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Strategic Evaluation of WFP's Capacity to Respond to Emergencies

Evaluation Report: Volume II - Annexes

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Disclaimer

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Annex 1 Terms of Reference

1.   Background

1.1. Introduction

1.   Strategic evaluations focus on strategic and systemic issues of corporate relevance, including the new WFP strategic direction and associated policy, operations and activities. They evaluate the quality of the work being done related to the new strategic direction as well as its results, and seek to explain why and how these results occurred. This strategic evaluation was included in the WFP Office of Evaluation (OEV) Work Plan 2019-2021 presented to the Executive Board at the Second Regular Session in November 2018.[1]

2.   The Terms of Reference (ToR) were prepared by the OEV evaluation manager, Michael Reynolds, Senior Evaluation Advisor, based on a document review and discussions with stakeholders.

3.   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 sets out the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 provides an overview of WFP's emergency response approach and defines the scope of the evaluation; Chapter 4 presents the evaluation approach and methodology; and Chapter 5 indicates how the evaluation will be organized.

4.   The annexes provide additional information on the evaluation timeline (Annex 1), the communication and learning plan (Annex 2), WFP response to major emergencies, 2011-2018 (Annex 3), WFP direct expenditures by region and category, 2011-2018 (Annex 4), evaluation sub-questions and evaluation criteria (Annex 5), the criteria for country selection (Annex 6), key background reading (Annex 7), document for systematic review (Annex 8), job description for preparation of a background paper (Annex 9), OEV Guidance (Annex 10), proposed composition of the Internal Reference Group and the External Advisory Group (Annexes 11 and 12) and glossary of terms (Annex 13).

5.   The evaluation is scheduled to take place from January to December 2019. It will be managed by the OEV and conducted by an independent evaluation team. The evaluation report will be presented to the WFP Executive Board at the First Regular Session in 2020 together with the Management Response.

1.2. Context

6.   The number of people experiencing food crises and emergencies has risen from 80 million to 124 million in 51 countries over the last 24 months – a 55 percent increase.[2] Although climate and natural hazards are significant drivers of malnutrition and food insecurity, ten of the thirteen largest food-insecurity crises are driven by conflict.

7.   An estimated 201 million people in 134 countries required international humanitarian assistance in 2017 as a result of crises. A fifth of these were in just three countries – Syria, Yemen and Turkey and 60 percent of all assistance was channelled to just 10 countries. Moreover, the number of protracted crises remains high with 17 of the 20 largest recipients of international humanitarian assistance in 2017 were either long-term or medium-term recipients.

8.   International humanitarian assistance rose for a fourth consecutive year to a record of USD 27.3 billion – an increase of 6 percent from 2015, which was less significant than in previous years, indicating a slowdown in the pace of growth. Despite the increase, there was still a shortfall in funding for the United Nations Consolidated Appeals Process of 41 percent.

9.   The United Nations is at the centre of the global humanitarian response system. The Emergency Relief Coordinator (ERC) is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance and acts as the central focal point for governmental, intergovernmental and non-governmental relief activities. The ERC also leads the Inter-Agency Standing Committee (IASC), the primary inter-agency forum for coordination, policy development and decision-making involving the key United Nations and non-United Nations humanitarian partners. The Office for the Coordination of Humanitarian

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[1] Annex V of the WFP Work Plan 2019-2021 (WFP/EB.2/2018/6-A/1)
[2] Food Security Information Network. *Global Report on Food Crises 2018*; WFP *Annual Performance Report 2017.*

Affairs (OCHA) was established to facilitate the coordination of humanitarian response, policy development and humanitarian advocacy. It carries out its coordination function primarily through the IASC. In a country affected by a disaster or conflict, the ERC may appoint a Humanitarian Coordinator to ensure response efforts are well organized.

10.   Towards the end of 2011, the IASC approved a set of concrete actions aimed at transforming the way in which the humanitarian community responds to emergencies. Known as the Transformative Agenda, it focuses on improving the timeliness and effectiveness of the collective response through stronger leadership, more effective coordination structures, and improved accountability for performance and to affected people. The wide-ranging reforms included an agreement on how to respond collectively to a major, sudden-onset Level 3 emergency that requires the activation of a system-wide response with agreed mechanisms, tools and procedures. Many elements of the Transformative Agenda can also be applied as appropriate to non-Level 3 contexts (including protracted crises, slow-onset, and smaller- scale disasters), to strengthen existing response operations.

11.   In May 2016, the former UN Secretary-General Ban Ki-moon and the heads of key UN entities3 with the endorsement of the World Bank, signed a "Commitment to Action" document, in which they agreed on a New Way of Working in crises. While recognising that humanitarian and development actors have been progressively working better together, the New Way of Working aims to offer a concrete path to remove unnecessary barriers to such collaboration in order to enable meaningful progress. It includes working through joint planning and programming over multi-year timeframes to achieve collective outcomes based on the comparative advantages with greater focus on vulnerability and on localisation. It complements similar approaches in the 2030 Agenda but aims to provide a new momentum for addressing old problems more holistically.

2.   Reason for the Evaluation

2.1. Rationale

12.   WFP's capacity to respond to emergencies is relevant to most of the organization's strategic goals and results, and is particularly important for WFP's ability to end hunger and improve nutrition. In recent years WFP has been responding to seven Level 3 emergencies, the majority of which are protracted, posing a significant strain on its capacities. Moreover, enterprise risk management systems together with evaluations, audits and lessons learned exercises have consistently raised a variety of factors related to emergency response capacity (for example, highlighting inadequate attention to gender). Emergency response is the most significant component of WFP's portfolio and image and, as a result, the organization's reputation depends on its ability to respond to the growing demand for emergency response.

13.   The subject is also increasingly important to key stakeholders given the shift in corporate focus to alignment with the SDGs, largely though the Integrated Road Map (IRM - see paragraph 28), and concerns that this has affected the level of attention given to emergency response. The importance of emergency response is also recognized by the organization with leadership in emergency preparedness and response as one of the Executive Director's priorities for 2018. Given WFP's mandate and focus, learning requirements related to emergency response capacity are a constant. Knowledge gaps are emerging as WFP is called upon to deliver against more and more complex emergencies in a growing range of contexts. In taking a holistic approach, this evaluation has the opportunity to bring together existing learning from a variety of sources to look at major strategic issues.

2.2. Objectives

14.   Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- Assess and report on the evolving capacity of WFP to meet changing needs in responding to emergencies (accountability).

- Understand how and why WFP capacity has been able to meet emergency response needs of different categories of affected people (learning).

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3 UNICEF, UNHCR, WHO, OCHA, WFP, FAO, UNFPA and UNDP; also endorsed by IOM.

15.   Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. A detailed strategy will be developed in the Evaluation Communication and Learning Plans (an initial version can be found in Annex 2).

2.3. Stakeholders and Users of the Evaluation

16.   There are various groups of stakeholders in this evaluation but the primary audiences are the members of the Executive Board, WFP senior management, and WFP employees and partners at the regional and country-levels.

17.   Key internal stakeholders and users with varied normative, technical and programming perspectives are expected across the organization. More specifically, key users at Headquarters level will include: The Division for Emergency Preparedness and Support Response (OSE); the Supply Chain Division (OSC); the Policy and Programme Division (OSZ); the Nutrition Division (OSN); the School Feeding Division (OSF); the Performance Management and Monitoring Division (RPM); the Budget and Programming Division (RMB); the Gender Office (GEN); the Human Resources Division (HRM); the Integrated Road Map Implementation (IRM); the Government Partnership Division (PGG); Security Division (RMQ); Enterprise Risk Management Division (RMR); Cash-Based Transfer (CBT), and; the Technology Division (TEC). At the decentralized level, key users will include WFP regional bureaux and country office employees working on emergency response.

18.   It is expected that the results of the evaluation (findings, conclusions and recommendations) will be used to strengthen the understanding WFP's emergency response capacity and contribute to stronger capacity at all levels of the organization.

19.   Potential global stakeholders and users of the evaluation will include humanitarian actors, academics, consortia and networks working on issues related to WFP's mandate for emergency response. National governments and implementing agencies in the countries where WFP works are important potential users of the evaluation. Within the UN development system, those entities with a mandate for emergency response are also important potential users, both in terms of learning from the WFP experience as well as in relation to their own response as clients of WFP common services. Finally, other potential users include the World Bank and regional development banks, donor countries and their humanitarian/development agencies, national/international NGOs, regional entities, universities and research institutions. The inception report to be prepared by the evaluation team at the start of the process, will include a more in-depth stakeholder analysis.

3.   Subject of the Evaluation

20.   The overall subject of the evaluation is WFP's capacity to respond to emergencies. In this context, capacity is understood to include all levels: the high level strategic and policy level (enabling environment), the organizational capacity level and the level representing the capacity of individuals (see Annex 13 for definitions).

21.   For the purposes of WFP emergency interventions, emergencies are defined as urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale.[4]

3.1. Policy Framework for responding to emergencies

22.   The overall framework for WFP's work is its General Regulations Rules. As set out in Article II the purposes of WFP are: (a) to use food aid to support economic and social development; (b) to meet refugee and other emergency and protracted relief food needs; and (c) to promote world food security in accordance with the recommendations of the United Nations and the Food and Agriculture Organization (FAO) of the United Nations.

23.   While WFP's mandate clearly articulates humanitarian and development responsibilities, the organization's comparative advantage and long experience call for prioritization of emergency, lifesaving and development-enabling work that benefits the poorest and most marginal people.

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[4] Policy on Definition of Emergencies (2005)

24.   In the early 2000s, the WFP Executive Board started approving a series of policies that would set the overall framework for engaging in emergencies. These included:

- 2003 Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)

- 2004 Emergency Needs Assessments (WFP/EB.1/2004/4-A)

- 2004 Humanitarian Principles (WFP/EB.A/2004/5-C)

- 2005 Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)

- 2005 Exiting Emergencies (WFP/EB.1/2005/4-B)

- 2006 Targeting in Emergencies (WFP/EB.1/2006/5-A)

- 2006 Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)

- 2006 Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)

- 2008 Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)

25.   These policies remain in place but in the last ten years, only two emergency specific policies have been approved. First, the 2012 Humanitarian protection WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1) and second, the Emergency Preparedness Policy (WFP/EB.2/2017/4-B/Rev.1*). Given the core role of emergency response in WFP's work, other policies that cut across WFP's work are inevitably important for establishing the enabling environment within which the emergency response takes place. These include[5] policies related to gender, human resources (the People Strategy), nutrition, capacity development and, corporate partnerships.[6]

26.   In addition, the direction of WFP is guided by a series of strategic plans. The Strategic Plan 2008–2013 marked a major shift from WFP as a food aid agency to WFP as a food assistance agency. Its overarching goal was to reduce dependency and to support governmental and global efforts to ensure long term solutions to the hunger challenge. The next Strategic Plan, 2014-2017, defined the mission of WFP as one of ending global hunger, ensuring that no children go to bed hungry, and that the poorest and most vulnerable, in particular women and children, would have access to the nutritious food they need. The Strategic Plan offered a new approach to framing the work of WFP, creating the "3 Rs" of *Respond, Rebuild and Reduce*, in which WFP would prepare for and *respond* to shocks, restore and *rebuild* lives and livelihoods, and *reduce* vulnerability and build lasting resilience.

27.   The ongoing Strategic Plan (2017–2021) builds on the activities approved by the Executive Board in past strategic plans and policies and presents them in the context of the 2030 Agenda and the Sustainable Development Goals (SDGs). The plan seeks to leverage WFP's strengths to maximize the organization's contribution to achievement of the SDGs. While recognizing that the 17 goals are interconnected, WFP will prioritize SDG 2, on achieving zero hunger; and SDG 17, on partnering to support implementation of the SDGs.

28.   To strengthen WFP's contribution to the 2030 Agenda, the WFP Executive Board approved, in November 2016, a package of actions that make up the Integrated Road Map (IRM). This package changes WFP's strategy, programme structure, financial management and reporting in order to transform its ability to help countries achieve the SDGs by 2030. The Strategic Objectives and Strategic Results set by its 2017 – 2021 Strategic Plan in this area stress national ownership and country-driven strategies for sustainable development. Complementing its direct engagement in food assistance, WFP will help governments to achieve these through capacity strengthening, technical advice and assistance in the development of coherent policies, while ensuring that gender equality is integrated into all of its work. The new and comprehensive architecture of the IRM links four interrelated corporate components – the Strategic Plan (2017-2021), the Policy on Country Strategic Plans (CSPs), the Financial Framework Review and the Corporate Results Framework.

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[5] For a full list of policies see *Compendium of Policies Related to the Strategic Plan* (WFP/EB.1/2018/4)
[6] Evaluations have been conducted on all these policies apart from the people strategy where an evaluation is ongoing.

3.2. Overview of relevant WFP activities

29. **The overall WFP response.** In 2011 there was only one major emergency (L2 or L3) for WFP to deal with; by 2018 there were 14 (Table 1 and Annex 3). Of these, seven had lasted more than five years. Over the same period direct expenditures on emergency relief increased from US$ 2.9 billion in 2011 to US$ 5.1 billion in 2017 (Table 1 and Annex 4). The increase in L2 and L3 emergencies means that WFP's resources are focused on a small number of the 82 countries where it has offices. In the period 2014-2017, 50% of total direct expenditures were accounted for by only six countries and the top 20 country allocations accounted for 86 percent of total direct expenditures.[7]

Table 1: Key emergency response trends 2011-2018

	2011	2012	2013	2014	2015	2016	2017
WFP direct expenditures on relief (US$ billion)[8]	2.9	3.3	3.3	3.8	3.7	4.2	5.1
Number of L2/L3 emergencies[9]	1	5	8	13	12	13	14

30. **Preparedness.** Emergency preparedness is at the heart of the capacity to respond and consists of actions, arrangements and procedures in anticipation of an emergency to ensure that response, when needed, will be rapid, appropriate and effective. Emergency Preparedness refers to the awareness of the likely effects of a disaster or emergency, and the readiness to respond rapidly.

31. In view of its mandate and large operational engagement in responding to humanitarian emergencies, WFP attaches great importance to strengthening and enhancing its emergency preparedness capacities. WFP's focus is on preparedness for situations that could give rise to new or increased emergency food needs, or disrupt current food aid operations. Actions are taken, arrangements made and procedures put in place based on analyses of a) the risks, b) the needs that could arise, and c) the capacities that would be required, and those that exist, to respond to the anticipated situation and needs.

32. **Responding to emergencies under the CSP framework.** When there is an emergency, WFP quickly establishes how much food assistance is needed and the best way to deliver it to those in need. To do this WFP usually works with United Nations Emergency Assessment Teams but sometimes does a rapid assessment without the UN team. On the basis of the assessment, a detailed plan of action and budget is developed. To cover immediate needs, the WFP Country Director in the country affected can borrow up to US$ 500,000 from WFP's Immediate Response Account (IRA). The CO can receive additional funds from the IRA if approved by the Regional Director (up to US$ 1 million) and the Director of Emergencies (up to US$ 1.5 million). The use of the IRA funds is usually limited to the initial three months of an operation.

33. Before the transition to the CSP framework, when assistance was needed for longer than three months, the WFP Country Director developed an Emergency Operation (EMOP) before making an appeal to the international community for funds and food aid. These emergency operations provided immediate assistance and could assist populations in need by either food distributions or other projects such as food aid in exchange for reconstruction work. They were funded primarily by targeted donor contributions in response to the WFP appeal. EMOPs usually last for between three and 12 months (although many remain for longer). If further assistance is required, WFP prepares a Protracted Relief and Recovery Operation (PRRO). A third programme category, Special Operations, allowed for interventions undertaken to: (a) rehabilitate and enhance transport and logistics infrastructure to permit timely and efficient delivery of food assistance, especially to meet emergency and protracted relief needs, and (b) Enhance coordination within the United Nations System and with other partners through the provision of designated common services.

34. With the start of the implementing of the Policy on CSPs in 2017, there has been a transition to the new CSP framework and a move away from the operations such as EMOPs. CSPs and Interim CSPs (ICSPs) aim to enable WFP to respond effectively and efficiently to emergencies by embedding the emergency response operation within an integrated WFP country framework. As a result, WFP should be able to ensure effective integration and coherence of its activities in country and a realistic transition plan and exit strategy.

35. Unforeseen and sudden onset emergency responses under ICSPs and CSPs will be implemented through the addition or augmentation of a Strategic Outcome specific to the emergency response.

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[7] WFP *Annual Performance Report for 2017* Annex VII-B (WFP/EB.A/2018/4-A/Rev.1)
[8] Source: Annex 4
[9] Source: Annex 3

Emergency response templates will draw from Strategic Outcomes and activities focused on crisis response linked to ensuring access to food, addressing acute malnutrition concerns, providing common logistics services, and/or providing other special operations-type services. The activities and outputs involved will be clearly spelled out and articulated. Protracted emergency responses within ICSPs/CSPs may result in the temporary suspension of other Strategic Outcomes. If needed and when appropriate, suspended or no longer relevant Strategic Outcomes could be revised through the recognized revision processes.

36. **The changing nature of WFP response.** The last decade not only witnessed a significant surge in WFP's use of cash programming but also a matching rise in the complexity and intensity of organization-wide investments to improve cash efficiency and effectiveness. In 2017, WFP transferred a record-high US$ 1.4 billion of purchasing power to 19.2 million people in 61 countries - up from US$ 10 million in 10 countries in 2009 – making WFP is the largest agency delivering humanitarian cash.

37. There have also been significant changes in emergency nutrition over the past 10 years, including the introduction of new specialized nutritious foods for the management of acute malnutrition. These specialized nutrition products provide critical nutrients required to prevent mortality, treat moderate acute malnutrition and prevent acute malnutrition. As a result, specialized nutritious foods have become an essential part of WFP's emergency response toolbox.

38. The relationship between humanitarian, development and peace-building work (the triple-nexus) is also becoming more apparent and important for WFP's work. For example, school feeding offers a platform to address immediate needs of crisis affected populations while contributing to children's development and human capital in the long run (as well as to social cohesion and resilience at the community level). In 2017 WFP implemented emergency school feeding activities in more than 50 percent of its active L3/L2 operations reaching close to 2.5 million school-aged children.[10].

39. **Human Resources.** As WFP continues to deal with an unprecedented number of L3 Emergencies, its capability to swiftly deploy qualified and experienced people is essential. The Emergency Response Roster (ERR) is designed to ensure that WFP can leverage its global scale by deploying people to respond to emergencies. It is a pool of individuals who have been pre-screened, released and profiled for emergency deployments. These WFP Employees and supervisors commit themselves to a 72-hour notice period for deployments. Stand-by Partnership Agreements also give WFP a vital staffing surge capacity mechanism for large scale sudden onset emergencies, and has expanded to also provide support within a wide range of technical areas where WFP has little in-house capacity. Through its long-standing partnership with the United National Volunteers (UNV) programme, WFP is also able to leverage a pool of diverse national and international profiles for rapid deployment. In addition, the Functional and Support Training for Emergency Response (FASTER) initiative prepares staff, international and national, who are likely to be deployed as first responders to provide operational support and surge capacity.

40. **Support to UN system emergency response.** In addition to its direct emergency response, WFP plays a major role in the broader UN response. Due to its expertise in humanitarian logistics and its field capacity, WFP was chosen by the IASC as the lead agency of three clusters:

- Global food security cluster (FSC). Co-led by the Food and Agriculture Organization of the United Nations (FAO) and WFP, its purpose is to coordinate food security interventions during a humanitarian crisis, addressing issues of food availability, access and utilisation.

- Logistics cluster. The Logistics Cluster addresses the logistics needs in humanitarian situations by: ensuring strategic coordination and information management; and facilitating common logistics services by road, air and sea.

- Emergency Telecommunications Cluster (ETC). ETC provides shared communications services even in the most challenging emergency situations, including security communications through VHF radio, internet connectivity through quick-deploy satellite terminals and Wi-Fi hotspots, and technical help desks for users.

41. In addition, WFP Aviation provides air access for both humanitarian cargo and passengers on behalf of the humanitarian community in some of the world's most challenging places, often as a last resort

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[10] This number includes school-age children reached under active L3/L2 emergencies in 2017 including Somalia, South Sudan, Syria, Jordan, Lebanon, CAR, Bangladesh, and Myanmar

through airdrops when no other options exist. WFP manages the United Nations Humanitarian Air Service (UNHAS), the only UN-mandated air passenger service dedicated for aid workers. UNHAS has a fleet of aircraft deployed to various locations around the world often where commercial airlines do not fly.

42.   WFP is also responsible for managing the six United Nations Humanitarian Response Depots (UNHRDs)[11], a global network of hubs that procures, stores and rapidly transports emergency supplies for the humanitarian community. UNHRDs enable humanitarian actors to pre-position and stockpile relief items and support equipment for swift delivery in emergency situations. The network manages strategic stocks such as medical kits, shelter gear, ready-to-use foods, logistics equipment and more – on behalf of a growing number of organizations, both inside and outside the UN system. The locations have been chosen for their transport connections and proximity to disaster-prone areas.

3.3. Scope of the evaluation

43.   The evaluation will cover the full WFP response to emergency (the immediate response and the continuation in a prolonged emergency), including the preparation for a response (since this is part of the capacity to respond). It will cover the eight-year period from 2011 to 2018 and include all types of evaluation (slow onset natural disasters, rapid onset natural disasters, pandemics and complex emergencies) and all levels of emergencies (L3, L2 and L1).[12] In addition to the direct response to emergencies, the scope will also include, WFP's support to the United Nations system such as key role in cluster management and management of UNHAS and the UNHRDs. Finally, it covers all levels of WFP's capacity, covering the enabling environment, organizational capacity and individual capacity (for definitions see the glossary in Annex 13).

4.   Evaluation Approach, Questions and Methodology

4.1. Overview of Evaluation Approach

44.   This evaluation will follow OEV's Centralized Evaluation Quality Assurance System (CEQAS) guidance for strategic evaluations. To maximize the evaluation's quality, credibility and utility, a mixed methods approach will be used with triangulation of evidence to ensure transparency, impartiality and minimize bias. The evaluation questions and sub-questions will be systematically addressed to meet both the accountability and learning goals. Although the evaluation includes both accountability and learning objectives, it will be formative in nature and will primarily focus on organizational learning.

45.   During the inception phase, members of the evaluation team will conduct an inception mission to two of the countries where WFP has undertaken an emergency response to deepen the team's understanding of the process, gather information on data availability and quality, and test data collection instruments. The inception mission will also visit the respective Regional Bureaux. There will be a validation workshop following the mission as an integral part of the inception phase. The inception report will include a constructed theory of change, a detailed evaluation matrix and a description of the proposed methodological approach.[13] An assessment of gender and equity-related data gaps will be included in the evaluation approach.

4.2. Evaluability Assessment

46.   There is a large body of existing evaluations that can be used to provide evidence for the evaluation. These include centralized evaluations (strategic evaluations, policy evaluations, emergency evaluations, operations evaluations and country portfolio evaluations as well as evaluation synthesis products) and decentralized evaluations of WFP operations. Annex 8 contains a list of evaluations that should be covered by the evaluation. Several audits (internal and external) are also relevant for the evaluation and these are also listed in Annex 8.

47.   WFP also produces internal lessons learned documents that aim to (a) identify the successes and areas for improvement of WFP's emergency responses, (b) inform future emergency responses, reviews, protocols, processes and policies. They are based on inputs from WFP employees, partners and assistance recipients. While these documents do not have the same value for evidence as independent evaluations, they are nonetheless a very important source of information. They largely focus on L3/L2 emergencies and a list of the various document produced, including synthesis documents can be found in Annex 8. In addition to

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[11] Italy, Spain, United Arab Emirates, Malaysia, Ghana and Panama
[12] See Annex 13 for definitions
[13] The full details of the IR can be found in the OEV CEQAS for strategic evaluations.

the generic administrative data collected by WFP (budget, HR, performance, etc), L2 and L3 emergencies are closely monitored. Products include operational briefs, situation reports, and dashboards. There is no such information available for most L1 emergencies.

48.   The evaluation may face the challenge of collecting data at the start of the eight-year period being covered. Efforts will be made to utilize retired WFP staff to help the evaluation team understand the context and the context of documents reviewed. OEV will also commission a background paper on the evolution of the WFP response to emergencies to ensure the evaluation is built on strong understanding of what has happened in the past. There may also be challenges with collecting data in some emergency contexts and for security reasons access may not be possible in all countries which may bias the county selection process. Efforts will be made to set out to address these limitations while ensuring the safety of the international and national consultants who make up the evaluation team.

4.3. Evaluation Questions.

49.   The evaluation will address five broad questions, which collectively aim to generate evaluation insights and evidence that will help WFP colleagues adapt the policy, processes and procedures on response to emergencies as required. The sub-questions will be detailed further by the evaluation team during the inception phase and finalized in the inception report.

50.   In assessing WFP's capacity to respond to emergencies, the evaluation will start with an assessment of the emergency response itself (evaluation question 1). It is assumed that establishing the appropriate capacity to respond is necessary (but possibly not sufficient) to ensure a high-quality response (assessment of three levels of capacity in evaluation questions 2, 3 and 4). It is also assumed that adequate capacity does not occur by itself but requires appropriate actions to establish and maintain it (evaluation question 5). The following evaluation questions will set the framework for the completion of the evaluation matrix:

Evaluation question 1: To what extent did WFP provide a high-quality response to emergencies between 2011 and 2018?

- To what extent did WFP's emergency responses address the emergency food and nutrition needs of affected populations[14] in a timely manner?

- To what extent did WFP's emergency responses achieve the expected results (including on gender equality)?

- To what extent were WFP's emergency responses efficient in delivery of its assistance?

- To what extent has WFP's been able to meet the needs of affected populations in an equitable manner, and especially reach those left behind?

Evaluation Question 2: To what extent did WFP establish an appropriate enabling environment for ensuring a high-quality response to emergencies?

- To what extent has the WFP policy environment helped or hindered WFP's emergency response?

- To what extent were WFP's emergency responses coherent with its own policies and principles and those of the wider UN and international humanitarian law?

- To what extent has corporate strategic planning, including the move to the IRM framework affected WFP's emergency response?

- To what extent has WFP been able to respond at a strategic level to changes in the external context?

Evaluation Question 3: To what extent did WFP put in place the appropriate organizational framework for a high-quality response to emergencies?

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[14] The evaluation will examine the extent to which the emergency responses met the needs of persons with particular gender, age etc.

- To what extent are emergency procedures, strategies, and plans in place to ensure a high-quality response to emergencies (including though preparedness)?

- To what extent are the roles and responsibilities of HQ, RB and COs appropriate for a high-quality emergency response across all types of emergency?

- To what extent has WFP been able to adapt its organizational framework to changes in the external context?

- To what extent do WFP's emergency responses take appropriate account of national and local actors, their capacities and efforts?

- To what extent were WFP's emergency response actions harmonized with the broader set of humanitarian actors?

- To what extent are affected populations able to participate in/influence decisions that affect them and to hold WFP to account for the decisions that are made on their behalf?

Evaluation Question 4: To what extent did WFP employees have the right skills, knowledge, experiences and incentives to ensure a high-quality response to emergencies?

- To what extent does WFP have the employees with the adequate skills, knowledge and experiences to respond to emergencies?[15]

- To what extent has WFP ensured its employees have the practical support to survive in hardship duty environment?

- To what extent has WFP developed adequate partnerships to ensure adequate human resources response to the emergency?

- To what extent are the appropriate incentives in place to ensure positions within the emergency response are filled by the appropriate people in a timely manner?

Evaluation Question 5: To what extent did WFP undertake appropriate actions to ensure adequate capacity to respond to emergencies?

- To what extent did WFP learn from its responses to emergencies and utilize the lessons?

- To what extent were the investments in strengthening and maintaining WFP's capacity to respond to emergencies relevant to WFP's needs, effective, efficient and sustainable?

51.   The detailed sub-questions that will be developed during the inception phase will also be listed in an evaluation matrix linking the questions/sub-questions to the data sources and data collection methods.[16]

4.4. Methodology

52.   The evaluation will employ relevant internationally agreed evaluation criteria to assess the quality of WFP's humanitarian response including those developed by ALNAP for assessing humanitarian action (see Annex 5). It will also examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes. The methodology should:

- Build on the logic that is the basis of WFP's strategy for emergency response and its objectives;

- Be geared towards addressing the evaluation questions presented in section 4.3.

- Take into account the limitations to evaluability pointed out in 4.2 as well as budget and timing constraints.

53. The methodology should also demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups) and using a mixed methodological approach (e.g. quantitative,

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[15] Including to negotiate and engage with national governments and partners
[16] Annex indicates how some key sub-questions are linked to ALNAP evaluation criteria

qualitative) to ensure triangulation of information collected through a variety of means. The evaluation will employ multiple methods of data collection including:

- **Synthesis of evaluations and audits:** A systematic review and synthesis of the body of evaluations, audits and lessons learned documents will be undertaken early in the data collection process. The synthesis will follow the framework of evaluation questions and sub-questions. It will be necessary to assess the quality and independence of sources of information and develop a hierarchy of evidence as necessary. Over the eight years covered by the exercise, it will be important to map the findings against the time periods that they relate to. The synthesis would take place in advance of the field work and the development of emergency studies. This will allow key issues to be incorporated in to the design of the emergencies studies and associated data collection tools.

- **Analysis of WFP administrative data**: Analysis of corporate administrative data such as expenditures, timelines, performance indicators and human resource statistics.

- **Desk review of background documents**: Desk reviews will cover a wide variety of background material available. An initial mapping of relevant documents can be found in Annex 7.

- **Key Informant interviews:** These will take place at HQ, regional and country levels as well as with global and regional partners. All six regional bureaux will also be visited, one during the inception mission. The sampling technique to impartially select stakeholders to be interviewed should be specified in the inception report.

- **Emergency Case Studies**: Within the time available for data collection, of the 8 emergencies that will be studied, at least four will have field missions, up to two will be undertaken by desk review and telephone interviews, and two will be covered by an inception mission. Of the 4 or more covered by field missions, two will take a long-term perspective.

53.   The selection of emergencies will be purposive but drawing on a number of criteria in order to achieve a representative sample to the extent possible and ensure that specific contexts are covered. The criteria for identifying the countries are listed in Annex 6, which also indicates the tentative list of countries selected. The criteria aim to achieve a balance between regions, level of emergency, type of emergency, duration of emergency, and size of the relief expenditure. Efforts will also be made to exclude countries which have been covered by recent evaluations (to avoid duplication) or by recent audits and lessons learned exercises (to avoid burden on country offices and national partners).

54.   It is possible that a survey could supplement the other data collection methods mentioned above and could be conducted if fully justified in the proposal. In order to set the context, a background paper will be prepared before the end of the inception phase to set out the changing external context and internal evolution in WFP's emergency response since 1998. A job description for the consultant is included in Annex 9.

4.5. Quality Assurance

55.   WFP's CEQAS is based on the UNEG norms and standards and good practice of the international evaluation community.[17] 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. The CEQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team.

56.   The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. The evaluation team leader should ensure compliance with CEQAS and style guidance (Annex 10). The quality assurance process it is expected to perform before submitting deliverables to OEV (inception report to the final evaluation report) should be made clear in the proposal for undertaking the evaluation. In addition, the proposal should set out the measures to ensure that all team members have adequately undertaken the document review before the field work and are fully prepared for the HQ briefing.

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[17] For example, the **A**ctive **L**earning **N**etwork for **A**ccountability and **P**erformance in Humanitarian Action (ALNAP) and the OECD Development Assistance Committee (DAC).

57. There will be two levels of quality assurance used by OEV in the evaluation process, the first by the evaluation manager and, second by the Director of Evaluation. This quality assurance process does not interfere with the views and independence of the evaluation team, rather it ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

5. Organization of the Evaluation

5.1. Phases and Deliverables

58. In order to present the evaluation to the Executive Board First Regular Session in 2020, the following timetable will be used. This may be adjusted in the inception phase if fully agreed by OEV. Table 2 provides an overview of the timeline and Annex 1 provides the timeline in more detail.

Table 2: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparation	September to December 2018	Scoping meetings in HQ ToR Selection of evaluation team and contract
2. Inception	January to March 2019	Inception mission to HQ, 2 COs and 1 RB Validation workshop Team briefing Inception report
3. Evaluation	April to July 2019	Systematic review of documents Evaluation missions and data collection Exit debriefing with HQ and RBs Analysis
4. Reporting	August to November 2019	Report drafting Comments process Final evaluation report Learning workshop
5. Executive Board and follow up.	December to February 2019	Summary evaluation report editing/evaluation report formatting Management response and Executive Board preparation Executive Board presentation (EB.1/2020) Dissemination event

5.2. OEV Roles and Responsibilities

59. This evaluation is managed by OEV. Michael Reynolds, Senior Evaluation Advisor has been appointed as evaluation manager. The evaluation manager is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review groups; supporting evaluation design in the inception phase and organizing inception missions; organizing the team briefing in Headquarters; assisting in the preparation of the field missions; conducting ongoing quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. The evaluation manager will be the main interlocutor between the evaluation team and WFP counterparts to ensure a smooth implementation process.

5.3. Evaluation Team Composition

60. Evaluation team members with appropriate evaluation and technical capacities will be hired to undertake the evaluation. The team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations.

