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# Evaluation of the WFP Humanitarian Protection Policy

## Evaluation Report: Volume II - Annexes

**May 2018**

WFP

**World Food Programme**

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# Annex 1: Terms of Reference of the Evaluation

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**Background**

1.1. Introduction

Policy Evaluations focus on a WFP policy and the guidance, arrangements, operations and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

These terms of reference (TOR) are for the evaluation of the WFP Humanitarian Protection Policy[1], which came into effect in February 2012, and the 2014 Policy Update[2]. The WFP Office of Evaluation (OEV) is launching this evaluation in parallel to an evaluation of WFP's Policies on Humanitarian Principles and Access in Humanitarian Contexts. A scoping exercise was conducted to examine potential thematic overlaps between the two evaluations, and to define the scope of each, including a clear delineation of the respective evaluation questions.

The TOR were prepared by the WFP OEV's evaluation manager, Gabrielle Duffy, Evaluation Officer, based on a document review, discussions with stakeholders, and the scoping exercise mentioned above.

The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP's policy and its implementation, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.

The annexes provide additional information on the evaluation timeline (Annex 1), the Evaluation Communication and Learning Plan (Annex 2), the delineation of scopes of the evaluations of WFP Humanitarian Principles and Access and Protection Policy (Annex 3), proposed composition of the Internal Reference Group (IRG) and External Advisory Group (EAG) (Annex 4).

The evaluation is schedule to take place from January to December 2017. It will be managed by the WFP Office of Evaluation and conducted by an independent evaluation team. A summary of the final evaluation report will be presented to the WFP Executive Board in February 2018.

1.2. Context

This evaluation takes place in the context of an unprecedented soar in humanitarian needs, alongside a historic shortfall in the funding required to meet them. Humanitarian responses are increasingly complex in the face of armed conflicts, disasters caused by natural hazards and the impacts of climate change, health threats, soaring inequality, and increased fragility marked by extreme poverty and weak institutions[3]. Each year, millions of people are forced to flee their homes as a result of armed conflict and violence, and live in a situation of displacement, exposed to a range of protection threats[4].

Since the early 1990's, the international community has invested considerably in the development of norms, policies, guidance and training to strengthen protection of and accountability to affected populations. The Humanitarian Reform programme that was borne of the 2005 Humanitarian Response Review, and later the Transformative Agenda (2011), placed a strong focus on protection, particularly for refugees and the internally displaced[5]. The 2005 UN

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[1] WFP/EB.1/2012/5-B/Rev.1
[2] WFP/EB. A/2014/5-F
[3] UN GA A/71/353, Outcome of the World Humanitarian Summit, Report of the Secretary-General, 23 August 2016
[4] Global Overview 2015, People Internally Displaced by Conflict and Violence, iDMC/NRC, May 2015
[5] The Global Protection Cluster, led by UNHCR, was established in 2005.

World Summit Outcome Document endorsed the 'Responsibility to Protect' norm[6], which envisaged the intervention of international actors in situations of acute crisis, although it is yet to be universally accepted. The Human Rights Up Front initiative was launched by the UN Secretary-General in late 2013 to ensure the UN system takes early and effective action, to prevent or respond to large-scale violations of human rights or international humanitarian law. It seeks to achieve this through cultural change within the UN system, so that human rights and the protection of civilians are seen as a system-wide core responsibility.

In a statement issued in 2013, the Principals of the Inter-Agency Standing Committee (IASC) affirmed that all humanitarian actors have a responsibility to place protection at the centre of humanitarian action[7]. The IASC Policy on Protection in Humanitarian Action defines protection as "all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. International Human Rights Law, International Humanitarian Law, and International Refugee Law". It committed to "a system-wide and comprehensive response to conflicts and disaster. This response is driven by the needs and perspectives of affected, persons, with protection at its core." Closely related are the IASC commitments to Protection from Sexual Exploitation and Abuse (PSEA).

Commitments emanating from the May 2016 World Humanitarian Summit (WHS) highlighted actions to further protect civilians, particularly children, and promoted the centrality of protection[8]. Strengthening the protection of refugees and internally displaced people is included in the WHS Core Responsibilities. The Summit re-emphasised the centrality of protection to humanitarian assistance and called for concerted efforts by the international community to support effective policies and frameworks that reduce new and protracted situations of refugee and internal displacement in a safe and dignified manner, and increase protection, particularly for those displaced, for marginalized groups, and for women and girls.

Even more recently, the UN High-Level Summit for Refugees and Migrants[9] resulted in a powerful outcome, the New York Declaration for Refugees and Migrants (NY Declaration), by which the UNGA adopted a set of commitments to enhance the protection of refugees and migrants. The NY Declaration reaffirms the importance of the international protection regime and represents a commitment by Member States to strengthen and enhance mechanisms to protect people on the move. It paves the way for the adoption of two new global compacts in 2018: the global compact on refugees and the global compact for safe, orderly and regular migration[10].

The humanitarian funding reforms known as the "Grand Bargain" aim to ensure that humanitarian organizations are able to anticipate and prepare for crises, can deliver protection and assistance better to the most vulnerable and can restore opportunity and dignity to them. It calls for safeguarding of the 'do no harm' principle, both in terms of politicised context and protection concerns.[11]

Despite this, in many operational contexts today, international humanitarian law is deliberately ignored by state and non-state actors, inflicting direct harm on civilians. Humanitarian actors face increasing challenges and dilemmas in ensuring the provision of humanitarian assistance that supports the protection of affected populations and avoids exposing them to further harm.

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[6] UNGA A/RES/60/1. 2005 World Summit Outcome. Oct 2005
[7] IASC, Statement on the Central of Protection, 17 December 2013.
[8] WHS Commitments to Action, Istanbul, May 2016
[9] UN High Level Summit for Refugees and Migrants - 19 September 2016
[10] UNGA A/RES/71/L.1, 13 September 2016 *New York Declaration for Refugees and Migrants*
[11] The Grand Bargain – A Shared Commitment to Better Serve People in Need, May 2016, Istanbul, Turkey

Results are not encouraging: a 2015 independent *Whole of System Review*[12] examined how protection issues are addressed in the context of humanitarian action, beyond agencies with specific protection mandates.  The findings identified systemic constraints to improving protection, such as resistance to change in the humanitarian system, geopolitical agendas shaping UN Security Council decisions, and the instrumentalization of humanitarian action in support of political or military agendas.  Other recurring themes included little common understanding of protection, lack of strategic vision, weakness in the protection architecture; gap between rhetoric and reality on protection; and the widespread perspective that humanitarians have a limited role to play.

In this context, WFP plays an important role as an example of how organizations that do not hold a specific protection mandate can integrate protection concerns into their programmes.  Since 2005, the organization has invested in developing its capacity to address protection concerns within the context of its mandate: firstly, through the WFP Humanitarian Principles Policy (2004), the Protection Project (2005-2008), and subsequently through the 2012 Protection Policy and its 2014 update. The last two Strategic Plans (2008-2013 and 2014-2017) have an increasing focus on protection.  The new Strategic Plan 2017-2021 states that "WFP will work to integrate humanitarian protection concerns and accountability to affected populations in all its activities[13]"

**Reasons for the Evaluation**

2.1. Rationale

WFP's Evaluation Policy (2016-2021) specifies that corporate policies should be evaluated within four to six years of implementation. Approved in 2012, the protection policy is now in its fifth year of implementation and its inclusion in the OEV work plan 2016-18 is therefore timely.

Moreover, the 2014 policy update reported that while much had been achieved over the first two years of roll-out, full implementation would require long-term commitment and further investments and likely to extend beyond the planned completion in 2016.

The evaluation is particularly timely and relevant in the light of the adoption of the Sustainable Development Goals, WFP Commitments to Agenda 2030, recent World Humanitarian Summit[14] outcomes, and the 2016 NY Declaration[15]. Through the upcoming roll-out of the new WFP Integrated Road Map[16], and specifically the new Strategic Plan (SP) 2017-2021, WFP has reiterated its strategic vision to enable it to integrate humanitarian protection concerns, together with humanitarian principles, gender equality and women's empowerment, into all of its work and activities.

Lastly, the evaluation of protection has received little attention globally, and is reportedly dispersed and inconsistent.[17]

2.2. Objectives

Policy evaluations serve the dual objectives of accountability and learning.

**Accountability** – This evaluation will assess the quality and results of the 2012 Humanitarian Protection Policy, of the associated guidance, approach and activities to implement it, as well as the 2014 update on its implementation. A management response to the evaluation

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[12] Independent Whole of System Review of Protection in the Context of Humanitarian Action, Niland N, Polastro R, Donini A, Amra L.  *NRC,* May 2015

[13] Paragraph 47, WFP Strategic Plan 2017-2021

[14] UN GA A/71/353 23 August 2016*, Outcome of the World Humanitarian Summit*, Report of the Secretary-General

[15] UNGA A/RES/71/L.1, 13 September 2016 *New York Declaration for Refugees and Migrants*

[16] WFP Integrated Road Map encompasses four pillars: the new Strategic Plan 2017-21, Corporate Results Framework, Financial Framework Review and Policy on Country Strategy Planning.

[17] Evaluation Protection in Humanitarian Action, Christoplos I. and Bonno F., ALNAP/ODI, 2016

recommendations will be prepared by WFP and subsequent action taken will be tracked over time.

**Learning –** The evaluation will determine the reasons why certain changes occurred or not to draw lessons, derive good practices and pointers for learning.  It will provide evidence-based findings, conclusions and recommendations to inform decision-making around the implementation and eventual revision of the protection policy. Key results will be actively disseminated to inform global debates and promote learning on protection to internal and external audiences as appropriate.

2.3. Stakeholders and Users of the Evaluation

A preliminary list of key internal and external stakeholders is provided in table 1. The evaluation team will conduct a full stakeholder analysis during the inception stage of the evaluation. An Internal Reference Group (IRG) and an External Advisory Group (EAG) will be involved throughout the evaluation process and will provide inputs at key stages (see Annex 6).

**Table 1: Key internal and external stakeholders**

| Stakeholders | Interest in the evaluation |
|---|---|
| **Internal stakeholders** | |
| Country Offices (CO) | Responsible for the country level planning and operations implementation, CO staff are involved in direct implementation of protection through programme design and delivery. They have a direct interest in the evaluation to inform country-level decision-making and support internal accountability, as well as accountability to beneficiaries, partners and donors. |
| Regional Bureaux (RB) | RBs provide strategic guidance, programme support and oversight to the COs. The evaluation results will inform decision-making by RB senior management, Emergency Coordinators, Regional Programme Advisers, and in particular the recently instated Regional Humanitarian Advisors. |
| WFP headquarters (HQ) divisions / Technical Units | The Emergencies and Transitions Unit (OSPZH) in the Policy & Programme Division holds a direct stake in the evaluation and will be a primary user of its results. The evaluation results will provide evidence of effective approaches to protection, and inform future policy and programme guidance, as well as support to RBs and COs.<br><br>A number of other HQ Divisions/Units will be interested in the findings of this evaluation.  These include Gender, Ethics, Performance management & Monitoring; Partnerships, Policy Coordination & Advocacy; Geneva and New York offices; Emergency Preparedness and Response; Ethics Office; Vulnerability Analysis Unit; Market Access Programme Unit. |
| WFP senior management | Senior Management at HQ, RB and CO levels will be interested in the findings of this evaluation as they decide on the organisation's policies, strategic directions and guidance. The findings may also inform senior management involved in decision-making for Level 3 and Level 2 emergency responses, through the Strategic and Operational Task Forces. |
| WFP Executive Board (EB) | As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations. |
| **External stakeholders** | |
| Affected populations | Affected populations (women, men, boys and girls) have a strong interest in WFP providing food assistance in ways that contribute to their safety, dignity and integrity. They are ultimately the best-placed to judge to what extent WFP's protection policy is effective in ensuring food assistance reaches them in ways that support their protection.  The evaluation will therefore have a strong focus on affected populations, and their perspectives will be sought during extended |

| Stakeholders | Interest in the evaluation |
|---|---|
| | field visits as a central building block to addressing the evaluation questions. |
| Governments in host countries | States hold the primary responsibility to protect all people within their jurisdictions. Host/partner governments have a direct interest in knowing whether WFP activities in the country are effectively reaching the population in need. The findings may also inform national-level solutions for safe and dignified food assistance programming, and serve as an advocacy tool. |
| Non-State Armed Actors (NSAA) | NSAAs are required to respect international humanitarian law, are parties to conflict in a range of humanitarian settings, with whom WFP may negotiate front-line access. The findings may serve as an advocacy tool. |
| UN agencies | The IASC and its Principals s responsible for strengthening the coordination of humanitarian assistance and advising the Emergency Relief Coordinator. Together with OCHA, they have an interest in learning from the results of the evaluation to address operational challenges and gaps. Humanitarian Coordinators and Country Resident Coordinators are directly responsible for the management of all clusters and coordination at country level and may use lessons from the evaluation to improve harmonized action.<br><br>The Emergency Directors Group has an interest in to strengthen coordinated emergency management.<br><br>UN agencies have an interest in ensuring that WFP operations are effective and aligned with their programmes. Due to their mandate, UNHCR who is the lead of the Global Protection Cluster, and UNICEF have a direct interest in learning from the findings of the evaluation as they might face similar challenges and constraints. Their implication in the evaluation process and sharing of their experience will be instrumental to generate lessons. UN Women and UNFPA may also be interested in the findings vis-à-vis linkages between protection, gender and gender-based violence.<br><br>The clusters, and particularly the Global Protection and Food Security clusters, have an interest in the evaluation results to strengthen response capacity and coordination. |
| NGO partners, other organizations | As key partners in programme implementation and design, they will be ultimately those who will be adopting the approaches that prove to be effective which might affect future implementation modalities, strategic orientations and partnerships. Organizations such as MSF, NRC, IRC and the ICRC will have a direct interest in the evaluation. Their implication in the evaluation process, together with local NGOs, will be instrumental to generate lessons.<br><br>The experience and knowledge of academic institutions and fora (e.g. ALNAP) can inform the evaluation and provide platforms for shared learning. |
| Donors | WFP is funded solely by voluntary donors' contributions. Donors have a keen interest in seeing the results of successful policy implementation, particularly those with a keen interest in protection. |

WFP stakeholders at country, regional and HQ level are expected to be involved in all phases of the evaluation process. The main internal users of the evaluation are WFP Country Offices and national-level partners who may use the results to inform decision-making and provide accountability; the Policy and Programme Division, WFP Executive Board and Executive Management Group, Gender Office, Regional Gender Advisers and Regional Humanitarian Advisers.

**Subject of the Evaluation**

3.1. WFP's Humanitarian Protection Policy

The WFP Policy on Humanitarian Protection[18] was approved by the WFP Executive Board in February 2012. It sets out the framework and policy direction for the integration of humanitarian protection in WFP's work and for increasing WFP's awareness and consideration of the rights and protection situations of the people it assists. It provides a practical WFP definition of protection, centred on assistance: *"protection means designing and carrying out food and livelihood assistance activities that do not increase the protection risks faced by crisis-affected populations receiving assistance. Rather, food assistance should contribute to the safety, dignity and integrity of vulnerable people"*.

The policy aims to ensure that crisis-affected people are not exposed to further harm as a consequence of WFP programmes, and that food assistance contributes to the protection of beneficiaries, particularly marginalized and disenfranchised groups. It is underpinned by five principles:

- recognition of the primary responsibility of the State to protect people within its jurisdiction and the need to work with governments;

- crisis-affected food-insecure people are the primary actors to whom WFP is accountable;

- food assistance based on context and risk-analysis that includes an understanding of protection gaps and their contribution to food insecurity and hunger;

- the pursuit of food assistance processes in accordance with humanitarian principles and international law;

- provision of food assistance in ways that support the protection of crisis-affected populations, and do no harm.

- The policy sets out six main policy directions for the immediate and long-term:

- investing in institutional capacity for context and risk analysis;

- incorporating protection into programme tools;

- integration into programme design and implementation;

- developing staff capacity;

- establishing informed and accountable partnerships;

- managing protection-related information.

Importantly, the policy outlines the boundaries of engagement, and defines WFP's responsibilities and limitations regarding protection, as a non-protection mandated organization. It lays out the minimum programme support requirements for a range of operational settings. Institutional support measures for integration of protection in WFP are also described, and further elaborated on in the Emergencies and Transitions Unit Strategy 2015-2016[19].

3.2. Overview of Policy Implementation Arrangements

An implementation approach was formulated to operationalize the protection policy. It outlined a four-year implementation plan (2012–2016), extending the work of the 2005-2008 Protection Project[20]. A phased-approach to policy implementation was envisaged, engaging an initial ten country operations in the first phase (July 2012–December 2013), increasing to twenty in phase 2

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[18] WFP/EB.1/2012/5-B/Rev.1

[19] WFP, Integrating Protection and AAP, Emergencies and Transitions Unit (OSZPH) Strategy 2015-2016.

[20] WFP, Humanitarian Protection Policy Implementation Approach, Humanitarian Policy & Transitions Service, Policy Planning Strategy Division, April 2012

(January 2014–June 2015), and mainstreaming guidance in phase 3 (July 2015 – June 2016 and onwards).

Implementation focused broadly on three of the six strategic policy directions: 1) staff capacity development; 2) programme support; and 3) inter-agency and bilateral collaboration. For each component, objectives and activities were developed at country and corporate level.

The approach also outlined mechanisms for coordination of implementation and technical support to the field, through a small team of WFP protection experts in HQ and stand-by partner arrangements (such as the Swiss Development Agency protection roster and the Protection Standby Capacity (PROCAP)) for the deployment of protection experts to COs that require support.

In 2014, WFP provided an update on the status of implementation of the protection policy[21]. Some 30 country offices were reported as having undertaken initiatives to strengthen protection in a range of contexts (large- scale emergencies, protracted crises, and development settings)[22]. Of these, 11 country offices had prioritized protection using dedicated resources[23]. The update found that country offices had focused primarily on three of the six policy components: staff capacity development, programme design and implementation and incorporation into programme tools. Protection capacity at the regional level was found to be strengthened. Since 2015, three humanitarian protection advisers have been recruited in regional bureaux[24] and protection experts have been deployed to major emergencies.

The update envisaged an increased number of country offices integrating protection into their work, and an extended implementation time-frame that would go beyond the planned completion of roll-out in 2016.

The OSZPH strategy for 2015-2016 outlined the three main areas of focus for that period: 1) guidance and training to expand WFP's knowledge and understanding of protection and AAP issues; 2) programme support for WFP CO to expand on achievements in integrating protection and AAP; 3) policy direction and engagement in global interagency policy processes.

*Accountability to Affected Populations*

Following WFP's commitments under the Transformative Agenda, the integration of protection into programmes was expanded to include strategies to improve accountability to the people receiving assistance[25]. To gain an overview of ongoing AAP activities, establish benchmarks, and strategically support the integration of AAP going forward, WFP undertook a global baseline survey of practices in all country offices in 2015[26].  Findings were encouraging and showed that AAP practices were being applied in a range of programmes and contexts, from emergency operations to development programmes (see Figure 2 below). Some 66% of country offices reported having at least one Community Feedback Mechanism (CFM) in place (the most prevalent types are hotline and complaints and feedback desks, although the survey reveals that complaints and feedback boxes and other mechanisms are also used). However, at that time formal CFMs were still not routinely established and implemented by all country offices and

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[21] WFP/EB.A.2014/5-F, 9 May 2014

[22] Afghanistan, Bangladesh, Burkina Faso, Burundi, Central African Republic, Chad, the Democratic Republic of the Congo (DRC), Djibouti, Ecuador, El Salvador, Ethiopia, Guatemala, Honduras, Kenya, Malawi, Mali, Mauritania, Myanmar, Nepal, Nicaragua, Pakistan, the Philippines, Rwanda, Somalia, South Sudan and Egypt, Iraq, Jordan, Lebanon and Turkey under the Syrian operation

[23] Afghanistan, Burundi, DRC, Ecuador, Ethiopia, Kenya, Malawi, Nepal, Pakistan, the Philippines and Somalia

[24] RBD (Dakar), RBB (Bangkok) and RBN (Nairobi)

[25] Source: WFP. Protection Policy Update. 2014

[26] Source: WFP, Accountability to Affected Populations in WFP, Baseline Survey 2015

standards for complaint- and response handling varied within and between operations. Four main areas for improvement were identified:

- standardising and systematising implementation through the development of corporate guidance;
- instituting a culture of learning from affected communities and integrating their feedback to improve programmes;
- exploring and capitalising on the possibilities offered by technology to enhance AAP mechanisms; and
- Systematically documenting and sharing successful practices and lessons.

A detailed overview of key internal milestones is provided below in Table 2.

**Table 2: Protection Policy - Internal key milestones**

| When | What | Description |
|---|---|---|
| **Feb 2004** | **Approval of Policy on Humanitarian Principles** | Constitute normative and moral obligation for WFP, other humanitarian agencies and their staff to ensure more positive humanitarian outcomes and, at a minimum, to prevent assistance from causing further harm to affected populations. |
| **2005-2008** | Protection Project. It included:<br><br>Series of field studies on protection in more than 10 WFP country operations[27]<br><br>Consultations<br><br>20 country-level training workshops<br><br>Several protection trainings for WFP staff and partners<br><br>Programme support to country offices in drafting and implementing protection checklists, work plans and strategies<br><br>Development of staff capacity to assess the contextual, programmatic and institutional risks that WFP faces when implementing its activities (protection and risk analysis, etc.) | Operationalized the principles and standards laid out in the HP Policy, using them as the basis for defining WFP's role in and contribution to humanitarian protection.<br><br>Managed by the Humanitarian Policy and Transitions Service, aimed at examining the extent to which WFP's work is already contributing to protection and at developing action points for what more the organisation can reasonably do, alone or with partners.<br><br>Undertaken in the context of scaling up inter-agency collaboration in order to provide predictable and coherent responses to growing protection gaps on the ground, and in view of the call for all humanitarian agencies - whether legally mandated or not – to share a collective responsibility for promoting protection of civilians. |
| **2006** | Start engagement with the global protection cluster | Provided additional guidance to the Protection Project |
| **2006** | **Approval of Note on Humanitarian Access and its implications** | Aimed to explain the challenges faced by WFP in securing humanitarian access in conflict and non-conflict emergencies and to describe WFP's role and approach, within the wider United Nations and humanitarian community, in ensuring safe and secure access |
| **May/June 2008** | Training of trainers on protection | Staff trained were responsible for facilitating the training programme in their COs and served as protection focal points. |
| **2008** | Approval of Strategic Plan (2008-2013) | Included shift from food aid to food assistance and affirmed the principle of operational independence |
| **2009 (developed in 2008)** | Training Manual on Protection in WFP Operations | Aimed to provide trainers with the necessary guidance materials to conceptualise, organise and deliver a training workshop on protection in the context of WFP's work. Includes a module of international law and another module on access negotiations |
| **2009** | Roll-out of a corporate-wide training programme on protection | Included up to 20 country operations (approximately 1,000 staff) |
| **Feb 2009** | Approval of WFP Gender Policy | Underscored WFP's commitment to the protection of women, |

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[27] Contexts refer to armed conflict, post-conflict and natural disaster settings. Countries include: West Africa Coastal States (Cote d'Ivoire, Liberia, Guinea and Sierra Leone), DRC, Sudan (South and Darfur), Sri Lanka, Myanmar, Laos, the Philippines, Colombia, Honduras, and El Salvador. It has also covered Afghanistan, the Plurinational State of Bolivia, Burundi, Chad, Central African Republic, Ecuador, Ethiopia, Haiti, Kenya, Mali, Nepal, the Occupied Palestinian Territory, Uganda and the United Republic of Tanzania

| When | What | Description |
|---|---|---|
| | | making prevention of gender-based violence a programme priority |
| June 2009 | Conference on Humanitarian Assistance in Conflict and Complex Emergencies | Critical areas of engagement were discussed, including: (i) UN and integrated missions, and their impact on humanitarian space; (ii) non-state actors and security, and their impact on humanitarian space; and (iii) protection, the rights agenda, principled humanitarian action and advocacy.<br>Included 3 country case studies: Compromise or Capitulation? Report on WFP and Challenges in Conflicts and Complex Emergencies: A Case Study of Haiti — Thomas Gurtner |
| 2010 | Start implementation of Access to Firewood and Alternative Energy in Humanitarian Settings (SAFE) Initiative | Done in Haiti, Sri Lanka, the Sudan (Darfur), Uganda, Chad, the Democratic Republic of the Congo, Ethiopia and Kenya to tackle protection challenges associated with collecting fuel for cooking |
| Sep 2010 | Seminar on Humanitarian Protection in the Context of Food Assistance | Held in Rome |
| Nov 2010 | WFP Anti-Fraud and Anti-Corruption Policy | Provided the policy basis for ensuring that protection threats to beneficiaries do not emanate from WFP staff or cooperating partners |
| Oct/Nov 2011 | Literature review of studies of cash and voucher transfers and survey on C&V | Aimed to investigate whether cash-based transfers were working towards improving protection of (or at least doing no further harm to) beneficiaries, and what impact they could have on gender and community dynamics.<br><br>The survey aimed to gather observations on the impact of cash and voucher transfers on protection and gender in CO programmes (34 COs responded[28]). |
| 2012 | Accountability to Affected Populations (AAP) Brief | Presented WFP's 3 focus areas among its 5 commitments to AAP done under IASC: i) Information provision; ii) participation; iii) Complaints and Feedback Mechanisms |
| FEB 2012 | **APPROVAL OF WFP HUMANITARIAN PROTECTION POLICY** | Outlined what humanitarian protection means for WFP, and proposed directions for sustainable engagement aimed at making WFP's presence safer and its assistance safer and more dignified. Based on the principle that WFP's food assistance processes – including negotiations for humanitarian access, advocacy, partnerships, and delivery mechanisms – should be pursued in accordance with humanitarian principles and international law. |
| 2013 | WFP Guidelines: Protection in Practice: food assistance with safety and dignity | Considered the protection concerns of beneficiaries within the context of WFP's food assistance mandate and looks at how and to what extent has WFP grappled with protection dilemmas in its own work. |
| Sep 2013 | WFP/ UNHCR case studies on: Examining Protection and Gender in Cash and Voucher Transfers[29] | Field research designed to examine cash and voucher transfers in WFP/UNHCR programmes, in terms of potential protection and gender implications. Included eight case studies in situations ranging from emergency relief to development. |

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[28] CO that responded were: Afghanistan, Armenia, Bangladesh, Benin, Burkina Faso, Cambodia, the Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Ecuador, Georgia, Haiti, Iraq, Kenya, Lao People's Democratic Republic, Liberia, Mozambique, Nepal, Nicaragua, the Niger, the State of Palestine, the Philippines, Rwanda, Senegal, Sierra Leone, Sri Lanka, the Sudan, the Syrian Arab Republic, Timor-Leste, Tunisia, Uganda, Yemen, Zambia and Zimbabwe
[29] CO included were: Bangladesh (WFP), Chad (UNHCR), Ecuador (UNHCR and WFP), Jordan (UNHCR), Kenya (WFP), Pakistan (WFP), the State of Palestine (WFP), and the Sudan (North Darfur, WFP).

| When | What | Description |
|---|---|---|
| **Oct 2013** | Approval of WFP Peacebuilding Policy | Established the parameters of WFP's engagement in peacebuilding, reaffirming the Do No Harm principle and supporting national priorities where possible, but following humanitarian principles where conflict continues. |
| **MAY 2014** | **APPROVAL OF THE UPDATE ON IMPLEMENTATION OF THE PROTECTION POLICY** | Focused on achievements and lessons learned across WFP in each of the six elements of the policy: i) staff capacity development; ii) context and protection risk analysis; iii) integration into programme design and implementation; iv) incorporation into programme tools; v) protection information management; and vi) partnerships. |
| **Nov 2015** | Minimum Standards for Implementing a Community Feedback Mechanism (CFM) | Included a list of 10 requirements which apply to all forms of CFMs (e.g. hotline, complaints and feedback desk, complaints and feedback box, or social media) to ensure that by meeting these requirements COs do not put affected people at risk, and that do not raise expectations that WFP cannot meet. |
| **2015** | **INTEGRATING PROTECTION AND AAP, OSZPH STRATEGY** | Recognized broader demand for support on protection and AAP, presented a move towards a more organic approach relying on CO initiatives and towards more complementary implementation of protection and AAP during period leading up to the policy evaluation. |
| **2015** | Global baseline survey on CFM | Realized by OSZPH across all country offices to gain an overview of ongoing AAP activities (previous efforts were ad hoc and not implemented in a coordinated manner). The survey focused on (i) information provision, (ii) participation, (iii) and complaints and feedback mechanisms (CFMs). It also examined internal processes that allow WFP to effectively integrate AAP. Progress was noted in all the specific areas, and 66% CO reported having a CFM in place in 2015. |
| **Feb 2016** | AAP Theory of Change | Developed the AAP Theory of Change to inform the new SP 2017-2021, which applies to all programmes, modalities and in all contexts, including operations of direct implementation as well as where WFP provides a technical advisory role to the government. Structured around information provision; consultation; complaint & feedback mechanisms. |
| **Feb 2016** | Protection Theory of Change | Developed the Protection Theory of Change to inform the new SP 2017-21, which applies to all programmes, modalities and in all contexts, including operations of direct implementation as well as where WFP provides a technical advisory role to the government. Overlap with other cross cutting areas, such as AAP and Gender, highlights complementarity among mutually-reinforcing approaches, while maintaining focus on thematic distinctions |
| **JUNE 2016** | **AAP STRATEGY** | Delineated WFP's approach to AAP (2016-2021) to facilitate participation of affected people in WFP's programmes by ensuring that programme design, implementation, and monitoring and evaluation processes and decisions are informed by and reflect the views of affected people. It is informed by the five IASC Commitments on AAP and other key inter-agency standards on AAP, including the Core Humanitarian Standards. |

*Expenditure*

Under the implementation plan, funding requirements were estimated at some US $6.96 million over 3 years (July 2012 to June 2015). These costs do not include the cost of stand-by partner deployment to field operations. The 2014 policy update did not report on funding and expenditure allocated to support the policy roll-out, other than estimate the contribution of stand-by partners (at US$1.6 million). The 2015-2016 Emergencies and Transitions Strategy on AAP and Protection estimated its implementation cost at US $5.9 million for that timeframe. At the corporate level, no further information is available at this stage on funding allocated.

*Reporting*

Since 2014 WFP has systematically monitored progress on protection and AAP, using two corporate indicators, included in the Strategic Results Framework:

Proportion of assisted people who do not experience safety problems to/from and at WFP programme sites: expected targets are of 80% for EMOPs, 90% for PRROs and 100% for CPs and DEVs. This indicator is linked to the SRF cross-cutting result on 'WFP assistance delivered and utilized in safe, accountable and dignified conditions'[30]. It is not limited to protection risks that may unintentionally be caused by WFP programmes, but also covers risks related to people's safe access to WFP assistance.

Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain). This indicator was developed as a first step towards increasing accountability in WFP's programmes in the context of WFP's commitment to AAP. Expected targets are 70% for EMOPs, 80% for PRROs and 90% for CPs and DEVs.

Table 3 below provides an overview of achievements against targets, reported in 2014 and 2015. The figures illustrate that most projects met established targets for protection indicators, although there is an apparent downward trend in the actual number of projects meeting protection targets. However, the 2014 and 2015 Annual Performance Reports highlighted that some country offices held concerns about whether safety problems are always reported, given the sensitive nature of the questions. Over the same period, the number of reporting capture rates has increased, particularly for PRRO projects (see Figure 1 and annex 4).

