Office of Evaluation

Measuring Results, Sharing Lessons

TERMS OF REFERENCE

STRATEGIC EVALUATION OF THE WFP'S USE OF TECHNOLOGY IN CONSTRAINED ENVIRONMENTS

(final version of 23 July 2020)

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1. Background

1.1. Introduction

1. This strategic evaluation will assess the extent to which WFP effectively and efficiently deploys the most appropriate information and communication technology applications (and underlying infrastructure) to achieve its objectives in constrained environments, and how, why and under which conditions the use of ICTs and data has helped increase WFP's management and programmatic performance in constrained environments. It will look at how WFP has taken advantage of technological opportunities, and at good practices in adapting ICT applications to evolving constraints. It will also assess whether effective measures are in place to mitigate and manage risks to operations and populations resulting from the use of ICTs and data, and identify lessons learned regarding technology- and data-related risks and how these can best be addressed.

2. The evaluation is targeted at WFP's Senior Management, various WFP divisions, the Regional Bureaux and Country Offices, WFP partners (including governments, NGOs/CSOs, private sector, UN agencies and IFIs) and other actors in the humanitarian and development field to whom the findings of this evaluation might also be of interest. The engagement with WFP management and staff along the evaluation process will provide an opportunity to contribute to the reflections on the WFP Strategic Plan 2022-2026. The evaluation is also expected to provide lessons and insights to support WFP's digital transformation agenda and help updating norms, standards and guidelines on the implementation of a range of WFP policies including new WFP policies on ICT and Protection currently under preparation.

3. Strategic Evaluations were introduced by OEV in 2008 to focus on strategic and systemic issues of corporate-wide relevance. The purpose of Strategic Evaluations is to assess global or corporate themes, programmes and initiatives, selected for their relevance to WFP's strategic direction and management.[1] The topic for this evaluation was identified through an advisory study[2] commissioned by OEV in 2017 to identify the potential priority themes and topics for strategic evaluations between 2018 and 2021. The study was based on extensive literature review, including 48 past evaluations and syntheses, and stakeholder consultations within and outside WFP.

4. These Terms of Reference (TORs) are intended to provide key information to evaluation stakeholder and guidance to the evaluation team, as regards the purpose, scope and areas of focus of the evaluation, key evaluation questions, evaluability challenges, suggested evaluation approach and methods, timing and required evaluation expertise. They build on a Concept Note which was widely discussed with WFP colleagues at HQ and Regional Bureaux, complemented by further desk review of WFP guidance and reports, independent evaluations and external research.

5. The TORs are structured as follows: Section 1 provides information on the context, both external and internal to WFP; Section 2 presents the rationale, objectives, scope and main stakeholders of the evaluation; Section 3 sets out the proposed evaluation approach and methodology; and Chapter 4 indicates how the evaluation will be organized.

6. The annexes provide additional information on the evaluation timeline (annex 1); the communication and learning plan (annex 2); the results framework derived from the WFP Corporate Information Technology Strategy 2016-2020 (annex 3); a tentative list of possible countries for data collection missions (annex 4); the proposed analytical framework for the evaluation (annex 5); a review of WFP evaluation evidence (annex 6), key documents (annex 7),

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1 WFP, "Evaluation Policy (2016-2021)", WFP/EB.2/2015/4-A/Rev.1, 5 November 2015.
2 WFP, Strategic Evaluation Review: Themes and Coverage Levels, Advisory Report, December 2017. The review identified 10 topics which were discussed and agreed upon with the Executive Management Group.

OEV guidance (annex 8), a description of the introduction process of new technologies in WFP (annex 9), a summary presentation of WFP's Data Governance Framework (annex 10), a tentative list of ICT applications used by WFP (annex 11), the proposed composition of the Internal Reference Group and External Reference Panel (annex 12), the bibliography and list of people met for the preparation of these TORs (annex 13 & 14).

7. The evaluation is scheduled to take place from April 2020 (preparation) to February 2022. The evaluation report will be presented at the WFP Executive Board First Regular Session in February 2022.

8. The evaluation will be conducted by an independent, external evaluation team and managed by WFP's Office of Evaluation (OEV). Hence these TORs also provide the basis for consulting companies to prepare proposals for undertaking the evaluation and set the parameters for the detailed design of the evaluation in the inception phase.

1.2. Food assistance in constrained environments

9. The world has made significant progress fighting hunger in recent decades, though in a highly unequal manner amongst and within regions and countries. The number, scale and complexity of humanitarian crises is increasing due to violent conflict, climate change, epidemics and other man-made and natural disasters of growing proportions. Some 71 million people have been forcibly displaced from their homes in 2019. Conflict, natural disasters and economic shocks are the main drivers for acute food insecurity for respectively some 74, 29 and 10 million people in about 25 countries. OCHA estimates that close to 168 million people will require humanitarian aid and protection in 2020, a 15 percent increase since the beginning of 2019.[3] At the same time, the global humanitarian funding gap has grown[4], while expectations by donors and politicians on transparency, accountability and value for money of humanitarian assistance have increased.

10. Most environments in which humanitarian actors operate are constrained in one way or another as a result of fragility and extreme poverty, often linked to and compounded by conflict or other man-made and natural disasters. Those constraints include high uncertainty and rapidly evolving situations and needs; difficult physical access to populations in need due to poor or damaged infrastructure, physical barriers or population movements; poor or no telecommunications coverage; high security, health and other safety risks; very weak national and local public and private services; time and resource constraints; social, economic, institutional and political constraints; and risks of fraud or theft. In addition, over the last decade, the "humanitarian space", i.e. the ability to deliver aid in an unhindered and secure environment, has become increasingly under threat, with humanitarian workers becoming themselves the victims of violence.[5]

11. The current COVID-19 pandemic is having an unprecedented impact around the world, on health, societies, economies, politics and the environment. The acutely food-insecure people in need of humanitarian assistance – estimated at 149 million by WFP in June 2020 – are the most vulnerable to the consequences of this pandemic as they have very limited capacity to cope with either the health or socioeconomic aspects of the shock. The impact on their health and access to food and nutrition is expected to be dramatic. An additional 121 million people are at risk to become acutely food insecure before the end of the year due to the spill-over effects of COVID-19 as jobs are lost, remittance flows are slowed, and food systems are stressed or disrupted.[6] The impacts on health and access to food may also increase the likelihood of conflict, crime, unrest and other destabilising actions to obtain those basic needs. While needs of assistance will increase, the

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3 OCHA, Global Humanitarian Overview 2020, December 2019
4 Global humanitarian funding needs increased by some 41% (about US$ 8.2bn) between 2015 and 2019, while overall humanitarian funding only increased by some 20% (about US$ 4.1bn). Sources: OCHA, Global Humanitarian Overview 2016, December 2015; OCHA, Global Humanitarian Overview 2020, December 2019; OCHA Financial Tracking System
5 European Commission, Protecting the Humanitarian Space, 2010
6 WFP Global Response to COVID-19: June 2020, 29 June 2020

pandemic is having significant repercussions on the delivery of humanitarian assistance which are likely to persist. Food and other supply chains are interrupted, and movement restrictions are affecting the mobility of staff including their ability to travel, meet in-person and conduct field work.[7]

1.3. WFP's use of technology in constrained environments

12. Though WFP has managed to increase its own funding base over the last 5 years[8], this funding remains largely below the significantly increased needs with a funding gap of around 33 percent for 2018-2019.[9] Needs for food assistance are further increasing due to the Covid-19 pandemic.

13. To ensure that more people and the right people get the right assistance at the right time, WFP has, among other things, invested considerably in ICT solutions to support the planning, design, targeting, implementation, monitoring, management and security of its interventions. WFP uses and manages ICTs throughout all focus areas and activities, including telecommunications, early warning, market monitoring, vulnerability analysis and mapping, fund raising, communication and awareness raising, beneficiary registration and data management, supply chain, logistics, transfer management, nutrition, school-based programming, monitoring, reporting, evaluation, accountability to affected populations, staff guidance and training and knowledge management. In the next paragraphs (14-21) is a presentation of some of the most widespread ICTs used by WFP in constrained environments. Annex 11 presents a more detailed, draft list of ICT applications used by WFP.

14. WFP is the global lead of the Emergency Telecommunication Cluster (ETC), which is a global network of humanitarian, government and private sector organizations working together to provide shared communications services to humanitarian actors and affected populations, even in the most challenging emergency situations.[10] Communications services during humanitarian crises are expected to support the delivery of aid and to ensure that affected people can access information, receive assistance and stay in touch with their relatives. Communications services provided by the ETC in emergencies include radio communications, internet connectivity, technical help desks for users and systems to collect beneficiary feedback and complaints. Where required, the ETC also provides electricity to humanitarian emergency response teams. The ETC is currently building up its pandemic response, focussing on risk communication as an interactive exchange of information on real and perceived risks between both health organizations and affected populations to assist decision making amongst both groups.

15. WFP uses multiple ICT applications to support Vulnerability Analysis and Mapping (VAM). For instance, WFP uses geospatial data and analysis to provide context and short- to midterm predictions for food security and livelihoods. Mobile phone records have been analysed to help estimate population movements and identify needs following natural disasters, and Very High-Resolution Satellite Imagery is used to identify and monitor food security hotspots in rapidly-evolving situations. The assessment and monitoring tool called "mVAM" based on contacting informants on their mobile phones has evolved into a real-time food security monitoring system in order to more quickly and accurately capture changes in food security. In areas where the situation is rapidly evolving, data is collected and processed daily to create interactive dashboards showing the real-time food security situation. Two-directional mVAM uses free and open source software[11], and data is made available on an open access basis.

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[7] Food Security Information Network, 2020 Global Report on Food Crises; Joint Analysis for Better Decisions, 2020.
8 WFP increased its funding base by some 60% (from US$ 5.05 to 8.06) between 2015 and 2019 - Source: WFP Factory
9 WFP Factory – The Funding Gap
10 The ETC also works with governments in disaster-prone countries to improve communication resilience and the local and national capacity to respond to multiple large-scale emergencies.
[11] As is the case for most ICT aplications used by WFP including its cloud infrastructure.

16. Over the last decade, WFP has made a strategic shift from food aid – essentially in-kind food distributions – to food assistance[12]. Part of this shift was also to provide, where appropriate, cash-based transfers (CBT) such as cash and vouchers to beneficiaries. Digital technology has become an essential component of CBT operations over the last five years or so, supporting open-loop (e.g. mobile money) and closed-loop (e.g. SCOPECARD) solutions.

17. Initially created to be WFP's system for cash operations, the SCOPE beneficiary information and transfer management platform was gradually introduced from 2014 and has now evolved into a digital platform for all modalities of food assistance. The purpose of SCOPE is to establish one corporate standard system to serve as a global repository of information on the people served and consolidate all the data held separately at country level. This would enable WFP to have a standard business process across programmes, from registering beneficiaries to tracking the effectiveness of assistance through to post-delivery monitoring. The data stored in SCOPE is expected to help identify trends, emerging needs and issues, allowing programmes to adapt and provide more relevant assistance. Currently (March 2020) around 11.42 million beneficiaries across 36 countries are served through SCOPE, with close to 52 million people registered in the system since 2014. SCOPE's capabilities can be extended with card-based solutions, including SCOPECARD, SCOPE CODA and SCOPECARD Light[13].

18. Using SCOPE, WFP introduced biometrics in 2014 in Cox's Bazar, Bangladesh. People's identities are registered via fingerprint recognition, often on biometrically protected smartcards with which beneficiaries can collect their food rations or pay for food in shops. The shift towards cash-based transfers – which comes with demands for precise targeting and monitoring - has further incentivized the use of biometrics. In 2016, WFP partnered with UNHCR to introduce an iris scan payment system allowing Syrian refugees in Jordan to purchase food from shops using a scan of their eye instead of cash, vouchers or e-cards. WFP's use of biometrics is being extended all the time. Up to mid-2019, WFP had captured the fingerprints of more than 7 million people in 32 countries.

19. To help with recording, storing, managing, analysing and visualizing data, WFP has invested in several corporate software-based systems and platforms such as COMET for programme design, implementation, monitoring and performance management, WINGS, which is the front-end of WFP's SAP-based Enterprise Resource Planning software and the Logistics Execution Support System (LESS), which is used to track, monitor and manage WFP commodities in real-time. While some systems have been around for a while, they are still being expanded and upgraded. Multiple digital applications have also been developed to help with decision making in different areas of work such as school-based programming, nutrition, supply chain management, smallholder farming and market access etc.

20. WFP Analytics, based on Tableau, was introduced to help connect and combine corporate data, publish data sources, and share and collaborate on data visualizations in the shape of dashboards. The software connects to and extracts data directly from sources, be it corporate Data Warehouse or web-based data, ensuring data remains consistent and up-to-date. Dashboards are used at all levels of the organization and in almost all management and programmatic areas.

21. In 2019 WFP launched a new data platform called "DOTS" which will pull information from across WFP's multiple, siloed data systems into one central place, and should "enable staff to make more informed decisions, anticipate problems in advance and find ways to work around them." Integrated information available in DOTS is expected to provide end-to-end visibility on

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[12] See paragraph 48 for a short explanation on this important shift.
[13] SCOPECARD and SCOPE CODA are both smartcard-based solutions. SCOPECARD is used as a digital delivery mechanism when local financial service providers are not available or, as a verification and/or tracking mechanism at the time of benefit collection. SCOPE CODA is used to tailor assistance and monitor individuals e.g. for malnutrition treatment programmes. SCOPECARD Light uses plastic cards with QR or barcodes that cannot store information.

operational activities, helping WFP to become more transparent and accountable. The platform is powered by Foundry, a leading-edge data integration software, as part of a five-year agreement with Palantir Technologies. Information on WFP's Supply Chain operations, from LESS, is already available within the platform. It is also storing the data for a new suite of digital applications[14].

22. Over the last five years or so, WFP has also more actively promoted technological *innovation* in its operations. In 2015, WFP established an Innovation and Knowledge Management Division (INK) to support the identification, development and scale up of innovative solutions to help meet WFP's programmatic needs. The WFP Innovation Accelerator located in Munich was launched in 2016, with the support of Germany. Its purpose is to – through a human-centred and lean approach – identify, support and scale high-potential solutions to hunger worldwide by providing mentorship, training, financial support, and expert insights to WFP entrepreneurs, start-ups, companies and NGOs. In partnership with the Regional Bureau of Nairobi the Innovation Accelerator established a first "pilot" regional innovation hub in Nairobi to help boost innovative partnerships and assist WFP Country Offices in the region to develop and scale innovations and increase cross-regional collaboration. Annex 9 presents more details on the phases and programmes through which the Innovation Accelerator supports the development of innovative technology solutions in WFP.

23. Drones are an example of how WFP uses technology to reduce lead times for the delivery of assistance while ensuring the safety of humanitarian personnel during assessments and the initial phase of a response. Drones were for example deployed in 2017 in the aftermath of Hurricanes Irma and Maria in the Caribbean and in 2019 after Cyclones Idai and Kenneth in Mozambique to assist in the creation of high-resolution maps of the damaged areas.

24. However, ICT innovation is not the exclusive remit of INK, as many other divisions with TEC on the forefront are developing and deploying innovative technological solutions. In parallel with the development of corporate systems, WFP divisions, Regional Bureaux and Country Offices have engaged in the development of information technology (IT) solutions outside the direct control of the Technology Division – the so-called "Shadow IT". Since 2019 WFP set in place a Freedom in a Framework approach[15] to allow business units outside TEC to develop and operate applications in a TEC controlled environment. This framework includes the relevant IT standards, guidelines or other instruments, and defines the roles and responsibilities within WFP, but has not yet been fully/formally implemented. A new directive on "Federated IT" is under development by end of 2020 which would formalise the responsibility of WFP teams who take forward solution development outside of direct TEC oversight. A summary of the formal processes for introducing new technologies in WFP can be found in annex 9.

25. WFP relies on partners – mostly from the private sector – for ICT solutions provision and ICT and data management services both at corporate and local level. Many software applications used by WFP have initially been developed by the private sector and customized for WFP's purposes. WFP has limited capacity and resources to develop technology on its own, and therefore enters into partnerships with the private sector to acquire access to and customize the technologies it uses. When developing technology on its own, WFP usually contracts external software developer firms for coding.

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[14] Such as Farm2Go, an app for smallholder farmers to help build resilience and boost food production, and School Connect, a digitized school feeding platform to help deliver more nutritious meals to children from food-insecure households.

[15] Within this framework, the Directors of WFP Divisions or Offices are fully responsible for compliance with the WFP regulatory framework; dealing with risks relating to information management, privacy, security, and reputational harm; financial and other responsibility for the costs of any rework, transition and solution retirement; and any other matters relating to such IT solution. The Technology Division is responsible for providing and maintaining a registry of all IT solutions; reviewing IT solution registrations before the solution can become part of WFP's IT ecosystem, amongst others, to check whether the proposed solution is already available, is under development or whose functionality can be met by one of the existing corporate applications; carrying out periodical risk and vulnerability assessments and compliance checks; providing the necessary digital infrastructure, tools and services to support IT solution acquisition and development.

1.4. Risks related to the use of technologies in constrained environments

26. While ICT has helped overcome constraints, those same constraints can also limit the range of technologies which can be deployed. The latter has become increasingly the case with the introduction of high-tech, digital, internet-dependent technologies, which are not easily (or not at all) deployable under all possible conditions. The use and over-reliance on ICTs bring new risks to *operations*, such as insufficient user capacity to use the technology and data, limited transferability of the technology, increased vulnerability to power and telecommunication network interruptions, risks of data loss and cyberattacks, contractual and/or technical dependence on digital solution providers, transport accidents, electronic equipment theft with potential harm to WFP personnel etc.