61. The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in strategic-level evaluations. Knowledge and experience of humanitarian contexts and of the UN system is essential. The team leader must also have experience in leading teams, excellent analytical and

communication skills (written and verbal) and demonstrated skills in mixed qualitative and quantitative data collection and analysis techniques. The primary responsibilities of the team leader will be:

- setting out the methodology and approach in the inception report

- guiding and managing the team during the inception and evaluation phases

- overseeing the preparation of data collection outputs (working papers, country reports, etc) by other members of the team

- consolidating team members' inputs to the evaluation products (inception report and the evaluation report)

- representing the evaluation team in meetings with stakeholders

- delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed CEQAS standards and agreed timelines.

62.   Members of the evaluation team will not have been involved in the design, implementation or monitoring of any programme for WFP or any of its key collaborating partners nor have any other conflicts of interest. The evaluators are required to act impartially and respect the UNEG Code of Conduct and Ethics Guidelines. Proposals submitted by evaluation firms to conduct this evaluation will be assessed against their procedures in ensuring ethical conduct of their evaluators.

63.   The evaluation team should have strong capacity in conducting global strategic evaluations that incorporate country-level studies. The team will be multi-disciplinary including extensive knowledge, skill and expertise in evaluating emergency responses as well as in the collection and analysis of both qualitative and quantitative data and information. At least one team member should have experience with the analysis and synthesis of evaluation reports and be able to use appropriate software in this process.

64.   The evaluation team must ensure a gender equality and equity focus in all phases of its implementation. All team members should have a strong understanding of gender equality issues in humanitarian response. At least one team member should have significant experience with gender equality in emergency response and play a specific role in design of the evaluation as well as in analysis of the data. Across the team there must be a good understanding of global UN policy architecture and humanitarian institutional architecture. All team members must have experience with emergency contexts. Between the team members, there should be qualifications in, and considerable experience of, the following technical areas related to WFP's emergency response work: food security; supply chains; nutrition; school feeding, and; human resources.

65.   The team itself should comprise a balance of men and women of mixed cultural backgrounds. A core team of between 5 and 7 people is expected including the team leader. When conducting country studies, core team members should be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (French and Spanish and possibly Arabic). The evaluation team members should:

- contribute to the design of the evaluation methodology in their area of expertise

- undertake interviews in headquarters, regional bureaus and with partners

- undertake documentary review prior to fieldwork

- conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyse information

- participate in team meetings with stakeholders

- prepare inputs in their technical area for the evaluation products

- contribute to the preparation of the evaluation report.

66.   Support will be provided by OEV to collect and compile relevant documentation not available in the public domain and undertake analysis of internal data in support of the overall data collection effort. An Evaluation Analyst with significant experience with WFP has been recruited to perform these tasks. The analyst will also facilitate the evaluation team's engagement with respondents and provide support to the logistics of field visits.

5.4. WFP Roles and Responsibilities

67.   WFP stakeholders at country office, regional bureau and headquarters 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 for country visits, and; 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. To ensure the independence of the evaluation, WFP employees will not participate in meetings where their presence could bias the responses of external stakeholders.

5.5. Evaluation governance

68.   WFP colleagues from the key divisions and offices will be asked to be members of the Internal Reference Group (IRG). IRG members will be responsible for engaging in meetings/workshops for discussing the inception report and drafts of the evaluation report and summary evaluation report. A small number of external experts from other UN system entities involved in emergency response, as well as from academia, research institutes, international NGOs and foundations will be invited to be members of an Expert Advisory Group (EAG). Members of the EAG will be requested to review and provide comments on the draft inception and evaluation reports (or specific parts of them). Attention will be paid to ensure gender balance in the IRG and EAG. Annexes 11 and 12 contain tentative lists of members of the IRG and EAG respectively.

5.6. Communication

69.   Emphasizing transparent and open communication, the evaluation manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A Communication and Learning Plan for the Evaluation can be found in Annex 2. A more detailed plan for the findings and evaluation report will be drawn up by the evaluation manager during the inception phase, based on the operational plan for the evaluation contained in the inception report.

70.   OEV will make use of a file sharing platform (Dropbox) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation manager and the rest of the evaluation team will assist in discussion of any issue. The main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the evaluation team will make the necessary arrangements and include the cost in the budget proposal. The team must ensure the confidentiality of all data collected during the course of the evaluation.

71.   After completion of the field work, OEV will organize an exit de-briefing with internal stakeholders to discuss the draft evaluation findings (July 2019). After the completion of the evaluation report a learning workshop will be organized to discuss findings, conclusions and recommendations among a wide range of interested WFP stakeholders (end-September 2019). The Summary Evaluation Report together with Management Response will be presented to WFP's Executive Board in all official WFP languages in February 2020.

72.   OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. In addition, a specific dissemination event will be organized to engage with WFP employees and external stakeholders on the evaluation and facilitate further utilization of the evaluation findings and conclusions. The country offices and regional bureaux are encouraged to circulate the final evaluation report to external stakeholders. OEV will explore opportunities to undertake joint learning and communication work with other UN agencies undertaking similar evaluation exercises, including UNICEF, UNFPA and UN WOMEN.

5.7. Budget

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

Annex 2 Participants in the Evaluation

Note that there were an additional seven participants who are not listed for confidentiality reasons (beyond those listed here and marked confidential).

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
WFP						
HQ - Rome						
Amir	Abdulla	M	WFP	Deputy Executive Director	Deputy Executive Director	Rome
Carolina	Barreto	F	WFP	Enterprise Risk Management	Head Consultant	Rome
Jonathan	Howitt	M	WFP	Enterprise Risk Management	Head Consultant	Rome
Bonnie	Green	F	WFP	Ethics Office (ETO)	Director	Rome
Natalia	McDonald	F	WFP	Ethics Office (ETO)	Senior Advisor, PSEA	Rome
Jacqueline	Paul	F	WFP	Gender Office (GEN)	Senior Gender Advisor	Rome
Kawinzi	Muiu	F	WFP	Gender Office (GEN)	Director of Gender	Rome
Pierre	Honnorat	M	WFP	Logistics	Head of Logistics	Rome
Jalal	Shah	M	WFP	Emergency Telecommunications Cluster (ETC)	Global ETC Cluster Coordinator	Rome
Tahir	Nour	M	WFP	Cash-Based Transfers (CBT)	Chief CBT	Rome
Zarrina	Kurbanova	F	WFP	Performance Management and Reporting Division (RMP)	COMET Project Manager	Rome
Dhanya	Ravindran	F	WFP	Field Support Branch (HRMOF)	HR Officer	Rome
Franchi	Christiano	M	WFP	Innovation and KM	Knowledge management strategy	Rome
Anita	Hirsch	F	WFP	Internal Audit	Director of Internal Audit	Rome
Jane	Pearce	F	WFP	RMP	Director and Former CD Iraq	Rome
Guiseppe	Manni	M	WFP	IRM Office	Deputy Director	Rome
Harald	Mannhardt	M	WFP	IRM Office	Snr Budget & Programming Officer	Rome
Michelle	Barrett	F	WFP	IRM Office	Programme Officer	Rome
Tjitske	De Jong	F	WFP	Office of the Ombudsman (OBD)	Conflict Resolution Officer	Rome
Valerie	Guarnieri	F	WFP	Operations Services Department	Assistant Exec. Dir. of Operations Services	Rome
Baptiste	Burgaud	M	WFP	Field Support Unit (OSCLO)	Head of FSU, Supply Chain Division	Rome
Thomas	Vanommen	M	WFP	OSCLO	Consultant	Rome
Margot	Van der Velden	F	WFP	Emergency Preparedness and Support Response Division (OSE)	Director	Rome
Sheila	Grudem	F	WFP	Emergency Preparedness and Support Response Division (OSE)	Deputy Director	Rome
Antonio	Avella	M	WFP	Emergency Support and Response Unit (OSER)	Senior Programme Officer, Surge and Operations Team	Rome
Anne-Laure	Duval	F	WFP	Policy and Programme (OSZ)	Protection Team Lead	Rome

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Rebecca	Richards	F	WFP	Policy and Programme (OSZ)	Chief of Transitions	Rome
Lorenza	Trulli	F	WFP	Emergencies and Transitions Unit (OSZPH)	Consultant Programme Policy	Rome
Sara	Perrella	F	WFP	Business Transformation	Business Transformation Officer	Rome
Stephen	Cahill	M	WFP	Logistics	Former Logistics Cluster Coordinator	Rome
Jonathan	Howitt	M	WFP	Entreprise Risk Management Division (RMR)	Director/Chief Risk Officer	Rome
Erwan	Rumen	M	WFP	Security Division (RMQ)	Security Officer RMQ	Rome
Christophe	Boutonnier	M	WFP	Security Division (RMQ)	Director	Rome
Sergio	Arena	M	WFP	Staff Wellness Division (RMW)	Director	Rome
Koen	Peters	M	WFP	Supply Chain	Project Manager Optimus	Rome
Amer	Daoudi	M	WFP	OSE and OCE	Senior Director of Operations	Rome
Valentina	Di Giosaffatte	F	WFP	Supply Chain (OSCLO)	Officer	Rome
Nicholas	Turczyn	M	WFP	Supply Chain (OSCLO)	Officer	Rome
Cristiano	Franchi	M	WFP	Innovation Unit (INC)		Rome
WFP Regional Bureau						
Regional Bureau Bangkok						
Bill	Campbell	M	WFP	Admin Unit	Regional Administrator Officer	Thailand
Haidar	Baqir	M	WFP	ICT Unit	Regional IT emergency. engagement coordinator	Thailand
Insa	Deimann	F	WFP	Evaluation Unit	Regional Evaluation Analyst	Thailand
Luna	Kim	F	WFP	Monitoring Unit	Officer i/C Mon Unit	Thailand
Nicholas	Bidault	M	WFP	Vulnerability Analysis and Mapping Unit (VAM)	Head of VAM	Thailand
Sarayu	Hangchaicharoen	M	WFP	Monitoring Unit	Monitoring Unit	Thailand
Yumiko	Kanemitsu	F	WFP	Evaluation Unit	Regional Evaluation Officer	Thailand
Daniela	Demel	F	WFP	Reporting Unit	Reports & Knowledge management Officer	Thailand
Ellen	Kramer	F	WFP	Programme Unit	Regional Programme Adviser	Thailand
George	Gegelia	M	WFP	Procurement Unit	Procurement Officer	Thailand
Mark	Brooking	M	WFP	Emergency Preparedness and Response Unit	Regional Emergencies Officer	Thailand
Chatreudee	Wilkie	F	WFP	HR Unit	Human Resources Officer	Thailand
Felicity	Chard	F	WFP	Programme Unit	Gender adviser	Thailand
Jeppe	Andersen	M	WFP	Emergency Preparedness and Response Unit	Senior Officer	Thailand
Paola	Rojas	F	WFP	Medical Unit	Staff wellness	Thailand
Parvathy	Ramaswa	F	WFP	Senior Management	Deputy Regional Director	Thailand
Peter	Schaller	M	WFP	Supply Chain	Senior Supply Chain Officer	Thailand
Roswitha	Kern	F	WFP	Security Unit	Security adviser	Thailand
Sujata	Tyagi	F	WFP	HR Unit	Head	Thailand

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Tom	Choew	M	WFP	Finance Unit	Head of Finance, Senior Finance Officer	Thailand
David	Kaartud	M	WFP	Senior Management	Regional Director	Thailand
Samir	Wanmale	M	WFP	Programme Unit	Deputy head of programmes, Emergency coordinator, Haiyan response (former)	Thailand
Regional Bureau Cairo						
Brian	Gray	M	WFP	Risk Management and Compliance Unit	Head of Risk Management and Compliance Unit	Egypt
Charlotte	Ravoet	F	WFP	Human Resources Unit	Head of Human Resources	Egypt
Danial	Tawiah	M	WFP	Security Unit	Security Officer	Egypt
Eric	Stromeyer	M	WFP	Preparedness Early Warning Unit	Programme Advisor, OIC Preparedness Early Warning unit	Egypt
Gon	Myers	M	WFP	RBC	Country Custer Lead	Egypt
Gordon	Craig	M	WFP	Senior Management	Deputy Regional Director	Egypt
Siemon	Hollema	M	WFP	Programme Unit	Sr. Program Policy Officer / Head of Programme	Egypt
Intisar	Birkia	F	WFP	Programme Unit	Regional Gender Advisor	Egypt
Khalid	Al Qudsi	M	WFP	RBC	Country Custer Lead	Egypt
Khatuna	Epremidze	F	WFP	Programme Unit	Regional Programme Advisor (CBT)	Egypt
Maria	Tsvetkova	F	WFP	Programme Unit	School Feeding Advisor	Egypt
Matthew	Dee	M	WFP	Supply Chrin Unit	Regional Supply Chain Coordinator	Egypt
Muriel	Calo	F	WFP	Resilience Unit	Head of Resilience Unit	Egypt
Nic	Paulsson	M	WFP	RBC	Head Programme Expertise	Egypt
Nicolas	Oberlin	M	WFP	Senior Management	Deputy Regional Director	Egypt
Oscar	Ekdahl	M	WFP	Programme Unit	Programme Policy Officer – Climate Change and DRM	Egypt
Rawand	Mahadin	F	WFP	Programme Unit	Risk Management and Compliance Officer	Egypt
Rebecca	Lamade	F	WFP	IRM, Measurement and Performance Unit	Head of IRM, Measurement and Performance Unit	Egypt
Selly	Muzammil	F	WFP	Partnership Unit	Government Partnerships Unit	Egypt
Wessam	Eskander	M	WFP	Programme Unit	Preparedness and Early Warning	Egypt
Whitney	Mutowo	M	WFP	Programme Unit	Beneficiary Services Team, TEC	Egypt
Jordan - Sub-Regional Office						
Francesca	DiMattia	F	WFP	Yemen -Hub Office, HR Unit	Head of Human Resources	Jordan
Marah	Khayat	F	WFP	SRO-Amman	Deputy Head of SRO	Jordan
Matthew	Hochbrueckner	M	WFP	SRO-Amman	Head of SRO	Jordan
Regional Bureau Dakar						
Dominique	Ferretti	M	WFP	VAM Unit	Regional VAM Officer	Senegal

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Eric	Branckaert	M	WFP	VAM Unit	Senior Regional VAM Officer	Senegal
Alexandra	Cammareri	F	WFP	IT Unit	Regional IT Officer (BTO/SCOPE), (CTO/SCOPE)	Senegal
Aline	Mutagorama	F	WFP	Compliance Unit	Risk and Compliance Adviser	Senegal
Aminata	Diop	F	WFP	Programme Unit	Programme Associate - Resilience	Senegal
Bigue	Biop	F	WFP	Procurement Unit	Procurement Associate	Senegal
Charlotte	Cuny	F	WFP	Programme Unit	Programme policy officer - Social Protection	Senegal
Denis	Disyane	M	WFP	Procurement Unit	Procurement Officer	Senegal
Diletta	Carmi	F	WFP	Programme Unit	Programme Policy officer - School Feeding	Senegal
Elvira	Pruscini	F	WFP	Senior Management	Dep. Regional Director - Operations Mgmt.	Senegal
Fatai	Adegboye	M	WFP	Compliance Unit	Sr. Compliance Officer / Head, Compliance Unit	Senegal
Filippo	Pompili	M	WFP	Evaluation Unit	Head of Evaluation Unit	Senegal
Florian	Baalke	M	WFP	Security	Regional Security Officer	Senegal
Isabelle	Mballa	F	WFP	OSU	Sr Regional Supply Chain Officer	Senegal
Joelle	Tahindro	F	WFP	Counsellor	Regional Staff Counsellor	Senegal
Khadimou	Dieng	M	WFP	HR Unit	Human Resources Officer (Talent Management)	Senegal
Lucie Odile	Ndione	F	WFP	Emergency Preparedness and Response Unit	Programme Policy Officer (EPR)	Senegal
Moustapha	Toure	M	WFP	Programme Unit	Regional M&E Officer	Senegal
Oyinkan	Odeinde	F	WFP	Emergency Preparedness and Response Unit	Sr Emergency Coordinator	Senegal
Peter	Musoko	M	WFP	Senior Management	Deputy Regional Director Enabling Services	Senegal
Raky	Chaupin	F	WFP	Gender	Regional Gender Adviser	Senegal
Saidou	Magagi	M	WFP	Programme Unit	Nutritionist	Senegal
Silvia	Moreira	F	WFP	Protection	Consultant Programme Policy (Protection)	Senegal
Stephane	Carlevatto	M	WFP	Medical	Regional Medical Officer	Senegal
Wagdi	Othman	M	WFP	Donor	Sr Government Partnerships Officer	Senegal
William	Affif	M	WFP	PSU	Sr Regional Programme Policy Advisor	Senegal
Regional Bureau Johannesburg						
Alicia	Reyes	F	WFP	Budget & Programme	Budget & Programme	South Africa
Andrew	Odero	M	WFP	VAM Unit	Regional VAM Officer	South Africa
Christine	Mendes	F	WFP	Supply Chain	Sr Supply Chain Officer	South Africa
Francisco	Mendes	M	WFP	IRM, Measurement and Performance unit	Regional Programme Policy Officer (IRM)	South Africa
Gerald	Bourke	M	WFP	Communications	Regional Comms Officer	South Africa
Giovanni	la Costa	M	WFP	Programme Unit	Resilience and Market Access Regional Advisor	South Africa
Janeke	Strauss	F	WFP	Budget & Programme Unit	Budget & Programme	South Africa

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Jaspal	Gill	F	WFP	Donor Relations and Partnership Unit	Donor & Private Sector Relations Officer	South Africa
Justine	van Rooyen	F	WFP	Programme Unit	Gender Advisor	South Africa
Margaret	Malu	F	WFP	Senior Management	DRD	South Africa
Meera	Jhaveri	F	WFP	Programme Unit	Reg Humanitarian Consultant	South Africa
Mie	Kataoka	F	WFP	Supply Chain Unit	Supply Chain Officer	South Africa
Naomi	Gikonyo	F	WFP	Emergency Preparedness and Response Unit	Emergency Preparedness and Response Officer	South Africa
Nkosinati	Mahlangu	M	WFP	Programme Unit	Food Technologist	South Africa
Rose	Craigue	F	WFP	Nutrition Unit	Senior Nutritionist Officer	South Africa
Rufaro	Musvaire	F	WFP	Nutrition Unit	Nutrition Officer	South Africa
Seyoo	Kim	M	WFP	Budget & Programme Unit	Budget & Programme	South Africa
Sophie	Owori	F	WFP	Procurement Unit	Procurement Consultant	South Africa
Sosiceni	Senibulu	M	WFP	Security Unit	Regional Security Officer	South Africa
Tessie	Chinembiri	F	WFP	Programme Unit	EPR Programme Assistant	South Africa
Tobias	Ohgren	M	WFP	Communications	Communications Officer	South Africa
Regional Bureau Nairobi						
Almudena	Serrano	F	WFP	VAM and M&E Unit	Head of VAM and M&E	Kenya
Labidi	Naouar	F	WFP	VAM Unit	Analysis	Kenya
Barbara	Logchem	F	WFP	Supply Chain Unit	Supply Chain Officer	Kenya
Christine Akunaye	Wachira	F	WFP	RBN	OIM and Performance Reporting Officer	Kenya
Daniel	Christensen	M	WFP	Emergency Preparedness and Response Unit	Head of Emergency Preparedness and Response Unit	Kenya
David	Haysmith	M	WFP	Supply Chain	Logistics Officer	Kenya
Delphin	Kifungo	M	WFP	HR Unit	HR Officer	Kenya
Doris	Koki	F	WFP	Emergency Preparedness and Response Unit	EPR Intern	Kenya
Enoch	Manani	M	WFP	HR Unit	Senior Human Resources Assistant	Kenya
Fabiola	Paluzzi	F	WFP	HR Unit	Human Resources Officer	Kenya
Faith	Awino	F	WFP	Programme Unit	School Feeding	Kenya
Francis	Opiyo	M	WFP	Emergency Preparedness and Response Unit	Nat. Programme Policy Officer (EPR)	Kenya
Gerry	Cabrera	M	WFP	Wellness	Regional Medical Officer	Kenya
John	Munene	M	WFP	Programme Unit	Senior Programme Associate	Kenya
Jonathan	Peterson	M	WFP	RBN	SC	Kenya
Josefa	Zueco	F	WFP	Supply Chain Unit	Senior Supply Chain Officer	Kenya
Julian	Florez	M	WFP	Regional Director's Office	Strategic Adviser to the Regional Director	Kenya
Kathy	Derore	F	WFP	Programme Unit	Programme Officer	Kenya

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Laurien	Nicholaus	M	WFP	Finance Unit	Regional Finance Officer	Kenya
Leah	Kilulu	F	WFP	Admin Unit	Administration Officer	Kenya
Lydia	Jamenya	F	WFP	Programme Unit	Knowledge Management Officer	Kenya
Mark	Kelley	M	WFP	Security Unit	Security Officer	Kenya
Matthew	McIlvenna	M	WFP	Programme Unit	Senior Regional Programme Policy Officer EPR	Kenya
Michel	Denis	M	WFP	Procurement Unit	Procurement Officer	Kenya
Peter	Smerdon	M	WFP	Communications Unit	Senior Communications Officert	Kenya
Portia	Omowele	F	WFP	Supply Chain Unit	Logistics Associate	Kenya
Ross	Smith	M	WFP	Programme Unit	Senior Regional Programme Advisor	Kenya
Sophie	Ouma	F	WFP	HR Unit	HR Officer	Kenya
Tarek	Keshavjee	M	WFP	Supply Chain Unit	Head of Supply Chain	Kenya
Tue	Nielsen	M	WFP	IT Unit	Business Transformation Officer	Kenya
Wacheke	Bobotti	F	WFP	Programme Unit	Programme Policy Officer	Kenya
Regional Bureau Panama City						
Aileen	Abreu	F	WFP	HR Unit	HR Officer	Panama
Aitor	Maguna	M	WFP	Human Resources	HR Head	Panama
Alain	Gougeon	M	WFP	ICT Unit	SCOPE Officer	Panama
Alexia	Doherty	M	WFP	Budget and Programming Unit	Budget & Programming Officer	Panama
Allesandro	Dinucci	M	WFP	Program operations-Resilience	Programme Policy Officer	Panama
Andres	Rodriguez	M	WFP	Supply Chain	Reg. procurement officer & Supply Chain Head	Panama
Angela	Montoya	F	WFP	Partnership Unit	Private Sector Partnership Officer	Panama
Annette	Castillo	F	WFP	Programme Unit	Program Associate	Panama
Betsy	Sanchez	F	WFP	Finance Unit	Senior Finance Assistant	Panama
Bianca	HucMazza	F	WFP	Supply Chain Unit	Logistics Officer	Panama
Carlos	Cruz	M	WFP	Programme Unit	Program Policy officer & CBT Team	Panama
Carlos	Hilarion	M	WFP	ICT Unit	Head of ICT Unit	Panama
Carmen	Serrano	F	WFP	Wellness	Health and Welfare Consultant	Panama
Chiara	Dara	F	WFP	Emergency Preparedness and Response Unit	Programme Policy Officer CBT Team	Panama
Cynthia	Saavedra	F	WFP	Budget and Programming Unit	Budget and Programming Assistant	Panama
Chiara	Dara	F	WFP	Programme Unit	Program policy officer CBT-EPR	Panama
Edgar	Largaespada	M	WFP	Finance Unit	Finance Assistant	Panama
Elena	Ganan	F	WFP	Programme Unit	Gender Consultant	Panama
Elio	Rujano	M	WFP	Communications Unit	Communications Officer	Panama
Elsy	Rojas	F	WFP	Supply Chain Unit	Procurement Assistant	Panama

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Francisco	Quesada	M	WFP	Supply Chain Unit	UNHRD manager	Panama
Giorgia	Testolin	F	WFP	Programme Unit	Head of Program	Panama
Gloria	Mendoza	F	WFP	Finance and Admin Unit	Finance Officer	Panama
Ivan	Touza	M	WFP	Evaluation Unit	Regional Evaluation Officer	Panama
Janielly	Galvez	F	WFP	Admin Unit	Administration	Panama
Jasmine	Chand	F	WFP	Logistics Unit	Supply chain procurement	Panama
Jennie	van Haren	F	WFP	Programme Unit	Programme Policy Officer	Panama
Joana	Madera	F	WFP	Programme Unit	Programme Business Support Assistant	Panama
Julian	Gomez	M	WFP	Programme Unit	M&E Officer Program Associate	Panama
Lisee	Ho	F	WFP	Finance Unit	Finance Assistant	Panama
Lithabell	de Gonzalez	F	WFP	Logistics Unit	Logistics Assistant	Panama
Marc	Regnault	M	WFP	PPM	Senior Government Partnerships Officer	Panama
Maria	Jaen	F	WFP	Donors	Government Partnerships Officer	Panama
Martha	Lopez	F	WFP	HR Unit	Human Resources Assistant	Panama
Nivia	Quiros	F	WFP	Supply Chain	Logistics Assistant	Panama
Nohra	Restrepo	F	WFP	Communications	Regional Comms Officer	Panama
Pamela	Diaz	F	WFP	HR Unit	HR Business Support Assistant	Panama
Rosalia	Carlomagno	F	WFP	Security	Security Analyst	Panama
Sofiane	Essayem	F	WFP	Procurement Unit	Regional Procurement Officer	Panama
Stephanie	Wertheimer	F	WFP	Office of the Regional Director	Special Assistant to the Regional Director	Panama
Thiago	Pasin	M	WFP	Admin Unit	Senior Admin Associate	Panama
Thomas	Giorgio	M	WFP	PPM	Budget and Programming Officer	Panama
Michela	Bonsignorio	F	WFP	OSZPH	Protection Adv. / Data Prot. Officer ad-interim	Panama
Adrian	Storbeck	M	WFP	Programme Unit	Programme Policy Officer	Panama
WFP Country Offices						
El Salvador						
Doris	Lopez	F	WFP	CBT COMMITTEE & SC	Head of Supply Chain	El Salvador
Elia	Martinez	F	WFP	Programme Unit	Program Policy Officer (Gender focal point)	El Salvador
Emilse	Vazquez	F	WFP	CBT COMITTEE	Support services Finance assistant	El Salvador
Fernando	Tamaca	M	WFP	Emergency Preparedness and Response Unit	Field Monitor	El Salvador
Haydee	Paguaga	F	WFP	Communications	Donor and private sector relations	El Salvador
Henry	Montano	M	WFP	CBT COMITTEE	EPR- Program Policy Officer	El Salvador
Juan Ramon	Pacheco	M	WFP	Programme Unit	Soil conservation specialist (CCA and resilience)	El Salvador
Julio	Gomez	M	WFP	Programme Unit	Programme Assistant (CCA and resilience)	El Salvador

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Marco	Ceron	M	WFP	Admin & Finance Unit	Admin. Assistant, Head AI	El Salvador
Santos	Marvin	M	WFP	HR Unit	HR Associate	El Salvador
Senia	Benitez	F	WFP	Programme Unit	Program Policy officer and gender focal point	El Salvador
Ana	Ruth	F	WFP	Emergency Preparedness and Response Unit	Program Policy Officer EPR	El Salvador
Andrew	Stanhope	M	WFP	Senior Management	Country Director	El Salvador
Cristina	Galvez	F	WFP	Programme Unit	Programme Assistant (Resilience)	El Salvador
Diego	Gutierrez	M	WFP	Emergency Preparedness and Response Unit	Program Assistant (Emergency Preparedness)	El Salvador
Elvia	Mojica	F	WFP	Programme Unit	Program Asst, Social Protection	El Salvador
Iris	Chavez	F	WFP	Supply Chain Unit	Procurement Asst, Supply Chain	El Salvador
Javier	Mejia	M	WFP	VAM Unit	VAM-ICT Asst, M&E & VAM-ACT Asst	El Salvador
Johanna	Constanza	F	WFP	M&E Unit	M&E assistant	El Salvador
Lucila	Tomasino	F	WFP	Finance Unit	Finance Asst	El Salvador
Marvin	Santos	M	WFP	HR Unit	HR	El Salvador
Rafael	Guillen	M	WFP	Programme Unit	Program Policy Officer CC & adaptation	El Salvador
Sonia	Delgado	F	WFP	Admin & Finance Unit	Head AI Finance & Admin	El Salvador
Marco	Selva	M	WFP	Senior Management	Deputy Director	El Salvador
Carlos	Soriano	M	WFP	Supply Chain Unit	Logistics Officer	El Salvador
Mirna	Ayala	F	WFP	Supply Chain Unit	Purchases Officer	El Salvador
Iraq						
Khansae	Ghazi	F	WFP	Sub office	Head of Sub Office	Iraq
Moayad	Hameidi	M	WFP	Sub office	Head of Sub Office	Iraq
Nias	Ibrahim	F	WFP	Sub office	Head of Sub Office	Iraq
Prasant	Adhikar	M	WFP	Sub office	Head of Sub Office	Iraq
Sarbast	Raouf	M	WFP	Programme unit	Programme Associate	Iraq
Asif	Niaz	M	WFP	VAM and M&E Unit	Head of VAM an M&E	Iraq
Kennedy	Owuor	M	WFP	IT Unit	Head of technology Services Unit	Iraq
Maria	Alvarez	F	WFP	Programme Unit	AAP/Gender	Iraq
Marianne	Ward	F	WFP	Senior Management	Deputy Country Director	Iraq
Nenad	Grkovic	M	WFP	Logistics Unit	Head of Logistics	Iraq
Salar	Khudadad	M	WFP	Programme Unit	Emergency Preparedness and Response	Iraq
Sally	Haydock	F	WFP	Senior Management	Country Director	Iraq
Tiwonge	Machiwenyika	M	WFP	Programme Unit - CBT	Head of CBT	Iraq
Mauritania						
Mathias	Tonalta	M	WFP	Programme Unit	Programme Policy Officer/Head of Sub Office	Mauritania
Marienne	Sakho	F	WFP	Programme Unit	Head of Sub-office	Mauritania
El Hacen	Kane	M	WFP	Programme Unit	Head of Sub-office	Mauritania

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Abdoul Aziz	Wone	M	WFP	Logistics Unit	Business Support	Mauritania
Ahmed	Meinine	M	WFP	Logistics Unit	Logistics Officer	Mauritania
Ali	Cham	M	WFP	Administration/Finance	Head of Finance/Admin	Mauritania
Cheikh	Mbodi	M	WFP	VAM Unit	VAM Officer	Mauritania
confidential	confidential	F	WFP	HR Unit	NO-A	Mauritania
confidential	confidential	F	WFP	Programme Unit	SC-6	Mauritania
confidential	confidential	M	WFP	VAM & M&E Unit	CST	Mauritania
confidential	confidential	M	WFP	VAM & M&E Unit	SC-6	Mauritania
confidential	confidential	M	WFP	Budget & Programming Unit	NO-A	Mauritania
confidential	confidential	M	WFP	UNHAS	SC-6	Mauritania
confidential	confidential	M	WFP	Administration	G2	Mauritania
confidential	confidential	M	WFP	ICT Unit	SC-4	Mauritania
confidential	confidential	F	WFP	Programme Unit	Consultant	Mauritania
Dimanche	Sansan	M	WFP	Programme Unit	Nutrition Officer	Mauritania
Khady Khalidou	Ngaide	M	WFP	Administration	Business Support Assistant - Admin Fin Asst.	Mauritania
Khoumbare	Diagana	F	WFP	Administration	Business Support Associate - Head of Admin	Mauritania
Mahamoudou	Niodogo	M	WFP	Programme Unit	Programme policy officer - Resilience	Mauritania
Maimouna	Dahah	F	WFP	Procurement Unit	Procurement Assistant	Mauritania
Mamadou	Kane	M	WFP	Programme Unit	Programme Assistant (nutrition)	Mauritania
Minate	Taleb Khyar	F	WFP	Finance Unit	Finance GS	Mauritania
Oumar Yero	Ba	M	WFP	Finance Unit	Finance Assistant	Mauritania
Roger	Dahaba	M	WFP	Logistics Unit	Head of Supply Chain	Mauritania
Roughiyetou	Kone	F	WFP	Finance Unit	Finance Officer	Mauritania
Sawdatou Amadou	Ba	F	WFP	Finance Unit	Assistant Admin/Fin	Mauritania
Yahya	Sall	M	WFP	Administration	Business Support Associate - Travel Assistant	Mauritania
Hawa	Cisse	F	WFP	HR Unit	Head of HR	Mauritania
Mariame Sarra	Adhmed	F	WFP	Programme Unit	Gender Officer	Mauritania
Rainatou	Baillet	F	WFP	Senior Management	Deputy Country Director	Mauritania
Carucci	Maria Ludovica	F	WFP	Communication Team	Reporting Officer	Mauritania
Babacar	Niang	M	WFP	Air Ops. – Safety Sec. Quality	Business Support (booking assistant)	Mauritania
Mozambique						
Chenchen	Hu	M	WFP	HR Unit	HR officer/head HR (Haiyan), now HR (HQ), Moz.	Mozambique
Nepal						

