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

## Executive summary

This synthesis of evidence from evaluations of WFP's cooperating partners was commissioned by the Office of Evaluation in 2024.

Cooperating partners, largely local non-governmental organizations and government partners, are fundamental to WFP's work, with 31 percent of WFP's 2023 contributions channelled through them. Given the scale and ubiquity of WFP's work with cooperating partners, understanding cooperating partner management and WFP's relationships with cooperating partners is an important consideration for its operations.

The synthesis involved the review of 47 evaluations published from 2020 to 2023 with the aim of understanding the contribution and role of cooperating partners in WFP's work and the factors affecting the quality of cooperating partner engagement and performance and the nature of WFP's relationships with cooperating partners over time.

The key findings emerging from the synthesis are as follows:

- Cooperating partners played a crucial role in WFP's life-saving assistance, enhancing its ability to reach the most vulnerable and its access to hard-to-reach areas and improving targeting. There are capacity gaps, however, in areas such as technology and data management.

*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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- Cooperating partners expanded WFP programming at the community level and supported institutional strengthening and advocacy.
- Attention to cross-cutting issues in cooperating partner work was inconsistent, partly due to variable guidance from WFP.
- WFP's selection of non-governmental cooperating partners is robust but hindered by financial constraints and the limited capacity of local partners.
- Long-term field-level agreements support planning, while short-term contracts are inefficient.
- Although WFP is seen as a flexible, responsive partner, administrative delays and multiple agreements reduce efficiency.
- Evidence on non-governmental cooperating partner performance is limited, and the approach to capacity strengthening was inconsistent.
- Relationships between WFP and cooperating partners are shifting from being transactional to being collaborative, with long-term contracts and flexible agreements, more consultation and equitable power dynamics. Further progress is needed, however, including through more systematic attention to cross-cutting issues, the enhancement of management practices and strategic engagement with non-governmental and government cooperating partners.

The synthesis acknowledges that WFP's cooperating partners play a significant role delivering aid and contributing to WFP programmes but notes capacity gaps, for example in technology and data management. While collaboration is improving, more systematic attention to cross-cutting issues, enhancing management practices and strategic engagement with non-governmental and government cooperating partners is needed. WFP is shifting towards more collaborative relationships with cooperating partners, supported by longer-term contracts and flexible agreements, although challenges remain.

The synthesis makes five recommendations in relation to prioritizing long-term, sustainable partnerships based on respect and trust; adopting strategic, tailored capacity strengthening with a localization focus; embedding cooperating partner engagement throughout the programme cycle; aligning cooperating partners with cross-cutting priorities through clear contracts and capacity building; and improving cooperating partner management efficiency and learning.

### **Draft decision\***

The Board takes note of the synthesis of evidence and lessons on WFP's cooperating partners from centralized and decentralized evaluations, set out in document WFP/EB.2/2024/6-B and the management response set out in document WFP/EB.2/2024/6-B/Add.1 and encourages further action on the recommendations presented 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

### Synthesis features

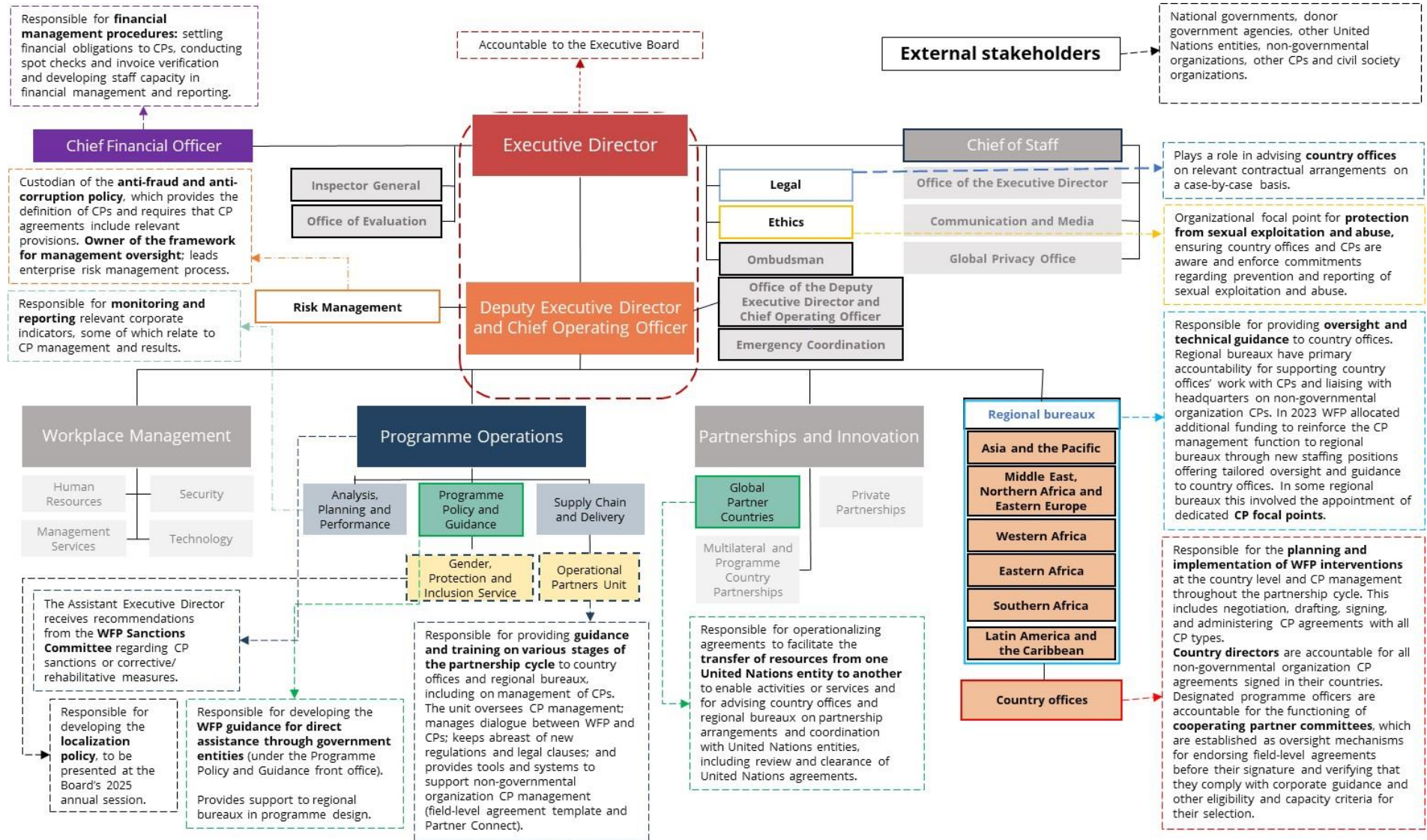
1. This synthesis of evaluation evidence and learning in relation to WFP's work with cooperating partners (CPs) was conducted in 2024. It drew on 47 centralized evaluations and decentralized evaluations published between 2020 and 2023. The purpose of the synthesis was to better understand the role of WFP in the management of and strategic engagement with CPs.
2. The synthesis sought to address five questions:
  - To what extent do evaluations show that WFP's partnerships with CPs contributed to the achievement of its aims at the country level?
  - In which activity areas do evaluations show that CPs made contributions to the achievement of WFP's aims? What worked well and what challenges arose?
  - What does the evidence show regarding WFP's and CPs' attention to cross-cutting priorities<sup>1</sup> and corporate commitments?
  - What factors do evaluations indicate contributed to or hindered the quality and performance of WFP's work with CPs?
  - To what extent do evaluations indicate that WFP's relationships with its CPs have changed over time?
3. The intended users of the synthesis include WFP's Operational Partners Unit;<sup>2</sup> the Programme Policy and Guidance Division; the Gender, Protection and Inclusion Service; programme and policy owners; regional bureaux; and country offices.
4. Figure 1 outlines the key stakeholders for this synthesis and their responsibilities concerning CPs. It also shows the cross-functional nature of cooperating partnership management and collaboration.

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<sup>1</sup> The current WFP strategic plan, covering 2022–2025, identifies nutrition integration as a key cross-cutting priority. However, since the evaluations covered by this synthesis sample reviewed programmes and country strategic plans designed before the current plan, which for the first time emphasized nutrition as a cross-cutting area, this synthesis does not assess the cooperating partners' attention to this priority.

<sup>2</sup> In February 2024 WFP introduced a new organizational structure. As part of this process, the NGO Partnerships Unit, formerly reporting directly to the Assistant Executive Director for Programme and Policy Development, was renamed the Operational Partners Unit and was relocated in the same department, now called Programme and Operations, within the Supply Chain and Delivery Division under the Delivery Assurance Service.