27. ICTs may also bring new risks to *populations* (men and women, boys and girls), such as insufficient coverage of needs (e.g. as a result of a remote VAM technology not providing adequate context and needs assessment, inadequate data quality, predictive analysis and interpretation; or mobile VAM, post distribution monitoring (PDM) or complaints and feedback mechanisms (CFM) excluding people without access to mobile phones, more often women, elderly people, disabled people and those with less formal education[16]), systems failure leading to beneficiaries not receiving assistance on time (or at all), physical accidents, data theft[17] and mis-use for surveillance, commercial, political or military profiling, targeted reprisals, persecution, discrimination etc. Several of these risks derive from insufficiently protecting personal data and privacy (e.g. not informing people about use of their data, data collected for unspecified purpose, excessive data collection, insufficient data security, data retention timeframes not established). These risks to populations when using ICTs and data may cause important protection issues and challenges to fully adhere to the humanitarian principles of humanity, impartiality, neutrality and operational independence. This has received growing attention in humanitarian fora and literature.[18]

28. A WFP evaluation in Kenya (2018)[19] found risks of privacy violations and coercion by traders, when CBT beneficiaries were asked to leave their SIM cards with traders as collateral for credit. An evaluation in Nigeria (2019)[20] found that WFP encountered significant bottlenecks with the mobile phone technology used as the cash delivery mechanism, such as low beneficiary access to and familiarity with mobile phone technology and lack of WFP personnel experience with CBT and cash delivery through mobile phones.

29. Evaluations also reported technology-related limitations with CFM using mobile technology and hotlines, with most evaluations reporting that the number of complaints and feedbacks received remains very low, due limited beneficiary awareness or understanding and cultural incompatibility of the mechanisms in place. Barriers such as poor telephone reception, lack of access to a mobile phone, or fear of using technology explain why many beneficiaries indicated that they preferred face to face, non-anonymous, interactions. An evaluation of the Syria response (2018)[21] highlighted limitations around the impersonalized communication of SMS/WhatsApp and hotlines chosen by WFP as method for communicating with large numbers of beneficiaries. They described receiving sensitive communications, such as targeting prioritization and cut-offs through text messages as being cold and traumatic.

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[16] WFP, Strategic Evaluation of WFP's Capacity to Respond to Emergencies, January 2020.
[17] For example, the introduction of biometrics technology, while holding great promise, may introduce significant data privacy and protection risks in constrained environments. Most remote areas where WFP operates do not have internet connectivity, meaning that personally identifiable information would need to be stored on portable devices that are potentially insecure.
[18] See for example: ODI, HPG, The Humanitarian 'Digital Divide', November 2019, for an in-depth literature review on the impact of the use of digital technologies in humanitarian responses on furthering or limiting inclusion.
[19] WFP Kenya Country Office, An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya. August 2015-November 2017, 2018.
[20] WFP, WFP's Corporate Emergency Response in Northeast Nigeria (2016–2018), 2019.
[21] WFP, Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015-March 2018), 2018.

30. Evaluations also found issues with the use of SCOPE. Evaluations in Somalia (2018)[22] and Nigeria (2019) found that overcoming technical issues related to the operating system (i.e. issues with smartcards, mobile Point-of-Service security keys, failure to recognize fingerprints), or when a smartcard needed replacement, took a long time, leaving beneficiaries unable to claim their entitlements until the situation was resolved. Increased risks of insecurity and protection incidents during overcrowded SCOPE registration was also reported. A recent strategic evaluation (2020)[23] found growing concerns regarding data protection relating to vulnerable people due to the rapid evolution of data management technology, the scale of data held by WFP and the increasingly close working relations with both governments and other agencies which may pose challenges to ensure protection and the application of international humanitarian principles in certain settings. According to recent audits, SCOPE has not really been accompanied by the expected standardization of programmes or process flows.[24] SCOPE provides a configurable platform that adjusts to the peculiar designs of each activity. This has been both a strength and a weakness of SCOPE, enabling the adaptation of the tool to a variety of set-ups, but also leaving the door open to internal control weaknesses.[25]

31. Evaluations further indicate that the lack of integration between different corporate data platforms like WINGS, COMET, SCOPE and LESS, does not allow for data driven decision making. In addition, staff in remote locations may have severe challenges with connectivity to the systems, for instance to perform programmatic reconciliation. One strategic evaluation (2020)[26] found limitations in terms of quality, analysis and use of data in the design and to monitor the effectiveness of responses across all aspects of programme quality. Annex 6 provides a summary overview of key WFP evaluation findings regarding the use of ICTs in constrained environments.

32. UN Women identified a number of barriers that contribute towards creating and sustaining the gender gap in innovation and technology, including limited market awareness and investment in innovations that meet the needs of women, an often gender-blind approach to innovation, under-representation of women as innovators and entrepreneurs, and a perception of high risk / low reward of investing in innovations for women and girls, particularly from marginalized groups.[27] People's access, attitude towards, and use of ICTs are undoubtedly gendered, and may introduce important biases in information gathered and possible benefits generated through those technologies.

33. The challenges and risks mentioned above underline the importance of WFP's investment in data governance and adequate staff guidance and training to ensure appropriate use of ICTs and data across all areas of intervention. They raise questions around the appropriateness and transferability of technologies and sensitive data used by WFP and its partners, to national and local institutions to whom WFP may be expected to gradually transfer its responsibilities and capabilities. Also, the increasing number of partnerships with the private sector in which WFP engages bring new challenges related to protection, ethics, dependence, adherence to humanitarian principles[28] as well as organizational and personal conflicts of interest. Having private companies develop and support ICT solutions may also be a discouraging factor for governments to collaborate with WFP due to legal constraints in particular around data privacy.

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[22] WFP Office of Evaluation, Somalia: An evaluation of WFP's portfolio (2012 – 2017), 2018.
[23] WFP, Strategic Evaluation of WFP's Capacity to Respond to Emergencies, January 2020.
[24] Verbal communication by the Office of the Inspector General – Office of Audit.
[25] According to TEC the configurabilty aspect does not necessarily lead to internal control weaknesses. Configuration occurs within parameters. SCOPE itself also supports overall internal control efforts.
[26] WFP, Strategic Evaluation of WFP's Capacity to Respond to Emergencies, January 2020.
[27] UN Women, Making Innovation and Technology Work for Women, September 2017.
[28] See for example Berseth E. and Mudry V., Increasing Private Sector Involvement in the Humanitarian Response System: Risks and Opportunities, March 2016.

For example, the contract with Palentir Technologies to roll out WFP's DOTS datahub has brought significant controversy.[29]

2.   Reasons for the evaluation

2.1. Rationale

34. In 2018, the UN Secretary-General brought out his Strategy on New Technologies, which defines how the UN system is expected to support the appropriate use of new technologies to accelerate the achievement of the 2030 Sustainable Development Agenda and to facilitate their alignment with the values enshrined in the UN Charter, the Universal Declaration of Human Rights, and the norms and standards of international law. The strategy indicates that: "[The UN] must ensure that these technological advances are designed and used for the common good, to give a voice to those who are affected by new technologies, and to strengthen the capacity of all Member States to engage in difficult policy decisions. […] At the same time, we must work to earn and maintain credibility as a partner that can help stakeholders worldwide identify ways to effectively identify and manage the effects and consequences of new technologies and promote their responsible use."[30]

35. The "Digital Transformation" was among the key themes for immediate focus identified at the WFP Global Management Meeting (GMM) of January 2019, on which the Executive Director committed to follow-up. A "Digital Transformation" Working Group was set up to address a number of issues identified by WFP management: insufficient understanding of data needs within WFP; the lack of communication between different data systems; data protection gaps; limitations to the COMET platform in serving the needs of field users; SCOPE performance challenges and limited knowledge and expertise among staff about SCOPE and its privacy and protection implications; a lack of systems and plans for identifying, scaling and sustaining promising innovations, as well as a lack of knowledge of what technical innovations are available, and how to use/manage these effectively. By the end of 2019 the working group reported progress on several aspects but recognized that resolving these issues would require significant investment and several years.[31]

36. Technology and technological innovation have become a key strategic factor to enable the rapid expansion of WFP's operations, to improve the time- and cost-efficiency and quality of assistance to people in need; to adapt and increase operational resilience to changing conditions, constraints and risks; to take advantage of new opportunities (ICT connectivity, new partnerships, etc.); and to meet donor expectations, including greater accountability. Yet, there is limited evidence to inform decision making related to the deployment of new technologies in constrained environments in terms of a) what advantages technology brings to WFP's work and its target populations (men, women, boys and girls), b) how well WFP identifies and manages risks to operations and populations related to technology, in light of the most recent mitigation measures undertaken by WFP, c) how effectively WFP promotes demand-driven, inclusive ICT innovation, and d) what factors and conditions need to be in place to ensure appropriate and effective use of technologies in constrained environments (see section 4.2 on evaluability and annex 6 for a preliminary overview of available evaluation and audit evidence).

37. During the current COVID-19 crisis, communication technology has proven critical to allow many WFP staff to continue their work from the safety of their home and to communicate across the globe. Cash-based transfers and tools such as mVAM which are highly reliant on ICTs are being

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[29] See for example: Responsible Data, Open Letter to WFP re: Palantir Agreement, 8 February 2019; Raymond N., Walker McDonald L., and Chandran R., Opinion: The WFP and Palantir controversy should be a wake-up call for humanitarian community, Devex, 14 February 2019; and WFP, A statement on the WFP-Palantir partnership, February 2019.

[30] UN, UN Secretary-General's Strategy on New Technologies, September 2018.

[31] WFP, Progress Report on Global Management Meeting (GMM) - Follow-Up as at 31 December 2019.

scaled up to ensure that WFP can continue serving the people in need without exposing them to undue health risks. At the same time, the use of biometric beneficiary registration and identification tools which require physical contact is being scaled back[32] and there are significant risks related to stigmatization and harm to beneficiaries, staff and partners if medical records cannot be kept securely. In the context of this unprecedented crisis, it will be important to understand the benefits and limitations of technology in the most constrained operating environments to inform efforts to "build back better" by WFP and its partners.

38. Hence, the period 2020/2021 will be a good time to take stock and assess whether WFP uses, and is equipped to use, the most appropriate technologies to achieve its objectives under constrained conditions. At the same time, it is urgent to assess to what extent WFP manages the increasing risks in relation to the technologies that it chooses to deploy.

2.2. Evaluation objectives

39. This evaluation will serve the dual purposes of accountability and learning:

- **Accountability** – The evaluation will assess the extent to which WFP effectively and efficiently invests in and deploys the most appropriate ICT applications (and underlying technology infrastructure) and properly governs its digital data to achieve its objectives in constrained environments, and whether effective measures are in place to mitigate and manage risks to operations and populations resulting from the use of those technologies and data. The evaluation will verify whether WFP has defined for itself clear and achievable objectives, measures and resources to manage ICTs and data in constrained environments and how effective WFP's monitoring, reporting and knowledge management is around its use of ICTs and digital data in constrained environments.

- **Learning** – The evaluation will assess how, why and under which conditions the use of ICT applications and digital data has helped improve management decision making and increase the relevance, performance, monitoring, evaluation, visibility and resourcing of WFP operations in constrained environments. It will look at how WFP identifies, tests and scales ICT innovations for constrained environments, takes advantage of technological opportunities and adapts technologies to evolving constraints. It will also identify lessons learned regarding ICT and digital data-related risks and how these can best be mitigated and managed.

40. The engagement with WFP management and staff along the evaluation process will provide an opportunity to contribute to the reflections on the WFP Strategic Plan 2022-2026. The evaluation is also expected to provide lessons and insights to support WFP's digital transformation agenda and help updating norms, standards and guidelines on the implementation of a range of WFP policies including new WFP policies on ICT and protection currently under preparation.

2.3. Stakeholders and users of the evaluation

41. The main internal stakeholders and users of this evaluation are WFP's Senior Management and various divisions: in particular the Technology Division, the Innovation and Knowledge Management Division and the Inspector General and Oversight Office, Supply Chain Operations Division, Emergency Operations Division and Security Division, the Programme and Policy Development Department (Programme – Humanitarian and Development Division, Research, Assessment and Monitoring Division, Cash-based Transfers, Nutrition Division and School-based Programmes), and the Resource Management Department (Performance Management and Monitoring Division, Enterprise Risk Management Division). They also include the Country Offices and Regional Bureaux as the main users (but also developers) of technologies and digital data.

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[32] WFP, Technical considerations for biometric registration and authentication in COVID-19 affected operations, version V.1, internal document, March 2020.

42. Evaluation findings and recommendations will be of particular interest to the members of the Management Information Systems Steering Committee (MISSC) which is responsible for setting the strategic direction of WFP's information technology investments. The MISSC includes the Deputy Executive Director, the Assistant Executive Directors, the Chief of Staff, one Regional Director and the Chief Information Officer.

43. WFP internal stakeholders are expected to share their perspectives and provide information necessary to the evaluation, be available to the evaluation team to discuss their experience and perspectives and facilitate the evaluation team's contact with external stakeholders. When required, WFP Country Offices will be asked to assist in the organisation of and logistics for data collection missions in the field.

44. Other primary audiences of the evaluation include WFP's full range of partners (governments, NGOs/CSOs, private sector, UN agencies and IFIs) with whom WFP collaborates in constrained environments. Those partners can be users of technologies promoted by WFP, be affected by those technologies, or affect how WFP and its cooperating partners can use those technologies.

45. Secondary users of the evaluation are other actors in the humanitarian and development field, such as other UN agencies and INGOs, academia/think tanks, networks (e.g. ALNAP) and the media to whom the findings of this evaluation might also be of interest. The evaluation team will conduct a more in-depth stakeholder analysis to be included in the inception report.

46. Secondary users of the evaluation also include WFP's target population groups and an appropriate approach will be developed to communicate evaluation findings with them.

47. Annex 2 presents the Communication and Learning Plan for the evaluation that includes more details on how OEV will communicate along the evaluation process with internal and external stakeholders.

3.   Subject of the evaluation

3.1.   Policy and strategy framework

48. The overall strategic direction of WFP is guided by its Strategic Plans. The Strategic Plan 2008–2013 marked the important shift for WFP from food aid to food assistance provided through targeted transfers, such as in-kind food distributions, cash and vouchers, asset-creation, school feeding and nutrition programmes, supporting local markets, building resilience, and strengthening community and national capacity to enhance food security and nutrition. The Strategic Plan 2014-2017 continued in the same vein, maintaining WFP's focus on food assistance for the poorest and most vulnerable women, men, boys and girls. The current WFP Strategic Plan (2017 –2021) aligns WFP with the 2030 Agenda, focusing on ending hunger and contributing to revitalized global partnerships to implement the Sustainable Development Goals (SDGs). WFP's Strategic Plan 2017-2021 refers to technology both under Strategic Result 5, where technology transfer, innovation, improved data collection and quality, and knowledge sharing are considered essential to strengthen developing country capacities to achieve the SDGs and Strategic Result 8, where sharing of knowledge, expertise and technology are expected to strengthen the global partnership to support country efforts to achieve the SDGs. In the corresponding Revised Corporate Results Framework (2017-2021), information technology is one of the ten functional areas which enable the implementation of WFP programmes.

49. In 2015 WFP endorsed the Principles for Digital Development which are "a set of living guidance intended to help practitioners succeed in applying digital technologies to development programs".[33] In a nutshell, these principles, endorsed by close to 200 UN agencies, INGOs and private companies, emphasize that, when developing digital technologies, it is important to:

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33 https://digitalprinciples.org/about/

design with the user; understand particular structures and needs that exist in each country, region and community; design from the start with scale and sustainability in mind; be data driven; use an open approach to digital development to promote collaboration and avoid duplicating work; and to carefully address privacy and security.

50. In 2016 WFP published its first Corporate Information Technology Strategy (2016 – 2020)[34] which set a vision for IT "as the Digital Business Engine (DBE) of the World Food Programme, providing the business with multi-pronged and resilient technical capabilities able to respond with the immediate agility required in conflict zones on the one hand, and with the longer-term stability to cope with natural disasters on the other". The strategy identifies WFP business goals and capabilities needed to achieve those goals, and the contributions that IT is expected to bring to those (summarized in annex 3). It also sets out the WFP vision for the governance, financial and performance mechanisms needed to manage and make decisions regarding IT. It further describes the future state of the major operational IT elements (services, applications, infrastructure, skills and sourcing) needed to deliver the expected IT contributions over the period 2016-2020. In its final section, the strategy presents the high-level risks that could impede the implementation of the strategy, with corresponding mitigation actions. WFP's Information Technology Division (TEC) is currently preparing a new interim technology strategy with a 1.5 to 2 year horizon.

51. A Data Governance Framework was established in 2014 on the basis of an ED Circular (OED 2014/005 WFP Master Data Governance Framework) to establish the framework for enterprise master data management, enhance the role of the MISSC as the Data Governance Board and identify the roles and responsibilities of key data owners and stewards (see annex 10 for more details). The increased use of technologies that record beneficiary data inter alia in vulnerability assessments, beneficiary registration, PDM and beneficiary CFMs, has required stronger policies and regulations to ensure protection of beneficiary data and privacy. WFP's Guide to Personal Data Protection and Privacy[35] issued in January 2017 established the principles and operational standards for the protection of beneficiaries' data across the whole spectrum of WFP's activities involving technologies, notably SCOPE, mVAM, cloud computing, use of drones, biometrics, big data analysis, and cash-based programmes. It also provides instructions on how to conduct a Privacy Impact Assessment. These Guidelines are to be used in conjunction with WFP's Humanitarian Protection Policy[36] and Corporate Information and IT Security Policy[37], among others. In addition, all WFP personnel has to undersign the WFP Code of Conduct[38] by which they undertake not to use for unauthorized purposes any confidential information to which they have access during their association with WFP, or to disclose any such information to unauthorized persons.

