Strategic Evaluation of Funding Wfp's Work

Evaluation Report – Volume II Annexes

Commissioned by the

WFP Office of Evaluation

10 April 2020

Acknowledgements

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EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

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1. Background

1.1. Introduction

1.   Strategic Evaluations focus on strategic and systemic issues of corporate relevance, including new WFP strategic directions and the associated policy, operations and activities. They evaluate the quality of work being done in relation to the new strategic direction as well as its results and seek to explain why and how these results occurred.

2.   The Terms of Reference (ToR) were prepared by the WFP Office of Evaluation (OEV) evaluation manager, Michael Reynolds, Senior Evaluation Advisor, based on a document review and discussions with stakeholders. The purpose of the 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 also used as the basis for consulting companies to prepare proposals for undertaking the evaluation and set the parameters for the detailed design in the inception phase.

3.   The ToR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the policy and strategy framework, the relevant activities undertaken, and the scope of the evaluation; Chapter 4 sets out 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), basic funding data (Annex 3), tentative list of possible countries for data collection missions (Annex 4), proposed visits to capitals and headquarters (Annex 5), key documents (Annex 6), OEV guidance (Annex 7), proposed composition of the Internal Reference Group (Annex 8) and selected definitions (Annex 9).

5.   The evaluation is scheduled to take place from May 2019 to March 2020. 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 Annual Session in June 2020 together with the management response.

1.2. SDG Funding Context and Strategy

6.   The UN estimates that USD 5-7 trillion is needed annually to achieve the Sustainable Development Goals (SDGs). Continued Official Development Assistance (ODA) will be critical to leave no one behind and catalyze other financing streams, but by itself will be insufficient for achieving the goals. The challenge of financing the 2030 Agenda at the country level has emerged as a key issue since the adoption of the SDGs in September 2015. The Addis Ababa Action Agenda (AAAA), lays the foundations for the financing of the SDGs and is an integral part of the 2030 Agenda.

7.   More recently, the SDG Financing Strategy[1] presented by the UN Secretary-General in September 2018, reiterates that the "United Nations has a critical role in supporting the mobilization of finance for sustainable development". The financing needs for the SDGs therefore call for a comprehensive overhaul in the UN system's approach to financing. Specifically, this will require the UN to shift from the funding of individual projects to the financing of transformative change: Leveraging all existing financial flows and instruments to finance the overall development results to which the UN contributes.

8.   The Financing Strategy builds on the new and ambitious phase of the ongoing United Nations reform process initiated by the Secretary General in mid-2017.[2] These reforms may lead to some significant changes in the way the United Nations is organized and the way it approaches development. A new approach to United Nations system-wide programming at the country level – the United Nations Sustainable Development Cooperation Framework (UNSDCF) – will link funding of the framework with overall SDG financing needs.

9.   In addition, Member States have been discussing a funding compact to explore reasonable options that could help improve the flexibility and predictability of resources allocated to the UN development system, in return for greater effectiveness, transparency and accountability on system-wide results. The

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[1] The Secretary-General's Strategy for Financing the 2030 Agenda for Sustainable Development (2018-2021)
[2] UN Reform https://www.un.org/sustainabledevelopment/repositioning-the-un-development-system/

compact is in line with recent agreements between the community of humanitarian donors and aid organizations.[3]

10.   Although WFP has a dual development and humanitarian mandate, the majority of its expenditures is in the humanitarian area. The 2018 State of the Humanitarian System report noted a number of key features in terms of humanitarian financing. First, humanitarian needs continued to increase in 2015–17 with an estimated 201 million people requiring international humanitarian assistance in 2017, the highest number to date. The number of people forcibly displaced by conflict and violence also increased, reaching 68.5 million in 2017. Second, a small number of complex crises received most of the funding: over the three years, half of all international humanitarian assistance went to just four crises (Syria, Yemen, South Sudan and Iraq). Third, most international assistance went to countries affected by multiple types of crisis: generally, conflict-affected countries that were also hosting refugees or experiencing 'natural' disasters. Fourth, a small number of donor governments contributed the majority of international humanitarian assistance over 2015–17: the three largest donors accounted for 59% of all government contributions in 2017. Fifth, most donor funding (60% in 2016) went to multilateral agencies, although much of this money was then passed on as grants to non-governmental organizations (NGOs).

1.3. WFP Funding Context

11.   WFP has gone from being a $2 billion a year organization in 2002 to one with contributions reaching over $7 billion in 2017 and 2018. Unfortunately, needs have risen at the same time, assessed at over $10 billion in 2018 and 2019 (annex 3.a). WFP's move beyond saving lives to changing lives through strengthen the resilience of affected people, as well as the root causes of their vulnerability, has implications for funding, with investments now expected to reduce humanitarian needs in the future.

12.   ***Sources of funding.*** By far the largest source of funding for WFP's work is from governments and specifically from OECD/DAC members. In 2017, contributions from OECD/DAC countries had reached over 90% of the total. Support is concentrated among a few donors with the top 4 donors accounting for 67% of all government contributions over the 5 years 2014-2018. Gulf Cooperation Council and middle east donor contributions have been large but not consistent, reaching 8% of total contributions in 2018. Similarly, BRICS, although these have been in decline since reaching almost 4% of total contributions in 2011. The contribution of host governments has varied between 1 and 4% over the 2011-2018 period.

Figure 1: Contributions by source of funds, 2011-2018 (percentage of total)

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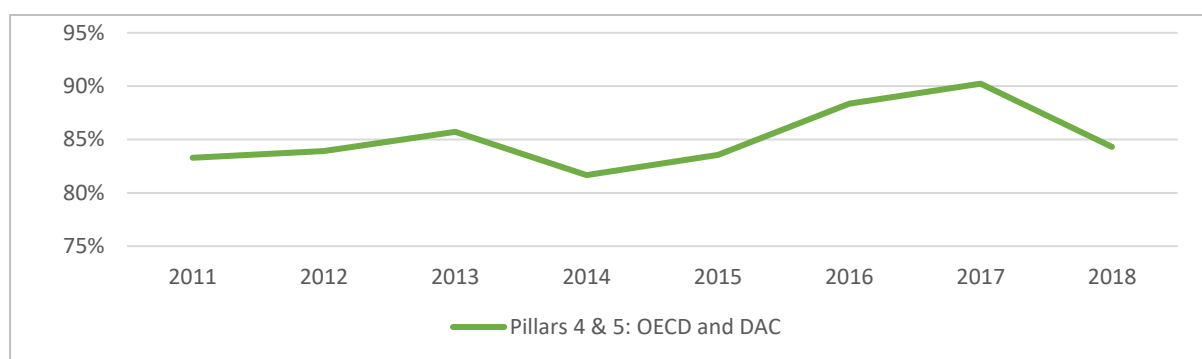
[3] For example, the 2016 Grand Bargain. In the Grand Bargain, the term "organisations" refers to all humanitarian aid providers including the United Nations, its agencies, funds and programmes, the International Organisation for Migration (IOM), national and international NGOs, the International Red Cross and Red Crescent Movement.
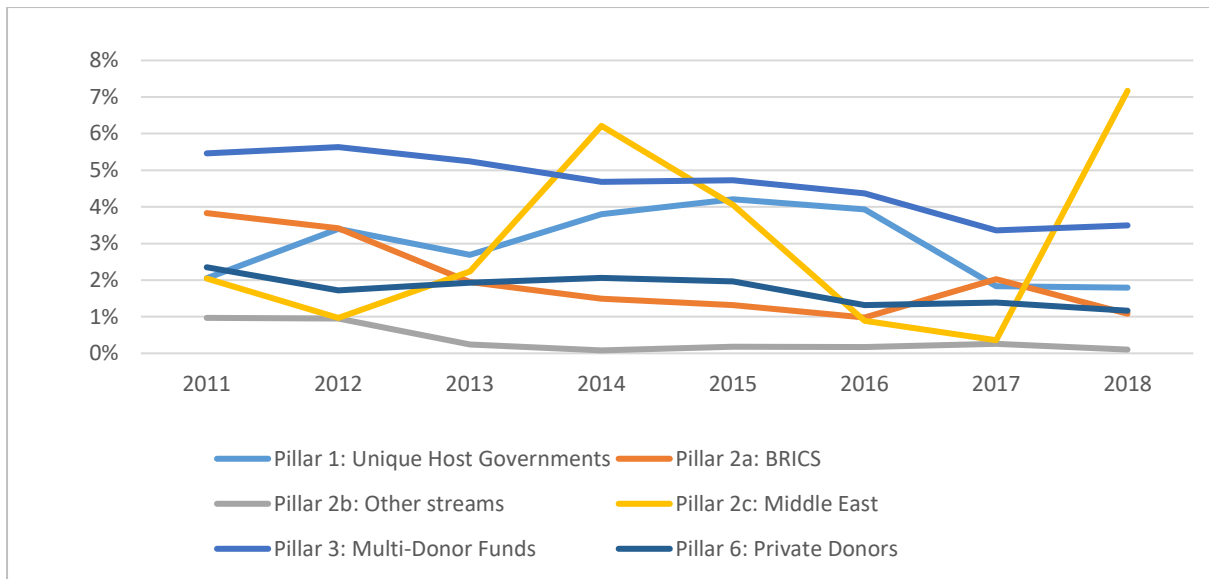
Source: WFP Factory

13.   Pooled funds, also referred to as multi-donor trust funds, aggregate funding from multiple donors to maximize impact in a specific geographic or thematic area. While governments are the main donors to pooled funds, private sector actors and foundations are increasingly important contributors to these mechanisms. However, the majority of pooled funds available to WFP are administered by the UN and are referred to as UN inter-agency pooled funds.

14.   Although the amount of private sector contribution has been increasing, its share has declined from over 2% of the total in 2011 to about 1% in 2018. Other sources have been very limited, including from international financial institutions such as the World Bank.

15.   ***The flexibility of funding.*** With multilateral contributions WFP determines the country programme or WFP activities in which the contribution will be used and how it will be used. It could also be a contribution made in response to a broad-based appeal for which WFP determines, within the scope of the appeal, the country programme or WFP activities in which the contribution will be used and how it will be used, and for which the donor will accept reports submitted to the Board as sufficient to meet the requirements of the donor. In 2011, multilateral contributions represented 12% of total contributions to WFP but in 2017 only represented 5% (it was 19% in 2002). The actual amount has not decreased so much (by just over 10%) but in relative terms it has not kept pace with the rapid growth in directed funds as illustrated in Figure 2.

Figure 2: Directed and multilateral contributions, 2011-2018 (US Dollars)
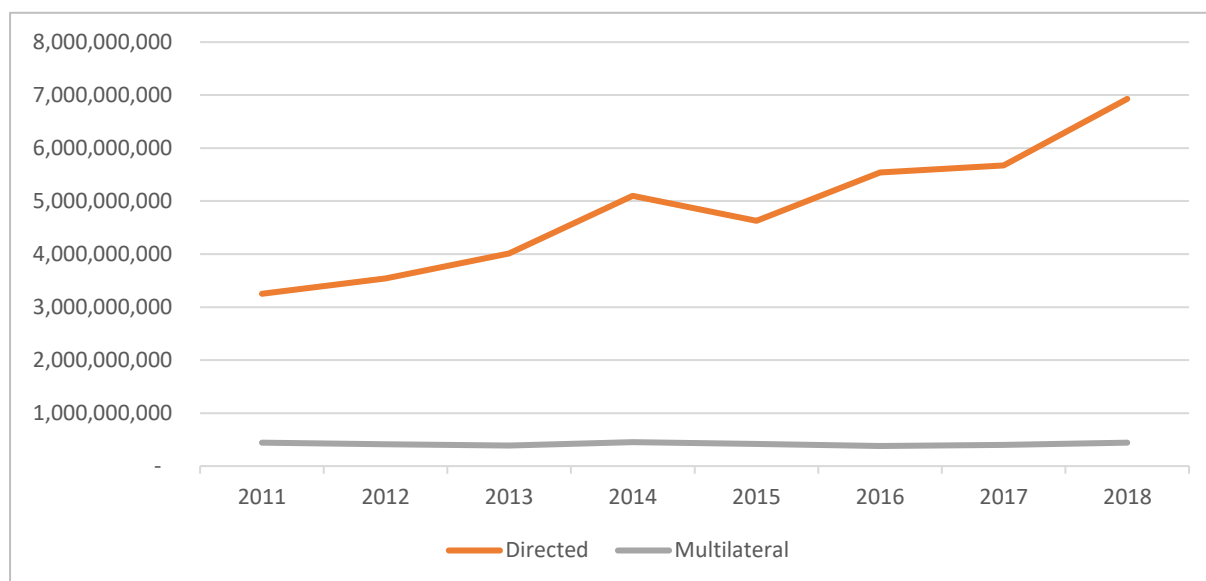
Source: WFP Factory

16.   A 2013 analysis of contributions from the top 10 donors to the project system showed that 88 percent of all contributions were earmarked to below the project level or had additional conditions attached relating to purchasing restrictions or geographic targeting. Although introduction of the Integrated Road Map (IRM) was expected to lead to a reduction in earmarking, more recent analysis shows the dominance of activity-level registration of grants, representing 88 percent of total funding received as of early 2018. The impact of activity-level earmarking may be compounded by secondary conditions attached to grants that restrict their use to specific geographic locations, modalities, beneficiary groups, sub-activities, and purchasing restrictions, or combinations of these.

17.   Recent analysis also shows that while 70 percent of the grants received had spending deadlines of more than 12 months, the remaining 30 had spending deadlines of less than 12 months. While spending deadlines have always posed challenges to funds management, the project-based cumulative pot facilitated a greater space to optimize grants, including those with extremely tight and strict TOD/TDD[4], whilst the new system is less flexible.

18.   ***How the funds are used.*** The key characteristic of resource allocation is the high concentration among a small number of host countries. In 2017 WFP, Syria +5 response, and operations in South Sudan, Yemen, Somalia, Ethiopia, Nigeria and Sudan accounted for approximately 63% of all WFP expenditure.[5] Although most funds are used for crisis response, the proportion of funding for resilience building activities have almost doubled, from nearly 16 percent of the 2018 implementation plan to 29 percent in 2019. At the same time, requirements for the "response to root causes"[6] focus area account for 6 percent of the implementation plan, down from 10 percent in 2018.[7]

19.   Contributions are charged a cost recovery rate to cover indirect support costs (ISC) in accordance with the WFP full cost recovery policy.[8] The Programme Support and Administrative (PSA) budget is funded from the ISC income amounting to USD 385.1 million in 2019.[9] A standard PSA allocation is made to each of WFP's 83 COs to provide funds for country director positions, with additional allocations for national staff and

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[4] Terminal Obligation date (TOD) and Valid To dates (TDD - Terminal Disbursement date)
[5] WFP Annual Performance Report 2017, Annex VII-B.
[6] "Response to root causes" is one of three WFP focus areas described in Annex 9.
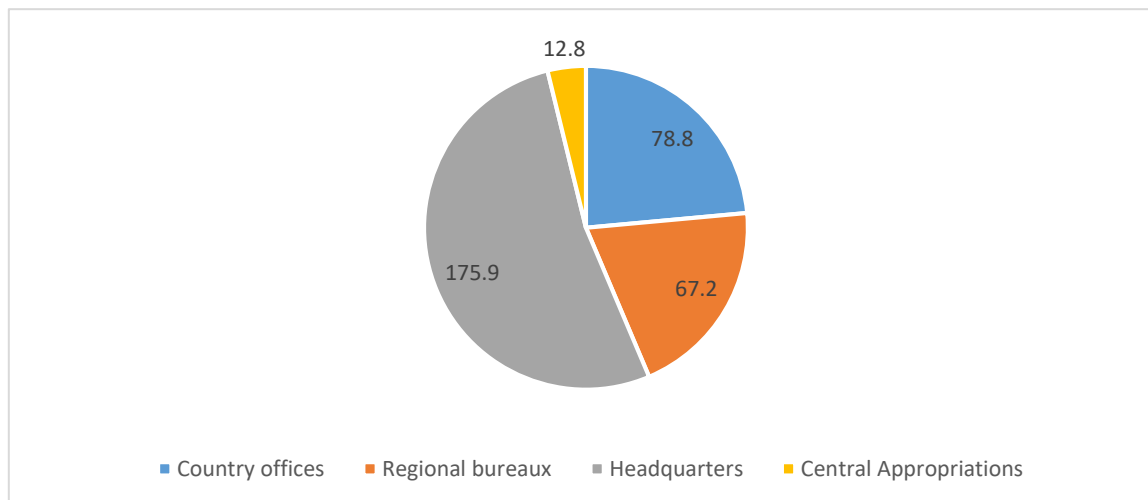[7] WFP Management Plan 2019-2021 page 2
[8] The current ISC recovery rate is 6.5%, reduced to 4% for host government contributions to programmes in their own countries and from developing countries or countries in transition.
[9] WFP Management Plan 2019-2021 page 93

operating costs (and in some cases positions to provide strategic and targeted support). Figure 3 shows that PSA expenditures at the headquarters (HQ) level represent more than half the total.

Figure 3: PSA Budget by Organizational Level 2017 (USD Million)

- Country offices
- Regional bureaux
- Headquarters
- Central Appropriations

Values: 78.8, 67.2, 175.9, 12.8

Source: Management Plan 2019-2021 Table IV.13

20.   The PSA equalization account (PSEA) is used to fund the difference between the ISC income and approved PSA expenditure i.e. it is a reserve that underwrites the risk of decrease in ISC income. In the 2019-21 management plan, the Executive Board (EB) approved the use of some of the PSEA for critical corporate initiatives.

2. Reasons for the Evaluation

2.1. Rationale

21.   Shortages of funds compared to needs has been a longstanding challenge for WFP and one that has become more acute in recent years. Significantly increased beneficiary needs coupled with multiple and simultaneous L-3 emergencies may strain donor capacity to respond to emergencies and development programmes within WFP's portfolio. Reducing the gap between resources and needs remains a priority for the organization[10] but comes with risks in a highly unpredictable environment for both, making it necessary for WFP to remain flexible and able to adapt. As noted in the previous section, WFP is heavily reliant on a small number of donors and there is need to understand how the organization can encourage other donors to increase their contributions.

22.   It is also clear that some areas of WFP's work are significantly less funded than others, especially those related to addressing "root causes". Moreover, in 2018, 65% of country offices had less than 60% funded against the Country Strategic Plan (CSP).[11] Many country offices, especially those in middle-income countries without humanitarian components, are struggling and this is partly the reflection of the concentration of a large part of overall funding on a small number of countries in humanitarian crisis.

23.   Funding and partnerships for zero hunger is also one of the WFP Executive Director's priorities (categorized as an enabling priority). Noting that WFP recorded a record level of contribution revenues in 2017, the Executive Director emphasized opportunities for augmenting the scope of funding streams from existing donors in line with its mandate and consistent with its operational competence.

24.   Evidence from evaluations[12] shows that funding shortfalls restricted the majority of WFP operations, not only in their ability to fully meet assessed needs, but also in their scope for innovating, strengthening capacities and ensuring linkages across the humanitarian–development-peace nexus. Effects included

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[10] The original Corporate Results Framework 2017-2021 lists "the percentage of gross funding needs met" as a Key Performance Indicator listed in the APR 2017 with a target of 100% and 2016 baseline of 67%. The revised CRF approved in November 2018 (WFP/EB.2/2018/5-B/Rev.1) has a similar KPI "Percentage of needs-based plan funded in country office operations" but a target has yet to be approved.

[11] IRM Analytics CPB Financial management overview

[12] Synthesis report on operation evaluations for 2016–2017; country portfolio evaluations;

curtailed activities, pipeline breaks and reduced coverage of geographic areas and populations and frequency of assistance provision. Opportunities to pilot test innovations, implement capacity strengthening activities and undertake activities focused on the transition from emergency to recovery were also constrained.

25.   Funding is marked by low flexibility as reflected in high levels of earmarking with more flexible "multilateral funding" in decline and only slowly increasing multiyear funding. The 2018 Strategic Evaluation of the CSP Pilots found that this situation (that also existed before the IRM) forces COs into a cycle of constant, expedient short-term funding decisions aimed at creating liquidity. One consequence is that creative solutions are found to manage short-term fluctuations in budget availability in specific activity budget lines, which can obscure the intended line of sight between resources and results. This ongoing lack of predictability has required repetitive revisions to spending plans, led to inconsistent support across activities and risks WFP reputational damage.

26.   WFP also faces the challenge of allocating resources to corporate programme and policy priorities, despite the large portion of PSA allocated to HQ.[13] It needs to adapt its funding and allocation mechanisms to the new environment of the IRM and more specifically, the CSP framework. These mechanisms also need to address the challenge of preparing for changes envisaged in the ongoing UN reform process and the implications for funding WFP's work. Existing mechanisms have yet to move from funding projects to financing transformative change and ensuring national partners have adequate resources to undertake their activities aimed at achieving zero hunger and SDG2.

2.2. Objectives

27.   Evaluations serve the dual objectives of accountability and learning. As such, the Strategic Evaluation of Funding WFP's Work will:

- Assess and report on the quality and results of WFP's direct and indirect efforts to support appropriate funding of efforts towards zero hunger, taking into account relevant risks and opportunities (accountability).

- Determine the reasons why WFP has or has not been able to fund its work in order to draw lessons to strengthen efforts aimed at progress towards zero hunger (learning).

28.   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 Plan (an initial version can be found in Annex 2).

2.3. Stakeholders and Users of the Evaluation

29.   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 staff and partners at the regional and country-levels. 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[14]:

- The Partnership and Governance Department: the Government Partnership Division (PGG); the Private Sector Partnership Division (PGP); the Rome-based Agencies Division (PGR); UN system, Africa Union and Multilateral Partnerships Division (NYC); WFP offices in Washington and Brussels (WAS and BRU)

- The Resource Management Department: the Budget and Programming Division (RMB); the Performance Management and Monitoring Division (RMP)

- The Operations Services Department: the Division for Emergency Preparedness and Support Response (OSE); the Supply Chain Division (OSC); the Policy and Programme Division (OSZ); Nutrition's Division (OSN); School Feeding Service (OSF)

- Office of the Deputy Executive Director: Gender Office (GEN); Strategic Coordination and Support

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[13] Audits, evaluations including the 2019 Strategic Evaluation of WFP Support for Enhanced Resilience

[14] A proposal to change the organizational structure will be presented to the Executive Board at the annual session in June 2019.

Division (STR)

- Chief of Staff: Communications, Advocacy and Marketing Division (CAM)

30.   At the decentralized level, key users will include WFP regional bureaux and country office staff working on internal and external fund raising as well as internal allocation of resources. It is expected that the results of the evaluation (findings, conclusions and recommendations) will be used to strengthen the understanding WFP's work on mobilizing resources for the SDGs.

31.   Potential global stakeholders and users of the evaluation will include humanitarian and development actors, academics, consortia and networks working on issues related to WFP's mandate. National governments and implementing agencies in the countries where WFP works are important potential users of the evaluation. Equally, UN entities, both in terms of learning from the WFP experience as well as in relation to their own work as well as clients of WFP common services. 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. Finally, private sector partners, actual and potential, may use the evaluation in establishing new or strengthening existing partnerships. 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

32.   WFP is a voluntarily funded organization that relies entirely on contributions from governments, corporations and individuals to finance its operations. Unlike many United Nations entities (specialized agencies and others),[15] WFP does not have assessed contributions that provide a predictable source of funds.[16]

3.1. Strategic and Policy Framework

33.   The General Regulations and General Rules is the document that establishes the World Food Programme (WFP) as an organization and outlines its rules of governance. Article XIII sets out the overall framework for contributions and Article X of the Financial Regulations deals with the WFP Fund.

34.   There is no formal overarching funding strategy and strategic plans have provided limited direction. The Strategic Plan 2008-2013 noted that it will guide discussions on WFP's funding mechanisms, which may require adjustments. The next Strategic Plan 2014-2017 noted the challenging funding environment and the need to advocate for more flexible and longer-term funding. The Strategic Plan 2017-2021 noted that the Country Strategic Plan (CSP) will be the vehicle for resource mobilization, fund management and spending authority. The CSPs should also guide internal resource allocation mechanisms.

35.   The CSP were introduced as part of the comprehensive IRM that links four inter-related corporate components – the Strategic Plan (2017-2021), the Policy on Country Strategic Plans, the Financial Framework Review and the Corporate Results Framework. The integrated approach of the IRM aims at helping WFP to design better programmes aligned with national priorities in order to:

- enable WFP to serve people in need more effectively and efficiently
- support government policies, actions and resource allocations for eliminating hunger in their countries
- clearly communicate what WFP is delivering and its distinct added value
- efficiently plan and implement WFP programmes for those in greatest need by being focused on the results WFP needs to achieve
- better allocate resources to achieve, measure and understand results and impacts
- learn from performance management and accountability systems to improve WFP programme design and implementation

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[15] Only 10 of the 34 key UN entities have no assessed funds (UN MPTF Office and Dag Hammarskjold Foundation. *Financing the UN Development System: opening doors*. 2018)

[16] This is the same for the other major United Nations funds and programmes - UNDP, UNICEF and UNFPA – although the proportion of core funds in these entities is higher.

- work in a flexible manner, responding to changing country needs while balancing addressing humanitarian needs and development

- move away from fragmentation in WFP's work and reduce transaction costs

- improve transparency in donor reporting

- harmonize with external partners in the public and private sectors as well as other United Nations agencies

36.   As part of its support for SDG 17, the Strategic Plan 2017-2021 includes a strategic outcome category of "increased government access to financial resources" and a related Strategic Result (number 7). The plan recognizes "the critical importance of enhanced roles for governments and other national and local actors in financing development initiatives and humanitarian preparedness, response, and recovery".[17] It suggests that "WFP's long experience in developing effective partnerships with public and private actors for financing humanitarian and development activities" can help governments address the complex challenges they face in generating the required investment. This is in line with the SDG financing strategy to move beyond a focus on financing its own projects (as noted in section 2).

37.   There are also a limited number of executive board approved policy documents directly relating to funding WFP's work. The WFP Corporate Partnership Strategy (2014–2017),[18] approved by the Board in 2014, articulates WFP's partnership approach based on shared goals and the principles of good partnership outlined in the United Nations Global Humanitarian Platform. No new strategy was developed for 2018 onwards but the partnership approach was incorporated as a foundation of the partnership pillar of the Strategic Plan (2017–2021). The principles outlined in the corporate partnership strategy continue to guide partnership implementation of the Strategic Plan, including the Policy on Country Strategic Plans and implementation of the Integrated Road Map. The corporate partnership strategy continues to provide a high-level framework for identifying and guiding the development of effective partnerships.

38.   The WFP Gender Policy 2015-2020 aims to ensure that corporate funding is made available to implement the policy. Specifically, gender equality and women's empowerment activities are included in project budgets, all documents and budget revisions; and the resources identified for work in gender equality and women's empowerment meet the corporate financial benchmark by representing at least 11 percent of total project costs, increasing to at least 15 percent by 2020.[19]

39.   The WFP South–South and Triangular Cooperation Policy,[20] approved by the Board in 2015, builds on its existing South–South and Triangular Cooperation (SSTC) engagement and notes that South–South cooperation, triangular arrangements and in-kind or cash contributions through twinning[21] are important potential funding sources.

40.   A private sector partnerships and fundraising strategy for 2018–2021 was developed, building on the strategy for 2013–2017. It aimed to maximize the organization's ability to secure private sector support and resources for achieving zero hunger. The strategy also built on the principles outlined in the Corporate Partnership Strategy, as aligned to the principles of good partnership in the UN's Global Humanitarian Platform. It was discussed with the EB at informal consultations but wasn't formally presented. A new version (2020-2025) will be presented at the second regular session of the Executive Board in November 2019.

41.   More general reform processes have affected funding. The Fit for Purpose exercise (2013-2016) supported finding better ways to work in partnership and set the groundwork for the development of the Integrated Road Map. It also supported savings, estimated to reach 120 million between 2013 and 2019 (largely through the Business Process Review).[22]

3.2. Overview of Relevant WFP Activities

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[17] WFP Strategic Plan 2017-2021, paragraph 53

[18] WFP/EB.A/2014/5-B. The policy was evaluated in 2016: *Policy Evaluation of the WFP Corporate Partnership Strategy (2014-2017)*

[19] The UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women also includes performance indicators related to financial resource tracking and financial resource allocation.

[20] WFP/EB.A/2015/5-D

[21] See paragraph 46

[22] *Summary Review of Fit for Purpose Organization-Strengthening Initiative* (WFP/EB.1/2017/11-C) paragraph 46

42. There is no unit with overarching responsibility for all aspects of funding. At present, responsibilities for resource mobilization rests in Partnerships and Governance Department and responsibilities for allocation of resources rests in the Resource Management Department. Communications, critical for resource mobilization, is located in the Office of the Chief of Staff. Section 2.3 provides a list of other stakeholders.

43. ***Attracting Funds.*** The Government Partnership Division (PGG) has developed a number of initiatives aimed at attracting donor funds, including online tools for managing partnerships such as Salesforce. WFP aims to be proactive in communicating how donor resources have contributed positively to operations in an effort to encourage further support. Nine WFP offices have been established to ensure partnerships with host governments and facilitate resource mobilization. Two have the status of a division and report to the Assistant Executive Director Partnerships and Governance Department (Brussels and Washington) and the remainder fall under the Government Donor Division (Berlin, Madrid, Paris, Seoul, Tokyo and the United Arab Emirates). Government Partnership Officers posts have also been established in regional and country offices.

44. Mechanisms have been established to facilitate resource mobilization from new donors such as the Emerging Donor Matching Fund (EDMF)[23], which serves as a funding source of last recourse for the operational and support costs associated with commodity contributions from eligible emerging donors who cannot provide the funds to cover such costs. Host governments are also encouraged to become regular donors through twinning with donor countries to cover operational support costs in the short term, with a view to meeting full-cost recovery from their own resources in the long term.

45. WFP has developed a number of specific schemes to attract individuals to fund its work, for example the ShareTheMeal app. The Value Assessment for Opportunities has also been developed to help WFP staff self-assess the benefits of a partnership opportunity, whether an NGO, private sector company, or academic institution. A Communications Advocacy and Marketing Strategy was finalized in mid-2018 includes the objectives of creating an enabling environment for fundraising.

46. WFP is also working to position itself with Host Governments receiving funds from international financial institutions (IFIs), such as the World Bank, as a partner and implementer. Complementing the United Nations reform process, new financial instruments and fundraising mechanisms provide additional resource opportunities that can contribute to meeting WFP's corporate needs. The range of potential funding streams includes[24] pooled funds, digital fundraising channels, disaster insurance, debt swaps, impact bonds, and blended finance.

47. ***The IRM and the SDG financing***. CSPs define WFP's role and portfolio of assistance at the country level and are WFP's strategic, programmatic and governance instrument in a country for a period of up to five years, replacing the previous collection of project documents. It was expected that the CSP framework would lead to better predictability and flexibility of resource allocation and that resource mobilization would be enhanced through Improved visibility and communication as well as enhanced performance management, reporting and accountability, with a stronger focus on results.

48. It was also expected that the Financial Framework Review would provide a funding model that is better adapted to the agreed short- and long-term missions of WFP, thus strengthening the CSPs by establishing stronger linkages among financial, short-term and long-term operational goals.