**Figure 1: Synthesis stakeholders and their role in relation to cooperating partners**

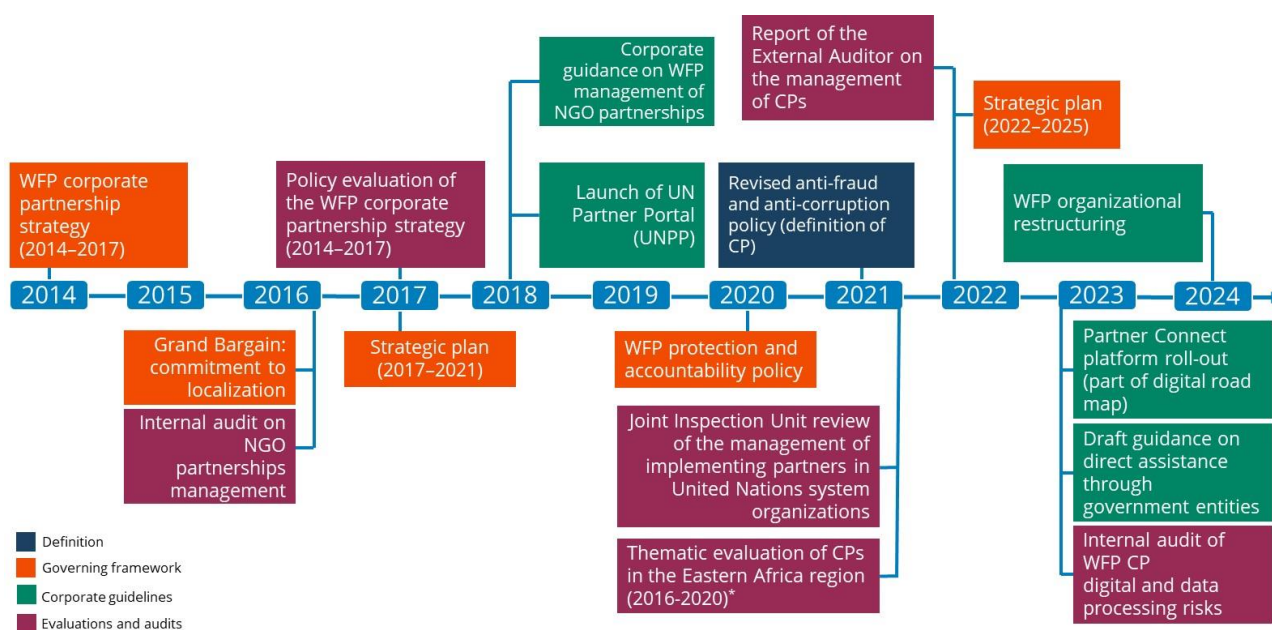


Source: Evaluation synthesis team.

## Context

5. WFP defines a CP as “a non-profit entity that enters into a contractual relationship with WFP to assist in the performance of WFP’s work (including government entities, non-governmental organizations and United Nations organizations)”.<sup>3</sup>
6. WFP’s work with CPs has evolved over time, as has the normative and operating environment (figure 2).

**Figure 2: Evolution of WFP’s work with cooperating partners and key documents**



\* Evaluation included due to its focus on cooperating partners.

Source: WFP corporate documents.<sup>4</sup>

<sup>3</sup> “Revised anti-fraud and anti-corruption policy” (WFP/EB.A/2021/5-B/1).

<sup>4</sup> WFP. 2023. *Internal Audit of WFP Cooperating Partners Digital and Data Processing Risks*.

WFP. 2023. Draft guidance direct assistance through government entities (*not available online*).

WFP. 2022. *WFP and the Grand Bargain*.

“Report of the External Auditor on the management of cooperating partners” (WFP/EB.A/2022/6-H/1).

“WFP strategic plan (2022-2025)” (WFP/EB.2/2021/4-A/1/Rev.2).

“Revised anti-fraud and anti-corruption policy.” (WFP/EB.A/2021/5-B/1).

WFP. 2021. *Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region 2016-2020*.

Joint Inspection Unit. 2021. *Review of the management of implementing partners in United Nations system organizations*.

“WFP protection and accountability policy” (WFP/EB.2/2020/4-A/1/Rev.2).

WFP. 2018. Corporate Guidance on WFP Management of NGO Partnerships (*internal document*).

“WFP Strategic Plan (2017-2021)” (WFP/EB.2/2016/4-A/1/Rev.2).

WFP. 2016. *Policy Evaluation: WFP Corporate Partnership Strategy (2014-2017) – Evaluation Report*.

WFP. 2016. *Internal Audit of WFP’s Management of NGO Partnerships*.

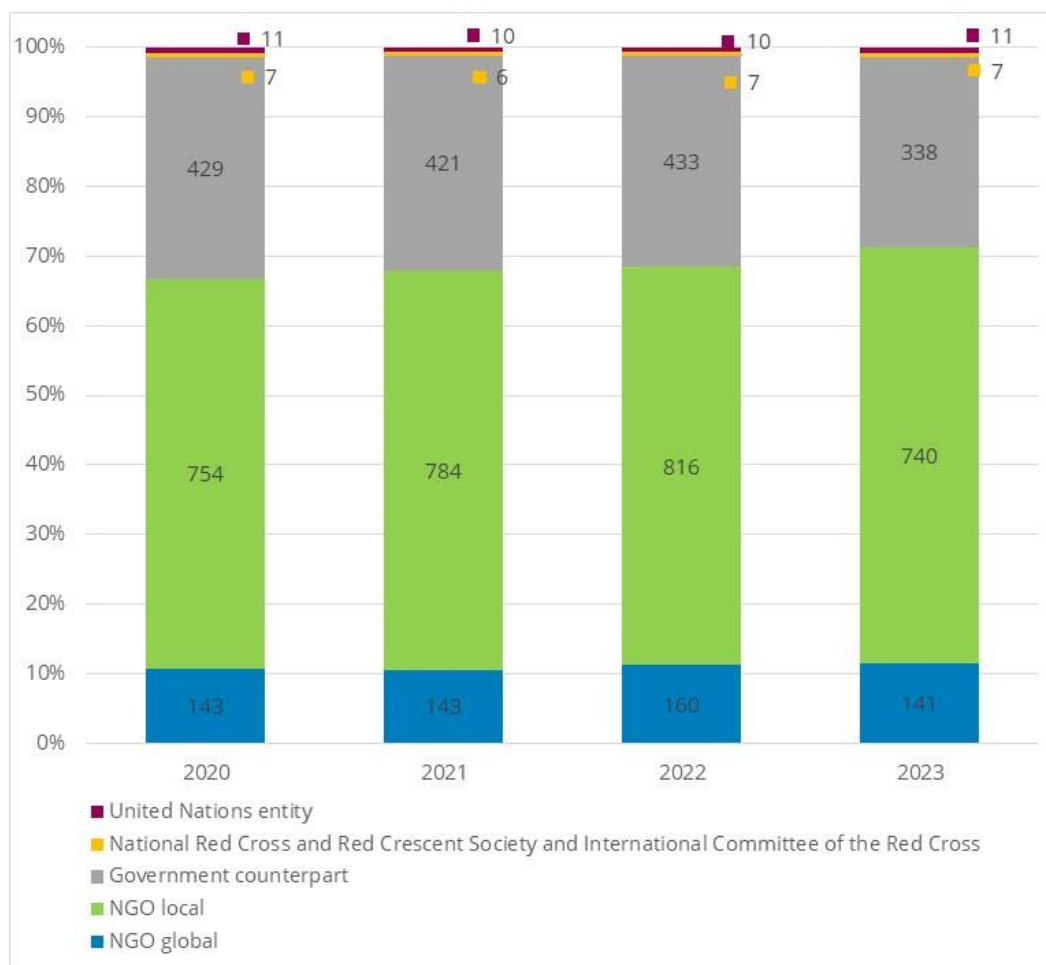
Inter-Agency Standing Committee. *About the Grand Bargain*.

“WFP Corporate Partnership Strategy (2014-2017)” (WFP/EB.A/2014/5-B).



7. A significant proportion of WFP's overall contributions are channelled through CPs. In 2022 WFP directed USD 3.9 billion through local and national CPs (21.2 percent of total contributions). In 2023, the proportion of funding channelled through CPs increased by 10 percent, reaching USD 3.5 billion (31 percent of total contributions).
8. Between 2020 and 2023 over 80 percent of WFP's 1,343 CPs were local actors. This included an annual average of 774 local non-governmental organizations (NGOs)<sup>5</sup> and 405 government partners. The breakdown of cooperating partners by type is shown in figure 3.