52. In 2018, WFP endorsed the UN Principles on Personal Data Protection and Privacy[39], which set out a basic framework for the processing of personal data by, or on behalf of, UN organizations in carrying out their mandated activities. A toolkit was published early 2019 to operationalize beneficiaries' personal data protection.[40] As a result of the 2019 OIG Advisory Report on the EU General Data Protection Regulation (GDPR), the MISSC created a Responsible Data Task Force to provide preliminary guidance to ensure a responsible and ethical approach on the use of data, develop recommendations to the Data Governance Board, in the forms of principles, policy advice, guidance and standards around processing and sharing of group and individual data, and

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34 Corporate Information Technology Strategy (2016 – 2020)
35 WFP, WFP Guide to Personal Data Protection and Privacy, 2016.
36 WFP, WFP's Humanitarian Protection Policy, February 2012.
37 WFP, WFP Corporate Information and IT Security Policy, May 2015.
38 WFP, Executive Director's Circular OED2014/016, WFP Code of Conduct, 20 October 2014
39 Adopted by the UN High-Level Committee on Management (HLCM) at its 36th Meeting on 11 October 2018
40 WFP, Toolkit to Operationalize Beneficiaries' Personal Data Protection, 2019.

responsible use of data in general. A new Protection Policy is under preparation and will be presented to the Executive Board in November 2020.

3.2. Scope of the evaluation

53. The use of technology in WFP can be analysed through a systems perspective, considering technology as one component of a larger, highly dynamic "technology use system" composed of multiple components that interact with each other (Figure 1). Through this systemic lens, diverse people make use of technology in line with certain policies and processes in order to achieve their objectives, both enabled and constrained by the environment in which they operate. People are also affected in diverse ways by the use of technology by others. Annex 5 presents this analytical framework in more detail.

Figure 1. Technology as part of a broader dynamic "technology use system"

Source: Inspired by the People-Processes-Technology Framework, initially developed by Harold Leavitt[41], and complemented by BMC[42].

54. The evaluation will be centred on the four key components of this system:

- **Technology**[43]**:** the evaluation will focus on ICT applications used or promoted by WFP to help achieving the objectives of WFP, its partners and its target population groups. Annex 11 presents a tentative list of the broad range of ICT applications currently used by WFP.[44] Closely related to ICT applications, the evaluation will also look at **digital data** governance,

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[41] Harold J. Leavitt, Applied organization change in industry : structural, technical, and human approaches, 1964.

[42] BMC, Four Dimensions of Service Management in ITIL 4, Service Management Blog, April 2019.

[43] The reasons for this focus are as follows: 1) Over the last six years or so most visible and advertised technological progress in WFP has been made in ICTs – the so-called "new" technologies; 2) These technologies bring a common set of advantages, challenges and risks when used in constrained environments. Covering a broader range of technologies would bring in additional issues, resulting in a more superficial treatment overall; and 3) the WFP Corporate IT Strategy provides a framework against which to assess WFP (annex 3) – such a framework does not exist for other technologies.

[44] This list is not comprehensive nor exclusive. It is likely that the evaluaton team will come across several other ICT solutions at corporate or country level, which have not been identified by OEV at this stage. These will also be considered by the evaluation.

generation, management and use.[45] Furthermore, the evaluation will consider the underlying ICT infrastructure and equipment.

- **People** include WFP, cooperating partners' and government staff as well as the diverse affected populations who interact with the technology to contribute to common objectives. There are broadly four categories: technology decision makers; technology developers and managers; technology users; and people (men, women, boys and girls) who are indirectly and in diverse ways affected (positively or negatively) by the use of technology by others. People's structural and socio-cultural position, attitudes, skills, knowledge of processes and risk awareness are important factors in how they (can) interact with technologies.

- **Policies and processes** include policies, strategies, norms and standards, regulations, protocols and operating procedures, guidelines and training materials as well as the organisation's IT governance arrangements in place to introduce, manage and regulate the use of technologies and, in particular, their related risks. Processes also include funding of ICT, for its acquisition but also operation, maintenance, upgrading, security etc. The evaluation will also look at policies and processes related to digital data generation, management and governance, that should ensure availability, accuracy, usability, consistency, integrity and security of digital data.

- **Partnerships**. These include partnerships with donors who fund WFP investments in technology; the private sector on which WFP relies for ICT equipment provision and ICT and digital data management services; humanitarian actors who use telecommunications and other technology services provided by WFP during emergencies; UN agencies and cooperating partners who use technologies and digital data provided with WFP's support; and governments in those countries where WFP supports the introduction of technologies within government institutions.

55. The use of technologies is expected to help WFP and its partners more effectively, equitably and efficiently achieve their objectives. The evaluation will consider:

- **Programme objectives** expressed in WFP's Strategic Plan, the Corporate Results Framework and the Country Strategic Plans: improved food security, nutrition and resilience of the WFP target population groups, capacity strengthening of governments, policy reform, improved humanitarian sector coordination and capabilities, and WFP's cross-cutting priorities covering accountability to affected populations, protection, gender and environment; and

- **Management objectives** in support of programmes, under the different WFP functional areas: a) management; b) programmes; c) supply chain; d) budget and programming; e) human resources; f) administration; g) finance; h) information technology; i) security; and j) resource mobilization, communications and reporting.

56. For this evaluation the **operating environment** includes political, economic, social, technological, legal and environmental factors that affect and are affected by the use of technologies. Recognizing that most environments in which WFP operates are to some extent constrained (see paragraph 10) – this evaluation will focus on countries and areas with fragile situations affected by conflict or other disasters, characterised by:

- Challenges in terms of **access to populations in need**, e.g. due to physical obstacles, insecurity or health risks;

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[45] Data governance, generation, management and use can also be seen through the same systemic lens, encompassing the people, processes, information technology and partners required to create a consistent and proper handling of the organization's data, to ensure that data is of the required quality for the purpose at hand throughout the complete lifecycle of the data.

- **Social and economic** constraints, such as important inequalities in access to digital technology, digital literacy, awareness of privacy rights etc. (the so-called "digital divide"); and

- **Institutional and political constraints** to the use of ICTs, e.g. ICT import and use restrictions.

57. **Time scale**. The evaluation will be both summative and formative in nature, in that it will look at the use of technologies in constrained environments by WFP in the recent past and at current policies, practices, capacities and partnerships to inform the future strategic direction, norms, standards and processes of WFP in the use of technology in constrained environments. Going back in time to the introduction of mVAM and SCOPE in 2014, the proposed period covered by the evaluation is the last seven years. This would also include the entire period covered by the Corporate Information Technology Strategy (2016 – 2020). Considering the rapidly evolving components of the "technology use system" described above, the evaluation will consider any new developments in those components up to 30 June 2021.

58. **Ongoing audit work related to ICT**. The Office of the Inspector General has conducted a number of audits over the past few years related to data privacy and protection and IT governance and security, and has planned numerous IT-related audit engagements over the course of 2020 and 2021, covering the use of social media, beneficiaries data mapping, the SCOPE business case, business continuity management and remote working solutions, LESS, CBT systems and data, and knowledge and information management. The evaluation will seek to be complementary to the work conducted by OIGA, relying as much as possible on OIGA reports as they become available, and will avoid duplicating data collection and analysis efforts in those areas already covered by OIGA. OIGA is currently preparing an IT risks audit plan for 2021-2023, which will similarly take into account the lines of enquiry of this evaluation.

4. Evaluation questions, design and methodology

4.1. Evaluation questions

59. The evaluation will be centred around four main evaluation questions, each broken down into a set of 4-6 sub-questions as per table 1. The questions are clustered according to the four key components of the "technology use system" presented above and in more detail in annex 5 (technology, people, policies & processes and partnerships). The evaluation questions and sub-questions cover the OECD-DAC evaluation criteria for development and humanitarian interventions (relevance, coherence, appropriateness, coordination, effectiveness, coverage, efficiency and sustainability) as well as a number of cross-cutting areas of particular relevance to WFP's work (gender equality, protection, duty of care, innovation, knowledge management, accountability to affected populations, risks and partnerships).

60. While the questions are clustered around each component of the "technology use system", it will be very important for the evaluation to analyse linkages and dependencies between technology, people, policies & processes and partnerships, and to reflect how these components interact in constrained environments towards organisational management and operational objectives.

Table 1. Evaluation questions and sub-questions

Evaluation (sub-)questions	Evaluation criteria and areas of interest
1. Technology - How does the use of technologies help WFP increase the effectiveness and efficiency of its operations in constrained environments?	
1.1 How does the use of ICTs and digital data contribute to the effectiveness of WFP operations and its partners in constrained environments?	Effectiveness
1.2 How does the use of ICTs and digital data affect timeliness and cost of operations in constrained environments?	Efficiency
1.3 How appropriate are the ICT applications and infrastructure used by WFP at corporate and local level in light of the constraints of the environments in which they are being (or expected to be) deployed and to what extent are these properly used, resilient and adaptable to local and evolving constraints?	Relevance, appropriateness
1.4 Are there unexploited opportunities for use of ICTs and digital data in constrained environments, for instance technologies successfully deployed by other actors?	Appropriateness, innovation
1.5 During the global COVID-19 crisis, to what extent has ICT helped WFP to adapt and safely continue operations despite the constraints imposed by the crisis?	Effectiveness, risks, protection, duty of care
2. People - How does the use of technologies in constrained environments affect the people served by WFP, and how do people affect this use?	
2.1 What are the effects (positive, negative, intended, unintended) of the use of ICTs and digital data on the lives of the different target population groups and others? How does the use of ICTs and digital data affect the assessment of needs, targeting and coverage of interventions in constrained environments? What effect does it have on access and the inclusion of the most marginalised groups?	Relevance, effectiveness, coverage, protection
2.2 How does the use of ICTs and digital data affect gender equality and women's empowerment in constrained environments?	Gender equality
2.3 How effectively are ICTs and digital data used by WFP in constrained environments to promote accountability to affected populations (AAP)?	AAP
2.4 What are the contributions and risks to protection and security of affected populations and humanitarian personnel from the use of ICTs and digital data in constrained environments and how well does WFP identify and manage those risks?	Protection, risks, duty of care
2.5 Are staff capacities in WFP and its partners adequate for an effective and safe use of ICTs and handling of digital data in constrained environments?	Effectiveness, protection
2.6 How well does WFP use ICTs and digital data to improve monitoring, risk management, reporting and evaluation, and to support training and knowledge management in constrained environments?	Risks, knowledge management
3. Policies and processes - How appropriate are WFP policies and processes in place to enable strategic use, promote innovation and manage risks in relation to the use of technologies in constrained environments?	
3.1 Does WFP have, at the different levels of the organization (HQ, RBs, COs), appropriate policies and processes in place and well-defined roles and responsibilities for the development, management and strategic use of ICTs and digital data in constrained environments?	Relevance
3.2 Does WFP have appropriate policies, governance arrangements, structures, frameworks and guidelines in place to manage risks to operations in relation to the use of ICTs and digital data in constrained environments?	Risks

3.3 How effective is WFP's monitoring, reporting and knowledge management around its use of ICTs and digital data in constrained environments?	Knowledge management
3.4 How appropriate and effective are WFP strategies, mechanisms and funding for identifying, testing, approving and upscaling ICT innovations for use in constrained environments?	Relevance, appropriateness, innovation, risks
4. Partnerships - How well does WFP manage its partnerships in relation to the provision and use of technologies in constrained environments?	
4.1 How well is the use of ICTs and digital data in constrained environments by WFP coordinated with other humanitarian and development actors, and how consistent is it with the technology choices made by other actors?	Coherence, coordination
4.2 How successful is WFP in transferring ICTs to partners (national governments, other UN agencies, cooperating partners) in constrained environments?	Effectiveness, sustainability
4.3 How appropriate are WFP's partnerships for the development, uptake and management of ICTs and digital data used in constrained environments?	Relevance, partnerships
4.4 How well does WFP ensure data privacy and protection towards outside parties? Is the way WFP shares digital data with government, cooperating partners, other UN agencies, donors, local/de facto authorities having the effective control over WFP areas of operations etc. secure and appropriate?	Protection, risks

4.2. Evaluability assessment

61. Extensive consultations within WFP during the preparation of the concept note and TORs for this evaluation point at a high interest amongst WFP management and staff in the theme and questions of this evaluation. These discussions have also helped in defining a clear scope and a set of relevant evaluation questions.

62. The Corporate Information Technology Strategy (2016-2020) provides an over-arching, corporate strategy in WFP. It links the expected contributions of information technologies to WFP capabilities and goals in a structured way, akin to a results framework. It also sets the principles to guide IT decision making in WFP; presents the governance framework and decision making processes for IT in WFP; and establishes a set of the metrics against which IT performance is expected to be measured (Table 2). Measurement of these metrics is not done in a systematic manner by WFP, but the metrics may nonetheless provide a useful set of indicators for consideration by the evaluation if they can be measured in the course of the evaluation.

Table 2. IT performance metrics

Metric	Description
End-User Satisfaction:	How satisfied end users are with IT services, from the WFP Survey on End User Satisfaction with IT Services.
System Owner Satisfaction:	How satisfied management and business users are with IT systems and services.
IT Staff Engagement:	- The percentage of staff trained and competent in applying new technologies. - Maps to the Staff Engagement score measuring how much staff are motivated to contribute to WFP's overall success from the WFP Global Staff Survey. - Percentage of the recommendations arising from the Global Staff Survey as an indicator of IT success in promoting an engaged workforce supported by capable leaders.
IT Spend by Employee:	Bi-annual benchmark across Government and International Organizations sector, from Gartner.
IT Spend by Run vs Change:	Bi-annual benchmark across Government and International Organizations sector, from Gartner.

Emergencies:	- Time during which the telecommunication systems are restored and functional - Percentage of the participating organisations reporting satisfaction with the services provided
SCOPE:	- Time to register beneficiaries - Number of the existing SCOPE sites supported - Time during which a new fully functional site is established - Failure rate: number of times service falls offline and interrupts a distribution
Innovation and Development:	Success rate of new products implemented measured by: - pass rate from user-acceptance testing - compliance rate with organizational standards.
Services:	Measured through Service Level Agreements (SLAs) as defined in the Service Catalogues.
Security:	- Compliance to security policies, e.g., number of critical vulnerabilities. - Value at Risk i.e. potential monetary loss on assets with missing or inadequate security controls.

Source: WFP Corporate Information Technology Strategy (2016-2020)

63. WFP has also published reference and guidance materials related to the use of most organization-wide technologies and data, including guidance on risk management for some of them. Those can be compared with international best practice and provide useful references against which to assess WFP's use of technology and compliance with recognized sector standards, such as the Principles for Digital Development, which offer a framework against which to assess WFP's application of ICTs. The European General Data Protection Regulation[46] and the UN Principles on Personal Data Protection and Privacy provide frameworks to assess WFP's performance on data protection. The evaluation will have a critical look at the indicators used in reporting on ICTs and data governance, and in particular at whether they are measuring the right things in constrained environments. The identification of an appropriate set of indicators to measure WFP's performance on ICT and data governance in consultation with WFP, will constitute an important contribution by the evaluation to WFP's ability to monitor its own performance in these areas in the future.

64. As regards data availability and access, WFP Annual Performance Reports provide substantive qualitative information on WFP's introduction and use of ICTs, but scant quantitative data. Information Technology, as one of the ten functional areas in WFP's Revised Corporate Results Framework (2017-2021), is reported upon in the Annual Performance Reports since 2018 with a single indicator - Percentage of compliance with information technology security standards - that should indirectly reflect a number of factors including connectivity, procurement and maintenance of IT equipment, awareness and training of staff and protection against potential threats. Annual Performance Reports also report on a single output indicator related to the Emergency Communications Cluster - Number of emergency telecoms and information and communications technology (ICT) systems established. The ETC conducts regular satisfaction surveys in supported countries, but results are not captured in WFP reporting. At the country level, Annual Country Reports provide anecdotal qualitative evidence on piloting and rolling out of ICTs and issues with WFP information systems, but this is not systematic. The Corporate

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46 REGULATION (EU) 2016/ 679 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data.

Results Framework Indicator Compendium[47] proposes only a few ICT-relevant indicators which country offices may choose to report on[48].

65. The Information Technology Division (TEC) has prepared annual reports for 2018 and 2019 providing an overview of the various services delivered by the division during the year and highlighting technological innovations as well as themes of particular interest/concern to WFP related to ICTs (such as SCOPE, digital collaboration, data analytics, cybersecurity and data governance). Quarterly reports from the branches within TEC are compiled and provided to the WFP Chief Information Officer. The Innovation Accelerator (under the Innovation and Knowledge Management Division) also produces an annual report, one for the general public and one more detailed report for its donors. Both TEC and the Innovation Accelerator are very active in publishing news items on the WFPGo intranet. Another potential source of useful information on technology-related issues in WFP are the meeting minutes from the MISSC, the IT Advisory Board[49] and the Digital Transformation Working Group.

66. A review of recent evaluation reports (annex 6) shows that specific reference to technology in constrained environments is rather scant and superficial. Several evaluations covering highly constrained situations refer to benefits and challenges of the use of technology and management of data in relation to cash-based transfers, complaints and feedback mechanisms, beneficiary registration and management systems and corporate data platforms. However, these issues are not analysed in-depth. A large range of technologies and digital applications have not been considered at all[50]. Table 3 summarizes available evaluation evidence based on a rapid scan of all centralised and decentralised evaluation reports since 2018. During the inception phase, the evaluation team will conduct a more comprehensive and in-depth review of WFP evaluation evidence.