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[30] Source: WFP Indicator Compendium, 2015

**Table 3: Progress against WFP's corporate protection cross-cutting indicators (2014-2015)[31]**

| | Projects reporting performance data | | Projects meeting target | | Percentage of projects meeting targets | |
|---|---|---|---|---|---|---|
| Cross-cutting indicator | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 |
| 1. Proportion of assisted people who do not experience **safety problems** to/from and at WFP programme sites | 57 | 94 | 57 | 91 | **100%** | **97%** |
| 1.a. Proportion of assisted people **(men)** who do not experience safety problems to/from and at WFP programme sites | 67 | 97 | 66 | 93 | **99%** | **96%** |
| 1.b. Proportion of assisted people **(women)** who do not experience safety problems to/from and at WFP programme sites | 66 | 99 | 62 | 95 | **94%** | **96%** |
| 2. Proportion of assisted people **informed** about the programme (who is included, what people will receive, where people can complain) | 49 | 93 | 43 | 62 | **88%** | **67%** |
| 2.a. Proportion of assisted people **(men)** informed about the programme (who is included, what people will receive, where people can complain) | 65 | 106 | 50 | 69 | **77%** | **65%** |
| 2.b. Proportion of assisted people **(women)** informed about the programme (who is included, what people will receive, where people can complain) | 66 | 107 | 50 | 72 | **76%** | **67%** |

**Figure 1: Corporate protection cross-cutting indicators reporting capture by type of operation (2014-2015)[32]**





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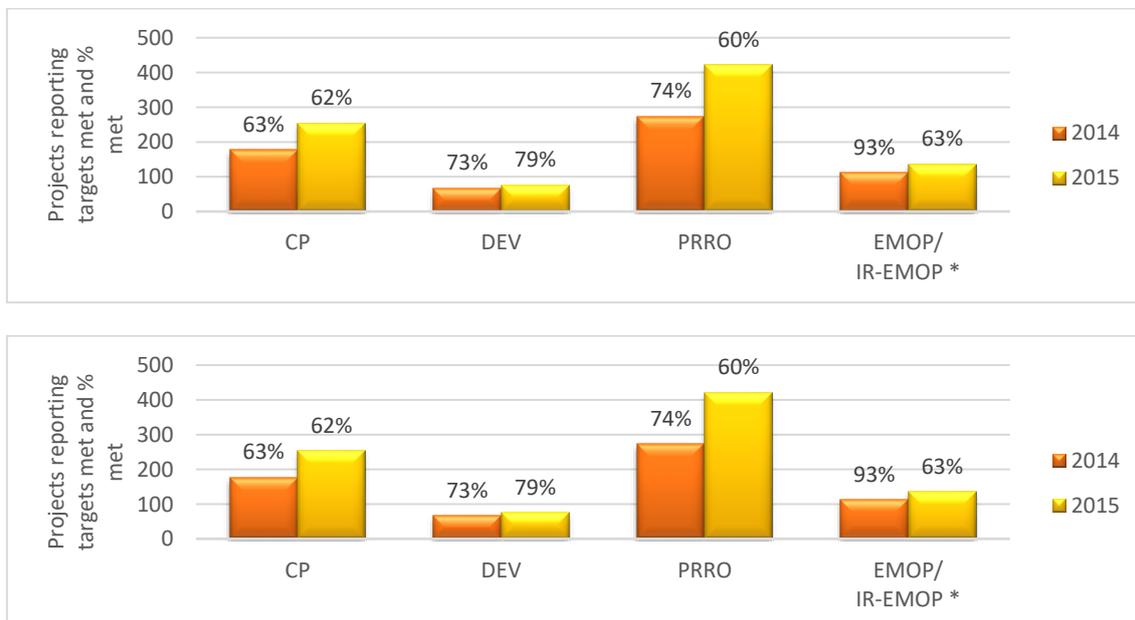
[31] Source: WFP Dacota and COMET 2014-2015

[32] Source: WFP Dacota and COMET 2014-2015. Includes projects reporting insufficient data.
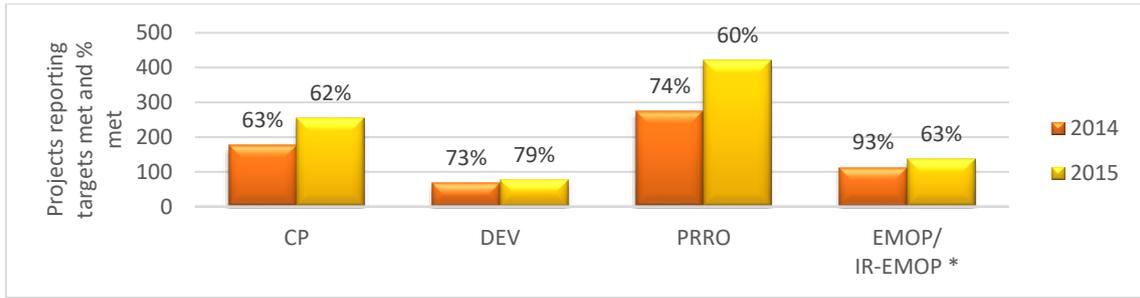
CP = Country Programme; DEV = Development Operation; PRRO = Protracted Response and Relief Operation; (IR) EMOP = *(Immediate Response) Emergency Operation*

**Figure 2: WFP Corporate protection indicators by type of operation (2014–2015)**[33]
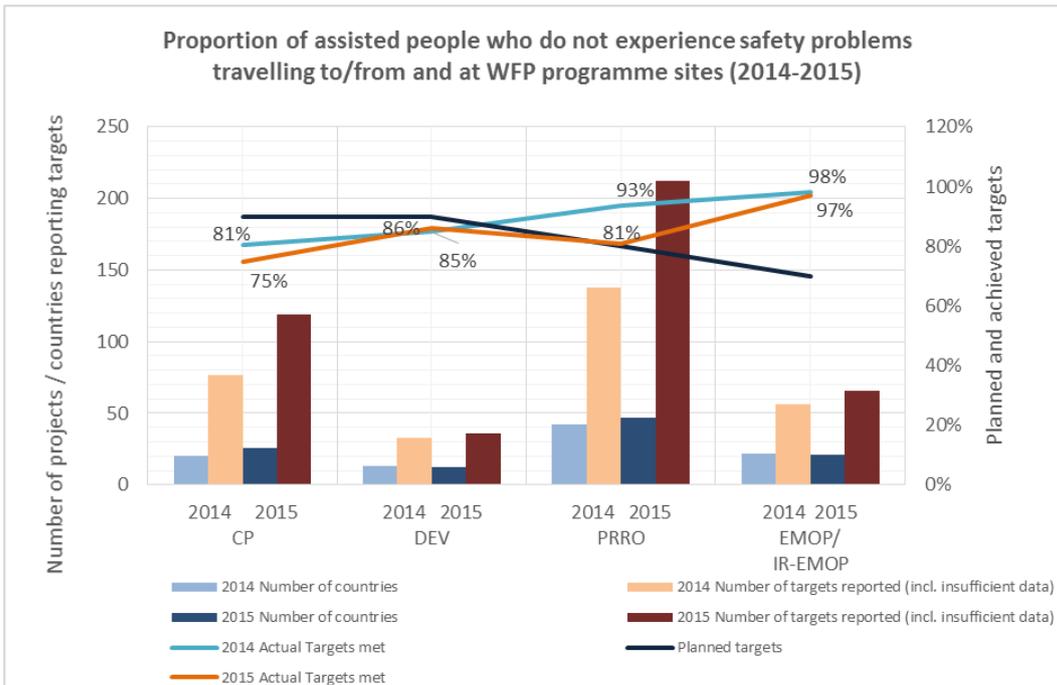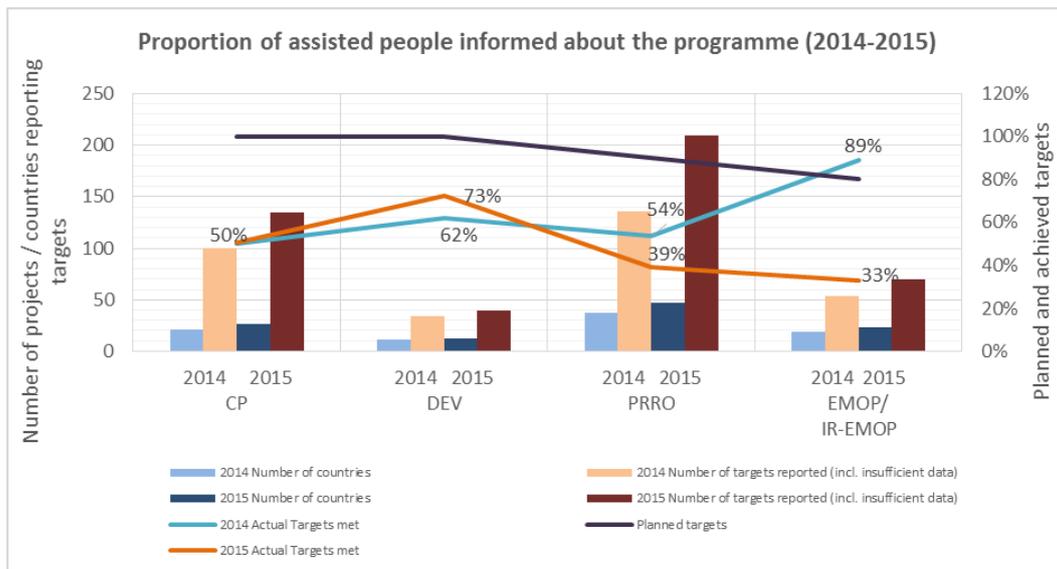




[33] Source: WFP Dacota and COMET 2014-2015. CP = Country Programme; DEV = Development Operation; PRRO = Protracted Response and Relief Operation; (IR) EMOP = (Immediate Response) Emergency Operation

While this data is helpful, it should be noted that a recent evaluability assessment of the WFP Strategic Plan 2014 – 2017[34] found that found that corporate indicators did not cover all protection aspects, and while results were measurable, there were concerns with data accuracy and responding to findings from data. The new SP 2017-2021 has retained one of the existing corporate indicators, and introduced two new indicators (see annex 5).

Reporting on progress against the three components outlined in the implementation plan is limited to the 2014 policy update. Reported achievements between 2012 and 2014 include:

Staff capacity development: more than 1,500 staff from WFP, cooperating partners and governments in 25 countries were trained in integrating protection into food assistance activities, adding to the 2,500 staff and partners trained previously. Protection has also been integrated in a number of other corporate trainings such as the ones for reporting officers and logistics. Also, there have been annual workshops for protection advisers. Ongoing in-country trainings.

Programme support; incorporation of protection into monitoring tools, programme guidance and assessment methodologies has been carried out at both the corporate and country office levels. Integration of AAP in operations at CO level. However, still need continuous support to CO through deployment of standby partners or recruitments.

Inter-agency and bilateral collaboration: participation in the global protection cluster and IASC protection policy. The OSZPH Strategy 2015-2016 provides some additional information, based on these components.

3.3. Scope of the Evaluation

To avoid duplication and maximize complementarities, the respective scopes of the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts and the evaluation of WFP's protection policy have been carefully delineated during the scoping exercise. The following thematic overlaps were identified: i) staff analytical capacity; ii) the principle of impartiality/non-discrimination; iii) level of staff and partner awareness of the humanitarian principles and key concepts; iv) advocacy; v) partnerships; and vi) information and monitoring. For each of these areas, the respective focus of the two evaluations is set out in Annex3. The two evaluations are distinct in their approaches and timelines and will be conducted separately. However, synergies between the two processes will be ensured through management by a single evaluation manager, some common membership of the reference groups, and close coordination between the two independent evaluation teams. It is expected that the protection policy findings may inform the policy evaluation of humanitarian principles and access. The risks outlined in table 3 below have been carefully considered when defining the evaluation approach and scope.

The evaluation will:

Assess the quality of WFP's policy framework (including the policy documents, organizational frameworks, systems, guidance, processes and capacities), including arrangements and activities in place to support implementation (Question 1)

Assess results achieved since the policy adoption in 2012 until mid-2017 (Question 2).

Identify factors within and beyond the control of WFP that enable or constrain its implementation (Question 3).

In doing so, the evaluation will also consider the following elements not included in the original policy:

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[34] Evaluability Assessment WFP's Strategic Plan 2014-2017, Advisory Report OEV/2015/022

Advocacy, given its importance for non-protection mandated organizations to promote and implement protection.

AAP as one of the core principles on which the policy is based, and which is included as a crucial factor in the 2014 policy update.

Prevention of Sexual Exploitation and Abuse, as an important component of the 'do no harm' approach that lies at the core of WFP's implementation of protection.

Protection in cash transfer programmes and urban settings. Both represent crucial and rising trends in humanitarian assistance and have specific implications for protection.

WFP monitoring, evaluation and reporting systems - capture results appropriate to the policy.

The evaluation will assess the extent and nature of the integration of gender and gender equality in the content and operationalisation of the policy. Gender, age and diversity considerations will be looked at, exploring for example the extent to which WFP's context and risk analyses are gender-informed; and/or to what extent the integration of protection in programmes takes different threats and opportunities of different population groups into account.

The following will not be considered within the scope of this evaluation:

- Safety of WFP staff and operations
- Access negotiations
- Partnerships other than cooperating/implementing partners; general adherence of partners to principles.

**Evaluation Questions, Approach and Methodology**

4.1 Overview of Evaluation Approach

The evaluation team will be expected to pursue the most rigorous approach possible in order to maximise the quality, credibility and utility of the evaluation and address the evaluation questions in a way that serves the dual objectives of accountability and learning. The approach will be global in reach and theory-based, testing the assumptions of the 2016 constructed theory of change, from output level to outcomes and policy objectives, as well as examine interlinkages between policy results and the expected short, medium- and long-term changes.

Due to the scope, timeline, and resourcing of the evaluation, it will be primarily reliant on qualitative data, document review and desk analyses of quantitative data. The evaluation design and methods developed by the evaluation team should be suited to the evaluation questions, expectations and field conditions facing the evaluation team; maximize the utility of the evaluation through inclusion of key stakeholders; and ensure credibility of the evidence used for analysis, conclusions and recommendations. A comprehensive approach will be developed during the inception phase. This will likely consist in:

A review of protection policy and normative documents at UN System-Wide level, as well as those of comparator organizations.

An assessment of relevant WFP policy and strategic documents.

An assessment of a selection of WFP operational documents (including project documents, reports (standard project reports, donor reports, evaluations).

An in-depth study of up to six country offices through desk-review, and field studies of an additional six country offices. Country cases will be selected against carefully established criteria, to ensure adequate breadth of geographic representation and a range of operational contexts.

A broad staff and partner perception survey looking at the level of protection expertise, understanding and awareness of key concepts and their operational significance.

## 4.2 Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

Conducting a policy evaluation of protection entails risks. A number of potential risks, and related mitigation measures were identified during the scoping exercise for this evaluation. Table 3 below provides a summary:

**Table 4:  Risks and Mitigation Measures**

| Risk | Mitigation Measure |
|---|---|
| The evaluation could create or exacerbate tensions with host governments, member states and non-state actors who object to inquiries relating to protection or to the rights-based discourse underpinning protection | Consult with country (and regional) directors how to approach country cases to address sensitivities of different stakeholders. |
| | Be sensitive about the language used around the evaluation, for example by not framing questions with reference to human rights, but with reference to national normative frameworks such as the constitution. |
| | Communicate to national government and non-state actors that the objective of the evaluation is not to conduct a protection analysis or assess the situation in country, but to assess WFP's capacities and performance, and inform future improvements. |
| The evaluation could be perceived as an attempt by WFP to expand its protection mandate and as such create or exacerbate tensions or debates relating to mandates between WFP and other UN agencies. External criticism could result in WFP giving less priority to protection. | Communicate the evaluation and its objectives e.g. to the global protection cluster and its members and emphasise the evaluation's objective to assess ways for non-protection mandated agencies to operationalise protection. |
| Evaluation findings on harm done by WFP or its partners could damage their reputation. | Stronger focus on learning, frame findings in a forward looking way and include good practices. |
| | Present findings in a very balanced way. |
| The evaluation could raise issues that WFP cannot address due to resource or mandate constraints | Focus on WFP's capacities and processes for implementing protection, rather than individual protection cases. |
| | Observe principles for the management of protection-related information in the evaluation. |
| The evaluation process could (be seen to) interfere with parallel processes investigating issues relating to protection and sexual exploitation and abuse – for example the ongoing UN investigation in Central African Republic. | Coordinate with UN partners (e.g. protection cluster). |
| | Consult with country directors, emergency coordinators, and heads of programme during the inception phase to ensure potential concerns are taken into account in the country selection. |

The recently-published ALNAP Guide to Evaluation protection in humanitarian action[35] may be helpful to inform the evaluation and to overcome some of the challenges in evaluating protection, particularly on protection-specific evaluability conditions, data collection methods, and intervention logics for protection.

During the inception phase, the evaluation team will conduct an in-depth evaluability assessment and critically assess data availability and quality to inform its choice of evaluation methods. A preliminary analysis indicates that there is scope for evaluation against the policy objectives, albeit with some constraints linked to evaluation questions 2 and 3. The policy is supported by an explicit theory of change that articulates several expected results and institutional and operational changes required, however this was developed in 2016, i.e. four years after policy approval.

It is expected that sufficient data will be available to analyze operational results, with the caveat that specific policy results have not been consistently monitored or reported upon at corporate level. Although systematic reporting against protection indicators has been in place since 2014, there has been limited use for programme adjustment and difficulties in applying these indicators in certain thematic areas (e.g. nutrition, school-feeding, capacity development), difficult interpretation by field monitors, and the AAP indicator does not fully capture all elements of AAP.

Several WFP and inter-agency evaluation reports covering the evaluation period provide protection findings. Evidence of protection outputs/outcomes may also be 'embedded' in broader programme reports and assessments.[36]  Preliminary out-reach to regional and field offices has revealed a wealth of qualitative and quantitative data (available in an E-library), however there is no corporate repository to systematically track protection activities, level of implementation at the country level, or performance.

Data on expenditure/levels of resources dedicated to protection may be difficult to track. OSZPH 2015-2016 strategy pointed out that "programme adjustments, review, or the costs or running a CFM are new to many CO and not yet integrated in budgets at the CO level". Expenditure data is therefore not mapped to specific protection activities.

The evaluation team is likely to encounter further data access constraints due to:

- Security issues in some of the country contexts most relevant for protection;

- Possible reluctance of key informants, including affected populations, to provide information on sensitive issues;

- Limited use of data on sensitive issues (e.g. PSEA) to avoid placing staff and beneficiaries at risk.

- Limited availability of quantitative data due to the relatively recent adoption of the policy and the related budget, programme, systems and monitoring tools.

As described in table 3, to mitigate some of these constraints, the purpose and process of the evaluation should be clearly communicated to relevant governments, staff and partners (emphasising that the evaluation will not conduct a protection assessment, but analyse WFP's capacity to integrate protection in its work) before launching the in-country evaluation process.

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35 Evaluating protection in humanitarian action: decision-making process, common issues and challenges. Christoplos, I. and Bonino, F. ALNAP/ODI, 2016

36 For example, SPRs, post-distribution monitoring reports, vulnerability and analysis assessments, emergency needs assessments, etc.

A safe space should be ensured for the discussion of sensitive issues while encouraging compliance with WFP's rules on reporting misconduct and protecting whistle blowers[37].

The results of surveys conducted in the evaluation will need to be analysed with caution due to the likelihood of incomplete data, respondent and temporal bias. To be fully inclusive and engage with a broad range of stakeholders, country visits will be required to complement and triangulate electronic survey-based data.

Annex 3 contains a preliminary analysis of data available through corporate reporting systems. Relevant background documentation and data sets will be made available to the evaluation team.

4.3 Evaluation Questions

The evaluation will address the following three questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and will help programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the protection policy should meet.

**Question 1:** What is the quality of the Policy and associated guidance? The evaluation will compare the policy and its provisions, as articulated, with international good practice, practice of comparators and partners, and other benchmarks to understand whether WFP's policy framework, from its outset, was geared towards attaining best results. This includes the extent to which the policy:

Is evidence-based and underpinned by a sound conceptual framework (theory of change), with clear objectives, outcomes, outputs and indicators to measure results.

Is coherent with other WFP corporate policies and normative frameworks (SP 2017-2021, Humanitarian Principles, Gender, AAP and PSEA) and with external policies and standards (e.g. IASC protection policy, Human Rights Up Front Initiative).

Clearly defines protection for WFP, as a non-protection mandated organization, setting appropriate parameters, guidance and reporting instruments for staff.

Reflects good practice and remains relevant in the face of an evolving global context.

To what extent staff members are aware of protection, and share a common understanding of it.

**Question 2: What were the results of the Policy?** The evaluation will collect information and data on results that can plausibly be associated with the policy and arrangements to implement it. In so doing, the evaluation will generate, to the extent possible, an understanding of other factors that generate the changes observed in the field in order to establish plausible associations between these occurrences and the stated policy and its implementation measures. Specific areas of analysis are likely to focus on the extent to which:

WFP has achieved intended outcomes as set out in the policy implementation plan and elaborated in the theory of change, as well as any unintended effects.

The policy has affected/influenced WFP's partners' practice and affected populations have directly benefited from the results of policy implementation.

Protection has been integrated as a cross-cutting objective throughout the organization, including to which extent practice has been consistent with the six strategic policy directions.

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[37] WFP "Whistleblower Protection Policy", ED/2008/003, 31 January 2008

WFP organizational frameworks, systems, guidance, processes and capacities have been put in place to operationalize the policy. (When considering policy implementation, the evaluation will also consider the following elements not included in the original policy (see scoping section): advocacy, AAP, PSEA, protection in cash-based transfer programmes and urban settings, WFP's M&E and reporting systems.

Staff feel empowered, capable and supported to operationalise the policy.

The policy framework had any unintended effects.

**Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the factors that influenced and/or explain the observed results, internal factors associated with the way in which the policy was developed and its implementation arrangements, and contextual and external factors. Areas of focus may include *inter alia*:

*Internal*

Process to develop the policy and implementation plan.

Communication and dissemination of the policy.

Quality and relevance of guidelines and tools for capacity development of staff and partners in a range of contexts

Management and use of protection-related information.

Institutional enabling environment:  leadership, internal staff capacity, level of investment of financial and human resources.

The evaluation should bring to light the institutional anchoring and level of priority given to protection as compared to AAP, PSEA and Gender, and the extent to which linkages, overlaps and delineations between the three policies enabled or constrained results.

*External*

Role of Stand-by Partners.

Operational contexts, national commitments to humanitarian protection.

Coordinated action and partnership, focusing on complementarity and synergies at global and national levels, particularly within the Food Security and Protection clusters.

Donor requirements.

4.4 Methodology

The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), effectiveness, and connectedness.

During the inception phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above) and complete methodology, to be presented in the inception report, with annexes covering data collection instruments and further details as agreed by the Evaluation Manager.

The methodology should:

Build on the logic of the policy and its objectives;

Be geared towards addressing the evaluation questions presented in 4.3 and as elaborated in the evaluation matrix;

Specify how gender and other structural socio-economic factors will be addressed;

Take into account the limitations to evaluability described in 4.2; budget and timing considerations;

Build on and refine identified key risks and appropriate management measures, during the inception phase as appropriate.

The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a mixed methods approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information obtained through a variety of means. The evaluation methodology will be highly participatory with a strong focus on affected people and include strong qualitative data collection methods to inform some of the evaluation questions. The sampling technique to impartially select countries to be visited and stakeholders to be interviewed should be specified in the inception report. Indicative criteria include country context (emergency, protracted crisis, development, middle/low-income countries, etc.), level of engagement in protection activities, geographic representation, etc.

Data will be disaggregated by sex, age group and other relevant groupings. The evaluation findings and conclusions will highlight differences in performance and results of the policy for different beneficiary groups as appropriate. Suggested data-gathering methods are given below:

**Table 5: Data Gathering Methods**

| Suggested data gathering methods for the protection policy evaluation |
|---|
| **Document analysis** |
| Internal and external policy and guidance documents on protection, AAP and related issues |
| Global context documents (WHS, SDGs…) |
| Context, risk and VAM assessments in country cases |
| Country strategies / Country Strategic Plans |
| Protection/AAP strategies/reviews/risk analysis |
| Gender and age analysis |
| Programme documents in country cases |
| Standard Project Reports (SPR) |
| Programme tools (checklists, standard operating procedures, PDMs) |
| Training materials |
| Community information materials |
| Media and social media reports |
| **Data analysis** |
| Global monitoring data on protection |
| Expenditure reports |
| SPRs |
| Data on AAP, including beneficiary feedback mechanisms, participation and information provision |
| PSEA complaints data |
| Corporate indicators relating to protection and PSEA |
| **Interviews** |

| |
|---|
| Internal and external protection and AAP experts |
| HQ staff responsible for policy implementation measures and advocacy |
| Senior Management (HQ, RB, CO) |
| Standby partners |
| Protection / humanitarian advisers |
| Gender Advisers. |
| Management, staff and cooperating partners at capital and sub-office level in country cases |
| Aid recipients and other relevant stakeholders in country cases (e.g. other humanitarian organisations with and without protection mandate, including the Red Cross/Red Crescent; protection cluster; government representatives; local civil society) |
| **Perception survey** with staff, partners, donors, governments and potentially aid recipients |

4.5 Quality Assurance

WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

To enhance the quality and credibility of this evaluation, external reviewer(s) will provide further quality assurance to the evaluation, and will comment on the draft inception and evaluation reports.

**Organization of the Evaluation**

5.1. Phases and Deliverables

**Table 6: Timeline summary of the key evaluation milestones**

| Main Phases | Timeline | Tasks and Deliverables |
|---|---|---|
| 1. Inception | Dec 2016– March 2017 | Inception Mission and inception reports. Desk Review at RB and COs level |
| 2. Fieldwork | April – July 2017 | Evaluation mission in the Co. Exit debriefings |
| 3. Reporting/Reviews | Jul – Dec 2017 | Draft Evaluation Reports/Matrix of comments Final evaluation report and Summary Evaluation Report for presentation at EB.1/2018 |

5.2. Evaluation Team

The evaluation will be conducted by a team of external consultants, expected to include three-four internationally recruited senior evaluators, including the team leader. The team should include women and men of mixed cultural backgrounds and a range of language skills. Core

team members should be complemented by national consultants for specific country cases, and by one or two research analysts.

The Team Leader will report to OEV's Evaluation Manager. She/he will have strong evaluation experience of humanitarian responses, leadership and communication skills, and organizational performance assessment. She/he will have a strong understanding of protection in complex humanitarian crises, and experience with policy or strategic evaluations within multi-lateral agencies, as well as expertise in one or more of the following technical areas: gender, AAP, food assistance programming.

Her/his primary responsibilities will include: ensuring appropriate, credible, and ethical methodology and approach; guiding and managing the team during each phase of the evaluation process; consolidating and quality assuring team members' contributions to the evaluation deliverables; representing the evaluation team in meetings with stakeholders; acting as contact point between the team and designated OEV Evaluation Manager; delivering the reports to the standards set out in this TOR and further confirmed in the inception report, in compliance with timelines and associated quality assurance systems operated by OEV (EQAS).

Other team members will report to the Team Leader and bring together a relevant combination of experience and technical expertise as per the technical areas outlined above, and should have experience in the methodologies needed for the evaluation. They should have the ability to process large amount of qualitative and quantitative data; good interpersonal skills; very strong facilitation experience and skills to deliver success learning workshops/events; team spirit; excellent analytical and writing skills; familiarity with WFP policies and programmes. Previous experience conducting evaluations of WFP programmes is an advantage. Reporting will be in English but it is expected that fieldwork will be conducted in French, Spanish and English, depending on the countries selected for case study. Arabic language skills within the team may also be required.

The team will not have been involved in the design, implementation or M&E of the protection policy, nor have other conflicts of interest. They will act impartially, adhere to confidentiality measures and respect the evaluation code of conduct[38].

5.3. Roles and Responsibilities

This evaluation is managed by OEV. Gabrielle Duffy, Evaluation Officer, has been appointed as evaluation manager. The evaluation manager has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Mar Guinot, Research Analyst, will provide research support throughout the evaluation.

WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in selected countries; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

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[38] UNEG Norms and Standards 2005, and UNEG Ethical Guidelines 2007.

To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders. An Internal Reference Group (IRG) and an External Advisory Group (EAG) will be established to ensure key internal and external stakeholders are involved throughout the evaluation process and provide inputs at key stages (see annex 6).

5.4. Communication

*It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

The communication and learning plan (see Annex 2) for the evaluation emphasizes engagement of key stakeholders throughout the evaluation process. The internal reference group will be the key focus of regular updates from the Evaluation Manager and the evaluation team, and discussion and feedback sessions are scheduled in each of the main phases of the evaluation.

To further disseminate the evaluation findings, the Evaluation Manager will draft a Summary Evaluation Report (SER), which summarizes the evaluation report's findings, key messages, conclusions and recommendations and a 2-page evaluation brief.  The SER will be validated by the evaluation team and form the basis of the WFP management response to the evaluation.

The evaluation report, Summary Evaluation Report, Management Response and the evaluation brief will be made public (on the WFP website wfp.org), while other evaluation products will be kept internal.  The evaluation reports (full and summary) will be presented to the WFP Executive Board for consideration in February 2018, together with the WFP Management Response.

 **5.5. Budget**

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

# Annex 2: Methodology

1.      The evaluation was conducted between January and December 2017 by a three-person team: one senior protection specialists and two senior evaluation specialists, supported by three national consultants and two research assistants. The study was managed by the company Dara.

2.      The evidence collected covered the period 2012-2017, spanning all WFP operations, systems and policies. The object of the evaluation, the Humanitarian Protection Policy, (the protection policy) is understood to cover all country situations, although it is perceived to be more relevant to crisis situations.

3.      The evaluation is based on primary and secondary evidence, and includes specific conclusions and recommendation for the policy's proposed revision and other guidance to support the policy going forward.

4.      The primary intended users of the evaluation are: WFP country offices and national-level partners; WFP Executive Board and executive management group; headquarters - policy and programme division; operational services humanitarian crises and transitions department (OSZPH); the gender office; regional bureaux; and regional humanitarian advisors.

5.      Twelve country case studies were undertaken. Visits of an average of 12 days were made to six of those countries between early May and early July: Afghanistan, Democratic Republic of Congo, El Salvador, Lebanon, Niger and Uganda. The visits were selected on the basis of regional representation and a spectrum of responses from development to emergencies (where north-east Nigeria and Iraq are classed at L3 emergency level). The selection also used an array of criteria such as the type of WFP operations, crisis typology, operation location, emergency response scale, and previously flagged protection concerns. The six other case studies were desk-based, with remote interviews. The selected countries were Colombia, Malawi, Nigeria, Iraq, Pakistan and Somalia.

6.      Two electronic surveys were conducted, one to cooperating partners in the 12 country case studies, and one to WFP staff familiar with protection. In the case of the staff survey, the staff members selected to fill in the questionnaire on the WFP Humanitarian Protection Policy were easily identified using a simple criterion of position. As the evaluation manager had access to all their contact details, the survey was sent to the whole population, i.e. 4,637 staff members.

7.      The survey was active for 24 days (from May 30 to June 23). In this period 1,190 people followed the survey link, and 600 of them started and finished the survey, resulting in a response rate of 13 percent (a little above the average for an online survey).

8.      For a population of 4,637 people (the whole population had access to the survey link), a statistically significant sample would have been 355 responses. As 600 responses were received, the sample is statistically significant at a confidence level of 95 percent with a margin of error of only +/- 3.73 percent and therefore extremely positive for the analysis of the staff survey results.

