



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE

EVALUATION OF THE POLICY ON WFP'S ROLE IN PEACEBUILDING IN TRANSITION SETTINGS

(final version of 26 February 2021)

TABLE OF CONTENTS

1. Background.....	1
1.1 Introduction.....	1
1.2 Context.....	2
2. Reasons for the Evaluation.....	5
2.1 Rationale	5
2.2 Objectives	6
2.3 Stakeholders Analysis	6
3. Subject of the Evaluation	8
3.1 WFP's Role in Peacebuilding in Transition Settings.....	8
3.2 Scope of the evaluation	14
4. Evaluation Approach, Methodology and Ethics Considerations	14
4.1 Evaluation questions	14
4.2 Evaluation approach and methodology.....	16
4.3 Evaluability assessment.....	20
4.4 Ethical considerations	21
4.5 Quality Assurance.....	21
5. Organisation of the Evaluation.....	22
5.1 Phases and deliverables.....	22
5.2 Evaluation team composition	22
5.3 Roles and Responsibilities.....	23
5.4 Security considerations	24
5.5 Communication.....	24
5.6 Budget.....	25
ANNEXES.....	26
Annex 1. Evaluation timeline.....	26
Annex 2. Role and composition of the evaluation Internal Reference Group (IRG).....	28
Annex 3. Communication and Knowledge Management plan.....	29
Annex 4. Preliminary evaluability assessment.....	30

Annex 5. Preliminary criteria for country selection / country selection matrix	32
Annex 6. References to recent and relevant WFP evaluations referring to Peacebuilding in Transition Settings, and other expanded references.....	37
Annex 7. Bibliography.....	42
Annex 8. Acronyms.....	48

List of Boxes, Figures and Tables

Box 1: From the double to the triple nexus	3
Figure 1: The Peace spectrum as framed in the 2020 IASC HDP nexus Issue Paper	4
Table 1: Three main policy directions and related modalities of engagement	9
Box 2: WFP collaboration with the Stockholm International Peace Research Institute.....	12
Table 2: Proposed long-list of countries for inclusion in the evaluation	18
Table 3: Timeline summary of the key evaluation milestones.....	22
Table 4: Internal Reference Group for the Evaluation of the Policy on 'FP's Role in Peacebuilding in Transition Settings	28
Table 5: Possible secondary sources and data sets for the evaluation	31
Table 6: Criteria to identify long list of possible countries to be included in the evaluation	32
Table 7: Initial extended mapping of countries that could be considered for the evaluation	33

1. Background

1.1 Introduction

1 Policy evaluations focus on a WFP policy and the activities put into place to implement them. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

2 These Terms of Reference (ToR) are for the evaluation of the policy on **WFP's Role in Peacebuilding in Transition Settings**¹ approved by Executive Board (EB) in November 2013 and included in WFP's Policy Compendium thereafter. As with all WFP Policies issued after 2011, their evaluation is covered by the Policy Formulation arrangements agreed with the EB in 2011,² which include an evaluation four to six years from the start of implementation. Due to resourcing constraints, an evaluation of this policy has only been included in the Office of Evaluation's (OEV) 2021-2023 work plan with a target submission to the 2022 EB annual session. The period covered by this evaluation is 2014 to June 2021.

3 The Policy's **objective** is to set out the parameters for WFP's engagement in peacebuilding (PB) activities as part of larger United Nations (UN) efforts to transition towards peace in countries emerging from conflict. The Policy adopts the following **definitions**:

- **Peacebuilding** is defined adopting the UN Secretary General's (SG) Policy Committee language as encompassing "A range of measures targeted to reduce the risk of relapsing into conflict by strengthening national capacity at all levels for conflict management, and to lay the foundations for sustainable peace and development."
- **Transition** is described as a: "period span[ning] across a broad spectrum of activities along the path out of conflict [and complex disasters] and toward sustainable development, greater national ownership and increased state capacity. This includes recovery and reconstruction activities that traditionally fall between the humanitarian and development categories, and security-related and peacebuilding activities."³

4 These ToR were prepared by OEV based upon an initial document review and consultation with stakeholders. The purpose of the ToR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The ToR are structured as follows: [Chapter 1](#) provides introduction and information on the context; [Chapter 2](#) presents the rationale, objectives and stakeholders of the evaluation; [Chapter 3](#) presents an overview of the policy and defines the scope of the evaluation; [Chapter 4](#) spells out the evaluation questions, approach and methodology; [Chapter 5](#) indicates how the evaluation will be organized. The annexes include among others, the evaluation timeline; role and proposed composition of the evaluation Internal Reference Group (IRG); and preliminary criteria for country selection.

5 The evaluation will be managed by OEV and conducted by an independent evaluation team from March 2021 to April 2022.

¹ WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1) For the purpose of this ToR, the document will be referred to as PBTS policy. This specific shorthand is not used in the policy document itself. However, it is adopted for brevity in this ToR to signal that the policy is set to cover WFP engagement in peacebuilding (PB) specifically in transition settings. This aspect relates to the scope of policy application and will be examined in the evaluation (see ToR sections 3.1 and 3.2).

² WFP Policy Formulation. WFP/EB.A/2011/5-B.

³ The policy definition of transition also includes considerations about the non-linear nature transition processes, and the trade-offs between providing life-saving activities whilst supporting the development of sustainable state structures – all while ensuring that flexible approaches do not compromise humanitarian principles.

1.2 Context

6 This section highlights some contextual elements relating to peace/peacebuilding at UN and inter-governmental levels, against which the WFP policy situates. It then touches on the gender-related dimension in this policy area and concludes with a brief overview on the internal policy context in WFP.

7 At the **2005 World Summit**, Member States first acknowledged the need for a dedicated institutional mechanism to address the needs of countries emerging from conflict and established the Peacebuilding Commission⁴ and the Peacebuilding Support Office⁵, followed by the Peacebuilding Fund (PBF)⁶ in 2006.

8 Several steppingstones have since informed the **reorientation of the peace agenda**:

- In 2009, the **SG report on peacebuilding in the aftermath of conflict**, and a **review of the Peacebuilding Commission** set out the agenda in terms of both substance and process for countries emerging from conflict, and underscored the importance of addressing key government priorities in an integrated manner.
- In 2011, the **Busan New Deal on Aid Effectiveness**, set a framework to support nationally-owned peacebuilding and state-building efforts, while in 2013 the **UN Policy on Integrated Assessment and Planning**⁷ offered guidance on how peacekeeping operations and special political missions can work more closely with UN Country Teams (UNCTs).
- The 2015 **High-level Independent Panel on Peace Operations** report called the UN to integrate its efforts to **sustain peace**.⁸ Similarly, the Peacebuilding Architecture Review recommended strengthening system-wide strategic planning in conflict-prone and conflict-affected contexts.⁹ In response, the **twin resolutions on peacebuilding and sustaining peace**¹⁰ were issued in 2016 emphasizing the importance of joint analysis and strategic planning across the UN system.
- In 2016, the **World Humanitarian Summit (WHS)**¹¹ raised the importance of shrinking humanitarian needs over the long-term to contribute to Sustainable Development Goal (SDGs) and affirmed the need to address the root causes of crisis, including through political diplomacy, and the integration of humanitarian, development and peace-building efforts.
- 2016 saw also the SG tasking the UN system with delivering his **vision for crisis prevention**. The same year, WFP signed '**The Peace Promise**'¹² which comprises the Sustaining Peace Agenda¹³, the Agenda for Humanity and the SDGs.¹⁴
- A major breakthrough was achieved in 2018 with the **UNSC Resolution 2417**¹⁵ that frames the relationship between food insecurity and conflict outlining violations of International

⁴ The PBC is an intergovernmental advisory body that supports peace efforts in conflict affected countries, composed by 31 Member States elected from the UNGA, the Security Council, and the Economic and Social Council.

⁵ The PBSO helps to sustain peace by fostering international support for nationally-owned and led PB efforts.

⁶ The PBF is the UN financial instrument to sustain peace in countries or situations at risk or affected by conflicts.

⁷ Available at: <https://unsdg.un.org/resources/un-policy-integrated-assessment-and-planning>

⁸ [A/70/95-S/2015/446](https://www.un.org/press/en/2015/sgsm70095.htm).

⁹ [A/69/968-S/2015/490](https://www.un.org/press/en/2015/sgsm690968.htm).

¹⁰ General Assembly resolution [70/262](https://www.un.org/press/en/2016/sgsm700262.htm) and Security Council resolution 2282(2016).

¹¹ See WHS thematic page accessible at: <https://agendaforhumanity.org/summit.html>

¹² The Peace Promise is a set of commitments endorsed by 30 UN entities and non-governmental organizations, which was launched at the World Humanitarian Summit May 2016.

¹³ [UN SG report A/74/976-S/2020/773](https://www.un.org/press/en/2020/sgsm740976.htm).

¹⁴ The SG also called to adopt '[new ways of working](https://www.un.org/press/en/2018/sgsm740976.htm)' through more integrated and collaborative approaches to deliver better outcomes for the people in greatest need.

¹⁵ In May 2018, the UN Security Council unanimously endorsed [Resolution 2417 \(S/RES/2417\)](https://www.un.org/press/en/2018/sgsm740976.htm) paving the way for addressing conflict-induced hunger and establishing an unanimous condemnation of starvation.

Humanitarian Law, including starvation of civilians and condemns the use of food as a weapon of war.¹⁶

- In 2019 the OECD-DAC issued a **recommendation on humanitarian-development-peace nexus** (see box 1) as a legal instrument expected to influence allocation of Official Development Assistance by calling its Adherents to ensure that all interventions are, at a minimum, conflict-sensitive, draw on a suitable conflict context analysis used as a basis to minimise negative impacts and, where possible and appropriate, maximise positive effects.¹⁷
- In 2020 the World Bank Group issued its 2020–2025 strategy on fragility, conflict and violence¹⁸ marking among other aspects, an evolution from earlier focus on post-conflict reconstruction to addressing challenges across the full spectrum of fragility.

Box 1: From the double to the triple nexus

No single agreed definition of the humanitarian-development-peace (HDP) nexus (also termed as triple nexus) currently exists, but common features are a breadth of scope, and a long-term frame of reference. For example, the OECD-DAC's definition of the triple nexus purpose is: "to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict."

The concept of the triple nexus has evolved, from an earlier dual humanitarian-development (*double nexus*) configuration. This emerged from the realisation that the complexity and increasingly protracted nature of many crises called for collaboration between humanitarian and development actors to support longer-term sustainable solutions while addressing immediate humanitarian needs.

Efforts to better link humanitarian action and development were not new but gained momentum in the lead up to the WHS that emphasised the need to **transcend the humanitarian-development divide** and move toward a 'New Way of Working' in the nexus space¹⁹.

Parallel to these developments, the **Sustaining Peace Agenda in 2016** called the UN system to come together to support national actors to prevent conflict and sustain peace. In this agenda, work across peace and development rests on the assumption that they are interlinked, and that humanitarian action can contribute to longer-term lasting solutions for both dimensions (*triple nexus*).

Sources: IASC (2020); OECD-DAC, 2019; WFP (2018); WFP (2019)

9 From a gender perspective, the Sustaining Peace Agenda, is set to advance an integrated framework for conflict management and elevates the role of civil society, including women's and youth groups in sustaining peace.

10 The **Inter-Agency Standing Committee (IASC)** has also endeavoured to take a closer look at peace-related Gender Equality and Women Empowerment (GEWE) issues by tasking the Inter-Agency Humanitarian Evaluation (IAHE) Group – to which WFP is a member – to carry out a review (ongoing) of progress in mainstreaming GEWE into the nexus. This effort speaks to the broader IASC shared commitment of leaving no one behind and ending needs by reducing risks, vulnerabilities, and drivers of conflict.²⁰ To move towards this goal, among other products, the IASC issued:

- A mapping,²¹ typology and decision tree on engagement in nexus scenarios.²²

¹⁶ In another UN-led initiative, 2021 has also been declared by the UN as [International Year of Peace and Trust](#).

¹⁷ OECD (2020) [DAC Recommendation on the Humanitarian-Development-Peace Nexus](#).

¹⁸ World Bank Group (2020) [Strategy for Fragility, Conflict, and Violence 2020–2025](#).

¹⁹ The aid financing reform under the Grand Bargain also launched a humanitarian-development nexus workstream, to contribute to the longer-term vision of 'Leaving No One Behind' of the Agenda 2030.

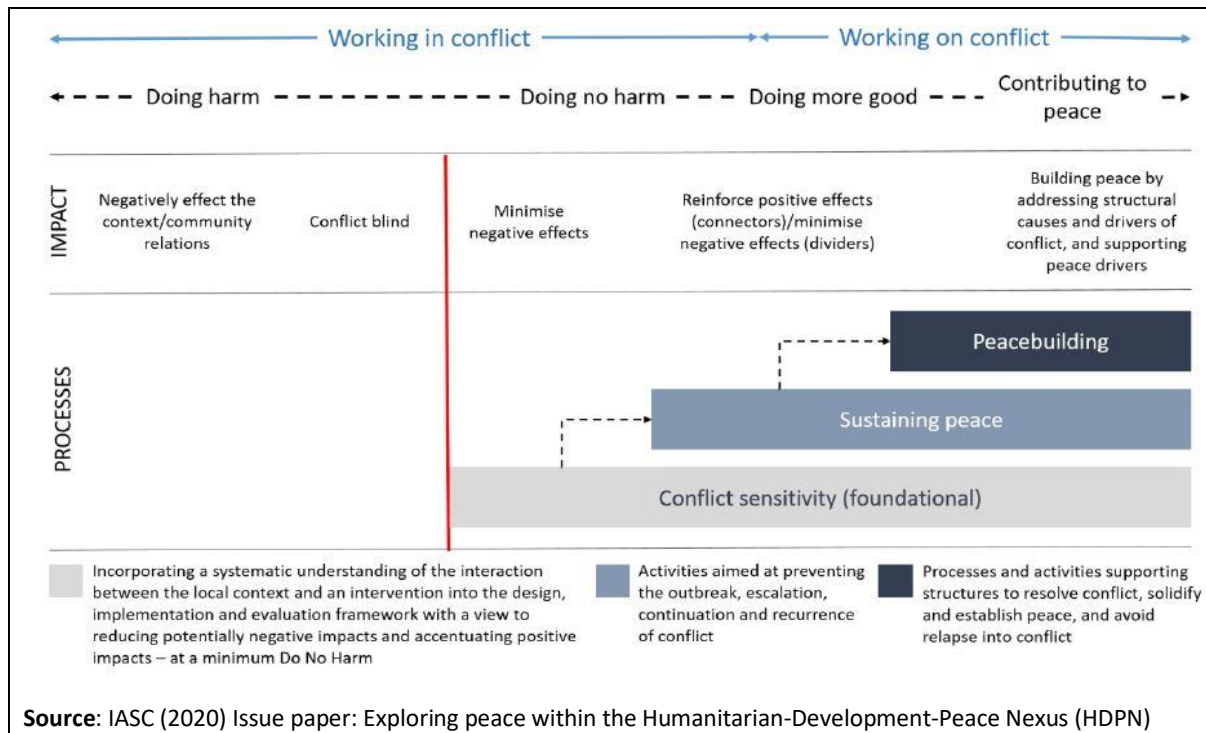
²⁰ The [2016 IASC policy on Protection in Humanitarian Action](#) is also part of the foundation for such commitments. The IASC has also contributed to the body of evaluative analysis and evidence on responses to both conflict and post-conflict situations through [IASC-Inter-Agency Humanitarian Evaluations](#), which focus on collective outcomes and include standing questions i.a. on Humanitarian Principles and Accountability to Affected Populations (AAP).

²¹ IASC Humanitarian-Development nexus Task Team (2016) [HDP Mapping](#). WFP was a member of the Task Team (now discontinued) and is currently member of the IASC Result Group 4.

²² Available on the IASC [dedicated page](#).