Table 3. Availability of evaluative evidence in relation to the evaluation questions

Evaluation questions	Availability of evaluation evidence
1. Technologies - How does the use of technologies help WFP increase the effectiveness and efficiency of its operations in constrained environments?	For the few technologies discussed in evaluations, evidence is often limited and tends to focus on appropriateness of the technology and on limitations and risks in the use of it. Few evaluations noted that the use of certain technologies made assistance more efficient, but evidence is not significant. No evidence is yet available on the implications that the use of technology had during the global COVID-19 crisis.
2. People - How does the use of technologies in constrained environments affect the people served by WFP, and how do people affect this use?	This scan did not find any findings linking use of technologies to WFP's relevance to people's needs or coverage, or to gender issues. Some evidence is available on use of technology for protection and AAP. However, evaluations do not discuss which mitigation actions and systems WFP puts in place to overcome risks to populations.
3. Policies and processes - How appropriate are WFP policies and	No evaluative evidence appears to be available on this question.

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[47] WFP, 2017-2021 Programme indicator compendium, Revised Corporate Results Framework, April 2019 Update.

[48] These include the before-mentioned indicator H.8 Number of emergency telecoms and ICT systems established,a s well as indicator H.11 Number of agencies using common cash-based transfer platforms, indicator E.5 Number of people exposed to social and behavioural change communication approaches using media (new since May 2019), and indicator G.8 Number of people provided with direct access to information on climate and weather risks (also new since May 2019).

[49] The IT Advisory Board is composed of IT professionals from the private sector, academia and government organizations. It supports and provides advice to WFP's senior executive management through the MISSC on IT matters.

[50] Such as mobile technology (mPDM, Sugar CRM, Computer Assisted Telephone Interviewing (CATI)), drone technology, smartphone applications (CODA, Dalili, AgriUp, Maano, Nutrifarmi, Meza), use of satellite imagery and remote sensing, optimization tools (i.e Optimus), data collection platforms (i.e. MDCA and MoDa) and additional platforms (i.e WINGS, DOTS, Geonode, CODe).

processes in place to enable strategic use, promote innovation and manage risks in relation to the use of technologies in constrained environments?	
4. Partnerships - How well does WFP manage its partnerships in relation to the provision and use of technologies in constrained environments?	No evaluative evidence appears to be available on this question.

67. The Office of the Inspector General and Audit (OIGA) has conducted recent audits and advisory assignments on IT governance, data protection and privacy, ICT management in country offices, mobile-based transfers, AAP, cloud computing, cyber security and other topics of particular relevance to this evaluation (annex 7). The Evaluation Team will have access to all audit reports. However, the Evaluation Team will be expected to respect strict confidentiality of the information shared by OIGA in internal reports. In addition, due to the sensitive nature of information in some audit reports, OIGA will review draft evaluation products to ensure that confidentiality is fully respected.

68. We anticipate challenges in finding detailed documentation on WFP's use of technology, and related processes, staff capacity and user satisfaction, and partnerships in direct connection with WFP's performance in constrained environments, in terms of relevance, effectiveness and efficiency of interventions, quality of monitoring, risks management etc. This will be particularly challenging for the retrieval of "historical" material, going back up to seven years. To compensate for the limited availability of secondary evidence, the evaluation team will need to conduct significant primary data collection and analysis. This will be challenging given the focus of the evaluation on the most constrained environments, where users (staff, cooperating partners, beneficiaries) may be hard to reach. The evaluation team will conduct an extensive evaluability assessment during the inception phase.

4.3. Proposed evaluation design and methods

69. **Evaluation design and methodology**. The inception report will include a detailed evaluation matrix and a description of the proposed methodological approach. The evaluation will:

- Use the systems perspective presented above (section 3.2 and annex 5) as the main analytical framework for the evaluation, considering all components of the "technology use system" (technology, people, policies & processes and partners) and how these interact with each other to achieve stakeholders' objectives within the constraints and opportunities of a given operating environment;

- Systematically address the evaluation questions presented in section 4.1 and follow the OECD-DAC evaluation criteria for development and humanitarian interventions, so as to meet both the accountability and learning goals of the evaluation;

- Consider the initial evaluability assessment under 4.2, to be further deepened during the inception phase;

- Develop appropriate lines of enquiry, indicators and ways of measurement and data triangulation for each evaluation question, to be captured in the evaluation matrix;

- Ensure that all stakeholders who use or are affected by the use of technologies along the programme cycle are heard, including the diverse target population groups and paying particular attention to gender, equity and inclusiveness dimensions.

- Take into account the current COVID-19 pandemic, which brings entry, movement and direct social interaction restrictions in many countries where WFP operates, but also causes

additional burden and constraints on WFP staff and partners in-country. The inception phase will be conducted remotely. The COVID-19 situation will need to be monitored very closely in the countries where field visits and face-to-face meetings and interviews are planned so that the evaluation can strictly adhere to the principle of do-no-harm by minimizing anyone's exposure to the risk of contracting COVID-19. If needed, field work, which is considered essential for this evaluation, and the consecutive phases of the evaluation can be postponed by 3-4 months.

70. **Data collection methods**. The evaluation will use a mixed methods approach combining an extensive desk review with internal and external interviews, direct field observation and surveys. Data sources will be triangulated to ensure transparency and independence of judgement, and to minimise bias. Data collection methods will include:

- Desk review of relevant WFP policy and strategy documents, decisions, regulations, guidelines and reports, including evaluation and audit reports;

- Desk review of external background documents, including guidelines, norms and standards, research, studies and evaluations on subjects relevant to the evaluation;

- WFP key informant interviews: These will take place at HQ, regional levels and with staff from the Innovation Accelerator in Munich. WFP staff will brief the evaluation team remotely during the inception phase. The evaluation team will conduct in-depth interviews during the main data collection phase, remotely and during visits at WFP HQ, regional bureaux and the Innovation Accelerator in Munich;

- External key informant interviews: The evaluation team will interview cooperating partners, including from the private sector, technology and innovation teams from other UN agencies and INOGs, donors and executive board members.

- WFP technology users' surveys: two surveys are proposed:

- an online survey of WFP and partners' personnel. It is suggested to use participatory narrative inquiry techniques[51] to gage WFP and partners' staff experiences with WFP-supported technologies in constrained environments.

- A mobile phone survey of affected populations, to gage their experience with mobile phone use for VAM, CBT, PDM, CFM etc.

- Focus group discussions with affected populations: these will particularly seek to capture the voice of those who are not reachable through mobile phones, to ensure that all voice are heard, and could *inter alia* address their experience with technology for beneficiary identification, CBT, CFM etc., their awareness of their privacy rights, risks around personal data sharing etc.

71. **Country case studies**. The evaluation will be based on seven country case studies, which will look at how WFP uses ICTs to overcome constraints in order to more effectively achieve its strategic outcomes and intended outputs, how those constraints affect the use of corporate ICT-driven systems, and how WFP manages challenges and risks related to ICTs and digital data in

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[51] A participatoy narrative survey uses stories (*narratives*) to obtain information and insights on change processes and the context in which these take place. It is a *survey* because information is collected following a standard procedure (questionnaire) from a pre-defined group of stakeholders in a particular intervention. It is *participatory* because stakeholders are involved in interpreting and analyzing the stories, individually through a specific section of the survey questionnaire, and collectively through facilitated group discussions. Dedicated software such as SenseMaker© or NarraFirma© make it possible to produce quantitative data, uncover relationships and patterns embedded in the stories, and identify typical and atypical stories, which are interpreted and analyzed jointly with stakeholders. An excellent manual on conducting narrative-based participatory research is: Cynthia F. Kurtz (2014) Working with Stories in Your Community or Organization: Participatory Narrative Inquiry (Third Edition). Download link: https://workingwithstories.org/buythebook.html

those constrained environments. The case studies will be critical to understand the user perspective and experience around the technologies used in constrained environments.

72. The first case study will be prepared as a "test case" during the inception phase and based on remote data collection with the support of a national consultant. The other six case studies will entail country visits of about one week, including of remote and potentially insecure locations. Seven brief country case study reports will be prepared to support internal learning within WFP, based on the structure of the evaluation matrix derived from the evaluation questions.

73. To minimize the burden on WFP country-level staff during the covid-19 crisis, the evaluation team will prepare itself well before the country visits by an in-depth desk review, and the preparation of draft country case study reports. Country visits will be kept short (maximum one week) to complement data collected from desk review and remote interviews, and focus on meeting stakeholders who could not be reached remotely such as WFP target groups and local partners. In addition to small focus group interviews, beneficiary views will be collected via mobile phone, with appropriate precautions and additional measures to ensure that also the voices of target groups without mobile phone access can be heard. For each country visit, a national consultant will be identified to support local data collection.

74. The sampling of countries will be purposive to ensure a good representation of: 1) WFP regions, 2) the constrains encountered by WFP and its partners, 3) main areas of intervention; and 4) the technologies (and accompanying processes and partnerships) deployed along the programme cycle to achieve their various objectives. The criteria for identifying the countries are listed in annex 4, which also indicates the indicative list of countries from which a final set will be selected. To the extent possible, countries which have been covered by recent evaluations will be excluded to avoid duplication or burden on country offices and national partners.

75. In 2020 and early 2021, OEV will conduct Country Strategic Plan evaluations (CSPEs) in a few countries that meet the criteria to be included in the sample for this evaluation. The evaluation teams for these CSPEs will be asked to collect information that can feed into this strategic evaluation. For this, the evaluation team will prepare a short list of key questions. In the case of Honduras data collection will be done remotely around September-October 2020, hence data collection requirements will need to be communicated to the respective evaluation teams as early as possible – before completion of the inception report. In the case of Afghanistan, field work will likely take place in the first quarter of 2021, hence more or less at the same time as the field work for this strategic evaluation.

76. The proposal prepared by the evaluation firm should ensure a balance between the different data collection methods listed above. While the country case studies will be critical to understand the users' perspective, it is important that adequate time is allocated for desk review and interviews at HQ and RB level as well as interviews with external experts in the field including the members of the External Advisory Panel. The sampling of documents and people to be interviewed will result from the evaluation matrix which will be an integral part of the inception report.

77. **Benchmarking**. To promote both accountability and learning, the evaluation will benchmark WFP's use of technology in constrained environments with what other humanitarian and development organisations are doing. The purpose of the benchmarking exercise will be to establish where organizations working in similar sectors as WFP are in terms of the use of technologies in constrained environments, staff attitudes and capacity, ICT and data governance, processes, partnerships and all other relevant dimensions covered by the evaluation. The exercise would also identify good practices, success stories and lessons learned from other organisations which could be useful for WFP looking forward. The analysis should cover at least

two organizations working in the same areas as WFP and include one UN entity and one INGO.[52] The design of the study will be further developed during the inception period and will include a comprehensive mapping of relevant documents.

78. This evaluation will make a special effort to use technology, as appropriate, to enhance data access, strengthen data analysis and improve communication of evaluation results with evaluation stakeholders.

4.4. Quality assurance

79. OEV's Centralised Evaluation Quality Assurance System (CEQAS) is based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community (ALNAP and OECD/DAC). It includes guidance for strategic evaluations which is currently being updated but remains broadly applicable. The CEQAS sets out principles and processes for quality assurance and provides templates and standardized quality checklists for key evaluation products (inception, full and summary reports). The CEQAS will be systematically applied during this evaluation and relevant documents provided to the evaluation team.

80. The evaluation team will be responsible for the quality of data (validity, consistency and accuracy) throughout the evaluation. The evaluation team leader should ensure compliance with CEQAS and style guidance (annex 8). 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 are adequately prepared before interviews and field visits in terms of document review and data collection instruments.

81. There will be two levels of quality assurance within OEV, first by the evaluation manager and second by the Director of Evaluation. Selected OEV colleagues will peer review the draft products. This quality assurance process does not interfere with the views and independence of the evaluation team, rather it should ensure that 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

82. The evaluation process will include five phases, spanning the period April 2020 to February 2022. The preparation phase consists of the development of a concept note and more detailed TORs in consultation with key evaluation stakeholders. It also includes identification and contracting of a qualified firm and evaluation team. During the inception phase, the evaluation team will, among other things, conduct a detailed evaluability assessment and stakeholder analysis, and develop the evaluation methodology and evaluation matrix, which will be captured in the Inception Report. The data collection and analysis phase will include an in-depth literature review of available WFP documentation, relevant research and information on comparator organizations. Country visits will be conducted between end of January and March 2021. Country case study reports will be prepared which will be shared within WFP for learning purposes.

83. During the reporting phase, the evaluation team will prepare the draft Evaluation Report which will be shared with evaluation stakeholders for comments and revised as appropriate. The team will also draft a Summary Evaluation Report for review by the WFP Executive Management Group. WFP management will prepare a Management Response. The Summary Evaluation Report will be discussed with the Executive Board during informal consultations, and then formally presented

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[52] Possible benchmark organizations could be (amongst others): ICRC, World Vision, Mercy Corps, UNICEF, OCHA and UNHCR.

to the Executive Board First Regular Session in February 2022. Table 4 shows a tentative timeline for the five phases of the evaluation with their different deliverables.

Table 4. Evaluation timeline and deliverables

Phase	2020									2021												2022	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Preparation	• Concept Note • Stakeholder consultation • TORs • Eval. team																						
Inception					• Document review • Remote briefings and interviews • Inception report																		
Data collection and analysis										• Desk review • HQ interviews • RB & Country visits • Country debriefings • Country case studies • Global debriefing with HQ and RBx • Data analysis												
Reporting															• Draft main report • Stakeholder workshop • Summary Evaluation Report • Management response							
Presentation																						• EB informal consultations • EB.1 presentation	

5.2. OEV roles and responsibilities

84. The evaluation will be managed by the WFP Office of Evaluation (OEV). The evaluation manager (EM) will be Michael Carbon, Senior Evaluation Officer. The Evaluation Manager has not worked in WFP on issues associated with the subject of the evaluation in the past.

85. The EM is responsible for the evaluation preparation and design, follow-up and quality assurance throughout the process. This includes initial consultations within WFP and drafting the Concept Note and TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the internal reference group and external advisory panel; organizing the team briefings with HQ and Regional Bureaux; consolidating comments from stakeholders on review of evaluation products; and assisting in the preparation of the field missions. The EM will be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders to ensure a smooth implementation of the evaluation process.

86. Arianna Spacca, OEV Research Analyst, has conducted background research and organised the internal consultations for the concept note and terms of reference for this evaluation. She will provide support to the evaluation team with collection and compilation of relevant WFP documentation not available in the public domain. She will analyse internal data in support of the overall data collection effort. She will also facilitate the evaluation team's engagement with respondents and provide support to the logistics of field visits.

5.3. Evaluation team composition

87. The evaluation will be conducted by an external team of evaluators. The evaluation team will have a strong experience in conducting complex, global strategic evaluations using a dynamic systems approach. It will be multi-disciplinary and combine ascertained expertise in the following areas:

- The different functions and areas within WFP programming and management (assessment, targeting, beneficiary registration, supply chain, logistics, CBT, monitoring, AAP, reporting, partnerships, fund raising, knowledge management, training, security etc.) and good understanding of the multidimensional constraints under which WFP and its partners operate;

- Information and communication technology equipment and applications used in the humanitarian and development sector, to support the different management and programming functions mentioned above;

- Innovation development and implementation processes (incl. best practices in software development and role distributions such as SCRUM) and upscaling;

- Protection and ethical issues around information technology and data, in particular in relation to data protection and privacy;

- The "digital divide", including access and attitudes towards technology of the most vulnerable groups, and specifically women and girls;

- Data generation, analysis, management and governance;

- Power relationships and politics around information (social science);

- ICT governance, risk management, and international and national regulatory frameworks; and

- Partnerships, in particular with the private sector.

88. All team members should have a strong understanding of gender equality issues and experience with humanitarian and/or development contexts. The team will require an excellent capacity to review and process a large number of documents, conduct one-on-one and group interviews, and use appropriate technology in data collection and analysis and communication of evaluation results. At least one team member should have extensive experience with conducting online surveys, and one or more team members with experience with SenseMaker© or NarraFirma© would be strongly preferred.

89. The evaluation team should be between 5 to 6 members strong, including the team leader, and comprise men and women of mixed geographical backgrounds. As required, the core team could be complemented by shorter-term advisors covering specific technical issues. During country case studies, core team members should be supported by national consultants. The team members should be able to communicate clearly both verbally and in writing in English. The team should have the appropriate language capacity: French and Arabic are a must; Spanish or Portuguese would be appreciated.

90. Each evaluation team member will be carefully vetted for not having any present or future conflict of interest in relation to WFP's use of technologies and related protection and other risk management policies. 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.

91. The **team leader** is responsible for all team outputs, overall team functioning, and interactions with evaluation stakeholders. The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in regional or global strategic-level evaluations and a strong interest in the use of technology in humanitarian settings. 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, and quality-assuring, data collection outputs (working papers, country case study 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 evaluation report) in line with agreed CEQAS standards and agreed timelines.

92. The evaluation team members will:

- 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, in particular the end-users of technology;

- participate in team meetings with stakeholders;

- prepare inputs in their technical area for the evaluation products;

- prepare the country cases studies;

- contribute to the preparation of the evaluation report.

5.4. WFP roles and responsibilities

93. WFP stakeholders at country office, regional bureau and headquarters levels are expected to: provide all requested information necessary to the evaluation in a timely manner; 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, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the inception report. To ensure the independence of the evaluation, WFP employees will not participate in meetings where their presence could bias the responses of external stakeholders.

5.5. Reference and advisory groups

94. There will be two reference/advisory groups for this evaluation. In their advisory role, they are expected to review and provide insights and feedback on evaluation products such as TORs and evaluation reports:

- An **Internal Reference Group** (IRG) composed of a cross-section of WFP stakeholders from relevant business areas at different WFP levels. IRG members will be responsible for engaging in meetings/workshops for discussing the concept note, TORs, inception report and drafts of the evaluation report and for reviewing the draft reports themselves; and

- An **External Advisory Panel (EAP)** composed of experts in the fields of humanitarian technology and protection. Members of the panel will be invited to review and provide comments on the draft TORs, inception and evaluation reports (or specific parts of them).