49. The introduction of SR7 mirrors the approach of the UN Secretary General's SDG financing strategy. As of March 2019, only one country (China) has activities contributing to SR7 outlined in its CSP. In other countries, the contribution to SR7 may be directly or indirectly mainstreamed under other strategic results and activities. Moreover, in WFP's revised corporate results framework, the tracking indicator is yet to be defined.

50. In 2018, WFP established the Strategic Partnerships Division (STR) to enhance and support WFP's engagement with IFIs, Host Government Ministries of Finance and Planning and other relevant development planning and financing partners. It will also strengthen relationships with the Africa Union and other related continental institutions. The Addis Ababa and Beijing Offices also fall under the supervision of this division.

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[23] Established in 2003
[24] *Annual Performance Report 2017* paragraph 426

51.   ***Internal allocation mechanisms.*** WFP can allocate the multilateral and softly earmarked resources it receives and has established mechanisms to do so. The Strategic Resource Allocation Committee (SRAC) was established in 2009, is chaired by the Deputy Executive Director,[25] and provides oversight of, and recommendations to the Executive Director, on resource allocations activities. Specifically, it is responsible for:[26]

- Reviewing future project funding requirements and shortfalls with a view to minimizing the impact of funding fluctuations, while maximizing the outcomes of programs.
- Ensuring that the allocation of financial resources, over which management has discretion, including PSA, the Capital Budgeting Facility, multilateral and extra-budgetary funds, is carried out in a coherent manner, and in accordance with corporate priorities, policies and procedures.
- Reviewing the status of Internal Project Lending (IPL) and the Immediate Response Account (IRA), to ensure the most effective use of these funding tools taking into account informed risk levels.

52.   The IPL mechanism allows forecast contributions to a project to serve as collateral to support spending on the project before the contributions are confirmed. The Executive Board has approved a ceiling for IPL of USD 570 million. This level is guaranteed through the operational reserve of USD 95.2 million, leveraged at a ratio of 6:1. The Macro advance financing (MAF) mechanism is similar to IPL and is managed within the IPL ceiling, but spending authority is based on a general funding forecast acting as collateral instead of specific forecast contributions. MAF was begun on a pilot basis in 2016; it was continued on the same basis in 2017, but fewer countries benefitted from it.

53.   The IRA enables WFP to finance specific activities addressing life-threatening situations. Funding allocations from the IRA are made without the need for collateral since the IRA is an existing reserve established by the Executive Board. The IRA is replenished through direct donor contributions. IRA funds allocated to a given project may be revolved when a project allocation is reimbursed from donor contributions made directly to the project. The IRA target level is USD 200 million for each financial period.

54.   The Global Commodity Management Facility (GCMF)[27], is a strategic financing platform for forward positioning food in a region or corridor, based on anticipated demand of nearby country offices. Established in 2011, the facility aims to reduce delivery lead-time (especially during emergencies) and enabled the forward positioning of nearly 2 million metric tons of food in 2017.

3.3. Scope of the Evaluation

55.   The evaluation will focus on four components. The first three relate to attracting funds to WFP and ensuring appropriate levels of flexibility and predictability of that funding. They cover:

- The role of corporate strategies, policies and structures
- The initiatives and individual capacities aimed at mobilizing funds
- The specific role of the IRM in funding WFP's work

The fourth component will cover mechanisms for allocating resources within WFP to fund its work, including the role of the SRAC and advance financing mechanisms.

56.   All sources of funds will be examined by the evaluation, including governments (donors and host country), multi-donor funds and multilateral organizations, private donors (individuals, corporations and foundations) and other innovative sources of finance. The evaluation will set the longer-term context and include a description of the evolving funding situation for the ten-year period since 2009.

57.   The evaluation will be undertaken within the framework of the IRM and its constituent parts, the Strategic Plan (2017-2021), the Corporate Results Framework, the Financial Framework Review and the Policy on Country Strategic Plans. Given the huge shifts that have taken place with the introduction of the IRM, the evaluation will answer the evaluation questions through looking at information over the past five years.

4. Evaluation Approach, Questions and Methodology

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[25] Additional members: Chief of Staff (member and alternate Chair); Assistant Executive Directors (members); Director, Budget and Programming Division (observer).

[26] Executive Director's Circular. *Strategic Resource Allocation Committee (SRAC) Governance Structure*. OED2018/005

[27] Formerly known as Forward Purchase Facility or FPF

4.1. Overview of Evaluation Approach

58.   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 evaluation objectives. Although the evaluation includes both accountability and learning objectives, it will be formative in nature and will primarily focus on organizational learning.

59.   During the inception phase, members of the evaluation team will conduct an inception mission to one country where WFP works to deepen the team's understanding of the process, gather information on data availability and quality, and test data collection instruments and approaches. The inception mission will also visit the respective regional bureau. There will be a validation workshop with internal stakeholders following the mission as an integral part of the inception phase.[28] The inception report will include a constructed theory of change, a detailed evaluation matrix and a description of the proposed methodological approach.[29] An assessment of gender and equity-related data gaps will be included in the evaluation approach.

60.   The evaluation design will consider ongoing WFP efforts to enhance organizational effectiveness, including a country office presence review and a review of headquarters and regional bureaux, which includes the development of ToRs for regional bureaux and headquarters, and a functional review. These exercises should be completed in mid-2019 and feed into the inception phase of the evaluation.

61.   The inception process will also take into account an Advisory Assurance on Corporate Resource Allocation to be conducted by the Office of the Inspector General in April/May 2019, which should feed into the design of the component on internal resource allocation mechanisms. The evaluation design will also consider the work of the Strategic Evaluation of WFP's Capacity to Respond to Emergencies which will examine issues related to use of advanced financing mechanisms in emergencies.

4.2. Evaluability Assessment

62.   There is a large body of existing evaluations that can be used to provide evidence for the evaluation. These include centralized evaluations, such as the policy and strategic evaluations on pooled funds and the corporate partnership strategy, as well as audits, such as the one on donor fund management (see Annex 6b). Moreover, funding is a recurrent theme within country specific evaluations, including country portfolio evaluations as well as in decentralized evaluations, and further evidence may be extracted from these evaluations as well as synthesis reports.

63.   In terms of administrative data on funding, over time WFP has developed different systems to register donor contributions, funding allocations, overall resource situations for project, programmes, trust funds and country strategic plans, level of multilateral contributions, reporting on use of advance finance mechanism and on the use of funding. This will include WINGS[30], the Factory[31], the CSP Data Portal[32], the annual performance reports, management plans, standard project reports and annual country reports for specific countries and, with the introduction of IRM, the IRM Analytics Platform. Despite these resources, it is important to note that not all the systems have the same level of granularity in terms of data, and comparison between different periods covered by the evaluation may not always be possible.

64.   Additional resources may also be available from external global humanitarian and development organizations (OCHA, ALNAP, OECD DAC). Moreover, interviews with relevant external stakeholders (executive board members, donor and other partners including the private sector) will represent an additional resource to respond to the evaluation questions. The evaluation may face challenges collecting data on WFP's catalytic role in attracting funds for host countries. These challenges will be mitigated by effective country selection.

4.3. Evaluation Questions

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[28] If necessary, this could be a virtual meeting.
[29] The full details of the inception report can be found in the OEV CEQAS for strategic evaluations.
[30] WFP Information Network and Global Systems – see Glossary Annex 9
[31] One-stop shop for contribution statistics by donor, region and CO – see Glossary Annex 9
[32] The CSP Data Portal provides WFP's Member States access to transparent programme, financial and performance-related information on Executive Board approved CSPs/ICSPs

65.   The evaluation will address four broad questions, which collectively aim to generate evaluation insights and evidence that will help WFP colleagues adapt the policy, processes and procedures for supporting funding WFP's work as well as that of its partners. The following evaluation questions will set the framework for the completion of the evaluation matrix. The sub-questions will be detailed further by the evaluation team during the inception phase and finalized in the inception report.

66.   The actual flows of funds and the levels of predictability and flexibility will be set as context. In addition, knowledge about the impact of funding shortfalls or low-flexibility funding will be extracted from existing evaluations, audits and lessons learned documents. Evaluation questions 1 and 2 therefore examine the factors that affect these levels of funding. Evaluation question 3 relates to how the IRM has changed WFP's ability to mobilize funds and evaluation question 4 concerns internal allocation mechanisms.

Evaluation Question 1: to what extent has WFP developed a comprehensive, coherent and effective policy framework, strategy and organizational structure to ensure adequate and appropriate funding for WFP's work?

- To what extent have policies and strategies related to funding WFP's work been coherent and flexible in a changing funding landscape?

- To what extent has funding guided the overall organizational strategy?

- To what extent are the organizational architecture, legal framework and governance structures appropriate for ensuring adequate funding?

- To what extent has WFP's level of ambition been consistent with closing the gap between funds and needs?

- To what extent is the organization taking into account the risks of working in a volatile funding environment?

Evaluation Question 2: to what extent has WFP successfully implemented the tools, approaches, incentives and individual capacities to attract adequate and appropriate funding for WFP's work, including from private sources?

- To what extent have WFP initiatives at all levels been effective in supporting mobilization of resources for priority activities?

- To what extent has WFP seized opportunities to attract new sources of funding and engage in innovative funding mechanisms?

- To what extent is WFP at HQ and regional levels providing effective support to COs, including small COs in middle-income countries?

- To what extent is WFP prepared to engage in joint resource mobilization activities with other members of the UN family, including the potential risks and opportunities presented by UN reform?

Evaluation Question 3: To what extent has the move to the IRM helped or hindered mobilization of adequate and appropriate resources and what opportunities are there for the future?

- To what extent has WFP been able to communicate its potential role, strengths, results and success across its dual mandate, especially in the focus areas of resilience building and response to root causes?

- To what extent has WFP been able to fulfil the accountability and transparency requirements of funders?

- To what extent have country offices developed ways to address the constraints of low levels funding and/or flexible funding, including in middle-income countries?

- To what extent has WFP been able to support host countries to mobilize resources for supporting their own work aimed at achieving zero hunger, and thereby contribute to its Strategic Result 7?

Evaluation Question 4: to what extent do WFP's internal resource allocation mechanisms help meet the organization's priority needs on time?

- To what extent does the allocation reflect corporate priorities and core needs of the organization?

- To what extent have allocation decisions been timely, clear and transparent?

- To what extent are the mechanisms and organizational structures in place to play this role in a flexible and effective manner?

67.   The evaluation questions will help in the process of making an evaluative judgement to fulfil the accountability objective but across all of them the evaluation team will also need to identify the factors that can explain WFP's performance. This will help address the learning objective of the evaluation.

4.4. Methodology

68.   The evaluation will employ relevant internationally agreed evaluation criteria to answer the evaluation questions. 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 forms the basis of WFP's strategy for funding its work and ensuring adequate resources for achieving SDG2, as well as its objectives in these areas.

- 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.

69.   As noted, the detailed methodology will be set out in an inception report to be completed at the end of an inception phase.

70.   ***Data Collection Methods.*** The methodology should also demonstrate impartiality and lack of bias by relying on a cross-section of information sources (e.g. different stakeholder groups) and using a mixed-methods approach (e.g. quantitative, qualitative) to ensure triangulation of information collected through a variety of means, including:

- **Analysis of WFP administrative data**: Analysis of corporate administrative data such as levels, sources, nature and quality of funding (see section 4.2 on evaluability).

- **Desk review of background documents**: Desk reviews will cover a wide variety of background material available. An initial and limited mapping of key relevant documents can be found in Annex 6a and will be further developed in the inception phase.

- **Review of existing evidence in evaluations and audits:** A review of the body of evaluations, audits and lessons learned documents will be undertaken early in the data collection process (see section 4.2 on evaluability as well as Annex 6b).

- **Key Informant interviews (internal):** These will take place at HQ and regional levels. All six regional bureaux will be visited, one during the inception mission. Interviews at HQ will need to go beyond the evaluation team briefing.

- **Key informant interviews (external):** Interviews with donors, multilateral development organizations, private sector funders and executive board members will be undertaken. Annex 5 lists possible cities to visit while other informants can be covered by telephone interviews. The following three cities will be visited (Brussels, New York and Washington) and at least four others should be selected from the list including at least one in Asia.

- **Country Case Studies**: Within the time available for data collection, 6 country case studies will be undertaken through short field missions and another country will be covered by the inception mission. The emphasis will be on speaking to WFP's partners at the country level and it is expected that the average time in country will be 3 days. Seven brief case study reports based on the structure of the evaluation matrix will be produced to feed into the overall process of analysis for the evaluation. The approach will be tested in the country selected for the inception mission.

    The selection of countries will be purposive, drawing on a number of criteria in order to ensure that specific funding contexts are covered. The criteria for identifying the countries are listed in Annex 4, which also indicates the tentative list of countries from which a final set will be selected. Where possible effort will 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).

71.   The proposal should ensure a balance between the different data collection methods listed above. Given the nature of the evaluation, this may not mean that the focus is on country case studies. It is important that adequate evaluation team time is allocated for HQ interviews, review of existing evaluations and audits, and analysis of administrative data. The sampling of document and people to be interviewed will result from the evaluation matrix which will be an integral part of the inception report.

72.   ***Comparative Study.*** The evaluation team should also undertake a comparative analysis of funding levels and strategies in other humanitarian and development organizations, examining alternative approaches and innovations. The purpose of the study is to establish a benchmark for where other organizations are in terms of raising funds from various sources and for various uses. The study would also identify good practices, success stories and lessons learned. The analysis should cover organizations working in the same areas as WFP and include other UN entities as well as relevant NGOs, including foundations. The design of the study will be further developed during the inception period and will include a comprehensive mapping of relevant documents.[33]

4.5. Quality Assurance

73.   WFP's CEQAS is based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community.[34] It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also supports quality assurance of evaluation reports (inception, full and summary reports) based on standardized checklists. The CEQAS will be systematically applied during this evaluation and relevant documents provided to the evaluation team.

74.   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 7). The proposal for undertaking the evaluation should include a clear quality assurance process to be performed before submitting deliverables to OEV (inception report to the final evaluation report). In addition, the proposal should set out the measures to ensure that all team members have adequately undertaken the document review before the fieldwork and are fully prepared for the team briefing at WFP HQ.

75.   There will be two levels of quality assurance used by OEV in the evaluation process, 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

76.   In order to present the evaluation to the Executive Board Annual Session in 2020, the timetable in Table 2 will be used. Annex 1 provides the timeline in more detail. This may be adjusted in the inception phase if fully agreed by OEV.

Table 2: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparation	January to April 2019	Scoping meetings in HQ Development of the ToR Selection of evaluation team and contract
2. Inception	May to August 2019	Team briefing in HQ and teamwork Inception mission to 1 CO and 1 RB Validation workshop

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[33] The exercise can build on the 2014 Joint Inspection Unit report "An Analysis of the Resource Mobilization Function within the United Nations System (JIU/REP/2014/1).

[34] For example, the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and the OECD Development Assistance Committee (DAC).

		Inception report
3. Evaluation	September to November 2019	Review of documents Evaluation missions and data collection Exit debriefing with HQ and RBs
4. Reporting	December 2019 to February 2020	Analysis Report drafting Comments process Learning workshop Final evaluation report
5. Executive Board and follow up.	March to June 2020	Summary evaluation report editing/evaluation report formatting Management response and Executive Board preparation Executive Board presentation (EB.A/2020) Dissemination event

5.2. OEV Roles and Responsibilities

77.   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

78.   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.

79.   The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in strategic-level evaluations. Knowledge and experience of different funding contexts and mechanisms within 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)
- where necessary, 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.

80.   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 over the period covered by the evaluation, 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 for ensuring the ethical conduct of their evaluators. Team members will also have the experience and capabilities to conduct high level external meetings on sensitive issues related to funding WFP's work.

81.   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 funding mechanisms and approaches to resource mobilization and partnerships as well as in the collection and analysis of both qualitative and quantitative data and information. The evaluation team must ensure a gender equality and equity focus in all phases of the evaluation. All team members should have a strong understanding of gender equality issues in funding humanitarian and development activities.

82.   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 humanitarian and/or development contexts. Between the team members, there should be considerable experience of: evolving UN financing mechanisms including pooled funds, taking into account the ongoing UN reform; bilateral donor decision-making processes and funding modalities; multilateral organization processes and modalities, including those of IFIs and global funds; corporate funding, individual giving and funding from foundations, and; innovative finance. Relevant experience will also be necessary in terms of understanding and assessing internal resource allocation mechanisms.

83.   The team itself should include a balance of men and women of mixed cultural backgrounds. A core team of 5 or 6 people is expected including the team leader. The core team could be complemented by shorter-term advisors covering specific technical issues. When conducting country studies, core team members should also 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). 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 fieldwork to generate additional evidence from a cross-section of stakeholders
- participate in team meetings with stakeholders
- prepare inputs in their technical area for the evaluation products
- contribute to the preparation of the evaluation report.

84.   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

85.   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 subject of the evaluation, including performance and results; facilitate the evaluation team's contacts with stakeholders for country visits, and; set up meetings and field visits, organize 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

86.   WFP colleagues from the key HQ divisions and regional bureaux 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 for reviewing the draft reports themselves. Annex 8 contains a tentative list of members. A small number of external experts from entities with expertise in financing international development and/or humanitarian organizations including 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.

5.6. Communication

87. Emphasizing transparent and open communication, the evaluation manager will ensure consultation with stakeholders during 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.

88. 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.

89. After completion of the fieldwork, OEV will organize an exit de-briefing with internal stakeholders to discuss the draft evaluation findings (November 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 (January 2020). The Summary Evaluation Report together with the Management Response will be presented to WFP's Executive Board in all official WFP languages in June 2020.

90. OEV will ensure dissemination of findings, conclusions and recommendations through the annual evaluation report, presentations in relevant meetings, and WFP internal/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 (July 2020). The country offices and regional bureaux are encouraged to circulate the final evaluation report to external stakeholders.

5.7. Budget

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

Annexes

Table 3 provides a mapping of the original annexes in the ToR and identifies which have been updated with new annexes for the evaluation report.

Table 3: Mapping of original ToR annexes and new evaluation report annexes

	Original Annex	Evaluation Report Coverage	
1	Detailed Evaluation Timeline	n/a	(updated in inception report)
2	Evaluation Communication and Learning Plan	Annex 1	ToR annex 1
3	Basic Funding Data	Annex 1	ToR annex 2
4	Tentative List of Countries for Data Collection Missions	Annex 8	Methodology
5	Proposed Visits to Capitals and HQs	Annex 8	Methodology
6	Key Documents	Annex 3	Bibliography
7	Office of Evaluation Guidance	Annex 1	ToR annex 3
8	Members of the Internal Reference Group (IRG)	Annex 1	ToR annex 4
9	Selected Definitions	Annex 6	Glossary of Terms
	Acronyms	Acronyms	

TOR ANNEX 1: EVALUATION COMMUNICATION AND LEARNING PLAN

Internal (WFP) communication plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Jan-April 2019) TOR (April 2019)	Full ToR ToR summary	OEV, CO, RB, HQ,	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft ToR for comments / Final for information
Inception (May-August 2019)	HQ Briefing + Inception Mission + Validation Workshop + Inception Report (IR)	HQ, RB, CO, stakeholders	Operational & Informative	EM	Written exchange	Draft IR for comments Final IR for information
Fieldwork debrief (Nov 2019)	PPT	CO, RB, HQ, stakeholders	Operational	Evaluation Team Leader (TL)	Meeting / Teleconference	For information and verbal feedback
Reporting (Dec 2019-March 2020)	Draft and Final Evaluation Report (ER), Workshop	CO, RB, HQ, EAG, stakeholders	All	EM, OEV Director	Written exchanges (+ matrix of comments on request) and presentations	Draft ER for written comments / Final ER for information
Learning workshop (Jan 2020)	PPT	CO, RB, HQ	Learning	EM, OEV Director	Workshop	Utilization of the findings and conclusions of the evaluation
Follow-up/EB (Apr-Jun 2020)	Evaluation Brief	CO, RB, HQ	Informative	EM, OEV Director	Written exchange	Dissemination of evaluation findings and conclusions.
Dissemination event (July 2020)	PPT	CO, RB, HQ	Informative	EM, OEV Director	Event	Dissemination of evaluation findings and conclusions.

External communications plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Purpose of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
ToR (April 2019)	Final ToR ToR summary	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER (April 2020)	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, (April 2020)	2-page Evaluation Brief	Board Members & wider public	Strategic	OEV	Website	Public information
Annual Session of the Executive Board (15-19 Jun 2020)	SER & Management Response	Board Members	All	OEV & RMP	Formal presentation	For EB consideration
Dissemination event (July 2020)	PPT	External stakeholders and wider public	Informative	EM, OEV Director	Event	Dissemination of evaluation findings and conclusions.

TOR ANNEX 2: BASIC FUNDING DATA

(a) **Total allocated contributions and total needs by year, 2011-2018**
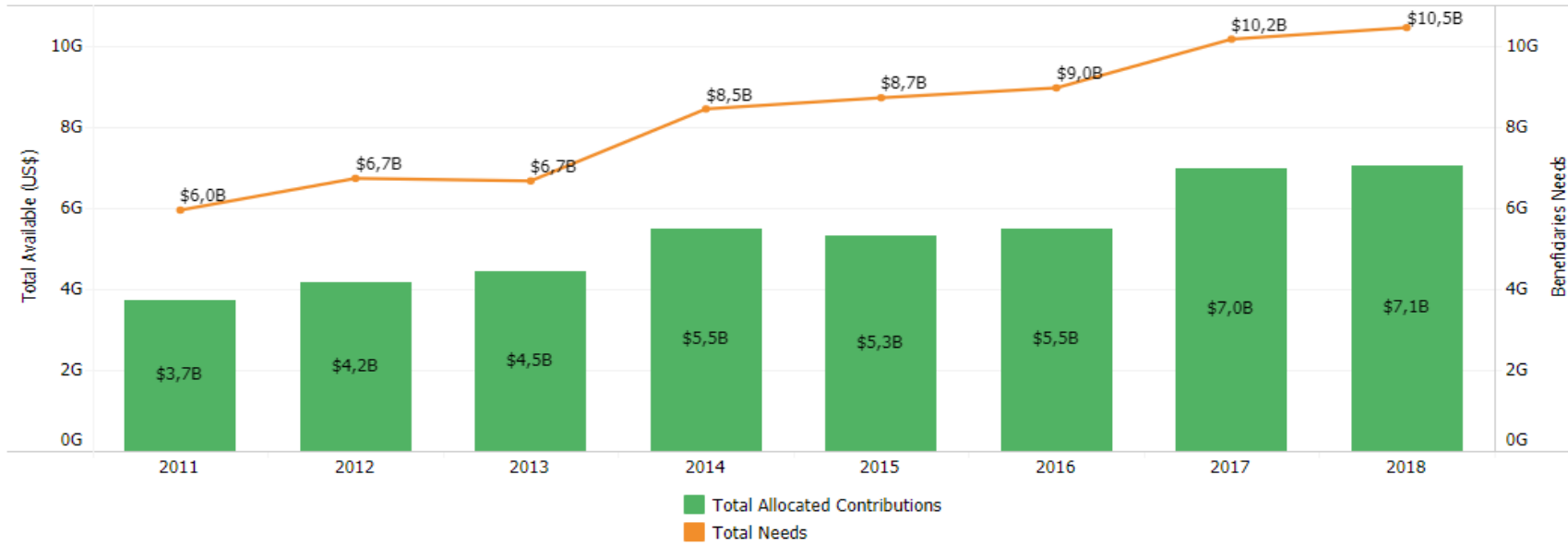
Source: WFP Factory

(b) Expenditures by type, 2011-2017
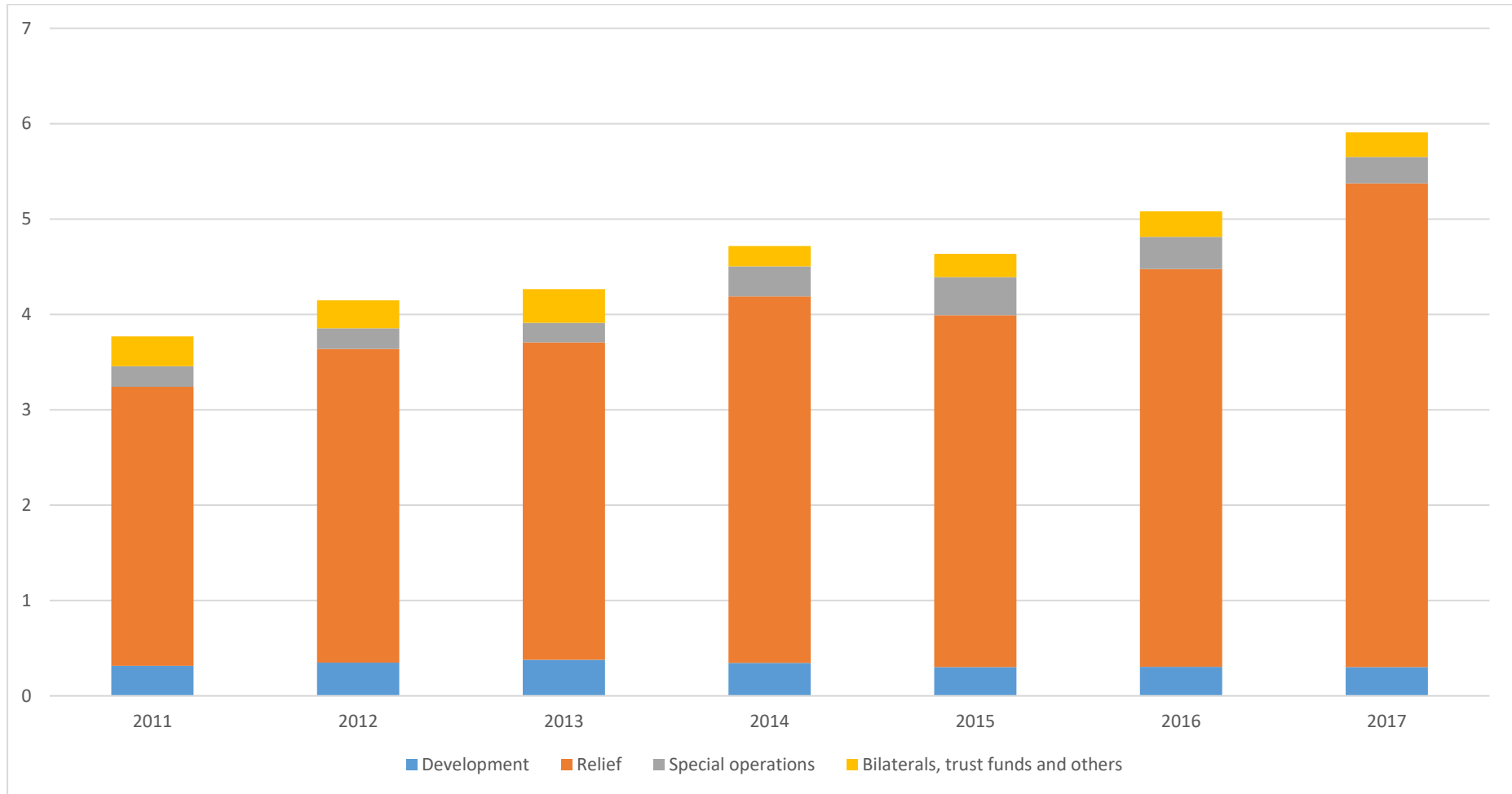
Source: WFP Annual Performance Reports (APR)

TOR ANNEX 3: OFFICE OF EVALUATION GUIDANCE

OEV Central Evaluation Quality Assurance System (CEQAS)
I. Guidance for process and content
II. Template for ToR
III. Quality Checklist for ToR
IV. Template for Inception Report
V. Quality Checklist for Inception Report
VI. Template for Evaluation Report
VII. Quality Checklist for Evaluation Report
VIII. Template for Summary Evaluation Report
IX. Quality Checklist for Summary Evaluation Report
OEV Style guides
Report style guide
Supplementary editorial standards for evaluation reports

TOR ANNEX 4: MEMBERS OF THE INTERNAL REFERENCE GROUP (IRG)

The following units will be asked to identify members for the IRG.

Office of the Deputy Executive Director
Regional Bureau Bangkok (RBB)
Regional Bureau Cairo (RBC)
Regional Bureau Dakar (RBD)
Regional Bureau Johannesburg (RBJ)
Regional Bureau Nairobi (RBN)
Regional Bureau Panama (RBP)
Strategic Coordination and Support Division (STR)
Gender Office (GEN)
Integrated Road Map Implementation (IRM)
Operations Services Department
Emergency Preparedness and Support Response Division (OSE)
Policy & Programme Division (OSZ)
Supply Chain Division (OSC)
Nutrition Division (OSN)
School Feeding Service (OSF)
Partnership, Governance and Advocacy Department
Government Partnership Division (PGG)
Private Sector Partnership Division (PGP)
Rome Based Agencies Division (PGR)
UN system, Africa Union and Multilateral Partnerships Division (NYC)
WFP office in Washington (WAS)
WFP offices in Brussels (BRU)
Resource Management Department
Budget and Programming Division (RMB)
Performance Management and Monitoring Division (RMP)
Chief of Staff
Communications, Advocacy and Marketing (CAM)

Note: membership of the IRG may change after the approval of a proposed new organizational structure at the Annual session of the EB in June 2019.

