as specific activity areas in need of additional development in order to better capture and monitor WFP's achievements.
40. Regarding cross-cutting issues, monitoring of efforts towards gender equality and women's empowerment focus largely on accountability and reporting and less on learning, with evaluations noting that a lack of gender outcome data and qualitative data collection and analysis reduced the ability to measure results effectively and to understand the drivers of change. For issues such as accountability to affected populations, protection and environmental sustainability, evidence is typically limited and fragmented across evaluations, indicating either a lack of available evidence or insufficient use of existing evidence in evaluations.

## **Recommendations**

41. Overall, the synthesis conclusions and recommendations complement and echo the findings from the 2018 internal audit of monitoring in WFP, especially in relation to prioritizing the use of monitoring to inform decision making and learning, investing in staff capacity and skills for monitoring and prioritizing resources for monitoring. The synthesis team has formulated the following recommendations while acknowledging that WFP is working constantly to improve its performance management and monitoring systems and that many of the weaknesses identified in the evaluations included in the synthesis have already been addressed or are the focus of ongoing efforts to identify and implement changes.

No.	Recommendation	Responsibility	Supporting entities	Priority	Deadline for completion
1	<b>Strengthen the resourcing and use of the monitoring function as an integral component of the programme cycle in support of learning objectives.</b>	Director RAM	<b>Programme – Humanitarian and Development Division (PRO); country directors and country office heads of programmes</b>	High	June 2024
1.1	Strengthen communication and advocacy, including with regional and country directors, emphasizing that an effective and adequately resourced monitoring function is an integral part of the programme cycle. Advocate the use of the monitoring function not only for accountability but also in providing fundamental support for learning and programme or operational adjustments.  Efforts should consider the importance of country office-level mechanisms for reflection with decision leaders, drawing from best practices, such as regular debriefing meetings, and acting on the results of analysis from the vulnerability analysis and mapping and monitoring and evaluation planning and budgeting tool. (Strategic)	Director RAM	Regional and country directors; Programme Cycle Management Unit (PRO-M); Field Monitoring Service (RAM-M); regional monitoring advisers	High	Starting in June 2023 in line with the design, approval and implementation of second-generation country strategic plans
1.2	Consolidating and expanding on existing initiatives, take further steps to improve the visibility and use of monitoring data in the programme cycle. This may include enhancing existing templates, dashboards and guidance, and encouraging evaluations to capture lessons learned on monitoring, when appropriate. WFP should also track the use of published guidance relating to monitoring and performance measurement in order to examine whether the use of data for learning objectives has improved. (Operational)	RAM-M	Regional monitoring advisers; country office heads of programmes and monitoring and evaluation; Office of Evaluation	High	June 2024

No.	Recommendation	Responsibility	Supporting entities	Priority	Deadline for completion
2	<b>Increase the use of qualitative data collection, analysis and reporting to better capture and enhance understanding of and learning from WFP's achievements.</b>	RAM	CPP	High	February 2024
2.1	WFP should explore how the evidence gathered through qualitative data collection and analysis approaches – including, but not limited to, data on cross-cutting issues – can be better incorporated into corporate reporting and can better complement evidence gathered through more quantitative approaches, and should gather and share examples of instances where this is effectively achieved. (Strategic)	RAM	CPP; convenors and relevant members of the qualitative evidence generation task force	High	February 2024
2.2	Programme and policy monitoring and evaluation leads should build on current efforts in results measurement, including through qualitative evidence generation approaches, to facilitate learning at the country level. Such efforts should build on the tools and guidance that have been developed by the Research, Assessment and Monitoring Division. High priority areas include gender, country capacity strengthening and resilience building. (Operational)	Monitoring and evaluation leads in the Programme and Policy Development Department (PD); convenors of the qualitative evidence generation task force	RAM-M, CPP	Medium	Starting in June 2023, in line with the design, approval and implementation of second-generation country strategic plans
3	<b>Provide enhanced support for improving country office monitoring systems based on the main threats to credibility identified in the evaluation synthesis.</b>	RAM	<b>Country office heads of programmes and monitoring and evaluation; PD monitoring and evaluation leads</b>	High	January 2024
3.1	<i>Frameworks:</i> Regional bureaux should work with country offices to ensure that the indicators in the monitoring, review and evaluation plan are selected based on the logical framework and are relevant for measuring programme objectives and that the plan is implemented. This may include providing technical support on indicators, assumptions and targets, or the development of additional resource documents and training. (Operational)	Regional monitoring advisers	Country office heads of programmes and monitoring and evaluation	High	Starting in June 2023, in line with the design, approval and implementation of second-generation country strategic plans