9.      The case of the partners survey is slightly different, as the evaluation team did not have access to the entire population number. From the whole partners' population that could have answered the questionnaire, the survey was sent to 316 people chosen from a selected number of countries. This was the intended sample.

10.     The survey was active for almost two weeks (from June 12 to June 23). In this period 143 partners started the survey but only 74 finished it, resulting in a response rate of 23 percent (considered satisfactory compared to a 10 percent response rate which is most common for an

online survey) and a completion rate of 52 percent. The responses from the partners' survey are not as statistically significant, therefore they should be viewed with care.

11.　　For the face to face in-depth interviews, four questionnaire protocols were developed and adapted to the context and the person, where questions were duly selected by the interviewer on the basis of relevance. Some 504 interviews were conducted, in which respondents were assured of confidentiality. As Figure 1 demonstrates, there was a gender balance in the interviews.

**Figure 1: Gender distribution across consultations in 12 country studies**
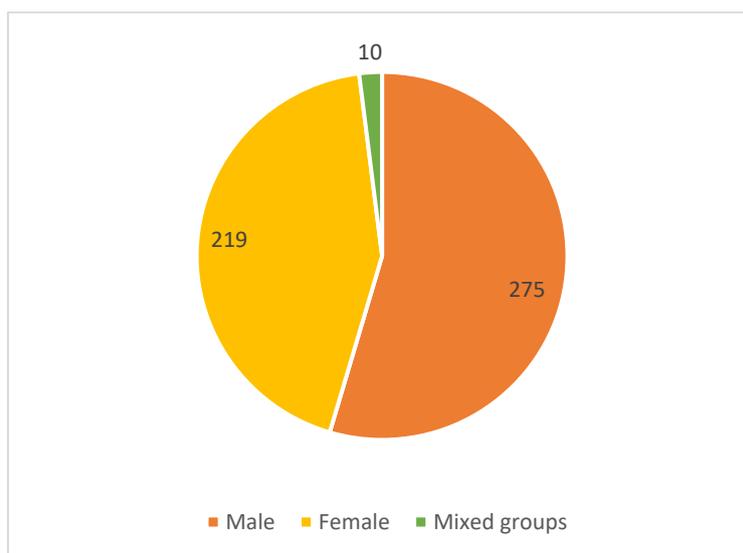


Source: Evaluation team

**Figure 2: Category of people met during country case studies**
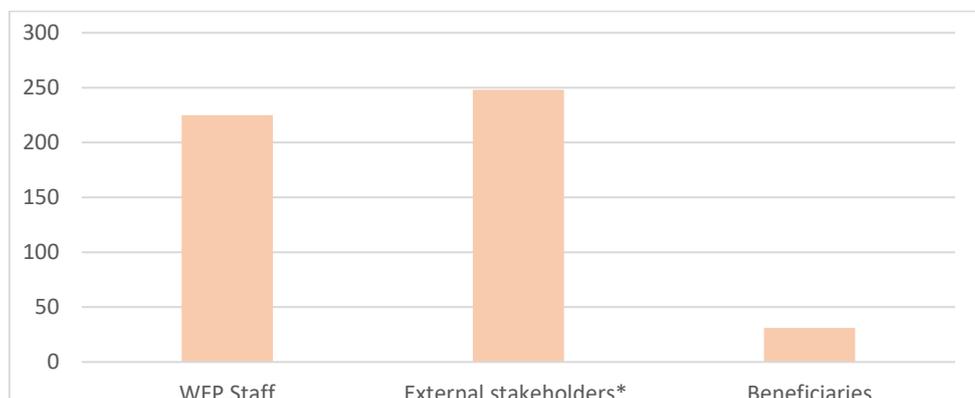


Source: Evaluation team (*External stakeholders include: protection professionals, NGO partners, other United Nations agencies, government staff, donors, others.)

12.　　The evaluation focused deliberately on the gender dimension of protection, by recognising cultural biases, achieving a balance of respondents, seeking out women beneficiary groups, and analysing outcomes from women's perspectives.

13.　　The analytical framework combined qualitative and quantitative evidence, organized around the evaluation matrix, which was drawn from the evaluation questions, and approved in the inception phase. The performance assessment is articulated around an analysis of the quality of the policy (with reference to comparable standards, internal coherence and field applicability), the results achieved, and the factors that facilitated or impeded results. The results

themselves were analysed from the point of view of the outcomes proposed in the 2016 theory of change, the policy directions outlined in the policy itself, and the corresponding implementation plan. The findings were discussed in Rome at a large-scale workshop on 28 and 29 September 2017 , after which the report was finalized.

14.  The methods were selected to enable the collection of primary and secondary data that had sufficient depth and breadth. The methods were interlinked, allowing the evaluation team to triangulate information. This triangulation was primarily achieved through the use of four different sources of information:

- WFP and partner documentation on quality and results

- The two surveys and a deeper country point-of-contact electronic questionnaire sent to protection focal points in the countries visited

- In-depth interviews, some in group format

- Direct observation of operations in the field, wherever this was possible.

15.  The analysis revolved around the benchmarks outlined in the evaluation matrix and allowed certain key issues to be progressively identified and checked through a return to sources. The analysis of the results also used the protection policy theory of change's definition of the various levels of outcome. It provided a comprehensive analysis of the different effects sought under the policy. However, it was of limited use, from the point of view of an evaluative analysis, in that it reproduced the main weakness of the policy: the flow of effects from internal outputs to external outcomes is difficult to justify. Indeed, as presented in the report, the evaluation found the policy direction to be more focused on internal directions with limited applicability in the field and this therefore reduced the possibility of obtaining clear cut outcomes. The current theory model presents the outputs as leading to discrete changes in the higher-level population-centred effects, but this causal link does not appear logical or justified to the evaluation. The theory of change was hence only used to track the categories of outcomes.

16.  In addition to the data-collection methods outlined above, the evaluation team took into consideration gender and protection issues and the ethics of evaluation and research. This was particularly important when dealing with WFP beneficiaries and other affected populations.

17.  The data collection process spanned two phases, the documentation review and the primary data collection field work. The synthesis included all relevant documents and data available. The documentation review was continuous throughout the course of this assignment, as several pertinent documents (including other related evaluations and assessments) became available in the course of the research.

18.  The constraints faced by the evaluation were typical for evaluations of this type and scope, and were not considered to have distorted findings. The data available was considered to be sufficient, and no major gaps were identified.

19.  The understanding and practice followed by WFP operations was evolving throughout the evaluation period, which can be seen in the development of additional guidance, the turnover of staff, and the increasing attention given by WFP personnel over time to protection. All interviews were voluntary and survey responses were self-selecting. Some of the areas where the beneficiaries were to be found in Afghanistan, Democratic Republic of the Congo, El Salvador and Niger presented too many security risks to justify visits, resulting in reduced access to beneficiaries and affected populations in these countries.

20.  The corporate indicators were not a reliable source of information, since, as detailed in the policy quality analysis section, they covered only a fraction of the protection policy's scope. The reporting tended to be extremely positive, with no clear benchmarking or quantitative basis

for the scores given. There was on the other hand a severe shortage of systematic analysis of outcomes.

21.     There was a degree of complexity in the conduct of the evaluation, marked by changes of team leader, and in the selection of countries to be visited. In the latter case, a determining factor was the accessibility of the operations, due to logistical and staff workload constraints. This logistical constraint could have created an obstacle for the collection of information, but the field visits and desk studies revealed a wealth of information and particular angles on protection, which had not been anticipated, and which enriched the evaluation in a way which more systematic sampling would not have allowed.

22.     The evaluation approach was participatory, in that findings were tested and shared at various stages of the evaluation. The Office of Evaluation accompanied the Dara evaluation team on three country visits (Lebanon, Niger, El Salvador) and participated in some interview sessions. The objective was to maximise access to information and ensure that the institutional aspects of protection were fully captured. There were cases where it was considered better that WFP personnel not attend meetings. In other cases, the Office of Evaluation personnel submitted their own notes to the evaluation team. Group interviews and in-depth individual interviews were carried out in Rome in January and in July, and a stakeholder workshop was held in Rome in July to present and test the emerging findings.

23.     The Office of Evaluation launched this evaluation in parallel with a distinct evaluation of WFP policies on humanitarian principles and access in humanitarian contexts. A scoping exercise was conducted in August to October 2016 to define the parameters of each evaluation. As a result, the following issues are not considered within the scope of this evaluation: security of WFP staff and operations; access negotiations; partnerships other than cooperating partners; and general adherence of partners to principles.

# Annex 3: Mapping of Evaluation Findings

| Recommendation | Related findings | Related conclusions |
|---|---|---|
| **A new policy.** For the attention of the Executive Board and executive management: WFP must formally and regularly re-affirm that protection and accountability to affected populations are a core responsibility of WFP within the framework of its role in food security and partnerships (SDG 2 and SDG 17). WFP should prepare a new policy, with a single objective that is centred on all populations affected by crisis and vulnerability (for emergencies and for development), which endorses the IASC definition. | Paragraphs 41, 46, 52, 61, 62, 63, 64, 70, 151-153, 158, 170, 177, 178, 191. | 201-205, 214, 216 |
| **Integration into risk management.** For the attention of the enterprise risk management division*:* The corporate line of sight should link risk and programming around protection. An organization-wide risk and protection framework must be developed, to include both population risk and programming objectives. | Paragraph 25, 30, 35, 38, 54, 55, 56, 61, 63, 65, 67, 71, 72, Box 4, 76, 90, 94, 119, 125, 131, 133, 134, 145, 158, 160, 170, 189, 190, 191, 206, 210, 211, 216, 219. | 208, 217 |
| **Alliances and partnerships.** For the attention of the partnership, governance and advocacy department: WFP should develop a formal resource mobilization approach to support cross-cutting results for protection. | Paragraphs 105-118, 137-141, 154, 188-189, 190, 191, 194-196. | 212, 213, 220 |
| **Human resources.** For the attention of human resources and OSZPH*:* An increase and formalization in protection staffing should take place, and skills training should become more targeted. | Paragraphs 47, 58, 91-94, 99-103, 104, 169, 179-186, 197-199. | 211, 215 |
| **Evidence base**. For the attention of the resource management department and the Office of Evaluation: WFP must strengthen its analysis of context and protection by re-designing the data architecture for monitoring and evaluation. | Paragraphs 33, 34, 48, 49, 76, 77 to 79, 119-121, 123, 133, 172, 174. | 209-211, 221 |

| Recommendation | Related findings | Related conclusions |
|---|---|---|
| **Stakeholder dialogue.** For the attention of OSZPH: A new strategy of engagement toward affected populations and vulnerable groups should be developed around strengthened community feedback mechanisms. | Paragraphs 81 to 89, 129, 136 to 145, 148. | 214, 222 |

# 1.1. Annex 4: Tracking of Evaluation Questions

| Evaluation Questions | Relevant Sections | Data Source |
|---|---|---|
| **Q1. What is the quality of the policy and associated guidance?** | | |
| **1.1.** To what extent is the WFP Humanitarian Protection Policy (protection policy) evidence-based and underpinned by a sound conceptual framework (theory of change), with clear objectives, outcomes, outputs and indicators to measure results? | Section 1.2: 10<br><br>Section 1.4: 29<br><br>Section 2.1.1: 34, 35, 42, 43, 44, 45, 48<br><br>Section 2.1.2: 62, 65<br><br>Section 2.2.1: Finding 5, 88<br><br>Section 2.2.2: Finding 11, 124, 129,<br><br>Section 2.3.1: 161 | • Operations and transitions unit – OSZPH - document review (Humanitarian Protection Policy, theory of change, update on the implementation of the protection policy, implementation plan, integrating protection and accountability to affected populations, emergencies and transitions unit (OSZPH) strategy 2015-2016, protection and accountability to affected populations in WFP, key achievements and strategic documents from the OSZPH)<br><br>• WFP strategic document review (strategic and corporate results frameworks, annual performance report); *Protection in Practice: Food Assistance with Safety and Dignity*; evaluations reports; post distribution monitoring documents in Malawi; protection analyses and monitoring and evaluation in Iraq (including in e-mail form); *Office* of Evaluation Top 10 Lessons<br><br>• Document review: IASC. 2013. Centrality of Assistance, operational and strategic documents from Pakistan, Nigeria, South Sudan, Malawi, Colombia, Iraq, Somalia<br><br>• Interviews with policy personnel at headquarters<br><br>• Interviews with staff (in Afghanistan, Democratic Republic of the Congo, El Salvador, Lebanon, Niger, Uganda) |
| **1.2.** To what extent is WFP protection policy coherent with other WFP corporate policies and normative frameworks (SP 2017-2021, humanitarian principles, gender, accountability to affected populations and PSEA) and with external policies and standards (e.g. IASC protection policy, human rights up front initiative)? | Section 1.2: 10<br><br>Section 1.4: 23, 24, Figure 3, 28, 30<br><br>Section 2.1.1: 36<br><br>Section 2.1.2: Finding 2, 50, 51, 52, 54, 55, 60, 62<br><br>Section 2.3.1: 158, Figure 6, 162, 171<br><br>Section 3.1.1: 201<br><br>Section 3.1.3: 217 | • Document review (UNCEF, IASC and ICRC protection policies, policies of DanChurchAid, UNICEF and Sida); WFP strategic plans (2008-2013) and (2017-2021); WFP Integrated Road Map; corporate results framework; WFP normative documents including: gender policy and gender policy evaluation, PSEA circular, Do No Harm guidance, policies on humanitarian principles and access, personal data protection and privacy guidelines, peace building and accountability to affected populations; emergency and transition framework's 'Right Way', Human Rights Up Front Initiative; review of United Nations agencies' code of conduct; SPHERE Handbook in 2000; United Nations reports and resolutions between 2001 until present; United Nations Zero Tolerance policy ;WFP and humanitarian protection informal |

| | Section 3.3: 225<br><br>Annex 6 | • consultation on the protection policy in 2011<br>• Staff online survey<br>• Interviews with staff, partners, beneficiaries, retail partners in the field and at headquarter level<br>• Review of rights based approaches and protection in three related organisations (UNICEF, DanChurchAid, Sida) and other uncited non-mandated agencies dealing in protection |
|---|---|---|
| **1.3** Does the protection policy clearly define protection for WFP, and have supporting processes and initiatives that set appropriate parameters, guidance and reporting framework for staff. | Section 1.4: 22, 24, 27, 29<br><br>Section 2.1.1: Finding 1, 33, 40, 41, 42, 44, 47, 49<br><br>Section 2.1.2: 52, 54, 55, 56, 57, Finding 3, 61, 62, 64, 66, Finding 4, 70<br><br>Section 2.2.1: Finding 5, 72, Finding 6, 89, 90, 94, Figure 5, Finding 8, 103, 104, Finding 10, 120, 121, Figure 4, 122<br><br>Annex 8 | • Document review of WFP documents: WFP humanitarian principles policy (2004), the protection project (2005-2008), the 2012 protection policy, the 2014 update, the 2015 WFP gender policy, WFP role in peacebuilding in transition settings, environmental policy; joint strategy on refugee self-reliance in food security and nutrition in protracted crises; *Protection in Practice: Food Assistance with Safety and Dignity (2013)*. WFP strategic documents (IRM, CSP, CRF, annual performance report); Country offices reports (Liberia, Uganda, Democratic Republic of the Congo); strategic documents from Pakistan, Nigeria, South Sudan, Malawi, Colombia, Iraq, Somalia; protection risk analysis in north-eastern Nigeria; documentation on transition camps and resulting shifts in programming, as well as a series of special reports, SPRs; compendium of policies; protection training manual; OZSPH integrating protection and accountability to affected populations strategy; 2016 protection guidance manual<br>• Interviews with staff in the field and at headquarter level<br>• Staff online survey |
| **1.4** Does the protection policy reflect good practice and remain relevant in the face of an evolving global context, including crisis environments? | Section 1.4, 27, 28, 30, 31. Section 2.1.3, 68, 69, 70. Section 2.3.3, 190, 191, 192, 193, Section 3.1.1, 207, Section 3.1.3, 217, 218, 3.2, 221, 222, 223. | • OZPSZH integrating protection and strategy. Protection training manual. Guidance manual<br>• Mahony, Liam. 2004. "*Food, political power and protection in Darfur*" in Protection in Practice, WFP, 2013<br>• Interviews with personnel in Lebanon and Colombia, staff electronic survey |
| **Q2. What were the results of the policy?** | | |
| **2.1.** Has WFP achieved intended outcomes as set out in the policy implementation plan and elaborated in the theory of change, as well as any | Section 2.2.1: Finding 5, Finding 6, 71, 72, 73, 75, 77, 78, 79, Finding 6, 80, 81, 82, 83, 85, 86, 87, 88, 89, Finding 7, 90- 94, Finding 8, 95 – 104, Finding | • Document review of the operations and transitions unit – OSZPH : Humanitarian Protection Policy, theory of change, update on the implementation of the protection policy, implementation plan, theory of |

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| unintended effects? | 9, 105 – 118, Finding 10, 119 – 123<br><br>Section 2.2.2: Finding 11, 124 - 154<br><br>Section 2.3.1: 173<br><br>Section 3.1.2: 208 | change, country strategic plans in Lebanon, CFM reports, help desk reports, cash & voucher manual, standard project reports, post distribution monitoring, cash feasibility studies, SCOPE survey, complaint and feedback mechanism reports, hotlines report in Lebanon, Democratic Republic of the Congo and Malawi, food basket monitoring questionnaires; list of personnel deployed and stand-by partner capacity; protection and accountability to affected populations mission report in Turkey; WFP normative documents including: gender policy, PSEA circular, Do No Harm guidance, policies on humanitarian principles and access, personal data protection and privacy guidelines, peace building, accountability to affected populations, annual performance report<br><br>• Staff and partner online surveys<br><br>• Interviews with staff, partners, beneficiaries, retail partners in the field and at headquarter level |
| **2.2** To what extent has the intent of the protection policy been integrated as a cross-cutting objective throughout the organization, including to what extent has practice been consistent with WFP commitment in protection? | Section 2.1.1: 46. Section 2.2.2: 125, 126, 127, 128, 129. 2.2.2: 146, 147, 149. 2.3.1: 152, 153, 154. Section 2.3: 157, 158, 159, 162-171, 175, 176, 177. Section 2.3.2: 186, 191. Section 3.1.2 : 210, 213, 217. Section 3.2 : 222, 223. | • WFP strategic document review (strategic and corporate results frameworks)<br><br>• Review of general WFP reporting: vulnerability assessment and mapping, post distribution monitoring, monitoring and evaluation, country strategic plans, and evaluation reports (in particular Syria and Iraq)<br><br>• Bonsigniorio, M., Alvarez, M. & Aranki D. 2017. *An Overview on Protection and AAP in WFP's Emergency Social Safety Net Programme in Turkey 2017*. WFP<br><br>• WFP2017. Update on the gender policyWFP/EB.A/2017/5-D, WFP cash and voucher manual (2014), website of WFP innovation accelerator<br><br>  • Multiple interviews with staff in regional bureaus and country offices, staff questionnaire, questionnaire of cooperating partners |
| **2.3** To what extent do senior and field staff members have a common understanding of the centrality of protection in the WFP response and feel empowered and supported to operationalise the policy? | Section 2.1.2: 64, 66. Section 2.2.1: 106, 107, 152, 153, 154. Section 2.3.2: 174-178. Section 2.3.3: 184, 185. Section 3.2: 216, 223. | • Compendium of policies relating to the strategic plan<br><br>• Annual performance report 2016<br><br>• WFP synthesis of operational evaluations, update on the implementation of the humanitarian protection policyInterviews with senior staff at CO (6 country visits including 5 CDs plus Pakistan) and HQ level<br><br>• Comparisons with findings from other policy evaluations, in particular capacity building and corporate partnership strategy |
| **2.4** To what extent has the policy | Section 2.2.1: Finding 9, Box 6, 105, 106, 107, 108, | • Review of WFP documents: corporate partnership strategy, capacity |

| | affected/influenced the practice of WFP partners? | 109, 110, 111, 112, 113, 114, 116, 117, 118 Section 2.2.2: 125, 129, 137 Section 2.3.3: 190, 192-196. Section 3.1.2: 214 | development policy, annual evaluation reports from 2015 and 2014, synthesis of operational evaluations, letter of agreements and memoranda of understanding, FLAs, SOPs, review of operational documents from selected country studies (Afghanistan, Democratic Republic of the Congo, El Salvador, Lebanon, Niger, Uganda)<br>• Online staff and partner surveys<br>• Interviews with staff, partners, beneficiaries, retail partners in the field and at headquarter level |
|---|---|---|---|

**Q3. Why has the policy produced the results that have been observed?**

**Internal: What internal factors facilitated or obstructed implementation of the policy**

| | | |
|---|---|---|
| **3.1.** How did the institutional environment enable or constrain the implementation of the policy? | Section 2.1.1: 34, 46. Section 2.1.2: 52, 53, 56-60, 63. Section 2.2.1: 70, 102. Section 2.2.2: 136. Section 2.3.1 and 2.3.2 : 156-186. Section 3.1 : 215-218. Section 3 .2 : 219, 223. | • Strategic Results Framework (2014-2017), Corporate Results Framework (2017-2020)<br>• ICRC protection policy. WFP humanitarian protection policy, 2012.<br>• Operations and transitions unit – OSZPH - document review (Humanitarian Protection Policy, theory of change, update on the implementation of the protection policy, implementation plan, integrating protection and accountability to affected populations, emergencies and transitions unit (OSZPH) strategy 2015-2016, protection and accountability to affected populations in WFP, key achievements and strategic documents from OSZPH)<br>• Online staff survey, survey of cooperating partners<br>• Review of call centre reporting on telephone hotlines to WFP<br>• Integrated Road Map, enterprise risk management, risk appetite<br>• Interviews with WFP personnel in 12 case study countries, and at HQ |
| **3.2.** To what extent did the quality and appropriateness of the training plan, guidelines and tools for capacity development of staff and partners and internal staff capacity give effect to policy implementation? | Section 2.1.1: 36, 47. Section 2.2.1: 95-104. | • Online staff survey, survey of cooperating partners<br>• Interviews with WFP staff, in particular staff in country office and OSZPH<br>• Workshop reports, training material, review of guidance material |
| **3.3** To what extent do the coverage and quality of monitoring information (including but not only | Section 2.1.1: 34, 35. Section 2.3.1: 172, 173. | • Review of all WFP monitoring material from the 12 case study countries, in |

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|---|---|---|
| corporate indicators), the protection of sources, and accessibility, contribute to decision making? | Section 2.3.2: 196. 3.1.2: 211, 213, 221. | particular the reporting guidelines, not only on corporate indicators<br>• Reporting on corporate indicators, and annual performance Review<br>• Interviews with personnel in Democratic Republic of the Congo, Lebanon, El Salvador, Afghanistan<br>• Interview with resource management and technology branch |
| **External: What external factors facilitated or obstructed the implementation of the policy** | | |
| **3.4.** How have external factors affected the implementation and results of the policy? | Section 1.3: 17. Section 2.3.3: 187-189. | • Review of policies, guidance and monitoring and evaluation material from a number of other related agencies<br>• Interviews with senior WFP personnel, in 12 case study countries and headquarters. Interviews with external protection-related personnel from ICRC, UNHCR, UN-OCHA, and a wide number of NGOs<br>• Review of material produced by the protection cluster, in particular the Democratic Republic of the Congo protection strategy; evaluation of Danish human rights based programming, whole-of-system review of protection 2015 |
| **3.5.** How did the coordination and partnership, focusing on complementarity and synergies at global and national levels, particularly within the food security and protection clusters, affect implementation of the policy? | Section 1.3: 18, 36, 79. Section 2.1.1: 114. Section 2.3.2: 182, 194. Section 2.3.3: 192, 194. | • Document review: IASC. 2013. Centrality of assistance, operational and strategic documents from Pakistan, Nigeria, South Sudan, Malawi, Colombia, Iraq, Somalia<br>• Review of VAM and SCOPE data in Democratic Republic of the Congo and Lebanon; interviews with humanitarian advisers in regional offices, protection focal points in 5 country offices<br>• Interviews with UNHCR and UNICEF personnel in Niger, Geneva, Afghanistan. |

# 1.2. Annex 5: List of Persons Met

| Nr. | Forenames, Surname | Organization and function | Method | Category | Country | Date | Interviewer |
|-----|-------------------|--------------------------|--------|----------|---------|------|-------------|
| 1 | Julie Thoulouzan | WFP - Officer in Charge, OEV | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 2 | Gaby Duffy | WFP - Evaluation Manager, OEV | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 3 | Mar Guinot | WFP - Evaluation Analyst, OEV | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 4 | Zlatan Milisic | WFP - Director, Policy and Programme Division (OSZ) | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 5 | Paul Howe | WFP – Chief, Emergency Programme and Policy Unit (OSZPH) | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 6 | Rebecca Skovbye | WFP - Policy Officer, OSZPH (protection & AAP) | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 7 | Natalia Macdonald | WFP - Consultant Programme Policy, OSZPH (AAP) | Detailed discussion | WFP staff | Italy | Mo 9 Jan 2017 | Team |
| 8 | Genevieve Chicoine | WFP - Regional Monitoring and Evaluation Adviser (RMEA), RB Nairobi | Telephone interview | WFP staff | Kenya | Mo 9 Jan 2017 | Team |
| 9 | Ann Defraye | WFP - Regional Humanitarian Advisor, RB Nairobi | Telephone interview | WFP staff | Kenya | Mo 9 Jan 2017 | Team |
| 10 | Brian Lander | WFP - Senior Liaison Officer, GVA | Telephone interview | WFP staff | Switzerland | Mo 9 Jan 2017 | Team |
| 11 | Gina Pattugalan | WFP - External Relations Officer, NYC | Telephone interview | WFP staff | USA | Mo 9 Jan 2017 | Team |
| 12 | Brian Bogart | WFP - External Relations Officer, NYC | Telephone interview | WFP staff | USA | Mo 9 Jan 2017 | Team |
| 13 | Jacqueline Paul | WFP - Senior Gender Advisor, GEN | Detailed discussion | WFP staff | Italy | Tu 10 Jan 2017 | Team |
| 14 | Rebecca Lamade | WFP - Monitoring & Evaluation Advisor, Performance Management and Monitoring | Detailed discussion | WFP staff | Italy | Tu 10 Jan 2017 | Team |

| 15 | Inka Himanen | WFP – Operational Information Management & Performance Reports Officer, Performance Management Division | Detailed discussion | WFP staff | Italy | Tu 10 Jan 2017 | Team |
|----|--------------|---------------------------------------------------------------------------------------------------------|---------------------|-----------|-------|----------------|------|
| 16 | Brown, Denise | WFP - Director, Emergency Preparedness and Support Response Division | Detailed discussion | WFP staff | Italy | Tu 10 Jan 2017 | Team |
| 17 | Andrea Duechting | Programme Adviser, Global Food Security Cluster | Detailed discussion | Other | Italy | Tu 10 Jan 2017 | Team |
| 18 | Marina Angeloni | Programme Adviser, Global Food Security Cluster | Detailed discussion | Other | Italy | Tu 10 Jan 2017 | Team |
| 19 | Simon Russell | Coordinator, Global Protection Cluster | Telephone interview | WFP staff | Italy | Tu 10 Jan 2017 | Team |
| 20 | Marcus Prior | WFP - Senior External Partnerships Officer, Policy Coordination and Advocacy Division | Telephone interview | WFP staff | Italy | Tu 10 Jan 2017 | Team |
| 21 | Michaela Bonsignorio | WFP - focal point for data privacy guidelines | Telephone interview | WFP staff | Italy | Tu 10 Jan 2017 | Team |
| 22 | Agnes Korus | WFP - Regional Humanitarian Advisor, RB Bangkok | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 23 | Dipa Bagai | WFP - Regional Monitoring and Evaluation Adviser, RB Bangkok | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 24 | Paul White | WFP - Consultant Programme Policy, OSZPH (Protection) | Detailed discussion | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 25 | Marika Guderian | WFP - Regional Humanitarian Advisor, RB Dakar | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 26 | Gabriella McMichael | WFP - Regional Monitoring and Evaluation Adviser, RB Cairo | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 27 | Ellen Kramer | WFP - Regional Programme Advisor, RB Cairo | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 28 | Mohamed Salem | WFP - RB Cairo | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 29 | Liam Mahoney | International academic in the field of civilian protection and human rights | Telephone interview | Protection professionals (WFP and other) | Italy | Wed 11 Jan 2017 | Team |
| 30 | Giorgia Testolin | WFP - Regional Programme Advisor (Protection, Gender), RB Panama | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |

| 31 | Jacqueline Flentge | WFP - Regional Monitoring and Evaluation Adviser, RB Panama | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
|---|---|---|---|---|---|---|---|
| 32 | Kathrine Starup | Danish Refugee Council - Global Protection Advisor, Member of the EAG | Telephone interview | NGO partners | Italy | Th 12 Jan 2017 | Team |
| 33 | Bonnie Green | WFP - Director, Ethics Office () | Telephone interview | WFP staff | Italy | Th 12 Jan 2017 | Team |
| 34 | Yvonne Forsen | WFP - Deputy Head / Chief, VAM (OSZAF) | Detailed discussion | WFP staff | Italy | Th 12 Jan 2017 | Team |
| 35 | Guilhem Ravier | ICRC - Head of Unit, Protection of the Civilian Population, Central Tracing Agency and Protection Division, member of the EAG | Telephone interview | Protection professionals (WFP and other) | Italy | Th 12 Jan 2017 | Team |
| 36 | Leigh Hildyard | WFP - Regional Programme Advisor (Protection, Gender and Capacity Strengthening), RB Johannesburg | Telephone interview | WFP staff | Italy | Wed 11 Jan 2017 | Team |
| 37 | Stephen Gluning | WFP – Deputy Country Director | Detailed discussion | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 38 | Ghazala Mirza | WFP - Programme Policy Officer, Gender and Protection, CD | Detailed discussion | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 39 | Rashida Amir | WFP - CO Deputy Head of Programme | Detailed discussion | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 40 | Baimankay Sankoh | WFP - Head of Provincial Office KPK | Telephone interview, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 41 | Ilaria Martinatto | WFP - Head of Provincial Office Balochistan | Telephone interview, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 42 | Nadeem Baig | WFP - Head of Provincial Office AJK | Telephone interview, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 43 | Shahzada Rashid | WFP - Head of Provincial Office Punjab | Telephone interview, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 44 | Irfan Malik | WFP - Head of Provincial Office Sindh | Telephone interview, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |

| 45 | Kanwal Fatima | WFP Programme Assistant, Provincial Office Sindh | Telephone interview, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
|---|---|---|---|---|---|---|---|
| 46 | Faryal Ahmed | WFP - M&E | Detailed discussion | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 47 | Mr. Obaidullah Khan | Pakistan Red Crescent Society - National Programme Coordinator | Detailed discussion, group | Protection professionals (WFP and other) | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 48 | Humaira | Pakistan Red Crescent Society - (Programme manager, Canada and Norway)-Gender and protection focal point | Detailed discussion, group | Protection professionals (WFP and other) | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 49 | Raja Rehan | Pakistan Red Crescent Society - Programme Officer, Organizational Development | Detailed discussion, group | Protection professionals (WFP and other) | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 50 | Arshad Jadoon | WFP - Programme Officer, Resilience, Relief and Innovative Approaches and Nutrition Unit Representatives | Detailed discussion, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 51 | Shah Nasir Khan | WP - Programme Policy Officer, Relief | Detailed discussion, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 52 | Masood Abbasi | WFP - Nutrition Officer | Detailed discussion, group | WFP staff | Pakistan | Mo 20 Feb 2017 | Norah Niland |
| 53 | Kathrin Lauer | WFP -  Head of Compliance Unit | Detailed discussion, group | WFP staff | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 54 | Syeda Zahra | WFP -  Programme Assistant, BFB Mechanisms | Detailed discussion, group | WFP staff | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 55 | Raja Amjad | WFP - Senior Security Assistant, Security Unit | Detailed discussion | WFP staff | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 56 | Pauline Krawielicki | ACTED - Project Development Manager | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 57 | Sarfraz Lal Din | ACTED | Detailed discussion | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |

| 58 | Rizwan ul Haq | World Vision - Programme Development Manager | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
|---|---|---|---|---|---|---|---|
| 59 | Waqas Pervaiz | World Vision - Head of Finance | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 60 | Aamer Habib | Save the Children - Director Programme Implementation | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 61 | Nadeem Ahmad | Save the Children - Director Finance and Logistics | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 62 | Shehla Tabassum | Save the Children - Nutrition specialist | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 63 | Zakir Hussain | CARE - Head of Emergency Preparedness and Response | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 64 | Aqsa Khan | CARE - Senior Gender and Advocacy Advisor) | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 65 | Javeria Afzal | OXFAM - Associate Country Director | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 66 | Mohammad Qazilbash | OXFAM - Country Director | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 67 | Sammiya Tour Rauf | OXFAM - Associate Country Director | Detailed discussion, group | NGO partners | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 68 | Thivan Hoang | WFP - Head of VAM unit | Detailed discussion | WFP Staff | Pakistan | Tu 21 Feb 2017 | Norah Niland |
| 69 | FGD Women | WFP - GFD point - WHO | Semi-structured Interview | IDP women | Pakistan | Wed 22 Feb 2017 | Norah Niland |
| 70 | | NGO partners (GFD, Nutrition, Livelihoods) | Detailed discussion, group | NGO partners | Pakistan | Wed 22 Feb 2017 | Norah Niland |
| 71 | Nimith (Chair) | Protection Cluster Leads including GBV and Child Protection - UNHCR, UNICEF, UNFPA | Detailed discussion, group | United Nations staff | Pakistan | Wed 22 Feb 2017 | Norah Niland |
| 72 | Nimith (Chair) | Government counterparts (FDMA, PDMA, FATA Secretariat, RRU FATA) | Detailed discussion, group | Government staff | Pakistan | Wed 22 Feb 2017 | Norah Niland |
| 73 | Nimith (Chair) | Key WFP staff | Detailed discussion, group | WFP staff | Pakistan | Wed 22 Feb 2017 | Norah Niland |

| 74 | | Logistics, Security, Admin, Finance, Human Resources | Detailed discussion, group | WFP staff | Pakistan | Wed 22 Feb 2017 | Norah Niland |
|---|---|---|---|---|---|---|---|
| 75 | Zafar Iqbal | NDMA (National Disaster Management Authority) Pakistan - Director, Recovery and Rehabilitation | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 76 | Syed Muhammad Ayub Shah | NDMA - Deputy Director, IT | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 77 | Ehtisham Khalid | NDMA - Project Director, MHVRA, Project Management Unit | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 78 | Muhammad Shafi Agha | NDMA - Deputy Director, Projects | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 79 | Riaz-ur-Rehman | NDMA - Finance Officer | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 80 | Tariq Hayat | The Ministry of States and Frontier Regions - Joint Secretary | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 81 | Mirza Haque | The Ministry of States and Frontier Regions - Deputy Secretary | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 82 | Aslam Shaheen | Ministry of Planning and Development Division - Chief of Nutrition | Detailed discussion, group | Government staff | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 83 | Caroline Birch | ECHO - Technical Assistant | Detailed discussion, group | Donors | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 84 | Shohreh Naghshbandi | ECHO - Technical Assistant | Detailed discussion, group | Donors | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 85 | Robert Drapcho | USAID - Humanitarian Officer | Detailed discussion | Donor | Pakistan | Th 23 Feb 2017 | Norah Niland |
| 86 | Tracey Maulfair | UNHCR - Assistant Representative Protection CO Islamabad | Detailed discussion, group | Other United Nations agencies | Pakistan | Fr 24 Feb 2017 | Norah Niland |
| 87 | Tom Otunga | OCHA - Humanitarian Affairs Officer | Detailed discussion, group | Other United Nations agencies | Pakistan | Fr 24 Feb 2017 | Norah Niland |
| 88 | Fatima Iqbal | OCHA - Humanitarian Affairs Officer | Detailed discussion, group | Other United Nations agencies | Pakistan | Fr 24 Feb 2017 | Norah Niland |

| 89 | Melanie Galvin | UNICEF - Chief of Nutrition | Detailed discussion, group | Other United Nations agencies | Pakistan | Fr 24 Feb 2017 | Norah Niland |
|----|----------------|-----------------------------|----------------------------|-------------------------------|----------|----------------|--------------|
| 90 | Cris Munduate | UNICEF - Deputy Representative | Detailed discussion, group | Other United Nations agencies | Pakistan | Fr 24 Feb 2017 | Norah Niland |
| 91 | | Senior Management | Detailed discussion, group | WFP staff | Pakistan | Fr 24 Feb 2017 | Norah Niland |
| 92 | Neil Buhne | Humanitarian Coordinator | Detailed discussion | Other United Nations agencies | Pakistan | Fr 24 Feb 2017 | Norah Niland |
| 92 | Ms Yasmeen | Psychologist | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 93 | Ahmad Ali Nouman | Programme Officer | Detailed discussion, group | Protection professionals (WFP and other) | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 94 | Zahid Toru | Project Manager | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 95 | Syed Fawad | Project Manager | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 96 | . Gohar Ayub | Project Coordinator | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 97 | Muhammad Salman | Project Manager | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 98 | Irum Jamshed | Programme Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 99 | Zahir Shah | Programme Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 100 | Fareeda Zahid | Programme Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 101 | Naimat Ullah | Programme Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 102 | Irum Kanwal | Field Coordinator | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |

| 103 | Riaz Khan | Protection Officer | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
|---|---|---|---|---|---|---|---|
| 104 | Asif Ullah | Executive Director | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 105 | Kaleem Nasir | Project Manager | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 106 | Tariq Aziz | Logistic Officer | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 107 | Mahjabeen Ayub | Protection Officer | Detailed discussion, group | Other United Nations agencies | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 108 | Farid Gul | GBV Coordinator | Detailed discussion, group | Other United Nations agencies | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 109 | Sohail Ahmad | Child Protection Specialist | Detailed discussion, group | Other United Nations agencies | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 110 | Sajjad Muhammad | Sector Specialist | Detailed discussion, group | Government staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 111 | Noor Alam Khan | Deputy Director | Detailed discussion, group | Government staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 112 | Attia Zahid | M & E Officer | Detailed discussion, group | NGO partners | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 113 | Yasir Hayat | Programme Officer | Detailed discussion, group | Government staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 114 | Amir Khan | Programme Assistant | Detailed discussion, group | Government staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 115 | Shazia Gul | Programme Assistant | Detailed discussion, group | Government staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 116 | Khurram Atta | Programme Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 117 | Pir Raza | Logistic Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 118 | Jawad Khan | Field Coordinator | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |

| 119 | Maria Haroon | Admin & Finance Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
|---|---|---|---|---|---|---|---|
| 120 | Said Rehman | Programme Associate | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 121 | Maria Daud | Programme Associate | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 122 | Affsheen Yousaf | Reports Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 123 | Hamid Ullah | Senior Admin Associate | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 124 | Sagheer Ahmad | Finance Associate | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 125 | Mr. Sankoh | Chief Provincial Office | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 126 | Brenda | Security Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 127 | Larissa | Admin & Finance Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 128 | Abdul Saboor | HR Officer | Detailed discussion, group | WFP staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 129 | Tayyaba Farhat | Programme Assistant | Detailed discussion, group | Government staff | Pakistan (Peshawar) | Wed 22 Feb 2017 | Norah Niland |
| 130 | Sitta Kai Kai | Deputy Director | Detailed discussion | WFP staff | Democratic Republic of the Congo (Kinshasa) | Th 22 June 2017 | Emery Brusset & Justine Garrigue |
| 131 | Ludovic Konan | Head of Human Resources | Detailed discussion | WFP staff | Democratic Republic of the Congo (Kinshasa) | Th 22 June 2017 | Emery Brusset & Justine Garrigue |
| 132 | Kai Roehm | Programme Policy Officer | Detailed discussion | WFP staff | Democratic Republic of the Congo(Kinshasa) | Th 22 June 2017 | Emery Brusset & Justine Garrigue |

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| 133 | Theodore Kaputu | M&E | Detailed discussion | WFP staff | Democratic Republic of the Congo (Kinshasa) | Th 22 June 2017 | Emery Brusset & Justine Garrigue |
| 134 | Robert | Distribution | Detailed discussion | WFP staff | Democratic Republic of the Congo (Gbadolite) | Fr 23 June 2017 | Emery Brusset & Justine Garrigue |
| 135 | Boaz Nswa | Camp Management | Detailed discussion | Government staff | Democratic Republic of the Congo (Gbadolite) | Fr 23 June 2017 | Emery Brusset & Justine Garrigue |
| 136 | Louis-Brice Angazika | Sous-comité de gestion des AGR des réfugiés | Detailed discussion | Member of the affected population | Democratic Republic of the Congo (Gbadolite) | Fr 23 June 2017 | Emery Brusset & Justine Garrigue |
| 137 | Etienne Bonaventure | Sous-comité de cohabitation pacifique et des conflits des réfugiés | Detailed discussion | Member of the affected population | Democratic Republic of the Congo (Gbadolite) | Fr 23 June 2017 | Emery Brusset & Justine Garrigue |
| 138 | Nembra Josephat | Présidente des réfugiés | Detailed discussion | Member of the affected population | Democratic Republic of the Congo (Gbadolite) | Fr 23 June 2017 | Emery Brusset & Justine Garrigue |
| 139 | Jean-Pierre Kitabo Borayva | Chef de groupement | Detailed discussion | Host community | Democratic Republic of the Congo (Gbadolite) | Fr 23 June 2017 | Emery Brusset & Justine Garrigue |
| 140 | Valy Doumbia | Responsable de la sous-délégation ADEF | Detailed discussion | NGO partner | Democratic Republic of the Congo (Gbadolite) | Sat 24 June 2017 | Emery Brusset & Justine Garrigue |
| 141 | Gabin Ngoy | Technicien de nutrition ADEF | Detailed discussion | NGO partner | Democratic Republic of the Congo (Gbadolite) | Sat 24 June 2017 | Emery Brusset & Justine Garrigue |
| 142 | Rasmane Balma | Directeur du sous-bureau de WFP | Detailed discussion | WFP staff | Democratic Republic of the Congo(Gbadolite) | Sat 24 June 2017 | Emery Brusset & Justine Garrigue |

| 143 | Guy Onambele | Food Security Cluster Coordinator | Detailed discussion | WFP staff | Democratic Republic of the Congo(Goma) | Mo 26 June 2017 | Emery Brusset & Justine Garrigue |
|---|---|---|---|---|---|---|---|
| 144 | David | Acting Head of Goma Sub-office | Detailed discussion | WFP staff | Democratic Republic of the Congo (Goma) | Mo 26 June 2017 | Emery Brusset & Justine Garrigue |
| 145 | Mami Misenga | LSA Goma Sub-office | General meeting | WFP staff | Democratic Republic of the Congo (Goma) | Tu 27 June 2017 | Emery Brusset & Justine Garrigue |
| 146 | Jean-Marie | mVAM Officer | Detailed discussion | WFP staff | Democratic Republic of the Congo (Goma) | Tu 27 June 2017 | Emery Brusset & Justine Garrigue |
| 147 | Patrick Girukwayo | MONUSCO Civil Affairs | Detailed discussion | MONUSCO | Democratic Republic of the Congo (Goma) | Tu 27 June 2017 | Emery Brusset & Justine Garrigue |
| 148 | Eddy Yamwenziyo | Coordinateur d'urgence | Detailed discussion | CARITAS | Democratic Republic of the Congo (Goma) | Tu 27 June 2017 | Emery Brusset & Justine Garrigue |
| 149 | Ladislas Kambali | Responsable qualité et M&E | Detailed discussion | CARITAS | Democratic Republic of the Congo (Goma) | Tu 27 June 2017 | Emery Brusset & Justine Garrigue |
| 150 | Joel Siku | VAM Officer | Detailed discussion | WFP staff | Democratic Republic of the Congo(Goma) | Tu 27 June 2017 | Emery Brusset & Justine Garrigue |
| 151 | Mireille Hangi | Protection Focal Point | Detailed discussion | WFP staff | Democratic Republic of the Congo (Goma) | Wed 28 June 2017 | Emery Brusset & Justine Garrigue |
| 152 | Amani Bagila | Assitant Administrateur du CNR pour le Site Mugumba III | Detailed discussion | Government staff | Democratic Republic of the Congo (Goma) | Wed 28 June 2017 | Emery Brusset & Justine Garrigue |
| 153 | Jaques Basem | Stagiaire | Detailed discussion | Government staff | Democratic Republic of the Congo (Goma) | Wed 28 June 2017 | Emery Brusset & Justine Garrigue |
| 154 | Safi Madwawa | Vice-Présidente Comité des déplacés | Detailed discussion | Member of the affected population | Democratic Republic of the Congo (Goma) | Wed 28 June 2017 | Emery Brusset & Justine Garrigue |
| 155 | Nema Irankunda | 2ème Secrétaire - Comité des déplacés | Detailed discussion | Member of the affected population | Democratic Republic of the Congo (Goma) | Wed 28 June 2017 | Emery Brusset & Justine Garrigue |

| 156 | Burambati | Commandant | Detailed discussion | Member of the affected population | Democratic Republic of the Congo(Goma) | Wed 28 June 2017 | Emery Brusset & Justine Garrigue |
|---|---|---|---|---|---|---|---|
| 157 | Claude Jibidar | Country Director | Detailed discussion | WFP staff | Democratic Republic of the Congo (Kinshasa) | Th 29 June 2017 | Emery Brusset & Justine Garrigue |
| 158 | Tanguy de Blawne | Conseiller juridique aux operations | Detailed discussion | Protection professionals (WFP and other) | Democratic Republic of the Congo(Kinshasa) | Th 29 June 2017 | Emery Brusset & Justine Garrigue |
| 159 | Bruno Mazurier | EcoSec | Detailed discussion | Protection professionals (WFP and other) | Democratic Republic of the Congo(Kinshasa) | Th 29 June 2017 | Emery Brusset & Justine Garrigue |
| 160 | Bernard  Ngamo | Protection Advisor | Detailed discussion | Protection professionals (WFP and other) | Democratic Republic of the Congo (Kinshasa) | Th 29 June 2017 | Emery Brusset & Justine Garrigue |
| 161 | Raoul Balletto | Programme Officer | Detailed discussion | WFP staff | Democratic Republic of the Congo (Kinshasa) | Fri 30 June 2017 | Emery Brusset & Justine Garrigue |
| 162 | Anne Davies | Senior Protection Officer | Detailed discussion | Protection professionals (WFP and other) | Democratic Republic of the Congo (Kinshasa) | Sun 25 June 2017 | Emery Brusset & Justine Garrigue |
| 163 | Ntombi Mkhwanazi | Budget and Programming Officer | Detailed discussion | WFP staff | Democratic Republic of the Congo (Kinshasa) | Mo 3 July 2017 | Emery Brusset & Justine Garrigue |
| 164 | Huguette Samu | Customer Care Director | Detailed discussion | Other | Democratic Republic of the Congo(Kinshasa) | Mo 3 July 2017 | Emery Brusset & Justine Garrigue |
| 165 | Annie Toulouka | Responsable Commerciale | Detailed discussion | Other | Democratic Republic of the Congo (Kinshasa) | Mo 3 July 2017 | Emery Brusset & Justine Garrigue |

| 166 | Deborah Hines | WFP –Country Director | Telephone interview | WFP staff | Colombia | Mo 5 June 2017 | Soledad Posada |
|-----|---------------|------------------------|---------------------|-----------|----------|----------------|----------------|
| 167 | Patricia Nader | WFP – Head of Programme | Telephone interview | WFP staff | Colombia | Th 8 June 2017 | Soledad Posada |
| 168 | Adriana Bello | WFP – M&E Officer | Telephone interview | WFP staff | Colombia | Th 15 June 2017 | Soledad Posada |
| 169 | Claudia Mojica | WFP – Protection Focal Point | Telephone interview | WFP staff | Colombia | Fr 7 July 2017 | Soledad Posada |
| 170 | Adriana Buchelli | UNHCR – Protection Coordinator | Telephone interview | Other United Nations agencies | Colombia | Wed 14 June 2017 | Soledad Posada |
| 171 | Kathryn Yount | Emory University, Atlanta – WFP project's focal point | Telephone interview | WFP staff | Colombia | Th 15 June 2017 | Soledad Posada |
| 172 | Thea Villate | USAID –Programme Manager | Telephone interview | Government staff | Colombia | Sa 17 June 2017 | Soledad Posada |
| 173 | Frederick Spielberg | UNICEF – protection focal point and country emergency focal point | Telephone interview | Other United Nations agencies | Colombia | Wed 5 July 2017 | Soledad Posada |
| 174 | Rosalie Fournier | UNHCR  - Protection Officer & Protection Cluster Coordinator | Telephone interview | Other United Nations agencies | Colombia | Fr 7 July 2017 | Soledad Posada |
| 175 | Sahar Sekandari | NANA | Detailed discussion | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 176 | Brian Gray | Emergency Coordinator | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 177 | Rachel Fuli | Programme Officer - Nutrition | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 178 | Luigi Bocci | Security Officer | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 179 | Himadri Thapa | Security Officer | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 180 | Mirwais Shinwary | Head of ICT Unit | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 181 | Nematullah Atef | ICT Operations Officer | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |

| 182 | Mohammad Zabih Ahmadi | Finance Officer Resource Management | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
|---|---|---|---|---|---|---|---|
| 183 | Hom Chetri | Head of Kabul Area Office | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 184 | Yasuyuki Misawa | Deputy Head of Programme | General meeting | WFP staff | Afghanistan | Tu 9 May 2017 | Norah Niland & Soledad Posada |
| 185 | Nick Bishop | Project Development Officer | Detailed discussion | Other United Nations agencies | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 186 | Mustafa Kamal | Compliance | General meeting | WFP staff | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 187 | Rona Inayatullah | Hotline staff | General meeting | WFP staff | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 188 | Bashir Babakarkhail | Hotline staff | General meeting | WFP staff | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 189 | Mohammad Amir | Hotline staff | General meeting | WFP staff | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 190 | Sumitra Chakma | Programme Officer - CBT | Detailed discussion | WFP staff | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 191 | Sean (Johnny) Ridge | Access Working Group Coordination | General meeting | Other United Nations agencies | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 192 | Katherine Carey | Programme Officer - Coordination | General meeting | Other United Nations agencies | Afghanistan | Wed 10 May 2017 | Norah Niland & Soledad Posada |
| 193 | Mathilde Vu | ACBAR - Advocacy Manager | Detailed discussion | NGO partner | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 194 | Ezatullah Saeed | Programme Officer | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 195 | Abdul Razaq | Programme Assistant (Nutrition Focal Point) | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 196 | Maliha Danish | Programme Policy Officer | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 197 | Bilal Ahmad | Programme Officer | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |

| 198 | Liaqat Ali | Sr. Programme Associate | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
|---|---|---|---|---|---|---|---|
| 199 | Habibullah Hasanzadah | Programme Associate | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 200 | Mohammad Sharid Hemat | Programme Assistant | General meeting | WFP staff | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 201 | Orzala AN | Director (Afghanistan Research & Evaluation Unit) | Detailed discussion | Other | Afghanistan | Th 11 May 2017 | Norah Niland & Soledad Posada |
| 202 | Naoko Fukunaga | Regional Finance Advisor | General meeting | WFP staff | Afghanistan | Fr 12 May 2017 | Norah Niland & Soledad Posada |
| 203 | Angelline Rudakubana | Deputy Country Director | Detailed discussion | WFP staff | Afghanistan | Fr 12 May 2017 | Norah Niland & Soledad Posada |
| 204 | Mudasir Nazar | Programme Policy Officer | Detailed discussion | WFP staff | Afghanistan | Fr 12 May 2017 | Norah Niland & Soledad Posada |
| 205 | Eric Kenefick | Head of Programme | Detailed discussion | WFP staff | Afghanistan | Fr 12 May 2017 | Norah Niland & Soledad Posada |
| 206 | Mr. Naseer Ahmad Popal | Director - Coordination and Response to the Disaster Directorate | General meeting | Government staff | Afghanistan | Sa 13 May 2017 | Norah Niland & Soledad Posada |
| 207 | Mr. Eessa Qudrat | Senior Advisor to the Minister and Acting Plan and Policy Director | General meeting | Government staff | Afghanistan | Sa 13 May 2017 | Norah Niland & Soledad Posada |
| 208 | H.E Abdul Qadeer Jawad | Deputy Minister for Finance and Admin | General meeting | Government staff | Afghanistan | Sa 13 May 2017 | Norah Niland & Soledad Posada |
| 209 | Mr. Ghulam Hazrat Halimi | Senior Advisor to the Minister | General meeting | Government staff | Afghanistan | Sa 13 May 2017 | Norah Niland & Soledad Posada |
| 210 | Nasir Attai | Head of Field Office | General meeting | WFP staff | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 211 | Mohammad Arif | Field Monitor | General meeting | WFP staff | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 212 | Ajmal Mohammad | Head of Programme of Field Office | General meeting | WFP staff | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 213 | Khalida Feroz | Monitoring Assistant | General meeting | WFP staff | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 214 | Fahim Omari | Monitoring Assistant | General meeting | WFP staff | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |

| 215 | Ramatullah | PAT Team Leader - Nuristan | General meeting | Other | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
|---|---|---|---|---|---|---|---|
| 216 | Mohammad Shafiq | PAT Team Leader - Kunar | General meeting | Other | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 217 | Mohammah Zaman | PAT Team Leader - Nangahar | General meeting | Other | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 218 | Nazia Safi | PAT Monitor | General meeting | Other | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 219 | Samiullah Frotan | PAT Team Leader - Laghman | General meeting | Other | Afghanistan | Sun 14 May 2017 | Norah Niland & Soledad Posada |
| 220 | Shadbaz | Programme Manager from RRD Nangahar | General meeting | Government staff | Afghanistan | Mo 15 May 2017 | Norah Niland & Soledad Posada |
| 221 | Fazilnabi | Education Department NGR | General meeting | Government staff | Afghanistan | Mo 15 May 2017 | Norah Niland & Soledad Posada |
| 222 | Asifullah | Assessment Officer from ANDMA | General meeting | Government staff | Afghanistan | Mo 15 May 2017 | Norah Niland & Soledad Posada |
| 223 | Ghalib Noor | Emergency Officer from DORR | General meeting | Government staff | Afghanistan | Mo 15 May 2017 | Norah Niland & Soledad Posada |
| 224 | Elpida Papachatzi | ICRC - Protection Coordinator | General meeting | NGO partner | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |
| 225 | Abdirizak Mohamednoor | ICRC - Economic Security Coordinator | General meeting | NGO partner | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |
| 226 | Dr. Mateen Ahmed Shaheen | Deputy Country Representative UNFPA | Detailed discussion | Other United Nations agencies | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |
| 227 | Nicolas Coutin | UNHCR - Protection Cluster Coordinator | General meeting | Other United Nations agencies | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |
| 228 | Andrii Mazurenko | UNHCR - Protection Cluster IM | General meeting | Other United Nations agencies | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |
| 229 | Yasmine Rockenfeller | UNHCR - Sr. Programme Officer | General meeting | Other United Nations agencies | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |
| 230 | Campbell MacKnight | UNHCR | General meeting | Other United Nations agencies | Afghanistan | Tu 16 May 2017 | Norah Niland & Soledad Posada |

| 231 | Abdul Majid | FSAC Coordinator | Detailed discussion | Other United Nations agencies | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
|---|---|---|---|---|---|---|---|
| 232 | Danielle Bell | UNAMA Human Rights Director | Detailed discussion | Other United Nations agencies | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 233 | Stefano Savi | UNICEF Deputy Representative | Detailed discussion | Other United Nations agencies | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 234 | Will Carter | NRC - Head of Programme | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 235 | Nimarta Khuman | NRC - Protection Cluster Co-Coordinator | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 236 | Toby Lancer | DSRSG/RC/HC | Detailed discussion | Other United Nations agencies | Afghanistan | Th 18 May 2017 | Norah Niland & Soledad Posada |
| 237 | Mélanie Büsch | Programme Manager (Swiss Cooperation Office Afghanistan) | General meeting | Donors | Afghanistan | Th 18 May 2017 | Norah Niland & Soledad Posada |
| 238 | Phillida Strachan | Humanitarian Adviser and Team Leader (DFID, British Embassy) | General meeting | Donors | Afghanistan | Th 18 May 2017 | Norah Niland & Soledad Posada |
| 239 | Mirwaise Sadaat | Canadian Embassy | General meeting | Donors | Afghanistan | Th 18 May 2017 | Norah Niland & Soledad Posada |
| 240 | Abdul Khaliq Zazai | Executive Director and Founder of Accessibility Organisation for Afghan Disabled | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 241 | Sapna Musleh | Helping Hands for Women Organization | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 242 | Wais Aria | TABISH Organisation | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 243 | Zabihullah Sajid | Afghan Planning Agency | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 244 | Yusof Hashimi | Coordination of Humanitarian Assistance - DRR and Engineering Programme Manager | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |

| 245 | Zia Sanaban | Coordinator of Humanitarian Assistance) - Section Manager Planning | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
|---|---|---|---|---|---|---|---|
| 246 | Aziz Hakimi | Peace Training and Research Organisation - Senior Researcher | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 247 | Ghaysudin | Afghan Women's Network | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 248 | Attiqullah Paiman | IRC | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 249 | Rahila Haqjoo | IRC | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 250 | Veronica Panero | Relief International - Humanitarian Coordinator | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 251 | Paul Barker | Save the Children - Country Director | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 252 | Ahmad Ali Rezaie | Save the Children - Food Security and Livelihoods Programme Senior Manager | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 253 | Mir Afzal South | ZOA - Project Coordinator | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 254 | Benjamin Schaeffer | ZOA - Programme Advisor | General meeting | NGO partner | Afghanistan | Wed 17 May 2017 | Norah Niland & Soledad Posada |
| 255 | El Khidir Daloum | Representative/Country Director | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 256 | Tigest Sendaba | Protection and Gender Advisor - standby RedR | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 257 | Siddarth Krishnaswamy | AME/VAM | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 258 | Ian Nash | Security briefing | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 259 | Patience Masika | Supervisor Helpline | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 260 | Stella Lokel | Helpline staff | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |

| 261 | Angela Gitta | Helpline staff | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
|---|---|---|---|---|---|---|---|
| 262 | Marta Ortiz | Head of Refugee Unit, Emergency Preparedness and Refugees Response Unit | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 263 | Beatrice Nabuzale | Senior Programme Officer, Refugee Unit | General meeting | WFP staff | Uganda | Mo 5 June 2017 | Iñigo Torres & Valentina Ferrara |
| 264 | Zoran Jovanovic | Head of Delegation | General meeting | Others | Uganda | Tu 6 June 2017 | Iñigo Torres & Valentina Ferrara |
| 265 | Peace Acema Badaru | Programme Analyst Human Rights | General meeting | Other United Nations agencies | Uganda | Tu 6 June 2017 | Iñigo Torres & Valentina Ferrara |
| 266 | Roselindah Ondeko | SGBV Specialist Working Group Co-lead | General meeting | Other United Nations agencies | Uganda | Tu 6 June 2017 | Iñigo Torres & Valentina Ferrara |
| 267 | Umar Yakhyaev | Head of Protection | General meeting | Other United Nations agencies | Uganda | Tu 6 June 2017 | Iñigo Torres & Valentina Ferrara |
| 268 | Jens Hesemann | Emergency Coordinator | General meeting | Other United Nations agencies | Uganda | Tu 6 June 2017 | Iñigo Torres & Valentina Ferrara |
| 269 | Brett Rierson | PSEA Senior focal point, Head - Global Post-Harvest - Knowledge & Operations Centre | General meeting | WFP staff | Uganda | Wed 7 June 2017 | Iñigo Torres & Valentina Ferrara |
| 270 | Agnes Jegindoe | PSEA Alternate focal point - national staff | General meeting | WFP staff | Uganda | Wed 7 June 2017 | Iñigo Torres & Valentina Ferrara |
| 271 | Isabelle DHaudt | Humanitarian Advisor | General meeting | Donors | Uganda | Wed 7 June 2017 | Iñigo Torres & Valentina Ferrara |
| 272 | Edgar Wabyona | M&E and VAM officer | General meeting | WFP staff | Uganda | Wed 7 June 2017 | Iñigo Torres & Valentina Ferrara |
| 273 | Noel | Cash responsible | General meeting | WFP staff | Uganda | Wed 7 June 2017 | Iñigo Torres & Valentina Ferrara |
| 274 | Miyuki Yamashita | Head of Unit - Agriculture and Market Support | General meeting | WFP staff | Uganda | Th 8 June 2017 | Iñigo Torres & Valentina Ferrara |
| 275 | Cheryl Harrison | Deputy Country Director | General meeting | WFP staff | Uganda | Th 8 June 2017 | Iñigo Torres & Valentina Ferrara |

| 276 | Stella Mavenjina | Head of Office | General meeting | WFP staff | Uganda | Th 8 June 2017 | Iñigo Torres & Valentina Ferrara |
|---|---|---|---|---|---|---|---|
| 277 | Freda Santo | Protection and gender focal point | General meeting | WFP staff | Uganda | Th 8 June 2017 | Iñigo Torres & Valentina Ferrara |
| 278 | Benson Okabo | Response Operation Manager | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 279 | Donan Patrick | Accountability Officer, food assistance programme | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 280 | Ikra Komena | Food Assistance Manager leadership west Nile assistance programme) | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 281 | Solomon Osakan | Region Area Operations | General meeting | Government staff | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 282 | Lum Bik | Head of Emergency Operations | General meeting | Other United Nations agencies | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 283 | Flavia | Head of Programmes | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 284 | Esther Kabahula | Programme Manager based in Golu | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 285 | Steven | Field Coordinator | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 286 | Jacob | Distribution Field Officer | General meeting | NGO partners | Uganda | Fr 9 June 2017 | Iñigo Torres & Valentina Ferrara |
| 287 | Sandra Achom | GBV responsible | General meeting | NGO partners | Uganda | Sat 10 June 2017 | Iñigo Torres & Valentina Ferrara |
| 288 | Monica | M&E and VAM | General meeting | WFP staff | Uganda | Sun 11 June 2017 | Iñigo Torres & Valentina Ferrara |
| 289 | Laurent | M&E and VAM | General meeting | WFP staff | Uganda | Sun 11 June 2017 | Iñigo Torres & Valentina Ferrara |
| 290 | Ronald Amanyere | Child Protection Field Officer | General meeting | NGO partners | Adjumani | Sat 10 June 2017 | Iñigo Torres & Valentina Ferrara |