- An issue paper about *Exploring peace within the Humanitarian-Development-Peace Nexus* featuring a useful representation of the **Peace spectrum** (figure 1) highlighting how conflict-sensitivity, localization, context-specificity, rights-based approaches, when put into action through targeted and complementary planning and programming across the nexus, can become the building blocks for sustaining peace.²³

Figure 1: The Peace spectrum as framed in the 2020 IASC HDP nexus Issue Paper



11 From a WFP internal perspective, the PBTS policy was drafted at the end of the WFP Strategic Plan (SP) 2008-2013 that introduced the shift from food aid to food assistance and provided WFP with a wider array of tools to support populations in transition settings. The policy also clarifies that it situates against the Strategic Objective 2 of the 2014–2017 SP focused on *supporting or restoring food security and nutrition and establishing or rebuilding livelihoods in fragile settings and following emergencies*.

12 The policy was developed in response to a **perceived gap in the WFP policy framework** around **WFP's ability to pursue dual humanitarian and development agendas** in countries emerging from conflicts. Timing-wise, the UN Policy on Integrated Assessment and Planning was also issued in 2013, and through the PBTS policy, WFP aimed to clarify its position, approaches to, and boundaries for engagement in presence of peacekeeping operations and special political missions.

13 The policy also stresses that internally, WFP had been grappling with its approach to transition in post-crisis situations since the late Nineties. For example, the 1998 policy²⁴ that established the protracted relief and recovery operation (PRRO) programme category was seen an approach for moving from emergency to longer-term interventions. Other subsequent policies, internal notes, and independent studies²⁵ also explored different aspects of WFP's work in transition settings, noting the challenges and dilemmas that affect WFP's ability to pursue its dual mandate, as well as suggesting that

²³ Available on the IASC [dedicated page](#).

²⁴ WFP policy 'From Crisis to Recovery' (WFP/EB.A/98/4-A).

²⁵ WFP Policy 'Food Aid and Livelihoods in Emergencies' (WFP/EB.A/2003/5-A), 'Humanitarian Principles' (WFP/EB.1/2004/4-C and WFP/EB.A/2004/5-C) and "Exiting Emergencies" (WFP/EB.1/2005/4-B). ToR section 3.1, and annex 6 give a more complete overview on the content of different policies and key corporate documents with cross-reference to PB/peace issues.

WFP could make a limited, but potentially important, contribution to broader UN and national efforts to support peace.

14 The PBTS policy was also developed drawing from the experiences and learning from several countries and operations such as in Afghanistan, the Philippines and South-Sudan, where WFP had been adjusting its work to often fluid and evolving post-conflict situations.

15 Since WFP signing of the 'Peace Promise' in 2016, and adhering to the OECD-DAC nexus recommendation, recent years have seen a rise in corporate investments to operationalize the policy. This is visible for example, in the ongoing work on the nexus, and the **knowledge and learning partnership established with the Stockholm International Peace Research Institute (SIPRI)**²⁶ to generate evidence on WFP contribution to peace.

16 Moreover, the recent **Nobel Peace Prize** awarded to WFP for its efforts to combat hunger, its contribution to bettering conditions for peace in conflict-affected areas, and for acting as a driving force in efforts to prevent the use of hunger as a weapon of war and conflict, has further ignited a momentum to focus attention to this policy area.

2. Reasons for the Evaluation

2.1 Rationale

17 Despite the slight deviation from the coverage norms set out by WFP²⁷ both relevance and timeliness of the present evaluation can be appreciated from different angles:

- At the core of WFP's work are operations geared towards emergency response to save lives and livelihoods, either through direct assistance or by strengthening country capacities. Rebuilding lives and livelihoods in post-emergency contexts, as well as strengthening resilience, form the bridge between humanitarian and development work.²⁸ In this vein, WFP endeavours to maintain a twin-track approach of responding to the immediate food and nutrition needs of people affected by emergencies including conflict, while laying the foundation for achieving zero hunger in line with the 2030 Agenda.²⁹
- The latest WFP Annual Performance Report (APR) notes that roughly two-thirds of WFP's life-saving food assistance went to girls, boys, women and men facing severe food crises, overwhelmingly as a result of conflict.³⁰ It is therefore important for WFP to ensure that its programmes reduce need by contributing to prospects for peace, and the COVID-19 pandemic makes this increasingly urgent.³¹
- WFP has also been conveying its ambition of moving towards a comprehensive approach to work along the nexus, and this is linked to supporting the achievement of SDG 2 on ending hunger and malnutrition, demonstrating WFP's contributions towards SDG 1 on ending poverty, and towards SDG 16 on peace and justice.³²

²⁶ The partnership with SIPRI is outlined in more details ToR section 3.1.

²⁷ WFP Policy Formulation. WFP/EB.A/2011/5-B.

²⁸ MOPAN Assessment 2017-2018 page 13.

²⁹ *Ibid* page 29.

³⁰ WFP Annual Performance Report 2019, p.4.

³¹ WFP (2020) Extracts of the WFP Management Plan (2021–2023) Second informal consultation, para 134 -135.

³² It also expected to reinforce WFP's contributions towards SDG 17 – strengthening the means of implementation and revitalising partnerships at all levels.

- 18 The evidence generated through this evaluation is expected to be useful to:
- inform WFP thinking and policy approaches to its engagement in peacebuilding moving forward – including through an update or full revision of the policy document itself.
 - inform WFP’s practices in planning, resourcing, implementing and monitoring contribution to peace/peacebuilding.
 - improve the quality of the nexus with peace, and peacebuilding-related programming, contributing to more compelling Country Strategic Plans (CSPs) in this area.
 - inform the debate around whether and how WFP’s work in peacebuilding in transition settings could potentially evolve to support the broader UN prevention and sustaining peace agenda.
 - contribute analysis that can be of use to the Reference Groups recently established to steer work on measuring WFP’s contribution to peace.

2.2 Objectives

- 19 Evaluations serve the dual objectives of accountability and learning.
- From an **accountability perspective**, it will assess the quality of the policy, its implementation results. A management response to the evaluation recommendations will also be prepared and the actions taken in response will be tracked over time.
 - From a **learning perspective**, the evaluation will identify the reasons why expected changes have occurred or not, draw lessons and, as feasible, derive good practices and learning also to inform WFP approaches to its engagement in Sustaining Peace moving forward.

20 The evaluation is also expected to generate evidence and foster learning around the adherence to the PBTS policy principles that **(i)** touch on cross-cutting concerns, such as do-no-harm; and **(ii)** speak to the need to ensure that WFP risk analysis and programming in countries emerging from conflicts account for different vulnerabilities related to age, gender and special needs³³.

21 In support of this learning orientation, evaluation findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. A detailed strategy will be developed in the Communication and Knowledge Management Plan (an initial version can be found in annex 3).

2.3 Stakeholders Analysis

22 A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some will be asked to play a role in the evaluation process. Below is an overview on the main WFP-internal intended users of the evaluation results, focusing on those with greater stake in the evaluation who will also engage through membership in the evaluation Internal Reference Group (IRG).³⁴

- The WFP entity with major stakes in the evaluation, as primary intended user of its results is the **Peace and Conflict Office part of the Emergencies and Transitions Service** (PRO-P, formerly OSZPH) in the Programme Humanitarian & Development Division (PRO), part of the Programme and Policy Development Department (PD). Such primary role is linked to the Office’s role in drafting policy and strategies and supporting the rollout of normative and programming guidance in the peace/peacebuilding-related area. As with all other identified IRG members, the Peace and Conflict Office is requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
- Various **technical and programming Services and Units in PD/PRO** also lead on programme/policy areas (e.g. Asset Creation and Livelihoods) which are clearly mentioned in the policy, as having potential peacebuilding-related effects in different contexts. They have a role in the

³³ The policy does not include direct reference to GEWE.

³⁴ Details on the expected role of IRG members are included in the ToR section 5 on Roles and Responsibilities.

policy discussion and support to implementation (for example when developing new or adapting existing guidance on conflict sensitivity in different in technical areas). Moreover, different Services in PD also engage in cross-cutting policy areas relevant to peace/peacebuilding such as Humanitarian Principles, Access, Protection, and Accountability to Affected Populations (AAP). A representation of those Services will be included in the IRG.

- The **Gender Office** is a stakeholder considering that gender and inclusion perspectives will be incorporated in the evaluation data collection and analysis, and that the policy calls for programming that accounts for different vulnerabilities related to age, gender and special needs.
- Other departments, beyond PD have also an interest in this evaluation and will be included in the IRG. These are: the **Partnerships and Advocacy Department** for its lead role in engaging with the UN Secretariat, Member States and UN System counterparts; the **Emergency Division** given their operational response role, field security, preparedness and analysis; the **Resource Management Department** comprising Corporate Planning and Performance, Enterprise Risk Management with an interest in learning from the use of conflict-related analysis of risks.
- WFP senior management, including the **Oversight and Policy Committee** has also stake, given its role in deciding on the organization's policies and strategic directions.
- **Regional Bureaux** and **Country Offices** have an interest in the evaluation given their primary role in advancing policy-related objectives, and will have opportunities to provide inputs at key moments in the evaluation process (e.g. for the selection of country case studies and visits), and comment on draft deliverables).

23 The Executive Board and SIPRI can be considered internal/external stakeholders:

- the **EB** given its role in policy consideration and approval, and the relevance for this evaluation to consider the EB members' perceptions and concerns about WFP engagement in this specific peace/peacebuilding area.
- **SIPRI** may have an interest in using some of the evaluation analytical tools (such as the Theory of Change) to advance elements of its own work and seeking complementarities with the evaluation to corroborate emerging results from their own research.

24 **Country-level external stakeholders** primarily include: Host governments with their relevant Ministries in countries where WFP operates; non-State actors (as relevant depending on the context); local organisations working on peace-related issues; crisis and conflict-affected people and target beneficiaries of WFP interventions with an expected PB orientation.

25 Other stakeholders include: regional organizations with peace, stabilisation and security mandates; International Financial Institutions; IASC agencies³⁵; and other UN entities such as the Peacebuilding Support Office, the Department of Peace Operations; the UN Development Coordination Office.³⁶ Other stakeholders also comprise civil society organizations and research institutes/academia.

26 The above overview is not meant to be exhaustive. A full stakeholders' analysis will be part of the evaluation inception stage.

27 In terms of stakeholders' engagement, WFP is committed to ensuring gender equality and women's empowerment (GEWE) equity and inclusion in the evaluation process, with participation and consultation of women, men, boys and girls from different groups.

28 In terms of expected roles (i) internal stakeholders will be requested to provide all information and relevant contacts³⁷ necessary to the evaluation; be available to discuss the policy, its implementation

³⁵ IASC membership <https://interagencystandingcommittee.org/iasc-about/iasc-membership>

³⁶ The three pillars are: Peace and Security, Human Rights, and Development.

³⁷ WFP internal stakeholders will be asked to facilitate the evaluation team's contacts with external stakeholders. In the context of evaluation missions, as required, WFP Offices will be asked to help set up meetings and provide logistical support during fieldwork.

and results, and share their perspectives; **(ii) external stakeholders** will be included in primary data collection activities and will be targeted by different communication products to disseminate the evaluation results.

3. Subject of the Evaluation

29 This section outlines the main features of the 2013 Policy on WFP's Role in Peacebuilding in Transition settings. It then gives an overview on how elements relating to WFP engagement in Peacebuilding are covered in key corporate documents and concludes with scoping considerations that apply to this evaluation.

3.1 WFP's Role in Peacebuilding in Transition Settings

30 The policy on WFP's Role in Peacebuilding in Transition Settings is currently the foundation³⁸ for delivering programmes that support wider peace efforts to which WFP is expected to contribute – also in line with the OECD-DAC nexus recommendation to which WFP has adhered.

31 The **rationale for the policy** has been shaped recognising that hunger itself can be a contributing factor to conflict and that the manner in which food assistance is delivered can exacerbate or lessen tensions in a community. Issued the same year as the UN Policy on Integrated Assessment and Planning, the PBTS Policy was expected to identify ways in which WFP activities can reinforce peace in the context of UN-wide efforts – including in countries with, Peacekeeping and Integrated Missions.

32 Selected features of the policy include references to the:

- **principles** that should guide WFP PB work in transition settings namely **(i)** the Principles for Good International Engagement in Fragile States and Situations **(ii)** the recommendations of UNSC Resolution 1325 on women, peace and security and **(iii)** the Humanitarian Principles.³⁹
- **WFP programming and modalities** expected to advance WFP contribution to peace/peacebuilding results such as: conflict sensitive general food distribution; rehabilitation of community and environmental assets to foster reconciliation and diffuse tensions; cash-based interventions such as cash-for-assets; food assistance part of disarmament, demobilisation and reintegration of ex-combatants; livelihoods interventions to stimulate local production and market development in post-conflict settings; safety nets focusing on school feeding and nutrition; capacity strengthening of national actors in vulnerability analysis and mapping; leveraging South-South and Triangular Cooperation (e.g. in school feeding).

33 The policy also includes reference to: (i) scope and boundaries of policy application depending on context and phase of post conflict situations; and (ii) cross-division / cross-functional expertise needed to implement the policy and allocation of roles and responsibilities to different technical and leadership functions.⁴⁰

³⁸ A year after the approval of the PBTS policy by the Board, in October 2014 an 'Update on WFP Peacebuilding Policy' (WFP/EB.2/2014/4-D) was submitted to EB for information, to 'provide an update on implementation of the policy, focusing on early results in three main areas: conducting risk analysis, using conflict-sensitive programming and engaging with peacebuilding partners. It also identifies lessons learned and charts a way forward for WFP's engagement in peacebuilding.' (Page 3) The Update does not establish new policy elements. Therefore, the normative anchor for WFP engagement in Peacebuilding in Transitions Settings remains the 2013 Policy.

³⁹ See Annex 3 for the expanded reference to the principles included in the policy.

⁴⁰ For example, the policy calls for (i) Regional Programme Advisors to provide primary day-to-day support for the conflict-sensitive programming approaches, backed by the Humanitarian Crisis and Transition Unit in HQ and (ii) senior management to participate in UNCT work on PB approaches at country level (para 41-43).

34 An explicit **Theory of Change** is missing, although some elements are present, such as some **IF** → **THEN propositions** to clarify why change should happen provided that WFP’s engagement is guided by the principles and scoping parameters set in the policy (para 39).

Main policy directions

35 The policy introduces **three main directions of WFP work in peacebuilding in transition settings**: (i) investing in institutional capacity in risk analysis (ii) using conflict-sensitive programming⁴¹ and (iii) engaging with peacebuilding partners (see Table 1).

Table 1: Three main policy directions and related modalities of engagement

The PBTS policy calls on WFP to...	With the objectives of...
<p>I. <i>Conduct risk analysis in transition settings</i></p>	<ul style="list-style-type: none"> ✓ understanding its own activities and programmes to ensure they are having their intended impact and doing no harm⁴² ✓ understanding wider, contextual, programmatic, and institutional risks that could impact WFP’s ability to implement programmes ✓ engaging and contributing to inter-agency analysis and assessments to ensure coherence in the overall analysis.
<p>II. <i>Use conflict-sensitive programming in transition settings</i></p>	<ul style="list-style-type: none"> ✓ enhancing programme design to support the transition towards peace by pursuing three possible approaches: <ul style="list-style-type: none"> a) doing no harm by ensuring that at a minimum, food assistance programming does not exacerbate instability or create new sources of tension; b) supporting PB at the local level by carrying out hunger interventions in a manner that actively promotes reconciliation and peace; and c) supporting PB at the national level by engaging in broader national government-led and agreed efforts to transition towards peace
<p>III. <i>Work with PB partners in transition settings</i></p>	<ul style="list-style-type: none"> ✓ ensuring it efforts support peace in a sustainable manner by working with new sets of partners or engaging with existing partners (e.g. different UN agencies, NGOs, and IFIs) in new ways.
<p><i>Source:</i> Excerpts from 2013 Policy document</p>	

36 One element highlighted across the policy is the need to ensure ‘strong two-way communication with all segments of affected population, to actively solicit and respond to their feedback including complaints’ (para 36) with the expectation that ‘[s]uch engagement will ensure that WFP’s efforts support peace in a sustainable manner rather than exacerbate tensions’. (Ibid.)