Annex 2: People Met and Interviewed

	First Name	Last Name	Title and Unit
		Headquarters	
		WFP Headquarters	
	Office of the Executive Director (ED)		
1	Sophie	Dunn	Consultant, School Feeding Evaluations
2	Kevin	Hodgson	Internal Audit Manager, Office of Internal Audit, Office of the Inspector General (OIGA)
3	Harriet	Spanos	Executive Board Secretary
4	Julie	Thoulouzan	Senior Evaluation Officer
5	Noortje	van Krieken	Internal Auditor, Inspector General and Oversight Office
	Office of the Chief of Staff (CS)		
6	Rehan	Asad	Chief of Staff
	Office of the Deputy Executive Director (DED)		
7	Amir	Abdullah	Deputy Executive Director
8	John	Crisci	Deputy Director (OIC) Supply Chain Division
9	Amer	Daoudi	Senior Director, Operations
10	Jolanda	Hogenkamp	Programme Advisor, Emergencies Division
11	Naouar	Labidi	Programme Officer, Emergencies Division
12	Harald	Manhardt	Programme Officer, IRM Steering Committee
13	Joseph	Manni	Deputy Director, IRM Steering Committee
14	Sandra	Milkovic	Programme Officer, Emergencies Division
15	Rathi	Palakrishnan	Senior Policy Advisor, IRM Steering Committee
16	Margot	van der Velden	Director of Emergencies
	Programme and Policy Development Department (PD)		
17	Valerie	Guarnieri	Assistant Executive Director, Operations Services Department
18	David	Kaatrud	Director, Programme – Humanitarian and Development Division
19	Lauren	Landis	Director, Nutrition Division
20	Tahir	Nour	Chief, Market Access Programmes Unit
21	Jacqueline	Paul	Senior Gender Advisor
22	Jennifer	Rosenzweig	Programme Policy Officer, Nutrition Division
23	Samir	Wanmali	Deputy Director, Programme – Humanitarian and Development Division
24	Ellen	Wielezynski	Officer, NGO Partnership Unit
	Partnerships and Advocacy Department (PA)		
25	Susan	Bounford	Government Partnerships Officer

26	Hom	Chhetri	Government Partnerships Officer
27	Barbara	Conte	Government Partnerships Officer
28	Stephanie	Hochstetter	Director, Rome-Based Agencies Division
29	Tim	Hunter	Director (OIC) Private Partnerships and Fundraising Division
30	Jennifer	Jacoby	Senior Government Partnerships Officer, Government Partnership Division
31	Adam	Jaffee	Policy Programme Officer, Strategic Coordination and Support Division
32	Lucie	Kanova	External Partnerships Officer, Rome-Based Agencies Division
33	Chris	Kaye	Director, Public Partnerships and Resourcing Department
34	Carola	Kenngott	Global Coordinator for South-South and Triangular Cooperation
35	Ute	Klamert	Assistant Executive Director, Partnerships and Advocacy Department
36	Alejandro	Lopez-Chicheri	Chief, Budget, Staffing and Division Planning, Communications, Marketing and Advocacy Division
37	Patrick	McKenna	Private Sector Partnerships and Funding Officer
38	Stanlake	Samkange	Director, Strategic Coordination and Support
39	Sandra	Westlake	Senior Private Sector Partnerships Officer, Head of Global Partnerships, Private Partnerships and Fundraising Division
	Resource Management Department (RM)		
40	Calum	Gardner	Deputy Director, Budget and Programming Division
41	Manoj	Juneja	Assistant Executive Director Resource Management and Chief Financial Officer
42	Betty	Ka	Deputy Director, Budget Division
43	Natasha	Nadazdin	Chief, Monitoring & Evaluation Liaison Unit, Performance Management and Monitoring Division
44	Anne	Nardini	Senior Budget and Programming Officer, Corporate Planning and Performance Division
45	Jane	Pearce	Director, Performance Management and Monitoring Division
46	Rebecca	Ssamba	Senior Budget & Programming Officer, Corporate Planning and Performance Division
47	Darlene	Tymo	Director, Resource Management (lead on Resources to Results initiative)
	Department for International Development (DFID), United Kingdom		
48	Chiara	Segrado	Deputy Permanent Representative to WFP, British Embassy

Regional Bureaux			
Bangkok Visit			
WFP Regional Bureau Bangkok			
49	John	Aylieff	Regional Director

50	Parichat	Buranatanit	Private-Sector Partnerships Officer
51	Tom	Chow	Head of Finance and Resource Management
52	Daniela	Demel	Programme Policy Officer
53	Kimberly	Deni	Programme Policy Advisor
54	Zahra	Inayat	Government Partnerships Officer
55	Jean-Luc	Kohler	Focal Point for Logistics
56	Kun	Li	Communications, Advocacy and Marketing Officer
57	Carla	Meija	Focal Point for Food Safety and Quality
58	Peter	Schaller	Head of Supply Chain Team
59	Tomoko	Shimazu	Private Sector Partnerships Officer
60	Janne	Suvanto	Senior Regional Partnerships Advisor
61	Anchanee	Thaisittipong	OIC Budget Programming Unit
Cairo Visit			
WFP Regional Bureau Cairo			
62	Teoman	Alp	Regional Administration Officer
63	Emilia	Casella	Senior External Partnerships Officer
64	Gordon	Craig	Deputy Regional Director
65	Noha	El Azhary	Business Support Associate
66	Abeer	Etefe	Senior Regional Communications Officer for Middle East, North Africa, Eastern Europe and Central Asia
67	Marah	Khayyat	Communications Officer
68	Rebecca	Lamade	Deputy Regional Director
69	Amina	Malik	Finance Officer
70	Madalena	Mendes Leal	Senior Regional Finance Officer
71	Luca	Molinas	Regional Evaluation Officer
72	Selly	Muzammil	Regional Government Partnerships Officer
73	Reem	Nada	Regional Communications Officer
74	Charlotte	Ravoet	Senior HR Officer (Region Middle East and North Africa, and Central Europe)
75	Rana	Sallam	Research Analyst, Monitoring and Evaluation
76	Angelica	Shaydaeva	Regional Human Resources Officer
77	Jane	Waite	Programme Policy Officer
78	Alejandro	Yeves Di Carlo	Monitoring and Evaluation Consultant

Dakar Visit			
WFP Regional Bureau Dakar			
79	Eric	Branckaert	Senior Regional VAM Officer
80	Valeria	Buitrago Crespo	Budget and Programming Officer
81	Pascale	Crapouse	Regional Head of Budget and Programming
82	Sofiane	Essayem	Regional Procurement Officer and OIC Supply Chain

83	Claire	Faugeras	Regional Head of Human Resources
84	Zsombor	Kalydy	Regional Government Partnerships Officer
85	Brian	Lander	Senior Emergency Advisor (on temporary assignment from WFP Geneva)
86	Peter	Musoko	Deputy Regional Director, Programmes and Partnerships
87	Chris	Nikoi	Regional Director
88	Hartmut	Pfortner	Senior Regional Finance Officer
89	Filippo	Pompili	Regional Evaluation Manager
90	Bushra	Rahman	Regional Government Partnerships Officer
91	Alina	Seebacher	Resilience Knowledge Management Consultant
92	Sarah Laure	Tchala	Regional Human R Officer
93	Moustapha	Toure	Regional Monitoring Adviser
UNICEF Dakar			
94	Aude	Rigot	Regional Emergency Specialist
95	Manuel	Rossini	Partnerships Specialist
96	Mechele	Tarsilla	Evaluation Specialist
U.S. Agency for International Development (USAID), Dakar			
97	John	Armah	Regional Director, USAID
98	Stephane	Dufils	West Africa Emergency Specialist
European Civil Protection and Humanitarian Aid Operations (ECHO), Dakar			
99	Christophe	Breyne	Expert Thématique Assistance Alimentaire, ECHO Dakar region
Johannesburg Visit			
WFP Regional Bureau Johannesburg			
100	Brian	Bogart	Senior Programme Policy Officer
101	Gerald	Bourke	Communications Officer
102	Donna	Favorito	Senior Regional Finance Officer
103	Deborah	Saidy	Deputy Regional Director (Southern Africa and Indian Ocean States)
Food and Agriculture Organization (FAO) Southern Africa			
104	David	Otieno Obong'o	Resilience Officer (FAO Sub regional Office for Southern Africa)
Embassy of the Federal Republic of Germany, Pretoria			
105	Christian	Grün	Head of Cooperation
Nairobi Visits			
WFP Regional Bureau Nairobi			
106	Andreas	Hansen	Head of Partnerships
107	Esther	Bande	Government Partnerships Officer
108	Brenda	Behan	Deputy Regional Director
109	Maria	Bernadez	Food Assistance and Livelihoods Expert, European Commission, Directorate-General ECHO,
110	Anoushka	Boteju	Regional Partnership and Planning Officer

111	Michael	DeSisti	US Agency for International Development, Chief, Regional Office for Food for Peace
112	Brook	Dubois	Communications Officer
113	Julian	Florez	Special Assistant to the Regional Director
114	Magana	Gikandi	Private Sector Partnerships Officer
115	David	Haysmith	Logistics Officer
116	Jenny	Hill	High Commission for Canada, Counsellor (Development) and Head of Cooperation
117	Tarek	Keshavjee	Senior Regional Logistics Officer
118	Sugi	Kim	External Partnerships Officer
119	Amanda	Lawrence-Brown	Communications Officer
120	Enock	Manani	Senior Human Resources Assistant
121	Matthew	McIlvenna	Regional Programme Officer - Emergency Preparedness and Response
122	Marina	Munoz	Partnerships Volunteer
123	Anita	Oberai	US Agency for International Development, Food for Peace, Programme Specialist
124	Elisha	Ogonji	High Commission for Canada, International Development Officer
125	Allison	Oman Lawi	Senior Regional Policy Advisor (Nutrition, HIV, Social Protection, School Feeding, Refugees)
126	Michele	Pict	Budget and Programme Officer
127	Michelle	Pique	Budget and Programme Officer
128	Rebecca	Semmes	US Agency for International Development, Food for Peace, Officer
129	Ross	Smith	Regional Head of Programme
130	Elsa	Solomon	Resource Management Analyst
131	Gabrielle	Tremblay	Evaluation Officer
132	Barbara	van Logchem	Regional Logistics Officer
133	Roberta	Verbanac	Partnerships Intern
Panama City Visit			
WFP Regional Bureau Panama			
134	Antonio	Baez	Head of Unit, Senior Finance and Administration Officer
135	Miguel	Barreto	Regional Director
136	Carolina	Barreto	Reporting Officer
137	Alexia	Doherty	Budget and Programming Officer
138	Elena	Ganan	Regional Gender Advisor
139	Thomas	Georgi	Budget and Programming Officer
140	Maria	Guimaraes	Government Partnerships Officer
141	Maria Gabriela	Jaén	Government Partnerships Officer
142	Belkacem	Machane	Head of Unit, Regional Supply Chain Officer
143	Aitor	Maguna	Head of Unit, Regional Human Resources Officer
144	Angela	Montoya	Private Sector Partnerships Officer

145	Kyung-Nan	Park	Deputy Regional Director
146	Maria	Pino	South-South Cooperation Officer
147	Marc	Regnault de La Mothe	Head of Unit, Senior Partnerships Officer
148	Norha	Restrepo	Head of Unit, Communications Officer
149	Giorgia	Testolin	Head of Unit, Senior Regional Programme Policy Officer
International Federation of Red Cross and Red Crescent (IFRC) Panama			
150	Stephen	McAndrew	Deputy Regional Director, IFRC Panama
151	Sandra	Ruiz Romero	Head of Unit for Partnerships Resource Development (PRD) and Planning Monitoring & Evaluation (PMER), IFRC Panama
UNICEF Panama			
152	Jose	Beruga	Regional Advisor for Child Protection and OIC for Deputy Regional Director, UNICEF Panama
FAO Panama			
153	Dina	Lopez Melendez	South-South Cooperation Officer and Resource Mobilization Officer, FAO Panama
Plan International			
154	Gerrit	Saen	Regional Head of Business Development
155	Janka	Szabo	Regional Resource Mobilization Analyst
Swiss Development Cooperation (SDC) in Central America			
156	Armin	Ullmann	Deputy Country Director, Responsible for Humanitarian Aid, Swiss Development Cooperation in Central America
WFP Haiti			
157	Raphael	Chuinard	Deputy Country Director, WFP Haiti
WFP Peru			
158	Tania	Goossens	Country Director, WFP Peru
WFP Bolivia			
159	Elisabeth	Faure	Country Director (and future head of WFP London office)

Country Offices			
Armenia Visit			
WFP Armenia Country Office			
160	Araksya	Adamyan	Head of Finance Unit
161	Mariam	Arakelian	Head of Human Resources Unit
162	Elmira	Bakhshinyan	Head of Nutrition Unit
163	Jelena	Milosevic	Country Director
164	Alessandro	Moretti	Head of Partnerships, Communications and OIM Unit
165	Yessai	Nikoyan	Head of Supply Chain Unit
166	Arpine	Porsughyan	Monitoring and Evaluation Officer
167	Gayane	Tonoyan	Head of School Feeding Implementation Unit

FAO			
168	Zaruhi	Beglaryan	Project Coordinator "Developing Capacity for Strengthening Food Security and Nutrition in Selected Countries of the Caucasus and Central Asia"
European Union			
169	Andrea	Baggioli	International Aid/Cooperation Officer
Ministry of Education, Armenia			
170	Arevik	Anapiosyan	Deputy Minister of Education
Japanese Embassy			
171	Ruzan	Khachatryan	Economic Section of the Embassy of Japan
British Embassy			
172	Oksana	Abrahamyan	Head of Programmes
173	Narek	Kosyan	Programme Manager
Sustainable School Feeding Foundation			
174	Satenik	Mkrtchyan	Executive Director
United Nations Development Programme (UNDP) Armenia			
175	Anna	Gyurjyan	Programme Officer
176	Armen	Tiraturyan	Project Manager
Ministry of Health, Armenia			
177	Karine	Gabrielyan	Head of the Public Health Department
178	Nanna	Skau	Deputy Country Director
China Visit			
WFP China Office			
179	Fu	Chen	Partnerships Consultant (Private Sector)
180	Jiang	Han	Programme Policy Officer (Domestic Programming)
181	Shiyin	Jin	Finance Associate (Resource Management)
182	Ming	Li	Donor Relations Officer
183	Xiaobei	Wang	Programme Policy Officer (Domestic Programming)
184	Mai	Wei	Donor Relations Officer
185	Xiangnan	Wei	Communications Officer
186	Jia	Yan	Programme Policy Officer (South-South and Triangular Cooperation)
Meituan Company			
187	Gaoyucong		Senior Manager, Corporate Social Responsibility
Ministry of Agriculture and Rural Affairs, People's Republic of China			
188	Wei	Liang	Deputy Division Consultant, Division of International Organizations, Department of International Cooperation
189	Song	Yuxing	Deputy Division Director, International and Private Sector Cooperation, Center of International Cooperation Service

			China International Development Cooperation Agency (CIDCA), People's Republic of China
190	Meng	Ran	Division of International Communication and Cooperation, Department of International Cooperation

			Ethiopia Visit
			Ethiopia Country Office
191	Amerech	Agldew	Gender Programme Assistant
192	Yonas Getahun	Assefa	Director UN Agencies, Climate-Resilient Green Economy Facility and Regional Economic Cooperation, Ethiopia Ministry of Finance & Economic Cooperation
193	Dan	Ayliffe	Senior Humanitarian Adviser (refugees), DFID
194	Diana	Darsney de Salcedo	Deputy Mission Director, USAID Ethiopia Office
195	Shakeela	Ellahi	Protection Advisor, Protection Office
196	Mohammed	Farra	Humanitarian Adviser (Programmes for Ethiopians), DFID
197	Elizabeth	Getahun	President Ethiopian Freight Forwarders & Shipping Agents Association / Chief Executive Officer, Panafric Global
198	Claude	Kakule	Head of Programme, Resource Management Unit
199	Hiwot	Kifle	Business Support Associate, Donor Relations Office
200	Mietek	Maj	Deputy Country Director, Ethiopia Country Office
201	Lourdes	Melendo	Partnerships Officer, Donor Relations Office
202	Magdalena	Moshi	Deputy Director WFP Africa Office, Representation to the African Union and United Nations Economic Commission for Africa
203	Ivan	Roberts	Minister Counsellor and Head of Development Cooperation, Embassy of Canada
204	Juan Carlos	Rodriguez	Deputy Chief, Office of Assets and Livelihoods in Transition, USAID Ethiopia Office
205	Yared	Sahle	Budget & Programming Officer. Resource Management Unit
206	Rekha	Shrestha	Policy Advisor, Office of the Resident Coordinator
207	Ciara	Silke	Humanitarian Adviser (Programmes for Ethiopians), DFID
208	Paul	Turnbull	Deputy Country Director, Ethiopia Country Office
209	Sjoerd	van den Heuvel	Budget & Programming Officer, Resource Management Unit

			India Visit
			WFP India Country Office
210	Jyotsna	Bhatnagar	Private Sector Partnerships Officer
211	Eric	Kenefick	Deputy Country Director
212	Abhay	Kumar	Monitoring, Evaluation and VAM Officer
213	Pradnya	Paithankar	SDG Manager / Head of Programme Operations
214	Bishow	Parajuli	Representative and Country Director
215	Neha	Sabharwal	Communications Officer

216	Shruti	Sharma	Government Partnerships Officer
217	Raadhana	Srivasdava	Gender Officer
WFP Trust Fund in India / The Hunger Project India			
218	Rita	Sarin	Chair / Global Vice President and Country Director India
Ministry of Agriculture and Farmers Welfare, Government of India			
219	Kamal	Datta	Joint Secretary of International Cooperation, Department of Food and Public Distribution
220	Shubha	Thakur	Joint Secretary, Department of Agriculture, Cooperation & Farmers Welfare
Central Agency for Public Mobilization and Statistics (CAPMAS), Government of India			
221	Dr. Mohamed	Ramadan	Research and Development Advisor to CAPMAS President
Centre for Responsible Business			
222	Rijit	Sengupta	Chief Executive Officer
UNICEF			
223	Richard	Beighton	Chief of Resource Mobilization and Partnerships

Kenya Visit			
WFP Kenya Country Office			
224	Mari	Hassinen-Agoya	Head, Country Capacity Strengthening Unit
225	Mattias	Ohana	Budget and Programming Officer
226	Evaline	Dianga	Monitoring and Evaluation Officer
227	Calum	Gardner	Deputy Country Director, Support Services
228	Antonio	Salort-Pons	Head of Public and Private Sector Partnerships (Kenya Country Office)
229	Altor	Serano Bellart	Special Assistant to the Country Director / Government and Private Sector Partnerships & Communications Consultant
230	Josefa	Zueco	Head of Supply Chain
WFP Somalia Country Office			
231	Cesar	Arroyo	Somalia Representative
232	Magda	Jurkowiescka	Logistics Officer
233	Meity	Kadarwati	Procurement Officer
234	Danielle	Naranjilla	Head of Partnerships
235	Rana	Toulaye Sek	Head of Budget and Programme Unit
Malawi Visit			
WFP Malawi Country Office			
236	Grace	Omondi	Head of Nutrition Unit
237	Kathy	Derore	Head of SO1 (Emergency Response) and SO4 (Resilience)
238	Margherita	Coco	JPGE Coordinator and Head of School Meals
239	Barbara	Fang	Public Information, Government Relations and Donor Relations Officer
240	Leah	Malikebu	Resource Management Unit Officer

241	Polycarp	Chigwenembe	Resource Management Unit Officer
242	Franck	Aynes	Head of Supply Chain
243	Badre	Bahaji	Partnerships, Reports and Communications Officer
244	Maribeth	Black	Head of Vulnerability Analysis and Mapping and Monitoring and Evaluation
245	Lazarus	Gonani	Vulnerability Analysis and Mapping Officer & Deputy Head of Programme
246	Michael	Hemling	Head of Resource Management
247	Diana	King	Programme Policy Officer - Head of Policy and Innovation/Social Protection
248	Gladys	Nakhumwa	Gender Advisor
249	Benoit	Thiry	Country Representative
Malawi Government			
250	Dyce	Nkhoma	Deputy Director for Recovery (Department of Disaster Management Affairs)
251	Peterson	Ponderani	Budget Director (Ministry of Finance, Economic Planning and Development)
252	Albert John	Saka	Chief School Health, Nutrition, HIV and AIDS Officer (Ministry of Education, Science and Technology)
Irish Aid Malawi			
253	Diarmuid	McClean	Development Specialist and Deputy Head of Mission
DFID Malawi			
254	Kash	Hussain	Senior Humanitarian and Resilience Programme and Policy Manager
USAID Malawi			
255	Emmanuel	Ngulube	Food for Peace Officer
256	Lori du	Trieville	Food for Peace Team Lead
UNDP Malawi			
257	Chimwemwe	Msowoya	Development Coordination Officer (Partnerships and Development Finance)
258	Maria Jose	Torres	Resident Coordinator/UNDP Resident Representative
FAO Malawi			
259	Zhijun	Chen	FAO Representative
260	Luis	Fernando-Ortiz	Programme Officer and Natural Resource Management Pillar Coordinator
UNICEF Malawi			
261	Albert	Mutua Muasya	Programme Budget Officer (Funds Management)
262	Venatius	Tsi Fon	Public Partnerships Specialist
United Nations High Commissioner for Refugees (UNHCR) Malawi			
263	Bernadett	Macskasy	Programme Officer
264	Richmond	Msowoya	Livelihoods and Inclusion Officer
Niger Visit			
WFP Niger County Office			

265	Vanessa	Rizzi	Head of Donor Relations Unit (ad interim)
266	Chiara	Cardosi	Partnerships Officer
267	Ramatoulaye	Cisse	Budget and Programming Officer
268	Jean Noel	Gentile	Deputy Country Director, Operations and Programmes
269	Lydie	Kouame	Deputy Country Director, Support Services
270	Abdou	Moussa	Budget and Programming Officer
271	Aissa	Omar Manga	Communications Officer
272	Raffaella	Policastro	Programme and Policy Officer
273	Isabelle Flore	Wega	Head of Communications
ECHO Niger			
274	Patrick	Andrey	Head of Office
USAID Niger			
275	Amadou	Ndiade	Food for Peace Officer
276	Mariama	Diallo Aitchedji	USAID Food For Peace Development Assistant Specialist
United Nations Agencies Niger			
277	Boubakar	Batoure	Associé Chargé des Affaires, OCHA
278	Landry	Brou	Chargé des Operations, FAO
279	Ilaria	Carnevali	Deputy Representative, UNICEF
280	Cherif	Lawan	Chargé des Programmes, International Fund for Agricultural Development (IFAD)
281	Benoit	Moreno	External Relations Officer, UNHCR
Dispositif National de Prevention et de Gestion des Crises Alimentaires, Government of Niger			
282	Chegou Sanoussi Liman	Abari	Secretaire Permanent du Dispositif
283	Elhadji Ibrahim	Adamou	Secretaire General Amenagiste Planificateur
284	Elh Mohamed	Najim	Coordinateur, Conseiller Principal du Premier Ministre
285	Idrissa	Samna	Coordinateur, Cellule Filets Sociaux
High Commission, Nigeriens Nourish Nigeriens (NC3N), Government of Niger			
286	Mado	Diakité	Assistante Technique
287	Mahaman	Sani Abdou	Secrétaire Général
288	Salissou	Yahouza	Directeur Département Communication, Mobilisation Communautaire, Renforcement des Capacités
Ministry of Community Development, Government of Niger			
289	Elhadji Ibrahim	Adamou	Secrétaire Général
290	Bacharou	Souleymane	Directeur Général du Développement Régional et Local
Other WFP Offices			
Brussels Visit			
WFP Brussels Office			

291	Christine	Grignon	Senior Programme Adviser
Government of Belgium			
292	Annick	Peeters	Desk Officer, Humanitarian Aid and WFP Focal Point
293	Koen	Van Acoleyen	Director a.i. Humanitarian Aid and Transition
Government of Flanders, Department of Foreign Affairs			
294	Simon	Calcoen	Policy Officer for International Development Cooperation
295	Veerle	Cnudde	Policy Officer for International Development Cooperation
296	Katrien	de Pauw	Head International Cooperation
297	Eva	Maes	Policy Advisor on Agriculture and Food Security
DG ECHO. DDG. C.3. Neighbourhood and Middle East Unit and C.4 North Africa, Iraq and Arabian Peninsula			
298	Mamar	Merzouk	Programme Manager - EU Policies / Humanitarian Aid Desk for Syrian crisis
299	Borja	Miguelez	Project Officer - International Aid / Cooperation Officer - Humanitarian Aid Desk for Yemen
DG ECHO. DDG. D.2. West and Central Africa Unit			
300	Tiziana	Buffagni	Programme Manager - Humanitarian Aid Desk for Nigeria and Focal Point Lake Chad crisis
301	Cecile	Yvan	Programme Assistant - EU policies / Humanitarian Aid Desk for Nigeria
DG ECHO. DDG. D.3 East and Southern Africa			
302	Julien	Desmedt	Team Leader for Sudan and South Sudan
DG ECHO. DDG. D.1 Strategic Partnerships with Humanitarian Organizations			
303	Susanne	Mallaun	Head of Unit, DG ECHO D1. Strategic Partnerships with Humanitarian Organizations
304	Olivier Francois	Schott	Strategic Partnerships with Humanitarian Organizations
Directorate-General for International Development and Cooperation (DG DEVCO). C.1. Rural Development, Food Security, Nutrition Unit			
305	Giampiero	Muci	Policy Officer - Farmers Organizations, Agricultural Services, Water/Irrigation, Social Transfers in Agriculture
Berlin Visit			
Federal Foreign Office, Government of Germany			
306	Kathrin	Bergmann	Desk Officer, Humanitarian Assistance - Policy, International Organizations, Multilateral Coordination
307	Thomas	Henzschel	Deputy Head of Division, Humanitarian Assistance - Policy, International Organizations, Multilateral Coordination
Federal Ministry for Economic Cooperation and Development (BMZ), Government of Germany			
308	Daniela	Bergelt	(Former) Senior Policy Advisor
309	Katja	Paereli	Senior Policy Advisor

WFP Berlin			
310	Heiko	Karl Knoch	Head of Office
311	Sabine	Starke	Government Partnerships Officer
Share the Meal			
312	Massimiliano	Costa	Head of Share the Meal Initiative
Innovation Accelerator			
313	Joanna	Purcell	Donor Relations and Partnerships Lead
314	Beatrix	Senoner	Donor Relations and Partnerships Consultant
Dubai Visit			
WFP Dubai			
315	Omar	Alessa	Partnerships Officer (Kuwait)
316	Elise	Bijon	Head of Private Partnerships
317	Zeina	Habib	Communications Officer
318	Ashraf	Hamouda	Donor & Private Sector Relations Officer
319	Nehal	Hegazy	External Partnerships Manager
320	Mageed	Yahia	Director of WFP United Arab Emirates and Representative to the Gulf Cooperation Council (GCC) Region
321	Rana	Zianta	Partnerships Officer
Government of the United Arab Emirates (UAE)			
322	Al Anood	Al Abdool	Deputy Director of Foreign Assistance Department, Ministry of Foreign Affairs and International Cooperation (MOFAIC)
323	Khalifa	Alketbi	Head of Humanitarian Coordination and Response Section, MOFAIC
324	Whalid	Elobaid	Humanitarian Advisor, MOFAIC
Geneva Visit			
WFP Geneva			
325	Gordana	Jerger	Director
326	Marie-Helene	Kyprianou	External Partnerships Officer
327	Benjamin	Syme	External Partnerships Consultant
OCHA Geneva			
328	Lisa	Carty	Director, Humanitarian Financing and Resource Mobilization Division
International Committee of the Red Cross (ICRC)			
329	Samar	Al-Attar	Senior Advisor on Donor Relations, Government Affairs and Fundraising, Resource Mobilization Division
330	Juan Luis	Coderque Galligo	Head of New Financing Models
331	Adib	Nahas	Head of Resource Mobilization, Donor Relations, Government Affairs and Fundraising
United Nations Food and Agriculture Organization (FAO)			

332	Rodrigue	Vinet	Senior Advisor, Programme Development & Humanitarian Affairs, FAO Liaison Office with the United Nations
World Health Organization (WHO)			
333	Peter Alexander	Singer	Special Adviser to the Director-General
Grand Bargain Secretariat			
334	Gian Maria	Pinto	Grand Bargain Secretariat
The Global Fund			
335	Marijke	Wijnroks	Chief of Staff
UNHCR			
336	Hiroko	Araki	Chief of Section, Humanitarian Financing and Field Support Section
337	Jordi	Passola	Chief of Marketing and Strategy, Private Sector Partnerships Section
338	Tapio	Vahtola	Head of Unit, Shared Value Partnerships, Private Sector Partnerships Section
Japan Visit			
WFP Tokyo Office			
339	Mitsugu	Hamai	Government Partnerships Officer
340	Naoko	Omuro	Private Sector Partnerships Officer
341	Kiyori	Ueno	Communications Officer
342	Naoe	Yakiya	Director Japan Relations Office
343	Raira	Yamasaki	Government Partnerships Officer
Japan Association for the World Food Programme			
344	Tusneyasu	Mori	General Manager, Fundraising Department
345	Kunio	Suzuki	Director, Board of Directors; Executive Officer
Ministry of Foreign Affairs, Japan			
346	Maki	Ikuse	Development Assistance Policy Coordination Division, International Cooperation Bureau
347	Kimiko	Yamauchi	Chief for International Organizations (WFP, OCHA), Humanitarian Assistance and Emergency Relief Division, International Cooperation Bureau
Nissin Foods Holdings			
348	Daisuke	Okabayashi	Manager, Corporate Social Responsibility Promotion Office, Corporate Communications Division
London Visit			
WFP London			
349	Leslie	Crosdale	Advocacy Coordinator
350	Elisabeth	Faure	Head of Office (prior to appointment, Country Director for Bolivia country office (CO) at time of interview)
351	Chi	Kurangwa	Private Partnerships Manager
Overseas Development Institute (ODI)			

352	Sherine	El-Taraboulsi McCarthy	Interim Senior Research Fellow
353	Wendy	Fenton	Acting Head of the Humanitarian Policy Group (HPG)
354	Marcus	Manuel	Senior Research Associate
355	Barnaby	Willitts-King	Senior Research Fellow, Humanitarian Policy Group
**Independent Commission for Aid Impact (ICAI)**		
356	Tamsyn	Barton	Chief Commissioner
**New York Visit**		
**WFP United Nations System, Africa Union and Multilateral Engagement Office**		
357	Paul	Skoczylas	Deputy Director
358	Coco	Ushiyama	Director UN System, Africa Union and Multilateral Engagement
359	Romina	Woldemariam	External Relations Officer
**Office for the Coordination of Humanitarian Affairs (OCHA)**		
360	Lisa	Doughten	Chief, Pooled Fund Management Branch, Humanitarian Financing & Resource Mobilization Division
**United Nations Development Coordination Office (UNDCO)**		
361	Marc	Jacquand	Adviser, Resident Coordinators Office
**UNICEF**		
362	Christopher	de Bono	Deputy Director, Division of Communications
363	Megan	Gilgan	Deputy Director, Public Partnerships Division
364	Yulia	Oleinik	Public Partnerships Officer
**Joint Strategic Development Goal Fund**		
365	Lisa	Kurbiel	Head of Secretariat
**United Nations Development Ppogramme**		
366	Per	Andersson	Senior Advisor, UN Financing, Multi-Partner Trust Fund Office
367	Lina	Fernandez	Team Leader, Performance Analysis and Projections, Partnerships Group, Bureau of External Relations and Advocacy
368	Janil	Greenaway	Team Leader, Partner Portfolio Management, Partnerships Group, Bureau of External Relations and Advocacy
369	Henriette	Keijzers	Deputy Executive Coordinator, Multi-Partner Trust Fund Office
370	Jennifer	Topping	Executive Coordinator, Multi-Partner Trust Fund Office
**Republic of Korea Visit**		
**WFP Seoul Office**		
371	Garam Caren	Choi	Communications Consultant
372	Junhee	Choi	Private Sector Partnerships Officer
373	Minsoo	Kim	Finance (Human Resources and Administration) Officer

374	Hyoung-Joon	Lim	Head, Seoul Office
375	Kwang Gyoun	Sohn	Communications Officer
376	You Jeong		Government Partnerships Officer
Community Chest of Korea			
377	Hyo Jin	Kim	Head, Resource Development Department
Ministry of Foreign Affairs			
378	Youn Ho	Kang	Deputy Director of Multilateral Development Cooperation and Humanitarian Assistance Division
UNICEF			
379	Bilal Aurang Zeb	Durrani	Head of Office
UNHCR			
380	Jeong Yoo	Hye	Private Sector Partnerships Officer
381	Wha Lee	Kyung	Assistant Private Sector Partnerships Officer
Korea Association of Fundraising Professionals			
382	Sinae	Hwang	Executive Director
383	Ye-eun	Moon	Fundraising Consultant
384	Lee Jeong	Seon	Fundraising Consultant
Washington Visits			
WFP Washington Office			
385	David	Austin	Director of Strategic Partnerships
386	Gresham	Barrett	Senior Director, Washington Office
387	Jon	Brause	Managing Director, Washington Office
The World Bank			
388	Ganna	Onysko	Operations Officer, Global Support Team on UN Agencies Engagement
389	Maria	Vannari	Programme Lead, Global Support Team on UN Agencies Engagement, Operations Policy & Country Services
Department of State, Bureau of Population, Refugees and Migration, US Government			
390	Maria	Rowan	Monitoring and Evaluation Officer
391	Rebecca	White	Food Security Officer
Office of Food for Peace, U.S. Agency for International Development (USAID), US Government			
392	Trey	Hicks	Director
393	Danielle	Mutone-Smith	Division Chief, Policy and Partnerships
394	Matt	Nims	Deputy Director
395	Michelle	Snow	WFP Liaison

Annex 3: Bibliography

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Annex 4: WFP Reporting Platforms

The following key reporting platforms are in place or under development to provide key stakeholders with data regarding WFP resource mobilization and allocation.