| 291 | Christine Wright | Safety Nets and Resilience - Head of Unit/ School Feeding Program | General meeting | WFP staff | Uganda | Wed 14 June 2017 | Iñigo Torres & Valentina Ferrara |
|---|---|---|---|---|---|---|---|
| 292 | Bettina Baesch Ssemwaka | Deputy Country Director | General meeting | NGO partners | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 293 | Martin Fisher | National Programme Food Security | General meeting | NGO partners | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 294 | Rosemary Rugamba Rwanyange | Acting OIC Education Unit | General meeting | Other United Nations agencies | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 295 | Irene | Education Specialist | General meeting | Other United Nations agencies | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 296 | Tomoko Nagashima | Refugee Response | General meeting | Other United Nations agencies | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 297 | George Gena | Refugee Emergency Coordinator | General meeting | Other United Nations agencies | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 298 | Jane Mogeni | Humanitarian Advisor | General meeting | Donors | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 299 | Silvia Pasti | Head of Child Protection | General meeting | Other United Nations agencies | Uganda | Th 15 June 2017 | Iñigo Torres & Valentina Ferrara |
| 300 | Dominik Heinrich | WFP Representative and Country Director in Lebanon | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 301 | Paola Cadoni | Vulnerability Assessment Mapping (VAM) WFP | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 302 | Kenneth Nichols | WFP Field Security Officer | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 303 | Paul Skoczylas | WFP Deputy Country Director in Lebanon | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 304 | Elena Rovaris | WFP Food Security Sector Coordinator | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |

| 305 | Farah Chaaban | Programme Officer-WFP Partnerships / PSEA Focal Point | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
|---|---|---|---|---|---|---|---|
| 306 | Dominik Heinrich | WFP Country Director in Lebanon | Detailed discussion | WFP staff | Lebanon | Thu 1 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 307 | Marion Cezard | WFP Shop Strategy Officer-Programme Policy Officer | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Emery Brusset and Nour Sinno |
| 308 | Brett Hanley | WFP External Relations Officer | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Norah Niland and Gabby Duffy |
| 309 | Racha Tarraf | WFP Database Management Assistant | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Norah Niland and Gabby Duffy |
| 310 | Charbel Habid and Hiba Audi | WFP Cash Based Target and Monitoring and Evaluation | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Emery Brusset |
| 311 | Soha Moussa | WFP Programme (School meals and cash based assistance for education) | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Nour Sinno |
| 312 | Mira Ghaddar and Sandra Raad | WFP Livelihoods | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 313 | Emilyjean Fredenberg | WFP Gender Focal Point | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 314 | Catherine Saiid | VAM Programme Policy Officer | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Norah Niland & Emery Brusset |
| 315 | Maria Rehaime | Deputy Head Sub-Office, Zahle | Detailed discussion | WFP staff | Lebanon | Fr 2 June 2017 | Norah Niland, Emery Brusset |
| 316 | Krystel Jarrouj and.Kein Dekker | World Vision Bekaa Office | Detailed discussion | NGO partner | Lebanon | Mon 5 June 2017 | Gabby Duffy and Nour Sinno |
| 317 | Ayman Al Roz | Executive Director of Shield in the South | Detailed discussion | Other | Lebanon | Mon 5 June 2017 | Norah Niland |
| 318 | Aly-Khan Rajani | Counsellor (Head of Cooperation)-Embassy of Canada | Detailed discussion | Donors | Lebanon | Mon 5 June 2017 | Gabby Duffy and Emery Brusset |
| 319 | . Pietro De Nicolai and Tayseer Dorsen | Intersos Country Director in Lebanon and Intersos Protection Coordinator | Detailed discussion | Protection professionals | Lebanon | Mon 5 June 2017 | Norah Niland and Nour Sinno |

| 320 | Esther Lopez Torres | ICRC | Detailed discussion | Protection professionals | Lebanon | Tue 6 June 2017 | Norah Niland |
|---|---|---|---|---|---|---|---|
| 321 | Zeinab Hussein | UNICEF-Child Protection Sector | Detailed discussion | Other United Nations agency | Lebanon | Tue 6 June 2017 | Norah Niland |
| 322 | Shant Dermegerditchian | Senior Protection Coordinator – UNHCR | Detailed discussion | Other United Nations agency | Lebanon | Tue 6 June 2017 | Norah Niland and Gabby Duffy |
| 323 | Lorenza Trulli and Mathilde Verstraete | SGBV TF Coordinator – UNHCR | Detailed discussion | Other United Nations agency | Lebanon | Tue 6 June 2017 | Norah Niland and Gabby Duffy |
| 324 | Caroline Haar | ABAAD: Resource centre for Gender Equality-Lebanese NGO | Detailed discussion | NGO partner | Lebanon | Tue 6 June 2017 | Gabby Duffy |
| 325 | Ramy Lakkis | Managing Director of Lebanese Organization for Studies and Training | Detailed discussion | NGO partner | Lebanon | Tue 6 June 2017 | Gabby Duffy |
| 326 | Six shop owners | Shop visits in Beirut and Mount Lebanon | Detailed discussion | Members of the affected population | Lebanon | Tue 6 June 2017 | Emery Brusset and Nour Sinno |
| 327 | Sameh JABALLI | Business Development Manager-Tele Support International | Detailed discussion | Other | Lebanon | Tue 6 June 2017 | Emery Brusset and Nour Sinno |
| 328 | The Mayor of the Mansoura Village | Mansoura village Mayor-West Bekaa | Detailed discussion | Government staff | Lebanon | Wed 7 June 2017 | Emery Brusset and Gabby Duffy |
| 329 | Syrian women beneficiaries | Syrian refugees benefiting from food assistance | Semi-structured interview | Members of the affected population | Lebanon | Wed 7 June 2017 | Norah Niland and Nour Sinno |
| 330 | Syrian refugees, beneficiaries of WFP assistance | Visit to an informal tented settlement in Ghazze | Semi-structured interview | Members of the affected population | Lebanon | Wed 7 June 2017 | Gabby Duffy and Nour Sinno |
| 331 | Maria Rehaime | WFP-Head of Zahle Sub-Office | Detailed discussion | WFP staff | Lebanon | Wed 7 June 2017 | Emery Brusset |
| 332 | Lebanese family beneficiaries of WFP assistance | Household visit to a Lebanese family benefiting from WFP food assistance | Detailed discussion | Members of the affected population | Lebanon | Wed 7 June 2017 | Norah Niland and Nour Sinno |
| 334 | Ashraf Swelam | Director, Cairo Centre for Conflict Resolution | Detailed discussion | Other | Lebanon | Wed 7 June 2017 | Norah Niland and Emery Brusset |
| 335 | AbdulAziz Noman | WFP Head of Zahle Sub-Office | Detailed discussion | WFP staff | Lebanon | Wed 7 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |

| 336 | Ruba Khoury | Country Representative, International Orthodox Christian Charities | Detailed discussion | NGO partner | Lebanon | Wed 7 June 2017 | Norah Niland and Emery Brusset |
| 337 | Charbel Nassif | World Vision Portfolio Manager-Zahle Office | Detailed discussion | NGO partner | Lebanon | Wed 7 June 2017 | Norah Niland and Nour Sinno |
| 339 | Bassel Dabous | WFP-Head of Qobayat Sub-Office | Detailed discussion | WFP staff | Lebanon | Thu 8 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 340 | Meeting with partners | Meeting with Danish Refugee Council, Lebanese Red Cross | Semi-structured interview | Protection professionals | Lebanon | Thu 8 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 341 | Nada Naja Mawlawi | North Governorate Field Coordinator, Ministry of Interior. Meeting with the Advisor of the North Governor and the representative of the Ministry of Interior | Semi-structured interview | Government staff | Lebanon | Thu 8 June 2017 | Emery Brusset and Gabby Duffy |
| 342 | Syrian refugees, beneficiaries of WFP assistance | Syrian refugees benefiting from food assistance | Semi-structured interview | Members of the affected population | Lebanon | Thu 8 June 2017 | Norah Niland and Nour Sinno |
| 343 | Household visit | Household visit to a Lebanese family benefiting from WFP food assistance | Semi-structured interview | Members of the affected population | Lebanon | Thu 8 June 2017 | Norah Niland and Emery Brusset |
| 344 | Household visit | Household visit to a Syrian family benefiting from WFP food assistance | Semi-structured interview | Members of the affected population | Lebanon | Thu 8 June 2017 | Gabby Duffy and Nour Sinno |
| 345 | Khaled Ahmad Osman | North Regional Coordinator-Ministry of Social Affairs | Detailed discussion | Government staff | Lebanon | Thu 8 June 2017 | Norah Niland and Nour Sinno |
| 346 | Focus group discussion | Meeting with WFP field monitors | Semi-structured interview | WFP staff | Lebanon | Thu 8 June 2017 | Emery Brusset and Gabby Duffy |
| 347 | Khalil Dagher | Basic Assistance Coordinator – UNHCR | Detailed discussion | Other United Nations agency | Lebanon | Fr 9 June 2017 | Norah Niland and Gabby Duffy |
| 348 | Charbel Habib | WFP cash based target | Detailed discussion | WFP staff | Lebanon | Fr 9 June 2017 | Nour Sinno |
| 349 | Paola Cadoni | Vulnerability Assessment Mapping WFP | Detailed discussion | WFP staff | Lebanon | Fr 9 June 2017 | Gabby Duffy |
| 350 | Philippe Lazzarino | Resident Coordinator and Humanitarian Coordinator | Detailed discussion | Other United Nations agency | Lebanon | Fr 9 June 2017 | Norah Niland and Emery Brusset |

| 351 | Racha Tarraf | WFP Database Management Assistant | Detailed discussion | WFP staff | Lebanon | Fr 9 June 2017 | Nour Sinno |
|---|---|---|---|---|---|---|---|
| 352 | Ms. Maysam and Ms. Samar | Premieres Urgences Beirut-Food Security and Livelihood Coordinator and Monitoring Evaluation Accountability and Learning Coordinator | Detailed discussion | NGO partners | Lebanon | Fr 9 June 2017 | Nour Sinno |
| 353 | | Final debriefing with the Country Director, Programme Officer and Gender Focal Point | Detailed discussion | WFP staff | Lebanon | Fr 9 June 2017 | Norah Niland, Emery Brusset & Nour Sinno |
| 354 | Giorgia Testolin | Regional Protection Focal Point (RB Panamá) | Detailed discussion | WFP staff | Panama | Th 29 June 2017 | Soledad Posada |
| 355 | Esther Nijnuna | WFP - Protection Focal point | Detailed discussion | WFP staff | Somalia | Mo 19 June 2017 | Iñigo Torres |
| 356 | Ruby Khan | WFP - Policy Officer | Detailed discussion | WFP staff | Somalia | Mo 19 June 2017 | Iñigo Torres |
| 357 | Analee Pepper | WFP - Regional Humanitarian Advisor | Detailed discussion | WFP staff | Somalia | Mo 19 June 2017 | Iñigo Torres |
| 358 | Delphine Dechaux | WFP - Deputy Head of Programmes | Detailed discussion | WFP staff | Somalia | Mo 19 June 2017 | Iñigo Torres |
| 359 | Danielle Troter | UNICEF - Programme Officer | Detailed discussion | Other United Nations agencies | Somalia | Mo 19 June 2017 | Iñigo Torres |
| 360 | Abdi Farah | WFP - Head of Operations | Detailed discussion | WFP staff | Nigeria | Mo 19 June 2017 | Iñigo Torres |
| 361 | Lillian Ohuma | WFP - Programme Policy Officer-Protection | Detailed discussion | WFP staff | Nigeria | Mo 19 June 2017 | Iñigo Torres |
| 362 | Emma Massey | DFID - Humanitarian Advisor | Detailed discussion | Other | Nigeria | Mo 19 June 2017 | Iñigo Torres |
| 363 | Marika Guderian | WFP - Humanitarian Advisor | Detailed discussion | WFP staff | Dakar Regional Bureau | Mo 19 June 2017 | Iñigo Torres |
| 364 | Chris Mhone | WFP - Protection and Gender Adviser | Detailed discussion | WFP staff | Malawi | Mo 7 August 2017 | Emery Brusset |
| 365 | Osborne Sibande | WFP - Emergency Programme Officer | Detailed discussion | WFP staff | Malawi | Mo 7 August 2017 | Emery Brusset |
| 366 | Billy Kanjala | WFP -M&E Officer | Detailed discussion | WFP staff | Malawi | Mo 7 August 2017 | Emery Brusset |

| 367 | Amin Alhillo | WFP -M&E Officer | Detailed discussion | WFP staff | Iraq | Tue 8 August 2017 | Emery Brusset |
|---|---|---|---|---|---|---|---|
| 368 | Phyza Jameel | WFP - AAP Adviser | Detailed discussion | WFP staff | New York | | Emery Brusset |
| 369 | Marco Selva | WFP – Deputy Country Director | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 370 | Mario Gomez | WFP – Head of VAM | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 371 | Elia Martinez | WFP – SO1 Manager and Protection Focal Point | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 372 | Javier Mejia | WFP – VAM Officer | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 373 | Keny Navarrete | WFP – VAM Officer | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 374 | Carlos Martinez | WFP – Head of M&E | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 375 | Luis Penutt | WFP – M&E Officer | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 376 | Johanna Constanza | WFP – M&E Officer | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 377 | Claudia Saenz | WFP – M&E Officer | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 378 | Jaime Hernandez | WFP – SO4 Manager | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 379 | Ana Ruth Sandoval | WFP – Gender and Protection Focal Point Alternate | Detailed discussion | WFP staff | El Salvador | Mo 19 June 2017 | Soledad Posada & Sandra Zuñiga |
| 380 | Alexis Rampa | WFP – Market access JPO and SO2 Manager | Detailed discussion | WFP staff | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 381 | Carlos Alvarenga | WFP – SO2 Manager | Detailed discussion | WFP staff | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 382 | Rafael Guillen | WFP – SO3 Manager | Detailed discussion | WFP staff | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 383 | Juan Ramon Pacheco | WFP – SO3 Manager | Detailed discussion | WFP staff | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |

| 384 | Jose Nelson Chavez | World Vision – Emergency Coordinator | Detailed discussion | NGO partners | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
|-----|-------------------|-------------------------------------|---------------------|--------------|-------------|-----------------|--------------------------------|
| 385 | Alicia del Carmen Avila | EDUCO – Country Director | Detailed discussion | NGO partners | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 386 | Fausto Cortes | EDUCO – Food Security Coordinator | Detailed discussion | NGO partners | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 387 | Ivan Morales | Oxfam – Country Director | Detailed discussion | NGO partners | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 388 | Mercedes Garcia | Oxfam – Humanitarian Programmes Manager | Detailed discussion | NGO partners | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 389 | Jorge Figueroa | Oxfam – Programme Officer | Detailed discussion | NGO partners | El Salvador | Tu 20 June 2017 | Soledad Posada & Sandra Zuñiga |
| 390 | Agni Castro Pita | UNHCR – Country Director | Detailed discussion | Other United Nations agencies | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 391 | Elisa Guzman | UNHCR – Protection Officer | Detailed discussion | Other United Nations agencies | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 392 | Marzia Dalto | UNHCR – Child Protection Officer | Detailed discussion | Other United Nations agencies | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 393 | Celina Palomo | FUSAL – Country Executive Director | Detailed discussion | NGO partners | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 394 | Victor Garcia | IOM – Project Assistant | Detailed discussion | Other United Nations agencies | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 395 | Ana Vilma Guidos | FUNDESO – General Manager | Detailed discussion | NGO partners | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 396 | Jacqueline Herrera | FUNDESO – Nutritionist | Detailed discussion | NGO partners | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 397 | Laura Garcia | FUNDESO – Nutritionist | Detailed discussion | NGO partners | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 398 | Dinora | FUNDESO – Social Programmes Coordinator | Detailed discussion | NGO partners | El Salvador | We 21 June 2017 | Soledad Posada & Sandra Zuñiga |
| 399 | Olivier Dorighel | ICRC – Deputy Director | Detailed discussion | Protection professionals | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |

| 400 | Armando Vividor | Civil Protection - Head of Early Warning and Climate Change Unit | Detailed discussion | Government staff | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
|---|---|---|---|---|---|---|---|
| 401 | Ana Daysi Villalobos | Ministry of Government – Deputy Minister of Governance and Territorial Development | Detailed discussion | Government staff | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 402 | Hugo Gonzalez | Interim Resident Coordinator | Detailed discussion | Other United Nations agencies | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 403 | Cecile D'Agostino | Resident Coordinator Office - Protection Advisor | Detailed discussion | Other United Nations agencies | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 404 | Elisabeth Mursi | UNFPA – Protection and Emergencies Focal Point | Detailed discussion | Other United Nations agencies | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 405 | Yamila Abrego | Plan International – Member of the technical group (health advisor) | Detailed discussion | NGO partners | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 406 | Maryse Guilbeault | Embassy of Canada – Ambassador | Detailed discussion | Donors | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 407 | Gabriel Guardado | Embassy of Canada – Policy Officer | Detailed discussion | Donors | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 408 | Remy Llinares | European Union – International Aid / Cooperation Officer | Detailed discussion | Donors | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 409 | Begona Arellano | UNICEF – Deputy Representative | Detailed discussion | Other United Nations agencies | El Salvador | Th 22 June 2017 | Soledad Posada & Sandra Zuñiga |
| 410 | Isabella Bianchi | WFP – CONECARTE Project Coordinator | Detailed discussion | NGO partners | El Salvador | Fr 23 June 2017 | Soledad Posada & Sandra Zuñiga |
| 411 | Focus group participants | CONECARTE Project – San Salvador | Detailed discussion | NGO partners | El Salvador | Fr 23 June 2017 | Soledad Posada & Sandra Zuñiga |
| 412 | Indira Calderon Alfonso | OCHA Redhum - Information Management Assistant Redhum | Detailed discussion | Other United Nations agencies | El Salvador | Su 25 June 2017 | Soledad Posada & Sandra Zuñiga |
| 413 | Jessica Galvez | Ayuda en Accion | Detailed discussion | NGO partners | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 414 | Oscar Meza | Ayuda en Accion | Detailed discussion | NGO partners | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 415 | Diego Gutiérrez | WFP – Field Monitor and Pipeline Officer | Detailed discussion | WFP staff | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |

| 416 | Focus group participants | | Detailed discussion | Members of the affected population | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
|---|---|---|---|---|---|---|---|
| 417 | Ana Matilde Granados | 60 yo, Jiquilisco | Detailed discussion | Members of the affected population | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 418 | Margarita de los Ángeles Morgan | 39 yo, Jiquilisco | Detailed discussion | Members of the affected population | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 419 | Reina Isabel Rodríguez | 32 yo, Jiquilisco | Detailed discussion | Members of the affected population | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 420 | Felipe de Jesús Marquina | El Tular Community Leader ADESCO | Detailed discussion | Community leader | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 421 | Moisés Alfredo Barahona | 41 yo, Person with disability | Detailed discussion | Members of the affected population | El Salvador | Tu 27 June 2017 | Soledad Posada & Sandra Zuñiga |
| 422 | Focus group discussions | Community El Tular | Semi-structured interview | Members of the affected population | El Salvador | Mo 26 June 2017 | Soledad Posada & Sandra Zuñiga |
| 423 | Fernando Tamacas | WFP – Field Monitor | Detailed discussion | WFP staff | El Salvador | Tu 27 June 2017 | Soledad Posada & Sandra Zuñiga |
| 424 | Focus group participants | Community Las Marías | Semi-structured interview | Members of the affected population | El Salvador | Tu 27 June 2017 | Soledad Posada & Sandra Zuñiga |
| 425 | José Guevara | Community Leader – Las Marias | Detailed discussion | Community leader | El Salvador | Tu 27 June 2017 | Soledad Posada & Sandra Zuñiga |
| 426 | Carlos Samayoa | EDUCO – Project Coordinator | Detailed discussion | NGO partners | El Salvador | Tu 27 June 2017 | Soledad Posada & Sandra Zuñiga |
| 427 | Alvaro Salmerón | EDUCO - Coordinator | Detailed discussion | NGO partners | El Salvador | Tu 27 June 2017 | Soledad Posada & Sandra Zuñiga |
| 428 | Rosario Garcia | UN-WOMEN – Project Coordinator | Detailed discussion | Other United Nations agencies | El Salvador | We 28 June 2017 | Soledad Posada & Sandra Zuñiga |
| 429 | Natacha Emerson | ProCap Support Unit | Detailed discussion | Protection professionals | Geneva | April 2017 | Norah Niland |
| 430 | Dalia Aranki | ProCap Regional Bureau Cairo | Detailed discussion | Protection professionals | Cairo | Mo 29 May 2017 | Norah Niland |

| 431 | Ruth Ferreras | Humanitarian Advisor, Regional Bureau Cairo | Detailed discussion | Protection professionals | Cairo | Mo 26 June 2017 | Norah Niland |
|-----|---------------|----------------------------------------------|---------------------|--------------------------|-------|------------------|--------------|
| 432 | Mark Bowden | Humanitarian Coordinator | Detailed discussion | Protection professionals | Afghanistan | April 2017 | Norah Niland |
| 433 | Brian Lander | WFP Deputy | Detailed discussion | WFP staff | Geneva | Th 15 June 2017 | Norah Niland |
| 434 | Sinem Kara | OHCHR | Detailed discussion | Other United Nations agencies | Geneva | Fr 16 June 2017 | Norah Niland |
| 435 | Alison Graham | OHCHR | Detailed discussion | Other United Nations agencies | Geneva | Fr 16 June 2017 | Norah Niland |
| 436 | Valerie Gatchel | UNHCR | Detailed discussion | Other United Nations agencies | Geneva | Sat 23 June 2017 | Norah Niland |
| 437 | Simon Russell | Global Protection Cluster | Detailed discussion | Protection professionals | Geneva | Th 28 June 2017 | Norah Niland |
| 438 | Julia Steets | GPPi | Detailed discussion | Other | Geneva | April 2017 | Norah Niland |
| 439 | Benoit Thiry | WFP – Country Director | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 440 | Patrizia Papinuzzi | WFP – Deputy Country Director | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 441 | Thierry Cailliard | WFP – Field Security Officer | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 442 | Salifou Ousmane | WFP – Senior VAM Assistant | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 443 | Ibrahim Toudjani | WFP – National Programme Officer / Rural Development | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 444 | Leila Masson | WFP – Programme Officer / Nutrition | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 445 | Nafiou Issiaka | WFP – National Programme Officer / Education | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 446 | Sheldon Munihire | UNHCR – Acting Cluster Protection Coordinator | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |

| 447 | Jean Jacque Capochichi | WFP – C&V / Logistics Assistant | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
|---|---|---|---|---|---|---|---|
| 448 | Kountche Idrissa | WFP – National Programme Officer / M&E | Detailed discussion | WFP staff | Niger | Mo 15 May 2017 | Iñigo Torres |
| 449 | | UNICEF - Humanitarian Coordinator (ad interim) | Detailed discussion | WFP staff | Niger | Tu 16 May 2017 | Iñigo Torres |
| 450 | | UNICEF - Child Protection Officer | Detailed discussion | WFP staff | Niger | Tu 16 May 2017 | Iñigo Torres |
| 451 | Mr. Mourtala | Karkara | Detailed discussion | NGO partners | Niger | Tu 16 May 2017 | Iñigo Torres |
| 452 | | DRC | Detailed discussion | Protection professionals | Niger | Tu 16 May 2017 | Iñigo Torres |
| 453 | Paola dos Santos | WFP – Head of Programme | Detailed discussion | WFP staff | Niger | Tu 16 May 2017 | Iñigo Torres |
| 454 | Olivier Eyenga | OCHA – Humanitarian Affairs Officer and Head of sub-office | Detailed discussion | Other United Nations agencies | Niger (Diffa) | We 17 May 2017 | Iñigo Torres |
| 455 | Valerie Svobodova | UNHCR – Protection Cluster Coordinator | Detailed discussion | Other United Nations agencies | Niger (Diffa) | We 17 May 2017 | Iñigo Torres |
| 456 | Martin Beira | DRC – Emergency Programme Manager | Detailed discussion | Protection professionals | Niger (Diffa) | We 17 May 2017 | Iñigo Torres |
| 457 | Adji Malam | DRC – Superviseur Distribution de vivres | Detailed discussion | Protection professionals | Niger (Diffa) | We 17 May 2017 | Iñigo Torres |
| 458 | Yatoubounou Boulama | DRC – Chargee de formation redevabilite et plaidoyer | Detailed discussion | Protection professionals | Niger (Diffa) | We 17 May 2017 | Iñigo Torres |
| 459 | Wahabou Hassane | WFP – Protection Focal Point / Food Aid Monitor | Detailed discussion | WFP staff | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 460 | Hadizatou Yahaya | WFP – Gender Focal Point / Food Aid Monitor | Detailed discussion | WFP staff | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 461 | Moussa Chaibou | WFP – National Programme Officer / Emergency / Deputy Head of sub-office | Detailed discussion | WFP staff | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 462 | Focus group participants | Complaints committee - food distribution point | Detailed discussion | Members of the affected population | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |

| 463 | Focus group participants | Women - food distribution point | Detailed discussion | Members of the affected population | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
|---|---|---|---|---|---|---|---|
| 464 | Focus group participants | Young women & men - food distribution point | Detailed discussion | Members of the affected population | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 465 | Ibrahim Boukari | CARE - Field Coordinator | Detailed discussion | Protection professionals | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 466 | Ousmane Hamissou Lalo | CARE - Protection Expert | Detailed discussion | Protection professionals | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 467 | Boukar Lawan Marouma | CARE – Chef de projet securite alimentaire | Detailed discussion | Protection professionals | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 468 | Ardo Hassane | Secretaire General Gouvernorat | Detailed discussion | Government staff | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 469 | Fatchima Alhou | Gouvernorat – Assistante au Chef du bureau du Ministère de l'Action Humanitaire | Detailed discussion | Government staff | Niger (Diffa) | Th 18 May 2017 | Iñigo Torres |
| 470 | Andrianarinony Andohary | ICRC – Deleguee Protection | Detailed discussion | Protection professionals | Niger (Diffa) | Fr 19 May 2017 | Iñigo Torres |
| 471 | Annarita Marcantonio | OCHA – Deputy Head | Detailed discussion | Other United Nations agencies | Niger | Mo 22 May 2017 | Iñigo Torres |
| 472 | | ICRC – Food Security Coordinator | Detailed discussion | Protection professionals | Niger | Mo 22 May 2017 | Iñigo Torres |
| 473 | Dr. Aboubacar | I3N – Nutrition Coordinator | Detailed discussion | Other | Niger | Mo 22 May 2017 | Iñigo Torres |
| 474 | Marisa Murashiewicz | WFP – Programme Officer / m-VAM/M&E / Green Line | Detailed discussion | WFP staff | Niger | Mo 22 May 2017 | Iñigo Torres |
| 475 | Maimouna Niang | WFP – PSEA Focal Point | Detailed discussion | WFP staff | Niger | Mo 22 May 2017 | Iñigo Torres |
| 476 | Caroline Nanzer | WFP – Programme Officer / M&E / Protection Focal Point / Food Security Cluster Coordinator | Detailed discussion | WFP staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 477 | Ibrahim Malam Goni | DGECR –  CNE | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 478 | | DGECR – CNE Refugee Director | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |

| 479 | Sidikou Boubacar | Ministere de l'Action Humanitaire – Secretaire Generale | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |
|---|---|---|---|---|---|---|---|
| 480 | Abdramane Mariama Dan Galadina | Ministere de l'Action Humanitaire – Directrice des Secour Humanitaire d'Urgences | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 481 | Laouali Abdou | Ministere de l'Education Primaire – Responsable des cantines scolaires | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 482 | Mustafa Achatou | Ministere de l'Education Primaire – Agent cellule cantines scolaires | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 483 | Attahirou | Ministere de l'Education Primaire – Agent cellule cantines scolaires | Detailed discussion | Government staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 484 | Souleyman Amadougarba | WFP – Senior Programme Assistant / M&E | Detailed discussion | WFP staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 485 | Yves Richard Rukundo | WFP – Head Sub-office Niamey | Detailed discussion | WFP staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 486 | Hassane Issoufou Balle | WFP – Food Aid Monitor and Protection Focal Point Niamey Sub-office | Detailed discussion | WFP staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 487 | Housseine Amadou | WFP – Programme Assistant – Acting Refugee Camps Coordinator | Detailed discussion | WFP staff | Niger | Tu 23 May 2017 | Iñigo Torres |
| 488 | Mr. Inoussa | Secretaire Generale de la Prefecture d'Ouallam et | Detailed discussion | Government staff | Niger (Ouallama) | We 24 May 2017 | Iñigo Torres |
| 489 | Mr. Sitanoussa | Directeur CNE Ouallam / Administrateur des camps de refugies | Detailed discussion | Government staff | Niger (Ouallama) | We 24 May 2017 | Iñigo Torres |
| 490 | Oumarou Seidou | WFP – Senior Programme Assistant | Detailed discussion | WFP staff | Niger (Ouallama) | We 24 May 2017 | Iñigo Torres |
| 491 | Housseini Amadou | WFP – Programme Assistant | Detailed discussion | WFP staff | Niger (Ouallama) | We 24 May 2017 | Iñigo Torres |
| 492 | Abdoulahi Agali Tambari | UNHCR - Charge du bureau | Detailed discussion | Other United Nations agencies | Niger (Ouallama) | We 24 May 2017 | Iñigo Torres |
| 493 | Hima Amadou Zeinabou | UNHCR - Service communautaire | Detailed discussion | Other United Nations agencies | Niger (Ouallama) | We 24 May 2017 | Iñigo Torres |
| 494 | Abdoulaye Dodo | UNHCR - Registration Assistant | Detailed discussion | Other United Nations agencies | Niger | | Iñigo Torres |

| 495 | Focus group participants | Mangeze Refugee Camp – Chiefs of neighbourhood (17) | Detailed discussion | Members of the affected population | Niger | We 24 May 2017 | Iñigo Torres |
|---|---|---|---|---|---|---|---|
| 496 | Focus group participants | Mangeze Refugee Camp – Women Committee (10) | Detailed discussion | Members of the affected population | Niger | We 24 May 2017 | Iñigo Torres |
| 497 | Focus group participants | Mangeze Refugee Camp – Youth Committee (6) | Detailed discussion | Members of the affected population | Niger | We 24 May 2017 | Iñigo Torres |
| 498 | | Mangeze Distribution point | Detailed discussion | Members of the affected population | Niger (Mangeze) | We 24 May 2017 | Iñigo Torres |
| 499 | Rina Uchida | WFP – Programme Officer / Gender Focal Point | Detailed discussion | WFP staff | Niger | Th 25 May 2017 | Iñigo Torres |
| 500 | David Kerespars | ECHO | Detailed discussion | Donors | Niger | Th 25 May 2017 | Iñigo Torres |
| 501 | Federica Patrolani | ECHO | Detailed discussion | Donors | Niger | Th 25 May 2017 | Iñigo Torres |
| 502 | Ahmadou Ndiade | USAID | Detailed discussion | Donors | Niger | Th 25 May 2017 | Iñigo Torres |
| 503 | | Action Contre la Faim | Detailed discussion | NGO partners | Niger | Th 25 May 2017 | Iñigo Torres |
| 504 | | IOM | Detailed discussion | NGO partners | Niger | Th 25 May 2017 | Iñigo Torres |
| **Total number of persons met: 504** | | | | | | | |

# 1.3. Annex 6: Country Selection for Case Studies

1.      The description presented below sets out the logic used to make the country selection, and as such define the criteria for the geographic coverage of the evaluation. It is included here to give an understanding of the evidence base on which the findings, conclusions and recommendations are based.

2.      The WFP protection policy evaluation carried out an in-depth study of six country offices through desk-reviews and field studies of an additional six country offices.[39] The multi-case design,[40] with a large number of countries to be covered, provides compelling and credible evidence, making the overall evaluation more robust and favouring breadth over depth of coverage. The approach also facilitates the involvement and ownership of WFP country offices and national-level partners as the main internal users of the evaluation.