**Figure 3: WFP cooperating partners 2020–2023, by type\***

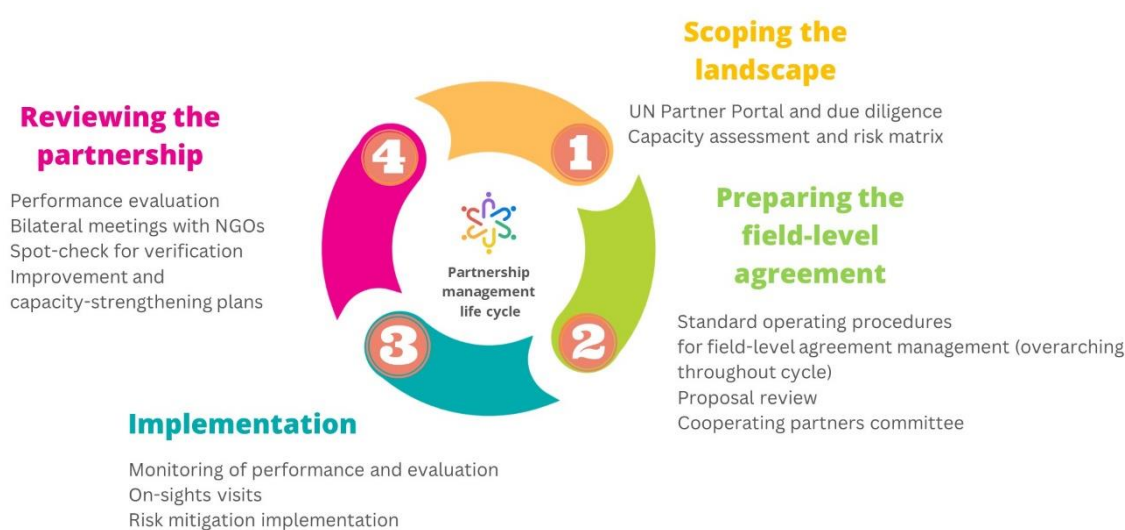


Source: WFP field-level agreement tracker; as at 3 May 2024.

\* Numbers have been calculated based on partnerships that were signed through field-level agreements and memoranda of understanding or letters of understanding.

9. The key tools and guidance for navigating work with CPs are as follows.
- i) **The cycle of cooperating partnership management** equips WFP staff to engage with CPs (figure 4).

<sup>5</sup> Local NGOs are those that are headquartered and operating in their own aid recipient country and are not affiliated with an international NGO (Source: International Federation of Red Cross and Red Crescent Societies. 2018. *Identified categories for tracking funding flows*).

**Figure 4: Cycle of cooperating partnership management**

Source: WFP Operational Partners Unit.

- ii) **Field-level agreements** are legal contracts for managing WFP resources and activities with NGOs.
- iii) The **UN Partner Portal** is a platform that supports due diligence and partner selection.
- iv) **Partner Connect** is a digital NGO cooperating partnership management process.<sup>6</sup>
- v) There is currently no template for engaging governments as CPs, but ad hoc solutions have been used to support WFP interventions. New **guidance on direct assistance through government entities** is being developed.
- vi) Relationships with United Nations CPs are supported through the *Guidance note on Transferring Contributions from One Agency to Another for Programmatic Activities* and the **UN-to-UN transfer agreement template**.<sup>7</sup>

## Methodology

10. The synthesis draws on 27 centralized evaluations<sup>8</sup> and 20 decentralized evaluations<sup>9</sup> conducted across WFP's six regions and published between 2020 and 2023. It includes evaluations that scored above the Office of Evaluation's independent quality assessment threshold of 60 percent.

<sup>6</sup> As of April 2024, Partner Connect has been implemented in 23 country offices. Its rollout is still under way.

<sup>7</sup> United Nations Sustainable Development Group. 2021. *Guidance note on Transferring Contributions from One Agency to Another for Programmatic Activities*.

<sup>8</sup> Centralized evaluations are commissioned and managed by the Office of Evaluation and presented to the Executive Board for consideration. This synthesis does not cover evaluations that were under way at the time the synthesis was being prepared.

<sup>9</sup> Decentralized evaluations are commissioned and managed by country offices, regional bureaux or headquarters divisions other than the Office of Evaluation. They are not presented to the Board.

TABLE 1: FINAL SYNTHESIS SAMPLE BY TYPE AND REFERENCES USED						
Centralized evaluations				Decentralized evaluations		Total
Country strategic plan (CSP)	Policy	Strategic	Corporate emergency response	Activity	Thematic	47 27 CE 20 DE
22	1	2	2	16	4	

References and abbreviations used in the synthesis:

- CSP evaluations – [country] CSPE [year] – e.g. Jordan CSPE 2022.
- Strategic evaluations – [description] SE [year] – e.g. Technology SE 2022.
- Decentralized evaluations – [country] DE [year] – e.g. Rwanda DE 2021.
- Corporate emergency response evaluations – [country] CEE [year] – e.g. Myanmar CEE 2023.

11. The synthesis team used an analytical framework and coding structure to guide data extraction and employed a qualitative data analysis tool (MAXQDA) for managing data. Desk analysis, interviews and a dedicated workshop with key stakeholders were conducted to discuss and validate the findings and situate conclusions and recommendations within the context of recent or ongoing changes at WFP.
12. **Limitations:** The evaluations primarily covered NGO CPs, with limited coverage of government CPs and almost no coverage of United Nations CP partners; they tended not to specify the type of CP being evaluated, which made it necessary to cross-check them with other documents and interviews. Also, the retrospective nature of evaluations means that they may not reflect recent changes in WFP's approach or circumstances.

## Evaluation synthesis findings

### To what extent do evaluations show that WFP's partnerships with cooperating partners contributed to the achievement of its aims at the country level?

#### **Strategic outcome 1: People are better able to meet their urgent food and nutrition needs**

13. For strategic outcome 1, 26 evaluations reported on the contributions of CPs to WFP's work to save lives in emergencies. The evaluations found that CP partnerships were key to WFP's life-saving assistance, enhancing its ability to reach vulnerable people, access hard-to-reach areas and improve targeting.
14. CPs also played key roles in enabling WFP to refine the targeting of its assistance by conducting household targeting exercises and helped to mitigate the effects of the coronavirus disease 2019 (COVID-19) pandemic by sustaining pipelines. The cost efficiency of WFP programmes was improved by CP action such as the provision of local transport. The work of CPs in ensuring information flows, for example to local governments, also helped to facilitate programme implementation. However, six evaluations identified CP capacity gaps, including in the areas of technology, and gender and protection, which impeded programme implementation under strategic outcome 1.

#### **Strategic outcome 2: People have better nutrition, health and education outcomes**

15. For strategic outcome 2, evidence from 25 evaluations was available. This highlighted the central role of CPs in expanding WFP nutrition, health and education programmes at the community level and advocating on these issues at the national level.



16. CPs helped WFP to deliver results by, among other things, expanding food distribution in schools and providing direct nutrition assistance and training for community groups. CP communication and advocacy at the local and national levels also helped WFP to expand its reach to communities. CP engagement in beneficiary data collection and data management and programme monitoring and their provision of critical technical assistance for school feeding and nutrition programmes also helped WFP to achieve its results.

**Strategic outcome 3: People have improved and sustainable livelihoods**

17. Fifteen evaluations provided evidence on CP contributions to livelihoods and resilience programming.
18. Specific contributions to this outcome included the provision of local knowledge that improved understanding of the root causes of food insecurity; the conduct of targeting and needs assessments to identify needs and vulnerable groups; and the management of community feedback mechanisms to channel beneficiaries' perspectives to country offices. Here, however, WFP did not always make maximum use of CP knowledge and understanding of community relationships to address root causes of food insecurity and build resilience.

**Strategic outcome 4: National programmes and systems are strengthened**

19. Under strategic outcome 4, 12 evaluations assessing relevant evidence found that WFP's engagement with CPs – which were mostly government partners under this outcome – helped to build an enabling environment for programme implementation and contributed to institution strengthening.
20. Specific contributions included supporting advocacy on nutrition-sensitive agriculture and improved livelihoods and implementing pilot projects in support of system strengthening and the improvement of social protection programming. In Pakistan pilot projects to support the implementation of a Government-led social protection programme were developed with support from government CPs.

**In which activity areas do evaluations show that cooperating partners made contributions to the achievement of WFP's aims? What worked well and what challenges arose?**

21. Evaluations found that CPs played a significant role in helping WFP to undertake specific activities, with their contributions most evident, within this set of evaluations, in school-based programmes, community and household asset creation and unconditional resource transfer activities. Table 2 provides an overview of the roles that CPs played in supporting WFP in achieving results in each activity area.