The **Integrated Road Map** (**IRM) Reporting Platform** is managed by the Resource Management department. It serves as a centralized system for accessing critical reports to support and facilitate resource management in the country portfolio budget (CPB) framework.[35] A wide assortment of reports are contained on the platform under the categories of planning, funds management, grants management, donor information and strategic. Key reports include:

- Country portfolio budget vs. actuals report, which monitors monthly spending against the planned budget, by cost component and activity as well as staff costs

- Country portfolio budget financial Management Overview with information on what has been planned, received, programmed and spent, by Strategic Outcome and activity linked to cost categories,

- CPB Financial Management – Resourcing Detail which displays resourcing details by source/grant and how funds have been programmed, committed and spent as well as uncommitted or unspent balances, and

- Annual Country Report – Financial Detail by Contribution, which provides information on the financial activity of the CPB by year and donor contribution.

The "Factory" is a statistical dashboard of WFP funding by country, donor and project. It allows the user to access information faster, in a more user-friendly format, than the primary source systems it draws from (Salesforce and WINGS). The Factory allows users to display information from a variety of perspectives including: Donor; Dashboard (Resourcing Overview); Programme Country; and Project.

The Country Office Resource Allocation (CORA) system provides users with reports about country office resource situations. It includes a Funds Management Dashboard that provides:

- Plan and resource report (including unspent balances)
- Advances (from all sources)
- Pipeline (based on data uploaded by country office monthly, then onto TeamWorks by regional bureaux then analysed and consolidated by the Performance Management and Accountability unit at headquarters)
- Net funding requirements (gap for coming six months)
- Grant details
- Staff.

On a monthly basis staff within Resource Management at WFP headquarters also generate a one-page summary report for Country Directors distilling information from the CORA system.

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[35] WFP, "Library of Resource Management Reports", April 2018.

Annex 5: Detailed Conceptual Framework

Figure 5.1 Conceptual framework: overview

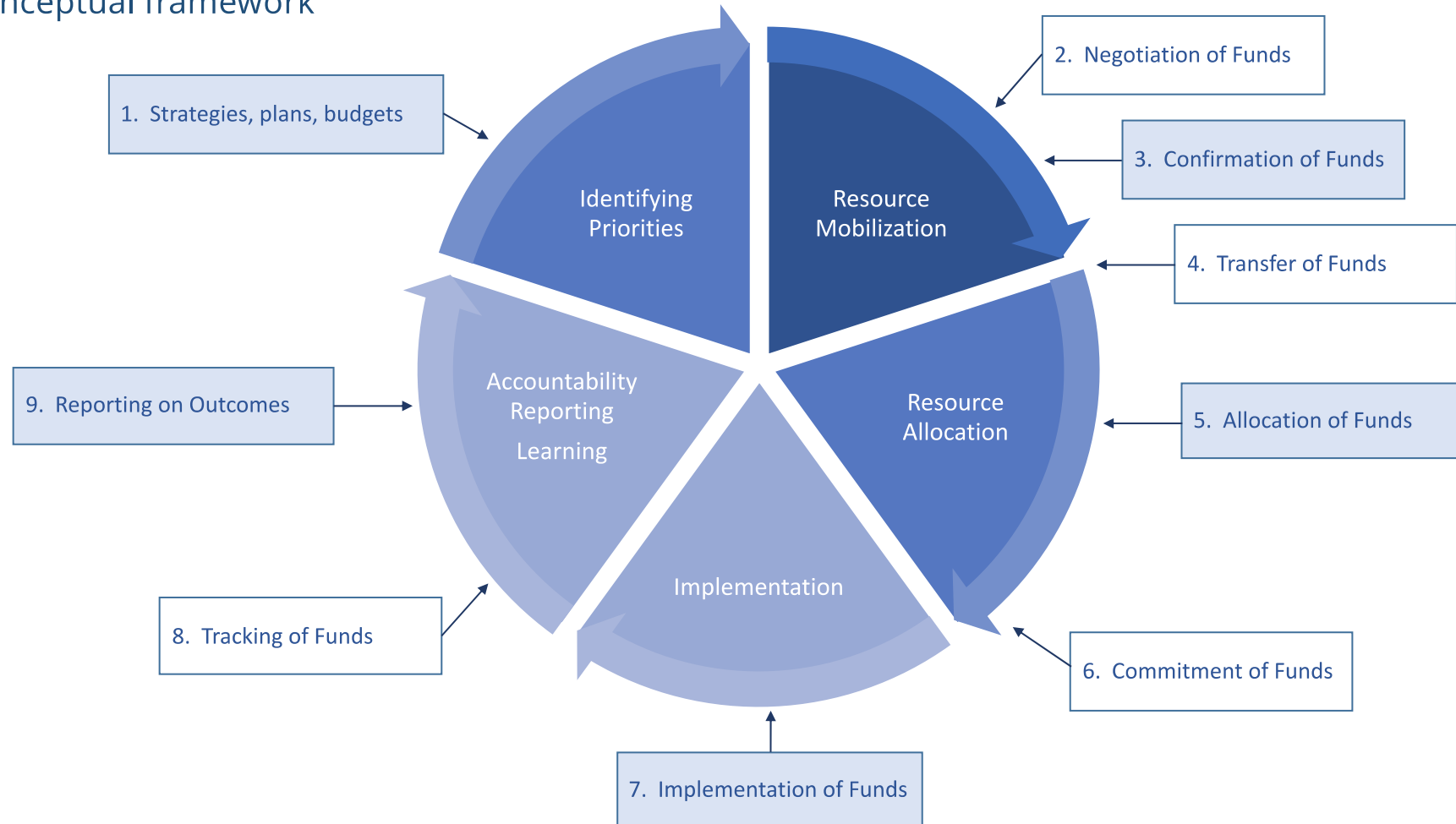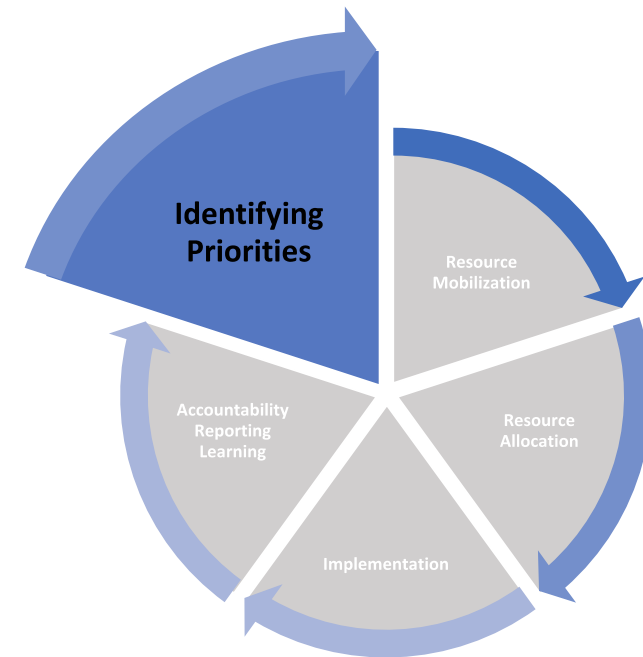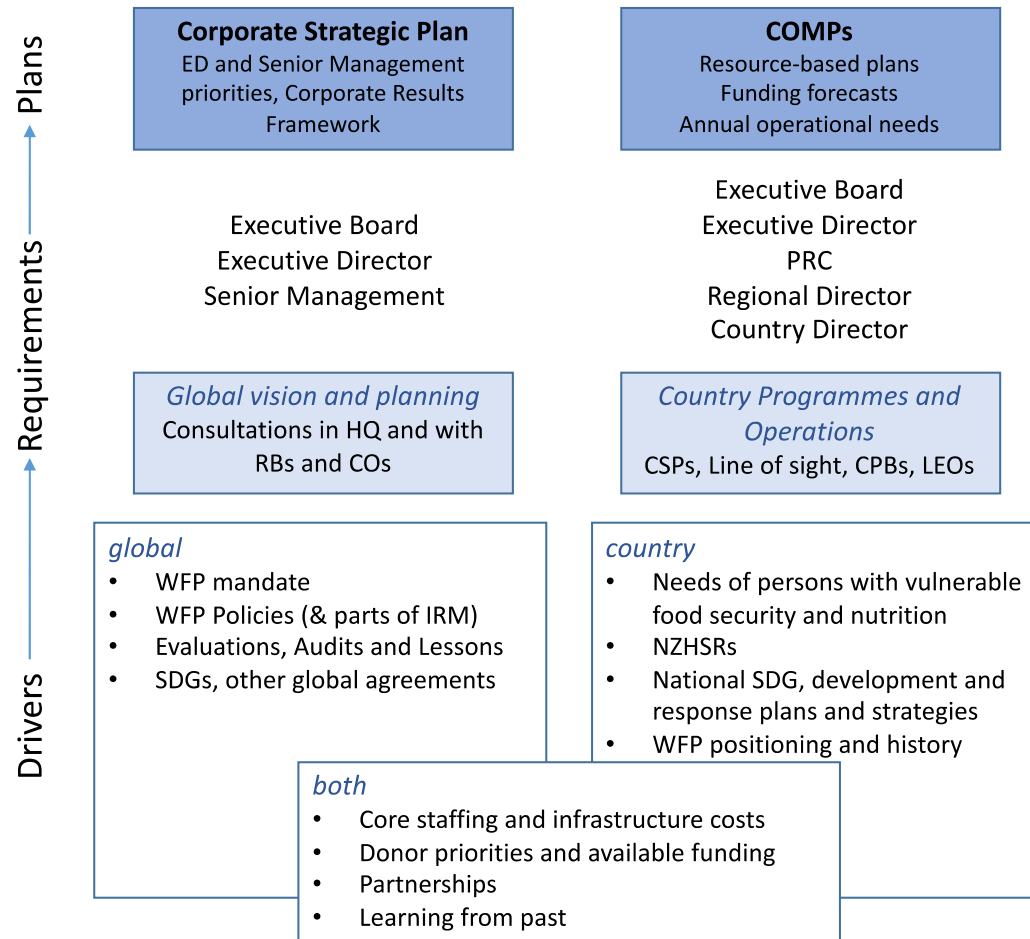Strategic Evaluation of Funding WFP's Work
Conceptual framework

Figure 5.2 Conceptual framework: identifying priorities

Conceptual framework

Plans →

Requirements →

Drivers →

Corporate Strategic Plan
ED and Senior Management priorities, Corporate Results Framework

COMPs
Resource-based plans Funding forecasts Annual operational needs

Executive Board
Executive Director
Senior Management

Executive Board
Executive Director
PRC
Regional Director
Country Director

Global vision and planning
Consultations in HQ and with RBs and COs

Country Programmes and Operations
CSPs, Line of sight, CPBs, LEOs

global
- WFP mandate
- WFP Policies (& parts of IRM)
- Evaluations, Audits and Lessons
- SDGs, other global agreements

country
- Needs of persons with vulnerable food security and nutrition
- NZHSRs
- National SDG, development and response plans and strategies
- WFP positioning and history

both
- Core staffing and infrastructure costs
- Donor priorities and available funding
- Partnerships
- Learning from past

Identifying Priorities — Resource Mobilization — Resource Allocation — Implementation — Accountability Reporting Learning

Figure 5.3 Conceptual framework: resource mobilization

Strategic Evaluation of Funding WFP's Work
Conceptual framework

Resource Mobilization

Identifying Priorities

Accountability Reporting Learning

Resource Allocation

Implementation
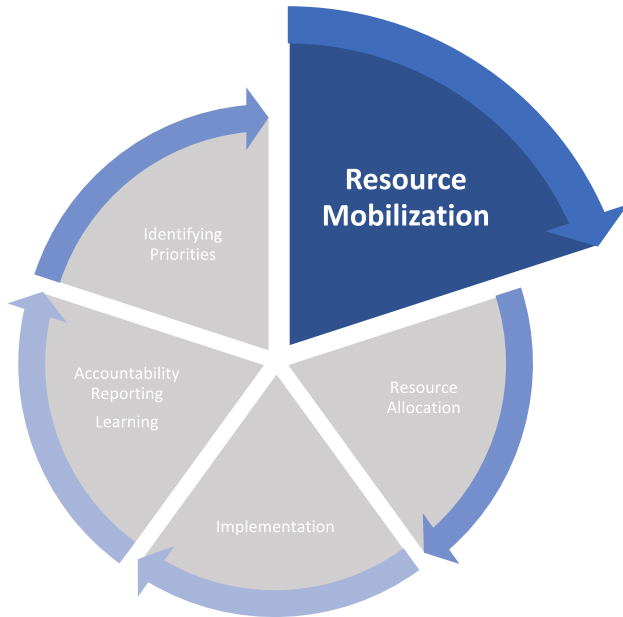
Key Systems:
SalesForce – tracking and coordinating funding opportunities
WINGS – recording donations/grants, expenditures
Various dashboards and information platforms (CORA, IRM, CSP)

Policy and Guidance – Partnership Guidance on CSPs (2018), Funding Proposal Guidance (2017), IRM (2016), Corporate Partnership Strategy (2014-2017), Gender Policy (2015), South-South and Triangular Cooperation (2015), Resourcing for a Changing Environment (2010), Funding for Effectiveness (2005), New Partnerships to Meet Rising Needs (2004), – DRAFT Private Sector Partnerships and Fundraising Strategy (2019)

WFP USA, Italy, Japan (private sector)	*Headquarters* Executive Director Senior Management PGG, PGP, CAM, STR WAS, BRU, NYC Other liaison offices	*Regional Bureaux* Regional Directors Deputy RDs Donor Relations CAM Other Staff	*Country Offices* Country Directors Deputy CDs Donor Relations CAM Other Staff

Approaches for WFP Funding
Convey CSPs, manage donor relationships, develop tailored proposals, manage digital giving platforms, develop partnerships, strengthen brand awareness, manage reputational risk

SR7 Approaches
Institutional capacity strengthening, climate adaptation and risk management, analysis, monitoring and joint needs assessments. Brokering donor support to national partners

Government donors, private sector donors (corporations, foundations, individuals), pooled funds, host governments, IFIs, innovative financing

Multilateral contributions to WFP

Directed contributions to WFP

Financing for national partners

Objective: Secure adequate and appropriate levels of predictable, flexible funding of WFP plans and contribute to sustainable SDG financing for national partners

Policy → Structures → Actions → Sources → Results

Figure 5.4 Conceptual framework: resource allocation

Strategic Evaluation of Funding WFP's Work
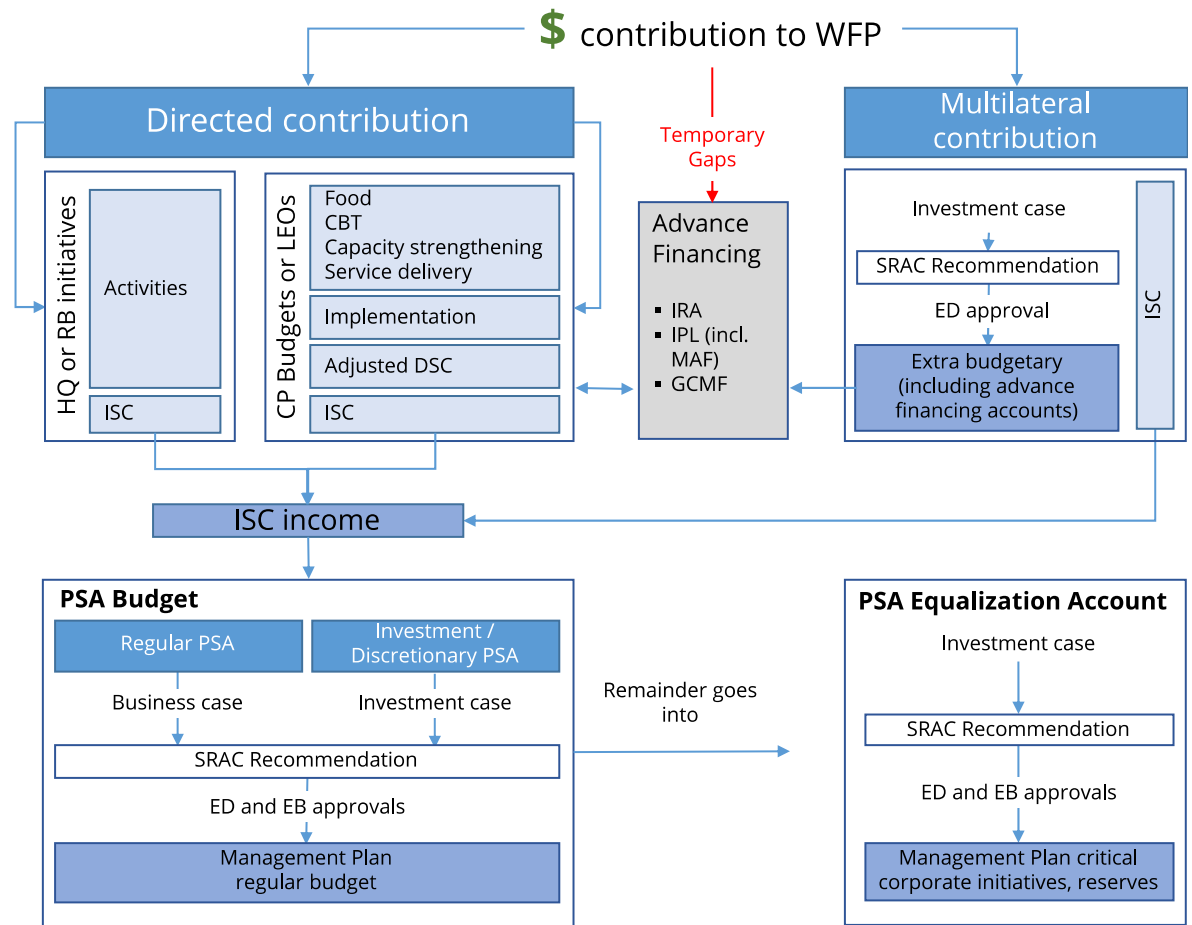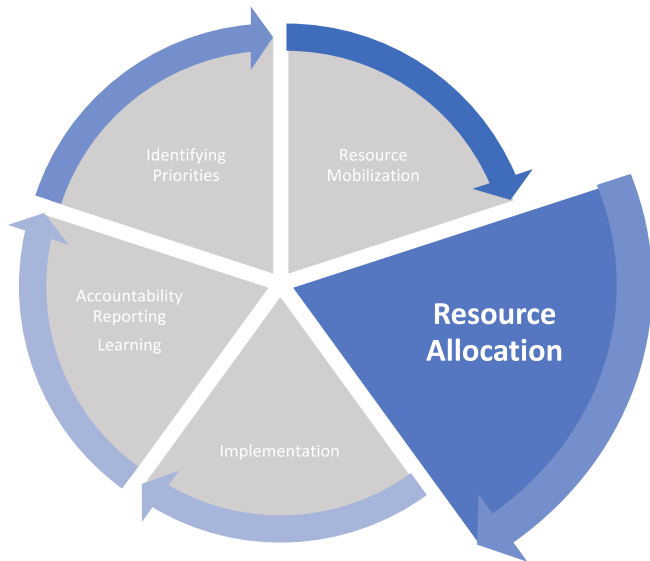Conceptual framework

Figure 5.5 Conceptual framework: implementation

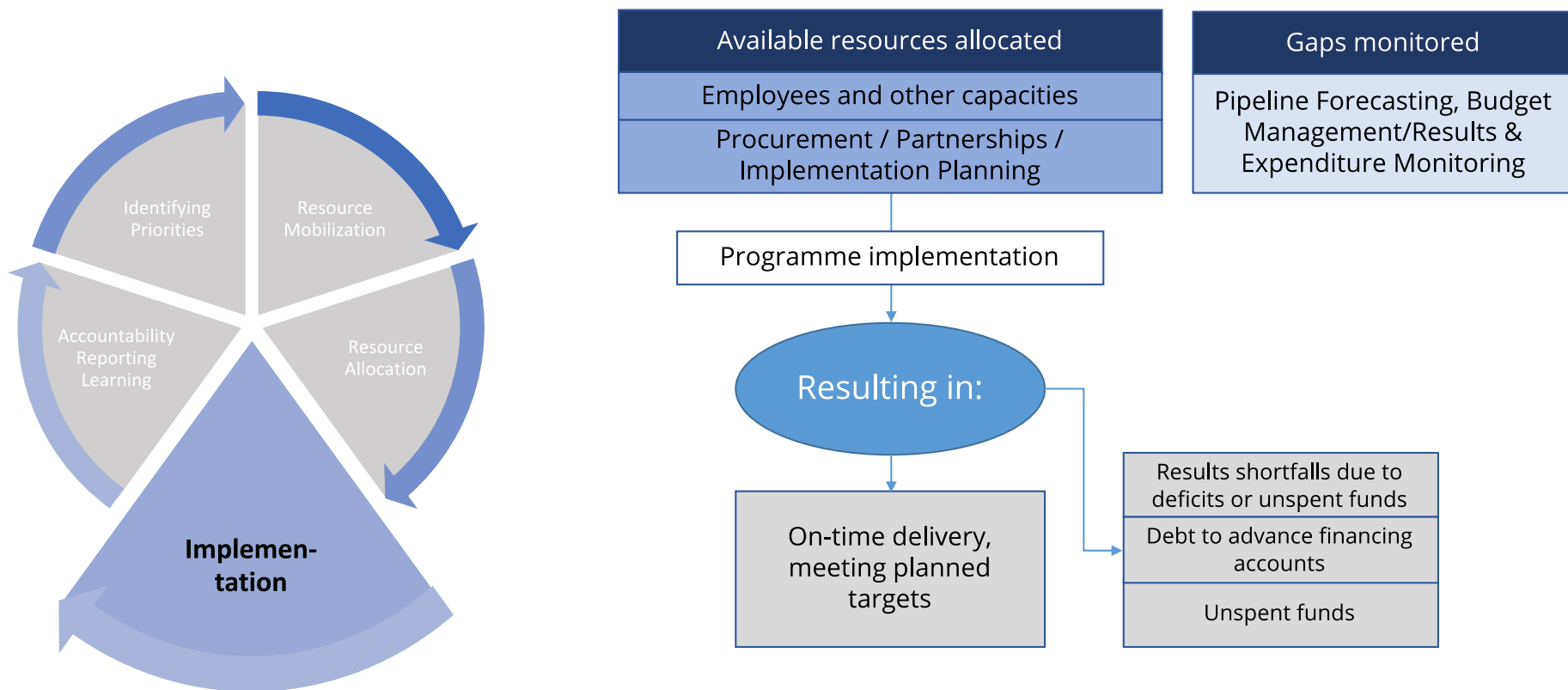Strategic Evaluation of Funding WFP's Work
Conceptual framework

Figure 5.6 Conceptual framework: accountability, reporting and learning

Conceptual framework

Policy

Policies – CRF (2018), Corporate Monitoring Strategy (2018), CSP Policy (2016), Financial Framework Review (2016), Evaluation Policy (2016), SRF (2014), MRF (2014), Performance Management Policy (2014)

Systems

WINGS	COMET	The Factory	WFP Dashboard	CSP Data Portal

Approach

Resources to Results – Link financial resource accounting to specific results allowing expenditures to be reported for: i) Programme results – through the 'line of sight' from the activity, output, outcome to strategic objective level, ii) Management services and products – for human, financial and physical resources

Outputs

WFP

Annual Country Report, SPRs (prior to CSP)	Individual grant specific donor reports	Annual Performance Report (global)	Mid-term review of Strategic Plan	Audited financials, external & internal audits, advisory assurances	CSPEs and other evaluations

External

HRP reports	UNDAF annual reports	Grand Bargain annual report	QCPR	MOPAN	Inter-agency evaluations

Results

Objective: Support learning to improve performance. Demonstrate the results WFP achieves with available funds. Ensure accountability to donors, direct and indirect beneficiaries and other stakeholders through greater transparency, better communication, strong controls and risk management to improve confidence and trust.

Account-ability Reporting Learning

Identifying Priorities · Resource Mobilization · Resource Allocation · Implementation

Annex 6: Glossary of Terms

Term	Definition	Notes
Accountability	The obligation to account for (and report on) work carried out and results achieved, using planned objectives and targets as the benchmark against which to assess performance	i
Activity	Action taken or work performed through which inputs (resources) are mobilized to produce specific outputs. In WFP, an 'activity' is a broader categorization of the type of work WFP undertakes within its food assistance programmes. The core activities WFP undertakes include general/relief distributions, school feeding, asset creation, training, nutrition, HIV/TB and capacity development activities	i
Activity category	Activities, which are described in country strategic plans (CSP), are classified in standardized groups throughout WFP, which allows aggregation by nature of the activities. A comprehensive list of WFP activity categories can be found in the Corporate Results Framework (CRF)	ii
Ad hoc	When forward planning (for a review or an evaluation) has not happened or not been possible and a decision to review or evaluate becomes necessary at a given moment in time	i
Advance financing	Mechanism (different variants existing) that facilitates funds being made immediately available for emergency operational needs and that enhances operational efficiency. These facilities provide funds to a project in anticipation of contributions being confirmed	iii
Allotment	A financial authorization issued by the Executive Director to an official to incur obligations for specific purposes within approved budgets, within specified limits and during a specified time	iv
Annual performance report (APR)	A corporate-level report submitted to the WFP Executive Board and donors highlighting the organization's main achievements and challenges. Reporting progress against the WFP strategic plan and management plan, the APR reflects results-based management principles and constitutes an essential piece of the WFP accountability and performance management system. The report draws on WFP accounting and operation management systems and on consultation with divisions, regional bureaux, country offices and partners	ii
Appraisal	An overall assessment of the relevance, feasibility and potential sustainability of a WFP operation prior to approval for implementation	i
Appropriateness	The tailoring of activities to local needs and context, thereby increasing ownership, accountability and cost-effectiveness accordingly. For humanitarian evaluations, this criterion replaces the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) criterion of Relevance	i
Appropriation	The amount approved by the Executive Board for purposes specified in the programme support and administrative (PSA) budget for a financial period, against which obligations up to the amount approved may be incurred for those purposes	ii
Assessment	The critical appraisal of a situation before it is decided whether and how to carry out an intervention. Assessment is a structured process of data collection and analysis. In relation to emergency situations, an emergency needs/food security assessment is the	ii

Term	Definition	Notes
	process of collecting and analysing data (both quantitative and qualitative) to provide an understanding of the food security situation and of any related threats to life, livelihoods, health and dignity in order to determine whether a response is required and, if so, the nature of that response	
Assumptions	Hypotheses about external factors which must be in place, but which are largely outside the control of those responsible for the WFP operation; and which could affect its progress or success. Making assumptions explicit at the outset, enables reviews and evaluations to determine the influence that they have on performance and results	ii
Attribution	The ascription of a causal link between observed (or expected to be observed) changes and a specific operation. Attribution refers to that which should be credited for the observed changes or results achieved. It represents the extent to which observed effects can be attributed to a specific operation or to the performance of one or more partners, taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks. When assessing attribution, it is necessary to determine to what extent the WFP intervention caused the observed outcomes, taking into account other interventions, confounding factors, or external shocks. Establishing full causality (attribution) to WFP is technically challenging as outcome change is rarely attributable to a single intervention. WFP generally works with other partners and in complex environments where there are other possible external influences (e.g. other programmes, other policies, economic upturns/downturns and fluctuations in security). Where establishing attribution is not feasible, then evaluators will generally seek to establish plausible contribution (as defined below)	i
Audit	An objective assurance system, which may be internal (by WFP auditors) or external (by independent auditors). The scope of internal auditing encompasses, but is not limited to, assessing the effectiveness, adequacy and application of internal control systems, governance and risk management processes as well as the quality of performance with respect to the achievement of WFP stated goals and objectives	i
Baseline study	The analysis and description of the situation prior to the start of a WFP operation, against which change can be assessed or comparisons made. Baselines must be established through primary data collection or from synthesis of existing secondary data, or a combination	i
Benchmark	Reference point or standard against which performance or achievements can be assessed. Benchmarks indicate how far one expects to have progressed at a given point in time. A good example is the sphere standards used as reference points in treatment of malnutrition and other emergency interventions (see the definition of Target below which is the ultimate level of achievement aimed for)	i
Bilateral contribution	Contribution directed by a donor to be used to support an activity not initiated by WFP	iv
Capital budgeting facility	A revolving facility for enabling WFP to implement large-scale initiatives that improve efficiency by reducing costs in the long term	ii
Centralized evaluations (CE)	Commissioned and managed by WFP Office of Evaluation (OEV) and presented to the Executive Board. They focus on corporate strategy, policies or global programmes, strategic issues or themes, country portfolios, operations and activities at national, regional or global levels[13]	i

Term	Definition	Notes
Central Emergency Response Fund (CERF)	United Nations global emergency response fund to deliver funding quickly to humanitarian responders and kick-start life-saving action whenever and wherever crises hit	iii
Coherence	The need to assess the relationship between the subject of the evaluation and the political, security, developmental, trade and military context as well as humanitarian policies, and, in particular, that all policies take into account humanitarian and human-rights considerations[14]	i
Commissioning office	The WFP office (country office, regional bureau, area/suboffice, or division at headquarters) that plans, manages and uses an evaluation. (See the definitions of centralized evaluations and decentralized evaluations (DE))	i
Confirmed contribution	Funds committed by a donor as per the agreement and based on the reporting period identified in the year in which funds are available for use – the "Contribution year". Exchange rate based on signature date	v
Connectedness	The degree to which activities of a short-term emergency nature are carried out in a way that takes longer-term and interconnected problems into account (e.g. refugee/host community issues; relief and resilience). In humanitarian evaluations, this can be applied as part of/replace the criterion of sustainability	i
Contribution	A donation of appropriate commodities, non-food items, acceptable services or cash made in accordance with procedures set out in the WFP Regulations. A contribution may be multilateral, directed multilateral or bilateral	iv
Contribution forecast	Best estimate made by WFP on funding projections based on donor intelligence and fundraising activities	iii
Corporate Results Framework (CRF)	The normative document approved by the Executive Board in order to operationalize the WFP strategic plan and policy on country strategic plans. It establishes the logic model for programme results, and the management support architecture used to guide the planning and monitoring of, and the reporting on, WFP performance towards the achievement of strategic objectives. The CRF aligns the "line of sight" with indicators used to measure results. These indicators are maintained in two compendiums: the CRF programme output and outcome compendium; and the CRF management key performance indicator compendium. Targets for results are set in the performance cycles of country, regional and headquarters offices and reviewed by the Executive Board in the annual performance report	ii
Country Strategic Plan (CSP)	Designed for a period of up to five years, a CSP is a long-term WFP initiative that supports a country's efforts to improve food and nutrition security and promote development	iii
Coverage	The degree to which major population groups facing life-threatening suffering wherever they are, have been provided with impartial assistance and protection, proportionate to need. Requires analysis of differential coverage/ targeting, inclusion and exclusion impacts on population sub-groups (gender, ethnicity, location, family circumstance). This criterion is mainly applied in evaluations in humanitarian contexts	i