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Mala	Rai	F	WFP	HR Unit	HR Officer	Nepal
Subesh	Singh	M	WFP	Emergency response Unit	former staff	Nepal
Naoki	Maegawa	M	WFP	Programme Unit	Head of Programme	Nepal
Amiruddha	Chhetri	F	WFP	Emergency Preparedness and Response Unit	Data Monitoring	Nepal
Ashish	Dahal	M	WFP	Engineering	Sr National Engineer	Nepal
Benedict	Nixon	M	WFP	RBB – Emergency Preparedness and Response Unit	Regional Emergencies Officer	Nepal
Bhawana	Upadhyay	F	WFP	IT Unit	National ICT Officer	Nepal
Chija	Bhandari	F	WFP	Programme Unit	Program associate	Nepal
Gyanendra	Shrestha	M	WFP	Security Unit	National Security Officer	Nepal
Manoj	Upreti	M	WFP	Logistic & Supply Chain Unit	Logistic Officer	Nepal
Manoj	Thapa	M	WFP	Emergency Preparedness and Response Unit	EPR / Skills Training	Nepal
Nabin	Dhakal	M	WFP	Finance and RMU	BPO and finance officer (CBT)	Nepal
Nirmala	Gurung	F	WFP	VAM Unit / Evidence, Policy, and Innovation	Admin Assistant	Nepal
Pinky	Chettri	F	WFP	Resource Management	Budget and Program Assist	Nepal
Pushpa	Shrestha	F	WFP	VAM Unit / Evidence, Policy, and Innovation	VAM Officer (NeKSAP National Coordinator)	Nepal
Raju	Naupane	M	WFP	Finance department	Finance Officer	Nepal
Sajani	Bajracharya	F	WFP	SMP / SO2	Programme Assistant (Education Support Unit)	Nepal
Shridhar	Thapa	F	WFP	Evidence, Policy, and Innovation	EPI	Nepal
Srijana	Rana	F	WFP	Resource Management Unit	Program Assistant	Nepal
Yashaswi	Shrestha	M	WFP	Emergency Preparedness and Response Unit	EPR	Nepal
Yumiko	Kanemitsu	F	WFP	RBB	Evaluation Officer	Nepal
Insa	Deimann	F	WFP	RBB	Evaluation Analyst	Nepal
Aruni	Rai	F	WFP	Administration / Travel	Head & Travel focal point	Nepal
Chandra	Bahadur Thapa	M	WFP	VAM Unit	National FS Programme Policy Officer	Nepal
Deepu Maharjan	Maharjan	M	WFP	M&E Unit	Data Base Management Associate	Nepal
Jorgen	Hulst	M	WFP	Emergency Preparedness and Response Unit	Head	Nepal
Kanta	Khanal	F	WFP	Monitoring and evaluation	Head of Monitoring and evaluation	Nepal
Krishna	Yogi	M	WFP	Programme	PPO -resilience	Nepal
Pippa	Bradford	F	WFP	Senior Management	Country Director	Nepal
Prem	Singh	M	WFP	Programme	Programme officer (	Nepal
Rabindra	Chand	M	WFP	Head of sub office	Programme officer (HSO)	Nepal
Rajat	Thapa	M	WFP	Programme Unit	SCOPE/CBT focal point & IT Operations Asst	Nepal
Sangita	Bista	F	WFP	M&E Unit	School Meal Programme	Nepal
Shiwani	Palikhe	F	WFP	M&E Unit	Knowledge Management Associate	Nepal
Suman	Parajuli	M	WFP	Programme Unit	Programme officer (Accountability)	Nepal

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Achyut	Thapa	M	WFP	Emergency Preparedness and Response Unit	Supply Chain Officer (Logistics cluster lead)	Nepal
Amrit	Gurung	M	WFP	Programme Unit	Nutrition officer	Nepal
Ryan	Pitoch	M	WFP	Senior Management	Deputy Country Director	Nepal
Sajani	Bajracharya	F	WFP	M&E Unit	Data management	Nepal
Niger (relevant to Mauritania)						
Jean-Noel	Gentile	M	WFP	Senior Management	ex-Country Director	Niger
Philippines						
Baicon	Macaraya	F	WFP	Programme Unit	Head of SO/gender and protection focal point	Philippines
Juanito	Berja	M	WFP	Programme Unit	VAM Officer	Philippines
Jutta	Neitzal	F	WFP	Programme Unit	Head of Programme	Philippines
Stephen	Gluning	M	WFP	Senior Management	Country Director	Philippines
Arlene	Robles	F	WFP	M&E Unit	Monitoring Officer	Philippines
Vielka	Alvarez	F	WFP	Admin/finance Unit	Head of admin/finance	Philippines
Dragoslav	Djuraskovic	M	WFP	Supply Chain Unit	Head of Supply Chain Unit	Philippines
Sierra Leone (relevant to Mauritania)						
Yasuhiro	Tsumura	M	WFP	Senior Management	ex-Deputy Country Director	Sierra Leone
Somalia						
El Rashid	Hammad	M	WFP	Head of sub office	Head of Area Office	Somalia
South Sudan						
Aline	Samu	F	WFP	Budgeting Unit	Operational Budget Manager	South Sudan
Atsushi	Kondo	M	WFP	Programme Unit	Head of Emergency Team	South Sudan
Ben	Ngaika	M	WFP	Security Unit	Head of Security Unit	South Sudan
Debbie	McLellan	F	WFP	HR Unit	Head of HR Unit	South Sudan
Hsiao Wei	Lee	F	WFP	Programme Unit	Head of Programme Unit	South Sudan
Lia	Pozzi	F	WFP	VAM Unit	Head of VAM Unit	South Sudan
Simon	Cammelbeeck	M	WFP	Senior Management	Deputy Country Director	South Sudan
Vivian	Caragounis	F	WFP	Access Unit	Access Negotiation Unity	South Sudan
Uganda						
Srijana	Nakermi	F	WFP	Procurement Unit	Procurement Officer	Uganda

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
External Stakeholders						
External UN						
FAO						
Oumar	Kane	M	FAO	M&E	Head of M&E and Food security focal point	Mauritania
Mahendra	Kumar Yadav	M	FAO	Water management	Water mgmt. ext./Food sec. cluster focal pt.	Nepal
Shrawan	Adhikary	M	FAO	Emergency response	Programme officer	Nepal
Bruno	Minjauw	M	FAO	HQ	Global Food Security Cluster Coordinator	Rome
Mario	Samaja	M	FAO	Resilience Hub for SA	Coordinator	South Africa
OCHA						
Paul	Handley	M	OCHA	Amman	Head of Office -Regional Office for Syria Crisis	Jordan
Helen	Mould	F	OCHA			Thailand
Sophie	Garde Thomle	F	OCHA	Senior Management	Head of Regional Office for West Africa	Sierra Leone
Gemma	Connell	F	OCHA	Regional Office for S & E Africa	Head	Kenya
David	Carden	M	OCHA	Coordination and Response	Director of Africa	New York
Christophe	Illasemene	M	OCHA	Deputy Head	Deputy Head	Panama
UNDP / RCO						
Steine	Heiselberg	F	UN	RCO	Head of RCO	Nepal
Valerie	Juliand	F	UN	RCO	Resident Coordinator	Nepal
Yvonne	Helle	F	UNDP	Amman	Head of Sub-Regional Facility	Jordan
UNHCR						
Laurent	Raguin	M	UNHCR	UNHCR-Amman	Sr Regional Operations Manager, Programmes	Jordan
Aslak	Solumsmoen	M	UNHCR	UNHCR-Erbil	Head of Erbil Office	Iraq
UNICEF						
Aude	Rigot	F	UNICEF	EPR	Regional Emergency Specialist	Sierra Leone
Annmarie	Swai	F	UNICEF	Iraq	Chief of Field Operations	Iraq
Manuel	Fontaine	M	UNICEF	Director of Emergencies	Emergencies	New York
Djibril	Cisse	F	UNICEF	Nutrition	Chief of Section - Health and Nutrition	Mauritania
Stephano	Fedele	M	UNICEF	Nutrition	Officer	Panama
WFP (former)						
Jean-Jacques	Graisse	M	WFP (former)	Deputy Executive Director	Deputy Executive Director (former)	New York
External NGO						
Ronald	Jackson	M	CDEMA	Management	Head	Barbados
Wendy	Cue	F	IASC	Secretariat		Geneva

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Jessica	Solano	F	CEPREDENAC	International Relations	Head	Guatemala
David Kuhn	von Burgsdorff	M	ICRC			Iraq
Vian	Rasheed	M	JCC			Iraq
Nassier	Abid Alsatar	M	JCMC	JCMC	Executive Director	Iraq
Sadiq	Jawad	M	JCMC	JCMC	Deputy General Director	Iraq
Mohammed	Ali	M	Mercy Corps	Focal Point with WFP	Program Director	Iraq
Khalid	Jiwad	M	Mercy Corps		Deputy Program Director	Iraq
Mustafa	Ahmed	M	Mercy Corps		Field Distribution Manager	Iraq
Miad	Raad	M	Samaritan's Purse		Food Assistance Program Manager	Iraq
Rodi	Mohammed	F	WEO		Program Coordinator	Iraq
Abdoulaye	Diop	M	World Vision	Emergencies	Head of Emergency Programmes	Mauritania
Elena	Vicario	F	ACF	Senior Management	Country Director	Mauritania
Hamed	Mohamed	M	ADICOR	Senior Management	President	Mauritania
Jeremie	Bedje	M	MSB	IT	SBP IT Specialist	Mauritania
Fatou	Aly	F	OSA-CSA	Senior Management	Director of Humanitarian Assistance	Mauritania
Said	Moulaye	M	OSA-CSA	Senior Management	Director	Mauritania
Kayou	Ngaide	M	OXFAM	Programmes	Head of Prog. - humanitarian focal point	Mauritania
Churn	Chaudhari	M	BASE Dang		Executive Director	Nepal
Ngima	Tendup Sherpa	F	HHESS		Chairperson	Nepal
Top	Bdr Shahi	M	MDI Nepal		Program Coordinator	Nepal
Birendra	Raj Pandey	M	Nepal Adharsha Nirman		Director	Nepal
Deepesh	Shrestha	M	Nepal Adharsha Nirman		Sr Engineer	Nepal
Representative		M	Nepal Investment Bank	CBT focal point	CBT focal point	Nepal
Representative		M	Nepal Investment Bank	CBT focal point	CBT focal point	Nepal
Kul	Gurung	M	NMA		General Secretary	Nepal
Rudra	Adhikari	M	Nepal Red Cross	Disaster management	Deputy Head	Nepal
Angira	Kalshapati	F	NEPHEG	Information management	Officer	Nepal

First name	Family name	M/F	Organization	Department/division (current)	Job title of relevance (could be former role)	Location
Avash	Puri	M	NEPHEG		District Coordinator	Nepal
Rupak	Dhakal	M	NEPHEG		District Coordinator	Nepal
Rajman	Shrestha	M	SAPPROS Nepal		program Coordinator	Nepal
Dinesh	Jung Khati	M	Save the children		Senior Meal Coordinator	Nepal
Richard	Bellin	M	French court of account	External Audit	External auditor	Rome
Alan	Johnson	M	RedR		Regional Representative	Thailand
External Government						
Ali	Abass Jahaiker	M	MoDM	MoDM	Director of main Branches	Iraq
Dr. Najla	Raaof	F	MoE	SF Department	Responsible for SF Department	Iraq
Taleb	Ely	M	M. of Rural Dev.	Statistics Division	Dir. & President du groupe technique spécialisé	Mauritania
Binod	Gnawali	M	Ministry of Agriculture	Disaster Unit	Head of disaster section	Nepal
Ganga	Dutta Acharya	M	Ministry of Agriculture	Disaster unit	Office	Nepal
Anup	Pepal	M	M. of Comm. and Info.	Frequency mgmt. and tech.	Under secretary	Nepal
Beda	Nidhi Khanal	M	Ministry of Home Affairs	National Operations Centre	Chief	Nepal
Tim	Callaghan	M	OFDA-AID	Head	Head	United States

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Annex 4 Evaluation Matrix

Evaluation matrix

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
All Evaluation Questions		**The Systematic Review of Evaluations and Lessons Learning (SREL)** is a key method informing all EQs so is not repeated in each. SREL will identify key patterns and trends in WFP capacity and relationship to emergency response performance by the key characteristics. These will feed into fine-tuning of subsequent methods. All evidence and findings are triangulated through use of multiple sources and also through team analysis across country, region and evaluation questions **RB**: refers to regional bureau visits **ECS:** refers to emergency case studies **KII:** refer to key informant interviews at headquarters and/or corporate level (unless otherwise specified) Requested interviews with WFP staff listed in Annex 2: interviews requested are with senior personnel relevant across the evaluation questions. They are not repeated here		
EQ1		**To what extent did WFP provide a high-quality response to emergencies between 2011 and 2018?** [This EQ is addressed through data gathering and analysis of the following three sections of the matrix.]		
EQ2		**To what extent did WFP establish an appropriate enabling environment for ensuring a high-quality response to emergencies?**		
2.0		**Background document review to identify corporate guidance at policy and strategy level relevant to emergency response planning and operations:** - Review of relevant (thematic and cross-cutting) policies with explicit mention of different typology of crisis - Mapping of the evolution of emergency-response related policies 2011-2018 - Mapping of key changes between three strategic plans, management plans, corporate results framework and financial framework and their implications for WFP emergency response - Review of Executive Director circulars and Executive Board minutes - Analysis of whether and how policy-level statements are transformed into specific areas of action in the strategies - Review of annual reports for performance data Policies directly related to emergencies: - 2003 Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A) - 2004 Emergency Needs Assessments (WFP/EB.1/2004/4-A) - 2004 Humanitarian Principles (WFP/EB.A/2004/5-C) - 2005 Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1) - 2005 Exiting Emergencies (WFP/EB.1/2005/4-B) - 2006 Targeting in Emergencies (WFP/EB.1/2006/5-A)		

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
	- 2006 Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1) - 2006 Food Procurement in Developing Countries (WFP/EB.1/2006/5-C) - 2008 Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B) - 2012 WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1) - The Emergency Preparedness Policy (WFP/EB.2/2017/4-B/Rev.1*). Other policies that cut across or order WFP's work, including those related to gender, protection, human resources (the People Strategy), nutrition, capacity development and, corporate partnerships, IRM, resilience, Nexus and transition themes 3 x WFP Strategic Plans			
2.1	To what extent have WFP corporate strategies and policies helped or hindered relevant WFP emergency responses?	Relevance	2.1.1. Evidence that policies and corporate strategic plans and results framework define and have been relevant to different types of emergency and phases of responses	**Document review:** Review of strategic plans, corporate results framework and policies against factors of relevance to contexts, crises, corporate risk management registers, relevant risks/opportunities. Corporate risk register and audit documentation, and associated data Review 3 x corporate strategic plans to see if they respond to identified key contextual trends and to highlight other relevant changes Mapping of development of structure and roles and responsibilities in decision making in emergency response over 2011-2018. Policy evaluations **Regional bureau visits and emergency case studies** - to explore CO and RB view of relevance of policies to their context **KIIs** with Directors of Divisions (OSE, OSC - evolution of strategic approach and links with context)
		Relevance	2.1.2 Evidence that the move to the IRM framework (CRF, financial framework, CSP approach) supports relevant emergency responses	**Document review:** Review of IRM documents to determine direct guidance to emergency response planning; Integrated Road Map (IRM) framework and associated documents; 2016 Policy on Country Strategic Plans; Sample of current CSPs CSP evaluation **Data review:** IRM data on time for adaptation of plans when emergency occurs – pre- and post-IRM (average and breakdown of data), annual report monitoring data to review recurrent issues and if/how addressed in new CSPs (and below EQ sub questions) **Emergency case studies:** To explore how the current CSPs reflect the expectations within the IRM. Focus on El Salvador - pilot CSP **RB:** to explore how WFP planning processes have evolved and implications for ER in the region - specific focus on evolution to CSP **KIIs:** KIIs with COs in sample of other CSP pilot countries (select from Indonesia, Lebanon, Bangladesh, Ecuador). IRM; Director OMS and senior policy adviser

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
		Relevance	2.1.3. Evidence that WFP policies and strategic plans are and have been flexible enough to provide for responses addressing unanticipated needs and responding to key external trends	**Document review:** Review of strategies and policies to identify flexibility factors of relevance including changes in operating context and humanitarian principles; 3 x corporate strategic plans and policies as above; policy evaluations; risk and compliance updates **Emergency case studies:** To identify whether the policies and corporate strategies constrain or support programme flexibility at national level **RB visits** - focus in Bangkok (Rohingya crisis) and Jo'burg (Cyclone Idai) **KII:** Exploration of some specific examples to highlight ability to operate flexibly (include Qs in KII with senior management of programme, SC, OMS, OSE, Potential addition TBC post SREL)
2.2	To what extent have WFP strategies and policies helped or hindered efficient WFP emergency responses?	Efficiency	2.2.1. Evidence that WFP policies and strategic plans and results framework have prioritized optimal use of resources and cost effectiveness in all emergency contexts and stages of response (including preparedness)	**Document review:** Documentary review of strategic plans and policies to identify how cost-efficiency was considered. Verification that these are translated into planning guidance. APRs (and below), Documents on use of pooled funds **Data analysis:** Annual report data on outstanding/delayed high risk audit recommendations **Emergency case studies:** Specific questions for the COs for feedback on use and usefulness of policies especially in relation to trade-offs and prioritization
			2.2.2 Evidence that WFP policies and strategic plans and corporate results frameworks have prioritized timeliness in all emergency contexts and stages of response (including emergency preparedness)	**Document review:** Documentary review of strategic plans, policies and corporate results framework to identify how timeliness was considered Verification that these are translated into planning guidance including policy on potential trade-offs (cost v timeliness) **Emergency case studies:** Feedback on use and usefulness of corporate policies
			2.2.3 Evidence that changes in emergency response structure, roles and responsibilities have been informed by analysis of need for change	**Document review:** Analysis of decisions to change structures and rationale provided. Analysis of linkage to external trends **RB and Emergency case studies**: Map historical changes in emergency response structures in CO and RB over time and how impacted decision making in specific emergency responses **KII:** with OSE and OMS to explore rationale behind changes

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
2.3	To what extent have WFP strategies and policies helped or hindered accountable emergency responses?	Accountability (people centred)	2.3.1. Evidence that WFP policies and strategic plans and results framework explicitly have taken account of supporting & engaging affected populations including through gender sensitive and inclusive approaches	**Document review** of strategic plans and policies for prioritization of accountability **RB**: RB level staff engaged with OTF and STF in order to identify gaps and challenges as well as good practice. KII with staff responsible for gender and AAP **KII:** include EQs in KII with HQ and RB level staff engaged with OTF and STF in order to identify gaps and challenges as well as good practice; OSZ (gender, AAP, humanitarian principles senior officers- also for EQ3 and EQ4)
2.4	To what extent have WFP strategies and policies helped or hindered coherent and connected emergency responses?	Coherence and connectedness	2.4.1. Coherence of WFP strategic plans and emergency response policies to align with broader United Nations goals and strategies and the humanitarian principles (humanity, neutrality, impartiality, independence)	**Document review:** To confirm WFP alignment with the key United Nations policies, strategies, goals and humanitarian principles. To explore the development and roll-out of the Nexus approach, including the Transformative Agenda, The IASC Emergency Response Preparedness (ERP), the World Humanitarian Summit key commitments and the UNHCR Preparedness Package for Refugee Emergencies (PPRE) **Emergency case studies:** To explore partner involvement and satisfaction with role in CSP development and previous planning process
			2.4.2. Evidence that WFP strategies and policies have internal coherence and have been translated into the organizational framework (guidance and operational plans)	**Document review:** Analysis of consistency between policies and strategic plans over time **Emergency case studies:** To explore how revised guidance has impacted and assisted in development of new operational plans, particularly the recent CSPs **KII:** To explore how key external trends treated in policy and corporate strategic planning. (RMB, OMS, Policy). Potential external with Rome-based agencies, other United Nations and IASC (TBD)
2.5	To what extent have WFP strategies and policies helped or hindered emergency responses to provide adequate coverage?	Coverage	2.5.1. Evidence that WFP policies and strategies have guided operational targeting based on need	**Document review:** Review of relevant policies to map guidance and expectations of appropriate vulnerability targeting **Emergency case studies:** Analysis of ways in which targeting has taken place in recent emergencies and level of coincidence with guidelines **KIIs:** Policy and programme including AAP responsible and gender office
2.6	To what extent have WFP strategies and policies helped or hindered duty of care to personnel during emergency responses?	Duty of care	2.6.1. Evidence of WFP policies relating to staff welfare, support and security and evidence of these being translated into strategies	**Document review:** Review of policies relevant to welfare, support and security **RB and emergency case studies:** Awareness of policies and data on how they have been translated in regional and country guidance and mechanisms; KII with medical and security officers **KIIs:** Leads of selected policy and how they have promoted translation of policy to guidance and practice - lessons learned

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
2.7	To what extent has WFP invested in and incorporated external and internal learning into its strategies and policies?	Efficiency (learning and investment)	2.7.1 Evidence of policies to promote and deliver WFP-wide learning	**Document review:** Analysis of explicit educational and training demands in policies and programming of these in strategy documents; knowledge management strategy and any updates; potential additional lesson learned documents (TBD post SREL), MOPAN reports 2018 **Data review:** Data from 2011 on platforms for learning, sharing and innovation - 2013-2018 **RB and emergency case studies:** Analysis of real cases of training in country relating to policy and strategy demands **KIIs:** To identify mechanisms for acting on lessons learned
			2.7.2 Evidence of operational learning being translated into new or revised policies and strategies	**Document review:** Review of key learning and lessons from CPE synthesis; specific lessons learned documents to identify a) themes and trends emerging, and b) evidence of lessons being disseminated or policies amended (e.g.: nutrition) **KIIs:** Policy and Programme Division, knowledge management - views on how policies have developed and improved based on earlier findings
			2.7.3. Evidence from emergency evaluation management responses being used to inform policy changes	**Document review:** Review of a sample of emergency operations evaluations with their resultant management responses – esp. those highlighting required changes to policies **Emergency case studies:** Identification of management responses being implemented. Identification of impact of such changes **KIIs:** Follow-up with KIIs to understand implementation (TBD)
EQ3	To what extent did WFP put in place the appropriate organizational framework for a high-quality response to emergencies?			
3.1	To what extent have WFP processes evolved to support more-relevant and effective emergency responses?	Relevance	3.1.1 **Planning:** Evidence that key operational guidance and manuals support flexibility	**Document review:** Guidance on FLAs, PREP and EPRP; partnership guidance; prioritization guidance and guidance (e.g., for scenario planning for funding situations, contingency); COMET (country Office Monitoring and Evaluation Tool) Selected programme guidance: sample (pending SREL analysis to prioritize) from CBT; resilience; Nexus; AAP; gender and protection; persons with disability guidance; data management and protection Evaluation of application across a sample of emergency responses covering L2 and L3 emergencies; types of context and emergency (slow onset, sudden onset, conflict, protracted); - (from CPE, operation evaluations, lessons learned documents); corporate guidance risk register **Data review**: Annual data on detail of percentage of country strategic plans that meet quality standards (Pillar C in annual report) for years available **Emergency case studies:** EPRP's per emergency case study and assessment of MPAs **RB:** Evolution from PREP to EPRP and consequences for RB focused on issue of flexibility of response **KII-** How planning processes have evolved, strengths and challenges (OSE- Deputy

EVALUATION QUESTIONS AND SUB-QUESTIONS	Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
			Director, Senior programme officer in charge of PREP, EPRP evolution, Activation protocol, OSC including Director of supply chain, head of ALITE, Head of aviation, procurement officer and Optimus focal point, OMS)
		3.1.2 **Operations:** Evidence that business processes have been put in place to support flexibility, relevance and appropriateness in operations	**Document review**: Review of business process documentation for CBT business process models (BPM) for cash transfers; transfer modality selection guidance; end-to-end assurance approach; in-kind business process models; business process models for selected programme components (what exists for nutrition, AAP, gender, resilience supply chain, protection); partnership guidance; FLA guidance; supply chain manuals; risk management process documents; SCOPE-evolution from previous beneficiary registration system and current CPE and operational evaluations; corporate emergency activation protocols; advance financing mechanisms (IRA, IPL, MAF); advance positioning models (GCMF and FSAs); minimum preparedness plans (per emergency case study); and annual corporate progress reporting on advance financing mechanisms Review of sample of OTF and STF activation processes and minutes (emergency case studies and additional contexts to address gaps) **Emergency case studies:** Emergency case studies to explore application of selected business processes and issues arising **KII:** Director of CBT, Senior advisor, RMP, programme officer COMET, to explore how WFP business process models have evolved and issues arising (selected programme review process, CBT, transfer modality)
		3.1.3 Evidence of structured linkage between divisions including SC, programme and finance for decision-making at country, region and corporate level	**Document review:** Sample of minutes or notes for the record of cross functional meetings - e.g. CBT cross function facilitation role; cross functional meetings in the design of in-kind ration; resilience; humanitarian access; protection from sexual exploitation and abuse; and safe access to fuel. Documents that describe evolution of business process models. CPE and Operation Evaluations **Emergency Case Studies:** Evidence of replication of cross-functional meetings and issues arising. Gaps in cross-functional work across the organization **KII:** HQ and RB meetings identifying cross function needs - how they are addressed
3.2	To what extent have changes in the external environment influenced the development of WFP organizational framework for emergency response?	Relevance	3.2.1. Evidence of global trends analysis informing changes in WFP organizational framework for emergency response	**Document review:** Review of EPRP and selected sector guidance to identify how key humanitarian trends reflected; return on investment studies **Data review:** Investment data into new initiatives; data for 2018 on country offices using the EPRP; details on investment cases and corporate initiatives funded 2013-2018 **RB**: Explore how selected key trends were responded to in preparedness, planning and response approaches in the region **KII:** Triangulate findings from document review with key senior staff (including tracking previous post holders) at HQ and query their process to analyse external environment - what works well, needs. Including structural change

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
3.3	To what extent have WFP procedures developed to support an efficient WFP emergency response?	Efficiency	3.3.1. Evidence that CO decisions have been based on efficiency analysis	**Document review:** Omega analysis - evolution to transfer modality selection guidance. CPE and operation evaluations, Synthesis of CPE's recording evolution
			3.3.2 Evidence that key efficiency-focused procedures (GCMF, FSA, Optimus) have improved efficiency	**Document review:** CPE and operational evaluations and synthesis of CPE with analysis of GCMF, FSA and Optimus and contribution to efficiencies. Issues arising - e.g. impact on quality of rations **Data review:** on GCMF and savings - at corporate level **KII:** With department heads [OSC, OSE] to identify catalyst of change: e.g., what led to the creation of the GCMF, what was the reason for piloting FSAs, EPRP., RMB demand forecaster, Deputy Director responsible for forward financing tools, TEC
			3.3.3 Evidence that decisions for modalities (including cash-based interventions) have included efficiency analysis	**Document review:** Omega analysis- analysis- evolution to transfer modality selection guidance. CPE and operation evaluations, synthesis of CPE's recording evolution. - how Omega is used, issues KII: Corporate level - evolution and evidence of efficiency
3.4	To what extent have developments in WFP decision-making processes supported a high quality emergency response?	Coherence and connectiveness	3.4.1. Evidence of clarity and consistency of roles, responsibilities for decision making in emergencies across all levels (HQ, regional and country and types of emergency response)	**Document review:** Document review of L2 and L3 lesson learning documents, build on EQ2 mapping of evolution of roles and responsibilities in decision making in emergency response over 2011-2018 to identify issues to explore re activation protocol, impact of changes at RB and CO level **Emergency case studies:** Review of minutes of OTF and STF for decisions-made. KII with key staff that have been involved in the response. KII with management. OTF and STF participants **RB:** KII with management regarding decision-making clarity; enterprise risk management
3.5	To what extent have WFP procedures, tools and guidance and their development over time supported WFP engagement with affected populations for programme	Accountability	3.5.1. Evidence of guidance, procedures and tools for community engagement being developed, known, and used at operational level	**Document review:** Evolution of community engagement; guidance on AAP; complaint and feedback mechanisms; integration/mainstreaming of community engagement strategies in sectoral and cross-cutting and other guidance; CPE and operations evaluations; identifying community engagement practice **Data analysis:** Annual report data on countries with complaints and feedback mechanisms in place **Emergency case studies:** review of application of community engagement strategies and practice issues arising

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
	decision making (including design and feedback)?		3.5.2. Evidence WFP leadership has provided commitment to and ensures actions are taken on accountability to affected populations	**Document review:** Executive Director's directives on AAP; minutes of meetings on AAP; funding trends for AAP; Executive Board minutes highlighting discussions on AAP; evaluation reports (CPEs and operations) highlighting AAP practice **Data review:** Annual report data on countries with complaints and feedback mechanisms in place (for years available) **Emergency case studies:** Demonstrated leadership by CD and DCD- country management team meeting minutes, capacity development initiatives, actions taken **KII:** Senior level
3.6	To what extent have WFP guidance, tools and processes supported the adaptation of emergency response approaches to take account of other capacities, including international and also local and national capacities for an effective response?	Coherence and connectedness	3.6.1. Evidence that local capacities and priorities have been taken into account in guidance for design and implementation of WFP emergency responses	**Document review:** Sample of CPE and operation evaluations and CSP evaluations to determine alignment with government priorities; United Nations strategies contributions to HRP-through clusters; extent to which WFP is addressing gaps in government and national actor capacities **Data analysis:** Data on investment into common services - UNHAS, UNRD, cluster coordination **Emergency case studies:** Specific country level alignment and challenges arising **KII:** OSC -Investment trends into common services, cluster roles
			3.6.2. Evidence that guidance, tools and organizational processes support WFP emergency responses to coordinate with national and international actors and harmonized with collective approaches	**Document review:** Cluster evaluations/lessons learned (nutrition, eood security, ETC, logistics); selection of CPEs with focus on UNCT coordination and national level (government and NGO) coordination **Data review:** Investments into common services; data on WFP coding using IASC gender and revised GAM 2011-2018 as available **Emergency case studies:** Providing examples of practice and issues arising from practice; one United Nations example - Nepal. Includes KIIs with RC/HC in CCS.; Other United Nations regarding UNHAS, cluster roles, logistics, FITTEST
3.7	To what extent have trends in access to affected populations influenced the development of WFP procedures, tools and guidance?	Coverage/efficiency	3.7.1 Evidence of guidance to support access in insecure locations including remote management, partner selection	**Document review:** Remote management guidance or mainstreaming remote management in existing guidance; partnership guidance; management of remote operations; M-VAM; m-PDM **Data review**: Global partnership surveys for 2017 and 2018; data on investment into remote management including mVAM, rapid response in hard to reach areas
			3.7.2 Evidence of efforts and investment in capacities to address recurrent operational challenges such as access and equity	**Document review:** Lessons learned documents, CPE and OpEv, Evaluation Synthesis- describing operational challenges- mapping of investment to address challenges raised. E.g. mVAM for remote situation monitoring, Rapid Response Mechanism-hard to reach areas **Emergency case studies**: Assessment of application of mVAM and RRM and issues arising. RB -how operational challenges are captured and addressed **KII:** How recurring operational challenges are captured and addressed, TEC

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
EQ4	**To what extent did WFP employees have the right skills, knowledge, experiences and incentives to ensure a high-quality response to emergencies?**			
4.1	To what extent have WFP employee skills, knowledge and experience been relevant to respond to emergencies?	Relevance	4.1.1. Evidence that WFP employees' emergency response skills, knowledge and experience are adequately identified for different types of emergency and phases of response	**Document review:** Relevant protocols and updates (emergency response roster); selected evaluations; thematic audits and lessons learned documents not included in the SREL (to include PREP and Capacity Development); and audits (Fit for purpose 2013-2016, WFP country capacity building; human resource management in CO); ERR deployments **Data review:** HR WINGS data on deployment and ERR data 2011-2018; Annual reports HR KPI data; GENCAP requests and deployments **Emergency case studies:** Who in CO qualifies for ERR and why **KII-** HR Deputy Director and HR officers - for all EQ4
		Relevance	4.1.2. Evidence that WFP employees' emergency response skills, knowledge and experience are utilized in flexible manner (right person, right place, right time)	**Document review:** ERR deployments; HR related incentives and motivation documents **Data review:** HR WINGS data on deployment and ERR data 2011-2018; new positions, posts, skills brought in **RB- KII:** With management and heads of unit on measuring performance of ER employees **KII:** ER deployment history (P2-P5)
			4.1.3 Evidence that WFP employees have the right skills, knowledge and experience to adapt to key trends in humanitarian needs	**Data review:** Data on Gencap requests and deployments **CO and RB** - Group discussion with WFP mixed level group to discuss training and skills in relation to key trends (10-12)
4.2	To what extent have WFP employee skills, knowledge and experiences been used efficiently in delivering a high-quality emergency response?	Efficiency	4.2.1 Evidence that WFP employees were able to use their skills, knowledge and experience in the response	**Document review:** GS investment plans; emergency preparedness checklist RB emergency preparedness- HR checklist **CCS/RB** -KII with management, and group discussion with programme, logistics/SC, support services, on key challenges/successes with surge mechanisms
			4.2.2. Evidence that WFP employees were deployed in a timely manner to respond to emergencies efficiently (including emergency preparedness)	**Document review:** RB emergency preparedness- HR checklist **KII**: With management, programme, logistics/SC, support services, on key challenges/successes with surge mechanisms (ALITE, FITTEST etc.)
4.3	To what extent have WFP developed human resource partnerships at various levels to ensure coherent	Coherence / connectedness	4.4.1. Evidence that WFP has adequate human resource partnership agreements in place for different types of emergency and phases of	**Document Review:** Standby partners agreements and contracts; SBP use by type of emergency 2011-18 Sample stand by partner performance reports **KII:** Private Sector Partnerships (if stand by partnership involved), Head of ALITE

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
	and connected emergency responses		responses (based on HR gap analysis)	
			4.3.2. Evidence that WFP human resource partnership agreements have adapted to key trends in the humanitarian context	**Document and data review**: Skills gap analysis; SBP contracts and use - as above **KII:** KII and group discussion on use of standby partners
4.4	To what extent have WFP employees been provided with appropriate duty of care support pre, during and after emergency responses?	Duty of care (security, safety & wellness)	4.4.1. Evidence that WFP security, safety and well-being procedures allow WFP personnel to work effectively in different types of emergency and phases of response	**Document review** - Duty of care protocol, risk register, guidance, annual reporting, global staff survey, emergency preparedness checklist **Data review**: RB data on trends; protocols and updates; RB emergency preparedness checklist: fiduciary risk register (duty of care data) **CCS and RB:** KII with satisfaction: with security and well-being; KII with security and well-being officers
			4.4.2. Evidence that WFP leadership provides commitment and ensures actions to security, safety and well-being related matters	**CO and RB** KII management and heads of unit on duty of care actions **KII:** Challenges wellbeing focal point, Security Division, Office of Ombudsman
			4.4.3. Evidence that WFP well-being procedures are aligned to key trends in humanitarian needs	**Document review**: Protocols and updates; RB emergency preparedness checklist
4.5	To what extent have WFP employees incorporated external and internal learning into emergency responses?	Efficiency (learning)	4.5.1. Evidence that WFP actively supports individual learning for different types of emergency and phases of emergency response	**Document review:** Documentation on employee related learning (mandatory and optional, and including web-based), documentation and actions 2011-18; HR documents and divisional learning plans/reports **Data analysis:** Web-based learning data **RB:** evidence of training alignment to external trends and needs
			4.5.2. Application: Evidence that WFP employees are able to apply lessons learnt from previous emergency responses	**CO and RB**: KII on success and challenges of knowledge transfer during or post deployment. Group discussion on application of lessons

EVALUATION QUESTIONS AND SUB-QUESTIONS		Characteristic of a high-quality emergency response	Judgment criteria	Methods and data sources
4.6	To what extent have WFP investments in human resource capacity development strengthened emergency responses?	Efficiency (investment)	4.6.1. Evidence of investment in recruitment and emergency response surge mechanisms for different types of emergency and phases of emergency response	**Document review**: ERR-related data for deployment to fil identified gaps at RB and CO level; RB data on surge ToRs and capacity gaps; and mechanisms to address **Data analysis**: Data on investment into HR; Global data on ER-related training including gender, AAP, protection, humanitarian principles **CO and RB**: KII on access to ERR **KII**: HR, OSE- surge mechanisms, successes, challenges (FITTEST, ALITE etc.)
			4.6.2 Evidence of WFP training and skills development initiatives addressing emergency response strategic focus areas (right skills match)	**Document review**: ER-related mandatory and option training compendium **Data review:** Data on ER training provided including gender, AAP, protection and humanitarian principles training and results **CO and RB**: KII and group discussion on training accessibility, relevance **KII**: training and skills development match to external trends and need with HR and OSE, OSC
			4.6.3. Evidence of adequate levels of investment in emergency response training and skills development to keep up with trends in humanitarian needs	**Document review:** HR documents and divisional learning plans/reports; APR investment specific themes; review of investments ensuing from findings and recommendations of thematic evaluations (preparedness and response enhancement programme; capacity development) and audits (Fit for Purpose 2013-2016, WFP country capacity building; human resource management in CO) **RB:** RB data collection on training and skills development opportunities in the region (mandatory and technical) 2011-2018 and KII with HR; group discussion with WFP international and national staff on training and skills development **CO:** Group discussion with WFP international and national staff on training and skills development
			4.6.4. Evidence of investment in recruitment and retention strategies (motivation and incentives) for different types of emergency and phases of emergency response	**Document review:** HR related incentives and motivation documents **Data review:** Investment data on HR **CO and RB**: Group discussion on incentives and motivation **KII:** On incentives and motivation linked to ER expertise -HR
EQ5	**Question 5: To what extent did WFP undertake appropriate actions to ensure adequate capacity to respond to emergencies?** [This EQ is addressed through data gathering and analysis of the previous three sections of the matrix]			

Additional acronyms used only in this annex		RMP	Performance management and reporting division
OSC	Supply Chain Division	SBP	School Feeding Service
OMS	Operations Management Support Unit	UNCT	United Nations Country Team

Annex 5 Evaluation Methodology Summary

1. Overall Evaluation Approach

The evaluation is based on a framework that derives from the logic model developed with WFP during the inception phase. The model, the evaluation matrix based on this and evaluation methods used are summarized below. In particular this annex includes:

- Summary of the evaluation logic model
- An overview of the evaluation methods used
- Details of specific evaluation methods, particularly the systematic review of evaluations and lessons learned documentation as well as the emergency case studies, including the rationale for emergency and country selection
- Detail on how gender considerations were incorporated into the evaluation methodology
- Reflections on the methodology including any limitations and lessons for future evaluation
- The evaluation logic model.