TABLE 2: KEY ROLES PLAYED BY CPS IDENTIFIED IN EVALUATIONS, BY ACTIVITY AREA		
Activity	CP roles highlighted	Examples of CP contributions
School feeding <sup>a</sup>	<ul style="list-style-type: none"> <li>Enhancing hygiene and food safety</li> <li>Improving school infrastructure</li> <li>Enhancing distribution of food to children's homes</li> </ul>	<p><a href="#">Cambodia DE 2020</a>: Provided training on supplier selection and food safety</p> <p><a href="#">Bangladesh DE 2020</a>: Collected school enrolment lists to facilitate delivery of biscuits to children's homes</p>
Asset creation and livelihoods <sup>b</sup>	<ul style="list-style-type: none"> <li>Programme implementation</li> <li>Access to employment</li> <li>Rehabilitation of community assets</li> </ul>	<p><a href="#">Senegal CSPE 2023</a>: implemented food for assets activities that improved income and resilience</p> <p><a href="#">Jordan CSPE 2022</a>: Contributed to job and business creation</p>

TABLE 2: KEY ROLES PLAYED BY CPS IDENTIFIED IN EVALUATIONS, BY ACTIVITY AREA		
Activity	CP roles highlighted	Examples of CP contributions
General food assistance (in-kind and cash) <sup>c</sup>	<ul style="list-style-type: none"> <li>Provision of food to vulnerable families during disasters</li> <li>Scaling up cash transfers</li> <li>Supporting beneficiaries in the receipt of bank transfers</li> </ul>	<p><a href="#">Cameroon CSPE 2020</a>: Provided emergency food and scaled up cash-based transfers</p> <p><a href="#">Tajikistan CSPE 2022</a>: Helped open bank accounts for cash transfers</p>
Smallholder agricultural market support <sup>d</sup>	<ul style="list-style-type: none"> <li>Connecting farmers with buyers</li> <li>Training farm-based organization leaders</li> </ul>	<p><a href="#">Ghana CSPE 2023</a>: Advocated better farming practices and post-harvest handling</p> <p><a href="#">Zimbabwe DE 2022</a>: Linked farmers with buyers at agricultural shows and seed fairs</p>
Climate adaptation and risk management <sup>e</sup>	<ul style="list-style-type: none"> <li>Climate adaptation practices in agriculture</li> <li>Support for climate change adaptation project</li> </ul>	<p><a href="#">Honduras CSPE 2022</a>: Taught climate adaptation practices, including agricultural insurance and meteorology</p> <p><a href="#">Sri Lanka DE 2021</a>: Supported implementation of the inclusion and climate change adaptation project</p>
Nutrition <sup>f</sup>	<ul style="list-style-type: none"> <li>Communication and training</li> <li>Delivering nutrition to vulnerable groups in crisis response</li> </ul>	<p><a href="#">Nutrition and HIV/AIDS SE 2023</a>: Helped WFP to reach vulnerable groups, including people living with HIV</p> <p><a href="#">Cambodia food aid procurement DE 2023</a>: promotion of good nutrition practices</p>
Country capacity strengthening <sup>g</sup>	<ul style="list-style-type: none"> <li>Joint monitoring</li> <li>Building technical expertise</li> </ul>	<p><a href="#">Ghana CSPE 2023</a>: School feeding programme stakeholders trained in supervision and programme monitoring</p>

Source: Evaluation synthesis team.

<sup>a</sup> Type of CP and number of evaluations: NGO (9); government (6); NGO and government (17).

<sup>b</sup> Type of CP and number of evaluations: NGO (10); government (2); NGO and government (6).

<sup>c</sup> Type of CP and number of evaluations: NGO (16); NGO and government (1).

<sup>d</sup> Type of CP and number of evaluations: NGO (10); NGO and government (1).

<sup>e</sup> Type of CP and number of evaluations: NGO (3); government (2); United Nations (1).

<sup>f</sup> Type of CP and number of evaluations: NGO (8); NGO and government (4); government (3).

<sup>g</sup> Type of CP and number of evaluations: government (4).

22. CP implementation of activities was helped when WFP provided training to improve their skills in areas such as nutrition, resilience and accountability to affected populations. Evaluations found that regular coordination meetings with CPs convened by WFP, as documented in the [Myanmar CEE 2023](#), enhanced information exchange between WFP and CPs and among CPs, which supported programme adaptation. The [Tajikistan CSPE 2022](#) showed that WFP's collaboration with knowledgeable NGOs supported programme implementation.
23. Challenges included issues with field-level agreements such as delays in signing contracts, short-term contracting, delayed disbursement of funds from WFP to CPs (found in ten evaluations),<sup>10</sup> high staff turnover within CPs and targeting criteria that were not always clear to CPs. The main effect was delayed delivery to beneficiaries. For example, the

<sup>10</sup> Benin DE 2020, Benin DE 2022, Chad CSPE 2023, Central African Republic CSPE 2023, CPs in Eastern Africa Region DE 2021, Democratic Republic of Congo CSPE 2020, Guinea-Bissau DE 2021, Haiti CSPE 2023, Pakistan CSPE 2022, and South Sudan CSPE 2022.

[Benin DE 2022](#) reported that the late contracting and signing of field-level agreements with NGO CPs resulted in the late start of school feeding for children.

### **What does the evidence show regarding WFP's and cooperating partners' attention to cross-cutting priorities and corporate commitments?**

24. [Gender equality and women's empowerment \(GEWE\)](#). Twenty-five evaluations provided evidence on the attention paid by CPs to gender equality and women's empowerment.
25. Despite WFP's prioritization of GEWE in guidance and field-level agreement conditions for CPs, evaluations found varied capacity to address GEWE, especially among NGO CPs. Specific issues highlighted in evaluations include the following:
  - **Inadequate integration of gender requirements in field-level agreements and limited use of relevant tools.**<sup>11</sup> For example, the CPs evaluated in [Eastern Africa Region DE 2021](#) found that fewer than half of field-level agreements made a formal commitment to gender equality and reported that the application of GEWE tools and guidelines was inconsistent.
  - **Need for enhanced capacity strengthening on gender.** Twelve evaluations<sup>12</sup> identified a need for CP capacity strengthening on GEWE, especially for conducting gender analysis and addressing gender-based violence. Five<sup>13</sup> evaluations, however, noted positive effects from GEWE guidance and training provided by WFP. The [Zimbabwe CSPE 2022](#) emphasized that training CPs on GEWE improved the extent to which food assistance was adapted to the needs of women.
  - **Variable gender mainstreaming.** Evaluations found that CP mainstreaming of gender within programming varied. Eight evaluations<sup>14</sup> highlighted good practice here, with CPs providing specific expertise on gender, while twelve<sup>15</sup> found that CPs inadequately considered gender in analysis, design, targeting and inclusion criteria for programming. Two evaluations<sup>16</sup> highlighted a need for more progress on the adoption of gender-transformative approaches.
26. **Lack of gender parity in CP staffing.** This issue was highlighted in three evaluations<sup>17</sup> noting that CP staff were predominantly male. One evaluation<sup>18</sup> noted insufficient engagement with women-led organizations by WFP in the Eastern Africa region.

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<sup>11</sup> Field-level agreement general conditions commit cooperating partners to carrying out tasks in accordance with WFP's gender policy, and each budget template includes a section for gender equality activities. The draft guidance on direct assistance through government entities also emphasizes gender considerations. It is noted that the field-level agreement general conditions, annex 6 of the previous field-level agreement template, ensured commitment to protection from sexual exploitation and abuse, gender and inclusion, protection and accountability to affected populations, and that this is now superseded by sections 9A, 2.1.c and 2.2 of the 2024 version of the field-level agreement.

<sup>12</sup> Bolivia CSPE 2022, Burkina Faso DE 2020, Central African Republic CSPE 2023, Chad CSPE 2023, CPs in Eastern Africa Region DE 2021, El Salvador CSPE 2022, Gambia DE 2021, Guinea DE 2022, Jordan CSPE 2022, Lebanon CSPE 2021, Nigeria CSPE 2023, and Syria DE 2020.

<sup>13</sup> Ghana CSPE 2023, Lebanon Resilience DE 2020, Nigeria CSPE 2023, South Sudan CSPE 2022, and Zimbabwe CSPE 2022.

<sup>14</sup> Benin DE 2022, Cambodia Food Aid Procurement DE 2023, Cameroon CSPE 2020, Guinea DE 2022, Lebanon Resilience DE 2020, South Sudan CSPE 2022, Sri Lanka DE 2021, and Tajikistan CSPE 2022.