Term	Definition	Notes
Coverage norms	A set of minimum corporate expectations within which commissioning offices have the flexibility to prioritize topics, interventions and timing in line with their programmes of work and stakeholders' needs. These expectations are set to ensure appropriate evaluation coverage across WFP, including for decentralized evaluations	i
Credibility	The extent to which evaluation findings and conclusions are fair, impartial and complete. Credibility is determined by the independence, impartiality, transparency, methodological appropriateness and rigor applied in evaluations	i
Critical corporate initiatives	Non-recurring investments funded by allocations from the PSA equalization account and aimed at strengthening WFP programming, operational and administrative capacity	ii
Decentralized evaluations	Evaluations that are commissioned and managed by country offices, regional bureaux , or headquarter-based divisions other than the Office of Evaluation. They cover operations, activities, pilots, themes, transfer modalities or any other area of action at sub-national, national or multi- country levels. They also be impact or joint evaluations. They follow Office of Evaluation guidance – including impartiality safeguards – and its quality assurance system	i
Delegation of authority	Used in procurement to refer to the maximum value of a contract in US dollars (USD) that a WFP staff member at any given level, for example Country Director or Regional Director, is authorized to approve. This is also referred to as delegated authority. In decentralized evaluations, the estimated total budget for the evaluation will determine whether the director of the commissioning office can approve or whether the approval will be sought from headquarter authority	i
Directed multilateral contribution	A contribution, other than a response to an appeal made by WFP for a specific emergency operation, that a donor requests WFP to direct to a specific activity or activities initiated by WFP or to a specific country programme or country programmes	iv
Direct support cost (DSC)	A cost that can be directly linked with the provision of support to an operation and that would not be incurred should that activity cease	iv
Donor's commitment	Legally, the donor formalizes a commitment with the signature of an agreement with WFP	iii
Effectiveness	A measure of the extent to which objectives defined are achieved or likely to be achieved.[24] Cost effectiveness is the extent to which the programme has achieved or is expected to achieve its results at a lower cost compared with alternatives	i
Efficiency	Measures the outputs (qualitative and quantitative) in relation to inputs – funds, expertise, time etc. in order to assess whether the intervention used the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs to see whether the most efficient process has been adopted. Cost efficiency is the extent to which unit costs are lower than some benchmark or comparable alternatives	i
Evaluability	The extent to which an intervention can be evaluated in a reliable and credible fashion. This calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable	i
Evaluation	An assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance, etc. It focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It considers the relevance,	i

Term	Definition	Notes
	effectiveness, efficiency, impact, and sustainability of the interventions and contributions of the organizations of the United Nations system. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the United Nations system and its members	
Evaluation competencies	Qualifications, skills, experience and attributes required by those employed within the evaluation function to carry out their duties as stipulated and to ensure the credibility of the process. Evaluators must therefore possess the required level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation	i
Evaluation manager	The person responsible for organizing and managing the evaluation process, including preparing the terms of reference, recruiting the team and overseeing the evaluation process	i
Evaluation mandate	WFP has clarified its evaluation mandate in the recently approved Evaluation Policy (2016-2021) and 2016 Evaluation Charter, which locates WFP evaluation function mandate within the framework of the United Nations, WFP general rules and regulations, and the related governance and oversight arrangements established by the WFP Executive Board	i
Forecast	Funding projections to WFP operations; tracked in Salesforce by donor at global and country office levels	v
Focus area	Mutually exclusive categories of the contexts in which WFP operations are implemented. Focus areas appear as tags in WFP logical frameworks at the WFP strategic outcome level and are three in number: crisis response, resilience building and response to root causes. Each strategic outcome statement should be associated with one focus area	ii
Full-cost recovery	The recovery of operational costs, direct support costs (DSC) and indirect support costs (ISC) in full	iv
Functional areas	Areas of expertise relevant to managing related business processes and providing internal services for implementing operations. The functional areas are closely related to the country office and regional bureaux structures and, to a certain extent, headquarters divisions	ii
Fund	An accounting entity with a self-balancing set of accounts recording cash and other financial and non-financial resources, together with related liabilities and residual equities or balances, and changes therein. Funds are segregated for the purpose of conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations	iv
Funding appeal	A document/letter meant to alert donors to an operation or activity for mobilizing resources	iii
Funding shortfall	Situation where there is a lack of resources to meet projected needs for an activity or operation	iii
Funding streams	A funding stream represents the donor funding envelope, or the budget line WFP tries to tap into when negotiating a contribution	iii
General fund	The accounting entity established for recording, under separate accounts, indirect support cost recoveries, miscellaneous income, operational reserve and contributions received, which are not designated to a specific programme category, project or a bilateral project	iv
Global Commodity Management Facility (GCMF)	A facility that enables WFP to buy food on the basis of estimated regional needs and funding forecasts with a view to exploiting favourable market conditions and minimizing the time required to deliver food to beneficiaries	ii

Term	Definition	Notes
Grand Bargain	Agreement between more than 30 of the largest donors and aid providers, who committed to provide 25 percent of global humanitarian funding to local and national responders by 2020, along with more un-earmarked money, and increased multi-year funding	iii
Grant	Contribution from a WFP government partner that is formalized in an agreement	iii
Grant agreement	Agreement that formalizes a contribution from a WFP government partner	iii
Impact	Longer term and wider lasting and significant effects of an intervention - social, economic, technical, environmental – on individuals, gender and age groups, communities and institutions. Impacts can be intended and unintended, positive and negative, macro (sector) and micro (household). Impact implies depth (making a significant difference in someone's life) and breadth (affecting a large number of lives in absolute and/or proportional terms) and has a temporal aspect (effects that last, which may only be observed over longer time in some instances)	i
Impact evaluation	An assessment of the positive and negative, direct or indirect, intended or unintended changes in the lives of affected populations in receipt of WFP interventions. Impact Evaluations generate and convey robust evidence about the changes a specific WFP intervention has made to changes in beneficiaries' lives for different target groups and in different areas; and highlight what contextual factors positively or negatively influenced the change. As such they are potentially very valuable, if demanding, tools to help WFP demonstrate the impacts of its interventions	i
Impartiality	The absence of bias at all stages of the evaluation process: planning, design and method, team selection, methodological rigor, data gathering, analysis, findings, conclusions and recommendations	i
Implementation plan	An annual plan of prioritized and adjusted operational requirements, based on funding forecasts, available resources and operational challenges	ii
Independence	Separation of evaluation from management functions of the subjects of evaluation and the use of external evaluators who are independent of the subject of evaluation in line with the Code of Conduct for Evaluators in the United Nations system in order to provide legitimacy and reduce the potential for conflict of interest, which could arise if policy-makers and managers had sole responsibility for evaluating their own activities	i
Indirect support costs (ISC)	Costs that support the execution of projects and activities but cannot be directly linked with their implementation	iv
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievements and changes brought about by an intervention at different levels of the results chain (outputs and outcomes). A proxy indicator is an indicator that is substituted for one which is hard to measure directly	i
Innovation	A new method, idea, approach, product or application of something in a different way to what has been done before	i
Input	The financial, human and material resources required to implement an intervention	i
Inspection	An inspection, in WFP, provides the Executive Director and senior managers with objective information about optimal use of resources and compliance with regulations, rules and Executive Board decisions in field offices and headquarters units	i

Term	Definition	Notes
Integrated Road Map (IRM)	The IRM defines the transformative changes required in order to implement the WFP Strategic Plan (2017–2021) and facilitate and demonstrate the contribution by WFP to achieving the goals of the 2030 Agenda on Sustainable Development, particularly Sustainable Development Goal (SDG) 2, "End hunger, achieve food security and improved nutrition, and promote sustainable agriculture", and SDG 17, "Strengthen the means of implementation and revitalize the global partnership for sustainable development"	ii
Internal project lending facility (IPL)	The mechanism that provides spending authority for a programme before a contribution to that programme has been confirmed. Internal project lending is the sole component of the WFP Working Capital Financing Facility	vi
Internal Reference Group (IRG)	A group of key internal stakeholders to the evaluation who review and provide feedback on specific outputs. The IRG members act as experts in an advisory capacity, without management responsibilities	i
Intervention	In development or humanitarian contexts, an intervention is an action where an overall goal or task is specified along with a planned set of activities to produce the expected change. In WFP the term can be applied to an operation, activity, project, pilot, or other engagement implemented by WFP offices. An intervention can describe a singular approach (e.g. activity) or a compound one (operation) within which there are a number of different ways of intervening	i
Joint programme	A set of activities contained in a joint work plan and related common budgetary framework, involving two or more United Nations organizations and (sub-) national governmental partners, intended to achieve results aligned with national priorities as reflected in UNDAF/One Programme or an equivalent programming instrument or development framework	i
Joint evaluation	A joint evaluative effort by more than one entity on a topic of mutual interest, or an evaluation of a programme or set of activities that are co-financed and implemented, with the degree of 'jointness' varying from cooperation in the evaluation process, to pooling of resources or even to combined reporting	i
Learning	Informs operational and strategic decision-making through the analysis of why certain results occurred (or did not) and the drawing of lessons to identify good practices, build on success and avoid past mistakes. Learning means that evidence and lessons are drawn from experience, accepted and internalized in new practices, thereby building on success to make improvements and avoid past mistakes. Evaluations and reviews contribute to WFP corporate learning, along with other processes (monitoring, results-based management, audit etc.). The design of evaluations and reviews and the final phase of both is focused on ensuring that the organizational 'learning loop' is closed through take-up and response to evidence generated by reviews and evaluations	i
Lesson	Generally applicable conclusions based on evaluation or review experiences with WFP operations or policies that extrapolate from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact	i
Lessons learned exercise	In WFP this refers to a structured and systematic approach to gathering and acting upon information related to emergency preparedness and response	i

Term	Definition	Notes
Localization	There is no single definition of "localization". Under the Grand Bargain, the signatories have committed to "making principled humanitarian action as local as possible and as international as necessary," while continuing to recognize the vital role of international actors, in particular in situations of armed conflict	vii
Logical framework (LogFrame)	A management tool used to design projects and programmes. It involves identifying inputs, outputs, purpose (outcomes), and goal (impact), and their causal relationships, related performance indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, implementation, monitoring and evaluation of a WFP operation. WFP LogFrame emphasizes the results chain of outputs, outcome and strategic results and their causal relationships, indicators and the assumptions and risks	i
Logic model	A diagrammatic representation of the chain or flow of cause and effect intended by an intervention. It provides an overview of flow and linkages related to input, activities, output, outcome and impact (or sometimes just the upper end of this chain). Its value lies in providing an 'at-a-glance' picture of an intervention. It does not always depict the performance indicators and may not include assumptions in the diagram – these may be in an accompanying narrative, or in the monitoring strategy	i
Management plan	The three-year comprehensive plan of work approved each year on a rolling basis by the Executive Board, inclusive of planned outcomes and indicators of achievement, together with the annual WFP budget	iv
Monitoring	A continuing function that uses systematic collection of data on specified indicators to provide management and other stakeholders of an ongoing intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.	i
Multilateral contribution	A contribution, for which WFP determines the country programme or WFP activities in which the contribution will be used and how it will be used, or a contribution made in response to a broad-based appeal for which WFP determines, within the scope of the broad-based appeal, the country programme or WFP activities in which the contribution will be used and how it will be used, and for which the donor will accept reports submitted to the Board as sufficient to meet the requirements of the donor.	iv
Multilateral donor	A donor that provides WFP with flexible contributions to be used where they are most needed.	iii
Multi-year funding	Multi-year contributions are long-term commitments meant to provide predictable and sustainable funding for years to come to help ensure the continuity of the programs and the ability to respond rapidly and effectively in the future. Future year funding cannot be implemented prior to the agreed utilization year.	iii
Net funding requirements	Resources required to fully implement a WFP activity, typically expressed over a six-month timeframe (= Pipeline Shortfalls for next six months + Total Outstanding Advances (including ISC) - Unprogrammed Resources (including ISC)).	iii
Obligation	a written commitment of monies resulting in a liability against an allotment.	iv
Operation	The "Operation" is currently WFP's standard unit of intervention. WFP generally intervenes in development or humanitarian contexts through four different types of Operations (also called programme categories). These include: Emergency Operations (EMOP); Protracted Relief and Recovery Operations (PRRO); Country Programmes or Development projects (CP or Dev) to meet short-term food needs in ways that build longer-term human and physical assets; and Special Operations (SO).	i
Operational costs	any costs, other than direct support costs or indirect support costs, of WFP projects and activities.	iv

Term	Definition	Notes
Operations costs	Transfer costs and implementation costs of a programme.	ii
Operational requirements	All direct operational needs and direct support costs related to approved programmes and programmes that are expected to be submitted for approval.	ii
Operational reserve	Monies maintained as an account within the General Fund to be used to ensure continuity of operations in the event of a temporary shortfall of resources.	iv
Outcome	The medium-term results of an operation's outputs. It relates to the purpose level of the LogFrame hierarchy. It can refer to beneficiary and/or population-changes in knowledge, practices, capacity and attitudes resulting from an intervention.	i
Output	The products, capital goods and services which result from an operation; includes changes resulting from the operation which are relevant to the achievement of outcomes. Relates to the output level of the LogFrame hierarchy.	i
Pending allocation	Contribution confirmed by donor though allocation not yet received.	iii
Pillars	Five categories (A–E) that describe products and services delivered by regional bureaux and headquarters in order to support country offices in implementing their CSPs, and therefore to align the plans and budgets of regional bureaux and headquarters offices.	ii
Pooled funds	Funds combining contributions from donors (mainly governments, but also foundations, companies, charities and individuals) into a single pot of money that is set aside for immediate use at the onset of emergencies or in rapidly deteriorating situations and protracted crises. An example is the United Nations Central Emergency Response Fund (CERF).	iii
Post Hoc Quality Assessment (PHQA)	Process of checking a final evaluation report against a predefined set of criteria to determine its quality. In WFP, all completed evaluations are independently assessed against predefined standards (from 2017 onwards). This contributes to the transparency, credibility and utility of evaluations.	i
Programme category	A classification of WFP activities as established in accordance with the General Rules.	iv
Programme category fund	An accounting entity established by the Board for the purposes of accounting for contributions, income and expenditures for each programme category.	iv
Programme of work	The total approved WFP programme requirements determined in collaboration with governments and other partners and utilized for funding appeals.	ii
Programme Support and Administrative (PSA) budget	The portion of the WFP Budget that pertains to providing indirect support to WFP's activities.	iv
Programme Support	The account that records the difference between WFP's indirect support cost (ISC) revenue and programme support and administrative (PSA) expenses for the financial period. The account can be used for the following purposes: a) to cover any difference between indirect support cost income and approved Programme Support and Administrative expenditure;	viii

Term	Definition	Notes
Equalization Account (PSEA)	b) as a reserve to underwrite risk of decreases in indirect support cost income or underfunding of the PSA budget; c) for critical corporate initiatives or thematic support funds; and d) for strengthening WFP's reserves	
Project	A separately identified undertaking within a programme category.	iv
Prototype	A similar term to pilot (above) where a new technical or experimental model is used in a small-scale intervention as a testing ground. The prototype is thus a means to generate evidence on what works best to guide future design and, where relevant, for advocacy and influencing on its adoption.	i
Quality assurance	The process of guaranteeing that both the process and product of an evaluation meet Evaluation international Standards of quality. In order to provide assurance of quality, all decentralized evaluations follow a carefully planned and executed process that is managed in line with WFP's DEQAS, based on UNEG norms, standards and guidance. DEQAS includes a step by step process guide, templates, checklists, technical notes and reference notes for decentralized evaluation.	i
Relevance	The extent to which an intervention/assistance (or policy) is in line with local needs and suited to the priorities of the target group, national and global or donor policy.	i
Reliability	Consistency or dependability of data and evaluation judgements, with reference to quality of existing secondary data, the quality of the instruments, procedures and analyses used to collect and interpret evaluation data	i
Research	A systematic enquiry to develop or contribute to knowledge that is not necessarily limited to a specific policy or intervention	i
Resource mobilization	Resource mobilization is all the means that an organization should acquire to implement its action plan. It goes beyond fundraising and entails obtaining various resources from a multitude of partners, by different means	iii
Review	Periodic or ad hoc assessment of the performance of a programmatic intervention, or a specific aspect of a programme intervention, intended to inform decision-making and/or learning. A review tends to focus on operational issues and is typically managed internally, to enable timely decision-making and potential adjustments to an ongoing programme. Some reviews may be conducted by external reviewers, or by a mix of internal and external reviewers. Reviews do not have to conform to international norms or standards, or to publication requirements	i
Rigor	Is the thoroughness with which the process to collect and analyse data from a variety of sources to ensure its accuracy, validity and reliability is carried out and the extent to which all affected people/ stakeholders are considered. A rigorous decentralized evaluation/review is one that will produce credible, useful and unbiased findings. In order to be rigorous, the data collection and analysis techniques and the range of stakeholders interviewed need to be appropriate and sufficiently varied and representative to ensure adequate depth of analysis and the reliability of findings. The degree of rigor required will vary depending on the subject and purpose of the evaluation/review	i
Special account	An account established by the Executive Director for a special contribution or for monies earmarked for specific activities, the balance of which may be brought forward to the succeeding financial period	iv

Term	Definition	Notes
Stakeholder analysis	The process of mapping and understanding who the stakeholders to an evaluation are and what their roles and interests are. Stakeholder analysis is a tool for understanding how their interests can be considered in the evaluation or review process. This involves a) identifying who the stakeholders are, b) determining their level of involvement in the evaluation review and c) understanding their 'stake' in the evaluation or review	i
Strategic objectives (SO)	The first level of support for the achievement of strategic goals, the five WFP strategic objectives frame the WFP programmatic and operational focus and link to national and global efforts to meet SDG 2 and SDG 17 targets	ii
Strategic outcomes	Part of the WFP programmatic results chain, strategic outcomes are statements in WFP logical frameworks that reflect the stated or implied goals of a country's national plan and regional framework to which WFP assistance will contribute. Strategic outcomes contribute to WFP strategic results, and below them are outputs and activities. Strategic outcomes are classified into standard outcome categories for the purpose of aggregation throughout WFP	ii
Strategic partnership agreement (SPA)	Document formalizing a joint statement of intent by a donor government and WFP which sets forth principles for cooperation. (sometimes called a strategic partnership framework)	iii
Strategic Resource Allocation Committee (SRAC)	Advisory body which provides oversight and recommendations for multilateral resource allocations. The SRAC is an advisory body to the Executive Director which provides oversight of, and recommendations on, resource allocations activities.	iii
Strategic results	Supporting the strategic objectives, strategic results align WFP support with national efforts to achieve the SDGs. They contribute to the achievement of strategic objectives and frame strategic outcomes at country level. For more comprehensive information, consult the WFP Strategic Plan (2017–2021)	ii
Sustainability	The extent to which the benefits of an intervention are likely to continue after external assistance has been completed, or the probability of long-term benefits	i
Target	Target specifies a particular value that an indicator should reach by a specific date in the future. For example, "total literacy rate to reach 85 percent among groups X and Y by the year 2010." Targets indicates the desired level of performance to be accomplished within a specific period. WFP requires that targets are set for every outcome and output	i
Thematic evaluation/review	An evaluation/review of a selection of development interventions, all of which address a specific development priority or issue that cuts across countries, regions or sectors	i
Theory of change	A description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. Similar to the Logic model (defined above) in setting out the expected stages of change for an intervention but places more emphasis on the success factors and assumptions in the wider social, institutional, political and economic environment, which are critical for the expected social change to happen	i

Term	Definition	Notes
Thematic trust funds	Funds focused on one thematic issue or specific development goals. Such funds can be common to several UN agencies, and help foster cooperation among NGOs, civil society, multilateral organizations, donors and other partners.	iii
Tied contribution	In-kind donation or contribution for purchase of goods in donor country or region.	iii
Transfer modality	In WFP, transfer modalities are a means for delivering assistance to target beneficiaries. WFP defines transfer modalities as modalities for distributing resources. In line with the WFP institutional shift from food aid to food assistance, WFP now has three distinct transfer modalities (and a combination) for distributing resources to target beneficiaries i.e. Food in kind, vouchers and cash. Vouchers and cash are together referred to as cash-based transfers (CBT)	i
Transparency	Transparency requires that stakeholders are aware of the reason for the evaluation, the criteria by which the evaluation will assess performance, and the purposes for which the findings will be used. Transparency also means that access to the evaluation documentation (ToR, reports) is publicly available and easily readable, with clear explanations of evaluation methodologies, approaches, and sources of information	i
Triangulation	The use of three or more theories, sources or types of information, or types of analysis to explore, verify and substantiate an assessment. Collecting the same information using different methods and/or using different hypotheses, sources, evaluation analysts in order to confirm the validity of data. If different approaches produce similar findings, confidence in these findings is increased. If, on the other hand, different sources produce different findings, the validity is questionable and reduces the confidence in the findings	i
Trust fund	An identifiable subdivision of the WFP Fund, established by the Executive Director in order to account for a special contribution, the purpose, scope and reporting procedures of which have been agreed with the donor	iv
Untied contribution	Cash contribution for purchase of goods to any operation or activity	iii
Utility	The extent to which evaluations are useful to decision-makers and stakeholders, informing policies, strategies and programmes and meeting accountability requirements. WFP is committed to enhancing utility by planning and conducting evaluations with clear intent to use their results; undertaking them in a timely way to inform decision-making processes; and ensuring the accessibility of evaluation results, making reports publicly available	i
Validity	The extent to which the data-collection strategies and instruments measure what they purport to measure. This is the extent to which evaluations generate reliable evidence and reach accurate conclusions. Attention should be paid to the appropriateness of the approach and methodology, the robustness of the evidence (including triangulation as defined above), the rigor of analysis, the capacity of the evaluation team, and the extent to which the report fairly reflects the findings. External validity refers to the extent to which the results of an evaluation can be generalized to other situations and other people	i
WFP Fund	The World Food Programme Fund, established in accordance with General Regulation XIV.1, comprises of the General Fund, the programme category funds, trust funds and special accounts	iv
WINGS (WFP Information	WINGS represents several systems integrated with WFP's Enterprise Resource Planning (ERP) system SAP; SAP is the core system in WINGS. WINGS manages the many facets of WFP's business, including programme/project planning and implementation, procurement, supply chain, finance, travel and human resources.	iii

Term	Definition	Notes
Network and Global System)		
Working capital financing facility	An internal advance financing mechanism whose objectives are to maximize the utilization of project resources in order to improve the timely availability of food. The facility enables projects to receive advance funding pending confirmation of forecast contributions within established risk management parameters	ii

Sources:
i   WFP, "Decentralized Quality Assurance System (DEQAS) - Technical Note Glossary of Terms."
ii   WFP, "Management Plan (2019-2021)" Executive Board Second Regular Session, November 2018, WFP/EB.2/2018/6-A/1/Rev.1.
iii   WFP, Glossary of Key Terms, accessed on WFP intranet.
iv   WFP, "General Rules, General Regulations, Financial Regulations, Rules of Procedure of the Board", June 2018.
v   WFP, "PGG Statistical Weekly Report, Distribution Contribution and Forecast Stats, User Guide & FAQs."
vi   WFP, "Report on the utilization of WFP's advance financing mechanisms during the period 1 January–31 December 2018", Executive Board Annual Session, June 2019, WFP/EB.A/2019/6-H/1.
vii   The Grand Bargain Workstream 2: Localization.
viii   WFP, "Utilization of the programme support and administrative equalization account reserve", Executive Board Annual Session, June 2018, WFP/EB.A/2018/6-C/1/Rev.1.

Annex 7: Evaluation Matrix

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
1. To what extent has WFP developed a comprehensive, coherent and effective policy framework, strategy and organizational structure to ensure adequate and appropriate funding for WFP work?	1.1. To what extent have policies and strategies related to funding WFP work been coherent and flexible in a changing funding landscape?	All	Relevance Coherence	- Coverage in policies and strategies of all necessary aspects of funding - Consistency of interpretation and application of resource-mobilization policies and strategies at all levels of the organization - Extent to which funding components of policies have been coherent with WFP strategies and priorities - Perceived practicality of policies and subsequent guidance - Perceived utility of policies and subsequent guidance - Evidence that policies and strategies have enabled, rather than constrained, WFP to adapt to changes in the funding landscape	- Key informants - WFP staff, Board Members and partners - WFP Strategic Plans (2008-2013), (2014-2017), (2017-2021) - Associated corporate results frameworks - Other current WFP policies - IRM components and tools - ACRs, SPRs, APRs - Past evaluations, audits and lessons learned documents	- Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading - Triangulate with information gathered during field visits -Analysis of alignment with other WFP policies and strategic plans	- WFP staff available for interview - WFP documentation available - Key stakeholder interviews
	1.2. To what extent are the organizational architecture, legal framework and governance structures appropriate for ensuring adequate funding?	All	Relevance Effectiveness Efficiency	- Extent to which governance structures enable the effective mobilization of resources - Extent to which organizational architecture enables the effective mobilization of resources - Extent to which WFP legal frameworks enable the effective mobilization of resources - Improved efficiency of internal reviews and approvals required for partnerships and grant agreements - Reduced number of potential	- Key informants - WFP staff, board members and partners - IRM components and tools - Past evaluations, audits and lessons learned documents - APRs	-Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP staff available for interview - WFP documentation available - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
				contributions not secured due to internal constraints		-Comparative study		
	1.3. To what extent has WFP level of ambition been consistent with closing the gap between funds and needs?	Priorities Mobilization	Relevance Effectiveness Efficiency	- Extent to which stakeholders have confidence in WFP needs-based assessment and budgeting methods - Degree to which stakeholders have common understanding of WFP funding goals and feasibility - Ability of WFP to meet resource mobilization goals at different levels of the organization - Amount of resources dedicated to proactive resource mobilization at different levels of WFP, including human resources allocated (e.g. hiring of resource mobilization/partnerships staff) - Evidence of new investments and effective initiatives to mobilize resources that match communications about the funding gap	- CSPs and CPBs - Past evaluations, audits and lessons learned documents - External documents on development financing - WFP staff feedback - Partner feedback - National government feedback - National Zero Hunger Strategic Review - ACRs, SPRs, APRs	-Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews -Comparative study - Admin-istrative data analysis	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP staff available for interview - Quality and reliability of quantitative data - WFP documentation available - Key stakeholder interviews
	1.4. To what extent is the organization taking into account the risks of working in a volatile funding environment and taking steps to mitigate them?	Mobilization Allocation Implementation	Effectiveness Sustainability	- Existence of risk assessments and mitigation plans at all levels of the organizations that consider the possibility of funding limitations due to external factors - Degree to which forecasting and fund monitoring tools and systems predict shortfalls far enough in advance - Degree to which forecasting and fund monitoring tools and systems are effective tools to communicate needs to donors and secure additional resources - Degree to which WFP is able to secure predictable, multi-year funding	- WFP policies - Corporate risk register - Salesforce data - Pipeline monitoring reports - WFP guidelines and tools - External documents on development financing - WFP staff feedback - Partner feedback	-Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading -Analysis of alignment with other WFP policies and strategic plans	- WFP documentation available - Quality and reliability of quantitative data - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
				from donors to prevent gaps and shortfalls	- ACRs, SPRs, APRs - WINGS data			
2. To what extent has WFP successfully implemented the tools, approaches, incentives and individual capacities to attract adequate and appropriate funding for WFP work, including from private sources?	2.1. To what extent have WFP initiatives at all levels been effective in supporting mobilization of resources for priority activities?	Priorities Mobilization	Effectiveness	- Ability of WFP to meet resource-mobilization goals at different levels of the organization - Return on investment for specific resource mobilization initiatives (e.g. ShareTheMeal app) - Percentage of funding mobilized vs. needs for crisis response, resilience and root causes - Percentage change in funds mobilized from: government donors, private sector sources (foundations, corporations, individuals), IFIs, pooled funds, global trust funds, innovative financing mechanisms - Percentage change in percentage of unearmarked or softly-earmarked contributions - Percentage change in the percentage of multi-year contributions - Percentage growth in total revenue - Cost per dollar raised - Average gift size (for different private sector donor categories) - Growth in number of individual, foundation and corporate donors over time - Existence of incentives for reaching fundraising objectives - Existence of accountability actions for reaching fundraising objectives	- WINGS data - Salesforce data - ACRs, SPRs, APRs - WFP staff feedback	- Administrative data analysis - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews -Comparative study	- Quantitative analysis using data in WFP platforms from all levels of the organization	- WFP documentation available - Quality and reliability of quantitative data - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
	2.2. To what extent has WFP seized opportunities to attract new sources of funding and engage in innovative funding mechanisms?	Mobilization	Effectiveness	- Percentage and amount of funding from new donors each year - Changes in the diversification of WFP funding sources, including private sector sources and individual giving, over time - Stakeholder perspectives on the extent to which WFP has made the most of available opportunities relating to innovate funding mechanisms - Conversion rate of opportunities to contributions	- WINGS data - Salesforce data - Donor feedback - External documents on development financing - WFP staff feedback	- Admin-istrative data analysis - Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews - Global external key informant interviews -Comparative study	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading - Comparison with good practice - Quantitative analysis using data in WFP platforms from all levels of the organization	- WFP documentation available - Quality and reliability of quantitative data - Key stakeholder interviews
	2.3. To what extent is WFP at HQ and regional levels providing effective support to COs of different sizes and in different country contexts?	All	Effectiveness	- Perceived degree of utility of technical support provided by RB to COs and HQ to RBs - for different CO sizes and contexts - Perceived degree of utility of resource mobilization guidance and tools provided by RB to COs and HQ to RBs - for different CO sizes and contexts - Number of staff receiving training on resource mobilization - Percentage of needs based plans funded for different CO sizes and contexts	- Key informants - WFP staff - Records from PRC, SRAC - PG guidance documents - Salesforce - CORA and other dashboards / platforms	- Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP documentation available - Quality and reliability of quantitative data - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
				- Number and value of funds received from SRAC and advance financing accounts by COs of different sizes and contexts - Percentage of senior leadership and management time spent on resource mobilization at different levels and for different size/context of COs				
	2.4. To what extent do communications, advocacy and marketing efforts to reinforce brand awareness and protect against reputational risk support WFP efforts to attract adequate and appropriate funding?	All	Relevance Effectiveness	- Stakeholder perspectives on how community, advocacy and marketing efforts have reinforced brand awareness and protected against reputational risk - Donor perceptions on WFP branding and their understanding of the organization's humanitarian and development goals - Percentage brand recognition in different countries - Percentage affinity / trust in different countries - Effectiveness and reach of marketing initiatives, in terms of both scope and diversity of audience - Number of social media followers and sharing of WFP messages	- Donor feedback - Past evaluations, audits and lessons learned documents - Market research studies - CAM strategy - Communications materials - WFP staff feedback	-Admin-istrative data analysis - Background document desk review - HQ and RB key informant interviews - Country case study key informant interviews - Global external key informant interviews -Comparative study	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading -Analysis of alignment with other WFP policies and strategic plans - Comparison with good practice	- WFP documentation available - WFP staff available - Key stakeholder interviews - Other stakeholder information