No.	Recommendation	Responsibility	Supporting entities	Priority	Deadline for completion
3.2	<i>Data gaps:</i> WFP should document the use, and distil the learning from implementation, of existing guidance on addressing the gaps in the monitoring data used for setting baselines and the gaps in routine monitoring data collection activities. (Operational)	RAM-M	Country office heads of programmes and monitoring and evaluation; country office annual country report focal points	High	January 2024
3.3	<i>Data quality:</i> WFP should document the use and distil the learning from implementation of existing guidance on data quality issues such as data consistency among countries and interventions, the frequency of data collection and the double counting of beneficiaries. (Strategic)	RAM-M	Country office heads of programmes and monitoring and evaluation; COMET focal points	High	January 2024
3.4	<i>Data disaggregation:</i> WFP should take steps to document and distil the learning from the use of data disaggregation guidelines and aim to close any remaining gaps through the development of additional guidance or training. This may include monitoring the implementation of the guidance in the corporate results framework for 2022–2025 and the associated indicator compendium, minimum reporting requirements and the Research, Assessment and Monitoring Division guidance note on data stratification and disaggregation. (Strategic)	RAM	CPP; PD policy and programme leads; country office heads of monitoring and evaluation; country office annual country report focal points	Medium	January 2024
4	<b>Provide enhanced support for improving country office monitoring systems based on the enabling factors identified in this synthesis.</b>	RAM	<b>Country Capacity Strengthening Unit (PRO-TC); regional bureau and country office heads of programmes and monitoring and evaluation; Technology Division; Innovation and Knowledge Management Division; regional monitoring advisers: PD policy and programme leads</b>	High	January 2024

No.	Recommendation	Responsibility	Supporting entities	Priority	Deadline for completion
4.1	<i>Government collaboration:</i> Building on existing efforts, guidance and support should be made available to country offices for identifying ways to improve government relationships and build the capacity of government monitoring systems. This may include approaches such as joint monitoring or the inclusion of data collection in an existing government system. (Strategic)	RAM-M; PRO-TC	Country office heads of programmes and monitoring and evaluation; regional monitoring advisers	High	July 2024
4.2	<i>Financial and staff resources:</i> At the headquarters and regional levels, strengthen leadership's use of results and analysis from the vulnerability analysis and mapping and monitoring and evaluation planning and budgeting tool in advocating the allocation of adequate and more consistent human and financial resources to monitoring at the country office level. (Operational)	RAM-M	Regional directors; regional monitoring advisers; country directors	Medium	Starting in June 2023, in line with the design, approval and implementation of second-generation country strategic plans
4.3	<i>Technology:</i> Relevant headquarters divisions and units should continue to support digital data collection and survey platforms such as the Codebook and Survey Designer, focusing on improving data quality and timeliness. The Research, Assessment and Monitoring Division should also continue to provide support for improving inclusiveness in remote monitoring data collection. (Operational)	RAM	Technology Division; regional bureau and country office heads of programmes and monitoring and evaluation	High	January 2024
4.4	<i>Knowledge management:</i> Regional bureaux should work with country offices to develop a plan for knowledge management that incorporates monitoring data and analysis, and templates that can be adapted by country offices, with a focus on supporting the use of monitoring data in decision making. See recommendation 1. (Operational)	Regional bureau knowledge management focal points	Innovation and Knowledge Management Division; regional monitoring advisers; PD policy and programme leads	High	January 2024

## ANNEX I

## List of evaluations included in the synthesis

The 53 evaluations reviewed for the synthesis are tabled below.