Scope of policy application

37 The policy identifies several boundaries that should guide WFP’s peacebuilding engagement and positioning in transition contexts noting that:

- peacebuilding should not become WFP’s overriding priority in any country.
- although issues related to natural disasters are critical, the primary focus is on contexts transitioning out of conflicts towards peace.
- WFP should be guided by humanitarian principles and addressing hunger needs should be its entry point.

⁴¹ The policy defines conflict sensitivity following the definition of the [Conflict Sensitivity Consortium](#) as the capacity of an organization to understand its operating context, the interaction between its interventions and the context, and act upon this understanding to avoid negative impacts and maximize positive impacts on conflict factors.

⁴² “Do No Harm” is an analytical framework that can be used to identify conflict-exacerbating impacts of assistance, in particular exploring how decisions and actions can affect inter-group relations.

- WFP should not pro-actively seek to support peacebuilding at the national level without clear consultation with the UNCT and the Resident Coordinator.
- while supporting the UN principle of coherence, in high-risk environments, WFP may maintain the position within coordination arrangements that better preserves humanitarian space.

38 Additional clarifications highlight that **(a)** the core application of the policy is for those contexts transitioning out of conflict towards peace – with transition defined as noted earlier in section 1.1 **(b)** countries affected by ongoing fighting with limited peacebuilding opportunities are a secondary focus and **(c)** the policy can be considered applicable to contexts characterised by a shift from relief to development, but only as they pertain to countries emerging from conflict.⁴³

39 The parameters for policy applications will be considered to inform the scope of the evaluation, and the proposal to include specific countries in the evaluation data collection activities.

Institutional arrangements and resourcing policy implementation

40 The policy assigns different **roles and responsibilities** to support implementation starting with the Humanitarian Crisis and Transition Unit in WFP Headquarters⁴⁴ identified as responsible for providing technical guidance and support to the policy roll-out, including in the interface with Regional Bureaux and Country Offices.

41 The policy also assigns to WFP Regional Programme Advisors, backed by the HQ Humanitarian Crisis and Transition Unit, the role of providing “primary day-to-day support for the new programming approaches”⁴⁵ introduced in the policy. Heads of Sub-Offices are also mentioned for their role closest to the communities and NGOs concerned by peacebuilding efforts. WFP senior management in country is mentioned for its role of participating in UNCT deliberations on PB issues.

42 On **capacities** aspects, the policy only conveys the expectation that implementation “will require marginal investments in WFP’s existing institutional capacities and structures rather than the establishment of entire new units or processes.” (Para 44)

43 The policy does not include details on **resourcing**, but the 2014 Policy Update stressed – without going into details – that WFP needs to dedicate resources to peacebuilding.⁴⁶ As the evaluation will examine further, it is noteworthy that in recent years, the **Peacebuilding Fund** has grown to represent a source for COs to support dedicated interventions in the PB area.⁴⁷

Overview of WFP activities for policy implementation

44 This section gives some details on the policy implementation starting with reference to the 2014 Peacebuilding Policy Update.

45 One year after the EB approval of the PBTS policy, a **Policy Update**⁴⁸ was tabled at the Board for information focusing on early results from implementation to highlight:

- the continued relevance of the policy as it provides an important foundation for positioning WFP in PB discussions and appears to have enabled staff to understand and articulate WFP added value in peacebuilding.
- that achievements are possible but require investments and dedicated resources.

⁴³ PBTS policy, para 9.

⁴⁴ Formerly, at the time of the policy draft established as OSZPH and currently, Peace and Conflict Office part of the Emergency and Transitions Services in PRO/PD.

⁴⁵ PBTS Policy, para 42.

⁴⁶ PBTS Policy Update, para 22.

⁴⁷ See for example WFP (2019) Peacebuilding Fund: Access Guide for Country Offices.

⁴⁸ WFP Peacebuilding Policy Update (WFP/EB.2/2014/4-D) referred to as PB Policy Update in this ToR.

- the need to identify and maintain a 'deliberate focus'⁴⁹ on peacebuilding activities, and that boundaries and guiding principles are essential for an effective policy application.
- the need for a systems-oriented approach to enhance WFP engagement in peacebuilding.

46 The update also refers to an implementation plan, including monitoring of progress, that was being rolled out at that time – but does not seem to be cited in subsequent documents or reports.⁵⁰

47 From an initial scan of available information, it emerges that the implementation of the policy has been supported by key actions in four areas:

(I) Analysis, knowledge management and evidence generation including:

- a partnership with SIPRI (briefly outlined in box 2).
- the establishment of cross-division / cross-function Reference Groups, including one focusing on approaches for measuring contributions to peace, i.a. through developing Theories of Change that link WFP activities in different sectors to peace outcomes⁵¹.
- inclusion of a standard sub-question in all CSP evaluations to explore the strategic linkages between humanitarian, development and where appropriate, peace.

(II) Help-desk and support to Country Offices.⁵²

- supporting them during the CSP design phase (e.g. in Democratic Republic of the Congo) or CSP implementation phase (e.g. in Ethiopia, Iraq, Libya and Zimbabwe).
- providing customised support to RBx and COs during the ongoing COVID response e.g. to apply a rapid conflict-sensitive analysis tool⁵³ to inform programme adjustments.⁵⁴
- establishing a network of peace and conflict sensitivity advisers at the regional level to strengthen capacity to support Country Offices (underway).

(III) Guidance development for example to:

- support conflict-sensitive programming⁵⁵ and conflict analysis.⁵⁶
- support country offices in submitting applications to receiving funding from the PBF.
- clarify WFP position within and programming principles relevant in triple nexus contexts.
- undertake conflict and protection using protection checklists, action plans and parameters to reflect conflict analysis in the design of WFP assistance (as included in the WFP Programme Guidance Manual and in the Manual on Protection).

(IV) Awareness and capacity strengthening for example through the development of:

- a Do-no-Harm dedicated module in the 'We learn' platform.
- information and learning products such as the *10 Minutes to Learn About Series*.⁵⁷
- a dedicated e-learning module on conflict sensitivity (under finalisation).

⁴⁹ PBTs Policy Update, para 23 (emphasis in the original text).

⁵⁰ This is based on the initial document review to inform the ToR. The evaluation will further explore this aspect.

⁵¹ For instance, some of this work includes documenting examples of WFP work in nexus settings to inform the development of new, or refinement of existing ToC that articulate how WFP could contribute to prospects for peace, thus inform work in various programmatic areas and complementing the research carried out with SIPRI.

⁵² Based on an initial set of information gathered to inform the evaluation ToR, it appears that support has been provided driven mostly by country offices demands.

⁵³ See WFP (2020) [COVID 19 and conflict sensitivity Rapid Operational Conflict Risk and Prevention Tool](#).

⁵⁴ Guidance examples are available at the [thematic page](#)

⁵⁵ For example, conflict-sensitivity was one of the three elements under the "Right Way" component of the Emergency Programming Framework, part of WFP's corporate Programme Learning Journey initiated in 2013. Training materials, including [videos](#) have been produced under this initiative.

⁵⁶ The [Three-Pronged Approach \(3PA\)](#) is an example of this, as an approach to strengthen planning and design of programmes in resilience building, productive safety nets, disaster risk reduction, and preparedness.

⁵⁷ Accessible at: <https://newgo.wfp.org/documents/10-minutes-to-learn-about-series>

Box 2: WFP collaboration with the Stockholm International Peace Research Institute

In 2018 WFP and SIPRI entered in a knowledge partnership aimed at defining what WFP's contribution to peace is currently, what it could be, how it could be measured and whether WFP programmes are inadvertently entangled in conflict.

The partnership is along three tiers of work to **(I)** carry out research to build the evidence base of how WFP's programming contributes to peace prospects **(II)** support the application of the research evidence to programming and **(III)** contribute to the revision of the 2013 PBTS policy.

A first strand of research, with case studies in Colombia, El Salvador, Iraq, Kyrgyzstan and Mali,⁵⁸ explored the different ways in which WFP programming can support peace, and identified an urgent need to **strengthen conflict sensitivity**. The analysis points to four domains in which WFP contribution to peace appear to be better evidenced namely:

- livelihood investments
- building positive links between the state and citizens
- natural resource management
- community-based participatory approaches.

Now in its second phase, the partnership with SIPRI will cover additional countries and explore the thematic areas that have emerged as requiring dedicated research efforts such as stabilization, cash, measurement, gender and climate change.

Sources: SIPRI 2019 and WFP (2019) Triple nexus – WFP's contributions to peace. Beyond the APR 2018 Series

Recent developments

48 Noting the importance of a coherent approach to sustainably address the root causes of crisis and conflict and of integrating humanitarian, development and peace-building efforts, the current SP reaffirms that WFP remains aligned with the UN GA Resolution 46/182, adopted in 1991, and its guiding principles referring to the interconnectedness of emergency and development.⁵⁹

49 In response to the UN and inter-governmental calls for reform in the areas of engagement in fragile and post-conflict contexts and sustaining peace,⁶⁰ and in line with the broader context of UN reforms across the three pillars of its work⁶¹ and strengthening 'new ways of working' along the triple nexus, WFP is currently:

- reviewing its current and future contributions to peace as laid out in the 2013 policy particularly focusing on **strengthening conflict sensitivity**.
- focusing on some efforts to measure the results of its **contribution to peace** – including building on the partnership with SIPRI.
- discussing how to move forward towards meeting the commitment made to **adhere to the OECD-DAC recommendation on the nexus**⁶² for example through: (i) recalibrating humanitarian action to increase its contributions to development and peace outcomes (ii) developing a normative framework for sharing evidence for strong programme design, engaging with non-traditional operational partnerships for joint programming, ensuring appropriate multi-year financing and (iii) strengthening WFP own value proposition on Changing Lives.⁶³

⁵⁸ WFP (2019) [WFP's Contribution to Improving the Prospects for Peace](#)

⁵⁹ WFP SP (2017-2021), para 14.

⁶⁰ As briefly outlined in earlier ToR section 1.2

⁶¹ The overall reform also includes a strand on [Repositioning the UN development system \(UNDS\)](#).

⁶² In June 2020 WFP adhered to the OECD-DAC recommendation on the nexus.

⁶³ Those elements were tabled at a recent WFP Oversight and Policy Committee (OPC) meeting.

Selected references in key corporate documents and in evaluations

50 The current WFP Strategic Plan (SP) (2017-2021) underscores the importance of prevention, mitigation and preparedness for early action.⁶⁴ However, for what concerns reporting on implementation, the current Corporate Result Framework (2017-2021) and related compendium of indicators does not contain a specific indicator related to the PBTS policy / programme area. Other indicators relating to contiguous policy areas (e.g. protection and access) may speak to some of the elements relating to operationalising PB work. This aspect will be explored as part of the evaluation.

51 PB elements have not been covered in Annual Performance Reports with the exception of a 2019 thematic report focusing specifically on the triple nexus and touching on WFP contribution to peace.⁶⁵

52 Several WFP policy and strategic evaluations, Country Portfolio Evaluations (CPEs), evaluation synthesis, and Decentralised Evaluations explore, more or less prominently, elements relating to WFP engagement in peacebuilding in transition settings. Few selected highlights are included below, while an expanded overview is in annex 6⁶⁶.

- The Evaluation of the WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts⁶⁷ stresses how the integration of different humanitarian, peace, and development agendas raises important questions for the application of humanitarian principles and may 'pressurize' humanitarian organisations in some contexts.
- The Strategic evaluation of WFP's capacity to respond to emergencies⁶⁸ notes how WFP commitments to maximize its potential contribution to connecting humanitarian, development and peace are constrained by lack of practical guidance and tools and limited use of programme options. Other constraints include donor perceptions that WFP does not have this type of expertise or can count on partners and partnership systems to support this area of work. The evaluation also notes an increasing interest in linking with national social protection systems working with government, with the caveat however, that it can challenge adherence to humanitarian principles in some contexts.
- The Strategic Evaluation of Funding WFP's Work⁶⁹ reflects on how the Integrated Road Map brought a shift in WFP's ambitions and in the way it describes its role. However, the promises about flexible and predictable funding for the triple nexus have not yet materialised.
- The Synthesis of WFP's country portfolio evaluations (CPEs) conducted in Sahel and the Horn of Africa between 2016 and 2018 notes that contributions to peacebuilding under the triple nexus were still emerging, and further scope exists for applying a resilience lens when preventing and reducing food and nutrition insecurity, and strengthening WFP financial and partnership base for development and peacebuilding.

53 Most recently, through the inclusion of a standard sub-question focused on strategic linkages between humanitarian, development, and peace,⁷⁰ all Country Strategic Plan evaluations (CSPE) are also expected to cover – especially in humanitarian contexts – the nexus with both development and peace.⁷¹ This specific feature will be used to anchor one design element of this policy evaluation, namely a global analysis of all CSPEs results that speak to the linkage with peace/peacebuilding.

⁶⁴ WFP SP (2017-2021), para 5.

⁶⁵ WFP (2019) Triple nexus – WFP's contributions to peace. Beyond the Annual Performance Report 2018 Series.

⁶⁶ A summary of evidence from evaluations that have looked at WFP engagement in peace/peacebuilding is also currently underway, commissioned by the WFP Peace and Conflict Office (PRO-P).

⁶⁷ Available at the [dedicated page](#).

⁶⁸ Available at the [dedicated page](#).

⁶⁹ Available at the [dedicated page](#).

⁷⁰ The standard CSPE sub-question reads as follows: *In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?*

⁷¹ See ToR section 4.2 (Evaluation design elements).

3.2 Scope of the evaluation

54 The evaluation covers the 2013 Policy on WFP's Role in Peacebuilding in Transition Settings from the time it was issued to include its implementation until June 2021.⁷² It also covers the 2014 Policy Update, and will use the evaluation criteria of relevance, effectiveness, coherence, and sustainability.

55 The evaluation and its related data collection and analysis tools will have a **global scope**, while drawing on country specific experiences, and include:

- all interventions, process, and systems – including resourcing, monitoring, and reporting – that have been put in place to support the implementation of the policy.
- an analysis of how the principles put forward in the policy – including those relating to inclusivity and dignity – have been reflected in the analysis and programming in this policy area.

56 While a full assessment of the results achieved under the **WFP-SIPRI partnership** goes beyond the scope of this evaluation, some elements will be included. For example, it is proposed that the evaluation will **(i)** review and build on the Theories of Change developed as part of the WFP-SIPRI work with a view to validate, add nuances, or challenge the linkages proposed; and **(ii)** review as feasible the extent to which recommendations put forward following SIPRI missions, have been taken up (e.g. in CSP formulation).

4. Evaluation Approach, Methodology and Ethics Considerations

4.1 Evaluation questions

57 The evaluation will address three high-level questions, which are standard for all WFP policy evaluations. Few sub-elements are proposed and will be shaped into evaluation sub-questions and detailed further in the evaluation matrix that will be developed in the inception phase.

EQ 1: How good is the Policy?

58 The evaluation will assess the 2013 WFP PBTS Policy considering international good practice in this area. It will feature a comparative review of other organizations⁷³ and a benchmarking analysis of policy quality and implementation (as identified by WFP in a recent synthesis⁷⁴). The first EQ is about quality of policy design and implementation and asks whether the objectives and features (including conceptual clarity and scope) are still relevant to support WFP in the current strategic and operating environment.

59 EQ1 will assess the quality **of policy design and content** i.a. looking at the extent to which it:

- is coherent externally (with the prevailing PB trends, conceptual and normative advancements).
- is coherent internally with other WFP policies, and the SP (with its cross-cutting issues, both at in 2013, and at present).
- draws on evidence and incorporates gender into the design.
- includes a clear goal and vision and uses clear and consistent terminology.
- remains relevant (conceptually and operationally)⁷⁵ in the current context considering (i) inter-governmental and UN-system wide changes (ii) WFP position and approaches within the nexus,

⁷² This is to cover the full period of when the evaluation data collection activities are expected to take place.