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
	2.5. To what extent is WFP prepared to engage in joint resource mobilization activities with other members of the United Nations family and broader partnerships?	Mobilization	Coherence Effectiveness	- Evidence of WFP forming partnerships and collaborating for joint resource mobilization for specific areas of interest - Stakeholder perspectives on the quality of established partnerships and the extent to which WFP has capitalized on opportunities to form partnerships	- WFP staff feedback - Partner feedback - National Zero Hunger Strategic Review - WINGS - Salesforce	- Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews - Global external key informant interviews -Comparative study	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading - Quantitative analysis using data in WFP platforms from all levels of the organization	- WFP documentation available - Quality and reliability of quantitative data - WFP staff available - Key stakeholder interviews - Other stakeholder information
	2.6. To what extent do ongoing United Nations reform efforts present opportunities or challenges for WFP efforts to attract adequate and appropriate funding?	All	Coherence Effectiveness	- Evidence of WFP engagement in United Nation reform efforts related to resource mobilization and allocation. - Degree to which WFP staff know about United Nations reform efforts - United Nations partner perspectives on impact of United Nations reform on WFP activities and funding - WFP staff perspectives on impact of United Nations reform on WFP activities and funding	- United Nations partner feedback - External documents on United Nations reform - WFP staff feedback	- Background document desk review - Global External key informant interviews -Comparative study - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading - Comparison with good practice	- WFP staff available - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
	2.7. To what extent do internal and external programme factors, such as initiatives for innovation, efficiency and localization, influence WFP efforts to attract adequate and appropriate funding?	All	Relevance Effectiveness Efficiency	- Number and type of new partnerships to collaborate on developing innovations and improving efficiency (including private sector and research organizations) - Amount of funding specifically earmarked for innovation and efficiency projects - Level of WFP programme budgets that have been conceptualized in partnership with local actors - Amount of WFP funding that is programmed through local / national actors - Degree to which different donors promote localization in their funding agreements - Degree to which WFP monitoring systems measure localization - Percentage of WFP funding to local partners that is flexible - Percentage of WFP funding to local partners that is multi-year - Percentage of WFP funding to local partners that can be allocated to overheads and indirect costs - Percentage of WFP funding to local partners that is dedicated to local capacity building	- CSPs - WINGS - Field level agreements - Donor feedback - IRM - CRF - External documents on global fundraising trends - Partner feedback - National Zero Hunger Strategic Review - ACRs, SPRs, APRs	- Admin-istrative data analysis - Background document desk review - HQ and RB key informant interviews - Country case study key informant interviews - Global external key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP documentation available - Quality and reliability of quantitative data - WFP staff available - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
3. To what extent has the move to the IRM helped or hindered mobilization of adequate and appropriate resources and what opportunities are there for the future?	3.1. To what extent has WFP been able to communicate its potential role, strengths, results and success across its dual mandate to existing and potential donors, especially in the focus areas of resilience building and response to root causes?	Priorities Mobilization Accountability	Relevance Coherence Effectiveness	- Donor perspectives on WFP activities focused on resilience building and root causes - Proportion of funding earmarked for humanitarian activities compared with development activities (by SO, SR) - WFP staff perspectives on the organization's ability to communicate the strengths of its activities around resilience building and root causes - Ability of FFR/IRM systems to meet the needs of regional preparedness and response	- IRM components and tools - Key informants - WFP staff and donors - Comparison organization documents	- Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews - Global External key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading -Analysis of alignment with other WFP policies and strategic plans - Comparison with good practice	- WFP documentation available - WFP staff available
	3.2. To what extent has WFP been able to fulfil the accountability and transparency requirements of funders?	Accountability	Effectiveness Efficiency	- Donor satisfaction with WFP core reporting tools - Donor confidence that funding is being well-utilized by WFP - Existence of accountability mechanisms linked to policies - Frequency of reported gaps between donor accountability expectations and WFP reporting	- CSPs - IRM components and tools - WFP staff feedback - Donor feedback - Past evaluations, audits and lessons learned documents	- Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews - Global external key informant interviews -Comparative study	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP documentation available - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
	3.3. To what extent have country offices developed ways to address the constraints of low levels of funding and/or inflexible funding, in COs of different sizes and in different country contexts?	Mobilization Allocation Implementation	Effectiveness Efficiency Sustainability	- Examples of COs adjusting programming or strategy due to limited funding - Degree to which national governments and WFP partners believe WFP has adapted to funding constraints well - Percentage of needs-based budgets that are funded - Percentage of CO funding that is unearmarked or softly-earmarked by CO size/context - Percentage of CO funding that is multi-year by CO size/context	- CSPs - WFP staff feedback - Partner feedback - National government feedback - National Zero Hunger Strategic Review - Country Portfolio Budgets - ACRs, SPRs - WINGS data	- Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading -Analysis of alignment with other WFP policies and strategic plans - Comparison with good practice	- WFP documentation available - Quality and reliability of quantitative data - WFP staff available - Key stakeholder interviews
	3.4. To what extent has WFP succeeded in helping national partners secure financing for their national SDG plans, and thereby contribute to its Strategic Result 7?	Mobilization Implementation	Effectiveness	- Progress against WFP results framework indicators for capacity strengthening - National governments' perceived value of WFP policy advice and contributions - Amount of money passed though WFP to national governments - Positive examples of WFP brokering links to financing for national partners	- WFP Strategic Plan (2017-2021) - WFP policies - WFP guidelines and tools - External documents on national governments' capacity building - WFP staff feedback - National government feedback - ACRs, SPRs, APRs	- Admin-istrative data analysis - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews - Global external key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading -Analysis of alignment with other WFP policies and strategic plans	- WFP documentation available - WFP staff available - Key stakeholder interviews - Other stakeholder information

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
4. To what extent do WFP internal resource allocation mechanisms help meet the organization's priority needs on time?	4.1. To what extent do WFP strategies, policies and plans provide sufficient clarity and direction to establish the priorities for funding?	Priorities	Coherence	- Degree to which resource-mobilization targets complement stated priorities - Viable comprehension of strategies and policies - Degree to which policy provides logical framework to operationalize concepts - Consistency of interpretation and application at all levels of the organization - Existence in policy of action plan / implementation strategy with results framework, targets and milestones	- Key informants - WFP staff and partners - WFP Strategic Plans (2008-2013), (2014-2017), (2017-2021) - Associated corporate results frameworks - CSPs - IRM components and tools - WFP policies - WFP guidelines and tools - APRs	- Background document desk review - HQ and RB key informant interviews - Country case study key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP staff available for interview - WFP documentation available
	4.2. To what extent does the allocation reflect corporate priorities and core needs of the organization?	Priorities Allocation	Coherence Effectiveness	- WFP staff perspectives on the extent to which decision-making around resource allocation has been appropriate, based on funding needs - Degree to which SRAC and advance financing allocations reflect stated corporate priorities - Existence in policy of action plan / implementation strategy with results framework, targets and milestones	- IRM components and tools - WFP strategic plans - WFP policies - WFP guidelines and tools - WFP staff feedback - SRAC and advance financing records - Partner feedback - APRs	- Admin-istrative data analysis - Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	-Analysis of alignment with other WFP policies and strategic plans	- WFP documentation available - WFP staff available - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
	4.3. To what extent have allocation decisions been timely, clear and transparent?	Allocation	Coherence Effectiveness Efficiency	- Percentage of WFP staff that feel positively about the timeliness, clarity and transparency of allocation decisions and processes - Time to disbursement for SRAC and advance financing proposals - Donor perspectives on timeliness and transparency of allocation - Partner perspectives on timeliness and transparency of allocation - Time to disbursement for money programmed through partners - Host government perspectives on timeliness and transparency of allocation decisions - Percentage of investment cases informed about decisions - Percentage of funded investment cases that report on outputs and outcomes - Percentage of decisions about investment cases that are informed by reporting on past allocations' results	- WFP policies - WFP guidelines and tools - SRAC and advance financing records - WFP staff feedback - Partner feedback - Donor feedback - ACRs, SPRs, APRs - Field level agreements and related reporting	- Admin-istrative data analysis - Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews-Global external key informant interviews	- Thematic analysis of qualitative information gathered during key informant interviews and secondary reading	- WFP documentation available - WFP staff available - Key stakeholder interviews

Evaluation questions	Revised subquestions	Link to conceptual framework	OECD-DAC / ALNAP criteria	Indicator/measure of progress	Data sources	Data-collection methods	Data analysis methods / triangulation	Evidence availability / reliability
	4.4. To what extent are the mechanisms and organizational structures in place to play this role in a flexible and effective manner?	Allocation	Effectiveness Efficiency	- Consistency of interpretation and application of resource-mobilization policies and strategies at all levels of the organization - Extent to which resource-allocation policies have been coherent with other WFP strategies and priorities - Perceived utility of resource-allocation policies and subsequent guidance - Extent to which organizational architecture enables the effective allocation of resources - Extent to which WFP procedures enable the effective allocation of resources - Improved efficiency of internal reviews and approvals required for allocation decisions - Percentage of internal allocation proposals funded - Percentage of advance financing disbursements repaid on time	- CSPs - IRM components and tools - WFP strategic plans - APRs - SRAC and advance financing records - WFP staff feedback	- Background document desk review - Evaluation and audit evidence review - HQ and RB key informant interviews - Country case study key informant interviews	-Analysis of alignment with other WFP policies and strategic plans	- WFP documentation available - WFP staff available - Key stakeholder interviews

Annex 8: Methodology

1.   This annex presents the methodology used during the evaluation in six sections. It provides an overview of the evaluation approach; describes the evaluation questions; sets out the evaluation matrix; presents the data-collection methods used; identifies limitations to the data collection; and outlines the approach used for sampling.

8.1. OVERVIEW OF EVALUATION APPROACH

2.   The evaluation was primarily formative in nature to support its strategic focus. It was intended to emphasize learning objectives; particularly given the substantive changes the organization has undergone since the adoption of the Integrated Road Map.

3.   The evaluation process followed the Office of Evaluation's Centralize Evaluation Quality Assurance System (CEQAS) guidelines for strategic evaluations and employed a mixed methods approach: analysing available quantitative evidence and collecting new qualitative data. Triangulation of data across methods and sources was undertaken to strengthen the credibility of the evaluation, minimize bias and ensure impartiality. Data from all sources was analysed for each evaluation question and subquestions to ensure coverage of all evaluation objectives.

4.   The evaluation considered OECD-DAC) and the Active Learning Network for Accountability and Performance (ALNAP) evaluation criteria including coherence, effectiveness, efficiency, relevance and sustainability. Evaluation criteria were mapped against the subquestions in the evaluation matrix (Annex 7). Evaluative judgments were made based on the evaluation questions and subquestions, which the report format then followed in order to communicate findings and conclusions as clearly as possible.

5.   A theory-based approach was used to consider all aspects of the evaluation within a clear conceptual framework. The conceptual framework developed during the inception phase was intended to allow the evaluation team to analyse the inter-dependence of different functions, processes and outputs within the full funding cycle. However, it was not found to add significant value later in the process and was not a major component of the evaluation team's analysis.

6.   Three key factors presented challenges relating to the scope and clarity of the evaluation:

   ▪ The lack of a comprehensive strategy for funding WFP work

   ▪ Differences in stakeholder perspectives about resource mobilization goals

   ▪ Fragmented organizational structures during the period covered by the evaluation.

7.   These factors primarily presented challenges for the accountability objective. For example, it proved difficult to determine who should have accomplished what without legitimate questions about assignment of responsibility; and a further example, should WFP resource mobilization units be held accountable, or incentivized, for mobilizing 100 percent of needs-based plans to close the funding gap? Or, as some stakeholders noted in the inception phase, is WFP willing to accept historic patterns of mobilizing 60 to 70 percent of what they seek? Given the predominant focus on learning within the evaluation, the presentation of evidence and findings was therefore deliberately exploratory, drawing lessons rather than stark conclusions regarding accountability.

8.   The scope of evaluation also presented a challenge. The complex interlinked systems and processes covered by the evaluation led to the development of many overlapping lines of inquiry and even more potential indicators. This was particularly challenging for qualitative data collection from WFP staff with experience across different parts of the funding system. The evaluation team targeted questions towards particular stakeholders to get the most out of limited time with key informants and to avoid overburdening staff with long interviews. Document and literature reviews and the review of past evaluations and audits helped to augment data collection and fill information gaps.

8.2. DATA COLLECTION AND ANALYSIS METHODS

Data-collection methods

9.   Data was collected using seven primary methods as shown in Table 8.1.

Table 8.1: Data-collection methods

Data collection method	Purpose
Administrative data analysis	Establish contextual understanding regarding actual funds received, sources, terms and restrictions (predictability and flexibility), allocation (by location, focus area, activity or advance financing mechanism), and comparison to plans and assessed needs
Background document desk review	Dual purpose: i) Analyze WFP rules and regulations, strategies, policies and guidance to inform assessment of normative frameworks for resource mobilization and allocation; ii) Establish contextual understanding of trends in the external environment related to the United Nations system and reform, humanitarian and development financing and innovative financing approaches
Evaluation, audit and lessons learned evidence review	Consolidate and synthesize evidence from WFP global and country evaluations, audits and lessons learned documents on funding approaches, shortfalls, lessons regarding allocation, challenges related to WFP systems, impact of donor restrictions, examples of innovative financing
Headquarters & regional bureaux key informant interviews	Build on general understanding developed during inception briefing and mission and through document review by collecting data from key informants about the efforts made and factors that influenced decisions and results
Country case study key informant interviews	Interview WFP partners at country level as well as country office leadership and those involved with resource mobilization and allocation
Global external key informant interviews	Interview donors, multilateral development organizations, and private sector funders about humanitarian and development financing, their resource mobilization, United Nations reform and working with WFP
External benchmark comparative study	Analyse funding levels, strategies, approaches, good practices, lessons learned and innovations for resource mobilization and allocation in a sample of United Nations organizations, NGOs and foundations

10.   The evaluation phase consisted of remote desk analysis and interviews, and field work visits to eight country offices, all six regional bureaux, and 10 additional cities.

11.   Country office visits included Armenia, India, Malawi and Niger. The evaluation team also visited the WFP China office, which integrates the various functions of a country office, liaison office and Centre of Excellence and reports to the Strategic Partnership Division (STR) instead of the regional bureau in Bangkok. Select key informants in the Somalia and Kenya country offices were also interviewed in conjunction with the visit to the regional bureau in Nairobi. A visit to the Haiti country office was cancelled due to security constraints. However, remote calls with the Haiti and Peru country offices were conducted instead. Data from the inception visit to the Ethiopia country office was also included in the analysis.

12.   The ten cities chosen were Beijing,[36] Berlin, Brussels, Dubai, Geneva, London, New York, Seoul, Tokyo and Washington. These cities were selected based on the importance of donor relationships and the presence of key partner organizations. They also represented locations with WFP offices, national WFP fundraising entities, humanitarian and development coordination offices and/or some comparison organizations.

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[36] Beijing China was selected for visits based on criteria for both the CO visits and key capital cities.

Table 8.2: Key informants by stakeholder group

Key informants			
Stakeholder organization / level	**Number of key informants**	**Stakeholder organization / level**	**Number of key informants**
WFP	**256**	**Donor governments**	**53**
Country office	81	Belgium	2
Regional bureau	93	China	3
Headquarters	47	European Union	11
Other WFP offices	35	Flanders	4
United Nations entities	**43**	Germany	5
FAO	7	India	3
IFAD	1	Ireland	1
MPTFO	3	Japan	3
OCHA	3	Korea	1
SDG Fund	1	Switzerland	1
UNDCO	1	United Arab Emirates	3
UNDP	6	United Kingdom	4
UNHCR	8	United States	12
UNICEF	12	**Host governments**	**15**
WHO	1	**Other organizations**	**27**
Total			**394**

13. The comparative study analysed funding data and collect additional qualitative data through desk reviews and key informant interviews with nine organizations. The organizations include United Nations agencies (UNHCR, UNICEF, UNDP), the International Committee of the Red Cross, international non-governmental organizations (Médecins Sans Frontières, International Rescue Committee (IRC), World Vision International), and two global alliances (Gavi, the Vaccine Alliance and the Global Fund). These organizations were selected to represent a diversity of factors including similarities with WFP, successful private sector fundraising, and ongoing efforts to reduced reliance on government funding. The evaluation team also looked selectively at documents that outlined the fundraising strategies of comparison organizations and scraped comparable data from publicly available reports on their funding.

14. Data integrity was maximized, and risks mitigated, by using standardized data capture frameworks and systems, deploying multiple evaluators for country office and regional bureau visits, using a multi-stage data cleaning process and employing defined coding rubrics for data synthesis.

Data availability

15. **Quantitative Data** - WFP has a number of different data sources and data platforms to record and visualize donor contributions and funding allocations. Primary data sources included WINGS (for confirmed contributions) and Salesforce (for forecasted contributions). The Factory and the CSP Data Portal, as well as annual performance reports, management plans, project reports and annual country reports were also reviewed, all of which draw from these same primary data sources.

16. WINGS contains comprehensive data on donor contributions stretching back to 2001. It includes data on the purpose of each donor grant, the country the funds were allocated to, the percentage allocable to internal support costs, etc. The system also records information on the level at which the funds are earmarked and any restrictions regarding the timeframe over which a grant may be spent. Access to raw data from this system therefore allowed detailed analysis of donor funding to be conducted as part of this review. However, the change in budget classifications introduced with the Integrated Road Map complicated the analysis of trends over time to a certain extent.

17.   Salesforce is a similarly comprehensive view of the pipeline of potential future donor funding. The data contained in Salesforce is similar in its structure to that contained in WINGS and thus lends itself to a potentially rich analysis of forthcoming funding. However, the utility of Salesforce in this regard was constrained by the fact that data from the United States (the largest donor to WFP) is added by county offices but not validated by the Washington office (though some additional forecasting information can be found in WINGS). A comprehensive analysis of WFP funding pipeline therefore required verification of upcoming funding from the United States.

18.   For certain areas of analysis, data from WFP internal systems was triangulated with data from external systems such as the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) Financial Tracking System (which does not, however, contain a complete representation of WFP contributions) and the databases maintained by the OECD-DAC.

19.   The evaluation team had access to data from the WFP internal systems, making it possible to produce detailed analysis of various aspects of WFP funding. However, it was not possible to access similar comprehensive data on comparison organizations, which had to be compiled from disparate sources. Some data on funding to other multilateral bodies, including those within the United Nations system, from Development Assistance Committee members was available from OECD. Other publicly available sources of information on funding included the annual reports of comparison organizations and supplementary publications such as the UNDP funding compendium. Additional information was sought through direct contact with the organizations. There were gaps in the data, however, making it challenging to draw conclusions on some evaluation subquestions and associated indicators.

20.   **Documentary Evidence** – The Office of Evaluation compiled a thorough library of documents for use in the evaluation and continued to add to it throughout the evaluation process based on evaluation team requests and newly identified sources. This included documents pertaining to WFP strategies, policies, guidance, systems and tools as well as past evaluations, audits and other lessons learned. The library also contained extensive coverage of external documentation on development financing, United Nations reform and other related subjects. Throughout the evaluation, the evaluation team collected additional documents based on its own research and recommendations of key stakeholders, including detailed reports specific to the individual countries visited. The evaluation team came across no substantial issues regarding the availability of documentary evidence.

Analysis methods

21.   Qualitative and quantitative analysis methods were used to analyse the data. Qualitative analysis included content analysis and comparative analysis approaches. Interview data was uploaded to Dedoose (a qualitative analysis software) for coding by multiple evaluators. The evaluation team established a coding structure that was coherent with the evaluation questions. Throughout the coding stage, quality assurance processes were undertaken to ensure that each coder was following the same methodology. Every interview conducted by the evaluation team was coded using the software and analysed together by sub-teams within the evaluation team.

22.   Literature and document review data was captured in Excel based data frameworks that were organized by evaluation question and sub-question.

23.   All data was triangulated at various levels to enhance the credibility and reliability of evaluation findings. All sub-questions had multiple data-collection methods and indicators, and data came from multiple key informants or documents to ensure that findings were based on as wide an array of sources as possible.

24.   At the end of the evaluation phase a debriefing workshop was held with the Internal Reference Group (IRG) to present preliminary impressions and gather feedback. Inputs from the workshop were used to verify the draft evaluation findings and help build a set of actionable conclusions and recommendations.

8.3. LIMITATIONS

25.   The timeline for data collection was a significant limitation. The seven weeks planned for field data collection was sufficient to enable visits to all of the planned countries, but some of the visits were limited to only one or two days, which did not provide sufficient time for in-depth interviews or interviews with all key stakeholders.

26.   In some of the field locations, key staff members were not present to be interviewed or were unable to dedicate a substantial amount of time to the interviews. Where possible, the evaluation team arranged phone interviews instead, but this was not always possible for scheduling reasons. High staff turnover in some offices also meant that interviews focused predominantly on recent experiences (in some cases interviewees had only been in post for a few months), making it difficult to understand the evolution of the organization on certain issues over time.

27.   As noted in paragraph 19, the availability of fundraising-related data from comparison organizations was a significant limitation. While the evaluation team was able to scrape data from publicly available reports, this did not include data on aspects of fundraising such as the level of donations raised through social media, the cost per United States dollar raised, donor retention rate or the total number of staff with dedicated fundraising activities. As such, while a substantial amount of data was collected on levels of funding and earmarking, the evaluation team was unable to establish a fuller understanding of the external landscape with regards to the comparison organizations.

28.   The relatively recent and still incomplete changes within WFP and the broader development financing and coordination environment posed an additional limitation. At the time of the evaluation, some country offices had only recently shifted to the country strategic plan model. The revised Corporate Results Framework is not expected to produce common updated reporting against revised indicators until after the evaluation period. Externally, the ongoing workstreams of the Grand Bargain, the United Nations reform process and SDG financing presented an evolving situation from which certain evidence was difficult to identify. The evaluation team worked to mitigate these risks by considering the stability and completeness of information available and segregating information by the weight of evidence available.

8.4 ADDITIONAL METHODOLOGY DETAILS

Overview of methods

29.   Table 8.3 presents details on the purpose, scope, outputs, timeframe and limitations of the data collection methods.

Table 8.3: Overview of data-collection methods

Data collection method	Purpose	Scope	Output	Timeframe	Limitations
Administrative data analysis	Establish contextual understanding regarding actual funds received, sources, terms and restrictions (predictability and flexibility), allocation (by location, focus area, activity or advance financing mechanism), and comparison to plans and assessed needs.	10 years	Quantitative and descriptive analysis which was usef for identifying trends and patterns around historical and current funding strategies. Used to compare against benchmark organisations.	Data availability and utility assessed during inception phase, analysis during evaluation phase.	Plethora of WFP platforms and systems (WINGS, the Factory, CSP Data Portal, CORA etc.) some inaccessible remotely, but WFP provided necessary data when requested. Some issues of comparability pre- and post-IRM.
Background document desk review	Dual purpose: i) Analyse WFP rules and regulations, strategies, policies, guidance to inform assessment of normative frameworks for resource mobilisation and allocation. ii) Establish contextual understanding of trends in the external environment related to the UN system and reform, humanitarian and development financing and innovative financing approaches.	5 years	Qualitative analysis of WFP normative frameworks and organisational structures – helped to map processes, determine adherence to plans and procedures, and inform and triangulate with KII data. Context analysis regarding trends in the external environment related to financing and structuring of efforts to achieve global development objectives and meet humanitarian needs.	Initiated during inception phase and completed during evaluation phase.	Known gaps in strategies related to resource mobilisation. Data was used in combination with KII interviews to develop an understanding of the underlying reasons why various choices were made.
Evaluation, audit and lessons learned evidence review	Consolidate and synthesise evidence from WFP global and country evaluations, audits and lessons learned documents on funding approaches, shortfalls, lessons regarding allocation, challenges related to WFP systems, impact of donor restrictions, examples of innovative financing.	5 years	Data captured against evaluation matrix questions and analysed for substantiveness and frequency of common findings. Used to inform and triangulate with data from KIIs.	Conducted during early stages of evaluation phase.	The usefulness of the data was dependent on the intended coverage of evaluations, audits and lessons learned exercises.
Headquarters & Regional Bureaux KIIs	Build on general understanding developed during inception briefing and mission and through document review by collecting data from key informants about the efforts made and factors that influenced decisions and results.	Up to 5 years based on recall	Data captured against evaluation matrix questions and analysed for substantiveness and frequency of common findings.	Conducted during evaluation phase.	Recall of key informants depends on time in position and turnover.
Country case study KIIs	Interview WFP partners at country level as well as CO leadership and those involved with resource mobilisation and allocation.	Up to 5 years based on recall	Seven brief case study reports using the evaluation matrix as a template. Used in data analysis for triangulation with other sources.	Conducted during evaluation phase.	Recall of key informants depends on time in position and turnover.
Global External KIIs	Interview donors, multilateral development organisations, and private sector funders about humanitarian and development financing, their resource mobilization, UN reform and working with WFP.	Up to 5 years based on recall	Data captured against evaluation matrix questions and analysed for substantiveness and frequency of common findings.	Conducted during evaluation phase.	Recall of key informants depends on time in position and turnover.
External benchmark comparative study	Analyse funding levels, strategies, approaches, good practices, lessons learned and innovations for resource mobilisation and allocation in a sample of UN organisations, NGOs and foundations.	5 years	Data captured to parallel the review of WFP administrative data on funding and resource allocation as well as against other evaluation matrix questions. To be triangulated with global KII interview data and review of external global literature.	Conducted during evaluation phase.	Data was scraped from publicly available records only. Structural and historical differences in organisations may limit comparability but also may yield alternative approaches to be considered.

Country case study sampling

30.   The initial list of countries in the terms of reference (ToR) was based on inputs from RBC, RBD, RBN and RBP. For RBB and RBJ, inputs were based on Office of Evaluation analysis of financial data. The longer list was shortened by removal of countries with country strategic plan evaluations planned for 2019, countries that were case studies in the strategic evaluation of WFP's Capacity to Respond to Emergencies and countries being considered for the forthcoming evaluation of the gender policy. A final selection of countries was made by the evaluation team, based on best overall coverage of the criteria. Table 8.4 maps the selected countries against the selection criteria.

Table 8.4: Country case study selection criteria

Criteria	RBB		RBC	RBD	RBJ	RBN			RBP
	China	India	Armenia	Niger	Malawi	Ethiopia (inception)	Kenya	Somalia	Haiti
Country with substantial contribution from host government	x	x	x		x		x		
Country with success in getting funding at the CSP or SO level				x					x
Country successfully raising resources in-country from the private sector		x			x		x		
Country with humanitarian and development interventions and a wide range of donors in country					x	x	x	x	x
Country with a largely development portfolio seriously underfunded						x			
Country where WFP is making efforts to support national resource mobilization	x	x	x						

Key cities sampling

31. Table 8.5 presents the selection of key cities visited along with external meetings and the rationale for selection.

Table 8.5: Key cities visited for data collection, external meetings and rationale

Place	WFP Office	External Meetings**	Rationale
Beijing*	BEI	China International Development Cooperation Agency (CIDCA) China Ministry of Agriculture and Rural Affairs (MARA)	Emerging donor (27th largest 2013-2019). Only CO to explicitly include SR7 in its CSP.
Berlin	BER	Federal Ministry for Economic Cooperation and Development (BMZ) German Federal Foreign Office (GFFO)	#2 largest donor to WFP 2013-2019. In top 10 sources of flexible funding.
Brussels	BRU	European Civil Protection & Humanitarian Aid Operations (ECHO) Directorate General for International Cooperation and Development (DEVCO) Directorate General for Neighbourhood and Enlargement Negotiations (NEAR) Federal Directorate General for Development Cooperation (DGDC) Flanders Department of Foreign Affairs	European Commission #3 largest donor to WFP 2013-2019. Belgium in top 10 sources of flexible funding.
Dubai	UAE	UAE Ministry of Foreign Affairs & International Cooperation (MOFAIC)	17th largest donor to WFP 2013-2019. Potential for growth.
Geneva	GVA	UN Office for the Coordination of Humanitarian Affairs (OCHA) United Nations High Commissioner for Refugees (UNHCR) UNICEF Division of Private Fundraising and Partnerships International Committee of the Red Cross (ICRC)	Pooled funding, comparison organizations. Canada and Sweden in top 10 largest donors to WFP 2013-2019. Australia, Canada, Norway, Sweden in top 10 sources of flexible funding.
London	LON	United Kingdom Department for International Development (DFID) Independent Commission for Aid Impact (ICAI) Overseas Development Institute (ODI) Chair, International Development Committee, UK Parliament (not able to secure)	UK #4 largest donor to WFP 2013-2019, in top 10 sources of flexible funding.
New York	NYC	OCHA United Nations Development Programme (UNDP) Multi-partner Trust Fund Office (MPTFO) Development Coordination Office (DCO) UNICEF communications office	Pooled funding and trust funds, comparison organizations, UN reform.
Seoul	SEO	Republic of Korea Ministry of Foreign Affairs (MoFA) Korea International Cooperation Agency (KOICA)	Growing scale of contributions to WFP. 20th largest donor 2013-2019.
Tokyo	TOK	Japan International Cooperation Agency (JICA) WFP Japan	6th largest donor to WFP 2013-2019. WFP Japan $44 million in contributions 2013-2019.
Washington	WAS	United States Agency for International Development (USAID) United States Department of Agriculture (USDA) (not able to secure) United States Department of State, Bureau for Population, Refugees and Migration (PRM) The World Bank	US is largest donor to WFP over all time. World Bank for contributions and financing arrangements with host governments. WFP USA $25 million in private sector contributions 2013-2019.

* China was also be a country study.

** Meetings with private sector funders were arranged where possible. ET also interviewed key WFP staff in each location.

Comparative Study methodology

32. The purpose of the comparative study was to generate benchmarks related to resource-mobilization performance and costs and learning regarding the strategies, policies, systems, structures and investment other organizations have established to generate those resources.