3.      The protection policy evaluation is evidence-based and uses case studies to facilitate theoretical and analytical generalisation, where findings can be generalized to theoretical propositions and transferred to the global WFP operational environment.

**Overview of the country case study selection process**

4.      At the initial stage, the decision was made to select two countries (one field study and one desk study) within each regional bureau's area of responsibility to favour geographic spread, breadth of coverage and stakeholder involvement.[41] In addition to the two countries per region, the Dara evaluation team also identified in each case a third country as a back-up option, acknowledging that factors (e.g. security) may complicate the accommodation of the evaluation in the timeframe foreseen.

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[39] ToR Humanitarian Protection Evaluation. OEV WFP

[40] Multiple cases also enable comparisons that clarify whether an emerging finding is typical and consistently replicated in several countries or idiosyncratic to a single case or where findings may be qualified and variations or contingencies in the main patterns observed specified.

[41] http://one.wfp.org/operations/vam/about_vam/documents/WFPRegionalBureaux-A3.pdf

**Table 1: WFP regional bureaux and countries (universe of the sample)[42]**

| Regional bureau | Bangkok | Cairo | Dakar | Johannesburg | Nairobi | Panama |
|---|---|---|---|---|---|---|
| Countries | Afghanistan<br>Bangladesh<br>Bhutan<br>Cambodia<br>India<br>Indonesia<br>Democratic People's Republic of Korea<br>Lao People's Democratic Republic<br>Myanmar<br>Nepal<br>Pakistan<br>~~Philippines~~<br>Sri Lanka<br>Timor-Leste | Algeria<br>Armenia<br>Egypt<br>Iran<br>Iraq<br>Jordan<br>Kyrgyzstan<br>Lebanon<br>Libya<br>State of Palestine<br>Sudan<br>Syria<br>Tajikistan<br>Tunisia<br>Turkey<br>Ukraine<br>Yemen | Benin<br>Burkina Faso<br>Cameroon<br>Central African Republic<br>Chad<br>Ghana<br>Guinea<br>Guinea Bissau<br>Ivory Coast<br>Liberia<br>Mali<br>Mauritania<br>Niger<br>Nigeria<br>Sao Tome & Principe<br>Senegal<br>Sierra Leone<br>Gambia<br>Togo | Democratic Republic of the Congo<br>Lesotho<br>Madagascar<br>Malawi<br>Mozambique<br>Namibia<br>Swaziland<br>Tanzania<br>Zambia<br>Zimbabwe | Burundi<br>Djibouti<br>Ethiopia<br>Kenya<br>Rwanda<br>Somalia<br>South Sudan<br>Uganda | Bolivia<br>Colombia<br>Cuba<br>Dominican Republic<br>Ecuador<br>El Salvador<br>Guatemala<br>Haiti<br>Honduras<br>Nicaragua<br>Panama<br>Paraguay<br>Peru |

5.      The rollout of the country strategic plan during different time periods in 2017 effectively excluded countries such as Mozambique, Namibia, Philippines and Tanzania from consideration for field visits as country offices were not able to accommodate the evaluation.[43]

6.      The selection process commenced with an initial review of the 81 country situations where WFP is engaged in the provision of support. A multi-stage process and a combination of purposeful sampling[44] strategies were used to further select case studies:

- **i. Intensity sampling**

7.      This form of purposeful sample enables the selection of cases that manifest the investigated phenomenon intensively. A document review of WFP and external sources, as well as the team members' expertise enabled the identification of country offices where protection is considered an overriding concern. In particular, the review took into consideration the countries prioritized by WFP to engage in protection through the protection project[45] and, most importantly, through the Humanitarian Protection Policy.

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42 Overview of the all countries under their respective regional bureau

43 WFP Plan for CSPs and EB approval ICSPs, Feb 2017-June 2019, WFP Rome, January 2017

44 *Patton, M.Q. 2002. Qualitative Research & Evaluation Methods, 3rd Edition, Sage Publications, Thousand Oaks: London, New Delhi.* Patton identifies 16 forms of purposeful sampling, recommending that the case selection involve purposeful as opposed to random selection. The types of purposeful sampling identified are: theoretical/theory-based/operational-construct, convenience, extreme/deviant/outlier, intensity, maximum variation, homogenous, typical, critical, snowball, criterion, confirming and disconfirming, stratified purposeful, opportunistic, purposeful random sample (small size), politically important, combination/mixed purpose.

45 The protection project consisted of: case study research; programme support to country offices in drafting and implementing protection checklists, work plans and strategies in support of inter-agency protection efforts; institutional policy formulation; development of corporate guidance and training modules; and field staff training.

- The protection project launched in 2005 consisted among other components of case study research and programme support that covered a total of 25 country offices.[46] In the earlier phase of the project, field research was undertaken in ten WFP country operations, representing three different contexts of WFP interventions (armed conflict, post conflict and natural disaster settings) where protection issues were relevant.[47]

- The intensity sampling specially considered the countries where WFP has undertaken initiatives to strengthen its protection efforts since the approval of the Humanitarian Protection Policy (the protection policy) in 2012. According to the update on implementation of the policy,[48] 30 country offices – more than one third of the total – have begun work to integrate protection into their programming and operations in a range of contexts where protection is a matter of concern, from large scale emergencies, to protracted crises and development settings. The initial document review and the protection policy evaluation briefing in Rome showed that the number of country offices effectively implementing the protection policy has fluctuated since the policy update in 2014. Yet, the evaluation team reviewed the list and decided that these countries should be considered at the intensity sampling stage.

**Table 2: Country offices reporting protection initiatives under the protection policy**[49]

| Regional Bureau | RB Bangkok | RB Cairo | RB Dakar | RB Johannesburg | RB Nairobi | RB Panama |
|---|---|---|---|---|---|---|
| Country Offices | Afghanistan Bangladesh Myanmar Nepal | Egypt Iraq Jordan Libya Syria Turkey | Burkina Faso Central African Republic Chad Mali Mauritania | Democratic Republic of the Congo Malawi | Burundi Djibouti Ethiopia Kenya Rwanda Somalia South Sudan | Ecuador El Salvador Guatemala Honduras Nicaragua |

- **ii. Special interest**

8.      This method refers to instrumental /key informants where the case is selected because it is of special interest, or where there is a specific interest in an issue, or a rich case where much can be learned about issues of central importance to the purpose of the evaluation. Information gathered during the evaluation team's briefing in Rome and suggestions made by key informants, including regional bureaux staff regarding countries to be covered, were considered in the selection process. As a result, countries such as Colombia[50] and Haiti[51] were considered as country offices of special interest for the evaluation.

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[46] The protection project has covered Afghanistan, the Plurinational State of Bolivia, Burundi, Chad, Central African Republic, Colombia, Côte d'Ivoire, Democratic Repblic of the Congo, Ecuador, Ethiopia, Guinea, Haiti, Kenya, Liberia, Mali, Myanmar, Nepal, the Occupied Palestinian Territory, Pakistan, the Philippines, Sierra Leone, Sri Lanka, Sudan, Uganda and the United Republic of Tanzania.
[47] WFP. Protection in WFP Operations. A project brief.
48 WFP. 2014. Update on the Humanitarian Protection Policy Distribution WFP/EB.A/2014/5.
49 Update on the Humanitarian Protection Policy Distribution WFP/EB.A/2014/5.  9 May 2014. This list does not include countries that have reported protection initiatives but that were previously excluded from consideration for field visits as country offices would not be able to accommodate the evaluation (Philippines, Tanzania and Lebanon). This table does not include Pakistan either, since it was decided at an earlier stage to carry out a pilot visit to the Pakistan country office during the inception phase to validate and test the evaluation methodology.
50 i) Diversity of programs implemented by the WFP, ii) representativeness of the country within the Latin American environment, iii) interest of the WFP CO operation in the issue of protection: Protracted Relief and Recovery Operation

- **iii. Maximum variation**

9.     The method of maximum variation seeks to cover a range of criteria and contexts where WFP intervenes, and incorporates dimensions of representativeness, coverage and diversity into the evaluation.

- **iv. Qualitative factors**

10.    The selection of the countries was also informed by qualitative factors to ensure that the evaluators maximized the benefits from the field visits and desk studies such as: in country access to the humanitarian operations (security) and size of the country office. Availability of high-quality data also determined the selection, particularly for desk review cases.

11.    As a result of the combination of the above sampling methods, the evaluation team preselected country offices. This basket of countries was then reviewed and modified against a set of criteria (see below) to validate a final sample and ensure data were relevant and diverse, and that findings of the evaluation can be transferable to the global WFP operational environment.

**Table 3. List of country offices shortlisted for case studies (field and desk reviews)**

| Regional bureau | Bangkok | Cairo | Dakar | Johannesburg | Nairobi | Panama |
|---|---|---|---|---|---|---|
| **Field visit** | Afghanistan | Lebanon | Niger | Democratic Republic of the Congo | Uganda | El Salvador |
| **Desk review** | Pakistan | Iraq | Nigeria | Malawi | Somalia | Colombia |
| **Back up options** | Nepal | Syria | Chad | Burundi | Kenya | Haiti |

**Specific criteria considered against the countries selected**

12.    The list of countries selected was reviewed by the evaluation team against identified criteria to ensure breadth of coverage and representativeness.

- **Context**: An important set of criteria centred on the factors shaping the context of settings where food insecurity is of concern to WFP. Such criteria relate to situations where humanitarian action plays a critical role in: i) complex emergencies; ii) disaster settings associated with natural hazard events; and iii) recovery and development situations where the focus is on measures geared towards strengthening resilience and disaster-risk reduction.[52]

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combined with a National Development Plan and Post-Conflict Strategy. In addition, the WFP is developing and testing implementation models for social programmes in Colombia.

51 i) Country with a long presence of the WFP (1969to date),ii) variety of challenges (humanitarian, development, hazards),iii) relevance of programs implemented since 2012.

52 See for example, ACAPS Crisis Overview 2017, WFP Hunger Hot Spots, online data from sources such as UNHCR, IDMC, UN/OCHA, UNICEF, Human Rights Watch, Oxfam, IRC and the World Economic Forum.

- **Type of WFP operations**: This is the criterion pursued in order to represent and balance the major types of operations (EMOPs, PRROs, country programmes, and development operations) that shape and drive the WFP response in different settings.[53]

- **Crisis typology**: This criterion refers to sudden or slow onset events and protracted situations. The crisis typology[54] often influences the protection risks and the response of the humanitarian actors. The nature of the threats against the affected population typically fluctuates in the different situations. Most importantly, the capacity of these affected populations to cope with the crisis is influenced by whether it is a sudden or slow onset event or a protracted situation. Moreover, the ability of the humanitarian community to mitigate the threats or to increase the capacities of the affected population and reduce their vulnerabilities also differs in these situations. With the inclusion of this criterion, the evaluation ensures that WFP protection policy is reviewed in different protection environments.

- **Operation location:** The operation location refers to the settings where the operation takes place, whether it is in an urban, rural or refugee camp setting. It is particularly important for the evaluation team to take this aspect into account as there are protection challenges specific to each type of location.

- **Scale**: WFP classifies emergency response operations according to a three-level scale:[55]

  - Level 1 Response: Emergency operations within the response capabilities of the relevant WFP country office, with routine support from the regional bureau. "WFP CP WFP CO possesses or has access to the requisite capacity and resources (including financial resources, personnel, assets, stock and managerial oversight) to efficiently and effectively address such needs within WFP's mandate." [56]

  - Level 2 Response: Emergency response operations requiring regional augmentation of country level response capability.

  - Level 3 Response: Emergency response operations requiring mobilization of WFP global response capabilities in support of the relevant country office(s) and/or regional bureau(x), i.e. a corporate response.

13.    With the inclusion of the criteria "WFP emergency response classification L3 L2 L1" the evaluation ensures that the selection of the countries for field visit and desk review reflects a proper balance between the different scales. This will ensure that the protection policy evaluation covers major WFP emergency responses at the three different levels. The timeframe considered for this criterion corresponds to the period under review. In the matrix above, when a county office has experienced different levels since 2012, the table reflects the level in 2016.[57]

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53 https://www.wfp.org/operations
54 Global Humanitarian Assistance Report 2016, Development Initiatives.
http://devinit.org/post/global-humanitarian-assistance-report-2016/; and see WFP:   https://www.wfp.org/countries
55 WFP: http://documents.wfp.org/stellent/groups/public/documents/resources/wfp264770.pdf
56 WFP. WFP Emergency Response Classifications. May 2014.
57 WFP 2016. "Major WFP Emergency Responses (2011-2016)" and WFP 2014 "WFP Emergency Response Classifications".

- **WFP programme activities**: The main activities of WFP include: general food assistance; food assistance for asset creation and resilience; school feeding and nutrition; and HIV programmes. The evaluation was carried out across a representative sample of WFP activities, including, but not limited to, cash based transfers. As of 2016, cash based transfers represented a little over a quarter of all WFP assistance,[58] and was of particular interest to the evaluation.[59] Indeed, cash based transfers represent crucial and rising trends in humanitarian assistance and have specific implications for protection.[60] In summation, the inclusion of this criterion ensures that the evaluation is designed to examine the protection policy in the most relevant WFP programmes.

**Figure 1**: **WFP programme activities in shortlisted countries**
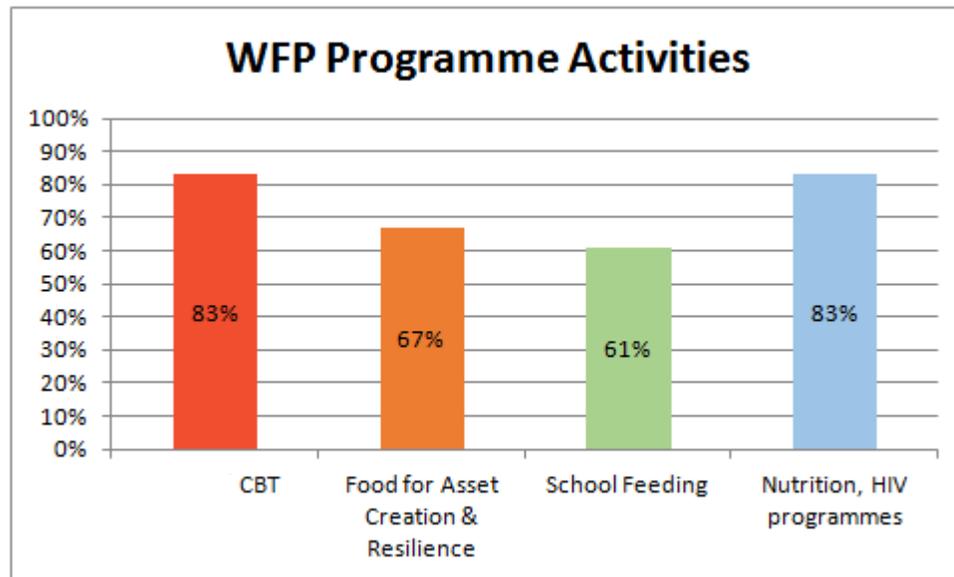


- **Affected population**: The countries selected, both within and across regions, represent different environments where affected populations include those who have declined, resisted or were unable to move (ISP[61]) as well as those who have been uprooted within their own countries (IDP) or across borders as refugees struggling to survive with host communities, in camps or spontaneously settled in urban environments. This criterion also considers the vulnerable population in non-conflict settings.

  The sample also sheds some light on the variety of affected populations covered by the sampled countries with 50 percent of the selected countries hosting refugees and 83 percent of the countries hosting internally displaced people. Of the selected countries,

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58 WFP: http://www1.wfp.org/cash-transfers
59 "Humanitarian Protection Policy. Terms of Reference." WFP OEV
60CALP: http://www.cashlearning.org/cash-and-protection/protection
61 Internally Stuck People, namely those who are unable or unwilling to flee in times of crisis. This term was first used by the United Nations coordinator's office during a press briefing on Afghanistan, October 5 2001. Talking about "life-saving activities" led by United Nations staff in areas near to the borders of Turkmenistan, Tajikistan, Iran and Pakistan: "this is being done to ensure that we can help people in need inside Afghanistan- internally displaced persons, internally stuck persons and vulnerable people at large." The term was later be used by N. Niland in "Human Rights and Refugees, Internally Displaced Persons and Migrant Workers" Chapter 9, Taliban-run Afghanistan: The Politics of Closed Borders and Protection, 2005.

58 percent have populations not affected by violence and 75 percent are located in zones welcoming refugees. This resonates with the types of contexts selected (mentioned above) that allow evaluation of the policy's implementation and WFP work in diverse situations, within a country as well as across the entire sample.

**Figure 2: Diversity of affected populations**
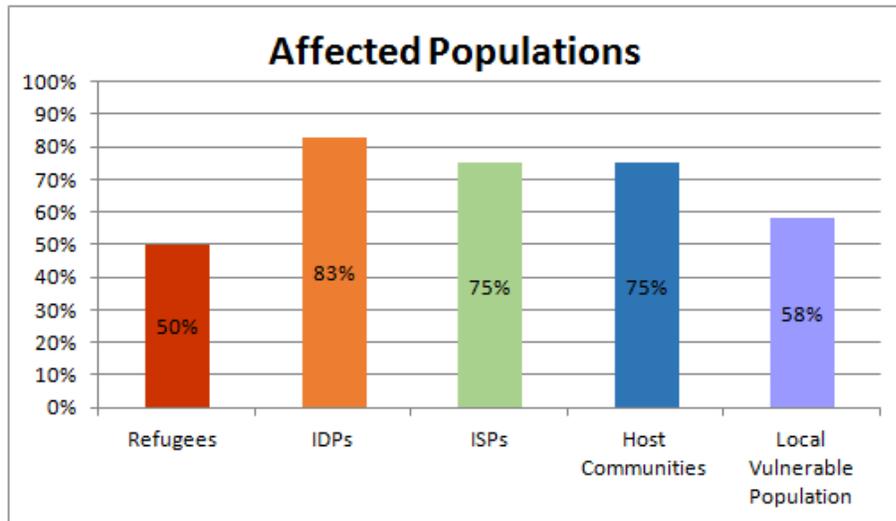


- **Field protection response:**[62] Given the role of protection clusters in analysing, coordinating, monitoring and supporting humanitarian action on protection concerns, it was considered important to count on a relevant number of contexts with activated protection clusters in the sample of field visits.

- **Community feedback mechanism in place:** The intensity sampling ensured that a significant number of countries shortlisted are effectively implementing the humanitarian protection policy and its different components. Additionally, the evaluation team crosschecked the shortlisted countries with the country offices that are implementing activities on accountability to affected populations, based on the results of the WFP global baseline survey of practices undertaken by the WFP in all country offices in 2015.[63] This criterion checks that the sample includes an adequate number of country offices that reported having at least one complaints and feedback mechanism in place.[64]

- **Feasibility of conducting a field visit**: The availability of the country office to host and organize the stay of the evaluation team also depended on other factors that could influence the field visit (security, access to programs, other ongoing evaluations etc.). Therefore, the final selection was defined after a dialogue with the Office of Evaluation and the country office to ensure the feasibility of every field visit.

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62 A sampling of response types only is included in this set of criteria given the assumed automaticity, for example, of protection mainstreaming, gender and PSEA in WFP country programmes.
63 Source: WFP, Accountability to Affected Populations in WFP, baseline survey 2015
64 The survey indicates that the most prevalent types of complaints and feedback mechanisms are hotline and complaints and feedback desks.

**Table 4. Country case study selection against identified criteria**

| | | RB Johannesburg | | | RB Dakar | | | RB Nairobi | | | RB Cairo | | | RB Bangkok | | | RB Panama | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1.DRC | 2 Malawi | Burundi | 1 Niger | 2 Nigeria | Chad | 1 Ethiopia | 2 Somalia | Kenya | 1. Lebanon | 2. Iraq | Syria | 1 Afghanistan | 2 Pakistan | Nepal | 1. El Salvador | 1 Colombia | Haiti |
| Context | Disasters/hazard events | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | | ✓ |
| | Complex emergency/conflict related | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| | Recovery and development settings | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Crisis typology | Sudden onset | | | | | ✓ | | | | | | | ✓ | ✓ | ✓ | ✓ | | | ✓ |
| | Slow onset | | | | ✓ | | | ✓ | ✓ | | ✓ | | | | ✓ | | | | ✓ |
| | Protracted | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| Operations location | Urban | ✓ | | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Rural | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| | Camp situations | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | ✓ |
| Type of WFP operation | EMOPS | Jan-Dec 2016 (regional) | ✓ | | Jan 15 – Dec 17 Regional | May-June 2016 | Jan 2015 - Dec 2015 | | Jan 16 - Dec 18 | | Jun 12 – Jul 12 / Jul 12 – Dec 12 | Nov 11 - Dec 16 | July 12 | Nov 11 - Dec 16 Oct 16 – June 17 | | April - July 15 | | | ✓ |
| | PRRO | Jan 2016-Dec 2017 | Jun 13 – May 17 (refugees), Dec 14 – Dec 17 resilience livelihoods | Jul 14 - Jun 16 | Jan 14 – Dec 16/ Jan 17 – Dec 19 | | Jan 2015 - Dec 2016 | July 15 - June 18 | Jan 16 – Dec 18 | April 2015 - Mar 2018 | Regional Jan 17 – Dec 18 | Jan 17 – Dec 18 | Jan 17 - Dec 18 | Jan 14 – Jun 18 | Jan 16 – Dec 18 | Jan 16 - Dec 18 | Jan 14 - Dec 16 | ✓ | ✓ |
| | CP | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ |

| | | RB Johannesburg | | | RB Dakar | | | RB Nairobi | | | RB Cairo | | | RB Bangkok | | | RB Panama | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1.DRC | 2 Malawi | Burundi | 1 Niger | 2 Nigeria | Chad | 1 Ethiopia | 2 Somalia | Kenya | 1. Lebanon | 2. Iraq | Syria | 1 Afghanistan | 2 Pakistan | Nepal | 1. El Salvador | 1 Colombia | Haiti |
| | DEV | | Mar 12-Dec 18 | | | | Jan 2012 - Dec 2013 | | | | | | | | | ✓ | Feb 16 - Jan 18 | ✓ | ✓ |
| Scale | L1 | | ✓ | | | ✓ | | ✓ | ✓ | | | | | ✓ | | ✓ | | ✓ | ✓ |
| | L2 | ✓ | | | ✓ | | | | | | | | | | ✓ | | | | |
| | L3 | | | | | | | | | | | ✓ | ✓ | | | | | | |
| Affected populations | Refugees | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | |
| | IDPs | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | |
| | ISPs | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| | Local or host communities | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ |
| WFP assistance modality | Cash-based transfers & general food distributions | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Food assistance for asset creation & resilience | ✓ | ✓ | | | | | ✓ | | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | School feeding | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| | Nutrition, HIV programmes | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Field protection responses | PC activated | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |
| | Gender based violence | | | | | | | | | | ✓ | ✓ | | | ✓ | | | | ✓ |
| | AAP Beneficiary feedback mechanism | | | ✓ | | | ✓ | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | ✓ |
| Feasibility of conducting a field | Evaluations recently finalized | 2014 CPE | 2016 OpEv | None | 2 2015 OpEv | None | 2014 OpEv | 2016 OpEv | 2015 OpEv | OpEv 2014 | | 2016 CPE | 2014 L3 | None | 2014 OpEv | 2016 OpEv | None | None | WFP CA |

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| | | RB Johannesburg | | | RB Dakar | | | RB Nairobi | | | RB Cairo | | | RB Bangkok | | | RB Panama | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1.DRC | 2 Malawi | Burundi | 1 Niger | 2 Nigeria | Chad | 1 Ethiopia | 2 Somalia | Kenya | 1. Lebanon | 2. Iraq | Syria | 1 Afghanistan | 2 Pakistan | Nepal | 1. El Salvador | 1 Colombia | Haiti |
| visit | Evaluations ongoing/ planned | DE field visit planned May 2017 | 2 DE planned for 2017 | None | DE 2018 | None | | DE field work on Feb and Oct 2017 | None | | | IAHE | DE late 2017 | None | | DE being finalized early 2017 and another DE planned to start in 2017 | | DE field visit planned for April 2016 | |
| | Humanitarian principles & access policy evaluation, county office pre-selected (not confirmed yet, potential field visits between May 2017 and Oct 2017) | ✓ | | | ✓ | ✓ | | ✓ | ✓ | | | ✓ | ✓ | ✓ | | | | ✓ | |

After this analysis was conducted, it was found that Turkey had undergone an evaluation of its protection activities. While Lebanon had initially been excluded due to the strategy process, the postponing of this process and its great similarity with Turkey allowed for a switch to be made to the country selection just as the current inception report was finalized.

# Annex 7: Evaluation Matrix

| Questions and sub-questions | OECD-DAC criteria [65] | Policy dir. | Benchmark | Data collection methods | Data sources | Sections in the evaluation report |
|---|---|---|---|---|---|---|
| **Q1. What is the quality of the policy and associated guidance?** | | | | | | |
| **1.1.** To what extent is WFP humanitarian protection policy (protection policy) evidence-based and underpinned by a sound conceptual framework (theory of change), with clear objectives, outcomes, outputs and indicators to measure results? | Relevance / appropriateness | 1-6 | • Extent to which there is a tension between different understandings of protection and its overall objective within the WFP policy formulation<br>• Extent to which the protection policy has clear objectives, outputs, outcomes and indicators to verify results<br>• Extent to which the protection policy can be depicted in a coherent theory of change with assumptions joining outputs to outcomes and impacts that are clearly defined and can lead to policy adjustments if required | • Document review<br>• Key informant interviews<br>• Review of WFP protection policy and WFP theory of change for protection policy and for AAP | • Case studies<br>• Protection project and associated documents<br>• WFP protection theory of change<br>• EB consultation documents<br>• Global protection cluster documentation<br>• WFP staff engaged in policy development | Sections 2.1.1, 2.1.2, 2.2.1, 2.2.2 and 2.3.1 |
| **1.2.** To what extent is WFP protection policy coherent with other WFP corporate policies and normative frameworks (SP 2017-2021, humanitarian principles, gender, AAP and PSEA) and with external policies and standards (e.g. IASC protection policy, | Relevance/ appropriateness, coherence | 1-6 | • Extent to which the policy is conceptually articulated with human rights policies and thinking in development and humanitarian assistance<br>• Degree to which WFP cooperates with agencies with a protection mandate, in particular ICRC, UNHCR and UNICEF on protection related work<br>• Alignment to the IASC principals statement on protection | • Document review<br>• Key informant interviews<br>• Partner survey | • WFP Policy documents<br>• WFP and protection unit strategies<br>• IASC protection policy<br>• Protection evaluations and reports (whole of system review, GPC etc.)<br>• HRU related reports<br>• Other relevant external documents<br>• Partner policies (NRC, CARE, Democratic Republic of the Congo, etc.) | Sections 1.4, 2.1.1, 2.1.2 and 2.3.1 |