2. Evaluation Logic Model

The evaluation approach builds on the logic model developed by the evaluation team in consultation with WFP, which presents the relationship between capacity and characteristics of a high-quality emergency response. In particular, it considers the relationships between different levels of capacity to the characteristics of a high-quality response. Figures 1, 2, 3, and 4 elaborate the relationships that the evaluation considers.

Figure 1. Evaluation of WFP capacity to respond to emergencies: Logic model showing the evaluation is exploring WFP capacity at three levels and how those levels contribute to the quality of WFP emergency response
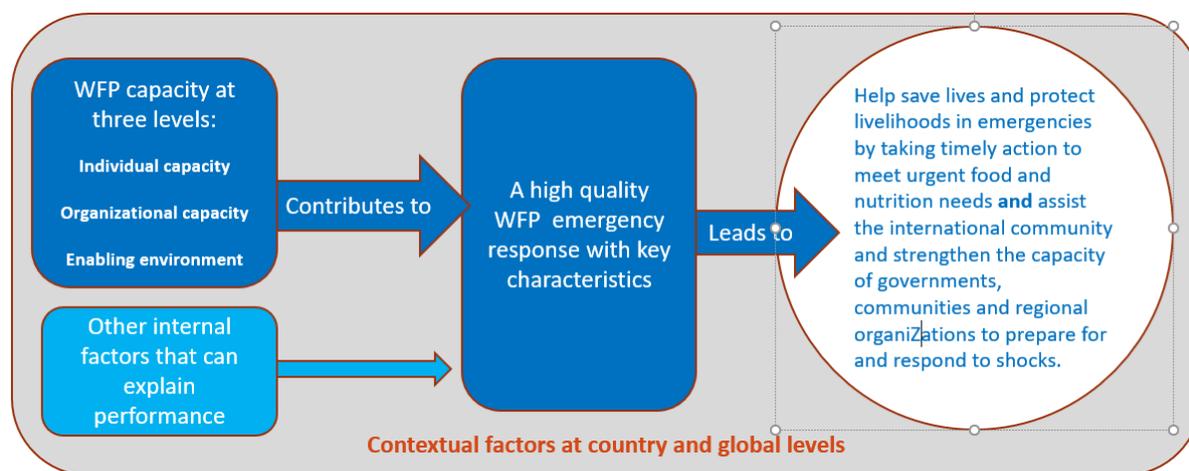
Figure 2. The evaluation focus is on the relationship between the WFP capacity and the characteristics of a high-quality WFP emergency response
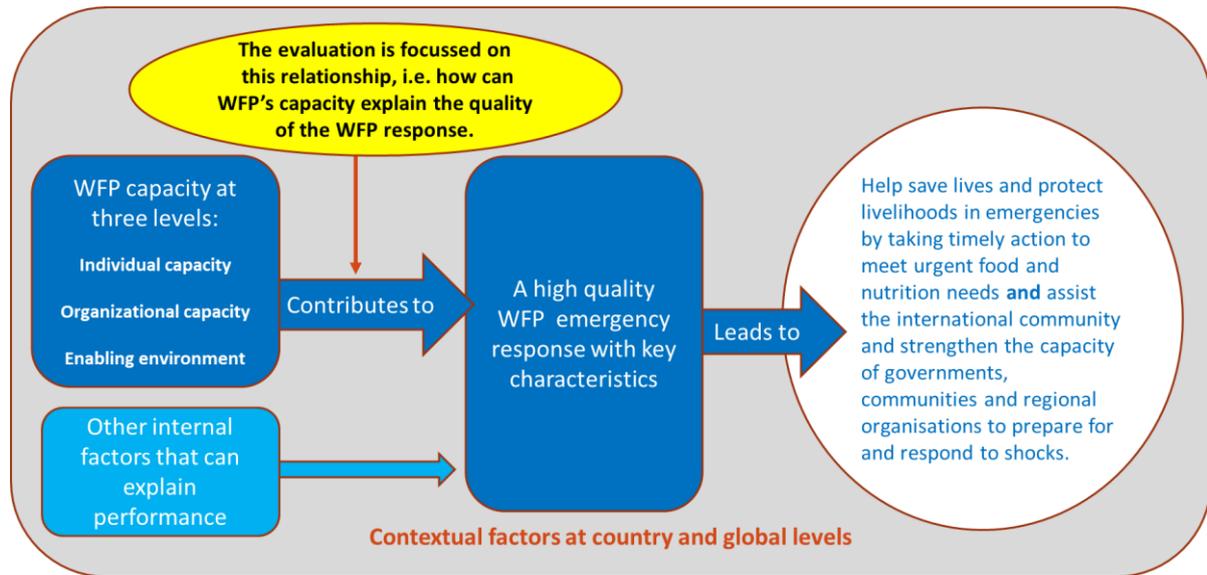
Figure 3. The logic model assumes emergency responses demonstrating the characteristics of high quality that contribute to WFP strategic aims
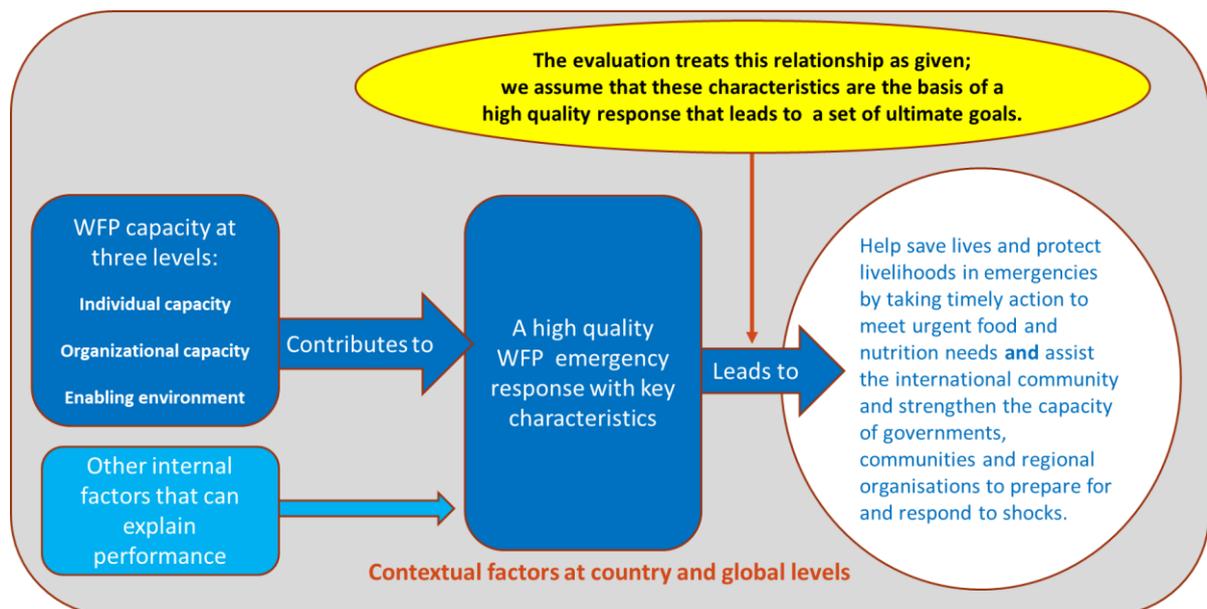
Figure 4. The evaluation assumes that other context factors may influence the quality of a response
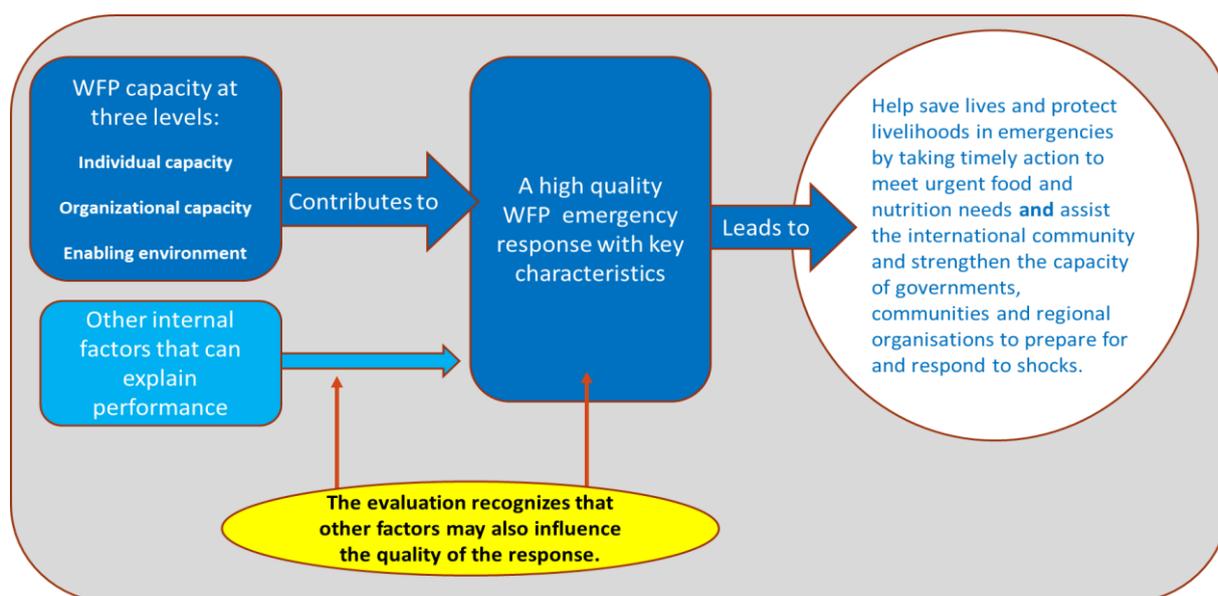
Figure 5 expands upon the WFP capacities that the evaluation will explore. These are at three levels, as defined below. These levels of capacity will be considered in relation to whether and how they help or hinder the achievement of key characteristics of high-quality emergency response as well as how they have evolved over time. The levels are:

- Individual capacity — This comprises WFP access to individual capacity such as: needed skills, knowledge and performance through capacity development processes of training, motivation and incentive systems, mechanisms for rapid access (for example the emergency rosters and standby partnerships), application of recommendations from lessons learning exercises and thematic evaluations, translation of duty of care and security into practice and investment and learning processes aiming to ensure individual capacity availability for high quality emergency response.

- Organizational capacity — This comprises the organizational framework of WFP with a focus on: business processes, mechanisms, guidance to support emergency response, decision-making processes, alignment of approaches with guidance and investments in organizational processes to support and enable the design and implementation of high-quality emergency responses. This includes: corporate emergency activation protocols, cash-based transfers and in-kind business process models, advance financing facilities and guidance that is efficiency-related, accountability focused and relevant to selected programme areas.

- Enabling environment — This comprises the WFP corporate strategic plan and policy framework to guide, support and direct WFP emergency responses, including the introduction of the Integrated Road Map (IRM) framework. This includes structural issues at the corporate level, for example, roles and responsibilities in decision-making to enable a high quality response.

Figure 5. Levels of WFP capacity that will be explored in the evaluation
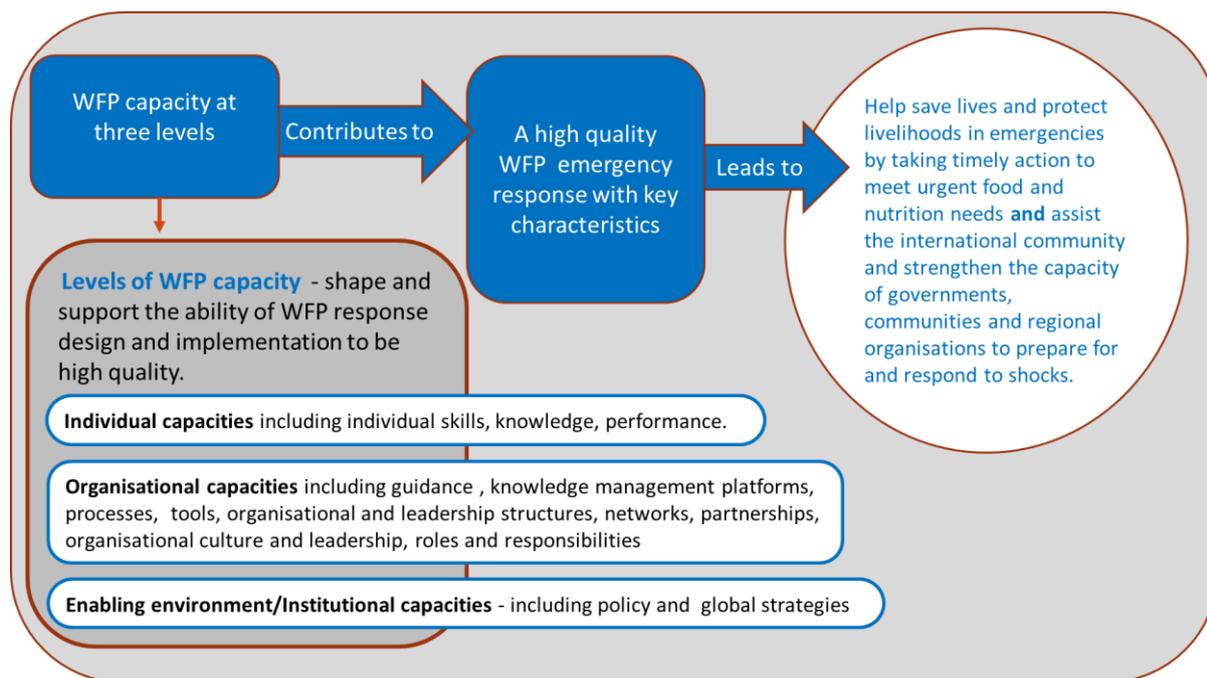
Figure 6 presents the characteristics of a high-quality response being used in the evaluation.

Figure 6. Characteristics of a high-quality emergency response
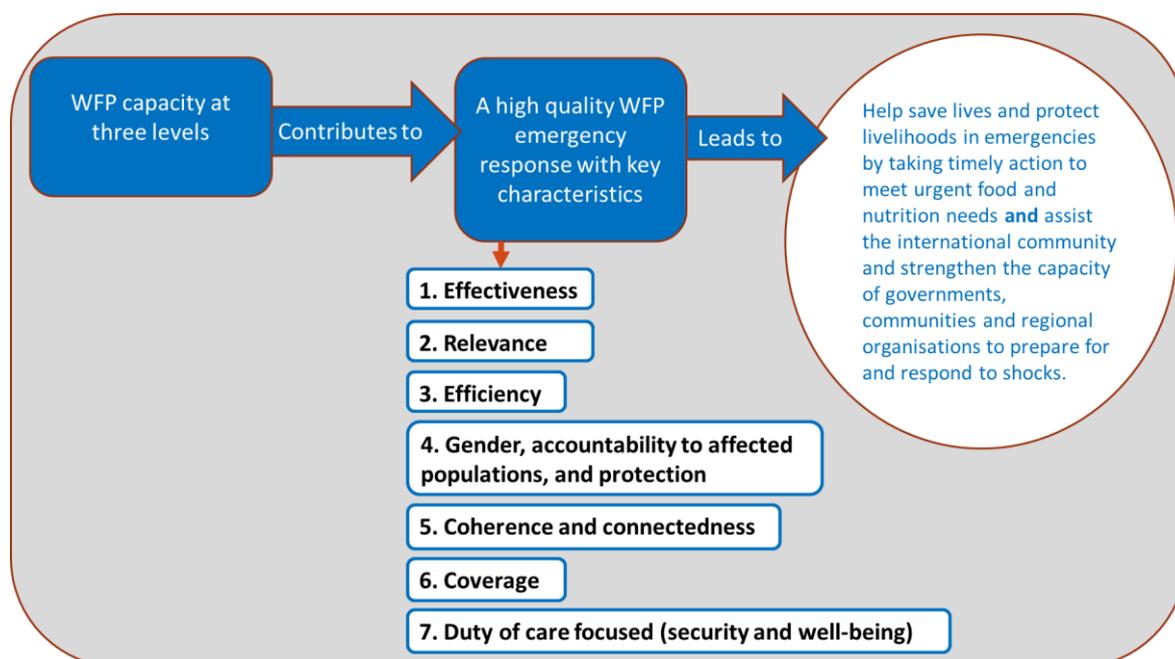
Figure 7 summarizes the definition of these characteristics. Definitions are derived from the Core Humanitarian Standards, the Organization of Economic Cooperation and Development's Development Assistance Committee's (OECD-DAC) criteria[18] and ALNAP's adaptations used to assess humanitarian performance in the State of the Humanitarian System 2018.

Figure 7. Summary definitions of key characteristics of emergency response
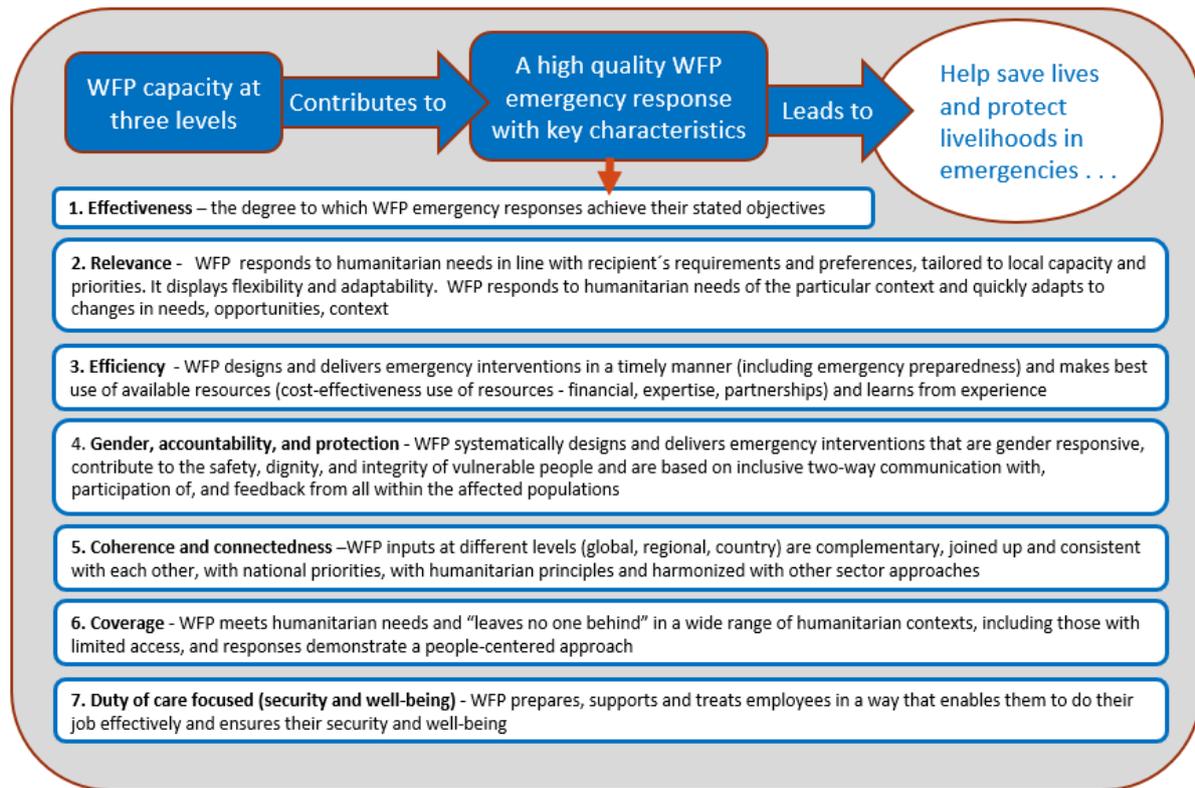
3. Overview of Evaluation Methods

The evaluation used a mixed-method approach to data-collection methods. It was intended that the phase of the systematic review of evaluative literature (SREL) would inform the detail of the following evaluation components, which would build on key patterns, trends, issues and examples of interest that the SREL highlights.

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[18] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

Figure 8. Data-gathering process
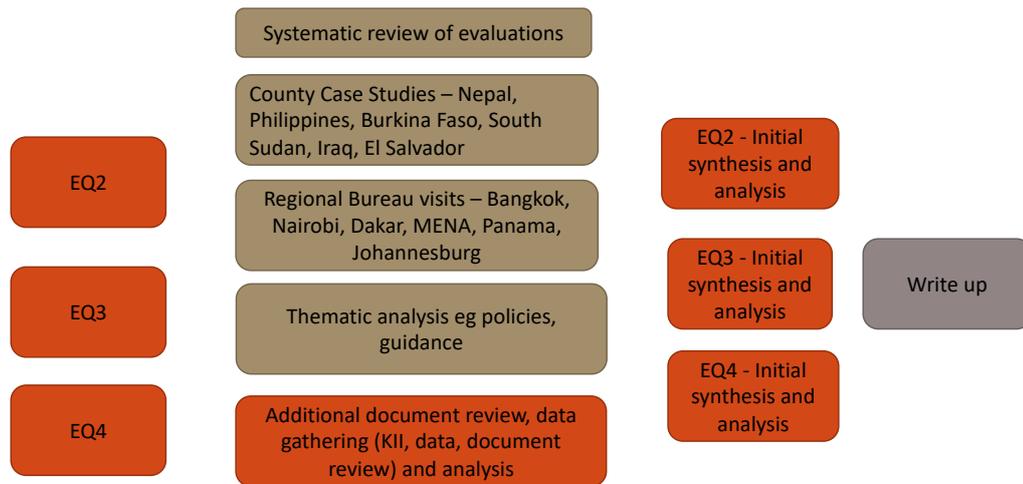
The choice of data-collection methods was guided by the global nature of the evaluation subject, the priority areas highlighted in the initial document review and inception phase interviews, initial analysis of data availability gathered during the inception phase and evaluation team capacity. The choice also took into account the wealth of existing documentation in WFP, as well as being mindful of not over-loading WFP offices with visits and demands.

Table 1. Evaluation methods

Method	Description
IR orientation briefings **Rome HQ x 2** **RBC – Cairo** **RBJ – Johannesburg** **CO Tunisia (Libya response)** **CO Eswatini (El Niño regional drought response)**	Inception phase briefings in HQ, RB and CO (Rome, Cairo and Johannesburg, Tunis CO and Eswatini CO) to meet with WFP HQ, RB and CO actors to identify key issues linked to WFP capacity to respond to emergencies along the evaluation timeline (2011-2018), including main trends in the humanitarian context, main events within WFP, and regional or country specific issues related to capacity This is considered to be part of the data-collection process, allowing the ET to begin their line of inquiry, feed into and test the evaluation model, select the appropriate characteristics with which to evaluate WFP capacity to design the evaluation matrix and confirm the choice of case study countries selected
Systematic review of evaluations and lessons learned (SREL)	May 2019 - SREL aimed to ensure the evaluation team informed the evaluation with validated evidence and learning from a broad sample of previous evaluations and lessons learned exercises. It aimed to identify patterns, trends, issues and key examples in the WFP emergency response capacity and performance over time. Initial analysis was by capacity level, performance characteristic and took account of the type of emergency, country context and time Section 4.1 in this annex includes details of how documentation was been mapped for selection in the sample for analysis. It includes details of the tool the ET used to gather evidence against the evaluation matrix and the sample of 44 documents reviewed
Emergency case studies (ECS)	June-July 2019 - Six case studies of WFP emergency responses in specific contexts to explore specific evaluation questions and sub-questions in specific contexts. Further details are below of the criteria used for the selection of the emergency case studies. Four ECS involved country visits by an ET member and also support from a national consultant. Two ECS (South Sudan and the Haiyan response in the Philippines) employed a lighter process with a smaller number of interviews, but also wide use of available literature
Regional bureau visit and analysis	At least one ET member visited each of the six WFP regional bureau visits for three days, reviewed additional documents and undertook KII and group discussions with internal and external stakeholders
Interviews headquarters/ corporate	The ET undertook over 35 interviews at WFP HQ for data gathering against specific evaluation questions. This included details of HQ senior personnel in specific roles and functions and a selected number of P2-P4 interviewees identified by their involvement in the emergency case studies but now deployed elsewhere
Interviews - external	External KII were undertaken at country, regional and global level and included representatives from WFP partners, from government and from international agencies. They enabled data gathering against specific questions, including WFP emergency response coherence and connectedness to national, regional and global sector priorities and approaches
Additional documentation and data to be	The evaluation matrix details the documentation and data the ET aimed to review

Method	Description
reviewed	

Other evaluation processes

The evaluation identified other evaluation processes and sought to enable complementarity of this evaluation and to ensure minimal duplication.

Table 2. Evaluation learning processes

Evaluation of learning process	Date
Workforce planning	Ongoing
Review of WFP presence	Ongoing
Development of WFP regional bureau and country office terms of reference	Ongoing
Effects of school feeding on hunger and nutrition	Late 2019
Evaluation of WFP People Strategy	Ongoing
Strategic evaluation of funding WFP work	Second half 2019
Evaluation of WFP Gender Policy	Ongoing

4. Evaluation Methods

4.1 Systematic Review of Evaluations and Lessons Learned (SREL)

The objective of the systematic review of evaluative and lessons literature was to ensure the evaluation team informed the evaluation with validated evidence and learning from previous external and internal exercises, including evaluations and lessons learned exercises.

The SREL focused on systematizing evidence and learning from a sample of evaluation reports and lessons learned following the sampling approach described below. This initial systematization of evidence was done by the evaluation team members prior to the conduct of field missions, which aimed to allow the evaluation team to identify some key issues and trends to be further explored during the following evaluation stages.

Report sampling: This section outlines the methodology used for selecting two evaluation and lessons-learned samples. The first sample was made of 52 reports which represent 41 percent of the overall reduced population of reports. The ToR state that "a systematic review and synthesis of the body of evaluations, audits and lessons-learned documents will be undertaken early in the data collection process". A list of 215 evaluation reports published between 2011 and 2019 was made available by the Office of Evaluation, including the initial list of 178 documents included in the ToR and the 37 evaluation reports provided additionally during the inception phase.

Table 3. Full list of documents by type

Type of report	Number
TOTAL	215
Evaluation	121
Strategic evaluations (SE)	16
Country portfolio evaluations (CPE)	29
Evaluation syntheses (ES)	17
Policy evaluations	10
Corporate emergency evaluations (CEE)	4
Impact evaluations (IE)	8
External evaluations and assessments (EEA)	8
IASC inter-agency evaluations (IAE)	5
Selected decentralized evaluations linked to emergencies (DE)	24
Lessons learned	39
Lessons learned from emergency response	8

Lessons learned from L1	4
Lessons learned from L2 and L3	16
Lessons learned from logistics cluster	9
Other lessons learned	2
Inspections and audits	55
External audit	1
Audit	1
Field verification	1
Inspection report	3
Internal audit	49

The selection process of the sample is purposive rather than aiming at statistical representativeness. It includes the following steps:

- Validation of reports considering the scope of the evaluation and feasibility of the SREL
- From the overall population of 121 evaluation reports, 29 reports were excluded from the SREL for the following reasons, reducing the number to 93:
  - (i) Evaluations that assess WFP interventions that took place before 2011 and are therefore out of scope of evaluation were excluded. These included five strategic evaluations published in 2011,[19] two policy evaluations (school feeding and gender) and four country portfolio evaluations published in 2011 (Haiti, Kenya, Rwanda and Yemen). Number of evaluation reports excluded:[20] 11
    - (ii) Two strategic evaluations initially included in the ToR list were not finally conducted[21] and another is out of the thematic scope of the evaluation.[22] Number of evaluation reports excluded: 3
  - (iii) Synthesis evaluations: The Regional Operations Evaluation's Synthesis and the Country Portfolio Evaluation Synthesis were both part of the broader background literature review conducted by the evaluation teams, however the level of detail provided in the evaluation syntheses is not granular enough to capture detailed information on capacity. As such, as part of the SREL the evaluation team opted to review the individual reports rather than the syntheses. Exception is made for the synthesis of the series of WFP emergency preparedness response (2015) and the synthesis of the four strategy evaluations transition from food aid to food assistance (2013). This is due to their direct relevance to a number of different evaluation questions. An inception phase review has shown they have sufficient detail to be analysed in this process. Number of evaluation reports excluded: 15
    - (iv) There are 39 lessons-learned documents, including L1, L2, L3, and lessons learned from emergency response. However, 7 of them are dated in 2008-2010 and therefore are excluded from the SREL, leaving a figure of 32. While lessons-learned documents are internal and so could be less objective than external evaluations, the inception phase review of some has shown their content to be valuable and often candid so are relevant to be included in the SREL. Number of lessons-learned reports excluded: 7
    - (v) For reasons of feasibility of the exercise, the audits and inspections are left out of the SREL and a sample of them will be consulted in the broader literature review. Their exclusion is partly due to the large number of audits being beyond the capacity of the SREL to manage but also due to the subject matter of some being more related to specific evaluation questions and so they will be considered in later document review processes. In addition, the emergency case studies consider relevant country audits as

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[19] WFP's Role in Ending Long-Term Hunger, WFP's Role in SP and SSNs, How WFP country Offices Adapt to Change, Food Aid to Food Assistance - Working in Partnership and Strategic Evaluation P4P.
[20] If it emerges that these are relevant to the evaluation questions later, they will be included in later document review processes separate from the SREL.
[21] Managing organisational change and Evaluation of the Strategic Plan 2014-2017.
[22] WFP's Agriculture Market Support in Uganda 2009-2014.

part of the background document review. Number of audits and inspection reports excluded: 55

- Following the exclusions explained above, the population to be considered for the SREL is reduced from 215 to 124 as follows:

Table 4. Secondary sample of 124 documents to be considered for the SREL

Type of report	Number
TOTAL	124
Evaluation	92
Strategic evaluations (SE)	8
Country portfolio evaluations (CPE)	24
Evaluation syntheses (ES)	2
Policy evaluations (PE)	8
Corporate emergency evaluations (CEE)	4
Impact evaluations (IE)	8
External evaluations and assessments (EEA)	8
IASC interagency evaluations (IAE)	5
Selected decentralized evaluations linked to emergencies (DE)	24
Lessons learned	32
Lessons learned from emergency response	8
Lessons learned from L1	3
Lessons learned from L2 and L3	10
Lessons learned from logistics cluster	9
Other lessons learned	2
Inspections and audits	0

- Reduction of the sample according to evaluation time and resources available to conduct the SREL: Considering that the number of team members who will conduct SREL is seven, that each one will devote three days to the SREL and that a reasonable average pace of report review per reviewer would be two reports per day (for the purpose of calculations the figure of 2 is considered), the total number of reports that will included in the SREL is 44 reports (42 reviewed by the reviewers and 2 reviewed as part of the testing of the SREL tool) . This represents 35.5 percent of the full list of relevant reports. It should be noted that in addition to the time allocated for data extraction and systematization in the SREL tool, additional time was allocated to conduct a synthesis of the evidence collected by key evaluation question and quality criteria by each lead team member (see the section on approach below).