Quantitative Benchmarks

33. The following data points were sought from available records of each comparison organization to establish benchmarks related to resource mobilization and costs:

34. **Revenue** – Total reported funds raised by source for 2013-2018 (public sector, private sector (split by corporations, foundations, market (country/national organizations) and individuals), IFIs, pooled funding, innovative financing)

35. **Costs** – Total reported fundraising costs for 2018 (disaggregated by headquarters, regional bureau, country office or national organization), total reported communications/advocacy/marketing costs (disaggregated by headquarters, regional bureau, country office or national organization)

36. Due to data gaps and the complexity of working with incompatible datasets, many metrics were not possible to calculate for comparison across organizations However, the following metrics were intended to be used for comparison organizations as part of the benchmarking:

- Total revenue (disaggregated by source category and market (country))
- Percentage of funding that is earmarked
- Percentage of funding that is multi-year
- Total overhead
- Cost per united states dollar raised (resource mobilization costs divided by total funds raised)
- Private sector donor growth – number of donors (corporate, foundation, individual) over 2013-2018
- Retention rate – how many contributions represent one-time contributions versus repeat donors?
- Total fundraising staff (disaggregated by public sector, private sector, other sources)
- Percentage of individual giving from online contributions (internet, social media, apps)
- Number of social media followers (Facebook, Instagram, Twitter)
- Global reach (regional bureau and country office locations)

37. Additional details on the comparative study methodology are included in Annex 9.

Annex 9: Comparative Study

Introduction and approach

1.   The organizations selected for the comparative analysis are shown in Table 9.1 with their 2017 reported revenue, percentage reliance on government donors, areas of work and rationale for selection.

Table 9.1: Attributes of comparison organizations

Organization	2017 Revenue (USD)	% from gov'ts 2017	Areas of Work	Rationale
WFP	$6.43 billion	93%	Humanitarian and development	
UNHCR	$4.51 billion	87%	Humanitarian	Investment in communications and fundraising.
UNICEF	$6.58 billion	66%	Humanitarian and development	Success with private sector and national committees, communications
UNDP	$4.9 billion	66%	Development	Success in securing funding for development.
ICRC	$1.87 billion	91%	Humanitarian	Similar reliance on government donations.
Médecins Sans Frontières (MSF)	$1.53 billion	2%	Humanitarian	Private sector fundraising success.
International Rescue Committee (IRC)	$753 million	62%	Humanitarian	Private sector fundraising success.
World Vision International (WVI)*	$2.76 billion	29%	Humanitarian and development	Private sector fundraising success.
GAVI	$1.5 billion	75%	Health	Pursuing strategy to diversify funding to reduce reliance on governments.
Global Fund	$4.15 billion	91%	Health	Pursuing strategy to diversify funding to reduce reliance on governments.

* World Vision International does not report revenue by source of funding - % shown is derived from World Vision US which represents 38% of the total WVI income in 2017.

2.   Information about comparison organizations was collected through review of published reports and strategies, consolidation and analysis of funding data and key informant interviews. Due to scheduling constraints and the timeline for the evaluation it was not possible to schedule interviews with all organizations.[37]

3.   **Quantitative data** - There is no publicly accessible data platform to which all these organizations publish data on their incoming funds in full and historically. The evaluation team therefore took the approach of compiling an own funding dataset from a range of documents published annually from the comparator organizations. These included: annual reports, financial reports, fundraising reports, and audited financial statements. Where, for one comparator, organization funding information was available across multiple different documents, these were cross-checked to ensure coherence and comprehensiveness of funding data.

4.   Funding data was compiled with as much granularity as possible, including the following categories, where available:

▪   By year: this mostly refers to the financial year of the respective organization

▪   By donor organization: where this information was available

▪   By donor type: this includes a categorization of donor organizations as public, private or other (e.g. public-private partnerships or multi-stakeholder funds) donors

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[37] Interviews were conducted with staff from UNHCR, UNICEF, UNDP, ICRC and the Global Fund.

- By annual contribution received: in the case of Gavi, the Vaccine Alliance, the full value of multi-year commitments is recorded as contribution in the year the agreement is signed. Therefore, the payments received per annum that pertain to those multi-year commitments were recorded to ensure comparability with funding data from the other organizations.

5. **Limitations** – In addition to challenges securing interviews with all comparison organizations, the depth of qualitative information the evaluation team was able to collect was limited by the length of interviews and the willingness and ability of key informants to share details regarding strategy, investments and expenditure. In a few cases such information is readily available in documents that are publicly available, particularly for UNICEF and UNHCR, which report on such matters to their governing bodies and publish such information on the internet. In most cases, however, such information is considered as "internal use only".

6. Given that the dataset underlying the analyses of funding streams to the comparator organizations was compiled from a variety of sources across different types of organizations, there are several limitations. Data is in current prices and therefore not adjusted for deflation, as the granularity of data to deflate contributions by donor was not available in all cases. As far as possible, the evaluators ensured that classifications of what encompasses private contributions were aligned across all organizations. Those include contributions from private individuals, foundations or trust funds, private corporations and civil society organizations (including NGOs). Where granular information about which donors were classified as private was not available, the respective comparator organization's own definition of private contributions was used. Further, funding data for each year is according to source documents published immediately after and explicitly referring to that particular year in order to obtain the desired granularity of data. When comparing funding figures to more recently published documents of funding trends, there might therefore be small discrepancies due to retrospective accounting changes. Finally, funding for each of the comparator organizations might refer to a different time period in terms of the 12 months covered due to potentially differing fiscal years across organizations.

Overall funding levels and trends

7. Total contributions for all comparison organizations increased between 2013 and 2018 except for the Global Fund, which saw a 3 percent decline in contributions over this period. WFP contributions saw the highest percentage increase of 67 percent, followed by IRC (63 percent), ICRC (44 percent), UNICEF and UNCHR (each 41 percent), MSF (32 percent), Gavi, the Vaccine Alliance (24 percent) and UNDP (11 percent).

8. The organizations that saw the highest percentage increase in contributions are all engaged in humanitarian response and key informants noted similar patterns of increased contributions for Level 2 and Level 3 emergencies, in particular the large-scale refugee and displacement crises over the past few years. Figure 9.1 shows the trend in total contributions for each comparison organization and WFP.

Figure 9.1: Total contributions for WFP and comparison organizations 2013-2018
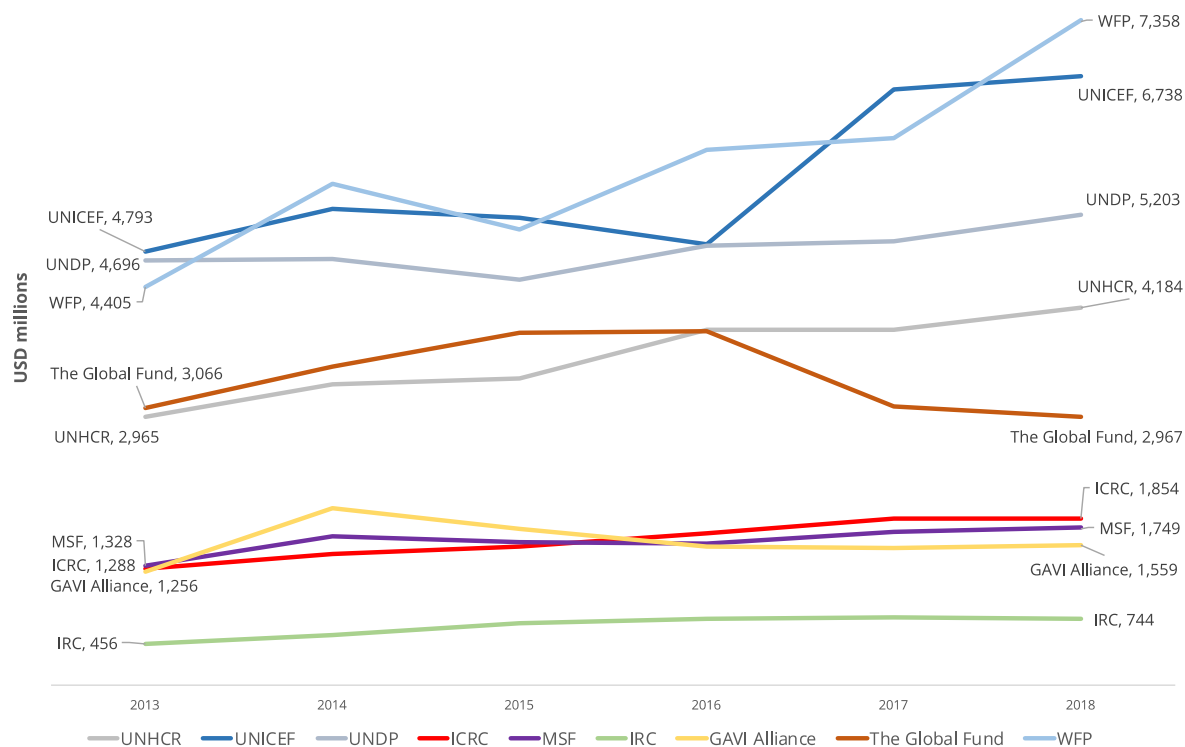
Source: WFP WINGS database and data collected from comparator annual financial reports.
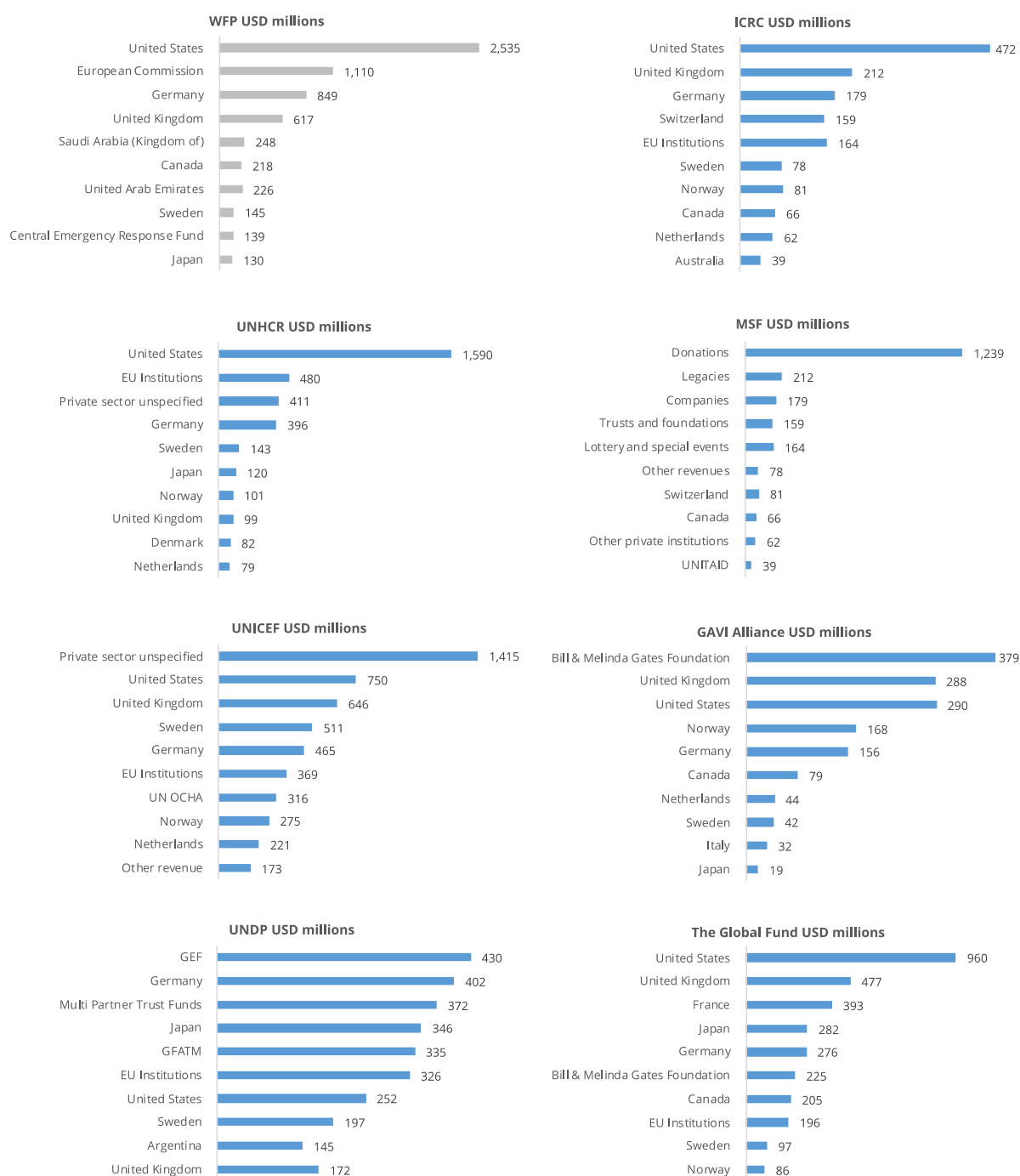
9.   Key informants expressed concerns that the growth in overall contributions in recent years was unlikely to continue due to a combination of government donor funding limitations, the political environment in certain key donor countries and donor fatigue related to protracted large-scale emergencies.

Largest donors

10.   Most comparison organizations are heavily dependent on their top ten donors. This is similar to WFP, which received 84 percent of its total contributions from this group in 2018.[38] Gavi, the Vaccine Alliance received 98 percent of its contributions from its top 10 donors, followed by The Global Fund (91 percent), UNHCR (84 percent), ICRC (82 percent), UNICEF (76 percent). UNDP had the most diversified donor base with only 57 percent of contributions coming from its top ten donors. Figure 9.2 shows the top ten contributors for each comparison organization and WFP.

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[38] MSF excluded due to reporting of likely multi-year contributions in top ten donors but not in total contribution figures.

Figure 9.2: Top 10 contributors for WFP and comparison organizations 2013-2018[39]

WFP USD millions

United States	2,535
European Commission	1,110
Germany	849
United Kingdom	617
Saudi Arabia (Kingdom of)	248
Canada	218
United Arab Emirates	226
Sweden	145
Central Emergency Response Fund	139
Japan	130

ICRC USD millions

United States	472
United Kingdom	212
Germany	179
Switzerland	159
EU Institutions	164
Sweden	78
Norway	81
Canada	66
Netherlands	62
Australia	39

UNHCR USD millions

United States	1,590
EU Institutions	480
Private sector unspecified	411
Germany	396
Sweden	143
Japan	120
Norway	101
United Kingdom	99
Denmark	82
Netherlands	79

MSF USD millions

Donations	1,239
Legacies	212
Companies	179
Trusts and foundations	159
Lottery and special events	164
Other revenues	78
Switzerland	81
Canada	66
Other private institutions	62
UNITAID	39

UNICEF USD millions

Private sector unspecified	1,415
United States	750
United Kingdom	646
Sweden	511
Germany	465
EU Institutions	369
UN OCHA	316
Norway	275
Netherlands	221
Other revenue	173

GAVI Alliance USD millions

Bill & Melinda Gates Foundation	379
United Kingdom	288
United States	290
Norway	168
Germany	156
Canada	79
Netherlands	44
Sweden	42
Italy	32
Japan	19

UNDP USD millions

GEF	430
Germany	402
Multi Partner Trust Funds	372
Japan	346
GFATM	335
EU Institutions	326
United States	252
Sweden	197
Argentina	145
United Kingdom	172

The Global Fund USD millions

United States	960
United Kingdom	477
France	393
Japan	282
Germany	276
Bill & Melinda Gates Foundation	225
Canada	205
EU Institutions	196
Sweden	97
Norway	86

Source: WFP WINGS database and data collected from comparator annual financial reports.

11. UNHCR, ICRC and, to a somewhat smaller extent, The Global Fund were all heavily reliant on a single donor, the United States. MSF and UNICEF private-sector contributions vastly exceeded the next largest donor or group.

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[39] Private sector donors are frequently reported in aggregate in top ten rankings. IRC excluded due to lack of available data.

Private-sector contributions and strategies

12. The importance of private-sector contributions varies considerably across comparison organizations. Table 9.2 summarizes key data related to private-sector contributions for each organization.

13. MSF depended almost exclusively on private-sector contributions in 2018, while UNDP and WFP only received 1 percent of their total contributions from the private sector. The two other organizations that received substantial proportions of their funding from the private sector were Gavi the Vaccine Alliance (25 percent), primarily from the Bill and Melinda Gates Foundation, and UNICEF (22 percent).

14. UNHCR saw the greatest growth in private-sector contributions (121 percent) between 2013 and 2018, followed by IRC (59 percent), The Global Fund (53 percent), Gavi the Vaccine Alliance (46 percent) and MSF (43 percent). UNICEF private-sector contributions were relatively stable with only 2 percent growth. WFP private-sector contributions grew at the slowest rate of this group at 1 percent.

Table 9.2: Private contributions to comparison organizations and WFP

Organization	2018 amount USD millions	2018 percentage of total contributions	Percentage growth 2013-2018
UNHCR	423	10%	121%
UNICEF	1,461	22%	2%
UNDP	50	1%	6%
ICRC	34	2%	32%
MSF	1,714	98%	43%
IRC	34	5%	59%
Gavi the Vaccine Alliance	395	25%	46%
The Global Fund	257	9%	53%
WFP	86	1%	1%

Source: WFP WINGS database and data collected from comparator annual financial reports.

15. Key informants from comparison organizations consistently noted that private-sector fundraising requires investment and long-term commitment without expectations of quick wins in terms of return on investment. Organizations that have invested in individual giving have seen the benefits of bringing more flexible, unearmarked funding to their organizations. They also noted that the value of partnering with the corporate sector goes beyond receiving funding and includes technical expertise, systems and services as well as advocacy and brand awareness, similar to the treatment of corporate sector partnerships in the recently adopted WFP Private-Sector Partnerships and Fundraising Strategy.

16. Of the comparison organizations, UNHCR and UNICEF published the most information in the public sphere about their private-sector contributions and strategies.

17. The private-sector engagement strategy of UNHCR has set a target of raising USD 1 billion in annual contributions from the private sector and increasing the number of individual supporters to 25 million by 2025.[40] Private-sector fundraising by UNHCR focuses on three categories of "core fundraising markets:"[41]

- Five markets with the potential to raise USD 100 million or more per year (Germany, Republic of Korea, Spain, USA and the Middle East and North Africa region)

- Four markets with the potential to mobilize up to USD 50 million per year (Australia, Italy, Japan and Sweden)

- Six markets with the potential to raise USD 25 million per year (Canada, France, Hong Kong Special Administrative Region of China, Netherlands, Switzerland and the United Kingdom)

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[40] UNHCR, "Private sector fundraising and partnerships", Executive Committee of the High Commissioner's Programme, Standing Committee 73rd meeting, August 2018, EC/69/SC/CRP.22.
[41] Ibid.

The strategy also notes tactical investments being made in a dozen other markets in Asia, Latin America, Africa and Europe.

18. UNHCR raises funds in key markets through a combination of UNHCR national associations (UK, USA, Japan, Australia, Spain, Germany and Sweden) and directly through their own offices.[42]

19. While UNHCR set up a private sector fundraising team in 1999, it struggled due to insufficient investment until a strategy for long-term investment in private sector fundraising and partnerships was approved in 2006.[43] In 2017 UNHCR spent USD 127 million to raise USD 400 million from the private sector. The UNHCR strategy estimates a cost to income ratio of 25 percent (meaning it costs on average 25 cents to raise USD 1) in order to reach their USD 1 billion target.[44]

20. From 2008-2017 UNHCR financial support from the private sector has increased from USD 34 million to USD 400 million growing from 2 percent of total income to 10 percent. More than half of the 2017 private-sector contributions were fully unearmarked.[45] A total of 69 percent of UNHCR private-sector contributions in 2017 came from individuals, with the remaining 31 percent coming from companies, foundations and philanthropists.[46]

21. Total private-sector contributions for 2018 to UNHCR from the top 20 markets (including direct contributions and, where present, national associations,) are shown in Table 9.3. Table 9.4 shows the funding mobilized by the six national associations that are dedicated to supporting UNHCR.

Table 3: Private-sector contributions for 2018 to UNHCR from top 20 markets[47]

Market	2018 contributions (preliminary) USD
Spain	93,660,956
Republic of Korea	44,363,833
Qatar	42,263,890
United States of America	38,114,835
Japan	35,330,815
Germany	24,993,018
Market	2018 contributions (preliminary) USD
Italy	22,825,186
Sweden	22,252,372
Australia	21,014,942
Netherlands	16,314,899
China	10,622,539
Canada	8,127,899
Online[48]	7,837,963
Thailand	5,127,210
United Kingdom	4,948,010
Mexico	4,126,785
Switzerland	3,608,668
United Arab Emirates	3,432,586
Norway	2,793,600
France	1,495,558

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[42] From key informant interviews.

[43] UNHCR, "Private sector fundraising and partnerships", Executive Committee of the High Commissioner's Programme, Standing Committee 73rd meeting, August 2018, EC/69/SC/CRP.22.

[44] Ibid.

[45] UNHCR, "Private sector fundraising and partnerships", Executive Committee of the High Commissioner's Programme, Standing Committee 73rd meeting, August 2018, EC/69/SC/CRP.22.

[46] Ibid.

[47] UNHCR, "Update on budgets and funding for 2018 and 2019", Executive Committee of the High Commissioner's Programme, Standing Committee 74th meeting, March 2019, EC/70/SC/CRP.7/Rev.2*.

[48] Contributions received via www.unhcr.org .

Table 9.4: Private-sector contributions for 2018 mobilized by UNHCR associations[49]

Market	Association	2018 contributions (preliminary) USD
Spain	España con ACNUR	91,669,024
United States of America	USA for UNHCR	25,177,331
Japan	Japan Association for UNHCR	25,154,444
Germany	UNO Flüchtlingshilfe (Deutschland für den UNHCR)	24,042,171
Sweden	UNHCR Insamlingsstiftelse	15,387,591
Australia	Australia for UNHCR	20,392,942

22. The private-sector resource mobilization strategy of UNICEF depends heavily on its long-established network of national committees. The strategy also focuses on mobilizing individual supporters more broadly, as advocates for children, volunteers and potential future donors. In 2018 they engaged 79.4 million supporters and have a goal of 100 million by 2021 – including 67.1 million "digital supporters" through social media, 7.8 million individual donors, and nearly 1 million volunteers supporting national committees.[50]

23. In 2018 UNICEF private sector revenue was USD 1.43 billion, including USD 691 million for regular resources (unearmarked).[51] UNICEF engaged 7.8 million individual donors in 2018[52] and raised the private sector funding set out below through:[53]:

- 33 National Committees for UNICEF (USD 1,197.8 million)

- 21 UNICEF country offices with structured private sector fundraising activities (USD 228.6 million)

- 24 other country offices (through direct fundraising and via UNICEF's global giving online platform) (USD 5.1 million).

24. The UNICEF Private Fundraising and Partnerships Division had expenditures of USD 201.2 million in 2018,[54] which does not include the costs for fundraising by the National Committees for UNICEF. National Committees are estimated[55] to retain on average of 25 percent of contributions to fund their core functions and other activities but specific arrangements vary and are not publicly reported.

25. The top UNICEF National Committee contributors for 2018 are shown in Table 9.5.

Table 9.5: Top UNICEF National Committee private sector resource mobilization for 2018[56]

Market	2018 contributions USD
United States of America	274,389,935
Japan	121,441,876
Republic of Korea	115,485,208
Germany	97,273,218
Spain	81,924,943
Sweden	75,346,870
United Kingdom	65,304,352
France	64,254,901
Netherlands	59.084,104
Italy	39.181,122

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[49] UNHCR, "Update on budgets and funding for 2018 and 2019", Executive Committee of the High Commissioner's Programme, Standing Committee 74th meeting, March 2019, EC/70/SC/CRP.7/Rev.2*.
[50] UNICEF, "Private Fundraising and Partnerships: financial report for the year ended 31 December 2018", United Nations Economic and Social Council, United Nations Children's Fund Executive Board, Second regular session 2019, July 2019, E/ICEF/2019/AB/L.6.
[51] Ibid.
[52] Ibid.
[53] Ibid.
[54] Ibid.
[55] According to key informants.
[56] UNICEF, "Compendium of Resource Partner Contributions 2018".

Norway	22,482,368
Denmark	20,997,026
Hong Kong	20,313,218
Switzerland	19,081,019
Finland	18,654,011

26.   Country offices with structured private-sector fundraising activities that raised the most in 2018 are shown in Table 9.6.

Table 9,6: Top private sector mobilizing UNICEF country offices for 2018 [57]

Market	2018 contributions USD
Argentina	32,307,533
Mexico	27,948,408
Qatar	21,433,542
Malaysia	18,527,574

27.   Key informants from organizations that do work with national committees or associations highlighted the important role they have in fundraising, brand awareness and advocacy. At the same time, they also stressed that there are numerous challenges to mobilizing resources through legally independent national committees or associations including bi-directional management of reputational risk, the need to clearly set regulations on the use of the brand, the importance of jointly setting resource-mobilization targets, sharing of data on donors and the high demand for support for communications, marketing and advocacy.

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[57] Ibid.

Annex 10: Final Field Work Schedule

Tasks	Team 1	Team 2	Scheduled dates
Field work	*Team 1*	*Team 2*	16-Sep – 30-Oct
Europe			
Rome - HQ visit 1	Tony	Dima	17–19-Sep
Rome - HQ visit 2	Brian	Hetty	28–30-Oct
Brussels	Tony	Rob	23–24-Sep
Berlin / Bonn	Charlotte	Rob	7–9-Oct
Geneva	Charlotte	Rob	21–22-Oct
London	Charlotte	Rob	23–24-Oct
North America			
Washington	Brian		17-Sep; 4-Nov
New York	Brian	Tony	17-Oct
RBB			
India CO	Brian	Paule	23–24-Sep
Bangkok RB	Brian	Paule	25–26-Sep
Beijing / China CO	Brian	Paule	27–29-Sep
Seoul	Brian		30-Sep – 1-Oct
Tokyo	Brian		3–4-Oct
RBC			
Dubai	Charlotte		28–29-Oct
Cairo RB	Tony	Hannah	30–31-Oct
Armenia	Tony	Hannah	4–6-Nov
RBD			
Dakar RB	Charlotte	Dima	14–15-Oct
Niger CO	Charlotte	Dima	16–18-Oct
RBJ			
Johannesburg RB	Tony	Hannah	7–8-Oct
Malawi CO	Tony	Hannah	1–2-Oct
RBN			
Nairobi RB / COs	Brian		23–24-Oct
RBP			
Panama RB	Charlotte	Dima	1–2-Oct

Annex 11: Analysis of Headquarters Programme Support and Administrative Budget

Global office	2014	2019 estimates	Nonimal change 2014-2019	% change 2014-2019	2020 project-ions	Nominal change 2019-2020	% change 2019-2020
Executive Director							
Ethics Office	0.5	1.5	1	200%	1.8	0.3	20%
Inspector General and Oversight Office	7.9	11	3.1	39%	12.4	1.4	13%
Legal Office	3.7	6	2.3	62%	6.1	0.1	2%
Office of Evaluation	6	10.4	4.4	73%	12.2	1.8	17%
Office of the Ombudsman	0.6	1.3	0.7	117%	1.4	0.1	8%
Office of the Executive Director	4.4	3.7	-0.7	-16%	3.6	-0.1	-3%
Operations Management Department							
Innovation and Knowledge Management	0	1.4	1.4	n/a	1.8	0.4	29%
Operations Management Support	1.1	1.2	0.1	9%	1.5	0.3	25%
Technology	19.5	20	0.5	3%	19	-1	-5%
Deputy Executive Director							
Deputy Executive Director	1.2	2	0.8	67%	2	0	0%
Emergencies*	2.2	5.8	3.6	164%	9.1	3.3	57%
Executive Board Secretariat	5.5	5.6	0.1	2%	6.1	0.5	9%
Security	1	3.8	2.8	280%	4.3	0.5	13%
Supply Chain	17.8	18.3	0.5	3%	17.9	-0.4	-2%
Programme & Policy Development Department							
Cash-Based Transfers	0	0.5	0.5	n/a	0.5	0	0%
Gender	0.9	1.8	0.9	100%	1.7	-0.1	-6%
NGO Partnership Unit	0.4	0.4	0	0%	1	0.6	150%
Nutrition	0.5	2.1	1.6	320%	2	-0.1	-5%
Programme - Humanitarian & Development**	9.1	10.5	1.4	15%	14.2	3.7	35%
Research, Assessment and Monitoring	0	3	3	n/a	2.9	-0.1	-3%
Partnerships & Advocacy Department							
Public Partnerships & Resourcing***	9.3	12.3	3	32%	13	0.7	6%
Brussels Office	1.9	2.6	0.7	37%	2.5	-0.1	-4%
Communications Advocacy and Marketing	8.2	10.7	2.5	30%	10.4	-0.3	-3%
Partnerships & Advocacy	0.1	1.6	1.5	1500%	1.6	0	0%
Private Partnerships & Fundraising	7.2	7.1	-0.1	-1%	6.9	-0.2	-3%
Rome-Based Agencies & CFS	0.9	1.1	0.2	22%	1.1	0	0%
UN System, AU & Multilateral Engagement NY Office	2.3	3.1	0.8	35%	3	-0.1	-3%
UN System, AU & Multilateral Engagement GVA Office	1.1	1.5	0.4	36%	1.4	-0.1	-7%
Washington Office	2.3	3.5	1.2	52%	3.4	-0.1	-3%
Resource Management Department							
Budget & Programming	7.1	7	-0.1	-1%	6.8	-0.2	-3%
Enterprise Risk Management	0	3.3	3.3	n/a	3.7	0.4	12%
Finance & Treasury	7.8	10.2	2.4	31%	10.1	-0.1	-1%
Human Resources	15.9	17.1	1.2	8%	17.2	0.1	1%
Management Services	15.2	11.3	-3.9	-26%	13.6	2.3	20%
Performance Management & Reporting	2.9	3.2	0.3	10%	3.3	0.1	3%
Staff Wellness	0.5	1.9	1.4	280%	2.2	0.3	16%
Total PSA Budget	**185.3**	**230.2**	**44.9**	**24%**	**244.9**	**14.7**	**6%**

*Does not include Emergencies & Supply Chain Operations budgeted separately beginning in 2019 at $0.9m

**Formerly Policy and Programme, includes figures for School Feeding which was elevated to a separate service in 2018 and is separately budgeted beginning in 2019 at $2.5m

***Includes WFP Offices in Berlin, London, Paris, Seoul, Tokyo, UAE

Key:			= average % growth in PSA budget	
	over 100% greater growth than average and n/a		between 1% and 25% lower growth than average	
	between 76% and 100% greater growth than average		between 26% and 50% lower growth than average	
	between 51% and 75% greater growth than average		between 51% and 75% lower growth than average	
	between 26% and 50% greater growth than average		between 76% and 100% lower growth than average	
	between 1% and 25% greater growth than average		over 100% lower growth than average	

Annex 12: Mapping of Findings, Conclusions and Recommendations

Table 12.1: Mapping of recommendations to conclusions

Recommendations	Conclusions
Recommendation 1: WFP should take a collaborative approach to developing its next strategic plan that allows the organization to clearly **articulate with one voice its full mandate and priorities** for ending hunger and improving nutrition **and act accordingly.** a) The process of developing the next strategic plan, as well as the next plan itself, should provide direction on the link between what WFP wants to achieve and the **funding ambitions, priorities and approaches** of the organization. b) The next strategic plan should: • stress the importance of maintaining WFP's capacity to respond to all types of **emergencies** and increasing related funding, with objectives for funding preparedness, anticipatory action and response, including in contexts that receive less attention. • elaborate new approaches to working in partnership in protracted crises and for resilience building, including with international financial institutions in middle-income countries, to highlight the operational and funding requirements of WFP's work at the **nexus** of humanitarian, peacebuilding and development. include a coherent and holistic narrative regarding WFP's contributions to sustainable **development** and related funding ambitions that integrate advancements in various programming approaches.	C3. The IRM has heralded a shift in WFP's ambitions, changing the way that it describes its role and improving transparency. Funding, however, has not yet fully followed suit. Differing internal and external views on relative funding priorities persist, particularly between funding for large-scale emergencies and WFP's other work. Communication and marketing efforts predominantly centre around WFP's better-known role in large-scale emergency response. The perception among some that promises about flexible and predictable funding for the humanitarian–development–peacebuilding nexus have been broken, as well as increasing donor expectations for detailed and specific reporting, have contributed to an unrealistic set of expectations on the part of both WFP and donors. Some unexpected problems require attention, including through efforts to link resources to results and investments in evidence generation. Internal resource allocation decisions also need to be more timely and transparent. C4. WFP's funding ambitions are not entirely realistic and are often not backed up by commensurate efforts to achieve them. The funding gap dominates communications with donors and emphasizes dollars over people. The ambition to reach 80 or 100 percent of WFP's needs-based funding target is somewhat balanced by efforts to determine budgets based on forecasted contributions at the country level, but this has not yet translated into a more realistic prioritization of top-line, strategic objectives. The rhetoric regarding flexible funding has alienated some donors by failing to acknowledge the value of earmarked contributions. Finally, there is no clear consensus within WFP on the financial requirements for the organization's development work, and conflicting messages are communicated regarding the funding gap that it seeks to fill, including whether it does so solely for its own development-oriented ambitions or also to stimulate broader financing for national actors.

| Recommendation 2: WFP should strengthen the foundation for financing its work in **changing lives** and for financing national efforts to achieve the **SDGs**. To that end it should:

a) develop a consolidated plan for and approach to accessing development financing, including clarity on potential sources and requirements, and investigate options for substantially different financing models.

b) invest in the organizational capacity needed to better position itself and enhance partnerships with development funders and engage in development forums globally and at the regional and country levels, including through greater investment in policy advice, evidence generation and capacity strengthening.

c) clarify its ambition for brokering direct development financing for national partners aligned with WFP Strategic Result 7 and SDG 17.3 and for institutionalizing the approach, including through methods for documenting its contributions to the indirect results of such partnerships, funding this element of its work and tracking forecasted and actual funding. | C1. WFP has performed well within a constrained funding environment in terms of the volume of funding that it has raised. However, the trend in total funding masks disparities between large, well-funded emergencies and other crisis-affected situations, as well as WFP's portfolio of resilience and development work. Donor commitments to provide more predictable and flexible funding have not yet had an impact on WFP's funding, which still operates on short-term funding cycles with little room for internal prioritization. The organization's ability to access long-term development financing at scale is hampered by a lack of expertise and strong competition, coupled with more stringent, time-consuming and unfamiliar application processes.