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[65] The ALNAP pilot guide on evaluating protection uses the adapted DAC criteria from Beck 2006. Which it lists as coverage/sufficiency, effectiveness, relevance/appropriateness, efficiency, connectedness, coherence, and impact

| Questions and sub-questions | OECD-DAC criteria [65] | Policy dir. | Benchmark | Data collection methods | Data sources | Sections in the evaluation report |
|---|---|---|---|---|---|---|
| human rights up front initiative)? | | | | | • WFP strategic plans | |
| **1.3** Does the protection policy clearly define protection for WFP, and have supporting processes and initiatives that set appropriate parameters, guidance and reporting framework for staff? | Relevance effectiveness | 4 | • Degree to which the guidance (including training material) is reflected in allied guidance, for example on gender or on accountability to affected populations, or on the contrary does it remain an isolated body of norms?<br>• Degree to which the existing monitoring and reporting (including corporate indicators and cash voucher framework) can be described as complete and material, providing a basis for change. Consider the constraints<br>• Degree to which senior management provides concrete guidance and support to protection related decisions, in comparison with other priorities such as distribution, interagency coordination or government relations | • Document review<br>• Key informant interviews<br>• Structured telephone interviews<br>• Partner survey<br>• WFP staff survey | • Protection policy, update, and guidance<br>• WFP staff, protection experts, partners | Sections 2.1.1, 2.1.2 and 2.2.1 |
| **1.4** Does the protection policy reflect good practice and remain relevant in the face of an evolving global context, including crisis environments? | Relevance/ appropriateness, connectedness | 1-6 | • Extent to which the policy is reflected in advocacy and communication material issued by WFP<br>• Extent to which emerging risks and opportunities for protection are translated into guidance, such as use of data technology, or urbanisation of populations, or growth of cash assistance<br>• Extent to which WFP is able to apply protection policy in contexts of siege and where hunger is used as a weapon of war | • Document review<br>• Key informant interviews<br>• Structured telephone interviews<br>• Partner survey | • Protection policy, WFP staff, protection experts, and WFP partners | Sections 2.1.3 and 2.3.3 |
| **Q2. What were the results of the policy?** | | | | | | |

| Questions and sub-questions | OECD-DAC criteria [65] | Policy dir. | Benchmark | Data collection methods | Data sources | Sections in the evaluation report |
|---|---|---|---|---|---|---|
| **2.1.** Has WFP achieved intended outcomes as set out in the policy implementation plan and elaborated in the theory of change, as well as any unintended effects? | Effectiveness, impact | 3 | • Degree to which safety, integrity and dignity risks associated with affected population participation in programmes have been mitigated<br>• Degree to which AP reliance on negative coping mechanisms with protection risks has been reduced | • Document review<br>• Key informant interviews<br>• Group interviews<br>• Structured telephone interviews<br>• WFP staff survey<br>• Partner survey<br>• Observation | • Project log frames<br>• RB focal points<br>• WFP staff, protection experts, and WFP partners<br>• Project and country documents and reviews<br>• SPRs<br>• Monitoring tools (FBM, PDM, etc.)<br>• BFM data<br>• International NGO reports<br>• Advocacy framework<br>• Advocacy messages | Sections 2.2.1, 2.2.2 and 2.3.1 |
| **2.2** To what extent has the intent of the protection policy been integrated as a cross-cutting objective throughout the organization, including to that extent has practice been consistent with WFP' commitment in protection? | Coherence | 3 | • Degree to which feedback systems are operational, gender differentiated, security incidents in accessing aid are addressed, and data protected (Pol. Dir. 5 & 6)<br>• Extent to which evidence of changes to targeting or to delivery modes can be observed as a result of protection considerations<br>• Degree to which unintended effects stemming from presence and delivery are identified and addressed | • Analysis and document review<br>• Key informant interviews at HQ, regional and field level<br>• Structured telephone interviews | • EB reports and documentation<br>• WFP management plans<br>• WFP staff, protection experts, and WFP partners<br>• WFO strategic plan and results<br>• WFP annual performance reports<br>• Policies<br>• WFP advocacy framework<br>• Evaluation reports | Sections 2.1.1, 2.2.2, 2.3.1, 2.3.2, 3.1.2 and 3.2 |
| **2.3** To what extent do senior and field staff members have a common understanding of the centrality of protection in the WFP response and feel empowered and supported to operationalize the | Sustainability, coherence | 4 | • Extent of knowledge about the policy and related guidance at different levels of the organisation (Pol Dir 4)<br>• Extent to which protection policy is considered a priority or on the contrary is considered to be an additional construct which impedes efficient operations<br>• Degree to which WFP staff are able to define non-food assistance related causes of protection risks, and degree to which they express a wish to influence it | • Document review<br>• Key informant interviews<br>• WFP staff survey<br>• Structured telephone interviews<br>• Partner survey | • WFP staff<br>• Protection experts<br>• WFP partners | Sections 2.1.2, 2.2.1, 2.3.2, 2.3.3 and 3.2 |

| Questions and sub-questions | OECD-DAC criteria [65] | Policy dir. | Benchmark | Data collection methods | Data sources | Sections in the evaluation report |
|---|---|---|---|---|---|---|
| policy? | | | | | | |
| **2.4** To what extent has the policy affected/influenced WFP partners' practice? | Effectiveness, efficiency, coherence | 5 | • Extent to which shifts in targeting and methods can be observed among partners (Pol. Dir. 5 & 6) which is explicitly or evidently related to WFP implementation of its own policy<br>• Extent to which WFP partners are aware of protection policy and guidance (Pol. Dir. 5 & 6) | • Document review<br>• Partner survey<br>• Key informant interviews<br>• Structured telephone interviews | • Partnership MoUs<br>• FLAs<br>• WFP staff, protection experts, and WFP partners | Sections 2.2.1, 2.2.2, 2.3.3, and 3.1.2 |
| **Q3. Why has the policy produced the results that have been observed?** | | | | | | |
| **Internal: What internal factors facilitated or obstructed implementation of the policy** | | | | | | |
| **3.1.** How did the institutional environment enable or constrain the implementation of the policy? | Sustainability, efficiency, coherence | 1-3 | • Extent to which senior managers and operational systems promote protection through their words and decisions<br>• Degree to which WFP staff and partners perceive that there is synergy, or on the contrary overlap, confusion, or the risk of contradiction with other WFP policies<br>• Examples of external and semi-controllable factors which have contradicted the application of the policy | • Document review<br>• Key informant interviews<br>• Structured telephone interviews | • EB documentation<br>• WFP management plans<br>• WFO strategic plan and results<br>• Policies<br>• Protection unit budgets<br>• Protection unit workplans<br>• Human resources and staffing levels | Sections 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.3.1 and 2.3.2 |
| **3.2.** To what extent did the quality and appropriateness of the training plan, guidelines and tools for capacity development of staff and partners, and internal staff capacity, give effect to policy implementation? | Effectiveness, impact, coherence | 4 | • Prevalence and presence (through references in discourse, material being used) of teaching material guidance<br>• Degree to which staff which have been trained appreciate the content and degree to which they propose changes<br>• Extent of changes that staff would recommend in the communication or the content of training and guidance (Pol. Dir. 3 & 4) | • Document review<br>• Key informant interviews<br>• Structured telephone interviews | • WFP organigram<br>• Staff ToR<br>• WFP staff, protection experts, and WFP partners<br>• Protection unit staffing documentation.<br>• Training/workshop reports<br>• SPRs | Sections 2.1.1 and 2.2.1 |

| Questions and sub-questions | OECD-DAC criteria [65] | Policy dir. | Benchmark | Data collection methods | Data sources | Sections in the evaluation report |
|---|---|---|---|---|---|---|
| 3.3 To what extent do the coverage and quality of monitoring information (including but not only corporate indicators), the protection of sources, and accessibility, contribute to decision making? | Effectiveness, coherence | | • Degree to which data credibility and quality can be confirmed (Pol. Dir. 6)<br>• Degree to which evidence about protection risks is used by staff, and in particular the extent of evidence of harm that could have been avoided had information been used (Pol. Dir. 6) | • Document review<br>• Key informant interviews<br>• Structured telephone interviews | • WFP organigram<br>• Staff ToR<br>• WFP staff, protection experts, and WFP partners<br>• Protection unit staffing documentation<br>• Training/workshop reports<br>• SPRs | Sections 2.1.1, 2.3.1, 2.3.2 |
| **External: What external factors facilitated or obstructed the implementation of the policy** | | | | | | |
| **3.4.** How have the external factors affected implementation and results of the policy? | Sustainability, coverage/sufficiency | 1-6 | • Extent of constraints imposed on the proper application of the policy<br>• Degree to which informed and accountable partnerships have extended the influence of WFP protection (Pol. Dir. 5) | • Document review<br>• Key informant interviews<br>• WFP staff survey<br>• Structured telephone interviews | • Donor protection and funding policies<br>• Humanitarian reform progress reports<br>• Context and situation reports<br>• WFP staff, protection experts, and WFP partners | Sections 1.3 and 2.3.3 |
| **3.5.** How did the coordination and partnership, focusing on complementarity and synergies at global and national levels, particularly within the food security and protection clusters affect the implementation? | Coherence, connectedness | 6 | • Degree to which WFP engages in, and targets, advocacy work relating to protection (Pol. Dir. 5 & 6)<br>• Extent to which duty bearers, primarily state actors, are aware of, and reflect, the WFP protection policy (Pol. Dir. 5 & 6)<br><br>As a matter of example, in this case the following indicators may be used:<br>• Number of times country heads of office engaged in advocacy for protection (and not only for access)<br>• Number of times country heads of office actively spoke out in support for protection engagement by the UNCT<br>• Positive or negative assessment by other UNCT stakeholders of how WFP has (or has not) played a 'pro-protection' role in UNCT discussions | • Document review<br>• Key informant interviews<br>• Structured telephone interviews<br>• Staff survey<br>• Partner survey | • GPC and FSC documentation<br>• WFP staff, protection experts, and WFP partners | Sections 2.1.1, 2.3.2 and 2.3.3 |

# Annex 8: Review of Good Practices

1.        This annex covers the development of policies comparable to the WFP protection policy for a bilateral donor agency, a United Nations agency, and an NGO. Three organisations were selected due to their status as not being specifically mandated to implement protection, and not having the promotion of human rights in their philosophies.

**Sweden**

2.        In 1997, Sida established human rights as a central tenet of its foreign and development policy and in 2003, a new law made poverty reduction and human rights the basis of all Swedish trade, development, and migration policies. The policy provides specific directives with regards to protection.

3.        The main purpose of Sida's human rights policy is the empowerment of "boys, girls, men and women to claim their human rights (as rights-holders) and to increase the capacity of those who are obliged to respect, promote, protect and fulfil those rights (as duty-bearers)".

4.        The approach has been labelled a "human rights based approach" (HRBA) and is an analytical instrument to "identify target groups, problem areas, power relations, and structures, and thereby lead to a more efficient collaboration with cooperation partners and countries".

5.        A 2012 study on justice advocacy through dialogue and mainstreaming human rights in Swedish development assistance found that broad, multi-sectoral approaches add value to Sida and are central in contexts of decentralisation. It confirmed that decentralisation was an important accompanying factor in HRBA implementation.

6.        The rights-based focus on rights-holders, civil society and duty-bearers generates collaborative strategies, which could yield positive impacts on men and women. The study does not provide very detailed information on the potential improvement of rights-holders' living conditions.

7.        Sida's digitalized system of project management mainly focuses on human rights during appraisal, not implementation and monitoring. It provides inadequate information on results on the ground. However, Sida's representatives in embassies have been able to draw up a number of examples concerning the effectiveness of protection in improving poverty and living conditions. These examples relate to the relative success in creating an enabling framework for claim-making from, for example, indigenous groups to authorities, or to successes in influencing duty-bearers through paralegals or through the actions of local civil society organisation partners. However, they are not very specific on the actual livelihood gains for marginalized groups.

**UNICEF**

8.        In 1998, UNICEF made protection through programming an institutional priority. Considerable energy was invested in providing guidance to heads of offices, regional directors, and country offices. Human rights were, during the early 2000s, linked to results management. Responsibility for developing and implementing the approach was shared between headquarters and country offices, beginning in Africa and Latin America.

9.        UNICEF's application of human rights to programming was evaluated in 2012. The evaluation report examined qualitative as well as quantitative evidence. The evaluation found that UNICEF staff's conceptual understanding of HRBA varied considerably. The aid-effectiveness agenda had created new opportunities and challenges for the integration of protection, and UNICEF had taken some positive steps to lead in the thinking around these issues. The lack of

clear harmonisation between UNICEF's focus on equity and protection led to some confusion among staff and human rights experts alike. The evaluation found that human rights based approaches and equity were reconcilable, but remaining issues had to be clarified.

10.     Regarding the application of the approach and its principles in programming, UNICEF applied HRBA principles in varied ways at the country level. In particular, normativity was the best-applied principle, while the application of the principle of participation was more mixed, due to a lack of explicit references to how programmes are affected by the participation of rights-holders, the lack of a common understanding of the principle within UNICEF, and external political and cultural constraints.

11.     The application of non-discrimination was found to range from satisfactory to weak, with a lack of strong, disaggregated data, thereby making it difficult to identify and target the most vulnerable. The application of transparency was similarly found to be between satisfactory and weak, reflecting positive efforts by UNICEF country offices to promote the transparency of duty-bearers and their lower level of success at ensuring the transparency of rights-holders. The application of the principle of accountability was largely unsatisfactory, however, as a result of a lack of documentation on accountability mechanisms and of systems of complaint or redress within government or UNICEF programmes.

12.     The evaluation team provided a number of recommendations, some of which could also be considered in the context of WFP:

- UNICEF should develop a strategy to coordinate the mainstreaming of foundational strategies, of which human rights is one.

- Staff should be given guidance on linking HRBA with results-based management, particularly in terms of a greater use of indicators to measure the extent of the application of the approach's principles.

13.     The linkages between human rights focus and the equity approach should be clarified.

**DanChurchAid**

14.     DanChurchAid (DCA) started to work on HRBA during the early 2000s. It is committed to ensuring that human rights standards and principles are an integral part of all its efforts, but it does not have a protection policy or a policy on human rights as such. DCA supports partners that facilitate the empowerment of impoverished women and men to know and to act upon their rights and more equal gender relations. DCA also supports partners through advocacy and capacity building to ensure that governments and other actors live up to their obligations.

15.     DCA defines its human rights-based commitment as ensuring the incorporation of five principles in international work: participation; accountability; non-discrimination and equality; empowerment; and a link to human rights standards.

16.     The three goals of its 2015-2018 strategy are to save lives, build resilient communities, and fight extreme inequality, pursued through five strategic intervention areas: active citizenship, right to food, sexual and reproductive health rights, humanitarian action, and safer communities. The strategic goals are therefore partly formulated according to human rights standards (right to food or sexual reproductive health and rights) and partly according to agency domains (citizenship and advocacy) that are inherent in protection.

17.     The findings of a recent Danida evaluation[66] on results and achievements of DCA's human rights based assessment include:

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[66] Evaluation of the Danish Human Rights Based Approach, November 2016, Ministry of Foreign Affairs.

- The political space for civil society has diminished, making advocacy work more challenging, but also increasingly relevant. Active citizenship can be a challenge for this reason.

- In some cases, partners have succeeded in legislative changes, for instance on forest rights reaching the rights of tribal people.

- Success has been achieved in enhancing the capacity of rights-holders to engage with duty-bearers, not least at the community level.

- Reduced discriminatory practices are documented in evaluative work in, for example, India and Africa. Reduced practices of discrimination may relate to women's and girls' rights and to caste groups, for example, Dalits.

- Awareness work and local advocacy have in some cases contributed to increased reporting on domestic violence or to the introduction of district byelaws prohibiting domestic violence.

- Rights-holders' narratives and retrospective reviews seem more relevant than the establishment of baseline studies to demonstrate results.

- How to document the impact of HRBA on poorer rights-holders is a major gap in evidence.

18.    As with WFP, these three organisational examples show a rise in the prominence of protection and human rights issues. The examples also show a strong focus on human rights and protection in terms of capacities and planning, but a shortfall in reporting. The profile of protection within WFP is quite typical in this respect, although the degree of advancement is less than what appears in the organisations analysed here. The other distinction is that these organisations are opting for a human rights-based approach, whereas WFP is more focused on avoiding doing harm to beneficiaries, even if its broad focus remains on ensuring the dignity, integrity and safety (or security) of beneficiaries.

# Annex 9: Stakeholder Mapping

1.      A list of key internal and external stakeholders is presented below. This illustrates the broad sweep of the protection policy, which covers the most significant actors of WFP work, before it was made explicit in the 2016 Integrated Road Map as a cross-cutting initiative.

**Figure 1: Stakeholder mapping**
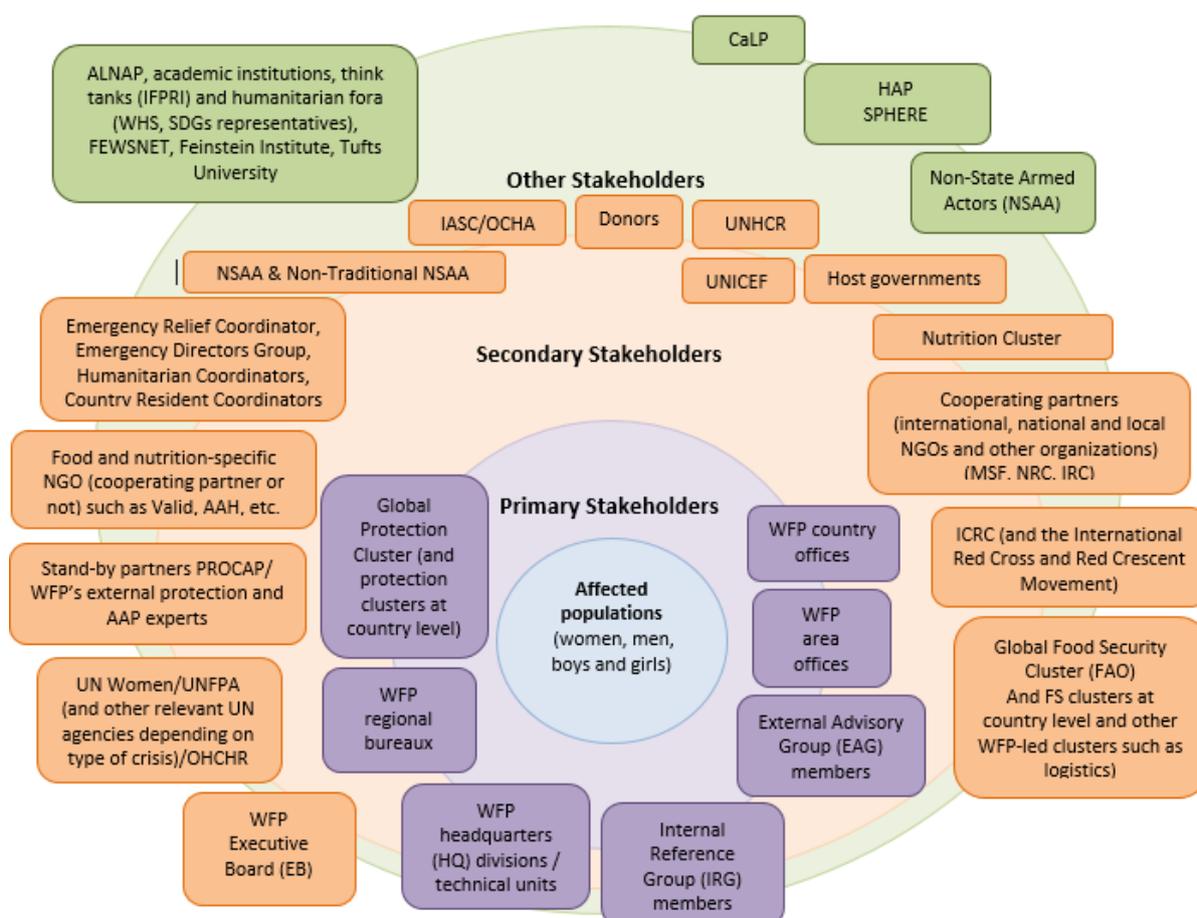


2.      It could be considered, from observing this stakeholder map, that protection issues could inform the dialogue with a vast number of institutions, and as such deserve to be firmly anchored in WFP systems and objectives.

| Stakeholder | Key area of interest for the evaluation | Implication/interest in the evaluation |
|---|---|---|
| **Internal** | | |
| Country offices (CO) (CDs, DCDs, emergency coordinators, heads of programme units, protection focal points/trainers, M&E/VAM units, heads of support units (finances, human resources, logistics, procurement & pipeline), WFP-led clusters coordinators) | Responsible for the country level operations (design and implementation). CO staff are involved in direct implementation of protection<br><br>Trained staff were responsible for facilitating the training programme in their COs and acted as protection focal points<br><br>Strategic planning<br><br>Management and coordination issues (internal and external/cluster coordination)<br><br>Technical/sectorial aspects<br><br>M&E aspects<br><br>In general, extent to which and how potential concerns are taken into account in the country | WFP stakeholders at CO level are committed to: providing information necessary to the evaluation; discussing the programme, its performance, results, influencing factors, best practices and lessons learned; facilitating the evaluation team's contacts with stakeholders in selected countries; setting up meetings and field visits and provide logistic support during the fieldwork<br><br>They have a direct interest in the evaluation to inform country-level decision-making and support internal accountability, as well as accountability to beneficiaries, partners and donors. The evaluation findings may also serve as a learning tool |
| Area offices (heads of office, programme/project assistants, field monitors) | Responsible for the implementation of field operations and results monitoring and reporting. WFP stakeholders at field level are key to: providing first-hand information on the programme and its challenges at the field level; facilitating the evaluation team's contacts with stakeholders in the field; setting up the agenda for field visits and providing logistic support during the fieldwork<br><br>Implementation and monitoring challenges at field level<br><br>Understanding of local context, external factors<br><br>Beneficiaries' situation and main views<br><br>Ongoing implementing activities/observation<br><br>Field coordination aspects (coordination with partners and other stakeholders) | Area offices might have a keen interest in the evaluation results in relation to the policy field implementation challenges and measures, and to all factors affecting the results. All needs assessments and M&E issues, as well as best practices and lessons learned from other countries and regions are subjects of interest for area offices for the purpose of replicating what works well in policy practice |
| Regional bureaux (RB) (emergency coordinators, regional programme advisers, and regional humanitarian protection advisors, M&E staff, heads of programme units) | RBs provide strategic guidance, programme technical support and oversight to the COs<br><br>Provision of relevant background data<br><br>Overview on countries specificities versus regional tendencies of WFP protection work<br><br>Information on regional initiatives, key achievements<br><br>Discussions on the relevance and coherence of the protection policy and other WFP policies, strategic directions and guidance<br><br>Internal decision-making and coordination aspects with HQ, COs | WFP stakeholders at RB level provide background information necessary to the evaluation and are available to the evaluation team to discuss the programme, its performance and results both at regional level and in comparison with main achievements and challenges in other regions<br><br>The evaluation results will inform decision-making by RB staff. RBs may also use the evaluation findings as an advocacy tool and an accountability tool towards donors. The learning aspect of the evaluation may be useful to share lessons and |

| | Challenges and needs in reinforcing (protection) COs capacities | to replicate and consolidate identified best practices across the regions |
|---|---|---|
| WFP headquarters (HQ) divisions / technical units (OSZPH; Office of Evaluation; gender; performance management & monitoring (RMP); partnerships, policy coordination & advocacy; Geneva and New York offices; emergency preparedness and response; ethics office; vulnerability analysis unit; market access programme unit) | HQ staff are responsible for policy making, implementation measures and advocacy

Discussions on the relevance and coherence of the protection policy and on other WFP policies, strategic directions and guidance will be prioritized

The OSPZH unit will be a primary user of the evaluation results. The unit was responsible for the management of the protection project aimed at examining the extent to which the work of WFP is already contributing to protection and at developing action points for the way forward. Currently, the OSPZH unit is responsible for providing guidance and a strategic approach, for effective use of the protection project and policy

Office of Evaluation/Evaluation Manager. The Office of Evaluation has commissioned the evaluation and the Evaluation Manager is the main interlocutor between the evaluation team and WFP to ensure a smooth implementation process. The Evaluation Manager: drafted the ToR in consultation with stakeholders, and through a scoping exercise; organized the team briefing in HQ; assisted in the preparation of the pilot and field missions; conducted the first level quality assurance of the evaluation products; and consolidated comments from stakeholders on the evaluation products. The Office of Evaluation's Director is responsible for final approval of the evaluation | WFP stakeholders at HQ level provide background information necessary to the evaluation; facilitate the evaluation team's contacts with stakeholders at mainly HQ and regional levels

The evaluation results will provide evidence of effective approaches to protection, and inform future policy and programme guidance, as well as support to RBs and COs. Other HQ divisions/units will be interested in the findings of this evaluation given the centrality and cross-cutting nature of protection in humanitarian action

The OSZPH Unit, through its strategy, aims to integrate protection and AAP. The evaluation will inform more complementary implementation of protection and AAP. Also, as it is responsible for the global baseline survey on CFM, the OSZPH unit will have a key interest in getting an updated overview of ongoing AAP activities and progress (as previous efforts were ad hoc)

General interest of HQ staff in all the evaluation findings and recommendations on ways forward. The findings may also be relevant for senior management involved in decision-making for Level 3 and Level 2 emergency responses |
| Internal reference group (IRG) members | IRG members ensure the independence of the evaluation and that key internal and external stakeholders are involved throughout the evaluation process. They also provide inputs at key stages. First input was given by some IRG members during the HQ briefing in Rome. This significantly helped the evaluation team frame the evaluation analysis and consider protection technical aspects and expectations for the evaluation

A key stakeholder group for discussions and feedback sessions on the evaluation process in general and on specific aspects of protection, gender, AAP, food assistance programming, advocacy, standby partnership and donor accountability | IRG has general interest in all the evaluation findings and recommendations on ways forward and priorities for WFP work on protection

The IRG has been consulted at the ToR stage |
| WFP Executive Board (EB) | The evaluation report and the WFP management response are presented to the EB, the governing body of the organisation, for consideration | WFP is accountable to the EB as their governing body. The EB has no direct participation in the evaluation but an interest in being informed about the effectiveness of WFP |

| | | operations and about the evaluation recommendations on future policy and programme guidance |
|---|---|---|
| **External** | | |
| Affected populations | Affected populations (women, men, boys and girls) are the main informants on WFP performance in addressing their protection needs while providing food assistance. They were consulted through focus groups discussions and individual interviews in each visited country. The ET applied a gender approach when selecting data collection tools with due consideration for the local contexts and in consultation with the implementing organisations with prime knowledge about local conditions

Extent to which WFP is providing food assistance in ways that contributes to their safety, dignity and integrity

Preferences in food assistance modalities (CBTs, GFD etc.) for protection purposes

Perceptions on the level of effectiveness and application/uses of CFMs and AAP practices in general

Level of relevance of the policy in responding to protection needs in practice

Influence of local contexts and factors in the effectiveness/efficiency of the protection policy implementation

Perspectives on coordination among implementing organizations

Gender considerations in protection programming and implementation

Meaningful engagement of AP in all decisions impacting their well-being (beyond 'consulting' and feedback mechanisms) | Affected populations are ultimately interested in how the evaluation contributes to improving the integration of protection in WFP work and how their rights and differentiated needs (of all groups) are considered and addressed by the humanitarian community |
| External advisory group (EAG) members | EAG members ensure that key external stakeholders are involved throughout the evaluation process and provide specific inputs at key stages on issues or actors for consideration. EAG members have been crucial so far with their global views on protection during the HQ briefing

Overview on the humanitarian protection field and achievements

Protection approaches, views and initiatives complementary to those of WFP

Stand-by partners' role and coordination aspects in general

Reflect on how WFP contributes to the overall commitment of centrality of protection and protection at country-level | The EAG has a direct interest in the evaluation findings and recommendations for improvements in WFP protection work, as they can eventually inform other organisations' protection work. EAG has also an interest in promoting global learning on humanitarian protection

The EAG was consulted at the ToR stage |
| Host governments (ministries of interior, | States have the primary responsibility to protect | Government representatives and |

| agriculture, education, local authorities and other government agencies that are responsible for a given issue (disaster, refugees) or especially relevant to a given crisis context (large-scale emergency, protracted crisis, development setting) | all people within their jurisdictions

Overview of contextual national factors affecting protection programming. The ET consult relevant ministries and government representatives at central and field levels with the aim of capturing their views on protection challenges within each of their relevant sectorial area (food security, nutrition, education, agriculture).  Governments are also key informants for an overview on humanitarian actors and humanitarian coordination | staff from technical units related to mainly protection, food security, gender and education, have a direct interest in learning whether WFP activities are effectively responding to the needs of the population. The findings could also inform national level measures for safe and dignified food assistance programming, and serve as advocacy and learning tools |
|---|---|---|
| Non-state armed actors (NSAA) | "NSAAs, as well as non-traditional non-state armed actors, are required to respect international humanitarian law, are parties to conflict in a range of humanitarian settings, and parties with whom WFP may negotiate front-line access" (ToR). A direct participation of NSAA in the evaluation was not foreseen but the ET asked WFP staff and national partners about their role in the country for context analysis and about how they might have affected WFP protection work. To the now-traditional concept of paramilitary and rebel or insurgent groups, the evaluation also adds organized criminal groups and spontaneous violent social groups such as "pandillas" in Central America | The evaluation findings may be utilized as an advocacy tool |
| **Key protection partners** | | |
| UNHCR | UNHCR is the lead of the global protection cluster and leading refugee responses. WFP is a key partner for food security for refugees.  WFP and UNHCR partnership is encompassed in a global memorandum of understanding (MoU). They will be consulted on all strategic and operational aspects of WFP protection policy implementation: (1) cluster and inter-cluster coordination; (2) cash and voucher transfers in WFP/UNHCR programmes, the approach to protection with age, gender and diversity (on the basis of WFP/UNHCR case studies on "Examining Protection  and Gender in Cash and Voucher Transfers"); and (3) protection implications in situations throughout the displacement cycle, from emergency response to durable solutions (mostly refugee and IDP operations)

Provision of relevant background documents and data (especially in refugee settings) | United Nations agencies have an interest in ensuring that WFP operations are effective and aligned with their programmes. UNHCR is directly concerned with the recommendations and is interested in conclusions on the partnership with WFP and sustainability of joint protection actions, as well as in all refugee and IDP-related issues |
| UNICEF | UNICEF is the designated focal point agency for the child protection area within the global protection cluster. UNICEF is also a key WFP partner on nutrition

Strategic and operational overview of WFP protection role and work within WFP food assistance and nutrition responses

Coherence among United Nations policies and understanding of protection

IASC cluster coordination and protection | UNICEF has a direct interest in learning from the findings of the evaluation, as they face the same protection implementation challenges. They also contribute to joint protection assessments or implementing activities and are at the centre of the protection cluster coordination. Recommendations might apply and guide their own protection work and inform on ways |

| | mainstreaming | for improvement |
|---|---|---|
| | Gender considerations in WFP protection programming, especially with respect to children | |
| FAO | As co-chair of the food security cluster and natural partner of WFP, FAO is a crucial interviewee of the WFP contribution in integrating protection concerns within the FSC. They are also a key source of information on synergies and opportunities of joint FAO/WFP efforts in integrating protection needs in food security and livelihoods assessments and interventions | FAO has a direct interest in learning from the evaluation results regarding FSC contribution in protection implementation, United Nations protection policy coherence and implication of protection issues in developmental settings |
| OHCHR | OHCHR works to promote and protect human rights. They are key informants of all policy, ethical and legal issues related to protection | OHCHR has a clear interest in all the evaluation findings and lessons on humanitarian protection policy and practice |
| UNFPA and UN Women (and other relevant United Nations agencies depending on type of crisis) | In light of their thematic expertise and the fact that UNFPA is co-lead of the GBV sub-cluster, their strategic and operational overview of WFP protection policy and practice was sought<br><br>Gender considerations in WFP protection programming<br><br>GBV results and challenges<br><br>Coherence among United Nations policies<br><br>Cluster coordination, joint efforts<br><br>M&E challenges | UN Women and UNFPA are mainly interested in the findings on synergies/overlaps between protection, gender and GBV. United Nations agencies are in general interested in learning from the evaluation results on how to face protection challenges and ways for effective implementation |
| Global protection cluster (and protection clusters at country level) | The GPC coordinates and provides global interagency policy advice and guidance to protection clusters in the field. They have provided guidance to the protection project. Thus, they are a key source of information on all aspects regarding WFP policy quality, coherence and results; and in general, on good/bad practice in protection actions and coordination in complex emergencies. The ET interviewed the protection cluster coordinators and attended cluster meetings (as a listener) in country to observe cluster dynamics and WFP participation | Protection clusters have an interest in the evaluation results and recommendations on how to reinforce response capacity and improve response effectiveness and coordination |
| Global food security cluster (and food security clusters at country level and other WFP-led clusters such as logistics) | As the FS cluster coordinates the food security response in humanitarian crises, information on the integration of protection in WFP food assistance activities and in the FSC itself is a priority issue as is the different implications/effects of WFP food modalities (GBV, CBTs) on WFP protection work<br><br>Relevance and coherence of WFP protection approaches in relation to food assistance. The ET applied the observation method when attending a FSC meeting to capture through it all aspects of WFP cluster leadership and coordination | Food security clusters have an interest in the evaluation results and recommendations on ways to improve the integration of protection in food assistance activities and on how to improve inter-cluster coordination and efforts |
| IASC/OCHA (IASC and its principals, emergency relief coordinator, humanitarian coordinators and country resident coordinators, emergency | The IASC and its principals are responsible for supporting the coordination of humanitarian assistance and advising the emergency relief coordinator. Humanitarian coordinators and | They have an interest in learning from the results of the evaluation to address operational challenges and gaps and strengthen coordinated |

| directors group) | country resident coordinators are directly responsible for the management and coordination of all clusters at country level<br><br>Main issues are: contextual overview of IASC cluster coordination, growing protection gaps and challenges in the field, WFP protection role and implementation, particularly in three WFP focus areas among its commitments to AAP under IASC: i) information provision; ii) participation; iii) complaints and feedback mechanisms. In particular, IASC task team on AAP and PSEA | response. The evaluation results might also be used for accountability purposes and promotion of collective responsibility for protection of people in need |
|---|---|---|
| Cooperating partners (international, national and local NGOs and other organizations)<br>(interaction, NRC, IRC, and local NGO partners in the six visited countries) + MSF | Cooperating partners are key informants of programme design and implementation<br><br>Protection operational challenges and good/bad practice; operational relation and coordination with WFP; synergies and missed opportunities; level of effectiveness of protection approaches; views on WFP performance; partnerships; capacity issues; M&E issues | Cooperating partners (protection mandated and non-mandated) and other key NGOs (e.g. MSF) have a direct interest in the evaluation process. Findings and recommendations will be key for policy guidance and for capturing lessons on effective and coordinated implementation of protection activities |
| Stand-by partners ProCap | WFP protection external experts in HQ and stand-by partners (ProCap), which are deployed to COs that require support, are key informants on all aspects of the protection plan quality, coherence, implementation and progress<br><br>Currently only covers ProCap, while we understand that WFP also has agreements with other stand-by partners, who may deploy protection-related staff | ProCap stand-by partners and WFP external protection and AAP experts have an interest in the evaluation for accountability and learning purposes |
| ICRC (and the International Red Cross and Red Crescent Movement) | ICRC is the principal organization dedicated to humanitarian protection and assistance for victims of war and armed violence<br><br>ICRC general insight on strategic and operational dilemmas regarding protection and its specific views on WFP protection policy and activities are essential | ICRC has an interest in learning through the evaluation results about how effective WFP protection work and progress in cluster coordination is. They might be interested as well in the factors that have affected WFP protection results as they might be affected by similar external factors |
| **Other key partners** | | |
| Donors | WFP is funded by voluntary donor contributions<br><br>Perceptions on WFP policy implementation measures and advocacy<br><br>Expectations of WFP protection role and actions<br><br>Overview on policy quality and coherence<br><br>Source of information on the context, contributions, relations with WFP and donors' priorities and strategies | Donors have a clear interest in seeing successful achievements of the protection policy implementation. They are interested in both accountability and learning objectives of the evaluation and are involved in following up on the implementation of recommendations by WFP |
| The Global Public Policy Institute (GPPi) and humanitarian outcomes | The Office of Evaluation was supported by the Global Public Policy Institute (GPPi) in undertaking a scoping exercise for the protection policy evaluation. GPPi/humanitarian outcomes were commissioned to undertake the complementary evaluation on humanitarian | GPPi/humanitarian outcomes have a key interest in the protection policy process and findings. The protection policy evaluation and the humanitarian access evaluation (lead by GPPi) are conducted |

| | access. Also, as responsible for the SAVE programme, they are key informants regarding challenges in delivering humanitarian aid effectively in volatile environments by preserving accountability and learning purposes<br><br>Feedback on protection implementation and M&E challenges<br><br>Issues of coordination and effectiveness in joint protection efforts<br><br>Provision of relevant documents and data | simultaneously, so real-time information/data sharing and coordination among the two ETs is foreseen to maximize synergies, avoid duplications and avoid possible contradictions in the preliminary findings |
|---|---|---|
| Food and nutrition specific international NGOs (VALID nutrition, Bread for the World, AAH) | Food/nutrition NGOs are key informants of the operational implications of food and nutrition interventions on protection issues | They have an interest in the evaluation results and recommendations on how to integrate protection consideration in food assistance and nutrition programming |
| Global nutrition cluster (GNC) (and nutrition clusters at country level) | The vision of the GNC is to "safeguard and improve the nutritional status of emergency affected populations by ensuring an appropriate response that is predictable, timely and effective and at scale". They are key informants on the WFP contribution to GNC vision and objectives and the effects of WFP food assistance programmes on WFP protection work | The GNC has an interest in the evaluation results regarding the cluster system efforts in integrating protection in all nutrition activities. All aspects of United Nations partnership and coordination efforts to adequately integrate protection in nutrition activities will also be of interest to GNC |
| ALNAP, other humanitarian fora and initiatives (WHS, SDGs representatives, HAP, Sphere) and academic and research institutions (Feinstein institute, Tufts institute, The International Food Policy Research Institute) | ALNAP ("ALNAP Guide to Evaluation Protection in Humanitarian Action") and main humanitarian fora and initiatives are a source of information for delivering a quality evaluation that takes into account measures to face the main challenges in evaluating protection (evaluability and risks analysis, data collection methods and tools adapted to protection environments) | ALNAP, academic institutions and fora may be interested in disseminating the evaluation results for sharing knowledge and promoting best practices and lessons on protection mainstreaming among humanitarian response practitioners |
| Global networks and partnership specialized in food security (FEWS NET) and cash transfer programming (CaLP) | FEWS NET (Famine Early Warning System Network) and CaLP (The Cash Learning Partnership) are key references, gathering respectively: (1) update evidence of the current food security situation in areas of concern; and (2) evidence of the appropriate and timely use of cash transfer programming in humanitarian response. They use a variety of local and national data collection sources<br><br>Providers of relevant documents and data<br><br>Good practice in food assistance and cash interventions | The interest of FEWS NET and CaLP in the evaluation ranges from sharing knowledge on findings, conclusions and lessons (regarding the impact of food assistance and of cash and voucher transfers on protection) to how food assistance and CBTs are informed by protection considerations |

# Annex 10: Reporting on Protection (in standard project reports, project documents, country briefs and executive briefs)

**Introduction**

The evaluation team has developed the analysis in this Annex from an assessment of the quality of reporting on protection in a selection of WFP documents: standard project reports (SPR), project documents, country briefs and executive briefs for protracted relief and recovery operations (PRRO), development operations (DEV), emergency operations/immediate response operations (EMOP/IR-EMOP), special operations (SO), and trust fund documents.