<sup>15</sup> Benin DE 2020, Bangladesh DE 2020, Burkina Faso DE 2020, Cameroon CSPE 2020, Central African Republic CSPE 2023, Myanmar CEE 2023, Gambia DE 2021, Jordan CSPE 2022, Lebanon DE 2020, Lebanon CSPE 2021, Sri Lanka DE 2021, and Syria DE 2020.

<sup>16</sup> CPs in Eastern Africa Region DE 2021, and Jordan CSPE 2022.

<sup>17</sup> South Sudan CSPE 2022, Burkina Faso DE 2020, and Benin DE 2022.

<sup>18</sup> CPs in Eastern Africa Region DE 2021.

27. *Protection and accountability to affected populations.*<sup>19</sup> Twenty-three evaluations<sup>20</sup> provided evidence on this issue, finding mixed results. In countries such as Tajikistan, Myanmar and Lebanon, CPs played a critical role in protection efforts while in others, CPs struggled to operationalize protection principles because of a lack of awareness of the principles or knowledge of how to apply them. Three evaluations<sup>21</sup> identified challenges related to data protection for CPs. For example, the [Technology SE 2022](#) reported limited communication on data protection issues by WFP to its CPs, and a lack of effort to identify cyber security and technology risks for CPs.
28. Twenty evaluations<sup>22</sup> provided evidence on accountability to affected populations, showing mixed results. Nine evaluations<sup>23</sup> presented examples of CPs ensuring the effective use of complaint management systems, but three<sup>24</sup> identified challenges related to underreporting of complaints by CPs. The [Chad CSPE 2023](#) found that inadequate use of community feedback mechanisms and lack of communication on the claims received hindered the ability of CPs to understand beneficiaries' perspectives and intervention success.
29. *Disability.* The six evaluations<sup>25</sup> providing evidence on consideration given by CPs to disability inclusion in programming found that these concerns were not adequately integrated into programmes, with people with disabilities not always sufficiently considered as a target group. An exception is reported in the [Myanmar CEE 2023](#), which found that CPs were required to consider disability in programme targeting and design and highlighted that CPs consulted people living with disabilities to increase the availability of data relevant to disability inclusion.

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<sup>19</sup> Annex 6 of the field-level agreement general conditions template includes standard requirements for awareness among beneficiaries of the organization's community feedback mechanisms to provide a channel for accountability to affected populations. Guidance for government cooperating partners commits them to accountability to affected populations, and the interim guidance and assurance standards for cash-based transfers through governments provides that accountability to affected populations is an important part of WFP's programming, including when it is delivered through governments.

<sup>20</sup> Benin DE 2022, Chad CSPE 2023, Lebanon Resilience DE 2020, Sudan CSPE 2022, Zimbabwe CSPE 2022, Burkina Faso CSPE 2023, Burkina Faso DE 2020, El Salvador CSPE 2022, Myanmar CEE 2023, Ghana CSPE 2023, Jordan CSPE 2022, Lebanon CSPE 2021, Pakistan CSPE 2022, South Sudan CSPE 2022, Central African Republic CSPE 2023, Haiti CSPE 2023, Honduras CSPE 2022, Malawi CSPE 2023, Nigeria CSPE 2023, Peru CSPE 2022, Tajikistan CSPE 2022, Syria DE 2020, and Technology SE 2022.

<sup>21</sup> Technology SE 2022, Nigeria CSPE 2023, and Burkina Faso DE 2020.

<sup>22</sup> Benin DE 2022, Chad CSPE 2023, Lebanon Resilience DE 2020, Sudan CSPE 2022, Zimbabwe CSPE 2022, Burkina Faso CSPE 2023, El Salvador CSPE 2022, Myanmar CEE 2023, Ghana CSPE 2023, Jordan CSPE 2022, Lebanon CSPE 2021, Pakistan CSPE 2022, South Sudan CSPE 2022, Central African Republic CSPE 2023, Haiti CSPE 2023, Malawi CSPE 2023, Nigeria CSPE 2023, Peru CSPE 2022, Syria DE 2020, and Tajikistan CSPE 2022.

<sup>23</sup> Burkina Faso CSPE 2023, Central African Republic CSPE 2023, Myanmar CEE 2023, Haiti CSPE 2023, Honduras CSPE 2022, Malawi CSPE 2023, Nigeria CSPE 2023, South Sudan CSPE 2022, and Syria DE 2020.

<sup>24</sup> Lebanon SF DE 2020, Chad CSPE 2023, and South Sudan CSPE 2022.

<sup>25</sup> Democratic Republic of Congo CSPE 2020, Lebanon SF DE 2020, Myanmar CEE 2023, Sudan CSPE 2022, Syria DE 2020, and Tajikistan CSPE 2022.

30. *PSEA*.<sup>26</sup> **Eight evaluations**<sup>27</sup> addressed **codes of conduct and training for CPs on protection from sexual exploitation and abuse (PSEA)**. These reported variable attention to the issue, with four emphasizing the use of codes of conduct and training and three<sup>28</sup> finding that CPs were not adequately briefed on PSEA standards and protocols.

**What factors do evaluations indicate contributed to or hindered the quality and performance of WFP's work with cooperating partners?**

31. Factors affecting WFP's performance in working with CPs were mapped against WFP's cycle of cooperating partnership management for NGOs. Table 3 outlines the percentage of evaluations that detailed factors influencing the quality and performance of WFP's work with CPs.

TABLE 3: PERCENTAGE OF EVALUATIONS COVERING FACTORS INFLUENCING THE QUALITY AND PERFORMANCE OF WFP'S WORK WITH COOPERATING PARTNERS*		
Stage of the CP management cycle	Contributing factor (percentage of evaluations)	Hindering factor (percentage of evaluations)
Selection of CP	15	6
Preparation of the contract	17	42
Implementation	19	47
Review of the partnership	2	4

\* Some evaluations provide evidence of both hindering and contributing factors, with regard to both government and NGO cooperating partners. In addition, since only one evaluation (Sri Lanka DE 2021) provides evidence on a United Nations entity acting as a cooperating partner during the implementation phase, it has not been included in the table.

32. *Selection of cooperating partners*. Evaluations found that WFP had strong processes for selecting NGO CPs with requisite expertise. Local knowledge and technical skills were crucial in partner selection, as illustrated in the *Guinea-Bissau CSPE 2023*, which noted that local NGOs had identified and worked with those most in need. However, delays and suboptimal partner selection were reported in cases where a limited number of suitable CPs or WFP's financial constraints prevented it from contracting skilled CPs.<sup>29</sup>
33. *Negotiation and preparation of the contract*. Eight evaluations<sup>30</sup> found that longer duration field-level agreements enhanced partnership quality. Conversely, nine evaluations<sup>31</sup> found that short-term agreements – which frequently arose as a result of unpredictable funding to WFP – impeded staff retention and budgeting for local CPs. Recommendations from

<sup>26</sup> The WFP Executive Director's circular on special measures for PSEA highlights WFP's approach of "zero-tolerance for inaction on all forms" of sexual exploitation and abuse. One of its stated objectives is to strengthen partners' capacity to identify, prevent and respond to PSEA. Through the circular WFP managers are obligated to ensure that cooperating partners understand and comply with PSEA obligations. The updated field-level agreement template includes a clause on PSEA.

<sup>27</sup> Burkina Faso CSPE 2023, Cameroon CSPE 2020, CPs in Eastern Africa Region DE 2021, Myanmar CEE 2023, Haiti CSPE 2023, Honduras CSPE 2022, Jordan CSPE 2022, and Lebanon CSPE 2021.

<sup>28</sup> Burkina Faso CSPE 2023, Myanmar CEE 2023, and Cameroon CSPE 2020.

<sup>29</sup> DRC CSPE 2020 and Cameroon CSPE 2020.

<sup>30</sup> CPs in Eastern Africa Region DE 2021, COVID-19 CEE 2022, Democratic Republic of Congo CSPE 2020, Lebanon DE 2020, Malawi CSPE 2023, Nutrition and HIV/AIDS SE 2023, Sudan CSPE 2022, and Zimbabwe CSPE 2022.

<sup>31</sup> Chad CSPE 2023, CPs in Eastern Africa Region DE 2021, Democratic Republic of Congo CSPE 2020, Guinea-Bissau DE 2021, Lebanon DE 2020, Malawi CSPE 2023, Sudan CSPE 2022, Zimbabwe CSPE 2022, and Zimbabwe DE 2022.