C3. The IRM has heralded a shift in WFP's ambitions, changing the way that it describes its role and improving transparency. Funding, however, has not yet fully followed suit. Differing internal and external views on relative funding priorities persist, particularly between funding for large-scale emergencies and WFP's other work. Communication and marketing efforts predominantly centre around WFP's better-known role in large-scale emergency response. The perception among some that promises about flexible and predictable funding for the humanitarian–development–peacebuilding nexus have been broken, as well as increasing donor expectations for detailed and specific reporting, have contributed to an unrealistic set of expectations on the part of both WFP and donors. Some unexpected problems require attention, including through efforts to link resources to results and investments in evidence generation. Internal resource allocation decisions also need to be more timely and transparent.

C4. WFP's funding ambitions are not entirely realistic and are often not backed up by commensurate efforts to achieve them. The funding gap dominates communications with donors and emphasizes dollars over people. The ambition to reach 80 or 100 percent of WFP's needs-based funding target is somewhat balanced by efforts to determine budgets based on forecasted contributions at the country level, but this has not yet translated into a more realistic prioritization of top-line, strategic objectives. The rhetoric regarding flexible funding has alienated some donors by failing to acknowledge the value of earmarked contributions. Finally, there is no clear consensus within WFP on the financial requirements for the organization's development work, and conflicting messages are communicated regarding the funding gap that it seeks to fill, including whether it does so solely for its own development-oriented ambitions or also to stimulate broader financing for national actors. |

Recommendations	Conclusions
	C5. Internal capacity for partnerships, resource mobilization and related functions is limited, particularly at the country office level. Fundraising falls within the responsibilities of many WFP staff, an approach that has largely been effective but has required a coordinated and coherent approach. More oversight, leadership and clarity on relative priorities is required in order to maximize efforts and minimize the risk of WFP competing against itself for the same funding sources. Professionalization of the partnerships and resource mobilization function would help to build a stronger cadre of experts within the organization. A shortage of expertise on specific topics, such as gender and climate change, and on innovative financing has prevented WFP from developing new partnerships, tapping into dedicated resources on particular themes and accessing new funding sources at scale. Strong systems are in place within WFP to track, analyse and manage available resources and gaps, with more potential for them to be used strategically to identify and capitalize on emerging funding opportunities.

Recommendations	Conclusions
Recommendation 3: WFP should continue to fully explore, implement and invest in strategies for **diversifying its sources of funding,** including by: a) ensuring full and sustained leadership and governance support for the implementation of the new private sector strategy, including by aligning marketing efforts with detailed management implementation plans and by considering more ambitious targets based on demonstrated performance. b) developing a strategy and structure and allocating resources for more proactive efforts to access innovative financing. stepping up engagement with other United Nations organizations to capitalize on opportunities for joint programming and resource mobilization, including through joint applications for humanitarian and development-oriented pooled funding.	C2. WFP's funding model is risky and not fully suited to the changing funding environment in which it operates. Total dependence on voluntary contributions (predominantly provided by a small number of government donors) means that WFP is particularly vulnerable to donor perceptions of priorities within its mandate, short-term donor funding cycles and shifts in donor budgets and priorities. An emphasis on funding from government sources rather than private donors has further limited WFP's flexibility, and future ambitions for growing private sector contributions are constrained by the level of investment that the organization (in particular the Executive Board) is prepared to make. For innovative financing, it will be important for WFP to engage in a structured way – at the policy and technical levels – to fully capitalize on opportunities to fill the funding gap. The architecture of WFP is largely appropriate for ensuring adequate funding, but various WFP offices have developed organically rather than by design, and some funding efforts have been highly dependent on specific individuals. C5. Internal capacity for partnerships, resource mobilization and related functions is limited, particularly at the country office level. Fundraising falls within the responsibilities of many WFP staff, an approach that has largely been effective but has required a coordinated and coherent approach. More oversight, leadership and clarity on relative priorities is required in order to maximize efforts and minimize the risk of WFP competing against itself for the same funding sources. Professionalization of the partnerships and resource mobilization function would help to build a stronger cadre of experts within the organization. A shortage of expertise on specific topics, such as gender and climate change, and on innovative financing has prevented WFP from developing new partnerships, tapping into dedicated resources on particular themes and accessing new funding sources at scale. Strong systems are in place within WFP to track, analyse and manage available resources and gaps, with more potential for them to be used strategically to identify and capitalize on emerging funding opportunities.

Recommendations	Conclusions
Recommendation 4: WFP should increase and sustain organizational **investments in critical resource mobilization and communications, marketing and advocacy personnel** to maximize its ability to maintain existing funding and secure more diverse, adequate, flexible and predictable funding. To that end it should: a) develop human resource strategies and funding arrangements for partnerships, reporting, communications, advocacy and marketing functions at all levels of the organization. a) invest in national staff in partnership functions and specialized staff with expertise in innovative financing, marketing and advocacy, thematic and cross-cutting issues and proposal development.	C1. WFP has performed well within a constrained funding environment in terms of the volume of funding that it has raised. However, the trend in total funding masks disparities between large, well-funded emergencies and other crisis-affected situations, as well as WFP's portfolio of resilience and development work. Donor commitments to provide more predictable and flexible funding have not yet had an impact on WFP's funding, which still operates on short-term funding cycles with little room for internal prioritization. The organization's ability to access long-term development financing at scale is hampered by a lack of expertise and strong competition, coupled with more stringent, time-consuming and unfamiliar application processes. C5. Internal capacity for partnerships, resource mobilization and related functions is limited, particularly at the country office level. Fundraising falls within the responsibilities of many WFP staff, an approach that has largely been effective but has required a coordinated and coherent approach. More oversight, leadership and clarity on relative priorities is required in order to maximize efforts and minimize the risk of WFP competing against itself for the same funding sources. Professionalization of the partnerships and resource mobilization function would help to build a stronger cadre of experts within the organization. A shortage of expertise on specific topics, such as gender and climate change, and on innovative financing has prevented WFP from developing new partnerships, tapping into dedicated resources on particular themes and accessing new funding sources at scale. Strong systems are in place within WFP to track, analyse and manage available resources and gaps, with more potential for them to be used strategically to identify and capitalize on emerging funding opportunities.

Recommendations	Conclusions
Recommendation 5: WFP should strengthen its organizational capacity by **investing in the necessary tools, products, processes and protocols** for better services related to funding. To that end it should: a) institute coordination processes and protocols for engaging with donors and for capturing intelligence on donors and opportunities in Salesforce, with clear roles and responsibilities, to ensure a disciplined approach to presenting organizational priorities for funding. b) develop communication, advocacy and marketing tools and initiatives based on evidence of programme effectiveness, including more effective communication of the added value of WFP work beyond emergency response. c) strengthen management oversight of grant compliance requirements by country offices, with support from headquarters, regional bureaux and global offices. d) maintain high levels of engagement in global humanitarian and development processes and forums to represent WFP contributions and commitments and continue work with donors to advocate adequate, predictable and flexible funding with reasonable reporting and other compliance requirements.	C3. The IRM has heralded a shift in WFP's ambitions, changing the way that it describes its role and improving transparency. Funding, however, has not yet fully followed suit. Differing internal and external views on relative funding priorities persist, particularly between funding for large-scale emergencies and WFP's other work. Communication and marketing efforts predominantly centre around WFP's better-known role in large-scale emergency response. The perception among some that promises about flexible and predictable funding for the humanitarian–development–peacebuilding nexus have been broken, as well as increasing donor expectations for detailed and specific reporting, have contributed to an unrealistic set of expectations on the part of both WFP and donors. Some unexpected problems require attention, including through efforts to link resources to results and investments in evidence generation. Internal resource allocation decisions also need to be more timely and transparent. C5. Internal capacity for partnerships, resource mobilization and related functions is limited, particularly at the country office level. Fundraising falls within the responsibilities of many WFP staff, an approach that has largely been effective but has required a coordinated and coherent approach. More oversight, leadership and clarity on relative priorities is required in order to maximize efforts and minimize the risk of WFP competing against itself for the same funding sources. Professionalization of the partnerships and resource mobilization function would help to build a stronger cadre of experts within the organization. A shortage of expertise on specific topics, such as gender and climate change, and on innovative financing has prevented WFP from developing new partnerships, tapping into dedicated resources on particular themes and accessing new funding sources at scale. Strong systems are in place within WFP to track, analyse and manage available resources and gaps, with more potential for them to be used strategically to identify and capitalize on emerging funding opportunities.

Recommendations	Conclusions
Recommendation 6: WFP should redouble efforts to achieve the planning, accountability, transparency and resource management ambitions envisioned in various components of the **IRM**. To that end it should: a) continue the process of aligning CSP planning cycles with United Nations sustainable development cooperation framework (UNSDCF) processes and supporting the design of next-generation CSPs to ensure that they are coherent, evidence-based and aligned with national development goals and financing priorities and that they incorporate resource mobilization and partnership considerations. b) identify how the resilience and development targets in CSPs are reflected in global resource mobilization targets, ambitions and communications. c) continue work on tools and guidance to demonstrate the connection between resources and results by better defining corporate indicators, measuring cross-cutting results (particularly with regard to gender equality and resilience) and minimizing the opaque effects of bundling activities. d) review the challenges to country office resource management flexibility posed by activity-level earmarking based on lessons learned from first-generation CSPs and provide guidance for the next generation of CSPs. e) review guidance and practice regarding specialized donor reporting, including related budgeting approaches, and incorporate information in Salesforce to ensure monitoring and reporting costs are included in budgets.	C1. WFP has performed well within a constrained funding environment in terms of the volume of funding that it has raised. However, the trend in total funding masks disparities between large, well-funded emergencies and other crisis-affected situations, as well as WFP's portfolio of resilience and development work. Donor commitments to provide more predictable and flexible funding have not yet had an impact on WFP's funding, which still operates on short-term funding cycles with little room for internal prioritization. The organization's ability to access long-term development financing at scale is hampered by a lack of expertise and strong competition, coupled with more stringent, time-consuming and unfamiliar application processes. C3. The IRM has heralded a shift in WFP's ambitions, changing the way that it describes its role and improving transparency. Funding, however, has not yet fully followed suit. Differing internal and external views on relative funding priorities persist, particularly between funding for large-scale emergencies and WFP's other work. Communication and marketing efforts predominantly centre around WFP's better-known role in large-scale emergency response. The perception among some that promises about flexible and predictable funding for the humanitarian–development–peacebuilding nexus have been broken, as well as increasing donor expectations for detailed and specific reporting, have contributed to an unrealistic set of expectations on the part of both WFP and donors. Some unexpected problems require attention, including through efforts to link resources to results and investments in evidence generation. Internal resource allocation decisions also need to be more timely and transparent.

Recommendations	Conclusions
Recommendation 7: WFP should improve the effectiveness of its **corporate resource allocation processes** and decisions in order to facilitate continuous, transparent and timely prioritization to meet its strategic needs. To that end it should: a) invest in the thorough implementation of the bottom-up strategic budgeting exercise, which should include consideration of all headquarters and regional bureau functions and costs, including special accounts and trust funds. b) develop a mechanism for articulating the relationship between the hierarchy of corporate priorities and resource allocation from all funding sources as part of developing the annual management plan. c) provide staff and governance with transparent and timely information on the allocation decisions of the SRAC and the rationale for prioritization. d) continue timely decision making on investment case proposals (as initiated in 2020) to allow adequate time for implementation. e) develop a system for tracking and reporting on the use of resources allocated to critical corporate initiatives and other investment cases and ensure that this performance information is used in future funding decisions. f) provide the Executive Board with a detailed analysis of the implications of an inflexible indirect support cost rate, taking into account system-wide discussions on aligning practices, competition and partnership considerations, to facilitate more formal Executive Board feedback on indirect support cost flexibility proposals.	C6. Because WFP has limited opportunities to allocate resources internally, its ambition to have strategic priorities drive funding decisions is frustrated. The relative hierarchy of corporate priorities is not always clear, increasing the likelihood that funding will drive strategy rather than the other way around. Advance financing mechanisms have been critical in allowing WFP some control over its resource priorities, but large-scale emergencies have been prioritized. In addition, challenges related to funding for the Immediate Response Account, and limited scope of the account, mean that it does not provide the full amount of advance financing needed for WFP's emergency work. Core function resource requirements deserve to be reviewed in the light of WFP's growth and organizational changes, as is planned for 2020, along with a reconsideration of the flexibility of the indirect support cost rate.

Recommendations	Conclusions
Recommendation 8: WFP should **strengthen its advance financing mechanisms** so that they ensure predictable and timely resourcing for the full scope of WFP's work, including emergency (preparedness, anticipatory action and response), resilience and development activities. To that end it should: a) ensure the availability of internal resources for the start-up of resilience and development activities until additional external funding can be catalysed and sustained, recognizing the longer period required for accessing external financing for development-related work. b) complete the review of the Immediate Response Account and consider establishing one consolidated and regularly replenished emergency advance financing facility that covers the full scope of WFP's work related to preparedness, anticipatory action and emergency response, as well as the advance financing needs of mandated common services. c) develop options for providing advance financing for launching common mandated services.	C6. Because WFP has limited opportunities to allocate resources internally, its ambition to have strategic priorities drive funding decisions is frustrated. The relative hierarchy of corporate priorities is not always clear, increasing the likelihood that funding will drive strategy rather than the other way around. Advance financing mechanisms have been critical in allowing WFP some control over its resource priorities, but large-scale emergencies have been prioritized. In addition, challenges related to funding for the Immediate Response Account, and limited scope of the account, mean that it does not provide the full amount of advance financing needed for WFP's emergency work. Core function resource requirements deserve to be reviewed in the light of WFP's growth and organizational changes, as is planned for 2020, along with a reconsideration of the flexibility of the indirect support cost rate.

Table 12.2: Mapping of recommendations to findings

Recommendations	Findings
Recommendation 1: WFP should take a collaborative approach to developing the next WFP strategic plan. An approach that allows the organization to clearly articulate with one voice its full mandate and priorities for ending hunger and improving nutrition, and act accordingly. Specifically: a) The process of developing the next strategic plan, as well as the next WFP strategic plan itself, should provide direction on the link between what WFP wants to achieve and the relative funding ambitions, priorities and approaches of the organization. b) The next strategic plan should: • Stress the importance of maintaining WFP capacity and increasing funding to respond to all types of emergencies, with objectives for funding preparedness, anticipatory action and response, including in contexts that receive less attention • Elaborate new approaches to working in partnership in protracted crises and resilience-building efforts, including with international financial institutions in middle-income countries, to highlight the operational and funding requirements of WFP work at the nexus of humanitarian, peacebuilding and development • Include a coherent and holistic narrative for WFP contributions to sustainable development and related funding ambitions that integrate advancements in various programming approaches.	1, 2, 3, 5, 20
Recommendation 2: WFP should strengthen the foundation for financing its work in changing lives and for financing national efforts to achieve the Sustainable Development Goals. Specifically WFP should: a) Develop a consolidated plan and approach for accessing development financing, including clarity on potential sources and requirements and investigate options for substantially different financing models b) Invest in the organizational capacity to better position WFP and enhance partnerships with development funders and engage in development fora globally and at regional and country level including greater investment in policy advice, evidence generation and capacity strengthening c) Clarify its ambition for brokering direct development financing for national partners aligned with Strategic Result 7 and SDG 17.3 and institutionalizing the approach, including methods of documenting WFP contributions to the indirect results of such partnerships, funding this element of WFP work and tracking forecasted and actual funding.	1, 3, 6, 7, 9, 12, 13, 16, 19, 20
Recommendation 3: WFP should continue to fully explore, implement and invest in strategies for diversifying its sources of funding, including: a) Ensuring full and sustained leadership and governance support for implementation of the new private-sector strategy, including alignment of marketing efforts, with detailed management implementation plans and consideration of more ambitious targets based on demonstrated performance b) Developing a strategy and structure and allocating resources for more proactive efforts to access innovative financing c) Stepping up engagement with other United Nations organizations to capitalize on opportunities for joint programming and resource mobilization, including through joint applications for humanitarian- and development-oriented pooled funding.	1, 2, 4, 8, 18

Recommendations	Findings
Recommendation 4: WFP should increase and sustain organizational investments in critical resource mobilization and communications, marketing and advocacy personnel to best enable WFP to maintain existing funding and secure more diverse, adequate, flexible and predictable funding for its work. Specifically WFP should: a) Develop workforce human-resources strategies and funding arrangements for partnerships, reporting, communications, advocacy and marketing functions at all levels of the organization b) Invest in national staff in partnership functions and specialized staff with expertise in innovative financing, marketing and advocacy, thematic and cross-cutting issues, and proposal development.	5, 6, 7, 10, 11, 14, 18
Recommendation 5: WFP should strengthen its organizational capacity by investing in the necessary tools, products, processes and protocols for better services related to funding. Specifically WFP should: a) Institute coordination processes and protocols for engaging with donors, and capturing intelligence on donors and opportunities in Salesforce, with clear roles and responsibilities, to ensure a disciplined approach to presenting organizational priorities for funding b) Develop communication, advocacy and marketing tools and initiatives based on evidence of programme effectiveness, including more effective communication of WFP added value beyond emergency response c) Strengthen management oversight of grant compliance requirements by country offices with support from headquarters, regional bureaux and global offices d) Maintain high levels of engagement in global humanitarian and development processes and fora to represent WFP contributions and commitments and continue to advocate with donors for adequate, predictable and flexible funding with reasonable reporting and other compliance requirements.	2, 8, 11, 12, 17
Recommendation 6: WFP should redouble efforts to achieve the planning, accountability, transparency and resource management ambitions envisioned in various components of the Integrated Road Map. Specifically WFP should: a) Continue the process of aligning CSP planning cycles to UNSDCF processes and supporting the design of next generation CSPs to ensure they are coherent, evidence-based and aligned with national development goals and financing priorities and incorporate resource mobilization and partnership considerations b) Identify how the resilience and development targets incorporated in CSPs are reflected in global resource mobilization targets, ambitions and communications c) Continue work on tools and guidance to demonstrate "resources to results" - better defining corporate indicators, measuring cross-cutting results (particularly gender equality and resilience) and minimizing the opaque effects of bundling activities. d) Review challenges to country office resource-management flexibility posed by activity level earmarking based on lessons learned from first generation CSPs and providing guidance for the next generation of CSPs e) Review guidance and practice regarding specialized donor reporting, including related budgeting approaches, and incorporate information in Salesforce to ensure monitoring and reporting costs are included in budgets.	3, 13, 14, 15, 16, 17, 20

Recommendations	Findings
Recommendation 7: WFP should improve the effectiveness of corporate resource-allocation processes and decisions to enable continuous, transparent and timely prioritization to meet the strategic needs of WFP. Specifically WFP should: a) Invest in thoroughly implementing the bottom-up strategic budgeting exercise and include consideration of all headquarters and regional bureau functions and costs, including special accounts and trust funds b) Develop a mechanism for articulating the relationship between a hierarchy of corporate priorities and resource allocation from all funding sources as part of developing the annual management plan c) Provide staff and governance with transparent and timely information on allocation decisions of the Strategic Resource Allocation Committee and the rationale for prioritization d) Continue timely decision-making on investment case proposals (as initiated in 2020) to allow adequate time for implementation e) Develop a system to track and report on the use of resources allocated to critical corporate initiatives and other investment cases and ensure use of this performance information in future funding decisions f) Provide the Executive Board with a detailed analysis of the implications of an inflexible indirect support cost rate, taking into account system-wide discussions on aligning practices, competition and partnership considerations to facilitate more formal Executive Board feedback on indirect support cost flexibility proposals.	5, 20, 21, 22, 23, 24
Recommendation 8: WFP should strengthen its advance financing mechanisms to ensure that they are fit for purpose in order to ensure predictable and timely resourcing of the full scope of WFP work, including emergency (preparedness, anticipatory action and response), resilience and development activities. Specifically, WFP should: a) Ensure the availability of internal resources for the start-up of resilience and development activities until additional external funding can be catalysed and sustained, recognizing the longer gestation period for accessing external financing for development-related work b) Complete the review of the Immediate Response Account and consider establishing one consolidated and regularly replenished emergency advance financing facility to ensure that funding mechanisms are considered for a broader spectrum of WFP emergency work c) Develop options for providing advance financing to launch common mandated services.	18, 20, 22, 23

Annex 13: Evaluation Team Roles and Responsibilities

Team member	Profile	Role	Responsibilities/coverage
Brian Majewski	Avenir Analytics' Head of Strategic Research and Evaluation and a professional evaluator with over twenty years of experience in the international development and humanitarian sectors. Has led multiple evaluations and reviews for major United Nations agencies, INGOs and the Red Cross, focusing on CBT, operational capability, partnerships, policy, and development. Led several evaluations for WFP	Team Leader	Lead expert on complex evaluation and humanitarian strategy and policy. Overall evaluation design and management, tasking of team members, ensuring project progress, safeguarding quality of outputs and liaising with the evaluation manager and key stakeholders. Leads on private-sector resource mobilization. Leads the inception mission, data collection and analysis and oversees production of all deliverables
Charlotte Lattimer	Senior evaluator with extensive experience in humanitarian and development assistance. Particular expertise in humanitarian financing, cash-based programming funding, localization and the humanitarian/development nexus working with donors, United Nations agencies and INGOs. Specialized in data analysis and qualitative research, policy development, partnerships, monitoring and evaluation, knowledge management and needs assessment	Senior evaluator	Lead expert on humanitarian and development financing and evaluation of funding mechanisms and approaches to resource mobilization. Contributes to the development of evaluation design and tools; involved in data-collection and analysis; main author of final report
Rob Tew [Development Initiatives]	Head of Research and Analysis at Development Initiatives where he is responsible for designing methodologies for, and leading, the analysis of official development assistance and other resource flows. Prior to this, Rob worked as a specialist in information management and analysis, mainly in the financial sector. He specializes in detailed data analysis of financial flows from a development perspective and the impacts of information availability on these flows. Rob has led many workshops on the use of statistics in development	Senior evaluator	Leads on the contextual analysis and is main liaison to Development Initiatives for [1] analysis of administrative data, and [2] analysis of comparison organizations. Contributes to the development of review design and tools; joins headquarters briefing; involved in data-collection and analysis; contributes to reporting

Team member	Profile	Role	Responsibilities/coverage
Anton Bilaver	Specialist with 20 years of international experience encompassing humanitarian aid, crisis response, international development and international civil aviation. Extensive expertise in humanitarian operations, financing, funding and budgeting mechanisms, revenue generation, business process improvement, change management, results based management, strategic and business planning, performance and risk management	Senior evaluator	Lead expert on humanitarian operations and related financing, funding and budget mechanisms. Leads analysis of internal resource allocation. Contributes to the development of evaluation design and tools and to the desk review; headquarters briefing; involved in data-collection and analysis; contributes to reporting
Dima Hatuqa	Humanitarian aid and development specialist with multi-disciplinary experience, obtained with United Nations organizations (WFP and UNICEF) and with Médecins Sans Frontières (MSF). Her main areas of expertise include research, information analysis and management; project management and coordination; and field operations support at headquarters and country levels. She has been deployed to Pakistan, Jordan, Lebanon and Chad for operational assignments. Dima is fluent in Arabic, English and French	Evaluator	Contributes to the development of methodology design and tools; leads desk review; joins headquarters briefing; involved in data collection and analysis; contributes to reporting
Niklas Rieger [Development Initiatives]	Research expert with focus on policy and data analysis related to humanitarian assistance and complex crises. Quantitative and qualitative expertise with experience in analysing financial flows and humanitarian programming trends. Projects have included focus on localization, inclusive assistance, underfunded appeals, and production of the Global Humanitarian Assistance reports. Niklas is fluent in German and English	Evaluator	Leads on the comparison analysis with other organizations and will work with the Development Initiatives team on [1] analysis of administrative data, and [2] contextual analysis. Contributes to the development of review design and tools; involved in data collection and analysis; contributes to reporting
Hannah Watson	Analyst with experience in conducting desk research on refugee protection through academic work and research conducted while working as part of the Stimson Centre's 'Protecting Civilians in Conflict' programme. She has moderated focus group discussions, has created sophisticated analyses of quantitative data and large datasets of survey results and has conducted in-depth interviews with stakeholder groups. Hannah is familiar with mixed methods approaches	Analyst	Supports the evaluation team with design, methodology, and desk research. Contributes to development of review design and tools. Joins headquarters briefing. Oversees data consolidation, coding and checks for inter-coder reliability. Conducts quantitative analysis, qualitative synthesis and data visualization

Expert and quality advisors

A team of expert and quality advisors served as a resource for the core evaluation team throughout the evaluation. Based on their specific expertise they provided input on the design of specific areas of evaluation methodology and provided access to expert knowledge and research. While the advisors all have well-rounded experience, the below table lists the main area of expertise they specifically brought to this evaluation.

Team member	Profile	Main area of expertise
Daniel Coppard [Development Initiatives]	Director of Research and Analysis at Development Initiatives, an independent international development organization working on the use of data to drive poverty eradication and sustainable development, where he ensures production of quality high impact products. Dan has over 20 years' experience in international development and 12 years' experience of international development finance. He has more than 14 years' experience in qualitative and quantitative research, research methodologies, and data collection and analysis	Evaluation methodology and outputs
Geneva Global	Consulting firm that helps clients maximize their social impact. They serve as trusted advisors and thought partners to help organizations build partnership strategies for private philanthropy by providing strategic advice and practical experience to advance clients' missions. Geneva Global has a diverse team of experts who have deep knowledge within the humanitarian and development sector, as well as experience across all aspects of donor identification and engagement and pooled donor funds	Philanthropy and charitable giving
Hetty van Doorn	Avenir Principal and Head of Organizational Development with over 20 years of experience. Hetty has been involved with public-private partnership relationships since 2005 from different perspectives: [i] private sector as an employee of the Global Logistics company TNT (2005–2008), [ii] public sector as an employee of the World Food Programme (200 –2011), and [iii] in a facilitation / coordination role supporting the interaction and collaboration between private and public sector partners with Avenir Analytics (2011–present).	Public-private partnerships in humanitarian aid
Jane Lewis	Jane has 20 years of experience with humanitarian, stabilization and peace-building efforts. She has worked with a variety of organizations and has extensive knowledge of international funding instruments, including bilateral and multilateral donor contributions and multi-donor trust funds. She has worked for seven years with the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and has first-hand experience with large-scale resource mobilization, partnership management and European Union funding instruments for international cooperation and development. She has also served on advisory boards related to micro-finance, programmes and funds and has been directly involved in dozens of evaluations	Bilateral and multilateral donor contributions and multi-donor trust funds

The expert and quality advisors provided advice and insights related to the conceptual framework, evaluation matrix, and analytical tools and approaches during the inception phase and input to the evaluation report. During the evaluation phase the team leader called upon this group of advisors to provide advice or help interpret emerging data patterns and suggest additional stakeholders to consult. The advisors were briefed on the preliminary findings from data collection and engaged in thinking about how to frame findings, conclusions and recommendations. Advisors also reviewed the draft final report and provided feedback.

Acronyms

CPB	Country Portfolio Budgets
CERF	Central Emergency Response Fund
CSP	Country Strategic Plan
DEV	Development Operations
DSC	Direct Support Cost
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FFR	Financial Framework Review
GCMF	Global Commodity Management Facility
IPL	Internal Project Lending Facility
IRA	Immediate Response Account
IRM	Integrated Road Map
ISC	Indirect Support Costs
LIC	Lower Income Country
LMIC	Lower Middle-Income Country
MAF	Macro Advance Financing
MIC	Middle Income Country
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
PSA	Programme Support and Administrative (budget)
RBB	Regional Bureau Bangkok
RBC	Regional Bureau Cairo
RBD	Regional Bureau Dakar
RBJ	Regional Bureau Johannesburg
RBN	Regional Bureau Nairobi
RBP	Regional Bureau Panama
SDG	Sustainable Development Goals
SR	Strategic Result
SRAC	Strategic Resource Allocation Committee
ToR	Terms of Reference
UK	United Kingdom
UMIC	Upper Middle-Income Country
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USD	United States Dollars
UNSDCF	United Nations Sustainable Development Coordination Framework
WFP	World Food Programme

Photo Credit

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