- Selection of final sample of 44 reports: Given the focus of the evaluation (WFP capacity to respond to emergencies) the team used the following selection criteria:

  o Period covered by the report: These should result on a balanced representation of WFP work over the eight-year period covered by the evaluation (2011-2018)

  o Countries covered and income country profile: The selection should represent a geographical balance across countries and six regions where WFP operates, including an adequate representation of interventions in middle-income and low-income countries

  o Type of crisis: The evaluation team considers four types of crisis to which WFP has provided emergency relief over the years: climate related sudden onset disasters, climate related slow onset disasters, complex emergencies, and pandemic. A review of the broader sample of 92 evaluations indicates the following frequency of crisis among the sample:

Table 5. Types of Crisis categorization of reports

Type of crisis	Number of evaluation reports
Sudden onset	49
Slow onset	109
Complex	84
Pandemic	30
Mixed (at least two of above)	109

Note: the numbers include global evaluations, in order to see the extent to which each type of crisis is considered an in-depth review of each report needs to be undertaken.

- o Scale of the emergency: The sample of 92 evaluations includes 78 L1 emergencies, 65 L2 emergencies, 67 L3 emergencies and 54 reports that combine more than one type. The final selection of evaluations also ensured that all types of emergency responses were included

- o Presence/non-presence of WFP in the country pre-crisis: There are two evaluations included of countries that did not have a WFP presence at the time of the crisis (Ukraine, Nigeria).

Representativeness of the sample: As noted, a statistically representative sample is not sought, however the sample of 44 evaluations and lessons-learned documents was anticipated to be adequate for the purposes of covering the main criteria outlined above.

SREL tool: A tool was prepared for reviewers to fill in with evidence obtained from the evaluation reports. This tool is structured by key evaluation question (and sub-question) and includes a co-relation with specific characteristics of high-quality response as an essential dimension of the evaluation model. This structure allows the evaluation team to 1) have seven different reviewers systematizing the data/information in a similar manner and 2) apply filters to proceed to aggregating data per characteristic of the crisis, quality criteria and key evaluation question and sub-questions, ultimately facilitating the process of synthesizing the relevant information. The tool also allows for a co-relation between data input in the spreadsheet and 1) identification of the document (through a reference system) and type of document (evaluation/ lessons learned) and 2) the mapping of evaluations that contain the sampling criteria. The latter enabled contextualization of the evidence collected in the tool with its respective relevant context (type of crisis, duration, geographic scope, etc.). This is particularly important to interpret the findings of evaluations over time.

Table 6. Snapshot of SREL Tool for EQ2

Reference No.	Report Year	Type	Evaluation Name	Country	Region	Scale of emergency (L1, L2, L3)			Income level country	Type of crisis (Sudden onset/ Slow onset/ Pandemic, Complex)				Refugee (y/n)	Year	WFP office present pre-crisis (y/n)	Type of context (urban/ rural/ mix)	Characteristic of High-Quality Response	Structured Analytical Conclusions	EQ#
56	2018	DE	Pakistan Food assistance to dislocated pop	Pakistan	Middle East	L1			Lower MIC	SuOn	SlOn	Com		y	2015-2017	y	mix	Relevance	Shift to a CSP but no comment on whether helped/hindered the response- seems not to have been an issue.	2.1
70	2016	DE	OpEV Ukraine EMOP	Ukraine	Eastern Europe		L2		Lower MIC			Com		n	2014-2015	n	mix	Relevance	Ukraine emergency operation (EMOP) specifically set up to address global Strategic Objective 1 of 2014-2017 Strategic Plan: Save Lives and Protect Livelihoods in Emergencies (ES para 5)	2.1
33	2015	CPE	Tanzania- CPE ER 2011-2014	Tanzania	Eastern Africa	L1			LIC	SuOn	SlOn	Com		y	2011-2014	y	mix	Relevance	The CS contributed to a more relevant emergency response as it addressed the humanitarian needs caused by the influx of refugees from Tanzania's neighbours especially from DRC.	2.1
33	2015	CPE	Tanzania- CPE ER 2011-2014	Tanzania	Eastern Africa	L1			LIC	SuOn	SlOn	Com		y	2011-2014	y	mix	Relevance	Apart from the PRRO, the CS did not adequately align to the corporate results framework (2008-2018) as evidenced by a lack of an analytical cross reference to the Strategic Objectives of the 2008–2013 WFP Strategic Plan (page 19, para 81)	2.1
33	2015	CPE	Tanzania- CPE ER 2011-2014	Tanzania	Eastern Africa	L1			LIC	SuOn	SlOn	Com		y	2011-2014	y	mix	Relevance	The CS format was not flexible enough to address unanticipated needs and changes in external trends- this applied more to non- humanitarian interventions. It became clear during implementation that the CO needed to shift from food assistance to "food advice" - page 24 para 111. The budget revision did not provide enough leeway for the CO to contribute to this change in context- this resulted in CO frustration with what felt like an outdated and constraining CS.	2.1
11	2017	PE	Corporate Partnership Strategy	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	2014-2017	N/A	All	Relevance	The CPS was added to WFP's policy compendium to improve guidance for the implementation of the Strategic Plan 2014-17, for all operations (emergency and developmental). The intention was for it to be seen as a WFP-wide commonly accepted definition of what partnership means to the organisation. It was seen as 'filling a gap' in the strategic framework (para 70).	2.1
11	2017	PE	Corporate Partnership Strategy	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	2014-2017	N/A	All	Relevance	However, the evaluation notes that its benefits and aims have not reached all levels of WFP, and even within HQ there is both poor understanding of, and resistance to accepting, the goals of the CPS. The evaluation notes the CPS's relevance to the increased focus on partnerships (ES para 23), but many staff felt it was too generic for practical use (ES para 24 and para 71).	2.1
11	2017	PE	Corporate Partnership Strategy	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	2014-2017	N/A	All	Relevance	The evaluation found that the CPS reflected good partnership practice as outlined in the 'relevant literature' at the time of its design, and subsequently (para 66)	2.1
4	2015	SE	PREP 2011-2014	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All		N/A	All	Relevance	N/A	2.1
99	2014	Lessons Learned L2/L3s	2014 Syria Crisis Corporate Response - Lessons Learned	Syria +5	Middle East, Northen Africa		L2	L3	Upper MIC		SlOn	Com		y		y	mix	Relevance	Lack of policy guidance on the level and types of information that could be circulated within and across clusters while respecting confidentiality.	2.1
39	2017	CPE	Sri Lanka- CPE ER 2011-2015	Sri Lanka	Southern Asia	L1			Lower MIC	SuOn	SlOn			y	2011-2015	y	mix	Relevance	Operation proceeded with a "soft" food for assets approach and to use this terminology to bridge change from feeding vulnerable groups to early recovery despite change in policy towards food for assets rather than food for work (soft assets seen as quick and dirty activities rather than building resilience). Disaster risk reduction and management policy 2011 and synthesis report of impact evaluations 2014. (p31-box). Overall finding on the portfolio is that it's relevant so the CO judgement was positive for the context and time.	2.1
106	2016	Lessons Learned Log Cluster	CAR 2016	CAR	Central Africa		L2	L3	LIC		SlOn	Com		y		y	rural	Relevance	Logistics cluster leadership needs and WFP's lead role coordinating the cluster, and the conditions for this, are clearly layed out in WFP policy, strategy and Executive Director circulars. These were not followed or adhered to during a first "weak" phase of the cluster up to the end of 2014 and were greatly overcome in a second "good" phase thru 2015. The lack of adherence in the weak stage was attributed more to on site and Global Cluster difficulties as opposed to ignorance of policies and strategies (exec summary, p 3). For explanation see EQ3 and 4.	2.1

Approach to SREL: The process of the SREL review included the following steps:

- **Validation of the SREL tool:** A test on the usability and relevance of the tool was conducted during the last stages of the inception report.
- **Allocation of reports to reviewer**: Six evaluation reports and two evaluations/lessons learned were allocated to team members. In distributing the readings, some practical criteria were considered such as: familiarity of the reviewers with a specific crisis and context (including possible participation as team members or evaluation manager positions in specific evaluations); theme/sector knowledge (for example, nutrition-related evaluations would be allocated to team members who had specific nutrition expertise); and language, (for example, documents available only in Spanish and French were allocated to team members with these language competencies).
- **Conference call for guidance on the use of the tool:** A brief call was organized with the team members to introduce the tool, provide practical guidance on how to use it and solve preliminary doubts and ongoing support provided by the evaluation team leader and KonTerra employees throughout the process.
- **Report review and application of the SREL tool to 44 reports:** The review process varied slightly according to the type of reports allocated: In the cases of country portfolio evaluations, corporate emergency evaluations, and policy evaluations, reviewers proceeded to a full review of the executive summary (SER), which allowed them to identify key relevant analyses/ findings. They continued with the reading of the full report with special attention to the corresponding sections with relevant data identified in the executive summary and marked relevant data/ analysis/ evidence by evaluation questions. In the case of decentralized and operations evaluations, the reviewers proceeded to read the executive summary, the context and operational information, the section on relevance/ appropriateness, the section on factors affecting the result and the conclusions. If the structure of the report did not allow identification of these sections, they proceeded to the full reading of the report guided by any relevant key finding mentioned in the executive summary.
- The reviewers focused on findings that are relevant to the evaluation key questions and sub-questions and quality criteria. The reviewers paid special attention to capturing details on the relationship between characteristics of a high-quality emergency response and capacity at different levels.
- The piloting of the SREL tool has resulted in the evaluation team discarding the use of word search for the SREL and proceeding with a more in-depth review of each report.
- Detailed guidance to the reviewers on how to proceed to the inputting of relevant findings/evidence in the SREL tool was provided. The reviewers avoided copy-pasting direct quotes from the reports and rather included in the SREL tool the summary idea/concept that is captured in the evaluation report. The direct quote is discarded as it frequently tends to leave out contextual information necessary to duly understand the evidence.
- **Strength of the evidence:** Evaluations post-quality assurance ratings for the findings and analysis sections of evaluation reports between 2016-2019 have been consulted at the Office of Evaluation level. For the period 2016-2018 all evaluations except one are rated as "meets requirements" or exceeds requirements". For 2019, information was provided to the team as soon as available, enabling the team to discard low-quality items. For the rest of the period 2011-2015, the evaluation team judged on the quality and strength of the evidence as they reviewed the reports and only captured evidence which, under their evaluator's judgement, could be considered reasonable strong.
- **Consolidation of evidence in a master matrix:** At the end of the previous step, each one of the reviewers generated a matrix filled in with evidence from the reports. These matrices were sent to the KonTerra evaluation manager who consolidated them all into a single master matrix containing the evidence obtained in all selected sample reports and also presented these by evaluation question and characteristic.
- **Analysis of evidence by key evaluation question and quality criteria:** Among the evaluation team, leads were appointed for each evaluation question and quality criteria; each of these leads used the relevant consolidated matrix to aggregate the evidence for their respective evaluation question and quality criteria, analyse the findings across the evaluations, establish trends and identify relevant examples. Each lead produced a short paper (maximum of four pages) with the result of their analysis, which fed into the broader analysis of findings and was discussed by the team in a group conference before embarking on further evaluation data collection. The team considered any emerging patterns and trends across characteristics.
- **Sample selection:** A sample was selected for analysis through the SREL using the criteria detailed above. This results in the composition detailed in Table 7.

Table 7. Summary characteristics of documents chosen for SREL

Level of Emergency	Type of Emergency*	Region	Presence of WFP
L3=21 L2=7 L1=9 All=15	All=15 Sudden Onset=11 Slow Onset=28 Pandemic=2 Complex=29	Global= 12 Middle East= 5 West Africa= 8 East Africa= 11** Southern Africa= 2 Asia= 2 LAC= 3 Europe=2	Presence=41 Non-Presence=3

*Some documents were classified to have multiple types of emergencies

**CAR and DRC included in East Africa

Table 8. SREL sample

REF#	Type	Year	Evaluation Name	Country	Region	Scale of emergency (L1, L2, L3)			Income level country	Type of crisis (Sudden onset/ Slow onset/ Pandemic, Complex)				Refugee (y/n)	WFP office present pre-crisis (y/n)	Type of context (urban/rural/mix)
1	SE	2014	Food Security Cluster	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
2	SE	2012	Logistics Cluster	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
4	SE	2015	PREP 2011-2014	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
6	SE	2018	Resilience	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
7	SE	2018	CSP Pilots	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
9	PE	2018	Humanitarian Principles and Access	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
10	PE	2018	WFP Humanitarian Protection Policy	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
11	PE	2017	Corporate Partnership Strategy	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
14	PE	2014	Cash & Voucher Policy	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
15	PE	2019	Safety Nets	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
16	PE	2019	People Strategy IR	Global	All	All	All	L3	LIC and MIC	All	All	All	All	All	N/A	All
17	CEE	2018	Syria + 5	Syria, Lebanon, Egypt, Iraq, Jordan and Turkey	Middle East, Northern Africa			L3	Upper MIC			Com		y	y	mix
18	CEE	2018	Emergency Response in NE Nigeria	Nigeria	West Africa			L3	LIC and MIC			Com		n	y	mix
19	CEE	2016	Ebola Crisis Response	Guinea, Liberia, Sierra Leone	West Africa			L3	LIC				Pan	y	y	mix
20	CEE	2015	Regional Response to the Syrian Crisis	Syria, Lebanon, Egypt, Iraq, Jordan and Turkey	Middle East, Northern Africa			L3	Upper MIC			Com		y	y	mix
30	CPE	2014	DRC- CPE ER 2009-2013	DRC	Central Africa		L2		LIC	SuOn	SlOn	Com		y	y	mix
33	CPE	2015	Tanzania- CPE ER 2011-2014	Tanzania	Eastern Africa	L1			LIC	SuOn	SlOn	Com		y	y	mix
39	CPE	2017	Sri Lanka- CPE ER 2011-2015	Sri Lanka	Southern Asia	L1			Lower MIC	SuOn	SlOn			y	y	mix
43	CPE	2018	Mali- CPE ER 2013-2017	Mali	West Africa		L2		LIC		SlOn	Com		y	y	mix

REF#	Type	Year	Evaluation Name	Country	Characteristics											
					Region	Scale of emergency (L1, L2, L3)			Income level country	Type of crisis (Sudden onset/ Slow onset/ Pandemic, Complex)				Refugee (y/n)	WFP office present pre-crisis (y/n)	Type of context (urban/ rural/ mix)
44	CPE	2018	Somalia - CPE ER 2012-2017	Somalia	Eastern Africa	L1	L2	L3	LIC		SlOn	Com		y	y	mix
54	DE	2018	Ecuador Evaluation PRRO and EMOP	Ecuador	LAC	L1	L2		Lower MIC	SuOn	SlOn			y	y	rural
55	DE	2018	Niger PRRO Mid Term Evaluation	Niger	West Africa	L1		L3	LIC		SlOn	Com		y	y	mix
56	DE	2018	Pakistan Food assistance to dislocated pop	Pakistan	Middle East	L1			Lower MIC	SuOn	SlOn	Com		y	y	mix
59	DE	2018	Turkey - DE EFSN Evaluation	Turkey	Eastern Europe			L3	Upper MIC		SlOn	Com		y	y	urban
63	DE	2016	Ethiopia PRRO OpEv	Ethiopia	Eastern Africa		L2	L3	LIC		SlOn	Com		y	y	mix
70	DE	2016	OpEV Ukraine EMOP	Ukraine	Eastern Europe		L2		Lower MIC			Com		n	n	mix
71	DE	2015	Somalia PRRO OpEv	Somalia	Eastern Africa	L1	L2	L3	LIC		SlOn	Com		y	y	mix
73	DE	2014	Zimbabwe PRRO evaluation	Zimbabwe	Southern Africa	L1			LIC	SuOn	SlOn			n	y	rural
75	DE	2016	Central America PRRO 200490	Central America	LAC	L1			Upper MIC	SuOn	SlOn			n	y	rural
76	DE	2016	Evaluation West Africa Regional Response	West Africa Regional	West Africa	L1			LIC		SlOn	Com		y	y	mix
77	DE	2014	Regional EMOP West Africa Evaluation	West Africa	West Africa	L1			LIC		SlOn	Com		y	y	mix
78	ES	2015	Series of WFP's EPR	Global	Global	All	All	All	LIC	N/A	All	All	All	All	N/A	N/A
96	Lessons Learned from Emergency Response	2013	2013 - CAR Lessons Learned	CAR	Central Africa		L2	L3	LIC		SlOn	Com		y	y	rural
99	Lessons Learned L2/L3s	2014	2014 Syria Crisis Corporate Response - Lessons Learned	Syria +5	Middle East, Northern Africa		L2	L3	Upper MIC		SlOn	Com		y	y	mix
101	Lessons Learned L2/L3s	2015	2015 CAR crisis 2013-2015 Lessons Learned	CAR	Central Africa		L2	L3	LIC		SlOn	Com		y	y	rural

REF#	Type	Year	Evaluation Name	Country	Region	Scale of emergency (L1, L2, L3)			Income level country	Type of crisis (Sudden onset/ Slow onset/ Pandemic, Complex)				Refugee (y/n)	WFP office present pre-crisis (y/n)	Type of context (urban/ rural/ mix)
104	Lessons Learned from Emergency Response	2015	2015 Yemen Conflict-Lessons Learned	Yemen	Middle East, Northern Africa		L2	L3	LIC		SlOn	Com		y	y	mix
106	Lessons Learned Log Cluster		CAR 2016	CAR	Central Africa		L2	L3	LIC		SlOn	Com		y	y	rural
107	Lessons Learned Log Cluster		DRC 2016	DRC	Central Africa		L2		LIC	SuOn	SlOn	Com		y	y	mix
110	Lessons Learned Log Cluster	2016	Syria 2016	Syria	Middle East, Northern Africa			L3	Upper MIC		SlOn	Com		y	y	mix
111	Lessons Learned Log Cluster	2016	Ukraine 2016	Ukraine	Eastern Europe		L2		Lower MIC			Com		n	n	mix
112	Lessons Learned L2/L3s	2016	2016 WFP-WHO Cooperation in the Ebola Response	Ebola response	West Africa			L3	LIC			Com	Pan	n	y	mix
113	Lessons Learned from Emergency Response	2016	2016 Ecuador Emergency Response Lessons Learned	Ecuador	LAC		L2		Lower MIC	SuOn	SlOn			n	y	rural
117	Lessons Learned L2/L3s	2017	2017 Southern Africa Emergency Lessons Learned	Southern Africa	Southern Africa			L3	LIC and MIC	SuOn	SlOn			n	y	mix
121	Lessons Learned L2/L3s	2017	2018 Bangladesh Response Emergency Lessons Learned	Bangladesh	Southern Asia			L3	Lower MIC	SuOn	SlOn	Com		y	y	mix

4.2 Emergency Case Studies

The evaluation undertook six emergency case studies. They are summarized in Table 9 with details of the criteria used to ensure they represented a broad range of emergency contexts, types of responses and time period from the evaluation focus period of 2011-2018. The proposed case studies were discussed during inception phase meetings with WFP.

Table 9. Country selection and criteria

Country	Iraq	Nepal	Philippines	Mauritania	South Sudan	El Salvador
Region bureau responsible	Cairo/Amman	Bangkok	Bangkok	Dakar	Nairobi	Panama
Level of emergency	L3 and L2	L2	L3	L2-L3	L3	L1
Duration of emergency	>3 years	< 1 year	< 1 year	<1 year	>3 years	> 3 years
Type of emergency	Complex emergency	Rapid onset	Rapid onset	Slow onset	Complex emergency	Slow onset
Income classification	Middle income	Low income	Middle Income	Lower middle income	Low income	Middle income
Relief expenditure[23]	Large	Large	Medium	Medium	Very large	Large
Emergency response phase focus	2014-2018 ISIL insurgency	2015-2018 Earthquake (2015) and flood, refugee responses before/after	2013-2014 Typhoon Haiyan	2017-2018 Sahel regional food insecurity	July 2016 – end 2017 Complex emergency	2014-2018 Recurrent shocks causing food insecurity

Each case study considered a set period. Three case studies took a longer-term timeframe (El Salvador, Iraq and Nepal) to enable a view of a longer-term response of different types and stages of emergency response including a sudden-onset response (Nepal), protracted complex emergency (Iraq) and protracted crisis with recurrent shocks (El Salvador). Others tracked either a shorter-term emergency response or a phase of a protracted crisis response, considering also lessons identified in earlier phases.

El Salvador 2014-2018. Prior to 2014, increases in food and nutrition insecurity had grown due to recurrent hazard impacts and in 2014 a severe drought affected El Salvador and other Central American countries in general. This was followed in 2015-2017 by the impacts of an El Niño event, which added to the drought conditions and food and nutrition stress. The case study took these successive, prolonged crisis conditions as a basis, covering the period 2014 to 2018.

Iraq 2014-2018. The period selected covers the point from when the ISIL insurgency began in 2014 and resulted in mass internal displacement and human rights violations until the end of the evaluation phase.

Mauritania 2017-2018. The Mauritania case study focused on the food security and nutrition insecurity crisis identified through harmonized framework data in March 2018. This was part of a regional crisis in the Sahel that triggered an L3 activation by WFP in May 2018.

Nepal 2015-2018. The case study encompasses the WFP response to the L3 emergency of the earthquake in 2015 (preparedness, response and transition) alongside other emergencies during the selected period, including floods and population movement up to 2018.

Philippines 2013-2014. The case study encompasses the period for WFP response to the L3 emergency Typhoon Haiyan through WFP preparedness, immediate response and transition to recovery/exit.

South Sudan 2016-2017. July 2016 saw an upsurge of violence, loss of food production capacity and soaring inflation, leading to famine being declared in February 2017 in parts of Unity state. In May 2017 a unilateral ceasefire was declared by President Kir and in August there was a power-sharing agreement with the

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[23] Expenditure: Small (<50 USD million); Medium: (USD 50<x<250 million); Large (USD 250<x<1,000 million); Very Large (>1,000 USD million)

opposition groups. These key political events shaped the international humanitarian response and allowed the case study to focus on WFP capacity to respond to needs directly as well as in its role as a key humanitarian agency in country facilitating the overall international response.

Aims and timing: The emergency case study aimed:

- To explore the evaluation questions through more in-depth data and analysis of WFP capacity and responses to emergencies at country level

- To produce a narrative of the WFP emergency response capacities evolution over time in relation to a specific emergency or set of emergencies and time period

- To produce evidence relating to evaluation questions relevant to a specific country context. It focused on particular periods within the 2011-2018 period to enable a focus on issues emerging from SREL analysis

- To explore country office perspectives of how WFP capacities have evolved and supported WFP high quality emergency responses.

The process at country level focused on more specific areas of interest in the three emergency response capacity levels being considered by the evaluation. The evaluation considered the WFP enabling environment, the WFP organizational framework and WFP access to capacity at individual level.

All emergency case study visits aimed to be completed by 10 July 2019 and evaluation team internal emergency case study reports produced by 15 July 2019**.** The emergency case studies involved approximately nine days in total for the emergency case study lead, including emergency case study lead. There were two days preparation and five days in-country with travel (although there were six days in Iraq to enable three days in Baghdad and three days in Erbil), followed by two days for analysis and write up plus on average eight days for the national consultant. Emergency case studies that did not include a country visit had an adapted, shorter process recognizing the fewer resources available (six evaluation team days) and involved only internal stakeholders.

5. Consideration of Gender in the Evaluation Methodology

Gender was a key consideration in the evaluation framework. Gender responsiveness was an evaluation focus identified as a characteristic of a high-quality emergency response. Gender considerations were also part of the consideration of other characteristics, for example in relation to the relevance of responses to different needs and considerations of access to accountability mechanisms.

Gender considerations were also built into evaluation methods, for example in the interview checklists and the selection of interviewees. The evaluation aimed for gender parity in interviewees (and achieved 48 percent women/52 percent men distribution of interviewees). Sex-disaggregated data was used where available.

Furthermore, it should be noted that the evaluation team included a gender specialist, who provided expertise in the evaluation process and the team leader also has an academic background in gender.

6. Reflections on the Evaluation Methodology

The evaluation team present below some key reflections on the methodology and any impact on findings validity as well as lessons learned for future evaluation methodology:

a) SREL analysis. The SREL analysis proved to be an extremely time-consuming process to complete the review of documentation in line with the agreed methodology despite its "road-testing". It proved valuable in embedding the evaluation framework in the team approach to ensure consistency of understanding of terms and concepts and in producing data from across a range of documentation and WFP responses. It was less conclusive than anticipated in finding key trends, recurrent issues and patterns to guide later stages of the evaluation. Indeed, the overriding pattern was one of great variability across responses. The process was extremely valuable, but could have proved more productive if: (i) it occurred earlier in the evaluation, possibly during the inception phase, to inform the first phase of documentation review in the main data-collection phases; (ii) it was organized more specifically according to geography and capacity theme; and (iii) it used an adapted method for different document types (for example, lessons learned, syntheses, evaluations etc.).

b) Emergency case study and regional bureau visits. In-country visits and visits to regional bureaux were extremely productive and valuable as sources of data. However, the evaluation team experienced a number of challenges in locating all requested interviews due to: (i) travel schedules of personnel particularly at regional bureau and headquarters level; and (ii) accessing employees from earlier responses, especially if they had moved on from WFP. Also, the evaluation team data requests, for example, for emergency timelines and data that would help context analysis, were not consistently provided across country offices and regional bureaux due mainly to capacity constraints and differences in ways that data is stored and institutional memory maintained. Perhaps a lesson here is to have a more staggered approach to country visits, so that lessons from the first visit can more easily feed into the methodology of the second, and also to anticipate differences in data availability across countries and regions. The evaluation team managed this by having a strong focus on qualitative data collection as well as quantitative methods.

c) Data challenges. Linked to the point above, some anticipated data was not available. Despite inception phase consultations regarding data, the evaluation was not able to locate some key data, most notably for human resource gap analysis, which the evaluation team had expected to locate at country office and regional bureaux levels, but found that there were inconsistent data systems here. Also, data on investment into capacity was not easy to pick out from the wealth of WFP documentation. Furthermore, changes, for instance in WFP monitoring systems such as the corporate results framework, made it difficult to extract data on trends due to changes in what was tracked and, in some cases, on how items were calculated, for example in the calculation of average ration cost. Finally, the lack of disaggregation of some data (for example for in-kind and cash-based transfer allocations) between emergency response and development activities also presented constraints. The lesson to be drawn from this centred round the importance of the quality methods to explore, understand and validate data that was available and used.

d) Conceptual framework. The framework using the three levels of capacity and characteristics of a high-quality emergency response proved to be an appropriate model on which to base the evaluation. There were challenges, particularly in the everyday use of some of the terms. For example, capacity was often assumed to be only about people and capacity development about training. Another challenge lay in the very broad scope of the evaluation; nearly every aspect of WFP as an organization and how it works is relevant to emergency responses and forms part of it. In fact, more than 80 percent of the WFP budget is for emergency response. The evaluation team addressed this challenge by having a more focused approach to each capacity level and also by being clear in interviews about the way these terms are used. But the evaluation team did not exclude findings that fell outside of the focus areas if they were relevant to the wider evaluation questions. The lesson to be drawn from this is to have a strong evaluation focus when faced with such a broad scope, though at the same time not to exclude unanticipated findings.

e) Evaluation team distribution. The evaluation team reflected a good geographical distribution with team members drawn from across the regions in which WFP operates. This however presented logistical challenges to team time together. While communication technology using conference calls proved to be an excellent means for maintaining contact and enabling some discussions across the team, the relatively limited time built in for team face-to-face contact was a limitation. Despite this, a good understanding of each other's work areas and approaches, as well team members working across themes (for example, in emergency case study and regional bureau visits), and having focus areas of interest combined to ensure that a shared understanding and analysis was built up to produce the final evaluation products. The lesson from this would be to continue regular contact via teleconferences and related methods, but also to build in more contact between team members, such as more joint visits to countries and regional bureaux and an extra group meeting in the later stages of the evaluation analysis (this evaluation had two such meetings).

Annex 6 Evaluation Data

List of contents

1. WFP expenditure on relief by region 2011-2018

With overall expenditure on relief remaining rather flat (as a percentage of total expenditure from 2014–2018), two regions accounted for a majority of total expenditure on relief: Sub-Saharan Africa and the Middle East and North Africa.

Figure 1. WFP expenditure on relief by region 2011-2018
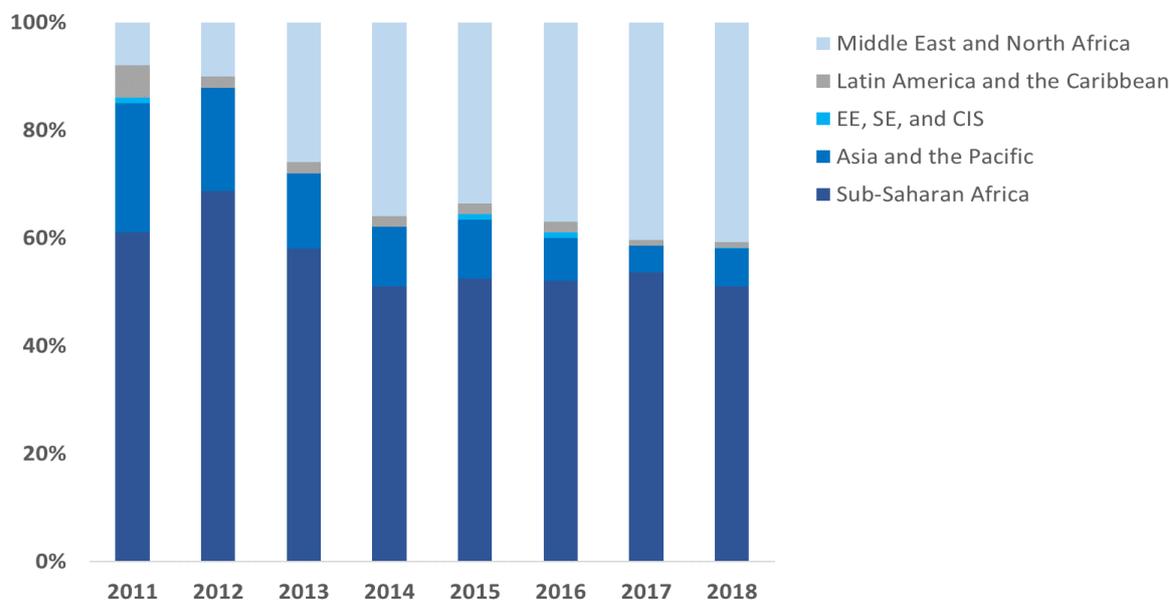
Source: 2011-2017 data is from ToR Annex 4(b); 2018 data from 2018 APR

2. Trends in WFP relief expenditure as a proportion of total expenditure 2011-2018

Overall expenditure on relief remained rather flat - if consistently increasing - as a percentage of total expenditure; the increasing trend is interesting in light of the recent emphasis on resilience and nexus programming.