⁷³ The review may include UN agencies and /or other comparators. The final decision will be taken at inception. For example, UNDP could be considered for its policy framework underpinning a role in recovery and transition settings.

⁷⁴ WFP (2020) [Synthesis of Evidence and Lessons from Policy Evaluations \(2011-2019\)](#).

⁷⁵ The analysis will explore the continued relevance of the policy scope, and of the emphasis on 'peacebuilding' and 'transition'.

and (iii) the strategic orientation to Save Lives and Changing Lives– including in the context of a global pandemic and climate crisis.

60 EQ1 will also assess the extent to which it includes provisions to enable **quality and extent of policy implementation**⁷⁶ for example through:

- sufficient corporate leadership and management ownership.
- clear corporate responsibilities and assigned accountabilities.
- adequate dissemination resulting in sufficient staff awareness and ownership.
- a robust results framework and monitoring and reporting systems.
- an implementation plan including (prioritisation considerations) and high-quality guidance.
- adequate financial resources, and human resources with the necessary skills and expertise.
- partnership arrangements including with SIPRI.

EQ 2: What are the results of the policy?

61 The evaluation will gather evidence of results that can be plausibly associated with policy implementation, as well as evidence of unintended results.⁷⁷ EQ2 asks which results have been achieved (including outcomes, as feasible), how, for whom, how sustainably, and will explore the extent to which there is evidence that WFP:

- consistently adheres to the policy's principles and boundaries.
- regularly conducts risk analysis in transition settings⁷⁸ and use it to inform programming.
- effectively uses conflict-sensitive programming to support peacebuilding and the local and national level.⁷⁹
- effectively and coherently works with peacebuilding partners in transition settings.⁸⁰
- uses effectively and as relevant a 'peacebuilding lens' in its food assistance programming and food security interventions.⁸¹
- programming in transition contexts displays different content and modalities⁸² – e.g. compared to programming in other settings – to advance the objective of supporting peace.
- has been allocating capacities and resources commensurate to meeting the policy objectives.
- Senior Management has been effectively engaging in formulating and supporting corporate priorities around WFP contribution to peace – e.g. in the preparation of the new SP and related Corporate Results Framework (CRF).
- organizational structures and processes are established to enable the institutionalisation and sustainability of WFPs' engagement in supporting peace in transition settings.

⁷⁶ Indicators derived from the WFP (2020) [Synthesis of Evidence and Lessons from Policy Evaluations \(2011-2019\)](#).

⁷⁷ The analysis under EQ2 will cover the policy sections on "objectives" and on "main policy directions" including approaches and priorities identified to implement it. As such, where the ToR refer to the PBTS Policy, this should be understood as all priorities, explicit objectives, and intended and unintended impacts falling within the Policy scope.

⁷⁸ Covering the first of three directions identified in the PBTS policy.

⁷⁹ Covering the second of three directions identified in the policy. The analysis should consider regional conflict realities, specific conflict dynamics, and how WFP's role, strategic and programmatic approaches may have evolved along the conflict-peace spectrum.

⁸⁰ Covering the third direction identified in the PBTS policy.

⁸¹ The evaluation should start with a focus on those programming activities and modalities explicitly referenced in the PBTS policy as mentioned earlier in ToR section 3.1.

⁸² The evaluation will start by considering those programming and modalities introduced in the policy itself as cited in section 2.1, to then expand as relevant to other programming areas (e.g. around climate action and resilience).

EQ 3: Why has the Policy produced the results that have been observed?

62 The evaluation will analyse the incentives, triggers, bottlenecks and other factors that have been supporting or constraining the achievement of the observed changes and results (EQ2). It will look at explanatory factors linked to how the policy has been developed and implemented (EQ1). As feasible, the evaluation will benchmark against good practice⁸³ and identify pointers for learning. The analysis should focus on both internal and external factors and gather evidence of:

- the degree to which there has been clarity and a shared understanding of the drivers, boundaries and criteria that should inform WFP engagement in peacebuilding in transition settings.
- buy-in, resourcing, and political will by key stakeholders (including EB and WFP leadership).
- an institutional enabling environment, including corporate culture and values.
- availability of a professional pool of personnel with appropriate skillset and competencies at different levels in the organisation.
- consideration of the 'political dimension' linked to the increased engagement and visibility of WFP PBTS engagement, the corporate risk appetite, and actual or perceived friction with humanitarian principles, and long-term government partnerships goals.
- set-up and use of systems and processes to support communication, advocacy and awareness-raising, as well as monitoring, evaluation, and learning in this policy area.
- changes (actual and planned) in modality and type of WFP PBTS programming and portfolio.

4.2 Evaluation approach and methodology

63 This section introduces: the evaluation design elements; a long-list of countries to be considered in the evaluation; some risks for the conduct of the evaluation alongside some mitigation measures.

64 The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) which outlines the elements to include in the methodology, including attention to GEWE. OEV welcomes the use of diverse, participatory, and innovative evaluation methods. The evaluation team is expected to take a rigorous methodological approach to maximise the quality, credibility and use of the evaluation. The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purpose of accountability and learning.

65 The methodology should demonstrate attention to impartiality and reduction of bias by relying on different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations, etc.) and mixed methods (quantitative, qualitative, participatory etc.). The methodology will consider any challenges to data availability, validity or reliability, as well as budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview guides, survey questionnaires etc.).

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

67 The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating what data collection methods are employed to seek information on GEWE, equity and inclusion issues and to ensure the inclusion of women and marginalized groups. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Data collection and analysis should ensure that perspectives and voices of diverse groups (men and women, boys, girls, the elderly and people living with disabilities) are heard and taken into account. The

⁸³ This will also be done through a comparative analysis with other agencies working in the peacebuilding space.

evaluation findings and conclusions will highlight differences in performance and results for different programme participants and target groups.

Design elements

68 The main design elements featured in the evaluation could include:

- (I) The development of a **Theory of Change for WFP engagement in peacebuilding in transition settings**, against which relevant outcomes can be assessed. An initial ToC will be developed on the basis of the policy to be refined based on the evidence gathered through the evaluation. Ongoing WFP-SIPRI work, also focused on ToC will be taken into account.
- (II) Systematic analysis of the results of all **CSP evaluations** that have covered (in all humanitarian contexts as relevant) a sub-question on the **strategic linkages between humanitarian, development, and peace work**.
- (III) A **mapping of country-level reports for all WFP COs**⁸⁴ to:
 - o build a picture of the scope and depth of WFP's adoption of conflict sensitivity and conflict analysis, and engagement in peace/peacebuilding to establish whether there has been any qualitative shift in the level and quality of reporting since 2014.
 - o understand how indicators within (and possibly also outside) the CRF have been used, in absence of a peace/peacebuilding specific one. For example, cross-cutting indicators for protection and for AAP; those covering resilience to climate and other shocks, livelihoods and asset base, social protection, and Country Capacity Strengthening could capture elements of WFP's contribution to supporting peace in transition settings.
 - o pinpoint any patterns between types and modalities of WFP programming used in transition settings⁸⁵ and the external environment e.g. with-/without integrated missions.⁸⁶
- (IV) Evaluation data collection missions⁸⁷ (possibly six, one per WFP region), for an **in-depth analysis of policy implementation and results in selected countries**. The missions will focus on gathering the perspectives of WFP internal and external stakeholders, as well as of affected people in post-conflict and transition settings.
- (V) **'Desk review plus' in selected countries** (between four and six) entailing a desk-based analysis complemented by a (limited) number of interviews⁸⁸ to deepen and complement evidence from CSPE on WFP engagement in transition settings.
- (VI) **Key informants interviews and focus group discussions**⁸⁹ to complement the evidence from the desk-based analysis, and explore inter-agency, cross-mandate issues, and contextualise the analysis of contribution to results.

69 The inception phase will be used to discuss, probe the feasibility, and finalise the design and related evaluation tools to ensure they come together coherently. It is expected that the evaluation will use a composite set of sources, some of which are tabled in annex 4.1.

⁸⁴ The analysis will include Standard Project Reports (SPRs), Annual Country Reports and relevant evaluations as available (e.g. CPEs and Decentralised Evaluations).

⁸⁵ Starting with, but not being limited to those cited in the policy itself (see ToR section 2.1).

⁸⁶ The details of such analysis will be further discussed and confirmed in inception stage. Preliminarily, it is proposed that the mapping and scan will consider three points in time: t_0 in 2013-2014 corresponding to the introduction of the PBTS policy; t_1 in 2016-2017 marking the piloting and introduction of CSPs; and t_2 to account for the latest available reports (e.g. CSP evaluations, and relevant Decentralised Evaluations).

⁸⁷ The missions are likely to feature remote elements due to COVID.

⁸⁸ This is an additional element compared to more standard desk-based only studies. Hence, 'desk review plus'.

⁸⁹ Participation will target both internal and external stakeholders including UN leadership and UNCT members, UN and non-UN partners, members of coordination fora, donor offices and academia as relevant.

Proposed long-list of countries for in-depth analysis

70 Considering its global scope, the evaluation will draw information from all six regions where WFP operates, and feature a deeper analysis on a purposefully selected sub-set of countries to contribute to the overall evidence base.

71 Following three steps, a **long-list of countries** for in-depth analysis is proposed in table 2.

- First, an extensive mapping of all countries/COs was done based on a set of criteria to ensure relevance and fit with the evaluation topic. The criteria included: inclusion in the Fragile States Index⁹⁰; balanced representation across WFP regions; income classification; size of operation; humanitarian situation classification; UN coordination architecture; presence of UN missions; mention of PB-related objectives in current or previous country-level strategic planning documents. (The mapping is in Annex 5, alongside the detailed list of criteria used).⁹¹
- Secondly, the long list was compiled considering inputs received during the initial consultations with stakeholders that have informed the development of the ToR.
- Finally, a check was made to note complementarities with other ongoing or soon-to-commence evaluations (especially CSP evaluations).

Table 2: Proposed long-list of countries for inclusion in the evaluation

COUNTRIES	Proposed type of evaluation activity		
	Country visit <i>(Likely with remote elements, due to COVID; covering internal, external stakeholders and affected people as feasible)</i>	Desk review plus <i>(Desk-based analysis complemented by selected interviews)</i>	CSPE results relating to peace <i>(Standard CSP evaluation sub-question on strategic linkages between humanitarian, development and peace work)</i>
RBB			
Afghanistan	X		X
Kyrgyzstan		X	X
Nepal	Country visit or desk review+ option	X	X
Sri Lanka		X	X
RBC			
Libya	X		
Syria		X	
Iraq	X		
Yemen		X	
RBD			
Mali	X		
Nigeria		X	X
Liberia	X		
C.A.R.		X	X
Cameroon		X	X
RBJ			
DRC	Country visit or desk review+ option		X
Mozambique		X	X
RBN			
Ethiopia	Country visit or desk review+ option		
Somalia	Country visit or desk review+ option		

⁹⁰ Developed by the Fund for Peace, the [Fragile States Index](#) has been selected for its use of a consistent methodology since 2004 to classify all countries on the basis of four categories of fragility: *alert* (very fragile), *warning* (of concern), *stable* (mostly stable), and *sustainable* (very stable). By contrast, the World Bank's List of Fragile and Conflict-Affected Situations has a more limited geographic scope and its methodology has been changed and updated in recent years.

⁹¹ Additional and different criteria can also be suggested by the evaluation team in the inception stage.

Uganda		X	
South-Sudan	Country visit or desk review+ option		X
RBP			
Colombia	Country visit or desk review+ option	X	
Haiti		X	X
El Salvador			X
Nicaragua		X	
Guatemala		X	
NOTE: All Country Offices will be covered through a global desk analysis of country reports including Standard Project Reports; Annual Country Reports; and other relevant evaluations such as CPEs and DEs.			

72 From the long-list above, a **possible approach to select the final list of countries** for in-depth analysis – through country visit or desk review plus – could be to identify nine to twelve COs⁹² divided in three groups to cover a broad spectrum of WFP operational contexts relevant to the policy implementation, for example:

- a first group of countries characterised by UN integrated mission presence.
- a second group of post-conflict and transition settings without UN mission presence.
- a third group characterised by newer forms of fragility and violence (e.g. including in urban settings) where the peace nexus with climate action and the environment could also be explored.

73 The final decision will be made at inception stage and be also guided by seeking **complementarities with other evaluations⁹³ and with the WFP-SIPRI work.**

74 Some risks that could jeopardise the evaluation have been identified and presented alongside possible mitigation measures. They relate to:

- the *operational and conceptual complexity of the evaluation topic and scope* which calls for a composite design to account for different levels of data collection, triangulation, and analysis.
- *WFP's perspectives and expectations in the peace space* – with *heightened stakes following the Nobel Peace prize award*. This may affect stakeholders' position and attitude vis-à-vis the evaluation, and openness to discuss its emerging results. Using an in-depth analysis of stakeholders' interests and possible roles in the evaluation to inform the evaluation communication and (participatory) engagement strategy, including OEV senior management as needed, can help address this aspect.
- *access to relevant stakeholders, and availability and quality of data*. A multi-pronged primary and secondary data collection plan, advance planning, regular communication, and close cooperation with internal stakeholders will be key to make the most of available data and information – despite the challenge of conducting the evaluation during remotely due to the global pandemic⁹⁴. Specific to this, it is proposed that in the inception phase, a **COVID note**⁹⁵

⁹² It is expected that six Country Offices will be covered through data collection missions for in-depth analysis, while another four to six COs will be covered through desk reviews plus.

⁹³ Examples of synergies with ongoing evaluations may include:

- ✓ Organizing joint briefing / debriefings between evaluation managers and the concerned evaluation teams.
- ✓ Sharing relevant evaluation e-library content.
- ✓ Remotely join CSPEs-related calls, or briefings with relevant stakeholders.

⁹⁴ The COVID-19 pandemic poses several challenges for this evaluation. Firstly, there is uncertainty about whether, where, and when field missions will be feasible. This will influence primary data collection plans and, in turn, may affect the evaluation timeline and budget. Secondly, stakeholders at all levels continue to be preoccupied with issues relating to the pandemic response and may be less able or willing to engage in data collection activities.

⁹⁵ See also [WFP OEV Technical Note for Planning and Conducting Evaluations During COVID-19](#).

is prepared by the evaluation team, in discussion with OEV to map different scenarios based on travel advisories, and data available in March 2021.

4.3 Evaluability assessment

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

75 In addition to the data-related challenges briefly mentioned above, there are some other specific evaluability challenges expected in this evaluation. They relate to four main aspects.⁹⁶

76 First, is the challenge of disentangling the **diffuse nature of work in the peace/peacebuilding area** across different WFP leadership, management functions, and policy/programme areas. Moreover, some principles and elements in the policy, such as Do-no-harm, are framed as having a ‘universal’ relevance and application – beyond the specificity of post-conflict and transition settings.

77 Second, **performance reporting** in this policy area appears limited, and the implementation of the policy does not seem to have been supported by a formalised implementation plan including performance metrics to monitor progress. This will be probed further as part of the evaluation. A specific peacebuilding-related indicator in the CRF⁹⁷ is also missing. However, a picture of WFP performance in engaging in peacebuilding in transition settings, may be gauged by:

- looking at other existing CRF indicators – as discussed in the earlier ToR section on ‘design elements’.
- mapping and reviewing any ad-hoc peace/peacebuilding-related indicator (outside the CRF) that may have been developed by RBx and COs for their monitoring and reporting activities.
- reviewing references to peace/peacebuilding in the narrative sections of all APRs and MOPAN available for the period covered in the evaluation.
- reviewing the thematic reports in the ‘Beyond the APR Series’ featuring the triple nexus and contribution to peace in 2018.⁹⁸
- reviewing country-level planning, reporting and evaluations that touch on those programming activities and modalities explicitly referenced in the policy such as: rehabilitation and strengthening of community assets; cash-based interventions; food assistance part of disarmament programmes; safety nets with a focus on school feeding and nutrition.