95. Attention will be paid to ensure gender balance in the IRG and EAP. A draft list of WFP divisional focal points and possible external members is proposed in annex 12.

5.6. Communication

96. The evaluation manager will ensure transparent and open communication with stakeholders during each of the key evaluation phases. The evaluation TORs will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. Briefings and de-briefings will include participants from country, regional and global levels. A Communication and Learning Plan for the Evaluation is presented in annex 2. A more detailed plan will be annexed to the inception report, based on the operational plan for the evaluation contained therein.

97. The evaluation team is encouraged to use Microsoft Teams© for sharing the document library, internal and external communications, and collaboration on draft evaluation products. The EM will hold regular teleconference with the Team Leader and other members of the evaluation team as required to discuss progress and any issues the evaluation team may encounter.

98. The main deliverables during the evaluation phase will be produced in English. Should translators be required for fieldwork, the firm will make the necessary arrangements and include the cost in the budget proposal.

99. The evaluation team will record selected interviews, make pictures and videos where possible and appropriate, to be used by OEV to produce evaluation communication products.

100. After completion of the fieldwork, OEV will organize an exit de-briefing with internal stakeholders to discuss the draft evaluation findings (April-May 2021). 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 (September 2021). The Summary Evaluation Report together with the Management Response will be presented to WFP's Executive Board in all official WFP languages in February 2022.

101. 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 (March 2022). The country offices and regional bureaux are encouraged to circulate the final evaluation report to external stakeholders.

5.7. Budget

102. The evaluation will be financed from OEV's Programme Support and Administrative budget. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, software licences etc.).

Annex 1 – Detailed timeline

Phase/activities		Resp.	Deadlines
Phase 1 - Preparation			April – July 2020
	Scoping discussions with WFP stakeholders	EM	02-03/2020
	Concept note shared with WFP stakeholders	EM	24/04/2020
	Evaluation design meetings with WFP stakeholders	EM	05, 12 & 13/05/2020
	Draft TORs shared with IRG and LTA firms	EM	09/06/2020
	IRG comments on draft TORs	EM	24/06/2020
	Revised TORs shared with LTA firms	EM	30/06/2020
	Contracting evaluation team/firm	EM	21/08/2020
Phase 2 – Inception			July – December 2020
	Team preparation prior to inception meetings (OEV briefing, desk review)	Team, EM	24/08/2020 – 04/09/2020
	Inception briefings at HQ level	Team, EM	07/09/2020 – 11/09/2020
	Inception briefings at Regional Bureau level and country case study "test"	Team	14/09/2020 – 02/10/2020
	Submit Draft Inception Report (IR) to OEV (after LTA firm Quality Assurance review)	TL	06/10/2020
	OEV quality assurance and feedback	EM	23/10/2020
	Submit revised draft IR (D1) to OEV	TL	30/10/2020
	OEV Quality Assurance	QA2	13/11/2020
	Share IR with IRG and EAP for their feedback (2 weeks for comments)	EM	27/11/2020
	IRG and EAP comments on IR received	IRG, AEP	11/12/2020
	Submit revised IR (D2)	TL	18/12/2020
	Circulate final IR to WFP Stakeholders FYI; post a copy on intranet.	EM	08/01/2021
Phase 3 - Evaluation Phase, including Fieldwork			December 2020 – May 2021
	In-depth desk review, preparation of field work and surveys	Team	14/12/2020 - 05/02/2021
	HQ interviews	Team	25/01/2021 – 05/02/2021
	Fieldwork & surveys. Internal debriefings with CO and Regional Bureau (ppt) after each country visit.	Team	08/02/2021 - 31/03/2021
	Submit draft country case studies (after TL quality assurance)	TL	12/04/2021
	OEV quality assurance and feedback	EM	16/04/2021
	Submit revised country case study reports	TL	23/04/2021
	Country case studies shared with COs	EM	30/04/2021
	CO comments on country case studies	COs	07/05/2021
	Overall debriefing with HQ, Regional Bureau and COs Staff (ppt)	EM+TL	12/05/2021
Phase 4 - Reporting			June – November 2021
Draft 0	Submit draft (D0) Evaluation Report (ER) to OEV (after LTA firm Quality Assurance review)	TL	11/06/2021

	OEV comments sent to the team	EM	18/06/2021
	Submit revised draft ER to OEV	TL	02/07/2021
	OEV to provide an additional round of comments	EM	09/07/2021
Draft 1	Submit revised draft ER (D1) to OEV based on OEV comments.	TL	16/07/2021
	OEV Quality Assurance	QA2	30/07/2021
Draft 2	Submit revised draft ER (D2) to OEV	TL	20/08/2021
	DoE clearance for circulation to WFP stakeholders	DoE	30/08/2021
	Share draft ER with IRG and EAP (2 weeks for comments)	EM	01/09/2021
	IRG and EAP comments on ER received	EM	15/09/2021
	Stakeholders' workshop	IRG	15/09/2021
Draft 3	Submit revised draft ER (D3)	TL	22/09/2021
	OEV final feedback on ER sent to the team	EM	29/09/2021
	Submit final ER to OEV	TL	14/10/2021
	Final clearance of D3 by DoE	DoE	06/10/2021
SER	Submit draft (D0) Summary Evaluation Report (SER) to OEV	TL	06/10/2021
	OEV feedback on SER sent to the team	EM	08/10/2021
	Submit revised SER (D1)	TL	14/10/2021
	OEV Quality Assurance	QA2	19/10/2021
	Submit revised SER (D2)	TL	22/10/2021
	DoE clearance to send SER to Executive Management Group (EMG)	DoE	27/10/2021
	Share SER with EMG for comments (2 weeks for comments)	EM	29/10/2021
	EMG comments on SER received	EMG	12/11/2021
	OEV sends and discusses the comments on the SER to the team for revision	EM	16/11/2021
Final report & management response	Submit final draft ER (with the revised SER) to OEV	TL	19/11/2021
	Final approval by DoE	DoE	26/11/2021
	Submit approved SER to the EB Secretariat	EM	30/11/2021
Phase 5 - Executive Board (EB) and follow-up			February 2022
	Informal consultations with EB	DoE + EM	02/2022
	Presentation of Summary Evaluation Report to the EB	DoE	02/2022

Annex 2 – Communication and learning plan

Phase Evaluation stage	What Communication product	Which Target audience	How & Where Channels	Who Creator lead	When Publication deadline
Preparation (April – July 2020)	TOR Summary TOR	• IRG & EAP • WFP staff	• Consultations and meetings • Email • WFPgo; WFP.org	EM	10/07/2020
Inception (July – December 2020)	HQ Briefing Inception Mission Inception Report	• IRG & EAP • WFP staff	• Email • WFPgo	EM	20/11/2020
Evaluation (December 2020 – May 2021)	Country case studies	• CO management	• Email	EM/ET	30/04/2021
	Global debrief	• HQ, Regional Bureau and COs Staff	• HQ Meeting	EM/ET	07/05/2021
Reporting (June – December 2021)	Draft Evaluation Report	• IRG & EAP	• Email	EM/ET	01/09/2021
	Stakeholder workshop	• WFP Technical Staff/Programme Practitioners • WFP country/regional office/local stakeholders	• Workshop	EM/ET	15/09/2021
Dissemination (January 2021 – April 2022)	Evaluation report	• WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers/Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Network platforms (UNEG, ALNAP) • Newsflash	EM	24/11/2021
	Summary evaluation report	• WFP EB/Governance/Management • WFP country/regional office/local stakeholders	• Executive Board website (for SERs and MRs) •	EM/EB	January 2022

		• WFP Technical Staff/Programmers Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks			
	Communication products (Newsflash, Business cards, Brief, Info sessions/brown bags, Infographics & data visualisation, Podcast etc.)	• WFP EB/Governance/ Management • WFP country/regional office/local stakeholders • WFP Technical Staff/Programmers /Practitioners • Donors/Countries • Partners/Civil society /Peers/Networks	• Multiple channels	CM	February - April 2022

Annex 3 – WFP Corporate IT Strategy (2016-2020) results framework

	IT Contribution	Business Capabilities	Business Success (Corporate Goals)
Emergency Preparedness and Response	WFP will leverage its lead role of the ETC to seek out opportunities for coordinated humanitarian aid. WFP IT will: - build up local response capabilities and disaster resilience by partnering with governments, national disaster management agencies and locally-based organizations. Emergency response communities, including affected populations, will have access to vital communications services. - strengthen its ability to respond to emergencies with a fast and trained response capacity. A portfolio of emergency IT solutions will be kept up to date to enable the rapid delivery of digital aid and support the safety and security of humanitarian staff. - build on successful solutions and proven technologies deployed during emergencies to support countries' transitions to early recovery and ongoing development.	To remain at the forefront in the "new normal" of emergencies, WFP will: - strengthen its ability to respond to emergencies with a fast and trained response capacity while also enhancing preparedness activities that enable affected populations to quickly recover. - build on existing emergency management mechanisms and partner with humanitarian, government, private sector organizations and local communities. - for the first time engage directly in "Communications with Communities" (CwC), filling an existing gap in the overall coordination of this sector, recognising that access to communications is a vital need and that disaster affected communities can play a pivotal role in emergencies.	Furthering its position as global humanitarian leader, WFP will support five concurrent Level 3 emergencies. WFP will continue in its lead role of the ETC and create an environment for emergency response which allows both humanitarian responders and affected populations to have a seamless, resilient and principled communications experience to facilitate the delivery of humanitarian aid. As a result, local communities will cope more effectively with the impact of a disaster and recover more quickly with timely access to information and digital assistance.

	IT Contribution	Business Capabilities	Business Success (Corporate Goals)
Digital Platform	The IT Division will implement SCOPE as the official platform for beneficiary information and cash based and digital transfers. It will be scalable to support the business in registering WFP's entire beneficiary population. The platform, and the big data sets it contains, will be offered both within WFP and to partners, governments and the larger humanitarian community for the specific use in delivering and improving the quality of humanitarian aid. As such, WFP IT will also implement privacy and security measures to guarantee the confidentiality, integrity and availability of such data.	WFP will efficiently manage beneficiaries and their information in order to effectively deliver more digital assistance through an innovative digital platform. By also allowing interoperability with external systems managed by governments, private sector, institutions such as banks, and other humanitarian agencies, WFP will further digitalize its business and reach more beneficiaries through sustainable, inclusive and collaborative means. Finally, WFP will be able to broker information services to the entire humanitarian and development sectors.	WFP will achieve 100% digital registration for all of its beneficiaries and 40% of them will have access to more innovative, flexible and digital food assistance options through increasingly more cash-based and digital transfers, even in environments where customary international payment mechanisms may not be available.

	IT Contribution	Business Capabilities	Business Success (Corporate Goals)
Core Solutions	WFP IT will: - support the transformation of its corporate systems (e.g., CRM, SCM, WINGS-ERP) to keep up with the changing needs of the Organization. It will seek out value-for-money opportunities with cloud-based solutions, carefully considering the security, compliance and risk impacts to the Organization. It will provide integration of internal and external systems through web services and flexible interfaces, resulting in business process optimization and business agility. - deploy business intelligence and analytics technologies including self-service and collaborative tools that enable the business to produce reports, dashboards and visual analyses. It will provide technologies for big data analysis techniques for drawing conclusions on beneficiary behaviour patterns stored in WFP's beneficiary management platform. - facilitate access to external data sets.	- WFP has access to real-time and historical data from multiple sources and cross-functional areas so it can identify trends and analyse relationships for evidence based decision making. - Virtual supply chain management (SCM) will enable WFP to virtualize transactions and encourage collaborative relationships along the value chain, improve information flow both upstream and downstream, and gain beneficiary insight for targeting their needs and assistance. It will allow WFP to leverage market intelligence for strategic procurement, improve food quality, reduce lead time, and connect more smallholder farmers with commercial supply lines. - WFP also needs to improve its capabilities in stakeholder relationship management (CRM solutions) to build and maintain its stakeholder relationships with donors, vendors, partners and beneficiaries so that it can make informed decisions about them through analytics.	WFP will deliver higher-quality, nutritious foods and other commodities at a lower cost more quickly and effectively by covering the entire process of end-to-end planning, procuring and delivering assistance.

	IT Contribution	Business Capabilities	Business Success (Corporate Goals)
Enabling Countries	- IT will update its governance and management framework for systems development to meet fast emerging business requirements. It will enable the environment for developing agile systems for easier handover to host governments; systems adaptable to country office needs; systems interoperable with partners; and systems built on standards for corporate reuse. - Development processes will also ensure successful initiatives from the Innovation Accelerator or the "Shadow" can be easily on-boarded.	- As MICs are increasingly able to finance their own social protection strategies, WFP will take on more of an advisory role to country safety net and nutrition programmes as well as facilitate government partnerships with the development sector. WFP will leverage its global presence to share innovative technology solutions, knowledge, and lessons learned on, e.g., consumption, diet and medical conditions, with other regions. - To address the nutrition and food security issues together with the development needs of the most food-insecure areas, WFP will strengthen its programme management to design country-specific solutions that engage communities. It will also leverage its partnerships to ensure collaboration delivers long-term results.	- Middle-income countries (MICs) will achieve more of their nutrition targets and sustainable development goals through knowledge sharing and proven technology exchange facilitated by WFP through its global presence, reach and influence. - Countries in fragile settings will achieve greater food security and nutrition through programmes that build resilience as well as focus on longer-term development success.
Overall Effectiveness	IT will transform WFP into an information-enabled business. It will partner with the business to design and develop data-driven insights and solutions and strengthen WFP's data governance framework in line with the UN system data revolution programme. Trusted information based on quality data (i.e., confidentiality, integrity, availability) will enable WFP to manage operations more effectively and efficiently and to confidently report on performance to donors. WFP will also articulate an open data strategy when it is ready to do so.	To obtain more funding in general and more multilateral funding in particular, WFP needs to demonstrate programmes deliver expected outcomes through evidence-based decision making and a redesigned financial framework. Informed decision making, quality reporting and transparency will depend on WFP's ability to access and interpret information based on consistent, trusted data.	WFP will meet more of its operational requirement through increased and more predictable funding and a flexible financing framework, demonstrating value to its donors through evidence-based decision making and performance-informed budgeting.

Annex 4 – Country selection criteria and tentative list

Seven countries will be selected for case studies, based on the following criteria and indicators:

- Regional representation: at least one country per region;
- Significant constraints in humanitarian access OR very poor ICT penetration, in particular in rural areas. Proxy indicators used are the ACAPS humanitarian access classification[53] and the ITU Global ICT Development Index (IDI)[54];
- Coverage of main areas of intervention: food and cash transfers, nutrition, school-based programming, smallholder agriculture market support, disaster risk reduction/ disaster response etc.;
- WFP use of digital technologies in the country: at least 3 different ICT systems and tools used; ensure that key WFP systems and tools (mVAM, SCOPE, SCOPE CODA, AIMS etc.) are covered by the sample;
- Include at least 3 countries with an L3 or L2 emergency;
- Include at least 2 countries with an active ETC cluster;
- Include at least 2 countries where the Innovation Accelerator (INKA) has supported an ICT related tool; and
- Include at least 2 countries where collaboration/hand-over to government is ongoing regarding digital technology – including at least one which is vulnerable to natural hazards and where technology is used for

The table below lists suggested countries for each region. The final selection will be made at inception.

Region	Country	mVAM	SCOPE	SCOPE CODA	Optimus	ECT cluster	Drones	Building Blocks	Mobile Apps	Sugar CRM	AIMS	INKA	Shadow IT	Collab with Gov	Emergencies	Access constraints	IDI 2017
RBB	Bangladesh		X			X		X	X	X		X			L2	High	2.53
RBB	Afghanistan	X	X							X	X					Very high	1.95
RBC	Jordan	X	X					X	X			X	X	X		ND	6
RBC	Syria	X	X			X				X			X		L2	Extreme	3.34
RBC	Yemen	X	X		X	X				X			X	X	L3	Extreme	ND
RBC	Iraq	X	X		X				X	X			X	X	L2	High	ND
RBD	CAR	X	X			X									L2	Very high	1.04
RBD	Chad	X	X								X					High	1.27
RBD	Nigeria	X	X		X	X									L3	Very high	2.6
RBD	Mali	X	X		X										L3	Very high	2.16
RBJ	Mozambique	X	X			X	X		X	X	X				L2	Moderate	2.32
RBJ	Madagascar	X	X	X			X			X		X		X		ND	1.68
	Tanzania		X						X			X	X	X		Low	1.81

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[53] ACAPS, CrisisInsight - Humanitarian access overview, October 2019
[54] International Telecommunication Union (ITU), Measuring the Information Society Report 2017

RBN	South Sudan	X	X	X	X						X				L3	Very high	ND
	Somalia	X	X						X				X			Very high	ND
	Uganda	X	X	X	X											Low	2.19
RBP	Honduras	X	X						X		X			X		Moderate	3.28
	Haiti	X	X						X	X			X	X		Moderate	1.72

Annex 5 – Proposed analytical framework for the evaluation

The evaluation will use a systems approach, considering technology as one component of a larger, highly dynamic system composed of four components (people, processes, technology and partners) that interact with each other and the operating environment (Figure 1) to achieve management and operational objectives. This analytical model is more appropriate for the evaluation than a theory of change model, considering the complex nature of the interactions between the components of the system and their constant, rapid evolution. Through the lens of this analytical framework, diverse people make use of ICT infrastructure, applications and digital data following certain processes in order to achieve their objectives, either enabled or constrained by the environment in which they operate. People are also affected in diverse ways by the use of technology by others. All components of this system are constantly changing; needs and objectives evolve, people learn and adapt, the environment creates new opportunities and constraints, technology progresses, processes are reviewed and adjusted and partnerships evolve.