- thirteen evaluations<sup>32</sup> suggest adopting longer multimodal agreements to improve planning and stability and reduce administrative burden.
34. Evaluations that discuss contract negotiation and management of government CPs highlight the need for a clear strategic framework for engagement. For instance, the [Benin DE 2022](#) noted that a lack of formal coordination with government CPs impeded programme implementation.
  35. Eleven evaluations<sup>33</sup> found that administrative delays at the contracting stage, such as the late signing of contracts and a lack of transparency about programme budgets, created inefficiency, as did the existence of multiple CP agreements applicable to the same geographic area. The [Pakistan CSPE 2022](#) reported that this hindered the ability of CPs to deliver timely assistance to beneficiaries.
  36. *Implementation phase.* Nine evaluations<sup>34</sup> found that WFP was recognized for its flexibility and responsiveness, adapting programmes to local needs and feedback from CPs and noted that this adaptive capacity was key to successful partnerships. However, evaluations also found that difficulties in identifying CPs with the skills to engage in resilience, gender equality and vulnerability analysis, along with staff turnover, hindered programme implementation.
  37. Technology reduced administrative difficulties, improved invoice processing and contributed to timely delivery of aid by CPs through the use of biometric registration systems, as noted in the [South Sudan CSPE 2022](#). However, evaluations found that data held by CPs were often fragmented and inconsistent. The [Technology SE 2022](#), for example, recommended that the automation of CP management processes and digital literacy be enhanced.
  38. *Reviewing the partnership.* Evaluations reported continued challenges related to weak NGO monitoring systems. However, the [CPs in Eastern Africa Region DE 2021](#) notes that WFP used its partner performance evaluation tool to increase periodic monitoring and feedback processes with the aim of documenting CP performance.
  39. Evaluations showed that WFP's capacity strengthening activities largely met CP needs and helped to improve practice but lacked a strategic approach and consistent monitoring. Inadequate planning and resource allocation made it difficult to monitor the effects of capacity strengthening on CP performance.
  40. *Fiduciary risk.* Evaluations highlight WFP's challenge in balancing a "risk hungry" approach to strategic risk with its risk-averse approach to fiduciary risk in serving the vulnerable and maintaining a duty of care to CPs. The [Myanmar CEE 2023](#) notes this tension, highlighting the need for more planning around the duty of care of WFP towards CPs.
  41. Four evaluations<sup>35</sup> noted that WFP standardized its risk management approach and took measures to ensure CP compliance and reduce fraud. They found that WFP had robust control mechanisms, monitoring and due diligence, including checks against the

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<sup>32</sup> Algeria CSPE 2023, Benin DE 2020, Burkina Faso DE 2020, Cameroon CSPE 2020, CPs in Eastern Africa Region DE 2021, Democratic Republic of Congo CSPE 2020, Myanmar CEE 2023, Guinea DE 2022, Guinea-Bissau DE 2021, Lebanon Resilience DE 2020, Sudan CSPE 2022, Syria DE 2020, and Zimbabwe CSPE 2022.

<sup>33</sup> Algeria CSPE 2023, Cameroon CSPE 2020, South Sudan CSPE 2022, Benin DE 2022, Zimbabwe CSPE 2022, Chad CSPE 2023, Central African Republic CSPE 2023, COVID-19 CEE 2022, Democratic Republic of Congo CSPE 2020, Lebanon DE 2020, and Pakistan CSPE 2022.

<sup>34</sup> Benin DE 2020, Benin DE 2022, COVID-19 CEE 2022, Myanmar CEE 2023, Honduras CSPE 2022, Rwanda DE 2021, South Sudan CSPE 2022, Syria DE 2020, and Tajikistan CSPE 2022.

<sup>35</sup> CPs in Eastern Africa Region DE 2021, Haiti CSPE 2023, Malawi CSPE 2023, and Peacebuilding PE 2023.



United Nations sanctions list and the United Nations global marketplace ineligible vendor list and codes of conduct.<sup>36</sup>

42. Three evaluations found gaps in WFP's control measures, citing cases of fraud in which food or cash did not reach beneficiaries, including discrepancies in Chad,<sup>37</sup> retaliation in the Democratic Republic of the Congo<sup>38</sup> and extortion in Malawi.<sup>39</sup>

**To what extent do evaluations indicate that WFP's relationships with its cooperating partners have changed over time?**

43. Evidence shows that over time there was a shift from purely transactional relationships between WFP and CPs, in which CPs were seen primarily as implementers of WFP activities, to more collaborative relationships involving greater consultation and more equitable power dynamics, although there is room for further progress.
44. Eight evaluations<sup>40</sup> characterized relationships as primarily transactional, noting that CPs were often viewed merely as delivery contractors, with limited acknowledgment or use of their skills. For example, the [Pakistan CSPE 2022](#) noted that CPs were regarded largely as service providers rather than as experienced partners. Three evaluations<sup>41</sup> cited a lack of strategic planning for CP partnerships by WFP, with missed opportunities for deeper collaboration.
45. Conversely, 13 evaluations<sup>42</sup> described relationships as transparent, equitable and mutually beneficial, marked by shared responsibilities. Notable examples include those evaluated in the [COVID-19 CEE 2022](#) and the [Peru CSPE 2022](#), which reported shifts in power dynamics as a marker of a more collaborative relationship between WFP and NGO CPs.
46. Three evaluations<sup>43</sup> documented instances of WFP engaging CPs in planning processes, in particular where long-term relationships existed.
47. WFP is currently working to develop a definition of and policy on localization.<sup>44</sup> While there is evidence of CP participation and representation in collaborative efforts, the evaluations did not show evidence of WFP supporting CP leadership in certain areas such as technical matters. However, the evaluations did highlight the value of local CP knowledge and relationships, as seen in those pertaining to Côte d'Ivoire and El Salvador, where local NGOs effectively engaged with women's production groups.

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<sup>36</sup> The WFP procedure for sanctioning cooperating partners is guided by the [WFP Framework for Vendor Sanctions](#) (Executive Director's circular OED 2020/005).

<sup>37</sup> Chad CSPE 2023.

<sup>38</sup> Democratic Republic of Congo CSPE 2020.

<sup>39</sup> Malawi CSPE 2023.

<sup>40</sup> Algeria CSPE 2023, Bolivia CSPE 2022, CPs in Eastern Africa Region DE 2021, Democratic Republic of Congo CSPE 2020, Myanmar CEE 2023, Jordan CSPE 2022, Pakistan CSPE 2022, and Sudan CSPE 2022.

<sup>41</sup> Bolivia CSPE 2022, Democratic Republic of Congo CSPE 2020, and Sudan CSPE 2022.

<sup>42</sup> Algeria CSPE 2023, COVID-19 CEE 2022, El Salvador CSPE 2022, Myanmar CEE 2023, Honduras CSPE 2022, Jordan CSPE 2022, Malawi CSPE 2023, Nigeria CSPE 2023, Peru CSPE 2022, Rwanda DE 2021, Syria DE 2020, Zimbabwe DE 2022, and Zimbabwe CSPE 2022.

<sup>43</sup> Rwanda DE 2021, Syria DE 2020, and Zimbabwe CSPE 2022.

<sup>44</sup> Inter-Agency Standing Committee. 2021. [Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms](#) provides guidance on the participation, representation and leadership of local and national humanitarian actors aimed at supporting communities working to address the challenges they face.

## Conclusions

48. The evidence highlights the essential role of CPs in supporting WFP in delivering on its mandate. While noting robust processes for WFP engagement with its CPs, the synthesis highlights opportunities to enhance CP value and improve WFP's management approach.
49. **CPs play a major role in supporting WFP in delivering assistance.** Evaluations highlight the central role of CPs in providing life-saving assistance; contributing to nutrition, health and education programming; and supporting livelihoods and resilience programming. The involvement of government CPs enhanced national enabling environments for food security and nutrition. In the evaluations CP contributions were most prominently noted in relation to school-based programmes, community and household asset creation and unconditional resource transfers.
50. **Variable attention to cross-cutting issues in CP work.** While NGO CPs were actively involved in promoting gender equality and accountability to affected populations, inconsistencies in capacity and attention to those areas were evident. In addition, attention to disability inclusion and PSEA needs enhancement.
51. **While CPs have valuable assets like local knowledge and technical expertise, there are notable capacity gaps.** Issues include a lack of familiarity with WFP's targeting criteria and specific skills, compounded by sometimes high staff turnover. Some evaluations indicate that WFP has not fully leveraged the skills and expertise that CPs do possess, particularly in the case of NGO CPs.
52. **The efficiency of NGO CP management requires improvement and processes for the management of government CPs should be developed.** Challenges include delays in contract signing and payments, which have adversely affected delivery of assistance. Field-level agreements often lack flexibility to adjust to changing conditions, and high concentrations of CPs in some areas have led to increased transaction costs. Processes for managing government CPs are not consistently available.
53. **WFP is advancing towards more collaborative relationships with CPs, although this transition is still ongoing.** There is greater consultation and more equitable power dynamics between WFP and CPs. However, WFP has not yet fully integrated a localization framework into its cooperation with CPs. Evaluations suggest the need for more strategic frameworks for working with government partners and medium-term approaches to CP relationships.
54. **Key aspects of CP engagement supported the achievement of results.** These included long-term contracts that supported strategic planning, flexible field-level agreements that allowed real-time adjustments and an ethos of trust. These practices helped WFP to build strong long-term relationships with CPs. In addition, clear codes of conduct and whistleblower reporting channels helped to clarify expectations and build trust.