Full title of the report	Abbreviated title [not all of the evaluations are mentioned in the synthesis]	Evaluation type	Evaluation category	Commissioner		Year
Strategic Evaluation of the Pilot Country Strategic Plans	2018 pilot CSP SE	Strategic	Centralized	OEV	OEV	2018
Strategic Evaluation of WFP Support for Enhanced Resilience	2018 resilience SE	Strategic	Centralized	OEV	OEV	2018
Strategic Evaluation of WFP's Capacity to Respond to Emergencies	2019 emergency response SE	Strategic	Centralized	OEV	OEV	2019
Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals	2020 school feeding SE	Strategic	Centralized	OEV	OEV	2020
Joint Evaluation of collaboration among the United Nations Rome-Based Agencies	2021 Rome-based agency collaboration SE	Strategic	Centralized	OEV	OEV	2021
Strategic Evaluation of WFP's Use of Technology in Constrained Environments	2021 technology SE	Strategic	Centralized	OEV	OEV	2021
Update of WFP's Safety Nets Policy	2019 safety nets PE	Policy	Centralized	OEV	OEV	2019
Evaluation of the Gender Policy (2015–2020)	2020 gender PE	Policy	Centralized	OEV	OEV	2020
Evaluation of the WFP South–South and Triangular Cooperation Policy	2021 South–South and triangular cooperation PE	Policy	Centralized	OEV	OEV	2021
Evaluation of Bangladesh WFP Country Strategic Plan 2016–2019	2020 Bangladesh CSPE	CSP	Centralized	OEV	RBB	2020
Evaluation of Cameroon WFP Country Strategic Plan 2018–2020	2020 Cameroon CSPE	CSP	Centralized	OEV	RBD	2020
Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018–2020	2020 Democratic Republic of the Congo CSPE	CSP	Centralized	OEV	RBJ	2020
Evaluation of Indonesia WFP Country Strategic Plan 2017–2020	2020 Indonesia CSPE	CSP	Centralized	OEV	RBB	2020

Full title of the report	Abbreviated title [not all of the evaluations are mentioned in the synthesis]	Evaluation type	Evaluation category	Commissioner		Year
Evaluation of Timor-Leste WFP Country Strategic Plan 2018–2020	2020 Timor-Leste CSPE	CSP	Centralized	OEV	RBB	2020
Evaluation of China WFP Country Strategic Plan 2017–2021	2021 China CSPE	CSP	Centralized	OEV	RBB	2021
Evaluation of El Salvador WFP Country Strategic Plan 2017–2021	2021 El Salvador CPSE	CSP	Centralized	OEV	RBP	2021
Evaluation of Honduras WFP Country Strategic Plan 2018–2021	2021 Honduras CSPE	CSP	Centralized	OEV	RBP	2021
Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan 2017–2021	2021 Lao People's Democratic Republic CSPE	CSP	Centralized	OEV	RBB	2021
Evaluation of Lebanon WFP Country Strategic Plan 2018–2021	2021 Lebanon CSPE	CSP	Centralized	OEV	RBC	2021
Evaluation of The Gambia WFP Country Strategic Plan 2019–2021	2021 Gambia CSPE	CSP	Centralized	OEV	RBD	2021
Evaluation of Zimbabwe WFP Country Strategic Plan 2017–2021	2021 Zimbabwe CSPE	CSP	Centralized	OEV	RBJ	2021
Global End-term Evaluation of the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda from 2014 to 2020	2021 economic empowerment of rural women DE	Activity	Decentralized	Gender Unit	OEV	2021
Evaluation of the DG ECHO funded Emergency Social Safety Net (ESSN) in Turkey November 2016–February 2018	2018 Türkiye DE	Activity	Decentralized	Türkiye	RBC	2018
Evaluation of the National School Feeding Programme in Lesotho, in consultation with the Lesotho Ministry of Education and Training	2018 Lesotho DE	Activity	Decentralized	Lesotho	RBJ	2018
Evaluation of the Nutrition Components of the Algeria PRRO 200301	2018 Algeria DE	Activity	Decentralized	Algeria	RBC	2018