Figure1. Technology as part of a broader dynamic system including people, processes, partners and the operating environment
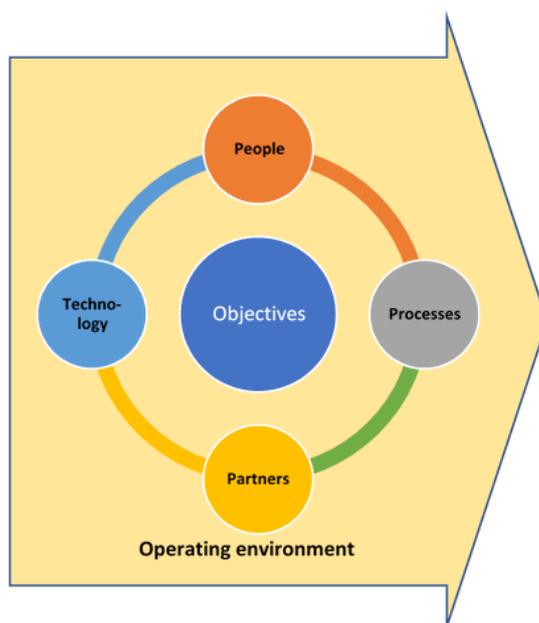
Source: Inspired by the People-Processes-Technology Framework, initially developed by Harold Leavitt[55], and complemented by BMC[56].

Data governance, generation, management and use will be a key area of focus of the evaluation. It can also be seen through the same systemic lens, encompassing the people, processes, information technology and partners required to create a consistent and proper handling of the organization's data, to ensure that data is of the required quality for the purpose at hand throughout the complete lifecycle of the data.

The use of technologies is expected to help WFP and its partners more effectively and efficiently achieve their **objectives**. Those include *programme* objectives expressed in WFP's Strategic Plan, the Corporate Results Framework and the Country Strategic Plans: improved food security, nutrition and

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55 Harold J. Leavitt, Applied organization change in industry : structural, technical, and human approaches, 1964.
56 BMC, Four Dimensions of Service Management in ITIL 4, Service Management Blog, April 2019.

resilience of the WFP target population groups, capacity strengthening of governments, policy reform, improved humanitarian sector coordination and capabilities, and WFP's cross-cutting priorities covering accountability to affected populations, protection, gender and environment. Those also include *management* objectives in support of programmes, under the different WFP functional areas: a) management; b) programmes; c) supply chain; d) budget and programming; e) human resources; f) administration; g) finance; h) information technology; i) security; and j) resource mobilization, communications and reporting.

People include WFP, cooperating partners' and government staff as well as the diverse affected populations who interact with the technology to contribute to common objectives. There are broadly four categories: technology decision makers; technology developers and managers; technology users; and people (men, women, boys and girls) who are indirectly and in diverse ways affected (positively or negatively) by the use of technology by others. Some WFP staff (from TEC and INK in particular, but also WFP leadership and other staff across the organization) play a major role in identifying, developing and maintaining the technology and related processes, to make sure that technology is working for its intended objectives, with minimal risks to people and operations. However, most people are either direct users of technology or are indirectly affected (positively or negatively) by the use of technology by others. People's structural and socio-cultural position, attitudes, skills, knowledge of processes and risk awareness are important factors in how they (can) interact with technologies.

Partnerships. These include partnerships with donors who fund WFP investments in technology; the private sector on which WFP relies for ICT equipment provision and ICT and data management services; humanitarian actors who use telecommunications and other technology services provided by WFP during emergencies; and UN agencies and cooperating partners who use technologies and data provided with WFP's support. In countries where sufficient capacity is available, WFP may support the introduction of technologies within government institutions, for instance to support food security mapping or beneficiary management in a social protection scheme.

Technology includes the ICT hardware and applications used to help achieving the objectives of WFP, its partners and its target population groups. Information technology is expected to help WFP manage information from creation, access, use, modification, storage to disposal, in order to maximize the value of data in decision making and the delivery of services. Technology is constantly evolving and access to technology is generally increasing, though not evenly across the world and across different population groups.

Policies and processes include policies, strategies, norms and standards, regulations, protocols and operating procedures, guidelines and training materials as well as the organisation's IT governance arrangements in place to introduce and manage technologies, including their related risks. Processes also include funding of ICT, for its acquisition but also operation, maintenance, upgrading, security etc. The evaluation will also look at policies and processes related to data generation, management and governance, that should ensure availability, accuracy, usability, consistency, integrity and security of data.

The **operating environment** includes political, economic, social, technological, legal and environmental factors that affect and are affected by the use of technologies. E.g. important differences can exist between countries and locations in terms of laws on beneficiary data protection,

the cost of ICT services and specialists, people's access to and preferences and perceptions towards technology, internet coverage, government attitude and capacity towards the adoption of certain technologies etc. The operating environment can offer opportunities but also impose constraints on technologies, people and the way in which they apply the processes to use the technologies. Technology and processes, on the other hand, are often introduced with a purpose to overcome specific environmental constraints, but also need to be appropriate and therefore customizable to the constraints imposed by the environment.

Annex 6 - Summary of relevant evaluation findings since 2018

Several global and country-level evaluations, published between 2018 and 2020, provide some evidence on WFP's use of technologies in constrained environments, including centralized evaluations (Policy, Strategic, Country Portfolio, Country Strategic Plan, and Corporate Emergency Evaluations) and decentralized evaluations. Yet, available evidence to inform decision making related to the deployment of new technologies in constrained environments is limited. Most of the evidence available from recent evaluations turns around four main subjects; (1) Use of mobile technology for cash-based transfers, (2) Use of mobile technology for complaints and feedback mechanisms, (3) SCOPE and (4) WFP's corporate platforms (i.e. COMET, LESS) integration, accessibility and data quality. One evaluation[57] also briefly discusses technology for early warning and assessments.

Cash-Based Transfers (CBT). Several evaluations demonstrated the benefits of CBT assistance, providing flexibility and dignity to beneficiaries[58]; helping in fostering social cohesion, gender empowerment and intensifying market dynamics and opportunities[59]; or being timely, efficient and effective[60]. However, risks and bottlenecks have emerged from the use of CBT. The decentralized evaluation on the use of CBT in refugee camps in Kenya [61] found that a significant majority of beneficiaries displayed trader loyalty and recurred to credit purchase for food. By applying this coping strategy, beneficiaries would voluntarily leave their SIM cards with traders, with the risk of privacy principles violation and increased risks of coercion by traders. The evaluation of WFP's corporate emergency response in Northeast Nigeria (2019) found that WFP encountered significant bottlenecks with the mobile phone technology used as the cash delivery mechanism. Among these, the evaluation flagged low beneficiary access to and familiarity with mobile phone technology, beneficiaries' low literacy levels, and inability of WFP staff to access the corporate platform to perform programmatic reconciliation. Furthermore, WFP personnel did not have enough experience with cash-based transfers and their delivery through mobile phones. WFP subsequently adapted its approach to include the use of e-vouchers and in-kind distributions.

Accountability to affected populations. Over the years, WFP has gradually increased its efforts in obtaining feedback from beneficiaries, through monitoring exercises and formal complaints and feedback mechanisms (i.e. complaints boxes, feedback committees or toll-free hotlines). Despite the degree of accountability provided to the affected population, evidence shows that the effectiveness of these mechanisms is context specific. In some countries, feedback mechanisms often remain a one-way communication channel, with a lack of appropriate and timely remedial action (e.g. the

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57 WFP, Strategic Evaluation on WFP's Capacity to Respond to Emergencies, January 2020.

58 WFP Central African Republic. "Evaluation thématique sur les questions de genre dans les interventions du PAM en République centrafricaine 2014-2018". 2019.

WFP Burundi. Évaluation des programmes intégrés de cantines scolaires financés par l'Ambassade des Pays Bas (provinces Bubanza, Bujumbura rural et Cibitoke) et par l'Union européenne (province Gitega) et mis en œuvre par le PAM au Burundi i 2016 à 2018. 2019

Somalia inter-Agency Cash Working Group. "Evaluation of the 2017 Somalia Humanitarian Cash-Based Response". 2018.

WFP Office of Evaluation. Ethiopia - An evaluation of WFP's Portfolio (2012-2017). 2018.

WFP Office of Evaluation. Cameroon. An Evaluation of WFP's Country Strategic Plan (2017 - Mid 2019). 2020.

59 WFP Office of Evaluation. Cameroon. An Evaluation of WFP's Country Strategic Plan (2017 - Mid 2019). 2020.

60 Somalia inter-Agency Cash Working Group. "Evaluation of the 2017 Somalia Humanitarian Cash-Based Response". 2018.

   WFP Jordan. Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan from 2015 to mid-2018. 2018.

61 WFP Kenya Country Office, "An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya. August 2015-November 2017". 2018.

Democratic Republic of Congo).[62] On the opposite, in other countries, feedbacks and complaints are addressed and tracked in an efficient and timely way. For instance, in Somalia, a digital dashboard bringing together data from WFP corporate systems (i.e. SCOPE, mVAM) has been linked to the WFP call centre and allows its staff to access data on beneficiaries and resolve problems rapidly.[63]

A number of limitations have emerged from the complaints and feedback mechanisms, with most evaluations reporting that the number of complaints and feedbacks received remains very low. Different reasons were provided to explain these low numbers. In the DRC CSPE, these were mainly attributed to the low level of understanding, cultural incompatibility of the mechanism or lack of beneficiary awareness about the mechanisms in place. The fear of losing assistance and the fear of lack of anonymity were reported in both the Northern Nigeria CEE and the Regional Response to the Syrian Crisis CEE.

In contexts where evaluation evidence is available on complaints and feedback mechanisms, most people reported to prefer face to face, non-anonymous, interaction. Barriers such as poor telephone reception, lack of access to a mobile phone, or fear of using technology are the reasons behind this preference[64], which however, can discourage sharing grievances and sensitive complaints.

In the CEE of the WFP Regional Response to the Syrian Crisis, limitations were around the impersonalized communication of SMS/WhatsApp and hotlines chosen by WFP as method for communicating with large numbers of beneficiaries. They described receiving sensitive communications, such as targeting prioritization and cut-offs through text messages as being cold and traumatic

SCOPE. Beneficiary registration using SCOPE brings efficiency by reducing registration costs and offers the possibility of eliminating duplication across beneficiaries of more than one activity[65]. For this reason, and to overcome the absence of a beneficiary data management system, an increasing number of WFP country offices are launching SCOPE.

However, the use of SCOPE can also bring several challenges. Both Somalia CPE and the Northeast Nigeria CEE found that overcoming technical issues related to the operating system (i.e. issues with smartcards, mPOS security keys, failure to recognize fingerprints), or when a smartcard needed replacement, took a long time, leaving beneficiaries unable to claim their entitlements until the situation was resolved. In addition, the Somalia CPE highlighted the increased risks of insecurity and protection incidents during overcrowded SCOPE registration.

The 2018 Evaluation of the WFP Humanitarian Protection Policy[66] concluded that WFP made recent progress on guidance and systems for beneficiary data protection and privacy, with a particular focus on digital beneficiary registration data in SCOPE. However, the more recent Strategic Evaluation on

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[62] WFP Office of Evaluation. Democratic Republic of Congo: an evaluation of WFP's Interim Country Strategic Plan (2018 - 2020). 2020.
[63] WFP Office of Evaluation. Somalia: An evaluation of WFP's portfolio (2012 – 2017). 2018.
[64] WFP Office of Evaluation. Democratic Republic of Congo: an evaluation of WFP's Interim Country Strategic Plan (2018 - 2020), 2020; WFP Kenya Country Office, "An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya. August 2015-November 2017, 2018; WFP Malawi CO "Evaluation of the School Meals Programme in Malawi with financial support from United States Department of Agriculture (USDA) 2016 to 2018, 2019.
[65] WFP Office of Evaluation, Somalia: An evaluation of WFP's portfolio (2012 – 2017), 2018; WFP's Corporate Emergency Response in Northeast Nigeria (2016–2018), 2019; WFP Office of Evaluation, Ethiopia - An evaluation of WFP's Portfolio (2012-2017), 2018.
[66] WFP, Evaluation of the WFP Humanitarian Protection Policy, May 2018.

WFP's Capacity to Respond to Emergencies[67] found growing concerns regarding data protection relating to vulnerable people due to the rapid evolution of data management technology, the scale of data held by WFP and the increasingly close working relations with both governments and other agencies.

WFP corporate data platforms and data quality. Ethiopia CPE highlighted the positive effects of the introduction of the Commodity Allocation and Tracking System (CATS)[68] and Logistics Execution Support System (LESS). Findings from the DRC CSPE stress the existence and use of multiple platforms like WINGS, COMET, SCOPE and LESS, however the lack of integration between these different systems does not allow for data driven decision making. In addition to this, the evaluation found that WFP operations are highly decentralised at the sub-office level, with staff having severe challenges with internet connectivity. WFP's Corporate Emergency Response Evaluation in Northeast Nigeria also highlighted inability of WFP staff to access the corporate platform to perform programmatic reconciliation. The Strategic Evaluation on WFP's Capacity to Respond to Emergencies[69] found limitations in terms of quality, analysis and use of data in the design and to monitor the effectiveness of responses across all aspects of programme quality.

Early warning and assessments. The Strategic Evaluation on WFP's Capacity to Respond to Emergencies recognised that investment and developments in the area of early warning systems, have improved the efficiency of WFP responses, but that employee capacity to undertake and use analyses is often limited. Evaluation case studies and Regional Bureau data collection consistently found, across all regions, evidence of the continued value of WFP VAM and other systems to map vulnerability and risks of food insecurity for both WFP and the wider sector supporting early warning systems for WFP.[70] In the evaluation time period WFP has continued to develop its early warning systems, citing as examples the development of a globally held database of GIS-generated data on infrastructure and the use of new techniques to collect, analyse and use geospatial and socio-economic data related to natural hazard events and secondary data to predict or estimate numbers affected to support rapid decision-making.

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[67] WFP, Strategic Evaluation on WFP's Capacity to Respond to Emergencies, January 2020.
[68] CATS aims to improve pipeline management through better reporting and information management.
[69] WFP, Strategic Evaluation on WFP's Capacity to Respond to Emergencies, January 2020.
[70] For example, WFP. 2018. Sahel shock Shock Lessons Learned..

Annex 7 – Key documents

(a) Background Reading

Folder name / File name	Date
WFP documents	
Organizational Chart (incl. detailed charts of TEC and INK departments)	2020
WFP Annual Progress Reports	2015-2019
WFP Management Plan (2019-2021)	2018
WFP Global Presence	-
Integrated Road Map (IRM) Four Pillars	
WFP Strategic Plan (2014-2017)	2013
WFP Strategic Plan (2017-2021)	2017
Policy on Country Strategic Plans	2016
Financial Framework Review	2016
Corporate Results Framework (2014-2017)	2013
Revised Corporate Results Framework (2017-2021)	2018
Technology-related policies, strategies, guidelines and reports	
Corporate Information Technology Strategy 2016 – 2020	2016
Corporate Information and IT Security Policy	2015
Master Data Governance Framework	2014
Guide to Personal Data Protection and Privacy	2016
Emergency Telecommunications Cluster, ETC 2020: A new strategy for humanitarian connections	2015
CBT Assurance Guidance (draft)	2020
TEC year-in-review: A meaningful 2019	2020
TEC Product Team Role Overview (WFPGo page)	2020
TOR Product Manager	2020
TOR Technology Lead in a Business Team	2020
TEC Freedom in a framework guidelines (WFPGo page)	2020
Innovation and Knowledge Management	
Corporate Knowledge Management Strategy	2016
Innovation Accelerator Annual Report 2019	2019
Partnerships	
WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017)	2013
WFP Corporate Partnership Strategy (2014–2017)	2014
Gender	
Gender Action Plan 2015-2020	2017
Gender Policy 2015-2020	2014
UN-SWAP 2.0 Framework and Technical Guidance	2018
Protection	
WFP's Humanitarian Protection Policy	2012
UN and other external documents	
Transforming our world: the 2030 Agenda for Sustainable Development	2015
UN Secretary-General's Strategy on New Technologies	2018
Making Innovation and Technology Work for Women (UN Women)	2017
Humanitarian System	
State of the Humanitarian System (ALNAP)	2019
Global Humanitarian Assistance Report 2020 (Development Initiatives)	2020

Global Humanitarian Overview (OCHA)	2020
World Humanitarian Summit – Commitment to Action	2016
2020 Global Report on Food Crises; Joint Analysis for Better Decisions (Food Security Information Network)	2020
Other	
MOPAN 2017-2018 Assessments: World Food Programme	2019
Mid-term review of the WFP Innovation Accelerator (KPMG)	2017
Technological innovation for humanitarian aid and assistance (European Parliamentary Research Service)	2019
The Humanitarian 'Digital Divide' (ODI, HPG)	2019
Please also see bibliography of these TORs	

(b) Evaluations, Audits and Lessons Learned Documents

Evaluation reports	
Strategic Evaluation of WFP's Capacity to Respond to Emergencies	2020
Policy Evaluation WFP Corporate Partnership Strategy	2017
Evaluation of the WFP Humanitarian Protection Policy	2018
Synthesis Report of Operations Evaluations 2016-2017	2018
Synthesis of Country Portfolio Evaluations in Africa (2016-2018)	2019
Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis (January 2015 - March 2018)	2018
WFP's Corporate Emergency Response in Northeast Nigeria (2016–2018)	2019
Somalia: An evaluation of WFP's portfolio (2012 – 2017)	2018
Ethiopia: An evaluation of WFP's Portfolio (2012 - 2017)	2018
Cameroon. An Evaluation of WFP's Country Strategic Plan (2017 - Mid 2019)	2020
Democratic Republic of Congo: an evaluation of WFP's Interim Country Strategic Plan (2018 - 2020)	2020
Somalia inter-Agency Cash Working Group. "Evaluation of the 2017 Somalia Humanitarian Cash-Based Response"	2018
WFP Jordan. "Evaluation of WFP's General Food Assistance to Syrian Refugees in Jordan from 2015 to mid-2018"	2018
WFP Kenya. "An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya. August 2015-November 2017"	2018
WFP Malawi. "Evaluation of the School Meals Programme in Malawi with financial support from United States Department of Agriculture (USDA) 2016 to 2018"	2019
WFP Central African Republic. "Evaluation thématique sur les questions de genre dans les interventions du PAM en République centrafricaine 2014-2018"	2019
WFP Burundi. "Évaluation des programmes intégrés de cantines scolaires financés par l'Ambassade des Pays Bas (provinces Bubanza, Bujumbura rural et Cibitoke) et par l'Union européenne (province Gitega) et mis en œuvre par le PAM au Burundi de 2016 à 2018"	2019
Audit reports	
Assurance Advisory of Cyber – Security in WFP	2017
Internal Audit on Beneficiary Management	2017
Internal Audit of Governance of IT-Enabled Projects in WFP	2019
Internal Audit of Information Technology Vulnerability Management in WFP	2019
Internal Audit of ICT Management in Country Offices	2019
Internal Audit of Mobile-Based Transfers in West and Central Africa	2019

Advisory Report on Data Protection and Privacy - As informed from benchmarking to the General Data Protection Regulation (GDPR)	2019
Internal Audit of Cloud Computing in WFP	2020
Advisory Assurance - Accountability to affected populations (AAP) – A maturity framework to guide and track progress towards meeting WFP's commitments	2020

Annex 8 – OEV 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

Annex 9 – Processes for introducing new information technology in WFP[71]

WFP's technology business needs and the introduction of new technologies are generally steered by the Technology Division (TEC). When stakeholders internal to WFP wish to launch a new technology, the Business Engagement Manager (BEM) is the first point of contact. Business Engagement Managers work in the Technology Division (TEC) and act as focal point to provide support to headquarters' divisions and country offices. Each BEM is assigned to different business units, depending on their working experience.