78 A related point is around the expected challenge in the availability of data disaggregated by sex, age and other drivers of diversity and exclusion. During the evaluation inception stage, attempts will be made to seek out gender-disaggregated data from all sources.

79 Third, this evaluation will have to grapple with gathering evidence of **contribution to results** – particularly at the level of outcomes – and with **developing and testing a Theory of Change with causal pathways** through which PB results may become visible. Those pathways are expected to be non-linear and complex, considering that PB interventions may be built on numerous more or less explicit assumptions,⁹⁹ and pursue different tactics with different coordination configurations to move towards results along the peace spectrum.

⁹⁶Additional details are presented in Annex 4.

⁹⁷ This analysis will also be challenged by the evaluation scope which crosses three WFP Strategic Plans with their respective results frameworks.

⁹⁸ See [dedicated page](#).

⁹⁹ On these aspects see also SIPRI (2019) Chapter 2.

80 Finally, this evaluation will have to address the issue of how to ensure that the views of affected people are brought in the picture, and centre stage in the analysis about PB/peace-related outcomes.

81 The inception phase will be used to further articulate the data, methodological and analytical challenges, and craft the mitigation measures needed to ensure the evaluation results are as robust as possible.¹⁰⁰

4.4 Ethical considerations

82 Evaluations must conform to WFP and UN Evaluation Group (UNEG) ethical standards and norms.¹⁰¹ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

83 Moreover, the team and EM will not have been involved in the design, implementation or monitoring of WFP activities related to PB in transition settings, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2011 Human Rights and Gender Equality Guidelines.¹⁰² The ET will also commit to signing a confidentiality, Internet, and Data Security Statement.¹⁰³

4.5 Quality Assurance

84 This evaluation will follow **OEV's Evaluation Quality Assurance System (EQAS)** guidance for policy evaluations. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on standardized checklists¹⁰⁴. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

85 The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

86 OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

87 The final evaluation report will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation report.

¹⁰⁰ For example, reference to frameworks used to [evaluate conflict prevention and PB](#), and others to [evaluate policy influence](#), may prove valuable in addressing some of the challenges discussed. One example is the [Utstein Palette](#).

¹⁰¹ See footnote 122 with links to the relevant documents.

¹⁰² Available on the UNEG website [here](#) and [here](#) respectively.

¹⁰³ In line with the WFP corporate guide on privacy and data protection.

¹⁰⁴ WFP's EQAS is based on the UNEG norms and standards and good practice of the international evaluation community ([ALNAP](#) and [OECD-DAC](#)).

5. Organisation of the Evaluation

5.1 Phases and deliverables

88 During the inception phase, a maximum of two remote missions will take place to a Regional Bureau or CO to deepen the ET understanding of the context, ascertain data quality and availability and test the evaluation instruments.

89 The ET and OEV will also assess the best timing and sequencing of different data collection activities in consultation with the concerned Regional and Country Directors based on the evolving situation in their regions and countries.

90 The evaluation team leader and the OEV evaluation manager will closely monitor and address any budget implications deriving from COVID-related changes or delays in the evaluation process. The proposed evaluation timeline with main deliverables in table 3.

Table 3: Timeline summary of the key evaluation milestones

Phases	Nov-Dec 2020	Jan-Feb 2021	Mar – May 2021	June-Sept 2021	Oct-Dec 2021	Jan-Feb 2022	Mar-June 2022	Main actions / and deliverables
Phase 1 (Preparation) ToR drafting Stakeholder consultation Identify and hire team	x	x x						<ul style="list-style-type: none"> ✓ Draft and Final TOR ✓ Evaluation Team and/or firm selection & contract. HQ briefing ✓ ToR
Phase 2 (Inception) HQ Briefing Document review Inception mission		x	x x x					<ul style="list-style-type: none"> ✓ COVID note ✓ Inception mission(s) and Report. ✓ Document review ✓ Delivering of Inception Report
Phase 3 (Data collection) Data collection Analysis workshops Debriefings				x x x	x			<ul style="list-style-type: none"> ✓ Country-level evaluation data collection ✓ Exit debriefing ✓ Debriefing presentations ✓ Aide-memoire or other type of country-specific deliverable
Phase 4 ¹⁰⁵ (Reporting) Draft reports Comments and revisions					x x x	x x x		<ul style="list-style-type: none"> ✓ Draft Evaluation Report (ER) with Matrix of comments ✓ Stakeholders' workshop ✓ Final ER
Phase 5 (Presentation) EB.A/2022 (June) + Management response						x	x x	<ul style="list-style-type: none"> ✓ Editing/ ER formatting ✓ Recommendations for Management Response

5.2 Evaluation team composition

91 A team leader (TL) and team members with appropriate evaluation and technical capacities will be hired to conduct the evaluation. The TL bears ultimate responsibility for all outputs, overall team functioning, and client relations.

92 The team leader requires strong evaluation and leadership skills, experience with evaluation of corporate policies, in the areas of post-conflict and transition; humanitarian and development policy and programming frameworks and principles; and in conflict sensitivity. Experience with the use of outcome-based evaluation approaches and ToC development is required. The TL primary is responsible for (a) setting out the methodology and approach in the inception report (IR); (b) managing the team

¹⁰⁵ To note that under new WFP OEV Quality Assurance provisions, the Summary Evaluation Report (SER) is drafted by the Evaluation Manager – and not by the Evaluation Team as done previously.

and overseeing the preparation of the deliverable; (c) consolidating team members' inputs to the evaluation products; (d) representing the ET in meetings with stakeholders; (e) delivering the IR, draft, final evaluation report, and evaluation tools in line with EQAS and agreed timelines.

93 Overall, the evaluation team members' skills-set and expertise should feature an advanced understanding of:

- WFP mandate, normative and strategic frameworks.
- WFP programming areas as cited in the policy.
- Humanitarian principles, and programming approaches in humanitarian settings.
- The interplay between conflict, food security and peace.
- WFP operational set up in-country including coordination frameworks in different contexts.
- Principles relevant for programming in development settings.
- Main UN policies and recent reform processes across the three pillars of UN work.
- Key IASC policies and positions (including on the nexus, AAP, GEWE, and centrality of protection).
- Humanitarian and development financing.

94 The team should also: have strong capacity in conducting global evaluations and using mixed methods built on qualitative and quantitative data collection and analysis approaches; and demonstrated experience in designing and facilitating both in-person and online focus group discussion and stakeholders' workshops.

95 The team will not have been involved in the design, implementation or monitoring of the WFP PBTS policy nor have any conflicts of interest. The evaluators are required to act impartially and respect the evaluation code of conduct including on ethics.¹⁰⁶

96 The evaluation team should comprise men and women of mixed cultural backgrounds. For specific country case studies, core team members may need to be complemented by national expertise. The team members should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (e.g. French, Arabic, Spanish, Chinese). Backstopping capacities for data analysis will be required to support the evaluation team.

97 The evaluation team members should contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, collect and analyse information; participate in team meetings with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report.

98 OEV support will be provided to compile relevant documentation, especially when not available in public domain, facilitate engagement with respondents and support the logistics of field visits.

5.3 Roles and Responsibilities

99 This evaluation is managed by OEV. Francesca Bonino has been appointed Evaluation Manager (EM) responsible for the evaluation preparation, design, first level quality assurance following EQAS. Deborah McWhinney, Senior Evaluation Officer in OEV, will conduct the second-level quality assurance, while Anne-Claire Luzot, Deputy Director of Evaluation will approve the TOR, budget, full evaluation report and summary evaluation report (SER).

100 The EM is responsible for drafting the TOR; selecting and contracting the evaluation team (ET); preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholder's workshop; participating in the inception mission and supporting the preparation of the field mission; conducting the 1st level quality assurance of the evaluation products (IR and ER) and

¹⁰⁶ UNEG (2016) Norms and Standards for Evaluation <http://www.unevaluation.org/document/detail/1914>

soliciting WFP stakeholders' feedback on draft products. The EM is also responsible for drafting the SER. The EM will be the main interlocutor between the team, represented by the team leader, the firm LTA focal point, and WFP counterparts to ensure a smooth implementation process. The OEV Research Analyst, Sameera Ashraf will provide research support throughout the evaluation. A detailed consultation schedule will be presented by the evaluation team in the IR.

101 To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of respondents.

102 In order to provide focused inputs, and a steer at key moments during the evaluation, an **Internal Reference Group (IRG)** will be established (see proposed membership in annex 2). An **External Advisory Group (EAG)** may also be considered. Specifically:

- the **IRG** draws from various Units and Offices within WFP on the basis of their stake in the peace/peacebuilding policy area, their established role, and expected interest in using the evaluation results. IRG members are asked to review all draft evaluation deliverables and participate in a stakeholder feedback workshop to discuss the emerging recommendations.
- if established¹⁰⁷ the **EAG** will draw from well-established expertise outside WFP, with the request to be available to meet with the evaluation team and review all the draft evaluation deliverables.

103 WFP stakeholders are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the PB-related activities; facilitate the evaluation team's contacts with stakeholders in the different countries that will be visited; set up meetings and field visits as needed. A detailed field visit schedule will be included in the IR.

104 The Deputy Director of Evaluation will approve the final evaluation products and present the SER to the WFP Executive Board for consideration.

5.4 Security considerations

Security considerations will vary depending upon the nature of the context and the nature of the contracting arrangements with WFP. Include/delete the following standard text provided in the below bullet points as relevant depending on whether the team will be hired through a service provider or as individual consultants.

105 As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the Evaluation Manager will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable UN Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5 Communication

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

106 It is important that Evaluation Reports are accessible to a wide audience contributing to the credibility of WFP – through transparent reporting – and the use of evaluations. Based on the stakeholder analysis, the communication and knowledge management plan (in annex 3) identifies the users of the evaluation to involve in the process and to whom to disseminate the report.

¹⁰⁷ Final decision to be taken during the evaluation inception phase.

107 As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. All centralized evaluation products will be produced either in English, Spanish or French. Emphasizing transparent and open communication, the Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The ToR and relevant evaluation tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country, regional and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone.

108 OEV will make use of data sharing software (MS Teams) to assist in communication and file transfer with the evaluation teams. In addition, regular teleconference and one-to-one telephone communication between the evaluation team and manager will assist in discussion any particular issue.

109 Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. OEV will organize a stakeholders' workshop after field work to discuss the draft evaluation findings, conclusions and recommendations.

110 The SER together with a Management Response will be presented to the EB in all official WFP languages in June 2022. OEV will ensure dissemination of lessons through the annual evaluation report, presentations in relevant meetings, WFP internal and external web links. COs and RBx are encouraged to circulate the final evaluation report to external stakeholders.

5.6 Budget

111 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 and travel costs and other costs as relevant.

ANNEXES

Annex 1. Evaluation timeline

The timeline will be adjusted depending on whether country travel will be feasible from Q2, 2021 onward (as discussed in ToR section 5.1).

	Key action	By Whom	Key dates
Phase-1 – Preparation			Oct 20- Feb 21
	Document and data collection feeding in ToR preparation (e-library)	EM + RA	Oct-Nov 2020
	Submission to DDoE for review	DDoE	3-10 Dec
	DDoE clearance to circulate the draft TORs to WFP stakeholders	DDoE	20 Dec 2020 deadline 20 Jan 2021 <i>extended to 27 January</i>
	Draft ToR shared with LTAs to start preparing their proposals	EM	21 Dec 2020 deadline 21 Jan 2021
	Revised TOR based on stakeholders' feedback	EM	2 Feb 2021
	QA2 check on the revised ToR reflecting stakeholders' feedback followed adjustments required to address QA2 comments	QA2 / EM	5 - 12 Feb
	Final ToR review, final adjustments required followed by clearance by DDoE and start of contracting process	DDoE / EM	16 -26 Feb
Phase-2 – Inception			March - July 2021
	Team preparation prior to HQ briefing (reading Docs)	Team	8-12 Mar
	HQ briefing – remote	EM & Team	12-22 March
	Inception Mission(s) in country – remote	EM+TL	23 Mar – 8 Apr <i>[considering Easter break 2-5 April]</i>
IR D0	Submit Draft Inception Report (IR) to OEV	TL	30 Apr
	EM first round of review on IR D0 followed by TL revisions	EM	7 May
	QA2 review	QA2	7-12 May
IR D1	Submit revised draft IR (D1) to Deputy Director OEV after revisions made by the ET have been reviewed by EM and approved by QA2	TL	17 May
	DDoE comment window on IR (D1)	DDOE	17-24 May
	Revisions to address DDoE's comments	TL	27 May
	Share IR with internal reference group for their feedback	EM	28 May –11 June <i>[IRG comment window]</i>
	EM + RA consolidate all comments and share them with TL	EM+ RA	15 June
	Submit revised IR (D2)	TL	21 June
	DDoE clearance to circulate the draft IR to WFP stakeholders	DDoE	25 June
	Circulate final IR to WFP Stakeholders FYI; post a copy on intranet.	EM	25 June
Phase-3 - Evaluation data collection phase			end June – Oct 2021
	Fieldwork & Desk Review. Field visits & internal briefings with CO and RB submitting a PPT presentation after each visit	Eval Team	25 June– Oct
	Overall debriefing with HQ, RB and COs Staff (ppt)	EM+TL	29 Oct
Phase-4 – Reporting			Nov 21 – Jan 22
ER Draft 0	Submit draft Evaluation Report (ER) to OEV	TL	17 Nov 2021
	EM review of Draft 0 followed by TL revisions	EM	22 Nov
	QA2 review followed by TL revisions	QA2	26 Nov – 3 Dec
Draft 1	Submission of ER (D1) to DDoE comment window	DDoE	7 -14 Dec
	Eval Team revisions to reflect DDoE's comment	TL	7 Jan 2022

	EM checks whether all comments have been adequately addressed	EM	10 Jan 2022
Draft 2	DDoE clearance to circulate draft ER to IRG	EM	12 Jan 2022
	Stakeholders' workshop with IRG participation	EM + TL	17-18 Jan 2022
	Deadline to receive stakeholders' comments	EM	21 Jan
	EM consolidates all WFP's comments (in a matrix) and share them with TL	EM	25 Jan
Draft 3	Submit revised draft ER (D3)	TL	31 Jan
	EM checks whether all comments on to the ER have been adequately addressed and if needed goes back to the TL to ensure final revisions are made	EM	2 Feb
	Summary Evaluation Report (SER)	EM	10 Feb
	QA2 Comments on draft SER followed by revision by ET	QA2	10-15 Feb
	DDoE feedback window on draft SER followed	DDoE	15-22 Feb
Draft 4	TL submits final draft ER to OEV	TL	7 Feb
	EM revision to draft SER to reflect DDoE comments received	EM	22-25 Feb
	EM seeks DDoE clearance to send draft SER to Executive Management /OPC.	EM	25 Feb
	WFP Executive Management / OPC comment window	EM	28 Feb – 11 March
	EM discusses comments received w/ QA2, and revise and finalise SER accordingly	EM	14-18 March
	Seek Final approval by DDoE. Clarify last points as needed	DDoE +EM	21-25 March
	EB Secretariat deadline		1 st April 2022 (*)
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/rec to CPP for MR + SER for editing and translation	EM	1 st April
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	May
	Presentation of Summary Evaluation Report to the Eb	DDoE	June
	Presentation of management response to the EB	CPP	June

(*) **NOTE:** Exact date still to be communicated by EB Secretariat <https://newgo.wfp.org/documents/formal-sessions-of-wfp-executive-board>

Abbreviations:

- DDoE: Deputy Director of Evaluation, WFP
- EB: Executive Board
- EM: Evaluation Manager (WFP Evaluation Officer assigned to this evaluation)
- OPC: Oversight and Policy Committee (of WFP)
- ER: Evaluation Report
- IR: Inception Report
- IRG: Internal Reference Group
- LTA: Long Term Agreement with WFP Office of Evaluation
- QA2: second level quality assurance in OEV
- RA: Research Analyst from WFP Office of Evaluation assigned to support the evaluation process
- CPP: WFP Corporate Planning and Performance
- SER: Summary Evaluation Report
- TL: Team Leader (independent consultant/from independent evaluation firm)

Annex 2. Role and composition of the evaluation Internal Reference Group (IRG)

Table 4 presents the proposed membership of the evaluation Internal Reference Group. Expected roles, and type of engagement of IRG members are outlined in section 5 of the Terms of Reference.