Full title of the report	Abbreviated title [not all of the evaluations are mentioned in the synthesis]	Evaluation type	Evaluation category	Commissioner		Year
Final Evaluation of Disaster Preparedness and Response/Climate Change Adaptation Activities under the Office of Foreign Disaster Assistance Fund in the Philippines May 2011 to September 2017	2018 Philippines DE	Activity	Decentralized	Philippines	RBB	2018
Final Evaluation of McGovern-Dole-supported School Feeding Programme in Bangladesh (FFE-388-2014/048-00) March 2015 to December 2017	2018 Bangladesh DE	Activity	Decentralized	Bangladesh	RBB	2018
Final Evaluation of the School Meals Programme in Malawi with support from United States Department of Agriculture, and the Governments of Brazil and the United Kingdom 2013 to 2015	2018 Malawi DE	Activity	Decentralized	Malawi	RBJ	2018
Final Evaluation of WFP'S USDA McGovern-Dole International Food for Education and Child Nutrition Programme's Support in Afar and Somali Regions in Ethiopia 2013-2017	2018 Ethiopia DE	Activity	Decentralized	Ethiopia	RBN	2018
Evaluation of National School Feeding Programme in Eswatini 2010-2018	2019 Eswatini DE	Activity	Decentralized	Eswatini	RBJ	2019
Mid-Term Evaluation of Integrated Risk Management and Climate Services Programme in Malawi from 2017-2019	2019 Malawi DE	Activity	Decentralized	Malawi	RBJ	2019
WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016-2020 - Evaluation Report: Midterm Evaluation	2019 Rwanda DE	Activity	Decentralized	Rwanda	RBN	2019
Contribution des cantines scolaires aux résultats de l'éducation dans le sud de Madagascar (2015 à 2019): Une analyse de la contribution - De janvier 2015 à juin 2019	2020 Madagascar DE	Activity	Decentralized	Madagascar	RBJ	2020

Full title of the report	Abbreviated title [not all of the evaluations are mentioned in the synthesis]	Evaluation type	Evaluation category	Commissioner		Year
Évaluation conjointe à mi-parcours du Programme National d'Alimentation Scolaire Intégré (PNASI) Août 2017–Mai 2019	2020 Benin DE	Activity	Decentralized	Benin	RBD	2020
Evaluation of Namibia National School Feeding Programme 2012–2018	2020 Namibia DE	Activity	Decentralized	Namibia	RBJ	2020
Evaluation of the Joint Programme for Girls Education (JPGE) with financial support from the Norwegian Government July 2014–October 2017	2020 Malawi DE	Activity	Decentralized	Malawi	RBJ	2020
Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria 2015–2019 – Niger Evaluation Report	2020 Niger DE	Activity	Decentralized	Niger	RBD	2020
Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria 2015–2019 – Syria Evaluation Report	2020 Syrian Arab Republic DE	Activity	Decentralized	Syrian Arab Republic	RBC	2020
Final Evaluation of the Programme "Accelerate Progress Towards Millennium Development Goal 1C (MDG1.C Programme)"	2020 Mozambique DE	Activity	Decentralized	Mozambique	RBJ	2020
Midterm Evaluation of McGovern-Dole Funded School Feeding Project in Guinea-Bissau (January 2016–June 2018)	2020 Guinea-Bissau DE	Activity	Decentralized	Guinea-Bissau	RBD	2020
WFP Livelihoods and Resilience Activities in Lebanon 2016–2019	2020 Lebanon DE	Activity	Decentralized	Lebanon	RBC	2020
Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka 2013–2020	2021 Sri Lanka DE	Activity	Decentralized	Sri Lanka	RBB	2021
End line Evaluation of USDA Local Regional Procurement project in Nalae District, Luang Namtha Province in Lao PDR [FY 16-19]	2021 Lao People's Democratic Republic DE	Activity	Decentralized	Lao People's Democratic Republic	RBB	2021