When a Business Engagement Manager is contacted with a request for development of a new software solution, he or she maps the technologies used by the unit requesting for support, assesses if the existing, used technologies are fit, and proposes digital improvement. This assessment is essential to jointly plan the demand for technology improvements.

The BEM also helps navigating the technology solutions that already exist in WFP and the processes for the development of new ones. If existing technology solutions are available, these will be arranged for use. If in the current technology landscape there are no fit technologies, the BEM and the requesting unit can formalize a request for support to TEC.

The BEM presents the request for review to the Demand Assessment Board. The Board meets on a biweekly basis and is composed by Heads of Units and BEMs across WFP. Once the request is approved by the Demand Assessment Board, a TEC project manager is assigned to develop the system level requirements, and a budget is associated for approval by the requesting unit.

If the project is low risk and there are appropriate resources within the requesting unit to find, buy, configure, develop and maintain the technological solution, then the unit may agree with the BEM to buy or develop the IT solutions without the direct oversight of the TEC. In this case, the unit will self-manage the technology through Freedom in a Framework, and the unit's Director will be fully accountable for the whole project, including subsequent maintenance.

For technology solutions above USD 150.000, request must be presented to the Management Information Systems Steering Committee (MISSC). The MISSC was established in 2014 "for setting the strategic direction of WFP's information technology investments, ensuring that they enable the achievement of the desired business outcomes" [72], and to ensure WFP's ability to prioritize projects of highest interest in the IT portfolio for implementation.

The IT Advisory Board (ITAB) is composed of highly experienced IT professionals from the private sector, academia and government organizations. Through this group, WFP has access to industry experts and information that is not available or easily accessible on the market. The ITAB supports and provides advice to WFP's senior executive management through the MISSC on IT matters.

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[71] Source: https://newgo.wfp.org/how-do-i/work-technology-team and https://newgo.wfp.org/how-do-i/develop-software

[72] Executive Director's Circular. Information technology Division. "Establishment of the Management Information Systems Steering Committee (MISSC)". May 2014.
Executive Director's Circular. Information technology Division. "Amendment to the Executive Director's Circular OED2014/004 on Establishment of the Management Information Systems Steering Committee (MISSC)". April 2020.

The **purchase of IT Equipment** (i.e. servers, software and software licences), ICT consultancy Services, or UN common ICT services[73] requires IT approval. Prior to approving a request, IT must verify that it is for a standard item and, in the case of end-user software and hardware, that it is included in the most recent IT standards for End-User Hardware and Software[74].

Where an item is not included in the standard documents, and the item is part of an LTA, approval request should be sent to the IT Architecture, Policy and Strategy Branch (TECA). Offices should prioritise the parties from which they procure following a specific order: (1) Mandatory HQ Global Agreements (2) Local suppliers (3) Long term agreements, (4) WFP Dubai Office (i.e. FITTEST or FESO), (5) RFQ from global suppliers. If the request is not for a standard item, it is IT responsibility to propose and alternate standard to the requestor. If none is known, the request must be escalated for approval to the IT Architecture, Policy and Strategy Branch through the IT Service Desk.

An alternative source for the introduction of new technologies in WFP is the **Innovation Accelerator**.

The Innovation Accelerator is intended to help fostering innovation within WFP and the wider humanitarian community, including in the domains of technology, knowledge management and continuous learning through:

1. Investing in research and **frontier innovations** while exploring new trends and emerging technologies with the potential to catalyse impact, de-risks untested technology and customize those to WFP operational needs. Designed projects, in partnerships with WFP Business Units at various levels, UN sister agencies, academia and the private sector, receive access to expertise in both private and non-profit sectors.

2. **Scouting, sourcing and piloting** innovations including in the technology domain through regular open calls for applications both internally and externally to WFP**.** The best ideas selected are tested in an intensive three to six-month acceleration programme (Sprint) that helps start-ups and WFP teams reach proof of concept and/or develop prototypes ready for implementation. Teams receive financial support, guidance and space to bring their idea to life from the Munich-based Accelerator, and access to WFP's global network of partners and resources.

3. Providing customized support to innovation products and projects with strong traction through a dedicated **Scale-up Enablement Programme**. Selected products, projects and teams in this programme receive support among others; access to technical expertise within and beyond WFP, provision of small grants, support in accessing strategically relevant partners including donors, promotion of visibility and branding.

4. Offering a platform of **innovation services** for other organizations. The Innovation Accelerator, in support of other SDG aligned agencies, organizations and partners, helps accelerate their own innovation efforts by delivering proven "innovation as a service". This include all the above mentioned services from scouting to scaling.

5. Strengthening **knowledge and continuous learning** through creating, accessing, retaining and sharing knowledge internally and externally to WFP. The knowledge management framework focuses on three key components – people, processes, and systems – and is

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73 WFP. Memorandum. "Technical Approval for the Procurement of IT Software, Hardware & Services". 2010. https://docustore.wfp.org/stellent/groups/public/documents/cd/wfp227627.pdf
74 WFP. IT Standards for End-User Hardware and Software. 2019. https://docs.wfp.org/api/documents/WFP-0000015351/download/

enabled and further catalysed through an innovation community within WFP that the Accelerator is supporting to build at regional and country office level. Pilots are being launched and presence consolidated in Tanzania CO and Regional Bureau of Nairobi. The goal of this initiative is to foster local innovation including in technology domain and, encourage the exchange best practices within WFP.

Core Accelerator (Sourcing, Bootcamps, Sprint)	Innovation scaling	Innovation Services	Frontier Innovations 'WFP-X'	Knowledge, continuous learning
Reorient the complete Accelerator towards scaling and add scaling capacity	Provide dedicated innovation scaling support	Expand our impact on the SDGs by offering a platform of innovation services for other organizations	Explore innovations on the horizon that could have a massive impact on hunger	Contribute innovation knowledge to WFP and the humanitarian/ development innovation sector and ensure continuous learning

Annex 10 – WFP's Data Governance Framework[75]

The Management Information Systems Steering Committee (MISSC) chaired by the Deputy Executive Director is responsible for setting the strategic direction of WFP's information technology investments. The MISSC reviews the TEC strategic plan, provides advice to the Executive Director on enterprise and IT architectures, including information architecture covering assignment of information, applications and critical transaction ownership. The MISSC also reviews and obtains organizational acceptance of business risks of IT, oversees security of WFP's critical systems, and defines a "value for money" approach for organization-wide tracking of tangible and intangible benefits arising from IT-enabled projects.

A board of external advisors, the IT Advisory Board (ITAB), has been established to support the MISSC function in continuously reviewing the IT Strategy and advising the MISSC accordingly in light of leading industry themes and management practices in IT.

A Data Governance Framework was established in 2014 on the basis of an ED Circular (OED 2014/005 WFP Master Data Governance Framework) to establish the framework for enterprise master data management, enhance the role of the MISSC as the Data Governance Board and identify the roles and responsibilities of key data owners and stewards. The governance structure is composed of the data governance authorities, data governance policies, data and information. Data and information are stored in WFP applications, the Enterprise Data Warehouse and the Master Data Repository.

In the context of defining and maintaining responsibilities for ownership of information (data) and information systems, the MISSC established the Data Management Committee (DMC) in August 2017 to operationalize the direction and priorities set by the Data Governance Board, implementing good data management practices and recommending the strategy for all data including master data, meta data, big data, open data, and for the management of privacy, security and ethical use of data. Its objective is to improve the quality of information, based on trusted data, for evidence-based decision-making in operations and financial management.

The Chief Information Officer and Director of the Technology Division provides guidance on data management best-practice to Data Owners and Stewards. Data Owners are accountable and responsible for ensuring the correctness of the information associated to their Data domain throughout their activities and for controlling the content and the exchange of information within the official repositories of data and other business applications. The Data Owner manages access rights to data, and nominates Data Stewards to assure consistency, completeness and currency of data in applications.

As a result of the 2019 OIG Advisory Report on the EU General Data Protection Regulation (GDPR), the MISSC created a Responsible Data Task Force to provide preliminary guidance to ensure a responsible and ethical approach on the use of data, develop recommendations to the Data Governance Board, in the forms of principles, policy advice, guidance and standards around processing and sharing of group and individual data, and responsible use of data in general.

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[75] Main source: WFP, Journey of a beneficiary: towards a digital transformation to better support those we serve, Update to the Executive Board, Concept Note : WFP's Data Privacy and Protection Framework, 30 October 2018.

Annex 11 – Draft list of key technology applications used by WFP

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
	Mobile Phone (CDR) Metadata for Humanitarian Response	Solution that harnesses reliable, granular, real-time information for improved decision making. The project aims to tailor and automate mobile phone metadata, also known as call detail records (CDR), analysis to provide quick and accurate information on population flows and food insecurity.	More precise information improves WFP's emergency assessment capacity, beneficiary targeting and delivery of assistance to crisis-affected households in Iraq.			Research, Assessment and Monitoring Division (RAM)	2015				RAM

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Planning - Needs assessment	mVAM (mobile technology)	mVAM uses mobile technology to remotely monitor household food security and nutrition, and food market-related trends.	Allows for real time inexpensive data collection in difficult and unstable contexts	Limited phone connectivity Network characteristics may affect participation (rate or usage limits or charges)	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias Data Privacy and Protection and Security	RAM HQ + supported by Innovation Accelerator	Piloted in 2013 in Somalia and DRC	RBB: Afghanistan, Nepal, Sri Lanka RBC: Iraq, Libya, Syria, Ukraine, Yemen, RBD: Cameroon, CAR, Chad, Guinea, Liberia, Mali, Niger, Nigeria, Sierra Leone RBJ: DRC, Eswatini, Lesotho, Madagascar, Malawi, Mozambique, Republic of Congo, Zambia RBN: Burundi, Somalia, South Sudan, Uganda RBP: Haiti, Honduras	The Belgium Development; Cooperation Centre for Innovation; Leiden University; Cisco; Google.org; Humanitarian Data Exchange (HDX); Humanitarian Innovation Fund (HIF); Innovative Support to Emergencies Diseases and Disasters (InSTEDD); Korea International Cooperation Agency; Republic of Korea Ministry of Foreign Affairs; Kingdom of the Netherlands; Nielsen; Tableau; Tulane University	Analysis, assessment and monitoring activities	RAM

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Planning	**Optimus** (optimization tool)	It is an optimization tool which looks at the design of the food basket, the transfer modality selection and the sourcing and delivery plan, to achieve programmatic goals at the lowest cost respecting operational constraints	Fragmentation of information and data Databases of different functional areas not communicating to each other/ not analysed together	Connectivity and access to the internet		Jointly developed with several external partners, including Tilburg University and Georgia Tech.	First version built in 2014	RBC: Syria, Yemen, Iraq RBD: Nigeria, Mali RBN: Ethiopia, Uganda, South Sudan Will be rolled out as a corporate tool in 2019.	Several external partners, including Tilburg University and Georgia Tech. Partnership with Palantir to scale up Optimus	Service provision and platforms activities	Supply Chain Operations Division (SCO)
Planning	**PRISM** **Platform for Real-Time Impact and Situation Monitoring** (remote sensing)	Tracks the impact of major climate events. By bringing different data streams into a single interactive map, PRISM shows the extent of damage on drought affected areas, the impacts on markets and the coping strategies and resilience of affected populations.	Lack of expertise in remote sensing and lack of timely data on vulnerability	Cloud cover	Aerial surveillance and data protection	RBB and RAM HQ + supported by Innovation Accelerator	2016	Used by government partners in Indonesia, Sri Lanka, and Cambodia Deployment to Mongolia and Afghanistan forthcoming	Information from PRISM is shared with governments and humanitarian and development partners	Climate Adaptation and Risk Management activities Institutional Capacity Strengthening activities	Analysis and Early Warning Unit (AEW)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Planning	**Skai** (artificial intelligence and satellite)	Reduce the amount of time needed to understand the impact of disasters and the response needed.	Lack of timely on-the-ground information at the start of a humanitarian crises Reduces human error – compared to human analyst	Cloud cover Prior to 2013 high resolution data trends are less available	Aerial surveillance and data protection	WFP	Planning of pilot underway			Climate Adaptation and Risk Management activities	INKA
Planning	**PLUS School Menus** (software)	Uses a set of databases (food prices and food composition tables) and, through an algorithm, designs menus, ensuring nutritional requirements using locally sourced food for cost-efficient school meals.	Fragmentation of information and data Databases of different functional areas not communicating to each other/ not analysed together	Availability of food price information at local level			Mid 2019	Pilot in Bhutan		School meals activities	SBP
Resource Mobilization	**ShareTheMeal** (smartphone application)	Enables people to donate meals to children in need	Limited resources	Connectivity and access to the internet				Guatemala			INKA

Implementation – Beneficiaries registration and transfer management	SCOPE (digital platform)	SCOPE is WFP's beneficiary information and transfer management platform. Delivery solutions powered by SCOPE: SCOPE CARD, SCOPECARD LIGHT, SCOPE CODA (more information is available below)	Duplication Risk of fraud Traceability	Acceptance from the responsible authorities	Data Privacy and Protection and Security	WFP	Launched in 2014 in Malawi	RBB: Afghanistan, Bangladesh, Nepal, Philippines, Pakistan, Laos, Myanmar, Sri Lanka, Timor-Leste RBC: Albania, Algeria, Iraq, Lebanon, Jordan, Egypt, Iran, Palestine, Sudan, Syria, Tajikistan, Turkey, Yemen RBD: Benin, Burkina Faso, Chad, Ghana, The Gambia, Cameroon, Central African Republic, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone RBJ: Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mozambique, Republic, of Congo, Namibia, Tanzania, Zimbabwe RBN: Burundi, Djibouti, Ethiopia, Kenya, Somalia, South	6 National Governments: Philippine, Iraq, Namibia, Zimbabwe, Uganda, Djibouti 6 UN FAO Bangladesh, FAO South Sudan, IOM Bangladesh, UNICEF Bangladesh, UNICEF El Salvador, UNICEF Somalia 7 NGOs: Care Chad, Catholic Relief El Salvador, Catholic Relief Uganda, Medair Iraq, Mercy Corps Uganda, PAH Somalia, SSUDRA South Sudan[77]	Unconditional Resource Transfers to support access to food; Asset creation and livelihood support; Nutrition Treatment; Service Provision and platforms activities	IT Beneficiary Service (TECB)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
								Sudan, Uganda, Rwanda RBP: Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Haiti, Honduras[76]			
Implementation	SCOPECARD (smartcard-based solution)	Can be used as a digital delivery mechanism or, as an authentication and/or tracking mechanism at the time of benefit collection. Can work offline and can be enhanced with biometrics. There is an alternate but more limited solution to the SCOPECARD solution: the SCOPECARD Light.	Duplication Risk of fraud Traceability	Acceptance from the responsible authorities	Data Privacy and Protection and Security	WFP	Launched in 2014 in Bangladesh	RBB: Bangladesh RBC: Iraq RBN: Somalia, South Sudan		Unconditional Resource Transfers to support access to food; Asset creation and livelihood support; Service Provision and platforms activities	IT Beneficiary Service (TECB)

77 [WFP SCOPE External Parties, 2019](#)
76 [WFP SCOPE Country Status Report, October 2019](#)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation	Telecommunication and connectivity technologies	Brokering partnerships and services and restore rapid communications in emergencies	Impossibility to communicate and coordinate among humanitarian actors Lack of connectivity	Acceptance from the responsible authorities		WFP		ECT Operations currently activated in: RBB: Bangladesh RBC: Libya, Syria and Yemen RBD: Central African Republic and Nigeria RBP: Pacific Islands	ACF, CDAC Network, Ericsson Response, FAO, Global VSAT Forum, Gov. of Luxemburg, GSM Association , ICRD, International Federation of Red Cross and Red Crescent Societies, IOM, International Telecomms Union, Internews, NetHope, Oxfam, Plan International, Save the Children, Swedish Civil Contingencies Agency, Télécoms Sans Frontières, UNICAF, UNDFS, UNDSS, OCHA, UNCR, UNDP, US Department of State, WHO, World Vision	Service provision and platforms activities	ECT Cluster
Implementation	**Remotely Piloted Aircraft Systems (RPAS)** (drones)	The RPAS are adaptable and appropriate for different environments. Can be customized for normal runway operations, or for airdrops	Limited access Safety Difficult configuration for airdrops	Acceptance of the population and the authorities responsible	Collision: Injury to people /Fatalities/ damage to properties Invasion of privacy, aerial surveillance and data protection		2018		ICAO, IATA and Civil Aviation Authorities (CAAs) A multiyear partnership with the UK Department of International Development started in 2019	Unconditional Resource Transfers to support access to food	Aviation Service and TEC