Table 4: Internal Reference Group for the Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings

Internal Reference Group for the Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings	
Department / Division / Office	Name / function
PD PRO-P Unit as policy owner	
PRO-P	Samir Wanmali (Dep. Director, PRO) and Rebecca Richards, Chief
Other Units / Teams in HQ	
PD-PRO / Access and Protection	Jesse Wood (proposed, TBC)
PD-PRO / Nexus	David Branca, Programme Policy Officer (focal point for peacebuilding)
PD-PROR	Philippe Crahay, Programme Policy Officer, Asset Creation, Livelihoods and Resilience Unit
PD-PROC	Vera Mayer, Programme Officer Climate & Disaster Risk Reduction Programmes Unit (with Pablo Arnal as alternate)
PD- GEN	Cecilia Roccato, Programme Policy Officer
PD-RAM	Research, Assessment and Monitoring Division (name TBC)
DED- EME	Emergency Department (name TBC)
PA-STR	Shannon Howard, Senior Strategic Partnerships Officer, Strategic Partnership Division
RM-CPP	Jennifer Stuttle, Monitoring Adviser
Regional Bureaux	
RBP	Veljko Mikelic, Humanitarian Policy Advisor
RBC	Jimi Richardson, Regional Advisor
RBJ	Tigest Sendaba, Programme Policy Officer – Humanitarian Advisor
RBD	Alexandre Lecuziat, Snr. Regional Emergency Preparedness and Response Adviser
RBN	Matthew Mcilvenna, Senior Programme Advisor, Emergency Preparedness and Response, and Patrick Mergey, Senior Security Officer (Head of Security Unit)
RBB	Samuel Clendon, Regional Programme Policy Officer

Annex 3. Communication and Knowledge Management plan

When	What	To whom	From whom	How	Why / What level of communication	When
Internal Communication						
Preparation		CO, RB, HQ	EM	Consultations, meetings, email	Review/feedback / For information <i>Consultation</i>	Oct- Dec 2020 / Jan 2021
TOR	Draft ToR Final ToR Summary ToR	CO, RB, HQ	EM:QA2	Emails, Web	Review / feedback For information <i>Operational & Strategic</i>	Feb 2021
Remote HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	EM	Email	Review/feedback For information <i>Operational & informative</i>	April – May 2021
Desk review/ Analysis debrief	Aide-memoire/PPT	CO, RB, HQ	EM	Email, Meeting at HQ + teleconference w/ CO, RB+HQ	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team <i>Operational</i>	July 2021
Evaluation Report	D1 ER	CO, RB, HQ	EM; QA2	Email	Review / feedback <i>Operational & Strategic</i>	Oct 2021
Stakeholder Workshop	D1 ER	CO, RB, HQ	EM	Workshop	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from –1 –R - <i>Operational & Strategic</i>	Nov 2021
Evaluation Report	D2 ER + SER only	CO, RB, HQ	EM; QA2	Email	Review / feedback (EMG on SER) <i>Strategic</i>	Dec 2021 – Feb 2022
Post-report/EB	2-page evaluation brief	CO, RB, HQ	EM; QA2	Email	Dissemination of evaluation findings and conclusions / <i>Informative</i>	June 2022
Throughout	Sections in brief/PPT or other briefing materials	CO, RB, HQ	EM	Email, interactions	Information about linkage to CSPE Series as opportunities arise <i>Informative & Strategic</i>	As needed
External Communication						
TOR	Final ToR	Public	OEV	Website	Public information	Feb 2021
Reporting	Final report; SER; Management Response	Public	OEV and RMP	Website	Public information	April 2022
Evaluation Brief	2-page brief	Board and Public	OEV	Website	Public information	April 2022
Executive Board	SER	Board	OEV & RMP	Formal presentation	For EB consideration	June 2022

Annex 4. Preliminary evaluability assessment

This annex expands further on some of the elements included in the ToR chapter 4 on evaluability assessment. It also provides an initial overview on the expected large and composite set of sources and data sets that will be used for the evaluation.

Gathering and reporting on results in the area of peacebuilding presents a number of challenges.

Some of the initiatives, whose results can be linked with the PBTS policy implementation **do not have specific peace/peacebuilding objectives**. However, in different contexts there has been some evidence gathered to highlight that activities did foster inter-ethnic cooperation for example by providing opportunities for people and communities to work together on practical issues. Depending on the context, such types of activities appear to have helped re-build trust within the community (e.g. in Cote d'Ivoire) or socialize across ethnic lines (e.g. in Kyrgyzstan), helping to breakdown mistrust and negative stereotypes. In those cases, if reported, **conflict resolution** is mentioned as being as **secondary benefit** of these efforts. (PB policy update, para 8-15)

The 2019 SIPRI Preliminary Report also elaborates on this issue. In some cases where WFP is helping to improve the prospects for peace, it is clear that this was part of the intention behind the project. In other cases, that is not so clear; it could be that some members of the project teams or country offices had peace in mind as they developed or implemented the project, but it is hard to be sure. This is because a key element that is normally found in programming on peace and conflict issues is missing in WFP's work. This missing element is what is known as the theory of change, which explains why a peace-positive outcome is expected from the project. (SIPRI and WFP, 2019:2).

When it comes to WFP support to peacebuilding at the national level, timeline issues can also affect the **visibility of WFP contribution to PB results** – e.g. if assessments are done too early. However, it is still possible to draw examples on of how food assistance can contribute to strategies for addressing conflict, which is a principal underlying cause of hunger. (PB policy update, para 15)

Sources: OEV compilation from PB Policy Update 2014; and SIPRI and WFP, 2019.

Annex 4.1 Possible sources and data sets for the evaluation

As with all WFP evaluations, a set of key documents and data set will be provided to the evaluation team (e.g. including CSPs and their related evaluations; ACRs, etc). The content of the table below is not exhaustive but indicative of the composite nature of secondary data that can be exploited for this evaluation, and to which the evaluation team is requested to add to, and complement as needed to reach the expected standards of triangulation and evidence quality.

Table 5: Possible secondary sources and data sets for the evaluation

Secondary data and sources	Relevance / expected use – examples
WFP-specific documents/reports (including CSPs, ACRs, APR, thematic APR reports)	✓ start building a picture of implementation, reporting and results
Field notes, case study write up, ToC and other deliverables part of SIPRI field-level work	✓ gather more detailed nuance of country level application of elements of the PBTS policy
Uppsala Conflict Data Programme https://ucdp.uu.se/	✓ To retrieve real-time data on conflict, actors and countries in conflict and analysis on post-conflict and peacebuilding issues
SIPRI and PRIO (Peace Research Institute Oslo) thematic and country-specific analysis and data sets	✓ To access region / thematic / conflict and post-conflict specific analysis and data
Household Economy Analysis (HEA) as available	✓ See for instance country specific HEA generated as part of the Dfid TEER programme of research
WFP data from community and feedback mechanisms (CFM) where available	✓ Add to and triangulate other country / location / activity specific data sets and reports
WFP VAM Migration pulse data (as available)	✓ add to and complement country specific data– including emphasis on perception data. See example on Libya
World Bank Fragility, Conflict and Violence (FCV) data and analysis portal	✓ To access thematic analysis and overview on specific projects in FCV contexts.
3iE evidence maps / evidence hub data sets, evidence mapping studies	✓ provide a starting point for cross country as well as thematic analysis. See for example: Building peaceful societies: an evidence gap map Achieving the SDGs in Africa: A Cross-sectoral Evidence Gap Map including reference to impact evaluations and systematic reviews that touch on SDG16.
FFP – Fund for Peace	✓ To access conflict and fragility data and country ranking information
Country-specific evaluation commissioned by the PBF	✓ add to and complement country specific data
Financing instruments and platforms	✓ Grand Bargain analysis and data sets ✓ Data from Multi-Partner Trust Fund build a picture of financing across the three pillars of UN work
Evaluative analysis of country / crisis response / themes	✓ expand depth and breadth of analysis and contribute to triangulation. Possible sources: - IASC IAHEs (thematic and country specific) - WFP-commissioned evaluations - UNDAF evaluations (until 2019) and UNSDCF evaluations - ALNAP EvalMapper - OECD DEREC evaluation repository
SDGs reports and country / Gov-led data sets and analysis	✓ contribute to triangulation and deepen understanding of context. May include SDG reports and VNRs as available
Population and crisis specific data sets and reports	✓ UNHCR CRRF-related data ✓ IOM migration compact data
Source: OEV compilation	

Annex 5. Preliminary criteria for country selection / country selection matrix

Table 6 presents the criteria that have been used to identify the long list of country that could be included in the evaluation. In the next page is table 7, presenting the most comprehensive list of countries that was initially drawn, to then inform the long list included in the ToR (section 4.2).

Table 6: Criteria to identify long list of possible countries to be included in the evaluation

Proposed criteria / features of interest	Values / brief description and rationale
PB-specific information	
Engagement in WFP-SIPRI work	Y/N details and timeframe
PBF recipient	Y/ N – details. Link to PBF evaluation reports
Reference to PB in CSP documents	The evaluation will cover a mix of countries whose CSP do and do not feature PB references to explore different entry points and approaches to engage in peace-related work.
Geographic and context information	
Geographic balance	Ensure coverage across the six WFP regions. Minimum of two countries per region targeted by different evaluation data collection activities
Income classification	Ensure diversity across income brackets using the World Bank classification .
Inclusion in the Fund for Peace Fragile States Index (FSI)	Inclusion in the FSI index is considered at two points in time: in 2014 and in 2020 to explore WFP engagement in PB in different evolving contexts.
State fragility / Political instability	Inclusion in 2020 top 15 countries based on the Fragile state-based or Political Instability FSI Indicators.
Early Recovery programmes	Based on information by the Global Early Recovery Cluster
Coordination architecture	Ensure that the evaluation reflects diversity of coordination architectures in-country . <ul style="list-style-type: none"> ✓ UN missions/ peacekeeping / political missions ✓ Humanitarian situations where IASC coordination applies ✓ Inter-agency UNHCR-led refugee responses ✓ 3RPs Regional Refugee and Resilience Plans
WFP general information	
Humanitarian situation classification	Purposeful representation of Level 2; Level 3; Corporate Emergency situations
Size of WFP operations	Based on number of WFP Staff and Needs Based Plan
I-/ CSP status and timeline	Timeline information about the last or current cycle
OEV and other oversight- specific information	

This criterion considered: 2019-20 ongoing or planned I- / CSP evaluations; 2018-20 relevant ongoing or completed Decentralised Evaluations; 2018-20 inclusion in Strategic, Policy, Impact, or Corporate Emergency Evaluations.

Ongoing or completed **audit missions** were also considered.

Source: OEV compilation from different sources

Table 7: Initial extended mapping of countries that could be considered for the evaluation

COUNTRIES	CSP Evaluation info (year/planned/ completed) – Information may be subject to change. Last updated on 23 February 2021	Engagement in SE Technology / JE RBA /IE windows ¹⁰⁸	Notes	Peace keeping op.	DPPA Special Mission	Peace Building Fund	SIPRI Case country	Fragile state based on Political Instability Indicator (2020 top 15)	Referred to in the PBTS policy, Policy Update or WFP 2018 Nexus paper	Transitioned from fragile (top 15 in 2014) to non-fragile (in 2020) on state stability indicator
RBB										
Afghanistan (LI, L)	CSPE planned start Q4, 2020		Early focus on capacity strengthening for Do-no-Harm. Relevant ongoing work with IDS Opportunity for integration with CSPE given CSP focus on transition towards peace.						√	√
Kyrgyzstan (LMI, S)	Planned CSPE start		SIPRI country engagement PBF recipient			√	√		√	
Nepal (LI, M)	CSPE possible new start (TBC)	JE RBA mission								
Philippines (LMI)			Ongoing study / engagement in the area of citizen-state linkages							
Bangladesh (LMI)	CSPE completed	SE Tec	CSPE to be tabled EB1/2021							
Myanmar (LMI, LS, L2)	Initially planned CSPE for 2021, TBC				√					√
Sri Lanka (UMI, S)	CSPE start in Apr 2021		Opportunity for integration with CSPE given CSP focus on transition towards peace. PBF funded programme			√				
RBC										
Lebanon (UMI, L, L2)	Ongoing CSPE expected EB2/2021		Linked to the Syria situation	√	√				√	

¹⁰⁸ Link to thematic WFP Impact Evaluation portal page: <https://www.wfp.org/impact-evaluation>

Libya (UMI, L, L2)	-				√	√		√		
Syria (LI, L, L3)	Planned for 2022	Ongoing Impact Eval window (CBT and GEN)			√			√		
Iraq (UMI, L, L2)	-	Impact Eval (CBT + GEN) SE Tec	SIPRI country engagement Allocation 2030 Fund Dedicated CO capacities		√		√	√		
State of Palestine (LMI)	CSPE ongoing									
Yemen (LI, L, L3)	-				√				√	√
RBD										
Burkina Faso (LI)			SE Joint RBA Collaboration – desk study							
Mali (LI, L)	-	Ongoing IE window (Climate + Resilience)	SIPRI country engagement	√		√	√		√	
Mauritania (LMI)	CSPE ongoing		Recently received training on conflict sensitivity			√				
Gambia (LI)	CSPE ongoing		PBF recipient			√				
CAR (LI, L, L2)				√	√	√			√	√
Nigeria (LMI, L, L3)	CSPE to start in March 2021				√				√	
Cote d'Ivoire (LMI, M)	-								√	
Cameroon (LMI, M)	Completed		Completed CSPE (EB2/2020) including elements of analysis on the double and triple nexus							
Guinea Bissau (LI, S)					√	√				√
Guinea (LI, S)	CSPE possible new start TBC					√		√	√	
Chad (LI, L)	CSPE ongoing					√		√		
RBJ										
DRC (LI, L, L3)	Completed	Ongoing IE window (Climate and Resilience) SE Tec	Complete conflict analysis (with HQ funding and support to CO). Completed CSP Evaluation (EB2/2020)	√	√	√		√		

Congo (LMI, M)								√		
Mozambique (LI)	CSPE ongoing		i) PBF recipient for cross country project between Mozambique and Tanzania; (ii) Northern Mozambique is also categorised as L2			√				
Zimbabwe (LMI, L, L2)	CSPE ongoing		In the top 15 most fragile states					√		
RBN										
Burundi (LI, M)	-				√	√				
Kenya (LMI, L)	Planned for 2021 (TBC)	JE RBA (I) Impact Eval (CBT + GEN)								
Ethiopia (LI, L)										
Somalia (LI, L)	-			√	√				√	√
Uganda (LI, L)			CRRF focus							
South-Sudan (LI, L, L3)	Possible CSPE new start (TBC)		Long-standing engagement in this policy area since the time of PBTS policy drafting	√	√	√	2020 SIPRI study postponed due to COVID	√	√	
RBP										
Colombia (UMI, M, L2)	-	SE TEC; JE RBA	SIPRI country engagement contributing to conciliation and reintegration of ex combatants; presence of non-state armed actors; New UN Cooperation Framework incorporating humanitarian elements. Included in SE Technologies and JE RBA		√		√			
Haiti (LI, M)	CSPE start in Jan 2021 / completed Sept 2021		Complementarity with CSPE		√			√		
El Salvador (LMI, M)	Ongoing CSPE		SIPRI country engagement PBF recipient			√	√			
Nicaragua (LMI)			SIPRI country engagement							
Guatemala (UMI, M)			Response in the dry corridor							

Source: OEV compilation from different sources including WFP Management Plan (2021–2023). CSPE information last updated as of 23 February 2021 and some details may be subject to change.