Full title of the report	Abbreviated title [not all of the evaluations are mentioned in the synthesis]	Evaluation type	Evaluation category	Commissioner		Year
Evaluación del modelo de descentralización del Programa Nacional de Alimentación Escolar (PNAE) 2016–2019	2021 Honduras DE	Activity	Decentralized	Honduras	RBP	2021
Final Evaluation of Enhanced Nutrition and Value Chains (ENVAC) Project 2016–2021	2021 Ghana DE	Activity	Decentralized	Ghana	RBD	2021
Final Evaluation of McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau 2016–2019	2021 Guinea-Bissau DE	Activity	Decentralized	Guinea-Bissau	RBD	2021
General Food Assistance and School Feeding Programmes, Libya 2017–2019	2021 Libya DE	Activity	Decentralized	Libya	RBC	2021
Midterm Evaluation of Nutrition Activities in The Gambia 2016–2019	2021 Gambia DE	Activity	Decentralized	The Gambia	RBD	2021
Evaluación de género del Plan Estratégico de País de El Salvador (2017–2021)	2020 El Salvador DE	Thematic	Decentralized	El Salvador	RBP	2020
Evaluation of the Intervention for the Treatment of Moderate Acute Malnutrition in Ngozi, Kirundo, Cankuzo and Rutana 2016–2019	2020 Burundi DE	Thematic	Decentralized	Burundi	RBN	2020
Évaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016–2018)	2020 Burkina Faso DE	Thematic	Decentralized	Burkina Faso	RBD	2020
An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya August 2015–November 2017	2018 Kenya DE	Transfer modality	Decentralized	Kenya	RBN	2018
Évaluation décentralisée de la modalité transfert monétaire utilisée dans le programme de cantines scolaires appuyé par le PAM au Sénégal	2018 Senegal DE	Transfer modality	Decentralized	Senegal	RBD	2018

Source: OEV Management Information System.

## ANNEX II

### List of selected policy changes, guidance and initiatives linked to monitoring and performance measurement

Year	Examples
2022	<ul style="list-style-type: none"> <li>• <a href="#">Guidance on data stratification and disaggregation</a> was published, covering the role of planning and the budget for a stratified sampling frame aimed at enabling representative collection of data disaggregated by critical dimensions, and explaining why the analysis and interpretation of disaggregated data to generate evidence are important.</li> <li>• The qualitative research task force was launched as a collaboration between RAM and various programme units in headquarters, with the task of strengthening and developing methods for qualitative data collection and analysis.</li> <li>• Detailed resilience monitoring and measurement guidance was issued.</li> <li>• <i>The country capacity strengthening policy update</i> confirms the commitment to measuring progress in country capacity strengthening and developing materials related to its implementation, taking into account the workforce planning and budgetary considerations and including updated guidance and tools for embedding country capacity strengthening in CSPs and a robust monitoring framework that builds on the CRF.</li> <li>• <a href="#">Survey Designer</a>, an online platform that facilitates standardized data collection, was launched.</li> <li>• A <a href="#">draft resilience toolkit</a> was launched, including a five-step approach to monitoring and measuring resilience.</li> </ul>
2021	<ul style="list-style-type: none"> <li>• The CRF and strategic plan for 2022-2025 were released with the aim of improving monitoring systems and addressing some of the challenges identified in earlier versions of the normative framework. The CRF for 2022–2025 reflects WFP's increased focus on disability inclusion by introducing dedicated indicators on disability, mainstreamed in all the strategic outcomes, and the disaggregation of data by disability status, where possible.</li> <li>• The <a href="#">vulnerability analysis and mapping and monitoring and evaluation planning and budgeting tool</a> was launched to support budgeting and resource allocation for monitoring and evaluation needs.</li> </ul>
2020	<ul style="list-style-type: none"> <li>• <a href="#">Data quality guidance</a> was published to address the need for systematic and consistent practices for ensuring that WFP monitoring systems produce high-quality data that measure the outputs, outcomes, cross-cutting priorities and processes of WFP's programmes at the country office level.</li> <li>• E-learning on qualitative data was developed by RAM, along with related guidance materials and technical support.</li> </ul>

Source: Compiled by the synthesis team.

## Acronyms

CE	centralized evaluation
CPP	Corporate Planning and Performance Division
CRF	corporate results framework
CSP	country strategic plan
CSPE	country strategic plan evaluation
DE	decentralized evaluation
OEV	Office of Evaluation
PD	Programme and Policy Development Department
PE	policy evaluation
RAM	Research, Assessment and Monitoring Division
SE	strategic evaluation