Figure 2. Trends in WFP relief expenditure as a proportion of total expenditure 2011-2018

Per cent of WFP's total expenditure allocated to relief; in 2018, WFP spent over USD 5.7 billion on relief activities (88% of total expenditure).
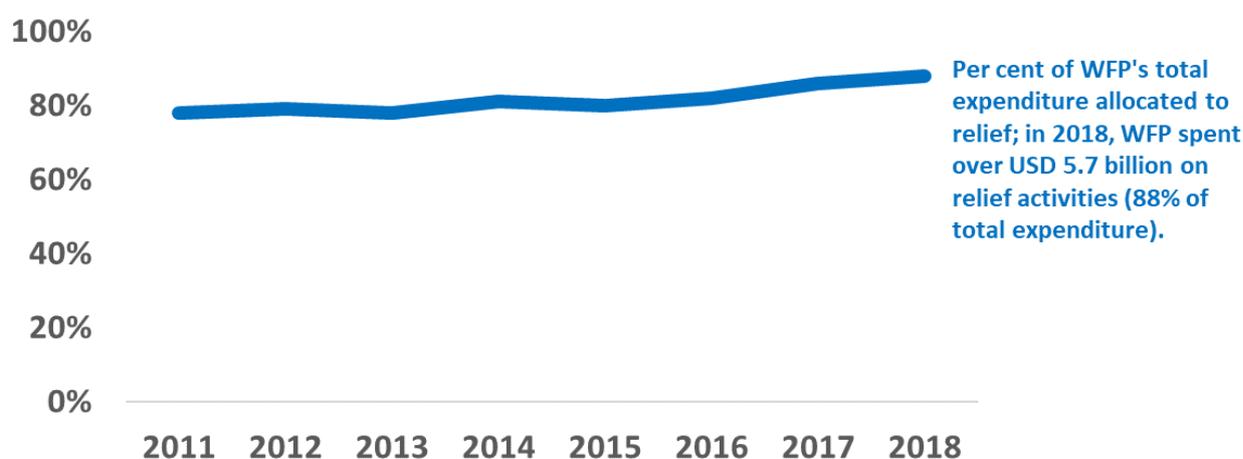
Source: 2011-2017 data is from ToR Annex 4(b); 2018 data from 2018 APR

3. Number of major emergencies 2011-2018

The number of L2/L3 emergency responses by WFP sharply increased from 2011 to 2014, but remained flat over 2014-2018.

Figure 3. Number of major emergencies 2011-2018
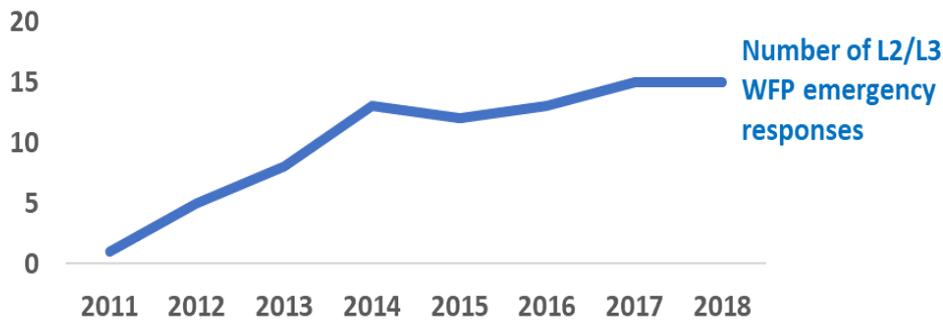
Source: APR 2011-2018

4. Details of WFP emergency responses 2011-2018

Figure 4. WFP major emergencies
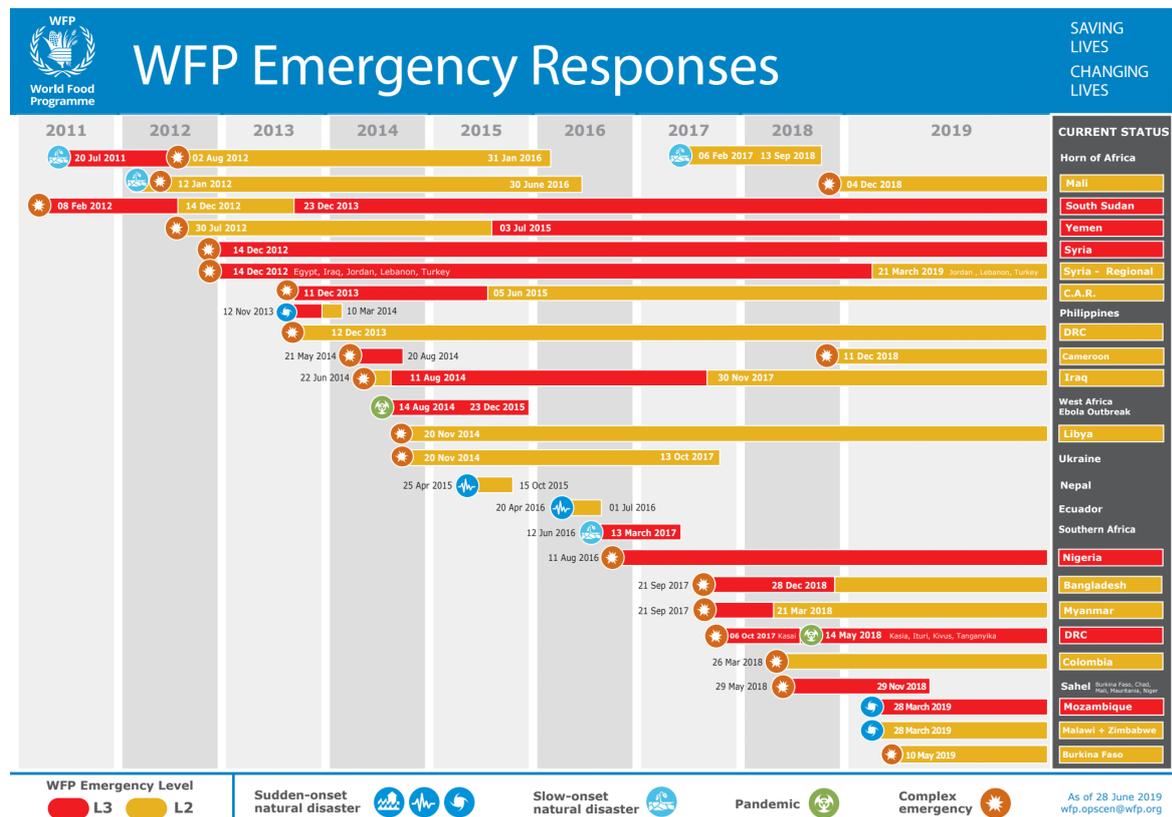
Source: WFP OEV

5. WFP employees

Figure 5. WFP Employees 2002-2019

WFP Employees 2012 to Jun 2019[(1),(2)]	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016	Q4 2017	Q4 2018	Jun 2019	Q4 2018 and Jun 2019 Comparative Summary	
Grand Total:	13,808	13,895	14,634	15,233	15,625	16,218	17,043	17,981	↑ 938	5.5%
Internationally Recruited Employees	2,441	2,524	2,875	3,094	3,294	3,442	3,754	4,114	↑ 360	9.6%
International Professional Staff	1,401	1,336	1,376	1,398	1,418	1,463	1,499	1,556	↑ 57	3.8%
Int. Prof. Staff (Short-Term)	140	155	183	164	173	180	232	263	↑ 31	13.4%
Junior Professional Officers	47	45	52	49	50	36	47	48	↑ 1	2.1%
Consultants	656	777	1,036	1,197	1,417	1,510	1,739	1,975	↑ 236	13.6%
UN Volunteers	126	123	118	90	90	68	88	112	↑ 24	27.3%
Fellowship Holders	23	13	30	21	5	4	5	3	↓ -2	-40.0%
Interns	48	75	80	175	141	181	144	157	↑ 13	9.0%
Locally Recruited Employees	11,367	11,371	11,759	12,139	12,331	12,776	13,289	13,867	↑ 578	4.3%
National Professional Officers	639	745	766	820	929	1,036	1,184	1,226	↑ 42	3.5%
General Service	388	376	373	366	355	343	338	421	↑ 83	24.6%
General Service (Short-Term)	88	95	118	130	127	138	166	97	↓ -69	-41.6%
General Service Field	2,411	2,618	2,767	2,919	3,114	3,308	3,671	3,843	↑ 172	4.7%
Service Contract Holders Prof.	205	232	252	273	296	335	348	376	↑ 28	8.0%
Service Contract Holders GS	6,244	6,184	5,781	5,947	5,776	5,795	5,735	5,925	↑ 190	3.3%
Special Service Agreement HQ	2	10	10	8	6	11	9	13	↑ 4	44.4%
Special Service Agreement Field Prof.	138	114	190	221	216	239	263	240	↓ -23	-8.7%
Special Service Agreement Field GS	1,181	942	1,424	1,348	1,412	1,470	1,483	1,597	↑ 114	7.7%
WFP Volunteers	71	55	78	107	100	101	92	129	↑ 37	40.2%

Source: Figures are reported as at 31 December of relevant year. Data extracted: 17 Jul 2019, HRMOI – HR technology & analytics

6. WFP employees by duty station – 2019

Table 1. Employees by duty station

Number of WFP Employees by Actual Duty Station As at 30 June 2019[1]	Grand Total	Internationally Recruited								Locally Recruited										
		Subtotal	Staff			Non-Staff				Subtotal	Staff				Non-Staff					
			International Professional Staff	Int. Prof. Staff (Short-Term)	Junior Professional Officers	Consultants	UN Volunteers	Fellowship Holders	Interns		National Professional Officers	General Service	General Service (Short-Term)	General Service Field	Service Contract Holders Prof.	Service Contract Holders GS	Special Service Agreement HQ	Special Service Agreement Field Prof.	Special Service Agreement Field GS	WFP Volunteers
Grand Total:	17,981	4,114	1,556	263	48	1,975	112	3	157	13,867	1,226	421	97	3,843	376	5,925	13	240	1,597	129
HQ & WFP Offices	2,156	1,616	524	117	16	893	0	0	66	540	1	395	95	3	0	0	13	0	0	33
Belgium	16	11	6	1	0	4	0	0	0	5	0	5	0	0	0	0	0	0	0	0
Canada	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Denmark	8	7	0	1	0	1	0	0	5	1	0	1	0	0	0	0	0	0	0	0
France	9	7	1	0	0	3	0	0	3	2	0	0	0	0	0	0	0	0	0	2
Germany	58	54	6	0	0	46	0	0	2	4	0	1	0	0	0	0	0	0	0	1
Italy	1,964	1,459	478	109	16	808	0	0	48	505	1	373	91	3	0	0	12	0	0	25
Japan	12	9	5	0	0	4	0	0	0	3	0	3	0	0	0	0	0	0	0	0
Spain	11	5	2	0	0	3	0	0	0	6	0	2	2	0	0	0	0	0	0	2
Switzerland	15	13	3	4	0	4	0	0	2	2	0	1	0	0	0	0	0	0	0	1
United Kingdom	6	5	1	1	0	1	0	0	2	1	0	1	0	0	0	0	0	0	0	0
United States	56	45	22	1	0	18	0	0	4	11	0	8	0	0	0	0	1	0	0	2
Staff on Special Status[2] Subtotal:	59	54	54	0	0	0	0	0	0	5	0	5	0	0	0	0	0	0	0	0
Field Offices (incl. Brindisi Office) Subtotal:	15,766	2,444	978	146	32	1,082	112	3	91	13,322	1,225	21	2	3,840	376	5,925	0	240	1,597	96
Brindisi Office	38	15	5	0	0	8	0	0	2	23	0	21	2	0	0	0	0	0	0	0
Asia[3]	2,174	292	121	9	4	140	10	0	8	1,882	249	0	0	634	90	750	0	43	91	25
Afghanistan	450	30	19	0	0	11	0	0	0	420	40	0	0	151	1	200	0	3	25	0
Bangladesh	451	78	18	2	2	56	0	0	0	373	36	0	0	49	29	232	0	8	19	0
Bhutan	9	3	1	0	0	2	0	0	0	6	1	0	0	4	0	1	0	0	0	0
Cambodia	68	6	3	0	0	3	0	0	0	62	13	0	0	42	4	0	0	2	1	0
China	31	3	3	0	0	0	0	0	0	28	9	0	0	6	0	7	0	2	3	1
Fiji	11	6	2	0	0	4	0	0	0	5	0	0	0	0	3	1	0	1	0	0
India	86	3	2	0	0	0	1	0	0	83	20	0	0	44	6	7	0	1	3	2
Indonesia	39	4	2	0	0	1	0	0	1	35	0	0	0	2	13	12	0	3	5	0
Korea, Dem. People's Rep.	14	13	7	1	0	5	0	0	0	1	0	0	0	0	0	0	0	0	1	0
Korea, Rep.	13	6	1	0	0	5	0	0	0	7	3	0	0	0	0	1	0	0	0	3
Laos	94	5	3	0	0	2	0	0	0	89	18	0	0	13	1	51	0	2	4	0
Malaysia	16	2	1	0	0	1	0	0	0	14	3	0	0	8	0	1	0	2	0	0
Myanmar	234	17	7	1	2	1	2	0	4	217	21	0	0	127	1	61	0	2	5	0
Nepal	150	13	3	0	0	10	0	0	0	137	16	0	0	27	21	63	0	2	7	1
Pakistan	215	12	7	0	0	4	0	0	1	203	39	0	0	109	4	40	0	7	3	1
Papua New Guinea	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Philippines	74	5	3	0	0	2	0	0	0	69	4	0	0	3	4	43	0	2	8	5
Sri Lanka	66	10	3	0	0	2	4	0	1	56	11	0	0	17	2	4	0	6	5	11
Thailand RB	110	65	34	4	0	27	0	0	0	45	12	0	0	25	1	5	0	0	2	0
Timor-Leste	42	10	2	0	0	4	3	0	1	32	3	0	0	7	0	21	0	0	0	1
Middle East, North Africa, Eastern Europe & Central Asia[3]	3,648	543	264	56	7	204	4	0	8	3,105	262	0	0	690	112	1,625	0	40	369	7
Algeria	32	8	3	2	0	3	0	0	0	24	3	0	0	16	0	2	0	0	3	0
Armenia	27	4	2	0	0	2	0	0	0	23	5	0	0	3	2	10	0	1	0	2
Egypt CO	113	6	4	1	0	1	0	0	0	107	16	0	0	9	6	54	0	6	14	2
Egypt RB	151	79	42	6	1	25	1	0	4	72	14	0	0	20	9	23	0	3	3	0
Iran	18	0	0	0	0	0	0	0	0	18	2	0	0	11	0	4	0	0	1	0
Iraq	180	36	21	2	0	13	0	0	0	144	15	0	0	31	0	94	0	0	4	0
Israel	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
Jordan	197	28	10	3	3	9	2	0	1	169	16	0	0	85	1	47	0	3	16	1
Kyrgyzstan	82	5	2	0	0	3	0	0	0	77	7	0	0	14	8	44	0	1	2	1
Lebanon	174	30	10	1	1	15	1	0	2	144	0	0	0	0	24	83	0	2	35	0
Libya	13	4	3	0	0	1	0	0	0	9	0	0	0	0	0	7	0	1	1	0
Libya (Outposted to Tunisia)	23	12	2	1	0	9	0	0	0	11	0	0	0	0	0	8	0	0	3	0
Oman	4	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Palestine, State of	67	4	3	0	0	1	0	0	0	63	7	0	0	28	2	26	0	0	0	0
Saudi Arabia	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sudan	1,173	106	63	8	1	34	0	0	0	1,067	83	0	0	230	17	627	0	9	101	0
Syria	347	51	27	6	1	17	0	0	0	296	23	0	0	94	3	148	0	1	27	0
Tajikistan	76	3	3	0	0	0	0	0	0	73	10	0	0	29	0	31	0	0	3	0
Tunisia	17	8	2	0	0	6	0	0	0	9	1	0	0	5	0	1	0	1	1	0
Turkey	205	23	11	1	0	11	0	0	0	182	24	0	0	33	15	104	0	2	4	0
United Arab Emirates	136	48	15	2	0	30	0	0	1	88	0	0	0	0	14	60	0	6	7	1
Yemen	611	83	40	23	0	20	0	0	0	528	35	0	0	82	11	252	0	4	144	0

Number of WFP Employees by Actual Duty Station As at 30 June 2019[1]	Grand Total	Internationally Recruited								Locally Recruited										
		Subtotal	Staff			Non-Staff				Subtotal	Staff				Non-Staff					
			International Professional Staff	Int. Prof. Staff (Short-Term)	Junior Professional Officers	Consultants	UN Volunteers	Fellowship Holders	Interns		National Professional Officers	General Service	General Service (Short-Term)	General Service Field	Service Contract Holders Prof.	Service Contract Holders GS	Special Service Agreement HQ	Special Service Agreement Field Prof.	Special Service Agreement Field GS	WFP Volunteers
West Africa[3]	2,729	492	207	27	6	180	65	1	6	2,237	258	0	0	870	15	803	0	37	219	35
Benin	53	5	2	0	0	1	2	0	0	48	5	0	0	8	0	25	0	1	9	0
Burkina Faso	100	10	5	1	0	3	1	0	0	90	11	0	0	22	3	37	0	5	12	0
Cameroon	194	70	10	0	1	23	36	0	0	124	19	0	0	19	0	67	0	0	13	6
Central African Rep.	275	53	17	5	0	29	2	0	0	222	8	0	0	48	0	128	0	1	37	0
Chad	402	45	27	7	1	9	1	0	0	357	35	0	0	106	1	192	0	2	21	0
Côte d'Ivoire	76	14	3	2	0	9	0	0	0	62	6	0	0	22	0	25	0	2	2	5
Gambia	42	5	3	0	0	2	0	0	0	37	10	0	0	21	0	0	0	2	2	2
Ghana	74	6	3	0	0	3	0	0	0	68	10	0	0	33	2	12	0	3	4	4
Guinea	135	7	2	0	1	1	2	0	1	128	6	0	0	45	0	61	0	1	6	9
Guinea-Bissau	41	4	2	0	0	2	0	0	0	37	4	0	0	29	0	1	0	1	2	0
Liberia	75	5	1	0	0	3	1	0	0	70	5	0	0	45	0	13	0	0	4	3
Mali	174	31	14	1	2	12	2	0	0	143	11	0	0	61	2	60	0	3	6	0
Mauritania	109	15	3	0	0	11	0	0	1	94	7	0	0	19	2	50	0	2	14	0
Niger	267	41	18	1	0	6	16	0	0	226	29	0	0	153	0	42	0	0	1	1
Nigeria	364	83	45	3	0	34	1	0	0	281	50	0	0	145	0	0	0	6	80	0
Sao Tome and Principe	7	1	1	0	0	0	0	0	0	6	1	0	0	3	0	1	0	1	0	0
Senegal CO	49	4	2	0	0	1	1	0	0	45	9	0	0	22	1	6	0	1	4	2
Senegal RB	152	80	41	7	1	26	0	1	4	72	29	0	0	33	2	0	0	5	2	1
Sierra Leone	125	10	5	0	0	5	0	0	0	115	2	0	0	31	2	77	0	1	0	2
Togo	15	3	3	0	0	0	0	0	0	12	1	0	0	5	0	6	0	0	0	0
Southern Africa[3]	2,164	355	103	13	2	206	16	0	15	1,809	144	0	0	376	49	783	0	52	399	6
Angola	11	2	0	0	0	2	0	0	0	9	0	0	0	0	0	4	0	0	5	0
Botswana	5	4	0	0	0	4	0	0	0	1	0	0	0	0	0	0	0	0	1	0
Congo, Democratic Rep.	615	82	26	2	0	51	3	0	0	533	33	0	0	98	11	284	0	7	100	0
Congo, Rep.	65	14	4	0	0	3	4	0	3	51	3	0	0	17	0	27	0	2	2	0
Eswatini	37	6	2	0	0	4	0	0	0	31	4	0	0	6	0	17	0	3	0	1
Lesotho	61	7	2	0	0	2	0	0	3	54	6	0	0	13	1	27	0	1	6	0
Madagascar	157	19	5	2	1	11	0	0	0	138	10	0	0	37	3	77	0	2	9	0
Malawi	230	22	8	1	0	12	1	0	0	208	20	0	0	19	10	133	0	4	22	0
Mozambique	361	52	9	2	0	34	7	0	0	309	10	0	0	29	5	106	0	8	150	1
Namibia	18	5	1	0	0	4	0	0	0	13	0	0	0	3	2	0	0	2	4	2
South Africa RB	177	93	33	3	1	52	0	0	4	84	21	0	0	39	4	3	0	5	12	0
Tanzania, United Rep.	168	21	6	2	0	11	0	0	2	147	17	0	0	67	1	41	0	3	18	0
Zambia	95	11	2	0	0	8	0	0	1	84	3	0	0	2	9	35	0	8	25	2
Zimbabwe	164	17	5	1	0	8	1	0	2	147	17	0	0	46	3	29	0	7	45	0
Eastern & Central Africa[3]	4,019	601	219	37	11	287	7	0	40	3,418	265	0	0	1,139	63	1,467	0	35	442	7
Burundi	173	29	12	0	0	6	4	0	7	144	15	0	0	72	0	45	0	0	11	1
Djibouti	124	16	6	0	0	7	0	0	3	108	3	0	0	47	1	42	0	1	13	1
Eritrea	5	0	0	0	0	0	0	0	0	5	1	0	0	3	0	0	0	0	1	0
Ethiopia	835	101	24	2	1	57	0	0	17	734	51	0	0	424	12	100	0	8	138	1
Kenya CO	356	24	14	1	2	7	0	0	0	332	51	0	0	98	11	148	0	9	14	1
Kenya RB	160	82	41	5	4	20	1	0	11	78	19	0	0	26	4	11	0	2	14	2
Rwanda	125	18	8	0	2	5	1	0	2	107	16	0	0	51	3	34	0	0	3	0
Somalia	322	49	25	6	0	18	0	0	0	273	14	0	0	150	0	97	0	1	11	0
Somalia (Outposted to Kenya)	186	35	12	1	1	21	0	0	0	151	27	0	0	83	1	27	0	2	11	0
South Sudan	1,193	202	61	16	0	124	1	0	0	991	33	0	0	75	13	818	0	3	49	0
Uganda	540	45	16	6	1	22	0	0	0	495	35	0	0	110	18	145	0	9	177	1
Latin America & Caribbean[3]	994	146	59	4	2	57	10	2	12	848	47	0	0	131	47	497	0	33	77	16
Barbados	11	6	1	0	0	4	0	0	1	5	0	0	0	0	1	3	0	1	0	0
Bolivia	32	4	1	0	0	0	3	0	0	28	2	0	0	4	4	11	0	3	2	2
Brazil	28	1	1	0	0	0	0	0	0	27	3	0	0	3	4	12	0	1	0	4
Chile	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
Colombia	199	22	5	1	0	9	0	1	6	177	5	0	0	2	8	145	0	1	16	0
Cuba	27	2	1	0	0	0	0	0	1	25	2	0	0	16	0	5	0	0	1	1
Dominican Rep.	52	2	1	0	0	1	0	0	0	50	2	0	0	0	1	34	0	0	11	2
Ecuador	43	3	2	0	0	0	1	0	0	40	1	0	0	4	3	28	0	0	4	0
El Salvador	78	3	2	0	0	1	0	0	0	75	1	0	0	4	15	38	0	10	7	0
Guatemala	46	3	2	0	0	1	0	0	0	43	4	0	0	10	3	20	0	3	0	3
Haiti	160	24	7	1	0	12	4	0	0	136	8	0	0	14	0	100	0	0	14	0
Honduras	84	3	3	0	0	0	0	0	0	81	3	0	0	34	0	32	0	2	9	1
Nicaragua	72	2	2	0	0	0	0	0	0	70	1	0	0	12	0	51	0	2	4	0
Panama RB	112	62	27	2	2	29	1	0	1	50	11	0	0	24	2	6	0	1	3	3
Peru	46	6	1	0	0	0	1	1	3	40	3	0	0	4	6	12	0	9	6	0
Venezuela	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Source: HRMOI – HR technology & analytics, extracted 17 Jul 2019. Notes: (1) Employee counts include African Risk Capacity employees and exclude GS Daily Brindisi contracts; (2) Staff on leave without pay or on loan/secondment to other United Nations agencies; (3) Derived from the actual duty station country in order to reflect the actual staffing situation within the regions, including staff on temporary duty assignments (e.g., employees located in Kenya but reporting to Sudan are counted under the Kenya duty station)

7. New project approval data 2016-2018 - days

Table 2. New project approval – working days

	Average of EPRP -Actual ED Endorsement- EB docs and approval non EB	Column Labels					
	Row Labels	2015	2016	2017	2018	2019	Grand Total
Average	EMOP	28.33	20.00	19.67			21.44
	LEO				9.00	16.00	12.50
	PRRO	66.21	41.13				57.09
	SO	23.42	26.40	47.25	14.00		26.45
	Grand Total	**40.47**	**28.83**	**30.70**	**12.33**	**16.00**	**33.53**

From EPRP - to Project approval

	Min of EPRP -Actual ED Endorsement- EB docs and approval non EB	Column Labels					
	Row Labels	2015	2016	2017	2018	2019	Grand Total
Minimum	EMOP	22.00	11.00	8.00			8.00
	LEO				9.00	16.00	9.00
	PRRO	26.00	23.00				23.00
	SO	5.00	16.00	19.00	14.00		5.00
	Grand Total	**5.00**	**11.00**	**8.00**	**9.00**	**16.00**	**5.00**

	Max of EPRP -Actual ED Endorsement- EB docs and approval non EB	Column Labels					
	Row Labels	2015	2016	2017	2018	2019	Grand Total
Maximum	EMOP	37.00	29.00	27.00			37.00
	LEO				9.00	16.00	16.00
	PRRO	295.00	54.00				295.00
	SO	41.00	51.00	127.00	14.00		127.00
	Grand Total	**295.00**	**54.00**	**127.00**	**14.00**	**16.00**	**295.00**

Source: System for Project Approval Data - Operations Management support unit - data extraction 2 July 2019

Table 3. Project budget revision – working days

	Average of Time from EPRP to final approval (internal WFP/ FAO DG/ EB)						
	Row Labels	2015	2016	2017	2018	2019	Grand Total
Average	EMOP	26.47	35.44	34.43	29.60		31.47
	SO	18.96	16.35	19.50	21.50		18.52
	CSP/ICSP/t-ICSP			9.00	41.80	40.29	39.39
	Grand Total	**21.71**	**25.61**	**23.77**	**34.32**	**40.29**	**26.16**

	Max of Time from EPRP to final approval (internal WFP/ FAO DG/ EB)						
	Row Labels	2015	2016	2017	2018	2019	Grand Total
Max	EMOP	48.00	68.00	53.00	35.00		68.00
	SO	30.00	24.00	48.00	28.00		48.00
	CSP/ICSP/t-ICSP			9.00	71.00	61.00	71.00
	Grand Total	**48.00**	**68.00**	**53.00**	**71.00**	**61.00**	**71.00**

	Min of Time from EPRP to final approval (internal WFP/ FAO DG/ EB)						
	Row Labels	2015	2016	2017	2018	2019	Grand Total
Max	EMOP	13.00	18.00	18.00	15.00		13.00
	SO	7.00	9.00	9.00	17.00		7.00
	CSP/ICSP/t-ICSP			9.00	25.00	19.00	9.00
	Grand Total	**7.00**	**9.00**	**9.00**	**15.00**	**19.00**	**7.00**

Source: System for Project Approval Data - Operations Management support unit - data extraction 2 July 2019

8. Data on gender marker and ratings

Data on gender marker ratings shows the number of projects receiving different gender marker ratings. These figures are for all programmes and not only for emergency response.

Table 4. Number of projects by code rating 2012-2017 (total)

2012 - 2017 TOTAL		
GM Code	No. of Projects	Percentage
2	253	53%
1	186	39%
0	38	8%
Total	**477**	**100%**

Source: Data and analysis produced by WFP for the evaluation

Table 5. Percentage of new projects achieving gender marker code 2a/b, 2012-2017

	2012	**2013**	**2014**	**2015**	**2016**	**2017**
Target	50%	50%	75%	100%	100%	100%
Achievement	24%	50%	79%	86%	100%	86%

Source: Data and analysis produced by WFP for the evaluation

9. Advance financing facilities

a) Global Commodity Management Facility

Figure 6. Global Commodity Management Facility performance over time, compared to traditional food purchases
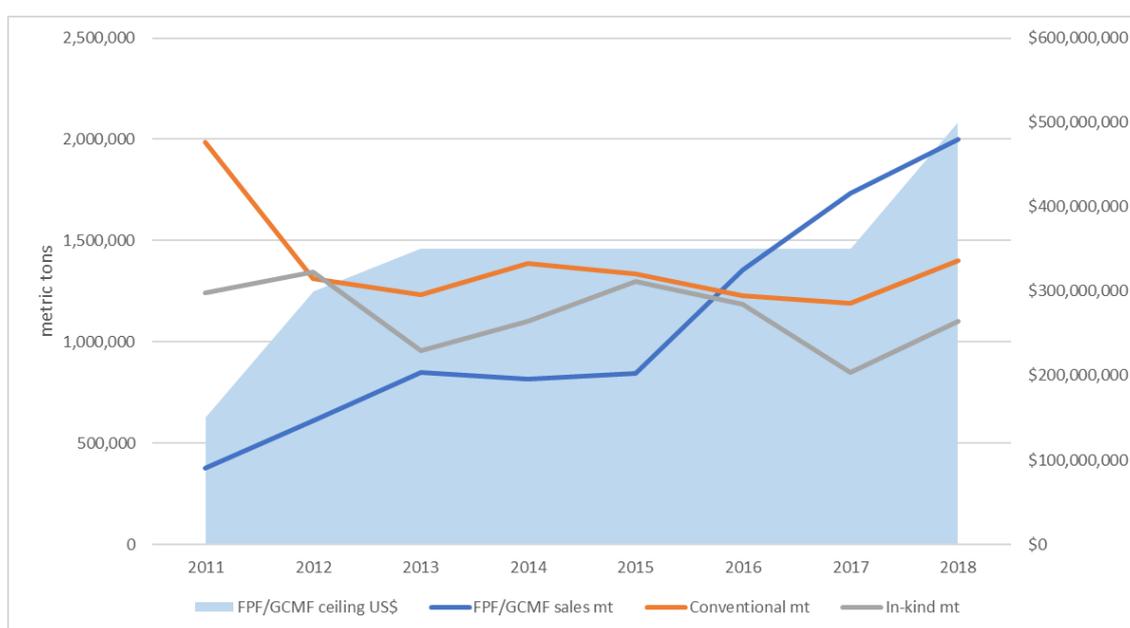
Source: The 2011-2017 figures taken from 2017 GCMF performance report in thousand mt. The 2018 figures taken from report to Executive Board on advance financing in 2018, reported in million mt

b) Internal project lending

Only forecasts that are considered as medium probability or high probability can qualify as collateral for advance financing. The internal project lending can then advance 75 percent of expected funding for high probability forecasts, and 50 percent of expected funding for medium probability forecasts.[24] Since its separation from the WCFF, loan ceiling was increased once in 2014. Figure 2 shows internal project lending performance over time.

Figure 7. Performance of internal project lending 2009-2018
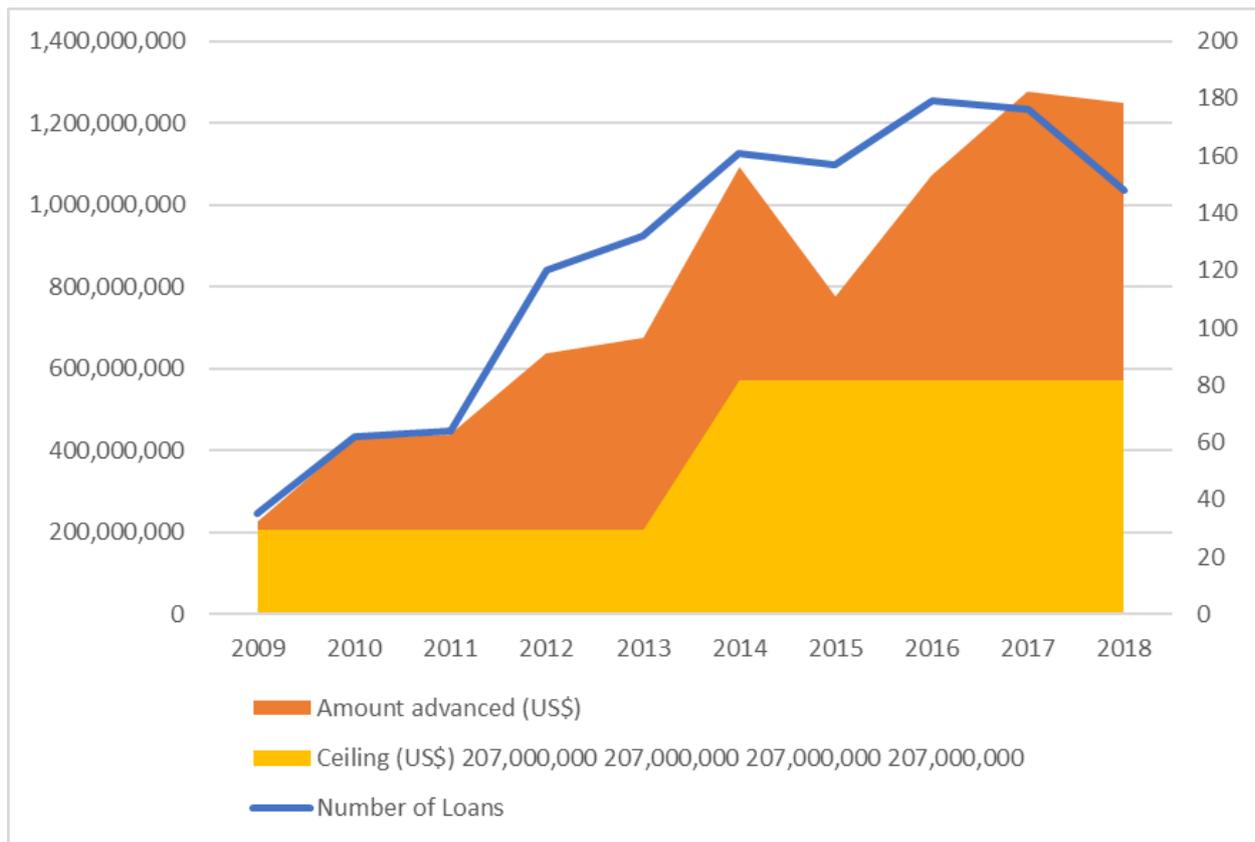
Source: WFP reports to the Executive Board on the utilization of WFP advance financing mechanisms for 2012–2018 (2012 report covered previous years)

c) Immediate Response Account

Figure 8 shows the levels of lending and replenishing of the Immediate Response Account over the last decade.