A first attempt to compare the same number and set of documents proved to be challenging since not all countries examined have the same template; for countries like Democratic Republic of the Congo, Malawi, Niger and Somalia, more than 20 standard project reports were available and could be reviewed by the team compared to less than 10 for El Salvador, Lebanon, Nigeria and Pakistan.

**Figure 1: Number of standard project reports (PRRO, DEV, EMOP, SO, trust fund) revised per country**
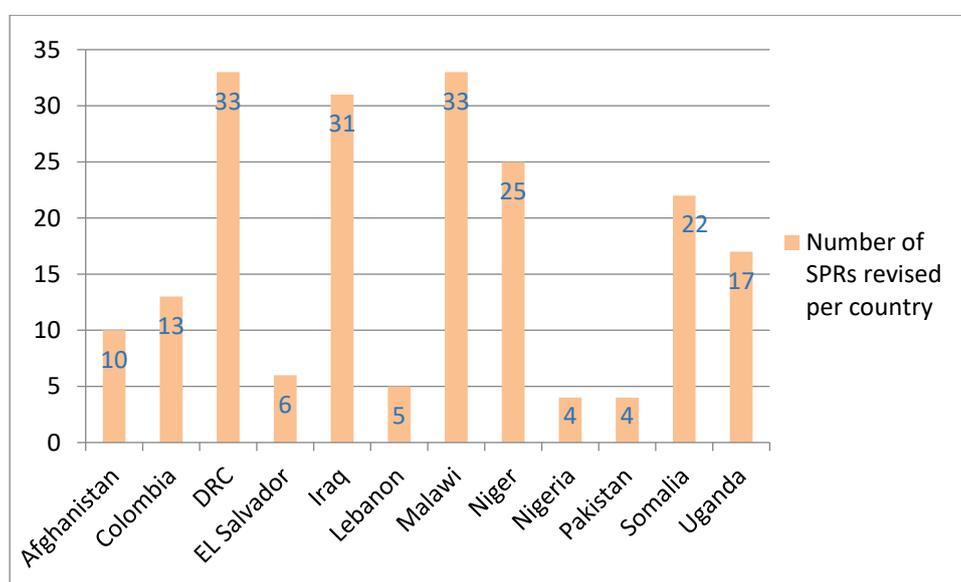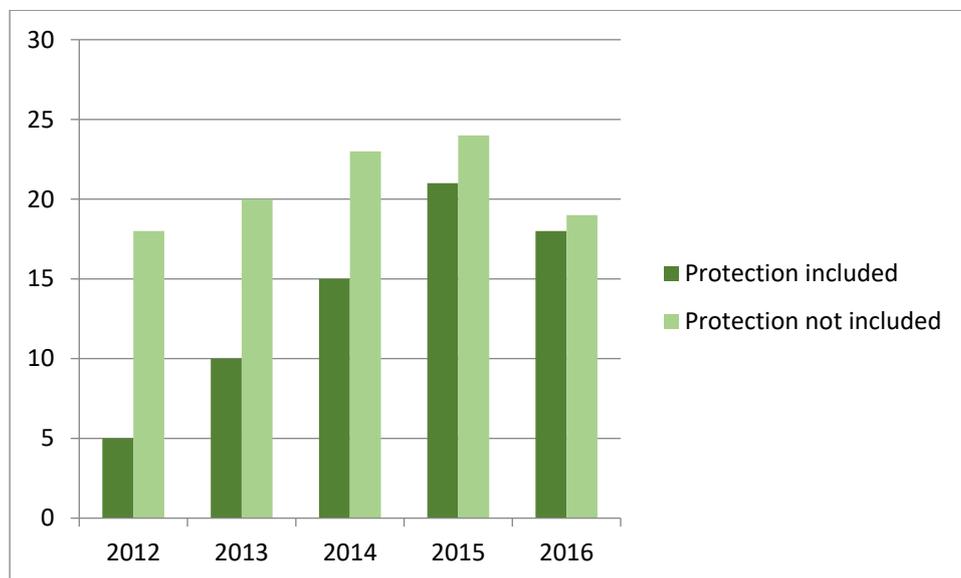


Source: Evaluation team based on WFP standard project reports between 2012 and 2016

The team considers that, due to their different functions, a cross-document analysis would be imbalanced. The figures presented below are therefore a descriptive summary of the information they contain with a view to displaying global trends in the reporting system of WFP,
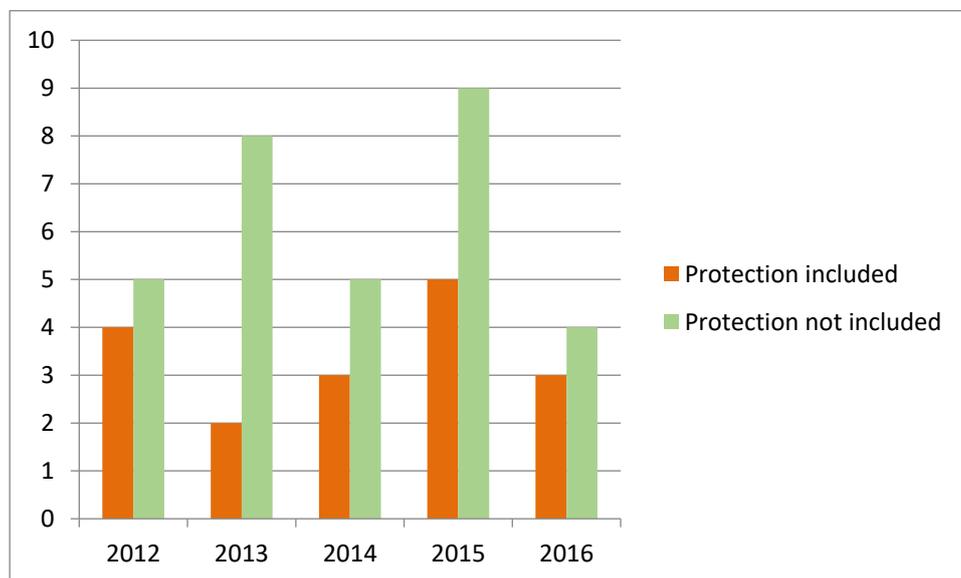
and illustrating good practices through concrete examples, rather than attempting to rank projects' reporting documents.[67]

**Figure 2: Evolution of the inclusion of protection considerations in standard project reports**

**Figure 3: Evolution of the inclusion of protection considerations in project documents**

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[67] To clarify the relevance of this annex and the inference on good practice, the designation "inclusion of protection considerations" refers to: including protection considerations either in project documents or in SPRs; the inclusion of a section dedicated to protection (mostly together with AAP); and inclusion of protection indicators. The "no inclusion of protection considerations" refers to: a lack of mentions of protection considerations; no relevant information (whether a mere statement or a complementary analysis, confusion with gender or AAP).

**Figure 4: Comparison between standard project reports and project documents of the evolution of the inclusion of protection considerations**



Source: Evaluation team based on WFP standard project reports between 2012 and 2016

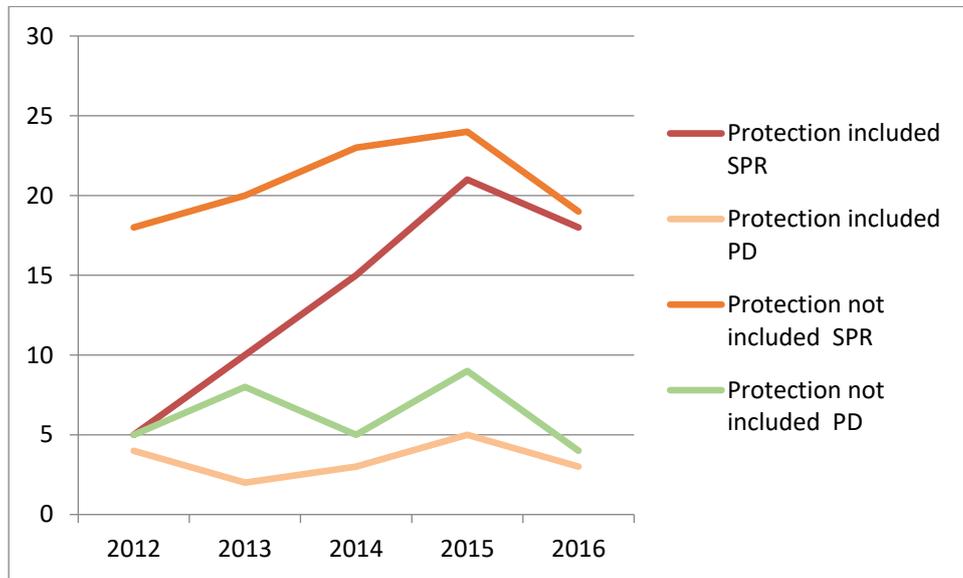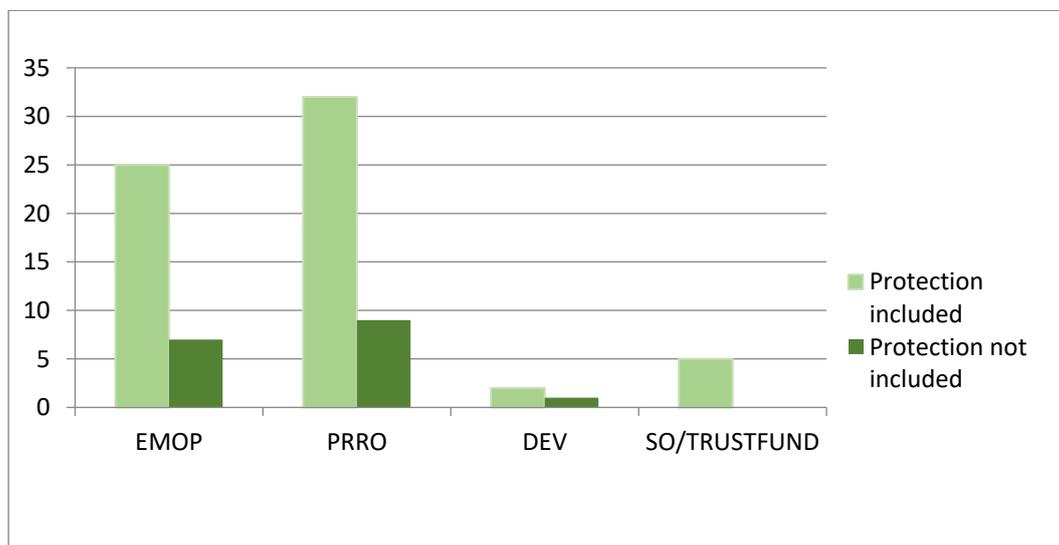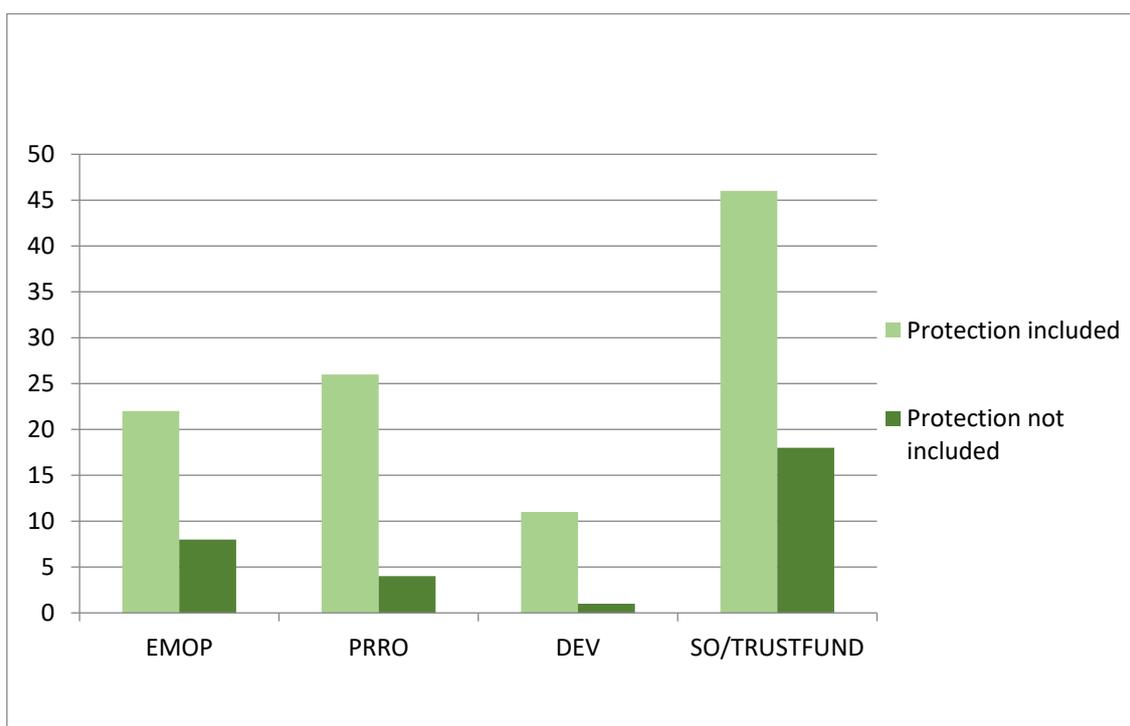**Figure 5: Protection considerations included in standard project reports per project (2012-2014)**



Source: Evaluation team based on WFP standard project reports between 2012 and 2016

**Figure 6: Protection considerations included in project documents per project (2012-2014)**



Source: Evaluation team based on WFP project documents between 2012 and 2016

## Evolution over time

1.      The standard project reports and project documents are an important aspect of WFP planning and reporting and as such deserve a specific section. The team analysed those shared for the 12 countries of study for the period 2010-2017.

2.      They show a timid evolution over time regarding the reported information on protection (in terms of quantity and quality). Before 2014, very few qualitative elements were reported on protection, which appeared interspersed across the gender section. From 2014, standard project reports started to include a dedicated narrative section on protection and accountability to affected populations, together with a measurement of target protection indicators. However, the quantitative data on indicators were sometimes incomplete[68] (base value, data on women or follow up data were often missing) or fully absent.[69] Even when they were complete, the numbers did not speak for themselves as practically all results were above targets (<95%). This did not allow the deduction of anything revealing, only that, presumably, the people assisted were correctly informed about the programme and did not experience safety problems travelling to, from and/or at WFP programme sites. A common factor influencing the very high results across all countries, thereby casting doubt on their reliability, was the difficulty in receiving accurate answers, especially to questions on safety.[70]

3.      Although the narrative in the standard project reports could add value to explaining protection issues and results (for example, by analysing the problems encountered, the usefulness of specific protection measures taken to avoid exposure to risks, the influence in

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[68] DRC PRRO 200540 - SPR 2015; Nigeria emergency preparedness activities 200965-SPR 2016.
[69] Pakistan PRRO 200250 - SPR 2014.
[70] The aggregated results of all countries where WFP operates prove that 97% of projects meet the safety target indicator. Out of the twelve countries of study, Democratic Republic of the Congo, Iraq and Malawi have the lowest percentage of 2015 target achievements, however they remain high. WFP 2015-DACOTA-Cross-cutting results protection and AAP.

results of contextual elements, etc.), they do not in fact do so particularly well, as the information in standard project reports is generally descriptive and broad, with little analysis of the cause-effect relationship through which the results can be understood. There are, however, good examples of reporting that aim to provide analysis of protection issues.[71]

4. Unfortunately, no progress in reporting on protection has been observed since the dedicated section on protection and accountability to affected populations and the protection indicators were added to the standard project reports in 2014. Progress is not easy to measure because the information is not systematically reported: standard project reports do not include a systematic follow up from year to year of the protection issues encountered during the implementation, but rather new results and issues are presented every year, leaving the previous ones unresolved and viewed as mere anecdotes or facts. The opposite happens as well; there are sometimes repeated paragraphs, year after year, that only contain a financial section without any narrative at all,[72] or standard project reports where the section on protection and accountability to affected populations appears in the table of contents but is actually absent from the text.[73]

**Differences in reporting across countries**

5. It would not be possible to assess the countries of study according to how well they report on protection, as there is wide variation within each country. There are however common elements across countries - in addition to the above mentioned poor evolution over time - which are worth mentioning.

**Differences in reporting according to types of projects and types of documents**

6. The evaluation has observed that protection is reported differently (in quantity) depending on the type of project (EMOP, PRRO, SO, DEV) or document (standard project reports, project documents, executive briefs and country briefs). The fact that standard project reports of emergency and relief operations (EMOPs or PRROs) contain more information on protection compared to standard project reports of development projects (DEVs) is not surprising, although there are, as always, a few exceptions.[74] In contrast, it is surprising to see that standard project reports of IR-EMOPs generally report significantly less on protection issues than EMOPs and PRROs, despite the fact that content requirements (standard project report template) are the same for all types of operation.[75] Indeed, one would have assumed that for an emergency requiring an "immediate response", a deep look at the protection issues would have been particularly relevant.

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[71] Three examples of good protection reporting are: firstly, the SPR 2016 of the EMOP 201024 in Afghanistan, which contains specific sections on protection-related issues, i.e. a section on access "Finding a way in — overcoming access constraints" and another section on information management "SCOPE Rollout: Helping humanitarians to better manage beneficiary information"; secondly, the project document of the regional EMOP 200433 in regards to the Syria crisis gives an overall (protection) situation analysis and risk scenarios for each concerned country ( Jordan, Lebanon, Iraq and Turkey); thirdly, the Trust fund narrative of the "cash assistance to most vulnerable households in Mirriah" (Niger) contains a section on "risk assessment and contingency planning" with a table which details macro and micro potential risks that may arise during pilot implementation along with measures to mitigate these risks.

[72] Some examples are: SPR 2015 of Regional DEV 200141 in Colombia; SPR 2016 of PRRO 200035 in Iraq; SPR 2016 of PRRO 200961 in Niger.

[73] For example, in the SPR 2014 and 2015 of the Regional DEV 200141 in Colombia, the protection and AAP section appears in the tables of content only and not in the text. This is the case also for the SPR 2014 of the DEV 200141 in El Salvador.

[74] One of these exceptions is the SPR 2016 of the DEV 200932 in El Salvador, which includes many protection aspects in all its sections. This is considered to be a good policy result, especially if we assume that in development contexts, protection issues are generally smaller and less frequent than in emergency contexts.

[75] Some examples of SPRs of IR-EMOPs with very little or no information at all on protection are: IR-EMOP 201023 (SPR 2016) in Afghanistan, IR-EMOP 200547 (SPRs 2013 and 2014) and IR-EMOP 20854 (SPR 2015) in DRC.

7.	It is also quite disappointing to see how little protection is mentioned in other types of documents, such as trust funds documents, standard project reports of special operations on cluster coordination, executive and country briefs and special preparedness activities, even in country crises where considerable problems related to protection are the priority concern.[76]

8.	Another observed inconsistency, (one that supports the conclusive lack of coherence, and follow-up in reporting on protection across countries and periods), is the fact that within the same project, standard project reports present key protection issues that were not anticipated in their related project documents (drafted prior to implementation) and vice-versa. Thus protection aspects presented in project documents as problems to tackle or measures to take during the project implementation are then not even mentioned in the standard project reports.[77] The inclusion of protection aspects is, in general, much lower in project documents than in standard project reports.[78]

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[76] For example: the "Special Preparedness Activities - The Phenomenon of El Niño" 200916 (SPR 2016) in Colombia does not contain any section on protection; the SO "Aviation Services, Logistics Augmentation and Cluster Coordination in Response to Floods in Malawi" (SPR 2016) and the SO 200637 Security Augmentation in Support of WFP Operations in Somalia" (SPRs 2014 and 2015) do not mention protection at all; protection is not mentioned in either the 2016 country and executive briefs in Pakistan or in the 2017 country and executive briefs in Somalia; finally, trust funds documents in El Salvador include only mentions of social protection.

[77] Some examples of the inconsistency between project documents and related SPRs are: for the IR-EMOP 200810 in Malawi, the SPR 2015 addresses protection issues which do not appear in the project document; for the IR-EMOP 200969 in Nigeria, the SPR 2016 contains protection elements not reflected in the project document; for the PRRO 200167 in DRC, mentions of protection only appear in the project document and not in its related SPRs.

[78] Examples of project documents not including protection are: IR EMOP 200653 (2014) in Uganda; EMOP 200281 (2011-2012) and PRRO 200443 (2013-2015) in Somalia; PRRO 200250 in Pakistan.

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# Annex 12: Acronyms and Abbreviations

ALNAP  Active Learning Network for Accountability and Performance

AAP          Accountability to Affected Populations

AP            Affected Population

AUB          American University of Beirut

BFM          Beneficiary Feedback Mechanism

CaLP         Cash Learning Partnership

CAR          Central African Republic

CBCM         Community Based Complaints Mechanisms

CBI          Cash Based Interventions

CBT          Cash Based Transfer

CBPP         Community Based Participatory Planning

CCS          Country Case Study

CD           Country Directors

CDS          Country Desk Study

CE           Comprehensive Evaluation

CFS          Committee on World Food Security

CFM          Complaints and Feedback Mechanisms

CIFF         Children's Investment Fund Foundation

CMAM         Community based Management of Acute Malnutrition

CO           Country Office

CoC          Centre of Competence on Humanitarian Negotiation

COMET        Country Office Monitoring and Evaluation Tool

CP           Country Programme

CPs          Cooperating Partners

CPE          Country Programme Evaluation

CRF          Corporate Results Framework

CSO          Civil Society Organisation

CSP          Country Strategic Plan

| | |
|---|---|
| CTC | Community-based Therapeutic Care |
| C&V | Cash and Vouchers |
| DAC | Development Assistance Committee (of the OECD) |
| DCD | Deputy Country Director |
| DEV | Development Operation |
| DFID UK | Department for International Development, United Kingdom |
| DG ECHO | Directorate-General for European Civil Protection and Humanitarian Aid Operations |
| DNH | Do No Harm |
| DRC | Democratic Republic of the Congo |
| DRM | Disaster Risk Management |
| DRR | Disaster Risk Reduction |
| DSRSG | Deputy Special Representative of the Secretary General |
| EAG | External Advisory Group |
| EB | Executive Board |
| ECHO | European Civil Protection and Humanitarian Aid Operations |
| ED | Executive Director |
| EM | Evaluation Manager |
| EMOP | Emergency Operation |
| EQAS | Evaluation Quality Assurance System |
| ER | Evaluation Report |
| ERC | Emergency Relief Coordinator |
| ET | Evaluation Team |
| EU | European Union |
| EVI | Extremely Vulnerable Individuals |
| FATA | Federally Administered Tribal Areas |
| FAO | Food and Agriculture Organization |
| FBM | Food Basket Monitoring |
| FEWSNET | Famine Early Warning System Network |
| FFA | Food Assistance for Assets |
| FFT | Food Assistance for Training |
| FGD | Focus Group Discussions |

| | |
|---|---|
| FLA | Field Level Agreement |
| FNS | Food and Nutrition Security |
| FSC | Food Security Cluster |
| FUSAL | Fundación Salvadoreña para la Salud y el Desarrollo Humano |
| GBV | Gender Based Violence |
| GDP | Gross Domestic Product |
| GEROS | Global Evaluation Reports Oversight System |
| GFD | General Food Distribution |
| GNC | Global Nutrition Cluster |
| GPE | Global Partnership for Education (previously FTI) |
| GPC | Global Protection Cluster |
| GPPi | Global Public Policy Institute |
| GWOT | Global War On Terror |
| HAP | Humanitarian Accountability Partnership |
| HIV/AIDS | Human Immunodeficiency Virus / Acquired Immunodeficiency Virus |
| HCT | Humanitarian Country Team |
| HEIG | Humanitarian Evaluation Interest Group |
| HPC | Humanitarian Programme Cycle |
| HRBA | Human Rights Based Approach |
| HRP | Humanitarian Response Plan |
| HQ | Headquarters |
| HRR | Humanitarian Response Review |
| HRuF | Human Rights up Front |
| IASC | Inter-Agency Standing Committee |
| ICN | International Conference on Nutrition |
| ICRC | International Committee of the Red Cross |
| ICVA | International Council of Voluntary Agencies |
| IDP | Internally Displaced People |
| IFAD | International Fund for Agricultural Development |
| IHPA | Institute for Health Policy Analysis |
| IOM | International Organization for Migration |

| | |
|---|---|
| IR | Inception Report |
| IR EMOP | Immediate Response Emergency Operation |
| IRC | International Rescue Committee |
| IRG | Internal Reference Group |
| IRM | Integrated Road Map |
| JAM | Joint Assessment Missions |
| L3 | Level 3 |
| LBGT | Lesbian Bi Gay Trans |
| LCRP | Lebanese Crisis Response Plan |
| LIC | Low Income Country |
| LMIC | Lower Middle Income Country |
| M&E | Monitoring and Evaluation |
| MDG | Millennium Development Goal |
| MIC | Moderate Income Country |
| MPC | Multi-Purpose Cash |
| MSF | Médecins Sans Frontières |
| MoU | Memorandums of Understanding |
| mVAM | Mobile Vulnerability Assessment and Mapping |
| NGO | Non-Governmental Organisation |
| NRC | Norwegian Refugee Council |
| NSAA | Non-State Armed Actors |
| OCHA | Office for the Coordination of Humanitarian Affairs |
| ODI | Overseas Development Institute |
| OECD | Organisation for Economic Cooperation and Development |
| OEV | Office of Evaluation |
| OIM | Operational Information Management |
| OpEv | Operation Evaluation |
| OSZPH | Emergencies and Transitions Unit |
| P4P | Purchase for Progress |
| PACE | Performance and Competency Enhancement |
| PC | Protection Cluster |
| PDM | Post Distribution Monitoring |

| | |
|---|---|
| PDR | People's Democratic Republic |
| PE | Policy Evaluation |
| PF | Pooled Funds |
| PGG | Government Partnership Division (WFP) |
| PP | Protection Policy |
| PPI | Policy, Programme & Innovation |
| PRC | Programme Review Committee |
| PRRO | Protracted Relief and Recovery Operation |
| ProCap | Protection Standby Capacity Project |
| PSEA | Protection from Sexual Exploitation and Abuse |
| PCP | Participatory Community Plan |
| QS | Quality Support |
| RA | Regional Advisors |
| RB | Regional Bureau |
| RBB | Regional Bureau Bangkok |
| RBC | Regional Bureau Cairo |
| RBD | Regional Bureau Dakar |
| RBJ | Regional Bureau Johannesburg |
| RBN | Regional Bureau Nairobi |
| RBP | Regional Bureau Panama |
| RMPP | Performance Management and Monitoring Division |
| RRMP | Rapid Response to Population Movement |
| SAFE | Access to Firewood and Alternative Energy in Humanitarian Settings |
| SDG | Sustainable Development Goals |
| SE | Strategic Evaluation |
| SEA | Sexual Exploitation and Abuse |
| SER | Summary Evaluation Report |
| SF | School Feeding |
| SGBV | Sexual Gender Based Violence |
| Sida | Swedish International Development Cooperation Agency |
| SNF | Specialized Nutritious Food |
| SO | Strategic Objective |

| | |
|---|---|
| SOP | Standard Operating Procedures |
| SP | Strategic Plan |
| SPR | Standard Project Report |
| SRF | Strategic Results Framework |
| SRP | Strategic Response Plan |
| THPP | Trust Fund for Humanitarian Protection Project |
| TL | Team Leader |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| UM | Unaccompanied Minors |
| UMIC | Upper-Middle Income Country |
| UN | United Nations |
| UNAIDS | United Nations Programme on HIV/AIDS |
| UNCT | United Nations Country Team |
| UNDP | United Nations Development Programme |
| UNDSS | United Nations Department of Safety & Security |
| UNEG | United Nations Evaluation Group |
| UNFPA | United Nations Population Fund |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNSCN | UN Standing Committee on Nutrition |
| VAM | Vulnerability Assessment and Mapping |
| WASH | Water, Sanitation and Hygiene |
| WFP | World Food Programme |
| WHO | World Health Organisation |
| WHS | World Humanitarian Summit |
| ZHC | Zero Hunger Challenge |

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