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
	Unmanned Aircraft System (UAS), Unmanned Aerial Vehicle (UAV) and drone technology (drones)	Has the potential to deliver cargo to anyone, anywhere, anytime, at an acceptable cost and with minimal risk	Limited access Safety Difficult configuration for airdrops	Acceptance of the population and the authorities responsible	Collision: Injury to people /Fatalities/ damage to properties Invasion of privacy, aerial surveillance and data protection	WFP, German Aerospace Centre, Wings for Aid	Piloted in June 2018	Dominican Republic	WFP, German Aerospace Centre and Wings for Aid	Unconditional Resource Transfers to support access to food	INKA
	Self-Driving trucks	Deliver food assistance in hard to reach or conflict areas without risking the lives of the aid workers	Limited access Safety Difficult configuration for airdrops	Acceptance of the population and the authorities responsible	Collision: Injury to people /Fatalities/ damage to properties	WFP, German Aerospace Centre			WFP, German Aerospace Centre		INKA
Implementation	Building Blocks (blockchain technology)	Expand refugees' choices in how they access and spend their cash assistance, making cash transfers more efficient, secure and transparent	Insufficient or unreliable financial service providers. Or restrictions to refugees in opening bank accounts			WFP	2017	Proof-of-concept project in Sindh province, Pakistan Bangladesh, Jordan	Built on a private, permissioned blockchain, and integrated with UNHCR's existing biometric authentication technology	Unconditional Resource Transfers to support access to food	INKA
	Dalili (smartphone application)	Provides up-to-date information to vulnerable families on food prices and fosters competition among shops	Refugee camp	Connectivity and access to the internet	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias		2018	Lebanon, Jordan and piloting in Kenya		Unconditional Resource Transfers to support access to food	INKA

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
	AgriUp (smartphone application)	Actionable tips about agriculture (i.e. heavy rains are forecasted and farmers are advised to harvest)	Weather and climate hazard	Connectivity and access to the internet	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias					Smallholder agricultural market support	INKA
Implementation	School CONNECT (software)	Allows to track attendance in school, students' daily meal consumption, and the food in stock for better planning	Delays, poor quality of data collected, and transmission costs obstruct the forecasting of food requirements, management of resources, planning of school menus, and action plans to address barriers to attendance, among other issues.			TEC & SBP	2019	Piloted in Burundi			TEC's Digital Transformati on Services Unit and the WFP's School Feeding Service

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
	Maano – **Virtual Farmers' Market** (app-based e-commerce platform)	It is an app-based e-commerce platform where farmers' surplus and buyers' demand for crops are advertised and traded		Connectivity and access to the internet	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias		Piloted in July 2016	Piloted in Zambia		Smallholder agricultural market support	INKA
	Ninayo (online trading platform)	Tanzania-based online trading platform for agriculture in East Africa		Connectivity and access to the internet	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias			Tanzania and East Africa		Smallholder agricultural market support	INKA
	Nutrifami (smartphone application)	Through NutriFami, food insecure communities can access nutrition-based learning activities		Connectivity and access to the internet	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias		2016			Malnutrition Prevention Activities	SBP

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation	**Cargo on Demand** **(CODe)** (online platform)	It is an online platform that matches demand for humanitarian and development cargo to local transport companies		Connectivity and access to the internet						Service provision and platforms activities	INKA
Implementation - Monitoring	DOTS (digital platform)	DOTS pulls information from multiple, siloed systems across WFP into one platform. Information from LESS is currently available within the platform. In the future, other corporate datasets will also be linked to DOTS.	Fragmentation of information and data Databases of different functional areas not communicating to each other/ not analyzed together			WFP	Launched in 2019			Analysis, assessment and monitoring activities	IT Architecture team (TECA)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation - Monitoring	HungerMap (mobile technology combined with predictive model)	The Hunger Map captures close to real-time information on food security. Where near real-time food security data is not available, the prevalence of acute food insufficiency is estimated with a predictive model	Real time data availability			Jointly developed with Alibaba Cloud	Launched in January 2020	Provides near real-time information and estimates of the food security situation in over 90 countries. As of December 2019, near real-time monitoring systems are active in the following countries - with a plan to expand these to up to 30 countries by the end of 2020: RBC: Syria and Yemen RBD: Burkina Faso, Cameroon, Central African Republic, Chad, Mali, Niger, Northeast Nigeria RBJ: Mozambique	Alibaba Cloud	Analysis, assessment and monitoring activities	RAM

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation - Monitoring	**Asset Impact Monitoring System (AIM)** (satellite imagery and landscape monitoring)	Satellite imagery and landscape monitoring software to monitor the long-term landscape changes of Food Assistance for Assets and engineering projects	Access constraint	Cloud cover Prior to 2013 high resolution data trends are less available Can detect changes in landscape but not additional benefits (i.e. nutrition or socio-economic impacts)	Aerial surveillance and data protection	WFP using available satellite data (Modis, Landsat, Sentinel) and open software (Google Earth Engine, QGIS)	Piloted February – July 2017	Currently used in 16 Cos Piloted in: RBB: Afghanistan, RBC: Sudan, Tajikistan RBD: Niger RBN: South Sudan		Asset creation and Livelihood Support activities Analysis, assessment and monitoring activities	RAM, Asset Creation and Livelihoods Unit – (OSZPR) supported by Innovation Accelerator (INKA)
	Meza (application)	It is a digital solution allowing for data entered in health centre registers to be turned into digital records and be analysed in real time.	Access constraint Data entry mistakes	Limited phone connectivity	Data Privacy and Protection and Security	WFP	Pilot launched in November 2018	Currently Piloted in Republic of Congo		Nutrition Treatment Activities Malnutrition Prevention Activities	Nutrition Division (OSN)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation - Monitoring	mPDM (Post Distribution Monitoring) (mobile technology)	mPDM uses mobile technology to remotely reach households for post distribution monitoring	Cost Time Access constraints Safety	Limited phone connectivity Network characteristics which may affect participation (rate or usage limits or charges)	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias Data Privacy and Protection and Security	WFP				Analysis, assessment and monitoring activities	RAM
	MDCA (data collection and visualization tool)	Data collection tool which brings enhanced functionalities such as creating surveys or working offline	Data entry mistakes	Lack of reliable connectivity when submitting the data to the server		WFP	2019	22 COs		Analysis, assessment and monitoring activities	RAM
	Mobile Operational Data Acquisition (MoDa) - ONA powered (data collection platform)	Data collection tool, allows to consolidate and analyse data	Data entry mistakes	Lack of reliable connectivity when submitting the data to the server		ONA		Will be rolled out to all 83 COs	ONA	Analysis, assessment and monitoring activities	RAM
	Logistics Execution Support System (LESS) (digital platform)	LESS is used to track, monitor and manage WFP commodities online and in real-time				WFP	Roll-out began in 2014. Final phase reached in October 2016	All 83 COs		Service provision and platforms activities	Supply Chain Operations Division (SCO)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation - Monitoring	Computer Assisted Telephone Interviewing (CATI) (mobile technology)	CATI is used to collect data on specific nutrition indicators: Minimum Dietary Diversity for Women and Minimum Acceptable Diet.	Cost Time Access constraints Safety	Limited phone connectivity	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias	WFP	2017			Analysis, assessment and monitoring activities	RAM
	SugarCRM (Customer Relationship Management software)	Corporate digital tool for CFM. Allows safe storage, accurate management, and detailed analysis of feedback received from users. To optimize the service, SugarCRM is integrated with SCOPE.	Fragmentation of information and data Fraud and operational risks Data entry mistakes	Data protection Acceptance from the responsible authorities	Potential bias arising from limited access to technology/ phone connectivity/ number of SIM cards owned by each interviewee/ gender bias Data Privacy and Protection and Security	WFP		RBB: Afghanistan, Bangladesh		Analysis, assessment and monitoring activities	IT Beneficiary Service (TECB)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Implementation - Monitoring	SCOPE CODA (smartcard-based solution)	Allows to record information, track an individual's nutrition and health status, identify when a person has recovered, and indicate whether the treatment has been successful. It reports with a smartcard for each person receiving support and an electronic database.	Duplication Risk of fraud Traceability	Acceptance from the responsible authorities	Data Privacy and Protection and Security	WFP	2018	Piloted in El Salvador, Implemented in South Sudan, Uganda and Tajikistan.		Nutrition Treatment Activities; Service Provision and platforms activities	IT Beneficiary Service (TECB) Nutrition Division (OSN)
Throughout the whole programme cycle: planning-implementation-reporting	Country Office Tool for Managing (programme operations) Effectively (COMET) (digital platform)	COMET is an online tool to design, implement and monitor programmes and performance management.	Fragmentation of information and monitoring data Inconsistency, lack of standardized approach across countries when capturing the main programme cycle management processes	Connectivity and access to the internet		WFP	COMET Basic has been developed and rolled out in a modular and phased approach. The Design Module rolled out was completed in 2013 and Implementation Module in 2014-2016	All 83 COs		Service provision and platforms activities	Corporate Planning and Performance Division – Performance Management and Reporting Division (CPP – RMP)

Phase	Technology	Description	Constraints addressed	Limitations	Risks	Developed by	Year of launch	Countries	Partners	Use	Focal point
Throughout the whole programme cycle: planning- implementation- reporting	WFP Information Network and Global Systems (WINGS) (digital platform)	Front-end of WFP's SAP-based Enterprise Resource Planning software, including a number of integrated systems. It is used to manage programme/ project planning and implementation, procurement, supply chain, finance, travel and human resources.	Fragmentation of information Lack of integration Databases of different functional areas not communicating to each other.	Connectivity and access to the internet		WFP	WINGS was launched in 2001. In 2009 WFP transitioned to WINGS II	All 83 COs		Service provision and platforms activities	Digital Solutions Delivery (TECD)
	Geonode (digital platform)	Geonode is as a data hub for collecting and disseminating geospatial information through other platforms (internal and external)		Connectivity and access to the internet		WFP	2014	All 83 COs		Service provision and platforms activities	Emergency Operations Division (EME)

Annex 12 – Proposed reference group members

Internal Reference Group

- Operations Management Department
- Technology Division (multiple units)
- Regional Bureaux
- 3 COs - TBD
- Deputy Executive Director
- Supply Chain Operations Division
- Emergency Operations Division
- Security Division
- Programme and Policy Development Department
- Programme – Humanitarian and Development Division
- Research, Assessment and Monitoring Division
- Gender Office
- Innovation and Knowledge Management Division (including Innovation Accelerator)
- Cash-based Transfers
- Nutrition Division
- School-based Programmes
- Resource Management Department
- Performance Management and Monitoring Division
- Enterprise Risk Management Division

External Advisory Panel

- Representative of a large humanitarian NGO that widely uses technology
- Representative of an innovation unit of a UN agency – e.g. UN Women's Innovation Unit
- Academician who published on risks related to humanitarian technology
- Evaluation practitioner with experience in assessing use of new technologies in humanitarian or development contexts
- Representative from private sector company or association involved in humanitarian technology (member of WFP's IT Advisory Board)

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Annex 14 – List of people met

Pre-concept note meetings

Date	Division/ RB	Name	Title
28 Jan	CBT	Ryan BEECH Ville KALLONEN Pietro MOTTA Stephane MEAUX	Programme Policy Officer, CBT (Focal Point) Programme Policy Officer, CBT Data Assurance Project Manager, CBT Programme Policy Officer, CBT
6 Feb	ETO	Fabio BUONOMO	Ethics Officer (Focal Point)
6 Feb	INKA	Kyriacos KOUPPARIS	Innovation & Change Management Consultant (Focal Point)
6 Feb	TEC-G	Gina PATTUGALAN Riccardo COEN Sarah PEDERSEN Chiara ASCANI	Chief, Governance and Partnerships (Focal Point) Head of TEC-Governance Head of Business Engagement, Beneficiary IT Governance Specialist
10 Feb	RAMAH	Jonathan RIVERS Lorenzo RICHES	VAM Officer (Focal Point) Data scientist
13 Feb	OSC	Gerard REBELLO	Senior Supply Chain Officer (Focal Point)
4 Mar	OSZPH	Jesse WOOD	Chief, Field Support (Focal Point)
13 Mar	NUT	Lauren LANDIS Jennifer ROSENZWEIG Corinne RINGHOIZ	Director Programme Policy Officer Consultant Nutrition

Internal consultations on the concept note (29 April, 12, 13 and 22 May 2020)

Division/ Regional Bureau	Name	Title
CBT	Pietro MOTTA	Data Assurance Project Manager, CBT
	Ryan BEECH	Programme Policy Officer, CBT
	Stephane MEAUX	Programme Policy Officer, CBT
	Ville KALLONEN	Programme Policy Officer, CBT
ETO	Eugenia ABBAMONTE	Consultant Ethics
	Fabio BUONOMO	Ethics Officer
INKA	Kyriacos KOUPPARIS	Consultant Innovation & Change Management
NUT	Fatiha TERKI	Deputy Director – Nutrition
	Jennifer ROSENZWEIG	Programme Policy Officer
OIGA	Daniel DURANGO	Internal Auditor – IT portfolio
	Ulysse MIGAN	Internal Auditor
OSC	Gerard REBELLO	Senior Supply Chain Officer
PPF	Patrick MCKENNA	Partnership Officer
RAMAC	Rogerio BONIFACIO	Programme Officer, RAMAC
	Wael ATTIA	Info & Knowledge Management Officer, RAMAC
TECA	Diana KLEIN	Business Transformation Officer

TECB	Edgardo YU	Chief TECB
	Sarah PEDERSEN	Head of Business Engagement, Beneficiary
TECD	Antonio ZWOLLO	Head of Corporate Solutions Development
TECE	Pierreguillaume WIELEZYNSKI	Chief, Digital Transformation Services - RBN
	Michelle BLANCHARD	Consultant Information Technology - RBN
	Caroline BIRD	Business Transformation Officer
	Pauline NGUYO	Business Transformation Officer - RBN
TECF	Gabriela ALVARADO	Chief TECF (Emergency Preparedness and Response)
	Phyza JAMEEL	Consultant Information Technology
TECG	Chiara Ascani	IT Governance Specialist
	Gina PATTUGALAN	Chief, Governance and Partnerships
	Riccardo COEN	Head of TEC Governance
TECI	Katherine GAGNON	Chief TECI (Information Security / Data Protection)
TEC	Maurizio BLASILLI	IT Officer
TECX	Prianka NANDY	Data Programme Manager
TECR	Lindita BARE	Chief Resource Management
	Ingrid MOHZO	Consultant Information Technology
RBB	Andrew HENZE	Regional ICT Officer, TECH
	Yumiko KANEMITSU	Regional Evaluation Officer
RBC	Charles INWANI	Regional Programme Policy Adviser – CBT
	Dalia MANSOUR	Information Technology Officer, RBC
	Luca MOLINAS	Regional Evaluation Officer
	Rana SALLAM	Programme Policy Officer - Evaluation RBC
	Waheed HABIB	Regional ICT Officer, TECH
	Whitney MUTOWO	Consultant Programme Policy
RBD	Alexandra CAMMARERI	Business Transformation Officer – Regional SCOPE coordinator
	Alexandra PIROLA	Consultant Evaluation
	Muanza KANDA	Regional ICT Officer, TECH
RBJ	Grace IGWETA	Regional Evaluation Officer
	Luis ALVARADO	Regional ICT Officer, TECH
RBN	Moussa SANA	Regional ICT Officer, TECH
	Roberto BORLINI	Regional Evaluation Officer
RBP	Angel Buitrago	IT Operations Officer
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Acronyms

AAP	Accountability to Affected Populations
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BEM	Business Engagement Manager
CBT	Cash-based transfers (modality)
CEE	Complex Emergency Evaluation
CEQAS	Centralised Evaluation Quality Assurance System
CO	Country Office
COMET	Country Office Tool for Managing (programme operations) Effectively
CSPE	Country Strategic Plan Evaluation
DBE	Digital Business Engine
DoE	WFP Director of Evaluation
EAP	External Advisory Panel
EB	Executive Board
EM	Evaluation Manager
ETC	Emergency Telecommunication Cluster
GMM	Global Management Meeting
HQ	Headquarters
ICT	Information and Communication Technology
IFI	International Financial Institutions
INGO	International Non-Governmental Organization
INK	Innovation and Knowledge Management Division
IRG	Internal Reference Group
IT	Information Technology
ITAB	IT Advisory Board
LESS	Logistics Execution Support System
LTA	Long term agreements
MISSC	Management Information Systems Steering Committee
MR	Management Response
mVAM	mobile Vulnerability Analysis and Mapping
NGO	Non-Governmental Organizations
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
OEV	Office of Evaluation
OIGA	Office of the Inspector General and Audit
PDM	Post Distribution Monitoring
QA	Quality Assurance
RB	Regional Bureau
SDGs	Sustainable Development Goals
SER	Summary Evaluation Report
TEC	Technology Division
TL	Evaluation Team Leader
TOR	Terms of Reference
UNEG	United Nations Evaluation Group
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
VAM	Vulnerability Analysis and Mapping
WINGS	WFP Information Network and Global Systems