Figure 8. Immediate Response Account
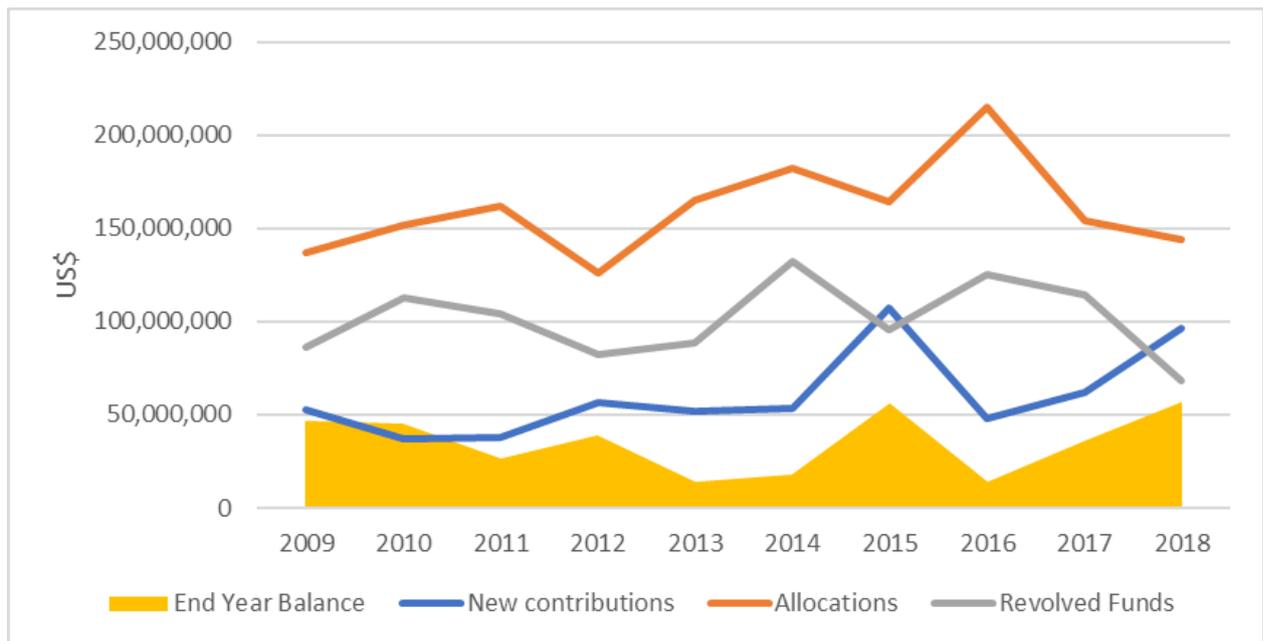
 Source: WFP reports to the Executive Board on the utilization of WFP advance financing mechanisms for 2012–2018 (2012 report covered previous years)

10. Common services

Figure 9 shows the number of countries, partners and value (USD millions) of relief items despatched by the UNHRD

Figure 9. UNHRD utility 2012-2018
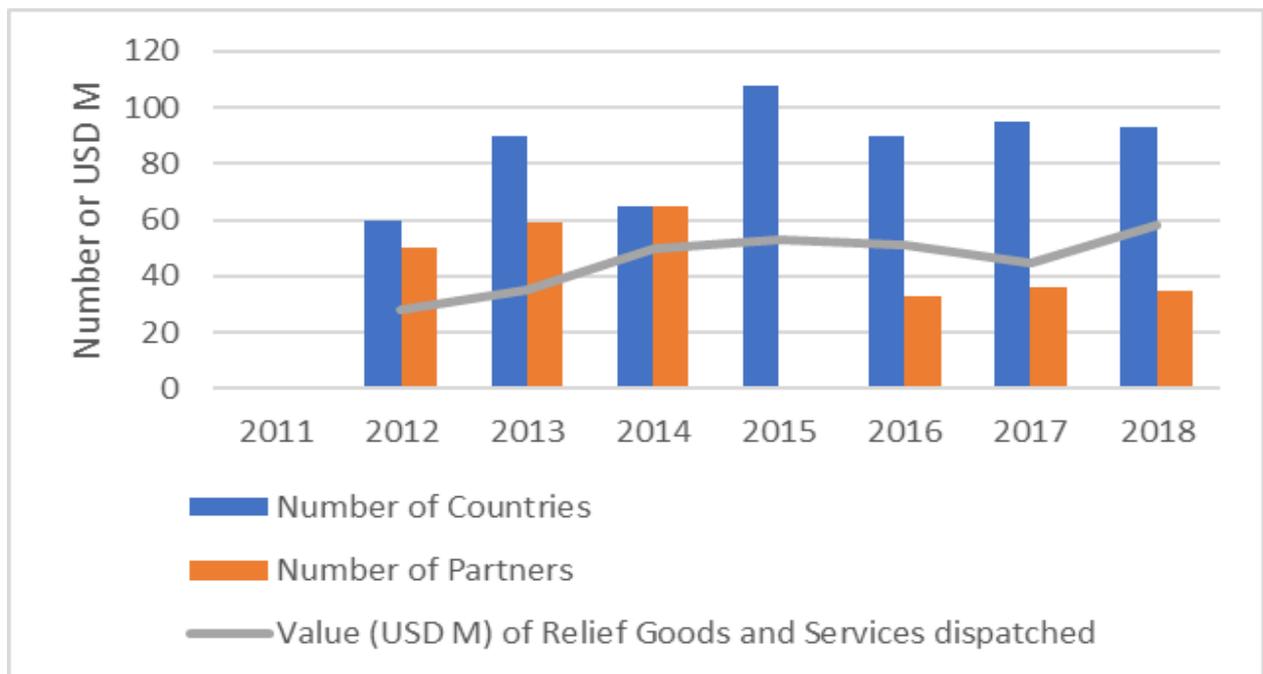
Source: WFP annual supply chain reports (2012-2018)

Figure 10. UNHAS usage 2012-2018
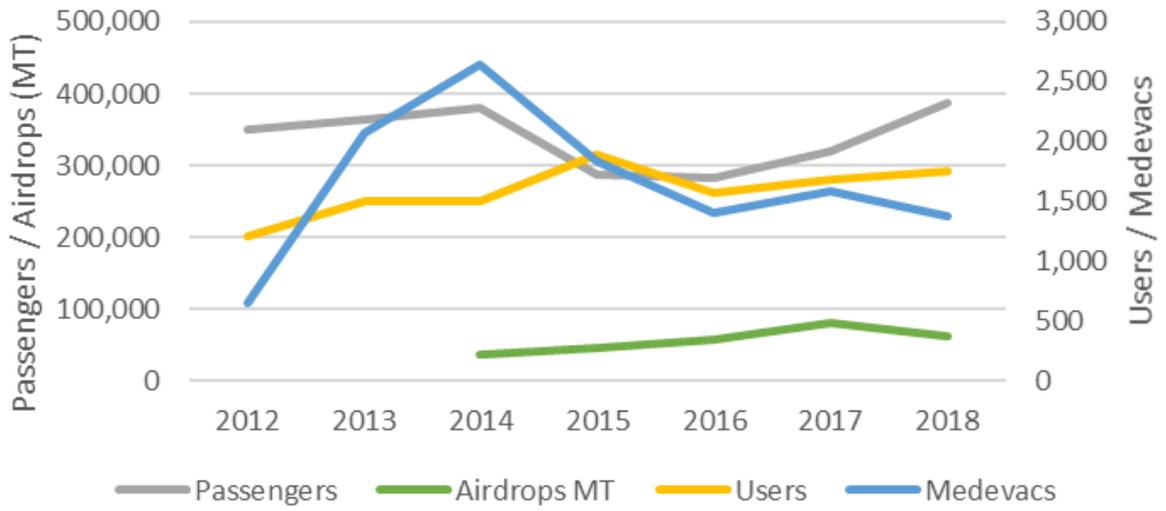
Source: WFP in aviation reports 2012-2018

Figure 11: WFP aircraft availability (from operations and list of registered air operators in 2018, by type)

WFP operations and aircraft capacity in place for rapid deployments in case of emergency

- Fixed-wing
- Rotary-wing
- Fixed-wing/Rotary-wing

The designations employed and the presentation of material in the map(s) do not imply the expression of any opinion on the part of WFP concerning the legal or constitutional status of any country, territory, city or sea, or concerning the delimitation of its frontiers or boundaries.

Source: WFP operations and LORA

11. Efficiency data

Figure 12. Average cost per ration 2014-2018
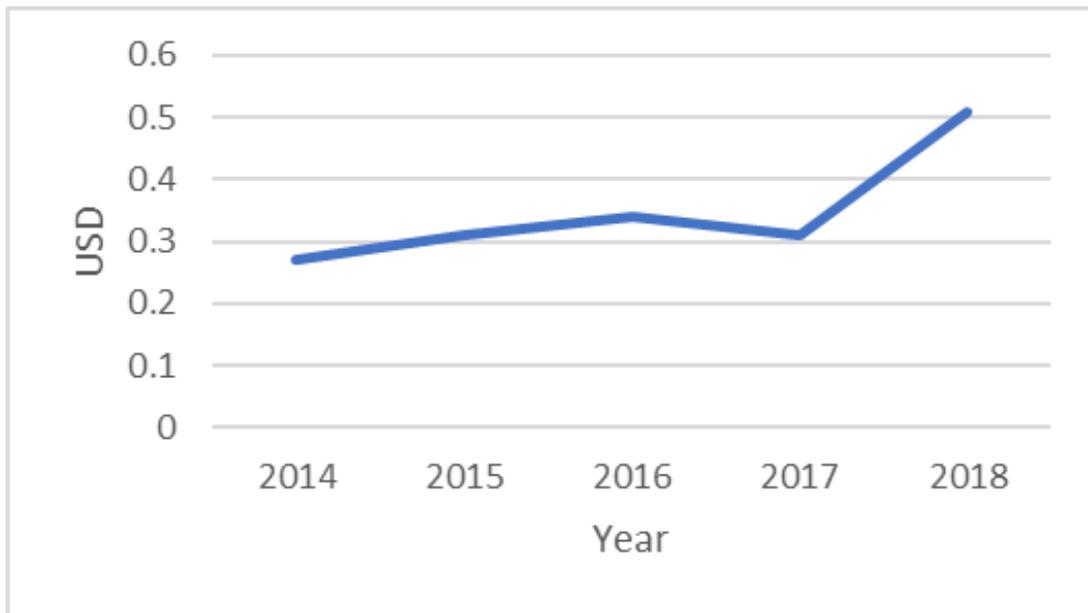
Source: WFP annual performance reports 2014-2018

Figure 13 Percentage reduction in lead time due to Global Commodity Management Facility[25]
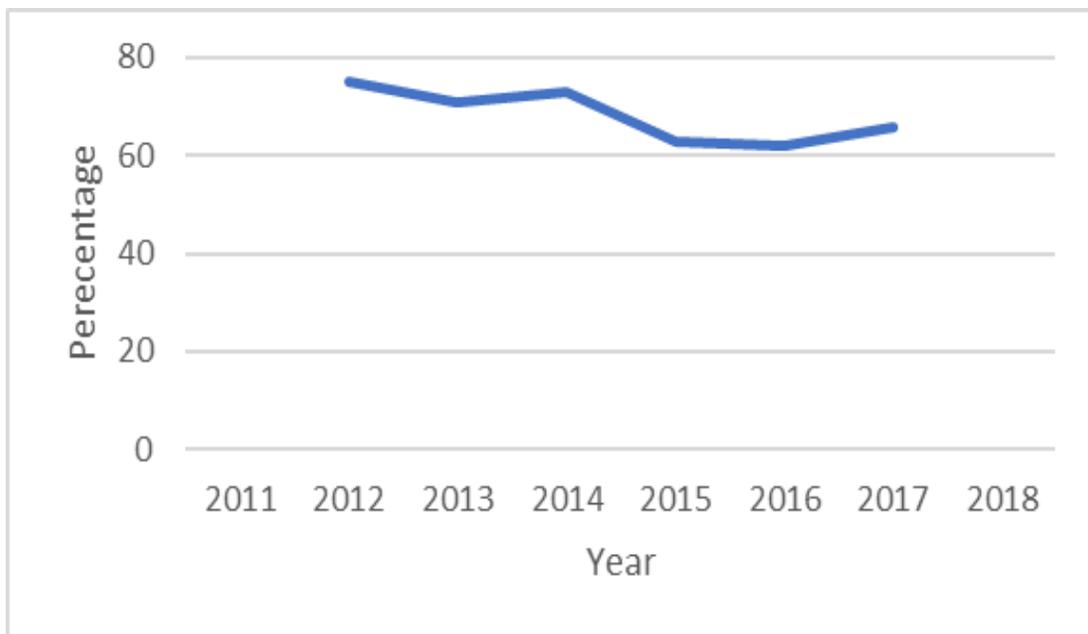
Source: WFP annual performance reports 2012-2018

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[25] Data for 2011 and 2018 was not available in annual performance reports

12. Trends in cash-based and in-kind transfers

As shown in Figure 14, supply chain expenditure (2015-2017) shows a 76 percent increase in logistics expenditure, while there has been a 27 percent decrease in in-kind food procurement.

Figure 14. Cash-based transfers and in-kind data – supply chain procurement trends
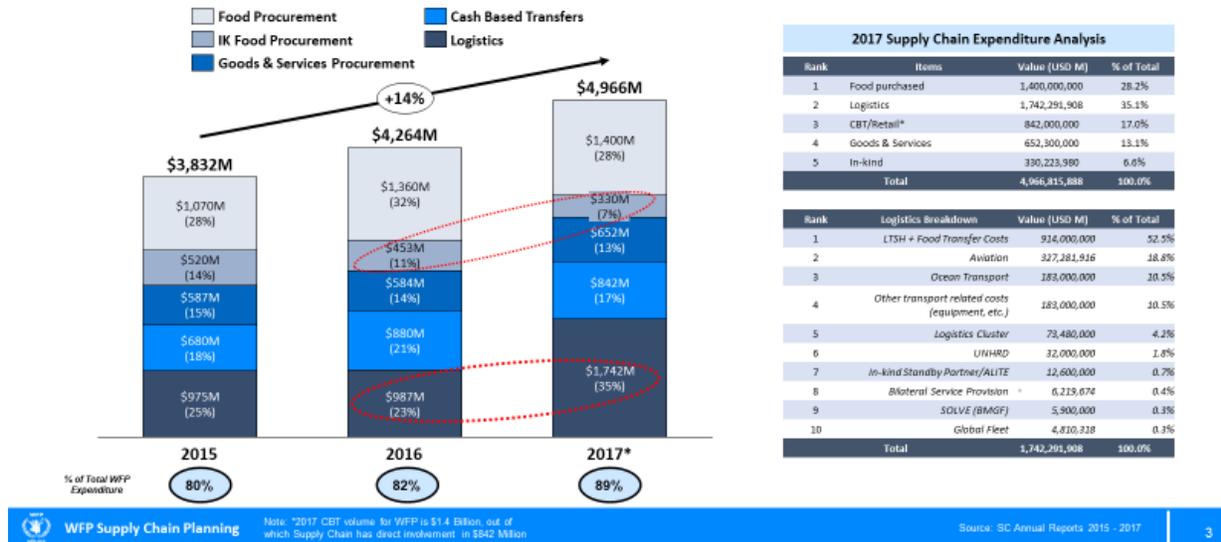
Source: Supply chain annual reports 2015-2017

Figure 15. Cash-based transfers and commodity voucher transfers – 2017 vs. 2018

2017 Actual Transferred (USD)	2018 Actual Transferred (USD)	Increase/Decrease
1,445,403,023	1,745,686,879	21%
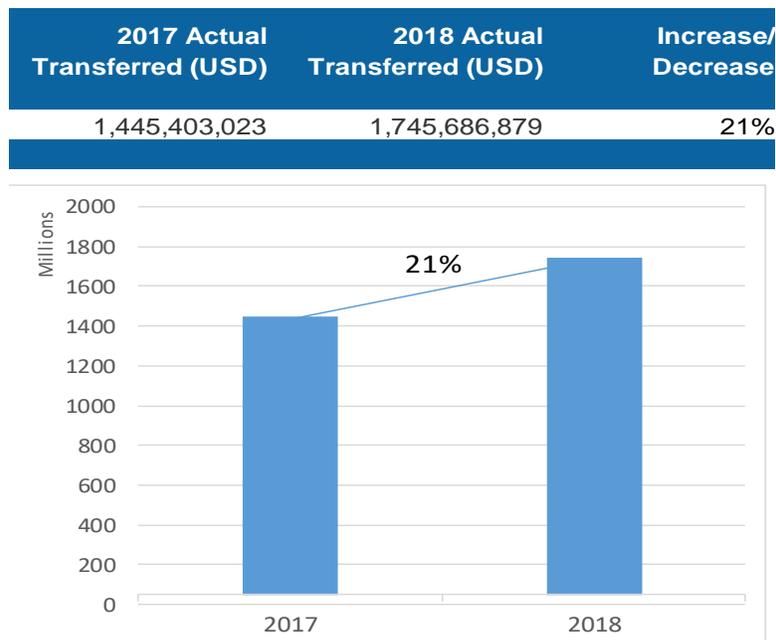
Source: WINGS/BO

Figure 16. Cash-based transfers and commodity voucher transfers by region – 2017 vs. 2018

Actual Amount Transferred by Regional Bureau

Regional Bureau	2017 Actual Transferred (USD)	2018 Actual Transferred (USD)	Increase/ Decrease 2018 vs 2017
RBC	931,629,682	1,136,457,788	22%
RBN	241,515,422	231,807,471	-4%
RBJ	73,428,282	86,829,800	18%
RBD	119,800,254	183,978,919	54%
RBB	42,065,839	67,600,880	61%
RBP	36,963,544	39,012,021	6%
Total	**1,445,403,023**	**1,745,686,879**	**21%**

Increase/Decrease comparison (2018 vs 2017)

Source: WINGS/BO

13. Standby partner and FITTEST data

Figure 17: Number of standby partner deployments (2011-2018)
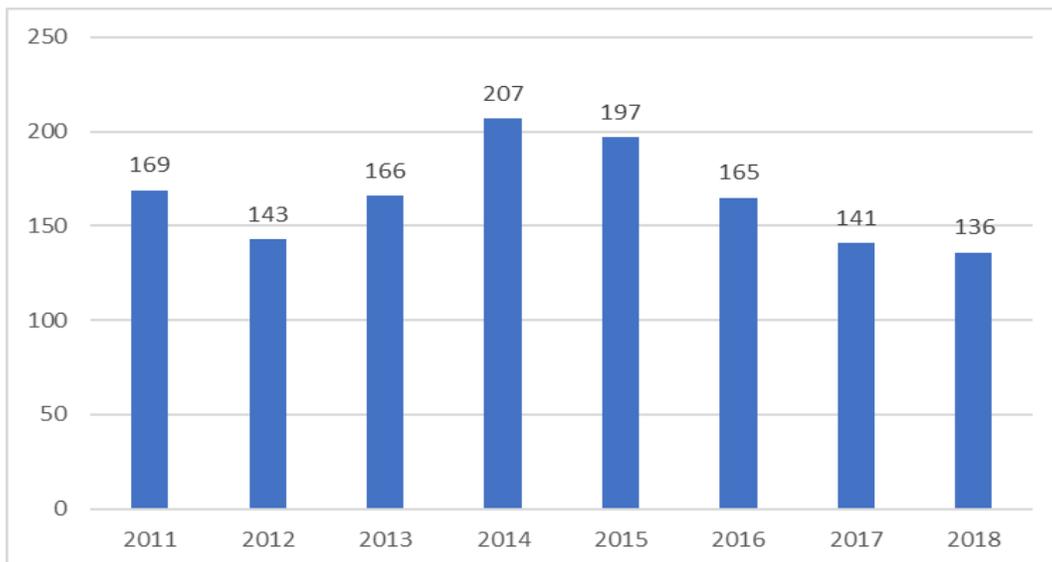
Source: Standby partners annual reports

Table 6. Standby partner deployments, type of emergency and most deployed profiles (2011-2018)

Year	No of SBP deploys	Type of emergency	Most deployed profiles
2011	166		
2012	143		
2013	169	Most deployments were to WFP operations in East and West Africa. *12% of deployments in support of emergencies (does not state type of emergency)*	Logistics - 40% Programme - 22% ICT- 16%
2014	161	L3 emergency in: • West Africa Ebola - 37 • Philippines typhoon - 30 • Syria & regional refugee - 14 • CAR &regional refugee - 11 • Iraq - 11 • South Sudan - 8 *54% of deployments in support of L3 emergencies*	Logistics - 31% Programme - 29% ICT - 22% Engineering -16%
2015	197	L3 emergency response to Ebola in West Africa and Nepal Earthquake	Logistics - 30% ICT - 26% Cluster coordination - 10% Protection and Gender - 8%
2016	149	• Iraq and Syria including refugees in bordering countries • Response to Southern Africa Elnino • Response to hurricane Matthew in Haiti *26% of deployments in support of L3 emergencies*	Supply chain - 36% CBT - 14% ICT - 13% Engineering - 9%
2017	141	Support to L3 response to: • Iraq & Syria • Rohingya crisis in Bangladesh • Nigeria-Sahel drought *19% of deployment in support of L3 emergencies*	Supply chain - 26% ICT - 25% CBT - 13%
2018	136	Support to L3 and L2 emergencies in: • Southern Africa - 13 • West Africa - 27 • Asia - 22 • Middle East - 11 • HQ - 37	Supply chain - 28% CBT - 17% Engineering - 16% Programme - 16% Protection - 13% Telecons - 13% IM - 9%

Source: Standby partner annual reports (2013-2018)

Table 7. Total filled standby partner requests by year

Year	TOTAL	FILLED	UNFILLED	% UNFILLED
2014	211	160	51	24%
2015	244	175	69	28%
2016	170	112	58	34%
2017	133	97	36	27%
Aug 2018	109	62	47	43%

Source: Data WFP ALITE

14. Number of people completing FASTER training by year – 2014-2018

Figure 18. Number of people completing FASTER training by year – 2014-2018[26]
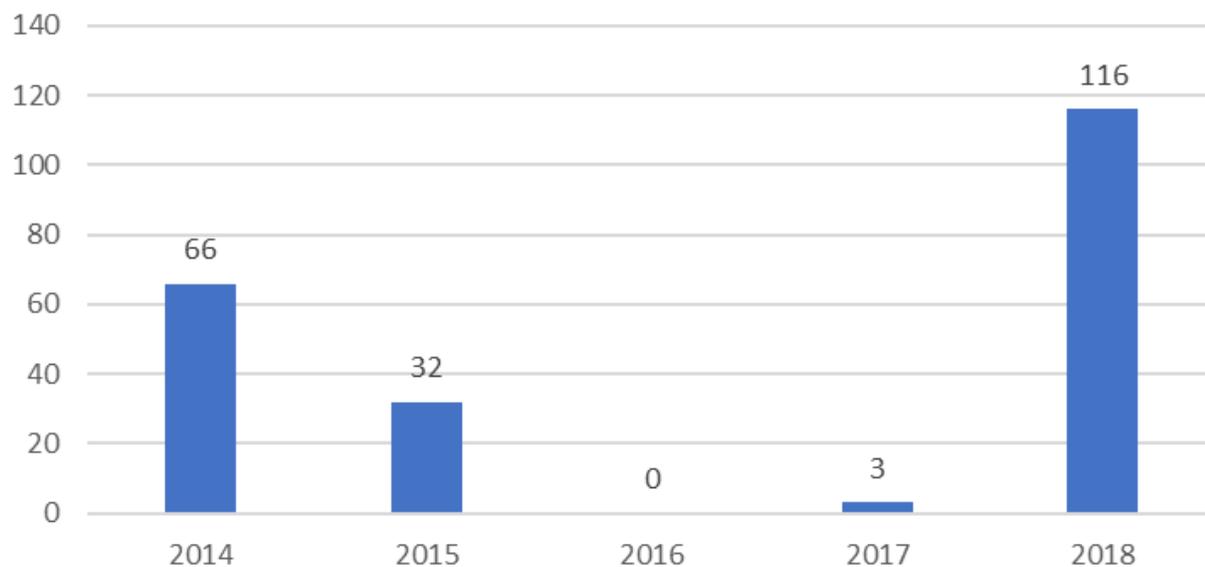
Source: WeLearn database

15. Security data

Figure 19. Armed incidents involving WFP personnel and assets, partners or contractors 2014-2018
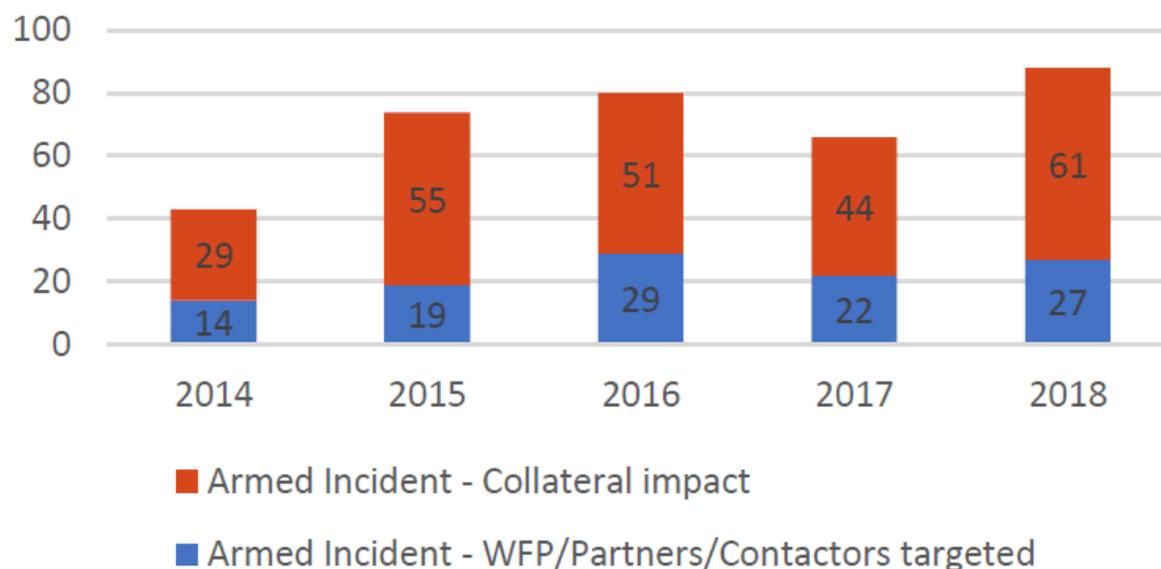
Source: WFP SIMSAS

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[26] Evaluation team did not receive sex-disaggregated data

Figure 20. WFP international professional security staff - full time vs. consultants

International Professional Security Staff: F-T vs. CST

Source: WFP HR data

16. Emergency response timeline

Table 8. WFP emergency response timeline detailing major emergencies, external environment developments, internal organizational changes and relief expenditure

Time		Large-scale or complex emergency = Level 3 corporate response		External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
1999	Q1	Kosovo conflict	Food crisis in DPRK		Strategic and Financial Plan (1998-2001)	Catherine Bertine from 1992	Launch of Decentralization process (1997) - Two RBs established in 1998	FROM CRISIS TO RECOVERY -WFP/EB.A/98/4-A	Security awareness training for all WFP started	1,429,570	797,379	1,083,295	1999
	Q2						Strategic and Financial Plan 2000-2003	Enabling development WFP/EB.A/99/4-A Strategic and Financial Plan (2000-2003) WFP/EB.A/99/5-A/1	WFP launches its fast information technology and telecommunications support team (FITTEST) - a service aimed at improving field communications through a specialist team of experts based in Kampala				
	Q3								Direct support cost advance: advanced funding for support costs, can fund SOs and internal services. Size: USD 35.9 million				
	Q4	Timor Leste civil unrest											
2000	Q1				Stra			Disaster Mitigation Policy WFP/EB.1/2000/4-A	New WFP approach to	1,158,283	576,872	920,310	2000

Time		Large-scale or complex emergency = Level 3 corporate response							External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
	Q2								In June 2000, the United Nations Humanitarian Response Depot (UNHRD) was born when 'Pisa warehouse', operated by UN OCHA and funded by Government of Italy since 1984, moved to Brindisi			Programme Design Manual made available	WFP Principles and Methods of Monitoring and Evaluation (WFP/EB.A/2000/4-C)	review emergency systems and mechanisms created a cultural change that led to contingency planning, Early Warning, EPWeb, the Situation Room and ERT. Beginning in 2000, WFP sought to evolve from being a responsive to being a forward-looking and anticipatory agency				
	Q3																	
	Q4											Creation of D2 as Deputy Director of Operations	Participatory Approaches WFP/EB.3/2000/3-D A Resource Mobilization Strategy for The World Food Programme WFP/EB.3/2000/3-B	Emergency response roster (ERR) is first established				
2001	Q1													WINGS is introduced				
	Q2								The General Assembly authorized the creation of a full-time United Nations Security Coordinator at the level of Assistant			Strategic and Financial Plan (2002-2005) approved	WFP - Reaching People in Situations of Displacement WFP/EB.A/2001/4-C WFP Working with NGOs - A Framework for Partnership WFP/EB.A/2001/4-B Information Note on School Feeding WFP/EB.A/2001/4-E		1,776,438	1,006,227	1,421,350	2001

(Sudan war & drought — Q2 2001, Large-scale or complex emergency column)

Time		Large-scale or complex emergency = Level 3 corporate response			External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
					Secretary-General, (UNSECOORD)									
	Q3				**September, World Trade Center terrorist attack in New York City**			Additional 4 RBs outposted						
	Q4		Food crisis in Afghanistan post 9/11		'Advanced Security in the Field' CD-ROM training becomes mandatory for all UN staff					UNJLC is activated in Afghanistan for the first time Directive # OD2001/006 Principles of Emergency Response Roster and Procedure for Selection of ERR Staff and Emergency Deployments is issued				
2002	Q1					Strategic and Financial Plan				Dubai support office is established and acts in close association with FITTEST operations as an administration centre, non-food procurement unit and	1,592,160	867,053	1,282,791	2002

Time		Large-scale or complex emergency = Level 3 corporate response				External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
											warehousing facility				
	Q2									Policy for Results-Oriented Monitoring and Evaluation in the World Food Programme (WFP/EB.A/2002/5-C). "Urban Food Insecurity: Strategies for WFP" (WFP/EB.A/2002/5-B)					
	Q3										WFP Emergency Field Operations Pocketbook published				
	Q4								Closure of all regional cluster offices	Gender Policy (2003-2007) WFP/EB.3/2002/4-A					
2003	Q1	Southern Africa drought						James Morris	Restructuring of Operations Department with specific Emergency and Preparedness Division under Carlo Scaramella (OEP)	Programming in the Era of AIDS: WFP's Response to HIV/AIDS WFP/EB.1/2003/4-B	Emergency Preparedness and Response Framework published	3,254,748	2,072,988	2,811,441	2003
	Q2		Iraq conflict							Food Aid and Livelihoods in Emergencies: Strategies for WFP WFP/EB.A/2003/5-A					

Time		Large-scale or complex emergency = Level 3 corporate response					External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
	Q3						Terrorist attack on UN Mission Headquarters in Baghdad and ICRC base, August 19 2003									
	Q4									Strategic Plan 2004-2007 approved	Evaluation Policy - WFP/EB.3/2003/4-C					
2004	Q1						SPHERE project guidance update				Humanitarian Principles WFP/EB.A/2004/5-A/3 Emergency Needs Assessment (WFP/EB.1/2004/4-A).	EB policy for consideration: Emergency Needs Assessments				
	Q2	Sudan Darfur conflict									Food for Nutrition: Mainstreaming Nutrition in WFP (WFP/EB.A/2004/5-A/1); Micronutrient Fortification: WFP Experiences and Ways Forward (WFP/EB.A/2004/5-A/2); and Nutrition in Emergencies: WFP Experiences and Challenges (WFP/EB.A/2004/5-A/3) –	Directive OD2004/003 WFP Emergency Needs Assessments: commitment to transparency Policy paper on nutrition in emergencies	2,899,628	992,990	1,670,055	2004
	Q3						In August three WFP staff members are abducted in North Darfur	Strategic Plan (2004-2007)		Creation of ODA (Analysis, Assessment and Preparedness services [including Emergency Prepardness and response]) under David Kaatrud						
							IASC Humanitarian Early Warning Service (HEWSweb), an inter-agency partnership project aimed at establishing a									

Time		Large-scale or complex emergency = Level 3 corporate response				External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
						common platform for humanitarian early warnings and forecasts for natural hazards is endorsed by IASC WG September 2004									
	Q4		Indian Ocean Tsunami			The Department of Safety and Security (UNDSS) is created through consolidating the security management component of the Office of the United Nations Security Coordinator (UNSECOORD), the Security and Safety Services (SSS) at UN HQ and other UN Offices (including the regional commissions), and the civilian security component of the Department of Peacekeeping Operations (DPKO) into a single security management framework				Policy on Building Country and Regional Capacities - WFP/EB.3/2004/4-B New Partnerships to Meet Rising Needs – Expanding the WFP Donor Base WFP/EB.3/2004/4-C. WFP and Food-Based Safety Nets: Concepts, Experiences and Future Programming Opportunities 2004/EB.3/2	Directive OD2004/004 released: Delegated Authority to Country Directors and Regional Directors to Approve IR-EMOPs and the Authority for Competitive and Direct Food Purchases for EMOPs				

Time		Large-scale or complex emergency = Level 3 corporate response		External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2005	Q1			Global UN Humanitarian Response System review and introduction of the Cluster Approach. UNDSS is formally established on 1 January 2005				Exiting Emergencies WFP/EB.1/2005/4-B Definition of Emergencies WFP/EB.1/2005/13	EB approved a modified definition of 'emergency'. Policy paper issued for 'Exiting Emergencies'	2,892,401	1,046,223	1,236,669	2005
	Q2			Inter-Agency Standing committee (IASC) Humanitarian Response Review begins			Strategic Plan for 2006 - 2009 activated.						
	Q3		Niger drought and locust invasion	WFP is mandated to lead logistics operations whenever an emergency response requires a joint response from UN agencies and the humanitarian community- called Logistics Cluster				Funding for Effectiveness - WFP/EB.2/2005/5-B Enterprise risk management policy (WFP/EB.2/2005/5-E/1)	Emergency Food Security Assessment Handbook first edition released				
	Q4	Pakistan Kashmir earthquake		First logistics cluster activation during the Pakistan earthquake response in 2005					Working Capital Facility: allows projects to request loans for food transport and associated costs. Can be used to pre-fill project pipeline. USD 180 million Directive on Policies and				

Time		Large-scale or complex emergency = Level 3 corporate response					External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
												Procedures for the use of the Immediate Response Account (IRA) released in October 2005				
2006	Q1						UN launches Central Emergency Response Fund (CERF) in March 2006				Targeting in Emergencies-WFP/EB.1/2006/5-ANote on Humanitarian Access and Its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1). Food Procurement in Developing Countries" (WFP/EB.1/2006/5-C)		2,664,994		1,962,307	2006
	Q2										Engagement in Poverty Reduction Strategies WFP/EB.A/2006/5-B The Role and Application of Economic Analysis in WFP, WFP/EB.A/2006/5-C	WFP Protocol for Corporate Emergencies activated ED2006/003				
	Q3	Lebanon conflict														
	Q4						UN Humanitarian Response Depot					COMPAS II is introduced				

SP column (vertical text): Strategic Plan (2006-2009)

Time		Large-scale or complex emergency = Level 3 corporate response							External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2007	Q1								opens in Accra, Ghana, expanding emergency response capacity in West Africa. The Accra UNHRD is one of a network of five planned hubs. Brindisi and Dubai have already opened and Hubs in Panama and Malaysia follow in 2007 Guidelines on the Use of Foreign Military and Civil Defence Assets In Disaster Relief ("Oslo Guidelines")				Ending Child Hunger and Undernutrition Initiative: Global Framework for Action, WFP/EB.1/2007/5-A	WFP Emergency Response Training introduced and runs from 2006-2008 - a twelve-day residential corporate training course that aims to increase the quality, efficiency and safety of WFP employees deployable for large emergency operations or already in emergency operations. The training prepares WFP employees both individually and for working as a team member of an emergency response team	2,753,308		2,005,656	2007
	Q2								Emergency Telecommunications Cluster (ETC) under the lead of WFP is established		Josette Sheeran							
	Q3																	
	Q4								November, UN House bombing in Algiers, Algeria.									