## Recommendations

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/ medium	By when
<b>1</b>	<b>PRIORITIZE SUSTAINABLE PARTNERSHIPS: Aim for long-term, sustainable partnerships, grounded in appreciation of CPs and an ethos of shared interests, mutual respect and trust.</b>	Operational Partners Unit			
1.1	To promote partnerships with cooperating partners that are sustainable beyond the funding cycle, where relevant (e.g. based upon fund availability), encourage the use of multi-year field-level agreements (within the approved duration of the relevant CSP, interim CSP or limited emergency operation) and the application of guidance on developing strategic and risk-informed approaches to engaging with CPs.	Operational Partners Unit	Programme Policy and Guidance Division; regional bureaux CP management advisers; country office programme officers and CP managers	Medium	November 2025
1.2	Where government CPs play a key role in CSP implementation, develop clear operational guidance for partnerships supporting CSPs, based on an ethos of shared interests. This should consider the wide range of operating contexts within which governments act as a CP or WFP transfers resources through government systems.  Contract templates for engagement with government CPs should be developed and regularly reviewed.	Programme Policy and Guidance Division	Legal Office; regional bureaux CP management advisers; country office programme officers and CP managers	Medium	November 2025
<b>2</b>	<b>ADOPT STRATEGIC AND TAILORED APPROACHES TO CAPACITY STRENGTHENING: Build upon strengths in areas of joint priority for WFP and partners, applying a localization lens.</b>	Operational Partners Unit			
2.1	Enhance existing CP management guidance to support country offices in conducting, in a spirit of partnership, analysis and mapping of partners' capacities from a localization perspective, to better identify the assets and comparative advantages that CPs bring to partnerships.	Operational Partners Unit	Programme Policy and Guidance Division; regional bureaux CP management advisers; country office programme officers and CP managers	Medium	January 2026

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/ medium	By when
2.2	Enhance the clarity and quality of communication to CPs on key aspects of the WFP approach to programme delivery by developing and monitoring the implementation of an induction programme for CPs to familiarize them with WFP programmatic approaches (e.g. targeting criteria, priority groups) and cross-cutting concerns.	Operational Partners Unit	Programme Policy and Guidance Division; Analysis, Planning and Performance Division; country office programme officers and CP managers	Medium	June 2026
2.3	Following approval of the localization policy, develop tools for assessing, developing and/or enhancing CP leadership in relevant areas, in line with Grand Bargain and Inter-Agency Standing Committee commitments on leadership by local partners.	Gender, Protection and Inclusion Service	Operational Partners Unit	Medium	June 2026
<b>3</b>	<b>INCORPORATE PLAN FOR ENGAGEMENT THROUGHOUT CSP: Facilitate CP engagement at all stages of the CSP programme cycle design, implementation through to performance assessment.</b>	Programme Cycle and Quality Unit			
3.1	To formulate programmes that better respond to local context and community needs at the country strategic plan design stage, country offices should be supported in conducting comprehensive mapping and analysis of government and NGO cooperating partnerships and engaging cooperating partners in the programme design process, including engaging in needs analysis and the development of a country strategic plan theory of change and intended aims.	Programme Cycle and Quality Unit	Operational Partners Unit; Gender, Protection and Inclusion Service; Analysis, Planning and Performance Division; regional bureaux CP management advisers; country office programme officers and CP managers	Medium	November 2025
3.2	Embed mechanisms for consultation, joint planning and feedback from government and NGO CPs on programme quality throughout CSP implementation.	Programme Cycle and Quality Unit	Operational Partners Unit; Programme Policy and Guidance Division; Analysis, Planning and Performance Division; country office programme officers and CP managers	Medium	November 2025

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/ medium	By when
4	<b>STRENGTHEN ALIGNMENT WITH CROSS-CUTTING PRIORITIES: To ensure CP alignment with cross-cutting priorities and reduce risk, match clear contractual requirements with capacity-strengthening opportunities.</b>	Operational Partners Unit			
4.1	Following the design of WFP's next strategic plan (which will cover 2026–2030), conduct regular reviews of the field-level agreement template to ensure that CP contracting is aligned with any new corporate priorities and policies (including cyber security and, following its approval, the policy on localization).	Operational Partners Unit	Delivery Assurance Service; Legal Office; Risk Management Division; Technology Division	High	November 2026
4.2	Provide clear guidance and capacity support – in collaboration with (or upon request from) regional bureau and country office counterparts where specialist resources are available – to NGO and government CPs on current WFP commitments on gender equality and inclusion, including with regard to the adoption of gender-transformative approaches in their organizations and programme work.	Gender, Protection and Inclusion Service	Operational Partnerships Unit, Ethics Office; regional bureaux CP management advisers; country office CP managers; PSEA focal points in country offices	High	November 2025
4.3	Noting that disability inclusion is now a contractual obligation within the field-level agreement template, provide capacity strengthening for CPs, country offices and regional bureaux to enable them to adopt and support a disability-inclusive approach to WFP programming in accordance with WFP standards. Compliance should be monitored by country offices, with support from regional bureaux and headquarters as required, to ensure adherence to these standards.	Gender, Protection and Inclusion Service	Operational Partners Unit; Ethics Office; regional bureaux CP management advisers; country office CP managers	High	June 2025
4.4	In accordance with the strategic evaluation on PSEA (2024), conduct an assessment and prioritization of the risks facing and the capacity needs of CPs in respect of meeting PSEA commitments, including specific analysis of government CP capacity needs.	Ethics Office	Operational Partners Unit; regional bureaux CP management advisers; country Office CP managers	High	November 2025

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/ medium	By when
5	<b>IMPROVE CP MANAGEMENT: Enhance the efficiency of, and learning from, CP management and administration.</b>	Operational Partners Unit			
5.1	Clarify, share and promote existing guidance on the scope for flexibility to adjust contracting and payment processes in response to changes in the operating environment, and train staff responsible for CP management on implementing the revised guidance.	Operational Partners Unit	Delivery Assurance Service; Legal Office; Financial Operations and Insurance Service; regional bureaux CP management advisers; country office CP managers	High	June 2025
5.2	Establish targets and performance indicators for the timeliness of signing contracts with – and the processing and delivery of payments to – CPs. These should be integrated into a shared responsibility framework and take into account the ongoing implementation of Partner Connect.	Operational Partners Unit	Delivery Assurance Service; Financial Operations and Insurance Service; Analysis, Planning and Performance Division	High	December 2025
5.3	Complementing the tools available, establish a space for exchanging knowledge and good practices on NGO CP management across WFP.	Operational Partners Unit	Delivery Assurance Service; Research and Knowledge Management Service; regional bureaux CP management advisers; country office CP managers	High	June 2025