Legend and abbreviations used:

- World Bank Classification: "HI" High income "LI" Low Income "UMI" Upper middle income "LMI" Lower middle income
- WFP operation size based on CO Needs based plan budget "L" Large; "M" Medium; "S" Small
- WFP classification for emergency response "L2" Level 2; "L3" Level 3
- SE Tec refers to the Strategic Evaluation on the Use of Technology in Constrained Environments Collaboration
- JE RBA refers to the Joint Evaluation on the collaboration among the UN Rome-based Agencies
- IE refers to Impact Evaluation windows

Notes:

- CSPE plans for some countries are not finalized yet. Information may be subject to change
- All the countries having special DPPA missions as part of larger collaborations within a region and not any specific country focus have not been covered.

Annex 6. References to recent and relevant WFP evaluations referring to Peacebuilding in Transition Settings, and other expanded references

PBTS Policy direction / thematic area	Reference
<p>Conducting Risk Analysis in Transition Settings</p>	<p>WFP was generally recognized for its strong capacity to assess needs, including the specific needs of different gender, age, and socio-cultural groups. To strengthen assessments in areas with limited access, WFP has invested in technological solutions, in particular mobile vulnerability analysis and mapping (mVAM). Despite these efforts, field teams and partners highlighted constraints regarding needs-assessment data as a significant challenge in the majority of operations visited for this evaluation. This included, for example, extrapolations based on limited samples of primary data and outdated census data; host government interference with needs-assessment data; and problems regarding the dissemination, sharing, and mutual triangulation of data.</p> <p>Evaluation recommends developing a coherent corporate position on how to react when host governments seek to significantly challenge or influence needs assessment data (Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts, 2018)</p>
<p>Using Conflict-Sensitive Programming in Transition Settings (<i>Ref to Humanitarian development Peace Nexus</i>)</p>	<p>WFP policy and strategic commitments to maximize WFP's potential contribution to approaches connecting humanitarian, development and peace work are limited by lack of practical guidance and tools and the limited use of programme options. Other constraints include donor perceptions that WFP does not have this type of expertise, the range of partners and partnership management systems led by short-term agreement, potential overlap with other organizations' mandates and an organizational focus on outputs that build immediate food security rather than the outcome of long-term community resilience. There is increasing interest in linking with national social protection systems working with government but this can present challenges to humanitarian principles in some contexts. (Strategic evaluation of WFP's capacity to respond to emergencies, 2020)</p> <p>The IRM has heralded a shift in WFP's ambitions, changing the way that it describes its role and improving transparency. Funding, however, has not yet fully followed suit. The perception among some that promises about flexible and predictable funding for the humanitarian–development–peacebuilding nexus have been broken, as well as increasing donor expectations for detailed and specific reporting, have contributed to an unrealistic set of expectations on the part of both WFP and donors. (Strategic Evaluation of Funding WFP's Work, 2020)</p> <p>WFP was invited to lead in developing a United Nations analytical framework on risk and resilience aiming to bring a greater conceptual clarity, and to operationalize it in a common and joined-up fashion across the humanitarian-development-peace nexus. This has reached the development stage for operational guidelines that will be implemented by United Nations country teams; only a very limited number of informants at WFP headquarters are aware of this initiative and there is concern that without the conceptual clarity of an agreed framework, the guidelines might not gain traction. (Strategic Evaluation of WFP Support for Enhanced Resilience, 2019)</p> <p>Interviewees stressed the important role that WFP, as leader of the Global Logistics Cluster, plays in facilitating the access of other organizations. Ninety-three percent of interviewees provided positive feedback on these services. (Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts, 2018)</p>

	<p>The importance of addressing the structural causes of vulnerability is largely absent from WFP’s definition of resilience, which has implications for WFP’s dual humanitarian–development mandate and work along the humanitarian–development nexus. The exception to this finding were gender and nutrition teams, especially at headquarters, which focus on individual capacities and social inequalities alongside support for institutional responses.’ (Strategic Evaluation of WFP Support for Enhanced Resilience, 2019)</p>
<p>Using Conflict-Sensitive Programming in Transition Settings <i>(Ref to Restoring Livelihoods and Social Service Delivery as Peace Dividends)</i></p>	<p>The role of food security for avoiding or de-escalating tension has been considered by WFP and its partners, but there is no uniform approach. WFP staff in Kyrgyzstan used asset creation to reduce natural resource and border-related tensions and conditionality was considered a mechanism for refugees to demonstrate their contribution to host communities in Lebanon. Social cohesion is part of the Regional Refugee and Resilience Plan (3RP) for the Syria response (alongside supporting host government capacities and prevent spiralling poverty). However, in the eighth year of the crisis funding commitments for these activities remain far smaller than those for basic needs, food security, and health/nutrition. Future evidence on the effectiveness of food and assets to support or even hinder social cohesion and individual responses should be accounted for in WFP discussions on whether a new approach to enhance resilience in these contexts is viable.</p> <p>The role of FFA in peacebuilding is being explored in Kyrgyzstan and elsewhere; however, as in Lebanon, from the examples witnessed the contribution is closer to reducing social tension than establishing peace from an active conflict. (Strategic Evaluation of WFP Support for Enhanced Resilience, 2019)</p>
<p>Using Conflict-Sensitive Programming in Transition Settings <i>(Ref to Do no harm)</i></p>	<p>The integration of different agendas raises important questions for the application of humanitarian principles. Particularly problematic are proposals to integrate aid with peace and security activities, which could pressurize humanitarian organizations into focusing on areas that are strategically important or “liberated” from groups designated as “terrorist” rather than prioritizing depending on need.</p> <p>Food is essential to survival and it can also attract efforts to manipulate or divert aid. Moreover, conflict parties in several contexts have been using food deprivation and starvation as a war tactic, deliberately restricting access for WFP. Several external interviewees questioned whether WFP has a sufficient understanding of how its assistance affects the war economy. No country office visited for this evaluation had conducted structured analyses of the political economy of aid in the given context.</p> <p>The cooperating partners and commercial providers interviewed were also almost unanimously of the opinion that their adherence to humanitarian principles was not an important criterion in due diligence and partner selection by WFP. Interviewees provided examples indicating that current selection and vetting procedures are insufficient: in one operation, a WFP partner also implemented a political stabilization project for the United Nations mission in the same area; in another, the partner sub-contracted a local organization with an overtly religious orientation; and in others, commercial partners also worked for political actors and parties to the conflict without the knowledge of WFP. Aware of this corporate shortcoming, some country offices, including those in Syria and Yemen, have started to develop their own due diligence standards, which WFP could build on for a stricter and more coherent corporate approach. (Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts, 2018)</p>
<p>Working with Peacebuilding Partners in Transition Settings</p>	<p>As suggested in the 2015 Resilience Policy, the community and advocacy approaches of civil society organizations will be important for targeting root causes of vulnerability. Many of the WFP civil society organization partners met in this evaluation were active in these areas. However, the WFP position on what it considers appropriate at this level appears to be split: the policy on emergency preparedness describes a strictly apolitical approach to working at the community level and the peacebuilding policy counsels the use of local-</p>

	<p>level approaches to avoid the political risks of working with fragile national governments. Other units have increased their community engagement designs, especially for targeting, but past evaluations have pointed out risks from not sufficiently considering the social and political conditions manifest at the local level. The lack of clarity means that WFP may not be learning as much as it could from civil society organizations' approaches and/or potentially creating organizational risks. (Strategic Evaluation of WFP Support for Enhanced Resilience, 2019)</p> <p>While interviewees and survey respondents indicated that donor pressure on WFP to follow non-humanitarian objectives was relatively rare, there is little evidence of WFP refusing donor funding, even when tied to conditions. While the majority of affected people surveyed believed that WFP was independent of its donors, many interviewed staff and partners said that WFP was donor-driven and hesitant to better use its strategic position to influence donors. (Page 11,35) The evaluation also recommends establishing criteria for rejecting funding when conditions conflict with humanitarian principles;</p> <p>WFP's neutrality tended to be perceived less positively, especially by external stakeholders. Among affected populations, 46 percent of survey respondents said that WFP was working to help one side in the conflict win. The main reason for WFP's perceived lack of neutrality was its close relationships with governments, particularly in situations where governments were party to ongoing conflicts. This was further confirmed in nine of 11 evaluations that discussed the role of the host government, questioned whether WFP cooperated too closely and indicated that at times governments exerted influence over operations and restricted assistance for specific groups. Interviewees linked WFP's close cooperation with host governments to its status as a United Nations agency, the lack of a clear distinction between development and emergency operations and WFP's limited role in advocating the application of and raising host government awareness of HPs.</p> <p>The evaluation team also found a strong and positive relationship between WFP staff presence and its coverage of total needs, as well as a strong correlation between coverage and the availability of non-governmental organization partners. By contrast, coverage did not appear to be directly affected by other factors such as the presence of integrated peacekeeping missions, the level of engagement of other humanitarian organizations, the level of funding per person in need, the level of travel restrictions or the number of staff at the province level.</p> <p>(Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts, 2018)</p>
--	--

Source: OEV compilation from different evaluation reports.

Annex 6.1 Expanded references to policy elements, and peace/peacebuilding concepts

Annex 3.1 Guiding principles for WFP's engagement in PB as included in the policy document

The 2013 PBTS policy refers to three different sets of principles drawing from (i) the Principles for Good International Engagement in Fragile States and Situations (ii) the recommendations of UNSC Resolution 1325 on women, peace and security and (iii) the Humanitarian Principles that should guide policy implementation:

- (1) *Understand the context*. WFP food and non-food assistance should be informed by a careful risk analysis to ensure that it does not inadvertently exacerbate conflict and that opportunities to support peace are identified. The analyses also need to recognize and account for the different sub-national contexts and the various vulnerabilities related to age, gender and special needs.
- (2) *Maintain a hunger focus*. WFP is not taking on a new mandate. WFP's efforts in countries emerging from conflict mean working to address the underlying causes of hunger.
- (3) *At a minimum avoid doing harm*. WFP's food assistance processes—including the way that food is delivered—should respect the safety and dignity of people receiving assistance, and where possible, should reinforce peace initiatives. (These efforts will include the prevention of sexual exploitation and abuse by its staff of individuals in need of assistance, in line with WFP's corporate policies).
- (4) *Support national priorities* where possible, but follow humanitarian principles where conflict continues. WFP interventions and partnerships will align with national priorities for transitioning out of conflict, but where violence continues, WFP interventions will be pursued in accordance with its humanitarian principles and international law.
- (5) *Support UN coherence*. WFP's efforts should align with broader UN peacebuilding efforts, including integration, but when appropriate should establish space for humanitarian activities.
- (6) *Be responsive to a dynamic environment*. In countries emerging from conflict, different sub-national contexts will exist, and the approach may need to be tailored to the complex and dynamic situation within the country.
- (7) *Ensure inclusivity and equity*. Based on analyses that include assessments of vulnerabilities related to age, sex and diversity, priority should be given to the most food-insecure, marginalized individuals and communities to ensure the equitable and inclusive provision of assistance.
- (8) *Be realistic*. WFP can make meaningful contributions to peacebuilding. However, addressing hunger and supporting reconciliation and normalcy are not panaceas on their own.

Source: WFP PBTS policy, para 18.

Annex 3.2 References to WFP frameworks and key documents

Excursus on concepts as reflected in WFP policies pre-dating the 2013 PBTS policy

In the late 1990s, in a context of increasing complex emergencies, WFP began grappling with its approach to transition in post-crisis situations. Some of the WFP policies predating the 2013 one on WFP's role in peacebuilding in transition settings introduced, as precursor, some of the concepts subsequently explored in the PBTS policy.

The 1998 policy "From Crisis to Recovery" (WFP/EB.A/98/4-A) established the protracted relief and recovery operation (PRRO) programme category and is itself an explicit strategy for moving from emergency to longer-term interventions.

"Food Aid and Livelihoods in Emergencies" (WFP/EB.A/2003/5-A) addressed WFP's work in transition settings including a commitment to promoting greater coherence between its emergency and recovery interventions.

“Exiting Emergencies” (WFP/EB.1/2005/4-B) addressed WFP’s work in transition settings and went further in providing programme options for transitioning out of an emergency, together with tools for doing so.

Other contributions to the evolution of WFP’s thinking in the area of PB included:

- the gender policy (WFP/EB.1/2009/5-A/Rev.1), which highlighted the need to pay attention to the burden faced by women in conflict-prone countries.
- the policy on disaster risk reduction and management (WFP/EB.2/2011/4-A), which complements WFP’s work supporting transitions towards peace by building the resilience and capacity of the most vulnerable people, communities and countries.
- the humanitarian protection policy (WFP/EB.1/2012/5-B/Rev.1) identified the need for context analysis and safeguarding beneficiaries, especially in conflict settings, and the importance of implementing WFP’s commitments on Accountability to Affected Populations (AAP).

Source: WFP PBTS policy, para 14-15.

2019 OECD-DAC recommendation on the nexus

OECD’s Development Assistance Committee (DAC) approved a new framework in February 2019, to guide their approaches to, and implementation of, the ‘nexus’. This framework – the DAC Recommendation on humanitarian-development-peace nexus – is a formally monitored legal instrument that is expected to influence both the allocation and implementation of ODA.

The Recommendation sets out 11 ‘principles’ structured along the following pillars:

- The Coordination pillar emphasizes joint, gender-sensitive and risk informed analysis, empowered leadership and political engagement.
- The Programming aspect includes the need for prevention, mediation and peacebuilding, putting people at the centre, doing no harm, aligning with the risk environment, strengthening national and local capacity and promoting learning.
- Finally, better evidence-based financing strategies, which are predictable and multi-year, are the key principals under the financing pillar.

Against these principles the Recommendation promotes the engagement of a diverse range of actors, based on their respective comparative advantage, a shared understanding of risk and vulnerability and an approach that prioritises ‘prevention always, development wherever possible, humanitarian action when necessary’.

Importantly, it encourages closer collaboration between the bilateral and multilateral system – particularly considering that the UN system delivers around 89% of humanitarian ODA in fragile contexts; whereas almost 80% of development ODA is delivered through bilateral mechanisms in these same settings.