Time		Large-scale or complex emergency = Level 3 corporate response	External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2008	Q1		World food prices increase dramatically in 2007 and the 1st and 2nd quarter of 2008 creating a global crisis and causing political and economic instability and social unrest in both poor and developed nations				WFP's Private-Sector Partnership and Fundraising Strategy WFP/EB.1/2008/5-B/1		3,535,746		2,733,744	2008
	Q2	Myanmar cyclone Nargis					WFP Communications Strategy WFP/EB.A/2008/5-B					
	Q3						Preparing for Tomorrow Today: WFP Strategy for Managing and Developing Human Resources (2008–2011)- WFP/EB.2/2008/4-C Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges - WFP/EB.2/2008/4-BWFP Evaluation Policy - WFP/EB.2/2008/4-A	Forward Purchase Facility: Special account that allows for advance commodity purchase without ties to individual contributions/ projects. Sub-set of WCF				
	Q4					Strategic Plan for 2008 - 2011 activated						
2009	Q1	Gaza conflict		Strategic Plan			Strategic Results Framework - WFP/EB.1/2009/5-C WFP Gender Policy - WFP/EB.1/2009/5-A/Rev.1 WFP Policy on Disaster Risk Reduction - WFP/EB.1/2009/5-B	Deactivation of the emergency response roster (ERR). ERT ends due to lack of funding	3,985,613	1,418,385	3,239,887	2009

Time		Large-scale or complex emergency = Level 3 corporate response					External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
	Q2	Civil unrest in Pakistan's NWFP and FATA										Emergency Food Security Assessment Handbook second edition released				
	Q3						Critical incident: Pakistan bombing of WFP office					Introduction of WINGS II				
												Strategic evaluation report of WFP Contingency Planning (2002-2008) presented to the EB				
	Q4										WFP School Feeding Policy - WFP.EB.2/2009/4-A WFP Policy on Capacity Development (WFP/EB.2/2009/4-B).	ED establishes Strategic Resource Allocation Committee (SRAC) to prioritize the use of resources in WFP and particularly to improve the prioritization of food assistance to needy countries, taking account of funding shortfalls and qualitative indicators.				
2010	Q1	Haiti earthquake								Creation of Deputy COO and Director	Steps Forward: Implementation of WFP Strategic Results		4,000,330	1,660,195	3,220,081	2010

Time		Large-scale or complex emergency = Level 3 corporate response					External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
	Q2						UNDSS introduces new 'Security Level System' (SLS) implementing the new "how to stay" approach as opposed to "when to leave"			of Emergencies unit under Operations Management	Framework (2008–2013) - WFP/EB.1/2009/5-CWFP's Role in the Humanitarian Assistance System WFP/EB.1/2010/5-C Resourcing for a Changing Environment WFP/EB.1/2010/5-B/Rev.1	Lessons learned exercises are now conducted after every Level 3 (corporate) emergency				
	Q3			Niger food crisis												
	Q4	Pakistan floods					The Food Security Cluster (FSC) is formally endorsed by the Inter Agency Standing Committee (IASC) on 15 December 2010				Financial Framework Review (WFP/EB.2/2010/5-A/1) WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A); Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008–2013) (WFP/EB.2/2010/4-D)					
2011	Q1						Cluster system has 11 areas of humanitarian activity with WFP leading in Logistics, Telecommunications and co- leading in Food Security						3,768,990	1,367,243	2,925,212	2011

Time		Large-scale or complex emergency = Level 3 corporate response	External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
	Q2						Update on the Implementation of WFP's Policy on Vouchers and Cash Transfers" (WFP/EB.A/2011/5-A/Rev.1). Update on WFP's Response to HIV and AIDS (WFP/EB.A/2011/5-E).					
	Q3											
	Q4	Horn of Africa Drought	Agreement of the IASC Transformative Agenda (TA)				WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)	Preparedness and Response Enhancement Programme (PREP) launched following three 2010 corporate emergencies Revised Directive OD2011/002-RM2011/003 on policies and procedures for the Use of the Immediate Response Account (IRA) and delegation of authority to Country Directors, Regional Directors and Director Emergencies to approve IR-EMOPS				

Time		Large-scale or complex emergency = Level 3 corporate response					External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2012	Q1									Strategic Plan 2008 - 2011 is extended until 2013 Operations Management department with emergency preparedness unit as a standalone unit under Director of Operations and office of DED operations	WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)		3,994,511	1,386,183	3,178,534	2012
	Q2	Syria civil unrest				South Sudan conflict and drought			Ertharin Cousin		Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)	Revised ED circulars for WFP Business Continuity Management, WFP Emergency Response Activation Protocol, WFP Crisis Management				
	Q3									Launch of Fit-for-purpose						
	Q4											Emergency Preparedness and Response Package replaces contingency planning directive OD2012/002. All COs are				

Time		Large-scale or complex emergency = Level 3 corporate response						External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
													required to implement EPRP from 2012 on. Boston Consulting Group develops Generic Response Capability Model for PREP				
2013	Q1										Separation of Operations Services with Operations Management. Emergency Preparedness division under Operations Management Department			4,159,300	1,548,678	3,350,780	2013
	Q2			Central African Republic civil conflict							Introduction of first WFP HR Manual	WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)					
	Q3												Circular on WFP leadership in IASC clusters issued detailing WFP roles, responsibilities and accountabilities for cluster activation, leadership, management, and deactivation.				

Time	Large-scale or complex emergency = Level 3 corporate response	External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
							Update on WFP emergency response roster and circular on CD's role in Humanitarian Country Team				
Q4	Philippines Typhoon Haiyan / South Sudan conflict				New WFP Strategic plan 2014-2017 approved	Revised School Feeding Policy (WFP/EB.2/2013/4-C)	New IRA directive outlining that in case of L3 responses to a large sudden-onset emergency, the Executive Director has authority to release any amount from the IRA (up to the current IRA balance) without seeking endorsement from the SRAC. Decision memo on the approval of the corporate response EMOP facility in case of sudden-onset and large-scale emergencies				

Time		Large-scale or complex emergency = Level 3 corporate response				External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2014	Q1	Iraq civil unrest	Cameroon CAR reguees	Ebola outbreak West Africa		Launch of Core Humanitarian Standards	Strategic Plan (2014-2017)					4,717,572	2,161,765	3,843,912	2014
	Q2									WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B) Update on implementation of Humanitarian protection policy WFP/EB.A/2014/5-F	Directive on WFP Operational Information Management and launch of WFP Operations Centre - + Update on WFP emergency classifications				
	Q3										Decision memo on standard delegations of authority for L3 and L2s introduced Evaluation of Food Security Cluster Coordination in Humanitarian Action				
	Q4									WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B) Update on WFP's Peacebuilding 's policy WFP/EB.2/2014/4-D	Update on emergency preparedness and response package				

Time		Large-scale or complex emergency = Level 3 corporate response	External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2015	Q1		Sendai Framework for DRR 2015-2030 launched			No longer separate Operations Services and Operations Management department. One Operations Services Department with an Emergency Preparedness division						
	Q2	Yemen civil unrest					Gender Policy (2015–2020) (WFP/EB.A/2015/5-A) Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C) South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D) Enterprise Risk Management Policy (WFP/EB.A/2015/5-B)		4,633,491	1,772,776	3,690,914	2015
	Q3		Approval of the 2030 Agenda and introduction of the Sustainable Development Goals IASC Emergency Response Preparedness and revision of MIRA guidance			Director of Emergencies - Stefano Poretti	Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)	Revised WFP Emergency Activation Protocol circular				
	Q4											

Time		Large-scale or complex emergency = Level 3 corporate response	External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
2016	Q1						Update on implementation of the People Strategy (WFP/EB.1/2016/4-E)					
	Q2		World Humanitarian Summit 2016 commitment of "leaving no one behind"									
	Q3	Southern Africa El Nino response		Strategic Plan (2017-2021)	David Beasley				5,082,229	2,068,953	4,173,813	2016
	Q4		Grand Bargain is launched			Approval of Strategic Plan 2017-2021 and introduction of the IRM	Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)	Updated circular on Crisis Management and Business Continuity Management Plan. Update on the EPRP Package				
2017	Q1	Royingha crisis response / DRC crisis response and ebola / Nigeria civil unrest					Environmental Policy (WFP/EB.1/2017/4-B/Rev.1) Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1) Nutrition Policy (WFP/EB.1/2017/4-C)	WFP's Strategy for Accountability to Affected Populations (AAP) launched				
	Q2						Update on the Gender Policy (WFP/EB.A/2017/5-D)					
	Q3					Director of Emergencies- Denise Brown			5,895,126	1,788,447	5,072,848	2017
	Q4							Launch of the Emergency Preparedness Policy Launch of Minimum Standards for Nutrition in Emergency				

Time		Large-scale or complex emergency = Level 3 corporate response	External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
								Preparedness and Response (NIE Minimum Standards)				
2018	Q1					Senior Director Overseeing Emergency Preparedness and Support Response - Amer Daoudi		WFP and Linking the Humanitarian-Development-Peace Action prepared	N/A	N/A	N/A	2018
	Q2	Sahel pre-emptive drought response										
	Q3					Director of Emergencies - Margot Van der Velden		Launch of Interim WFP Emergency Activation Protocol for L2 and L3 emergencies in line with new Strategic plan				
	Q4		IASC new protocols on Scale up of the Emergencies: Protocol 1 - System-Wide SCALE-UP Activation Protocol 2 - Empowered Leadership IASC Scale-Up									

Legend:
- Food crises- droughts - slow on-set emergency
- Natural disasters - sudden on-set emergencies
- Conflict- civil unrest- complex emergency

Time	Large-scale or complex emergency = Level 3 corporate response		External factors that affected WFP approach to EPR	SP	ED	Major organizational changes	Policies	Major internal corporate shifts in emergency systems and mechanisms	Global WFP expenditure	Relief expenditure (excluding PRRO)	Relief expenditure (including PRRO)	Year
		Pandemic										

Source: Inception Report

Annex 7 Table Linking Findings, Conclusions and Recommendations

Finding Conclusion Recommendation	Detail	Characteristic	Linked to [Con]
F1	Finding 1: WFP has developed new emergency response-related policies that respond to key external trends. These include: humanitarian protection, emergency preparedness, accountability to and protection of affected populations, duty of care to employees and enterprise risk management. Older policies remain part of the guiding framework. However, although most policies have been developed through stand-alone processes, there are some gaps and overlaps in areas covered by current policies and this reduces the overall coherence of the policy framework.[27]	Relevance Duty of care GAP[28]	C3
F2	Finding 2: Emergency-related policies are generally poorly communicated and there is limited guidance to enable their practical application across the wide range of contexts in which WFP operates, thereby reducing their contribution to promote quality in an emergency response.	Relevance	C3
F3	Finding 3: Emergency response is consistently profiled in WFP strategic plans throughout the evaluation time period, which supports emergency response, although it is less visible in the most recent Strategic Plan (2017-2021), which has more emphasis on WFP alignment with the Sustainable Development Goals agenda.	Relevance	C1
F4	Finding 4: The introduction of the Integrated Road Map, including the county strategic plans and associated processes, is still too recent to be able to assess fully the success of the intended impact of the country strategic plan to make WFP operations more efficient and effective. But WFP application of a flexible approach (for example, using waivers), together with a commitment to learning lessons to streamline country strategic plans and revision procedures, indicate that country strategic plans should be able to support agility in emergency response. However, the process for rapid revisions is not systematic yet and the impact of the use of waivers on other quality factors, such as gender responsiveness, is not clear.	Efficiency	C4
F5	Finding 5: WFP policies and the introduction of country strategic plans help to ensure that the WFP emergency response is externally coherent with the wider sector as well as with national governments' priorities and emergency response approaches. There remains potential tension between, on the one hand, WFP striving for coherence with government priorities and, on the	Coherence	C4

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[27] The policy framework here refers to the policies included in the WFP Compendium of Policies.
[28] Gender responsiveness, Accountability to Affected Populations and Protection (GAP).

Finding Conclusion Recommendation	Detail	Characteristic	Linked to [Con]
	other hand, WFP adhering to humanitarian principles, highlighting the importance of the need to maintain and develop WFP skills to navigate between these two aims.		
F6	Finding 6: Structural changes in WFP, which have sought to build more cooperation across departments and to decentralize decision making, have achieved positive results, contributing towards more integrated and efficient emergency responses. However, the frequency and rationale for many headquarter changes - as well as its growth - are not clear to employees at all levels and the lack of continuity causes confusion and a sense of distance from headquarters. Regional bureau structural changes have tended to evolve in relation to regional strategic priorities, and these regional contexts are becoming more diverse.	Coherence	C4
F7	Finding 7: WFP has implemented measures responding to the need for improved knowledge management in WFP. These have produced an impressive library of documentation of lessons in emergency response. However, investment in processes to support the application of these lessons has been inconsistent over time and across the organization, with ownership of the lessons often unclear.	Efficiency Effectiveness	C6
F8	Finding 8: WFP has strengthened its decision-making processes for emergency response over 2011-2018 through developments in activation protocols and use of collective decision-making fora (strategic and operational task forces). These developments have enabled more joined-up and internally coherent decision making across the organization.	Coherence Efficiency	C1
F9	Finding 9: Trends in emergency response duration, pressure for resources, increased government leadership of responses as well as pressures to act quickly, all present challenges to the established system. Although WFP has responded flexibly to these pressures to enable rapid and agile responses, as well as coverage in terms of numbers reached, the process and criteria enabling this flexibility (for example waivers) are not yet systematic.	Efficiency	C4
F10	Finding 10: WFP has strengthened its risk-management systems in emergency response. However, this creates a tension within the organizational culture between responding quickly and prioritizing the meeting of emergency needs. At times, risk management systems are relaxed to enable operational efficiency but the criteria and process to enable this flexibility is not systematic at present.	Efficiency Effectiveness	C4 C1
F11	Finding 11: Innovation and a learning approach to developments in WFP advance finance mechanisms and related facilities have improved timeliness and cost-efficiency, particularly for slow-onset and protracted crises. However, their potential contribution can be constrained by their liquidity.	Efficiency	C4
F12	Finding 12: WFP has developed technical guidance and tools in areas identified as priority in order to support the design and implementation of programmes, but field level awareness and consistent use of guidance is not strong. While the model of	Relevance	C4

Finding Conclusion Recommendation	Detail	Characteristic	Linked to [Con]
	producing guidance and tools that are flexible enough to be adapted to different contexts is good, it increases reliance on emergency response teams having access to expertise to support customizing responses to different contexts.		
F13	Finding 13: WFP has developed technological tools and ways of working in insecure locations, thereby achieving good results in terms of reaching affected people.	Coverage	C4 C1
F14	Finding 14: Corporate systems for monitoring the overall emergency response performance of WFP predominantly focus on the efficiency of WFP emergency responses. Shortcomings in this area constrain oversight of the overall effectiveness, relevance and impact of WFP responses and comparisons between responses and over time being overlooked. There have been some positive developments: corporate monitoring has been broadened to include consideration of other aspects of quality factors, including the cross-cutting issues of gender responsiveness, protection and accountability. However, evidence suggests that oversight of the effectiveness of the WFP emergency response will be constrained by the focus in the Corporate Results Framework on WFP contributions to the SDGs, as well as data quality.	Efficiency Relevance GAP	C6
F15	Finding 15: WFP has widened its range of partnerships, which in turn enhances coverage in emergency responses. It has strengthened guidance to address partnership issues identified in evaluations, audits and other learning processes. Partners generally report positive experience of cooperation, but there are some areas for further development regarding efficiency in contracting, partner participation in programme design, capacity development and managing risk.	Coverage Efficiency	C1 C3
F16	Finding 16: Investment and developments in WFP preparedness for response, including WFP early warning systems, have improved the speed of responses. However, more limited investment in sustained preparedness planning beyond pre-positioning and other logistical preparation limits the capacity of WFP to respond quickly with a relevant response. There are also limitations in the tools that support planning and preparedness for WFP response as well as in the human capacity to undertake necessary analysis.	Efficiency Relevance	C4
F17	Finding 17: WFP made significant investment in capacity for cash-based transfers, which has enabled its large-scale expansion as a response modality. It has also improved WFP ability to respond to risk-management challenges. Beneficiary feedback indicates the relevance of responses based on cash-based transfers when market conditions are suitable. Evidence shows the importance at country level of preparedness for efficient cash scale-up, which is an ongoing need. Some systems developed are more appropriate to large-scale, protracted crisis responses.	Relevance Efficiency	C1 C4
F18	Finding 18: The scale of data collected by WFP, together with the fast-moving technology around data protection and management, pose dilemmas for the organization, including in relation to data sharing as part of cooperation with governments	Coherence Relevance	C4

Finding Conclusion Recommendation	Detail	Characteristic	Linked to [Con]
	and other agencies. Country office demands for assistance indicate the need for ongoing proactive guidance and processes to support their data management systems and approaches.	efficiency	
F19	Finding 19: A nexus approach in emergency response requires highly context-specific ways of working to incorporate developmental or resilience approaches into responses and/or transition out of food assistance in contextually relevant ways. This factor, combined with others, constrain WFP from implementing policy and strategic commitments that would maximize its potential contribution to nexus approaches (that is, to those approaches connecting humanitarian, development and peace interventions).	Relevance	C4
F20	Finding 20: WFP capacity for common service provision (including clusters, aviation, and UNHRD) has made a significant contribution to the wider humanitarian response, enabling efficiency and coverage. New developments in the sector highlight the importance of continued investment in systems, guidance on new ways of working and clarity regarding the evolving role of WFP in inter-agency approaches.	Coherence Efficiency Coverage	C5
F21	Finding 21: WFP has developed a practical approach to enable more engagement with, and accountability to, affected populations, but significant delays between commitments and the development of guidance and support have hindered the pace of scale-up, resulting in regular shortcomings in consultation with affected populations.	GAP	C3 C2
F22	Finding 22: WFP has been able to scale up and allocate its workforce to support emergency responses in all the major emergencies from 2011 to 2018, sustaining its reputation as having a timely and responsive field presence in emergencies.	Efficiency Coverage	C1
F23	Finding 23: There has been success in providing skilled personnel in the first stages of large-scale, L3 emergencies, which most of WFP systems are designed to do, but there have been skills gaps in a range of skillsets and particularly beyond the initial wave of deployments, as well as in smaller-scale emergencies. A range of internal and external factors influence gaps beyond the availability of skills and expertise accessible to WFP.	Efficiency	C1 C2
F24	Finding 24: Delays and gaps in the provision of appropriate staffing of emergency responses have a serious impact on the relevance of WFP emergency responses.	relevance	C2
F25	Finding 25: Operational solutions for gaps and challenges are often addressed by finding immediate solutions, which do not necessarily address the longer-term causes of the challenges.	Efficiency Effectiveness	C2
F26	Finding 26: The range of skills, expertise, knowledge and competencies required for high-quality emergency responses has become more varied and complex as the scope of the WFP response grows. Contexts are challenging in more diverse ways, which increases the complexity of ensuring access to relevant skills and expertise across phases of a response.	Relevance	C2 C4 C3

Finding Conclusion Recommendation	Detail	Characteristic	Linked to [Con]
F27	Finding 27: Investment to enhance WFP access to skills and expertise has focused on surge mechanisms. Surge mechanisms have had some positive results but have proven insufficient to meet all emergency response needs across the stages and types of emergency responses that are influenced by wider human-resource strategies and systems.	Efficiency Effectiveness Relevance	C2
F28	Finding 28: There has been significant investment in training and initiatives to build skills, but mixed evidence regarding its effectiveness in improving emergency response capacity. Constraints include: difficulties navigating learning platforms, with current workloads meaning these platforms are underutilized; and poor linkage between online or classroom-based learning and new skills required in the field, with limited systematic support to application of training;.	Efficiency Effectiveness	C2
F29	Finding 29: Tools that support organizational learning in emergency response often have limited value to support the building of individual capacity in emergency response-related skills. Individual capacity building in WFP relies more on process and practice.	Effectiveness	C6
F30	Finding 30: WFP has made considerable investments into, and progress in, demonstrating duty of care for its employees in emergency response, in line with evolving trends in humanitarian operational contexts.	Duty of Care	C2
F31	Finding 31: WFP operations face rising insecurity in complex operational contexts. WFP has kept abreast of these developments and remained compliant with United Nations security policies and guidance as part of its duty of care commitments on security. An example of this is the creation of a wellness unit in 2015 that looks at employee health and working conditions more thoroughly. Trends in the scale and complexity of emergencies suggest the ongoing need for capacity in wellness and security, including in security analysis as part of risk analysis.	Duty of Care	C2
F32	Finding 32: The application of overall duty of care responsibilities is visible across the organization, but there are inconsistencies, with security awareness more embedded across organizational processes and culture than staff wellness.	Duty of Care	C2

Conclusions

		Linked to [F]
C1	Conclusion 1: WFP has increased its capacity to respond to the increased number and scale of emergency responses over the past decade. Significant investments, organizational culture and employee commitment to reach and assist affected people have supported the increased scale of WFP responses. However, capacities, notably at the individual level, are overstretched, which poses urgent challenges for WFP's future responses in terms of its ability to respond with high-quality, relevant and effective programmes, including in relation to small-scale and protracted crises.	F3, F8, F10, F13, F15, F16, F22, F23
C2	Conclusion 2: WFP has invested in surge mechanisms, training and duty of care for employees as part of capacity development with some success. But constraints to developing and sustaining access to needed skills and expertise across emergency contexts and phases of a response risk undermining the quality of emergency responses. Needs in relation to duty of care also remain high. The complexity of emergency contexts and the broadening range of approaches and roles being undertaken by WFP in emergency response demand a wider range of skills than traditionally recruited. This requires a sustained and long-term approach to build capacity within WFP and access to skills externally.	F21, F23, F24, F25, F26, F27, F28, F30, F31, F32
C3	Conclusion 3: WFP has developed capacity to deal with the growing complexity of emergency responses and to respond to external trends. The organization has laid a strong foundation to support a more integrated approach to food insecurity, more closely linking immediate response and longer-term approaches in humanitarian and development programming. However, the lack of an organization-wide emergency response framework based on WFP policies, analysis of trends and assumptions about WFP intended scale and scope of response constrain linked-up organization-wide planning for the development of WFP capacities. Importantly, the broadening range of roles WFP is undertaking, and the complexity of the emergencies to which it responds, means that WFP requires staff with a broad range of capacities; enabling WFP to find such staff in a timely manner will require significant investment. If this is not possible, a clear and strategic prioritization of WFP's role and approaches will be necessary.	F1, F2, F15, F21, F26
C4	Conclusion 4: When confronting competing priorities, WFP consistently prioritizes efficiency - in terms of speed and cost - and coverage – in terms of numbers reached. Investment, notably in advance financing mechanisms and logistics preparation, has improved the efficiency of responses, but there is a need for more attention to other aspects of preparedness to ensure that responses are relevant. Areas for capacity development include strengthened contextual and trend analysis, and relationship development with partners, governments and others, including in countries without a WFP presence; these depend on capacity at regional bureau and country office levels.	F4, F5, F6, F9, F10, F11, F12, F13, F16, F17, F18, F19, F26
C5	Conclusion 5: WFP's contribution to sector-wide responses is highly valued and contributes to inter-agency efficiency and the enhanced coverage of responses. WFP capacity to fill roles for the common services it provides (including in cluster coordination, aviation and through the United Nations Humanitarian Response Depot) effectively has been made possible by the allocation of dedicated funds for support roles, specialist partners and a focus on learning and improvement within a culture of innovation. Evolving roles, such as in health emergencies and integrated responses to vulnerability, along with the United Nations reform process, mean that new guidance and	F16, F19, F20, F21, F22

	clarification are and will be needed. WFP can also play a strong role in the humanitarian sector and the United Nations system to ensure humanitarian space and principles are safeguarded.	
C6	Conclusion 6: WFP invested in its results frameworks, notably introducing some indicators to facilitate greater focus on the performance of emergency responses. However, limitations in WFP corporate monitoring frameworks and systems constrain oversight of the effectiveness of its responses over time, across responses and across all quality criteria. Learning platforms that would allow access and greater use of information and knowledge are also lacking.	F7, F14, F29

Recommendations

		Linked to [Con]
R1	Recommendation 1: Significantly increase and maintain investment into the scale and pace of the development of long-term, sustainable human-resource systems to ensure sustained access to the skills needed in emergency responses across emergency contexts, roles and phases of response as well as (but not limited to) bringing together the range of formal and informal systems for surge deployments.	C1, C2
R2	Recommendation 2: Build on current momentum and invest in strengthening measures to meet the duty of care across the organization, including with regard to the wellness, safety and security of employees, and to build awareness and understanding of relevant cross-organizational responsibilities.	C1, C2
R3	Recommendation 3: Significantly strengthen WFP emergency preparedness through context-specific preparation and sustained liquidity of advance financing and commodity management mechanisms, including for pre-emptive responses.	C3, C4
R4	Recommendation 4: Develop a consolidated framework for emergency response to support planning for capacity development and the implementation of WFP responses across contexts reflecting the organization's level of ambition for the quality of responses and the range of WFP roles.	C3
R5	Recommendation 5:Pursue more equitable approaches to partnerships to include improved and consistent risk management of partners in insecure contexts as well as partner participation in response design and capacity building.	C3, C4
R6	Recommendation 6: Intensify investment in organizational capacity strengthening to ensure that WFP can operate through a broad range of roles in increasingly complex settings and profoundly changing environments.	C3, C4
R7	Recommendation 7: Significantly strengthen support for the practical application and mainstreaming of a principled approach and for the centrality of protection, accountability to affected populations and gender responsiveness in emergency response.	C3, C4
R8	Recommendation 8: Continue WFP's meaningful engagement with United Nations development system reform to ensure that humanitarian space is safeguarded and clarify WFP roles in inter-agency collaboration within new and evolving shared approaches in humanitarian response. Develop WFP internal systems for sustaining support for new forms of partnership in inter-agency cooperation.	C5
R9	Recommendation 9: Strengthen the monitoring of emergency response performance by tracking results over time. Specifically, enable the comparison of responses by adapting WFP's monitoring framework, regularly analysing results and linking findings to planning for capacity needs.	C6
R10	Recommendation 10: Increase organization-wide access to, and use of, emergency response lessons learned by strengthening knowledge platforms and incentivizing for the use of lessons.	C6

Acronyms

AAP	Accountability to Affected Populations
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
AP	Asia-Pacific
APR	Annual Performance Reports
CARI	Consolidated Approach for Reporting Indicators
CBT	Cash-based transfers
CD	Country Director
CEQAS	Centralised Evaluation Quality Assurance System
CFM	Complaints and Feedback Mechanism
CHS	Core Humanitarian Standards
CIS	Commonwealth of Independent States
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CONOPS	Concept of Operations
CP	Cooperating Partner
CPB	Country Portfolio Budget
CPE	Country Portfolio Evaluation
CRF	Corporate Results Framework
CSP/ICSP	Country Strategic Plan / Interim Country Strategic Plan
DCD	Deputy Country Director
DED	Deputy Executive Director
DoC	Duty of Care
DRR	Disaster Risk Reduction
EB	Executive Board
ECS	Emergency Case Study
ED	Executive Director
EM	Evaluation Manager
EMOP	Emergency Operation
EPRP	Emergency Preparedness and Response Package
EQ	Evaluation Questions
ER	Emergency Response
ERR	Emergency Response Roster
ERC	Emergency Relief Coordinator (WFP)
ET	Evaluation Team
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization
FASTER	Function and Support Training for Emergency Response
FIT	Future International Talent (Pool)
FLA	Field Level Agreement
FSA	Food Supply Agreements
FSC	Food Security Cluster
GCMF	Global Commodity Management Facility
GaM	Gender and Age Marker
GEN	Gender Office (WFP HQ)
GenCap	Gender Standby Capacity Project (IASC)
GIS	Geographic Information System
HC	Humanitarian Coordinator
HQ	Headquarters
HR	Human Resources
HRM	Human Resources (WFP HQ)
IASC	Inter-Agency Standing Committee
ICM	Integrated Corridor Management
IDP	Internally Displaced Person

IPL	Internal Project Lending
IR	Inception Report
IR-PREP	Immediate Response – Preparedness and Response Enhancement Programme
IRA	Immediate Response Account
IRG	Internal Reference Group
IRM	Integrated Road Map
IPL	Internal Project Lending
KII	Key Informant Interview
LEO	Limited Emergency Operation
LESS	Logistics Execution Support System
LICs	Low-Income Countries
MAF	Macro Advance Financing
MICs	Middle-Income Countries
L3	Level 3 Emergency Response
LAC	Latin America and Caribbean
LEO	Limited Emergency Operation
LORA	List of Registered Air Operators
MRF	Management Results Framework
MOPAN	Multilateral Organization Performance Assessment Network
MPA	Minimum Preparedness Actions
mVAM	mobile Vulnerability Analysis and Mapping
NGO	Non-Governmental Organization
PREP	Preparedness and Response Enhancement Programme
PSEA	Protection against Sexual Exploitation and Abuse
OCHA	United Nations Office for the Co-ordination of Humanitarian Affairs
OECD-DAC	Organization of Economic Cooperation and Development's Development Assistance Committee
OEV	Office of Evaluation
OSE	Emergency Preparedness and Support Response (WFP HQ)
OSZ	Policy and Programmes (WFP HQ)
OTF	Operational Task Force
PACE	Performance and Competency Enhancement System
PSEA	Preventing Sexual Exploitation and Abuse
RBB	Regional Bureau in Bangkok
RBC	Regional Bureau in Cairo
RBD	Regional Bureau in Dakar
RBJ	Regional Bureau in Johannesburg
RBN	Regional Bureau in Nairobi
RBP	Regional Bureau in Panama
SRAC	Strategic Resource Allocation Committee
SREL	Systematic Review of Evaluations and Lessons Learned
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commission for Refugees
UNHRD	United Nations Humanitarian Response Depots
UNICEF	United Nations Children's Fund
VAM	Vulnerability Analysis and Mapping
WHS	World Humanitarian Summit
WFP	World Food Programme
WINGS	WFP Information Network and Global system

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