## ANNEX I

## List of evaluations included in the synthesis

1. The 47 evaluations reviewed for this synthesis are listed in the table below.

Full title of the report	Abbreviated title for this report	Evaluation type	Evaluation category	Commissioner		Year
Evaluation of the WFP Response to the COVID-19 Pandemic	COVID-19 CEE 2022	CEE	Centralized	Office of Evaluation	Global	2022
Evaluation of the Corporate Emergency Response in Myanmar (2018–2022)	Myanmar CEE 2023	CEE	Centralized	Office of Evaluation	RBB	2023
Evaluation of South Sudan WFP Interim Country Strategic Plan 2018–2022	South Sudan CSPE 2022	CSPE	Centralized	Office of Evaluation	RBN	2022
<i>Évaluation du plan stratégique de pays du PAM pour Sénégal 2018–2022</i>	Senegal CSPE 2023	CSPE	Centralized	Office of Evaluation	RBD	2023
Evaluation of Ghana WFP Country Strategic Plan 2019–2023	Ghana CSPE 2023	CSPE	Centralized	Office of Evaluation	RBD	2023
<i>Evaluación del plan estratégico para el Perú (2018–2022)</i>	Peru CSPE 2022	CSPE	Centralized	Office of Evaluation	RBP	2022
<i>Évaluation du plan stratégique de pays provisoire du PAM en République Centrafricaine 2018–2022</i>	Central African Republic CSPE 2023	CSPE	Centralized	Office of Evaluation	RBD	2023
Evaluation of Algeria WFP Interim Country Strategic Plan 2019–2022	Algeria CSPE 2023	CSPE	Centralized	Office of Evaluation	RBC	2023
<i>Evaluación del plan estratégico para El Salvador 2017–2021</i>	El Salvador CSPE 2022	CSPE	Centralized	Office of Evaluation	RBP	2022
Evaluation of Tajikistan WFP Country Strategic Plan 2019–2024	Tajikistan CSPE 2022	CSPE	Centralized	Office of Evaluation	RBB	2022
Evaluation of Jordan WFP Country Strategic Plan 2020–2022	Jordan CSPE 2022	CSPE	Centralized	Office of Evaluation	RBC	2022
Evaluation of Sudan WFP Country Strategic Plan 2019–2023	Sudan CSPE 2022	CSPE	Centralized	Office of Evaluation	RBN	2022
Evaluation of Nigeria WFP Country Strategic Plan 2019–2022	Nigeria CSPE 2023	CSPE	Centralized	Office of Evaluation	RBD	2023
<i>Évaluation du plan stratégique de pays du PAM pour Haïti 2018–2022</i>	Haiti CSPE 2023	CSPE	Centralized	Office of Evaluation	RBP	2023
<i>Évaluation du plan stratégique de pays du PAM au Tchad pour 2019–2023</i>	Chad CSPE 2023	CSPE	Centralized	Office of Evaluation	RBD	2023
<i>Évaluation du plan stratégique de pays du PAM Burkina Faso 2019–2023</i>	Burkina Faso CSPE 2023	CSPE	Centralized	Office of Evaluation	RBD	2023
Evaluation of Cameroon WFP Country Strategic Plan 2018–2020	Cameroon CSPE 2020	CSPE	Centralized	Office of Evaluation	RBD	2020
Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018–2020	Democratic Republic of Congo CSPE 2020	CSPE	Centralized	Office of Evaluation	RBJ	2020

Full title of the report	Abbreviated title for this report	Evaluation type	Evaluation category	Commissioner		Year
Evaluation of Malawi WFP Country Strategic Plan 2019–2023	Malawi CSPE 2023	CSPE	Centralized	Office of Evaluation	RBJ	2023
Evaluation of Sri Lanka WFP Country Strategic Plan 2018–2022	Sri Lanka CSPE 2022	CSPE	Centralized	Office of Evaluation	RBB	2022
Evaluation of Pakistan WFP Country Strategic Plan 2018–2022	Pakistan CSPE 2022	CSPE	Centralized	Office of Evaluation	RBB	2022
<i>Estado Plurinacional de Bolivia: Evaluación del Plan Estratégico País (2018–2022)</i>	Bolivia CSPE 2022	CSPE	Centralized	Office of Evaluation	RBP	2022
<i>Evaluación del plan estratégico para Honduras 2018–2021</i>	Honduras CSPE 2022	CSPE	Centralized	Office of Evaluation	RBP	2022
Evaluation of Zimbabwe WFP Country Strategic Plan 2017–2021	Zimbabwe CSPE 2022	CSPE	Centralized	Office of Evaluation	RBJ	2022
Evaluation of Lebanon WFP Country Strategic Plan 2018–2021	Lebanon CSPE 2021	CSPE	Centralized	Office of Evaluation	RBC	2021
Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings	Peacebuilding PE 2023	Policy	Centralized	Office of Evaluation	Global	2023
Strategic Evaluation of WFP's work on Nutrition and HIV/AIDS	Nutrition and HIV/AIDS SE 2023	Strategic	Centralized	Office of Evaluation	Global	2023
Strategic Evaluation of WFP's Use of Technology in Constrained Environments	Technology SE 2022	Strategic	Centralized	Office of Evaluation	Global	2022
Mid-Term Activity Evaluation of USDA Local and Regional Food Aid Procurement Grant (LRP-442-2019-011-00) for WFP School Feeding in Cambodia, 2019–2023	Cambodia Food Aid Procurement DE 2023	Activity	Decentralized	Office of Evaluation	RBB	2023
Addressing Climate Change Impacts on Marginalized Agricultural Communities Living in the Mahaweli River Basin of Sri Lanka 2013–2020	Sri Lanka DE 2021	Activity	Decentralized	Sri Lanka country office	RBB	2021
Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015–2019): Lebanon Evaluation Report	Lebanon DE 2020	Activity	Decentralized	Safety-Nets and Social Protection Unit	RBC	2020
Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015–2019): Syria Evaluation Report	Syria DE 2020	Activity	Decentralized	Safety-Nets and Social Protection Unit	RBC	2020
<i>Évaluation décentralisée conjointe finale du Programme National d'Alimentation Scolaire Intégré (PNASI) au Bénin – 2017 à 2021</i>	Benin DE 2022	Activity	Decentralized	Benin country office	RBN	2022
Final Evaluation of McGovern-Dole International Food for Education and Child Nutrition Program in Guinea-Bissau 2016–2019	Guinea-Bissau DE 2021	Activity	Decentralized	Guinea-Bissau country office	RBD	2021

Full title of the report	Abbreviated title for this report	Evaluation type	Evaluation category	Commissioner		Year
Evaluation of R4 Rural Resilience Initiative in Masvingo and Rushinga Districts in Zimbabwe January 2018 – June 2021	Zimbabwe DE 2022	Activity	Decentralized	Zimbabwe country office	RBJ	2022
WFP's USDA McGovern-Dole International Food for Education and Child Nutrition Program's Support in Rwanda 2016–2021	Rwanda DE 2021	Activity	Decentralized	Rwanda country office	RBN	2021
WFP Livelihoods and Resilience Activities in Lebanon 2016–2019	Lebanon DE 2019	Activity	Decentralized	Lebanon country office	RBC	2019
Midterm Evaluation of Nutrition Activities in The Gambia 2016–2019	The Gambia DE 2021	Activity	Decentralized	The Gambia country office	RBD	2021
<i>Évaluation conjointe à mi-parcours du Programme National d'Alimentation Scolaire Intégré (PNASI) Août 2017 – Mai 2019</i>	Benin DE 2020	Activity	Decentralized	Benin country office	RBN	2020
Mid-Term Evaluation of WFP School-Feeding USDA McGovern Dole Grant for FY 2017–2020 in Bangladesh	Bangladesh DE 2020	Activity	Decentralized	Bangladesh country office	RBB	2020
Midterm Activity Evaluation of USDA McGovern-Dole Grant (FFE-442-2019-013-00) for WFP School Feeding in Cambodia, 1 November 2019 to 30 October 2023	Cambodia McGovern Dole Grant DE 2022	Activity	Decentralized	Cambodia country office	RBB	2022
Endline Evaluation of United States Department of Agriculture (USDA) McGovern Dole Grant Food for Education Programme for WFP Cambodia FY 2017–2019	Cambodia DE 2020	Activity	Decentralized	Cambodia country office	RBB	2020
Final evaluation of the first phase (2015–2021) of the McGovern-Dole Food for Education and Child Nutrition Program in Côte d'Ivoire	Côte d'Ivoire DE 2022	Activity	Decentralized	Côte d'Ivoire country office	RBD	2022
Thematic Evaluation of Cooperating Partnerships in the Eastern Africa Region 2016–2020	Cooperating Partnerships in Eastern Africa Region DE 2021	Thematic	Decentralized	RBN	RBN	2021
<i>Évaluation thématique des activités de renforcement des capacités institutionnelles en Guinée – Juillet 2019 à juin 2021</i>	Guinea DE 2022	Thematic	Decentralized	Guinea country office	RBD	2022
<i>Contribution du Programme Alimentaire Mondial au Système de Protection Sociale Adaptative (SPSA) en Mauritanie depuis 2018</i>	Mauritania DE 2021	Thematic	Decentralized	Mauritania country office	RBD	2021
<i>Évaluation thématique sur les questions de genre dans les interventions du PAM au Burkina Faso (2016–2018)</i>	Burkina Faso DE 2020	Thematic	Decentralized	Burkina Faso country office	RBD	2020

Source: OEV management information system.

Abbreviations: RBB = Regional Bureau for Asia and the Pacific; RBC = Regional Bureau for the Middle East, Northern Africa and Eastern Europe; RBD = Regional Bureau for Western Africa; RBJ = Regional Bureau for Southern Africa; RBN = Regional Bureau for Eastern Africa; and RPB = Regional Bureau for Latin America and the Caribbean.

**Acronyms**

CEE	corporate emergency response evaluation
COVID-19	coronavirus disease 2019
CP	cooperating partner
CSP	Country strategic plan
CSPE	country strategic plan evaluation
DE	decentralized evaluation
GEWE	Gender equality and women's empowerment
NGO	non-governmental organization
PSEA	protection from sexual exploitation and abuse
SE	strategic evaluation