Source: OECD DAC 2019

Annex 7. Bibliography

1. Evaluation Process
1.1 Evaluation guidance -OEV
1.1.1 Guidance for Process and Content
Guidance for Process and Context - PE
1.1.2 Templates and Quality Checklists
Comments Matrix Template
Evaluation Brief Template
Evaluation Budget and Timeline Template.xls
Evaluation Matrix Template
Evaluations keywords checklist.xlsx
OEV Presentation Branded Template.pptx
Quality Checklist for Evaluation Report - PE
Quality Checklist for Inception Report - PE
Quality Checklist for Summary Evaluation Report - PE
Quality Checklist for ToR - PE
Talking Points Template
Template for Evaluation Report - PE
Template for Inception Report - PE
Template for Summary Evaluation Report - PE
Template for ToR - PE
Top 10 Lessons Template 2016
Top 10 Lessons Template
1.1.3 Technical Notes (TN)
2013_TN on Efficiency
2013_TN Communication Learning Plan
2016.08_TN on Glossary of Terms
2017.08_TN on Impact Evaluation
2017.08_TN on Joint Evaluations
2018_TN on Country-specific Evaluation Planning & Budgeting
2016.12_TN on Engaging with donors on evaluation
2017.08_TN on Evaluation Principles
2017.08_TN on Independence and Impartiality
2016.08_TN on Using Logical Models in Evaluation
2016.08_TN on Methodology
2017.04_TN on Stakeholder Analysis
2017.08_TN on Evaluation Questions and Criteria
2017.09_TN on Integrating Gender
2017_Checklist for Integrating Gender
2017.09_Quick Guide for Integrating Gender
2017.07_TN on Evaluation Matrix
2017.04_TN on Quality of Evaluation Recommendations
2019_How to conduct evaluability assessment - short
2019_Gender and Evaluation Quick Guide
2020.04_TN planning and conducting evaluations during Covid-19
2020_ED circular on acronyms
Supplementary editorial standards for evaluation reports
2. WFP Strategies, Policies and Reports
2.1 WFP Strategic Plan & Results Frameworks
2.1.1 2008-2013
2007_WFP Strategic Plan 2008-2013
2007_Strategic Results Framework 2008-2013
2.1.2 2014-2017
2013_WFP Strategic Plan (2014-2017)
2013_Strategic Results Framework (2014-2017)
2015_Strategic Results Framework (2014-2017) Indicator Compendium

2015_Management Results Framework (2014-2017)
2015_WFP Orientation Guide
2016_Mid-Term Review of the WFP Strategic Plan (2014–2017)
2016_Evaluability Assessment Of 'FP's Strategic Plan (2014-2017)
2013_WFP Strategic Plan (2014-2017)
2.1.3 2017-2021 (See also 2.2 IRM)
2016_WFP Strategic Plan 2017-2021 (Official EB version)
2016_Corporate Results Framework 2017-2021
2017_WFP Strategic Plan 2017-2021 (External Audience)
2017.10_CRF Management Performance
2018.11_Revised Corporate Results Framework 2017-2021
2.1.4 2022-2026
2020_Context analysis - EB consultation for upcoming CSP
2020_Context analysis - EB consultation for upcoming CSP PPT
2.2 Integrated Road Map
2016.11_Integrated Road Map
2016.11_Pillar–1 - Strategic Plan (2017–2021)
2016.11_Pillar–2 - Policy on Country Strategic Plans
2016.11_Pillar–3 - Financial Framework Review
2016.11_Pillar–4 - Corporate Results Framework (2017-2021)
2.2.1 Updates & Presentations
2016.02_Update on IRM for the Strategic Plan, CSPs and FFR
2016.06_Update on IRM for the Strategic Plan, CRF, Policy on CSPs and FFR
2016.12_IRM Narrative
2016.12_IRM Talk Track
2016.12_Understanding the IRM Presentation - Condensed
2017.02_IRM in Brief
2017.03_Understanding the IRM Presentation - Full
2017.05_IRM Summary
2017.11_Update on the Integrated Road Map
2018.02_Implementation of the IRM
2018.06_Update on the IRM
2018.11_Update on the IRM
2.3 WFP Management Plans
2011_WFP Management Plan 2012-2014 Executive Summary Follow Up Briefing
2012_WFP Management Plan 2013-2015
2013_WFP Management Plan 2014-2016
2014_WFP Management Plan 2015-2017
2014_WFP Management Plan 2015-2017_Addendum on PSA
2015_WFP Management Plan 2016-2018
2016_WFP Management Plan 2017-2019
2017_WFP Management Plan 2018-2020
2018_WFP Management Plan 2019-2021
2019_WFP Management Plan 20–0 - 2022
2.4 Annual Performance Reports
2011_APR for 2011
2012_APR for 2012
2013_APR for 2013
2014_APR for 2014
2015_APR for 2015
2016_APR for 2016
2017_APR for 2017
2018_APR for 2018
2019_APR for 2019
2.5 MOPAN Assessment
2019_MOPAN 20–7 - 2018 Assessment - WFP
2.6 Organizational Charts and WFP Global Presence Map

2019.01_WFP Organigram - Jan 2019
2020.10_WFP Organigram
2020.12_WFP Global Presence Map
2.7 Emergency Classification
2020_WFP Emergency Response Timeline (2011-2020)
2020.12_List of L3, L2 and monitored countries
2.8 Evaluation reports
2.8.1 Annual Evaluation Reports
2014_Annual Evaluation Report 2014
2015_Annual Evaluation Report 2015
2016_Annual Evaluation Report 2016
2017_Annual Evaluation Report 2017
2018_Annual Evaluation Report 2018
2019_Annual Evaluation Report 2019
2.8.2 Operation Evaluation Syntheses
2014.10_Synthesis 2013-2014
2015.10_OpEv Synthesis 2014-2015
2016.10_OpEv Synthesis 2015-2016
2017.10_OpEv Synthesis 2016-2017
2017.11_OpEv Regional Synthesis 2013/2017 - Asia and Pacific
2017.11_OpEv Regional Synthesis 2013/2017 - MENA
2017.11_OpEv Regional Synthesis 2013/2017 - West-Central Africa
2017.11_OpEv Regional Synthesis 2013/2017 - Latin America
2017.11_OpEv Regional Synthesis 2013/2017 - South Africa
2017.11_OpEv Regional Synthesis 2013/2017 - East-Central Africa
2.8.3 Selected relevant evaluations
Strategic Evaluations
2020_Strategic Evaluation of 'FP's Capacity to Respond to Emergencies
2019_Strategic Evaluation of WFP Support for Enhanced Resilience
Policy Evaluations
2017_Evaluation of the WFP Corporate Partnership Strategy (2014-2017)
2018_Evaluation of WFP Policies on Humanitarian Principles
2018_Evaluation of 'FP's Policy on Humanitarian Protection
2019-Evaluation of 'FP's Safety Nets Policy
Corporate Emergency Response Evaluation
2018_Evaluation of the 'FP's Regional Response to Syrian Crisis (2015-2017)
2019_WFP's Corporate Emergency Response in Northeast Nigeria (2016-2018)
Country Portfolio Evaluation
2016_Iraq An evaluation of WFP's portfolio (2010 - 2015)
2016_Palestine An evaluation of WFP's portfolio (2011 - 2015)
2017_South Sudan An evaluation of WFP's portfolio (2011 - 2016)
2017_Srilanka An evaluation of WFP's portfolio (2011 - 2015)
2018_Cameroon An evaluation of WFP's portfolio (2012 - 2017)
2018_CAR An evaluation of WFP's portfolio (2012 - 2017)
2018_Ethiopia An evaluation of 'FP's Portfolio (20-2 - 2017)
2018_Mali An evaluation of WFP's portfolio (2013 - 2017)
2018_Somalia An evaluation of WFP's portfolio (2012 - 2017)
2018_Ethiopia An evaluation of 'FP's Portfolio (20-2 - 2017)
Country Strategic Plan Evaluations
2020_WFP DRC Interim Country Strategic Plan Evaluation (2018-2020)
2020_WFP Bangladesh Country Strategic Plan Evaluation
2020_WFP Cameroon Country Strategic Plan Evaluation
2020_WFP Indonesia Country Strategic Plan Evaluation
2020_WFP Timor-Leste Country Strategic Plan Evaluation
Syntheses
2018_Synthesis Report of Operations Evaluations 2016-2017
2019_Synthesis Country Portfolio Evaluations in Africa
Synthesis of Evidence and Lessons from PEs 2011-19

Decentralized Evaluations
2018_Somalia inter-Agency Cash Working Group. "Evaluation of the 2017 Somalia Humanitarian Cash-Based Response"
2018_WFP Kenya. DE on effects and a cost benefit analysis of the GFD Cash Modality scale up
2019_WFP Malawi. "DE of the School Meals Programme Malawi with financial support from USDA) 2016 to 2018
2019_WFP Central African Republic. "Evaluation thématique sur les questions de genre dans les interventions du PAM en RCA 2014-2018"
2019_WFP Burundi. "Évaluation des programmes intégrés de cantines scolaires de 2016-2"18"
2.9 Audit Reports
2017_WFP Audit on Beneficiary Management
2019_Internal Audit of Vulnerability Management in WFP
2019_Advisory Report on Data Protection and Privacy - Summary
2020_OIGA Assurance Work Plan 2020
2020_Advisory Assurance on Accountability to Affected Populations
2020_Internal Audit of WFP Operations in Yemen
2020_Advisory Assurance Report on Beneficiary Data Mapping
2.10 WFP Policies
2015_WFP Evaluation Policy
2016_WFP Knowledge Management Strategy
2.10.1 Partnership
2014.07_WFP Corporate Partnership Strategy (2014–2017)
2019.11_WFP Private-Sector Partnerships and Fundraising Strategy (2013–2017)
2.10.2 Gender
2015_Gender Policy 2015-2020
2016.02_Gender Action Plan 2015-2020
2017_EB Update on Gender Policy
2018_UN-SWAP 2.0 Framework and Technical Guidance
2.10.3 Protection
2012_WFP's Humanitarian Protection Policy
2016_WFP protection guidance manual
2020_WFP Protection and Accountability Policy
2.10.4 Humanitarian Access and Principles
2004_WFP_Policy on Humanitarian Principles
2006_WFP_Policy on Humanitarian Access and its Implications
2014_WFP_Humanitarian Protection Policy Update
2017_OSZPH_Humanitarian Access - Operational guidance manual
2018_OEV-OSZ_Humanitarian Principles WFP Decision-Making Case Studies
2018_WFP_Evaluation of WFP Policy on Humanitarian Protection MR
2.11 Covid related Documents
2020_WFP_Responding to COVID-mid-term PoW
2020_WFP_Responding to COVID-mid-term PoW Summary Note
WFP_COVID and conflict sensitive programming-ENG
2020_WFP_Protection AAP disability conflict sensitivity
3. WFP PB-related policies, strategies, guidelines and reports
3.1 Policies and Strategies
2013_Policy on WFP's role in PB and Transition settings
2013.09_WFP EB informal consultation on the policy on WFP's role in Peacebuilding in Transition Settings
2014_Update on the Peacebuilding Policy
3.2 Division and Unit Organigram and Reports
2020.09_WFP_Intro Peace Measurement Ref Groups
OSZPH service and offerings
OSZPH_newsletter 2
OSZPH_newsletter 3
3.3 Guidelines and Analysis
2011_WFP_Food Insecurity and Violent Conflict Cause
2018_WFP and linking the HDP action
2018_WFP paper on the HDP nexus
2018_WFP_How can 3PA and FFA support PB
2018_WFP_Linking HDP Action

2018_WFP_New Way of Working key messages
2018_WFP_OSZPH_Access PBF guidance for COs
2019_WFP brochure on climate action and prospect of peace
2019_WFP_HDP Nexus in DRC
2020.12_FFA Info bits How FFA contributes to Peacebuilding
2020_Glossary of Conflict Sensitivity, PB HDP terms
2020_WFP_Adherence to OECD DAC recommendations on HDP
WFP HDP Nexus programme principles
3.4 Reports (Evaluations, reviews, factsheets)
2020.9_WFP Global Response to Covid-19
WFP_2019_Beyond APR series - triple nexus
2020_WFP Hunger Conflict and Improving peace
3.5 SIPRI Collaboration
2019_WFP-SIPRI contribution to peace KIRZ
2019_WFP-SIPRI contribution to peace MALI
2019_WFP-SIPRI contribution to Peace-El Salvador
2019_WFP-SIPRI contribution to peace-preliminary report
2020_WFP-SIPRI contribution to Peace-Colombia
2020_WFP-SIPRI contribution to Peace-Iraq
4. External Documents
4.1 UN Reform
2012_The Future We Want - UN Rio Outcome Document (Jun 2012)
2015_Transforming Our World - the 2030 Agenda for Sustainable Development
2017_Repositioning the UN system to deliver on 2030 Agenda
4.2 UN Documents
2013_UNDP_Evaluation of UNDP support to conflict affected countries
2013_WorldBank Impact Evaluation of Conflict Prevention and PB Intervention
2016_Global Humanitarian Overview
2016_UN GA Resolution on Review of Peacebuilding
2016_UNICEF_Programming Guide for Conflict Sensitivity and Peacebuilding
2016_WHS-The Peace Promise
2017_UNICEF_Evaluation of the Youth Education Pack Programme in Somalia
2018_UNSC Resolution 2417
2018_UNU Synthesis - What works in Resident Coordinators led conflict prevention
2019 UNDP and OPM paper on Core Government Functions
2019_Background note on RBA actions to implementation of UNSC Resolution 2417
2019_UN system chart
2019_Global Humanitarian Overview 2020
2019_UNHCR_Joint evaluation of Integrated Solutions Kenya, Turkana, Kalobeyei
2020_Global Humanitarian Overview 2021
2020_Policy update on UN Integration-1Pager
2020_UN report for SG on Peacebuilding and sustaining peace
2020_UN_Sustainable Development Goals Report
2020_UNDDR_IDDRS Module Food Assistance in DDR
2020_WB list of conflict and fragile states
World Bank Strategy for Fragility Conflict and Violence-2020-2025
4.3 Humanitarian Systems
2018_ALNAP, State of the Humanitarian System
2018_Sphere Handbook
2019_ACAPS_Humanitarian Access Overview
2020_Development Initiatives, Global Humanitarian Assistance Report 2020
2020_IAHE on GEEW
2020_World Humanitarian Summit, Commitments to Action
2020_Food Security Information Network, Global Report on Food Crisis - Joint Analysis for Better Decisions
OCHA, Financial Tracking Service
4.4 IASC
2016_IASC IAHE synthesis on international responses in Philippines South Sudan CAR
2020_IASC Results Group-4 - Humanitarian-Development Collaboration, members

2020_IASC_Exploring peace within the nexus- issue paper
2020_UN-IASC Collective Outcomes Light Guidance
IASC typology of response scenarios in protracted settings
IASC_ Analysis paper for consultation on intersection of NWOW and sustaining peace
4.5 Other
2017_IASC Task Team structure on the humanitarian development nexus mapping
2017_Norad_Desk review on how to engage in Long term Humanitarian Crises
2020_A Skein of Thought_ The Ireland at Fordham Humanitarian Lecture
2020_FSIN Global report food crisis 2020
2020_OECD DAC nexus recommendations
4.6 Covid-19 Related Documents
2020_SG Policy Brief 2019 and People on the move

Annex 8. Acronyms

ACR	Annual Country Report (WFP)
CCS	Country Capacity Strengthening
CD	Country Director
CO	Country Office
CPS	Corporate Partnership Strategy
CRF	Corporate Result Framework (WFP)
CSP	Country Strategic Plan (WFP)
DAC	Development Assistance Committee
DCD	Deputy Country Director
DDoE	Deputy Director of Evaluation
DRR	Disaster Risk Reduction
EAG	External Advisory Group
EB	Executive Board
EM	Evaluation Manager
EQAS	Evaluation Quality Assurance System
ET	Evaluation Team
FAO	Food and Agriculture Organization
HPs	Humanitarian Principles
IR	Evaluation Inception Report
IRG	Internal Reference Group
IRM	Integrated Road Map
OECD	Organization for Economic Co-operation and Development
OEV	WFP Office of Evaluation
EME	WFP Emergency Division
SBP	WFP School-feeding Division
NUT	WFP Nutrition Division
PRO-C	WFP Climate and Disaster Risk Reduction Unit
P4P	Purchase for Progress Initiative
PB	peacebuilding
PBF	Peacebuilding Fund
PBTS	Shorthand to indicate the policy on 'WFP's Role in Peacebuilding in Transition Settings'
PPR	WFP Government Partnerships Division
PRO-P	WFP Emergencies and Transitions Service part of the Programme – Humanitarian & Development Division (PRO)
QA2	OEV second level quality assurance
QCPR	Quadrennial Comprehensive Policy Review
RB	Regional Bureau
RBB	WFP Regional Bureau for Asia and the Pacific
RBC	WFP Regional Bureau for the Middle East and Northern Africa
RBD	WFP Regional Bureau for Western Africa
RBJ	WFP Regional Bureau for Southern Africa
RBN	WFP Regional Bureau for Eastern Africa
RBP	WFP Regional Bureau for Latin America and the Caribbean
RC	UN Resident Coordinator

SAMS	WFP Smallholder Agriculture Market and Value Chain Support
SDGs	Sustainable Development Goals
SE	Strategic Evaluation
SER	Summary Evaluation Report
SIPRI	Stockholm International Peace Research Institute
SOs	Strategic Objectives
SP	WFP Strategic Plan
SPR	WFP Standard Project Reports
STR	WFP Strategic Coordination and Support Division
TA	Technical Assistance
TL	Evaluation Team Leader
ToC	Theory of Change
ToR	Terms of Reference
UNDESA	UN Department of Economic and Social Affairs
UNDS	UN Development System
UNEG	United Nations Evaluation Group
UNGA	United Nations General Assembly
UNSC	United Nations Security Council
UNSDCF	UN Sustainable Development Cooperation Framework
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme