

STRATEGIC EVALUATION OF WFP'S PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA)

Terms of reference (TOR)

November 2022

[correction June 2023]



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1. Background

1.1. INTRODUCTION

1. This strategic evaluation will assess WFP's approach, response, and efforts toward the Protection from Sexual Exploitation and Abuse (PSEA) across its programming in the diverse contexts in which WFP operates. The evaluation will assess the relevance and effectiveness of WFP's strategy and mechanisms in light of international practice; It will assess the coherence and coordination of WFP's approach to PSEA through both internal assets and capacities, and through inter-agency and operational partnerships. The evaluation will also aim to assess the extent that WFP integrates PSEA through its delivery and programming and how WFP's practices are perceived and experienced by WFP's beneficiaries. The evaluation will contextualize WFP's work within the specific contexts in which WFP operates to identify lessons learned and how WFP can more effectively address risks and how these can best be addressed.
2. The evaluation is targeted at WFP's Senior Management, Executive Board members, various WFP divisions, the Regional Bureaux and Country Offices, WFP partners (including governments, NGOs/CSOs, private sector, UN agencies and IFIs), beneficiaries, and other actors in the humanitarian and development field to whom the findings of this evaluation might also be of interest. The engagement with WFP management and staff along the evaluation process will provide an opportunity to contribute to implementation of the WFP Strategic Plan 2022-2025. The evaluation is also expected to provide lessons and insights guide WFP's PSEA efforts and align norms, standards and guidelines to international good practice. Strategic evaluations focus on strategic and systemic issues of corporate relevance as defined in strategic documents, policies, and directives. The purpose of this evaluation is to meet both accountability and learning needs with a focus on the latter.
3. The Terms of Reference (TOR) were prepared by the OEV evaluation manager, Judith Friedman, Senior Evaluation officer, based on a document review, analysis of relevant data and discussions with internal stakeholders. Support was provided by Sanela Muharemovic, Research Analyst. The process was overseen by the Andrea Cook, Director of Evaluation.
4. 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 evaluand and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; and Chapter 5 indicates how the evaluation will be organized."
5. The evaluation is scheduled to take place from October 2022 (preparation) to November 2023. The evaluation report will be presented at the WFP Executive Board's second Regular Session in June 2024.
6. The evaluation will be conducted by an independent, external evaluation team and managed by WFP's Office of Evaluation (OEV).

1.2. CONTEXT

Definitions

7. Sexual Exploitation and Abuse (SEA), as defined by IASC/WFP, involves humanitarian workers committing exploitation and abuse against beneficiaries and affected communities. It includes "any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another." "Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions."¹

¹ UN Secretary-General's Bulletin on protection from sexual exploitation and abuse (PSEA), (ST/SGB/2003/13)

8. Sexual Harassment (SH) is “any unwelcome conduct of a sexual nature that might reasonably be expected or perceived to cause offense or humiliation.”² Although SH has been largely circumscribed to conduct within the workplace, the scale of humanitarian operations broadens the parameters of the work-setting. Rather than something clearly taking place within working hours, within an office, or between personnel employed by the same agency, the potential reach of SH within the humanitarian context may be much broader.
9. Within the international humanitarian context, distinguishing sexual harassment from sexual exploitation and abuse has been important to establish clear parameters for prevention and response for both the victims/survivors and the perpetrators. Notwithstanding, both offenses extend from gender and power differentials and have some commonalities in the support available and reporting mechanisms/accountability. Sexual harassment occurs between members of personnel within a work context and applies to abuse conduct perpetrated by any person against any person irrespective of whether perpetrators and/or victim are WFP employees. . While sexual exploitation and abuse is often considered to personnel and an external person who may be from the affected and/or local population, the 2014 SEA circular does not expressly limit the scope of application of the policy to SEA perpetrated by WFP’s employees against non-WFP personnel.³
10. Although there is broad consensus about what constitutes SEA, there is not a uniform characterization of the appropriate role for UN agencies in addressing SEA. For example, WFP’s policy statement refers to “protection” from SEA. Other UN agencies, including the UN Secretary General refer to “prevention and response” to SEA.
11. According to the WFP Protection Policy (2020)⁴, protection is defined as *“all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law for WFP reflected in monitoring safety, integrity and dignity (i.e., international human rights law, international humanitarian law, international refugee law). More specifically, protection is understood as aiming to prevent, reduce, mitigate, and respond to the risks and consequences of violence, coercion, deprivation and abuse for persons, groups, and communities.”*

Global context

12. Over the past two decades, globally, humanitarian agencies have made progress in tackling sexual exploitation and abuse (SEA) through prevention, investigation, support to victims/survivors, and through coordination and collaboration with other agencies in the humanitarian sphere. In 2018, allegations of SEA occurring within the humanitarian sphere, and slow or inadequate response from humanitarian organisations made headlines. With this, individually and collectively, humanitarian agencies have worked to enhance mechanisms for prevention, investigation, response, and coordination with other agencies. In an article published in September 2022, an investigation by The New Humanitarian and Al Jazeera found that reports of SEA not only continue but have recently increased.⁵

United Nations Secretary General

13. Since 2006, the United Nations Secretary-General (SG) has been explicit about its zero-tolerance policy for SEA. In September 2017, the Secretary-General convened a high-level meeting on combatting SEA. This event signalled a call to action and commitment for the international community to combat SEA

² WFP Executive Director’s Circular 10 February 2022. Prevention and Response to Abusive Conduct (Harassment, Sexual Harassment, Abuse of Authority, and Discrimination).

³ UN Women, Bridging the Gap: Sexual Exploitation, Abuse and Harassment (SEAH). <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2020/Discussion-paper-Sexual-exploitation-abuse-and-harassment-SEAH-en.pdf>

⁴ WFP protection and accountability policy, November 2020

⁵ Mendick, S., Craze, J. The New Humanitarian, “Exclusive: Alleged sex abuse by aid workers unchecked for years in UN-run South Sudan camp.” 22 September 2022.

and put the “dignity of victims of SEA at the forefront of collective efforts.”⁶ This meeting launched a strategy to prevent and respond to SEA across the UN system through four complementary priority areas which have translated into key initiatives by the SG and implemented through varying efforts by UN agencies⁷:

- I. Prioritizing the rights and dignity of victims;
- II Transparency, accountability and ending impunity;
- III: Engaging Member States, civil society, external experts and organizations;
- IV: Improving strategic communications for education and transparency.

14. Since 2017, the strategic pillars set out by the Secretary General have been translated into diverse system-wide initiatives to increase protection efforts and to strengthen response including mandatory trainings, system-wide reporting of allegations, and structures and resources to reinforces these efforts. This has included the UN Secretary general establishment of Office of the Special Coordinator on improving the United Nations response to sexual exploitation and abuse. Prioritizing the rights and dignity of victims has been spearheaded through the appointment of a Victims’ Rights Advocate at the Secretary-General level to strengthen support to victims and ensure that a victims’ rights approach is integrated into prevention and response.⁸ Development of system wide policies and procedures for handling allegations of SEA has sought to end impunity through strengthened reporting and investigations. The United Nations has enhanced engagement with member states, civil society and external partners through establishing a circle of leadership on PSEA in UN operations and a Civil Society Advisory board to provide leadership and advice on PSEA. Efforts have included high level meetings to bring together the international community to condemn and commit to combatting SEA. To improve strategic communication for education and transparency the UN launched a system for public reporting on allegations received by all UN entities. ClearCheck, a system-wide tool has been introduced to avoid the hiring and re-hiring of individuals whose working relationship with an organization of the UN system ended because of a determination that they perpetrated sexual harassment or sexual exploitation and abuse.⁹ Resident coordinators and humanitarian coordinators have launched mechanisms to support leadership at the field level and reinforce collective, inter-agency action. The UN Implementing Partners PSEA Capacity Assessment was developed by WFP and sister humanitarian organizations.¹⁰ The harmonized assessment allows UN entities to assess common partners only once for increased transparency and reduced processes.

15. The 2021 Evaluation of the prevention, response and victim support efforts against sexual exploitation and abuse by United Nations Secretariat staff and related personnel found that prevention efforts have resulted in “significant improvements in awareness and behavioural changes of personnel” and that “there was clear commitment and visible progress in efforts to address SEA across the UN

⁶ High Level Meeting on the Prevention of Sexual Exploitation and Abuse 18 September 2017

⁷ Fact sheet on the Secretary General’s initiatives to prevent and respond to sexual exploitation and abuse (April, 2022) https://www.un.org/preventing-sexual-exploitation-and-abuse/sites/www.un.org/preventing-sexual-exploitation-and-abuse/files/fact_sheet_un_system-wide_sea_initiatives.pdf

⁸ Office of the Victims’ Rights Advocate: <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/office-victims-rights-advocate>; Response has included the United Nations Protocol on the Provision of Assistance to Victims of SEA

⁹ United System Chief Executives Board for Coordination, ClearCheck, <https://unsceb.org/screening-database-clearcheck>

¹⁰ UN Implementing Partner PSEA Capacity Assessment (2020) <https://interagencystandingcommittee.org/iasc-task-team-accountability-affected-populations-and-protection-sexual-exploitation-and-abuse/un-implementing-partner-psea-capacity-assessment>

System.” Nevertheless, the evaluation found that significant gaps between the ambitions of UN's strategy and progress toward systematic implementation across agencies and geographies.¹¹

Inter-Agency Standing Committee (IASC)

16. The global IASC Strategy and PSEA Acceleration Plan¹², endorsed by the IASC Principals at the end of 2018, reinforces the strategic commitments outlined in the SG strategy calling for strengthening the leadership and coordination structures in each humanitarian response. The plan required commitment to three priority outcomes:

- a) safe and accessible reporting,
- b) quality assistance for the survivors of sexual exploitation and abuse and
- c) enhanced accountability, including investigations.

17. The IASC PSEA Technical Expert Group supports Humanitarian Coordinators and Humanitarian Country Teams to deliver on this commitment through technical support, resources and partnerships and through supporting the implementation of PSEA (and SH) best practices and standards across the humanitarian community. The Global Report on Protection from Sexual Exploitation and Abuse and Sexual Harassment (2021) points to strong progress in the development of policies and strategies for PSEA, but few examples of this translating to sufficient systems, capacities, and resources to support victims, or clear ambitions for what collective progress should look like.¹³ The Interagency PSEA Coordinator role was established in 2021. This position often sits within Resident Coordinator Office and are largely funded by individual agencies. WFP has funded in Afghanistan, Colombia, Mozambique, Sudan and Nigeria.

Development Assistance Committee (DAC)

18. The DAC Recommendation on Ending Sexual Exploitation, Abuse and Harassment in Development Cooperation and Humanitarian Assistance: Key Pillars of Prevention and results was adopted in 2019 presenting a consensus by all 30 DAC members on how to prevent and response to sexual exploitation, abuse, and harassment (SEAH) by establishing international standards for DAC members, donors, cross-government and international stakeholders¹⁴.

19. The six Pillars of Prevention and Response are:

- 1. Policies, professional conduct standards, organisational change, leadership
- 2. Survivor/victim-centred response and support mechanisms
- 3. Organisational reporting, response systems, and procedures
- 4. Training, awareness raising, and communication
- 5. International co-ordination

WFP internal context

20. The WFP Strategic Plan (2022-2025) explicitly recognizes sexual exploitation and abuse as a serious form of gender-based violence committed by WFP employees or partners against those it serves.

¹¹ OIOS (2021). Evaluation of the prevention, response and victim support efforts against sexual exploitation and abuse by United Nations Secretariat staff and related personnel. <https://oios.un.org/file/8999/download?token=fANcn0TK>

¹² IASC (2028) IASC Plan for Accelerating PSEA in Humanitarian response. <https://psea.interagencystandingcommittee.org/sites/default/files/2020-08/IASC-Plan-for-Accelerating-PSEA-in-Humanitarian-Response.pdf>

¹³ IASC (2021) External Review: Global Report on Protection from Sexual Exploitation and Abuse and Sexual Harassment. <https://interagencystandingcommittee.org/system/files/2022-01/2021%20IASC%20External%20Review%20Global%20Report%20PSEAH.pdf>

¹⁴ OECD-DAC (2019). DAC Recommendation on Ending Sexual Exploitation, Abuse, Harassment in Development Cooperation and Humanitarian Assistance: Key Pillars of Prevention and Response. <https://psea.interagencystandingcommittee.org/sites/default/files/2020-08/IASC-Plan-for-Accelerating-PSEA-in-Humanitarian-Response.pdf>

WFP's cross-cutting focus on protection and accountability to affected populations impels WFP to embed PSEA across operations and programming. WFP addresses SEA in its code of conduct and a suite of policies that guide WFP's approach to risk, accountability to affected populations (AAP), gender and protection. The strategic plan outlines six enablers that will increase WFP's ability to achieve its mandate including people, and partnerships which are central to PSEA. WFP has invested significantly toward developing its workplace culture. The values of integrity, collaboration, commitment, humanity and inclusion each have implications for strengthening prevention and response of SEA.

21. The Evaluation of the Humanitarian Protection Policy (2018)¹⁵ found broad alignment between the protection policy, WFP's adoption of the United Nations Zero Tolerance policy, concerning its personnel and efforts to ensure protection from PSEA across the various WFP policies that work to prevent risks, harmful practices, and encourage opportunities for beneficiaries within the context of WFP operations. All of which have direct and indirect implications on how WFP prevents and responds to PSEA. These include the Peacebuilding Policy, Gender Policy, and EB Circular on PSEA¹⁶ and WFP's Strategy on AAP¹⁷. The evaluation pointed out that WFP has been working to address protection, specifically related to SEA, for more than 20 years, focusing on specific protection objectives to prevent harm against affected groups. The evaluation found a streamlined and protected system for PSEA. However, it is worth noting that there were no reported SEA incidents within WFP in the evaluation period.

¹⁵ WFP (2018) Evaluation of the WFP Humanitarian Protection Policy.

¹⁶ ED Circular ED2005/004. Special Measures for Protection from Sexual Abuse and Exploitation in Humanitarian Crisis (*being updated 2022*)

¹⁷WFP's Strategy for Accountability to Affected Populations (2016-2021)
<https://api.godocs.wfp.org/stellent/groups/public/documents/communications/wfp289878.pdf>

2. Reasons for the evaluation

2.1. RATIONALE

22. PSEA was identified as a priority theme for a strategic evaluation through a comprehensive review and planning process to identify the potential priority themes and topics for strategic evaluations up to 2027. This was based on extensive literature review, including past evaluations and syntheses, horizon scanning, a survey, and stakeholder consultations including with Executive Board members. PSEA has not yet been a subject of any evaluations in WFP.
23. **Meeting system-wide and corporate commitments:** In response to the SG Bulletin in 2003¹⁸ calling for the United Nations system to address and respond to SEA, and the subsequent SG Bulletin in 2017¹⁹, WFP has taken significant steps to institute mechanisms more effectively protect, prevent, and respond to SEA across its programming. WFP's Strategic Plan (2022-2025) recognizes sexual exploitation and abuse as a serious form of misconduct committed by WFP employees or partners and WFP's updated corporate results framework (CRF) establishes indicators to track WFP's PSEA initiatives. The Strategic Plan is currently under implementation and has introduced clear indicators for WFP performance on PSEA. The engagement with WFP management and staff along the evaluation process will feed into the mid-term evaluation of the Strategic Plan and it may also provide insight into the upcoming policy evaluations including Enterprise Risk Management and Emergency Preparedness evaluations.
24. **SEA is a continuous, and significant operational risk to the people WFP aims to serve and is considered one of the most critical reputational risks to WFP:** Since 2017, the UN Secretary-General called for a system-wide approach to addressing SEA which set out actions for the whole UN System. Five years later, coinciding with the end of WFP's PSEA action plan, it is opportune to assess the diverse efforts that have been put into place by WFP to achieve intended objectives. There is an opportunity to reflect on what has worked and where efforts can be strengthened.

2.2. OBJECTIVES

25. Evaluations serve the dual objectives of accountability and learning. This evaluation aims to prioritize learning for improved PSEA at all levels while also providing accountability.
26. **Accountability:** For the purposes of accountability, the evaluation will: assess and report on the evolving capacity of WFP to meet changing needs in responding to and meeting system-wide commitments to PSEA. The evaluation will focus on the relevance of WFP's approach to PSEA across WFP programming and through organizational initiatives.
27. **Learning:** To serve the objective of learning, the evaluation will assess how, why and under which conditions, and through which inter-agency efforts, WFP's approach to PSEA has been effective and where there are opportunities to bolster both prevention and response to PSEA at all levels. The evaluation aims to provide opportunities for learning from both achievements and challenges across WFP's PSEA efforts.
28. Given the power differentials, equity, and gender dimensions which are often present in situations of SEA, gender equity and women's empowerment (GEWE), equity and inclusion are cross-cutting objectives for this evaluation. This evaluation is closely tied to WFP's cross-cutting priorities, as per the

¹⁸ Secretary-General's Bulletin October 2003 Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13)

¹⁹ Special measures for protection from sexual exploitation and abuse: a new approach October 2017 (A/71/818) <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N17/054/00/PDF/N1705400.pdf?OpenElement>

WFP 2022-2026 Strategic Plan, of **protection and accountability to affected populations**, and **gender equality and women's empowerment**.

29. The evaluation will identify opportunities for process learning throughout the evaluation process. Findings will be actively disseminated and OEV will seek opportunities to present the results at internal and external events as appropriate. A detailed strategy will be developed in the evaluation communication and knowledge management plan (an initial version can be found in Annex [IV]).

2.3. STAKEHOLDER ANALYSIS

30. The main stakeholders and users of this evaluation are WFP's Executive Board, Senior Management and various HQ divisions. In particular, the Ethics Office, Workplace Culture Department, the Programme and Policy Development Department, and Regional Bureaux and Country Offices. The evaluation will work closely with the Office of the Inspector General (OIG) throughout this evaluation to ensure close alignment between the forthcoming planned audit of PSEA led by OIG to ensure alignment and complementarity of processes, data collection, stakeholder engagement, and utility for stakeholders. The evaluation also involves WFP's full range of partners (governments, international non-governmental organizations (INGO)/ civil society organisations (CSO), private sector, UN agencies and IFIs, academia/think tanks and the media) and donors.
31. WFP internal stakeholders are expected to share their perspectives and provide information necessary to the evaluation, be available to the evaluation team to discuss their experience and perspectives and facilitate the evaluation team's contact with external stakeholders. When required, WFP Country Offices will be asked to assist in the organisation of and logistics for data collection missions in the field.
32. This is a topic that might will likely be of interest to other actors in the humanitarian field, such as other UN agencies and INGOs. The inception report will involve in depth stakeholder analysis.
33. A Communication and Learning Plan will be developed that includes more details on with whom, what and how OEV will communicate along the evaluation process with internal and external stakeholders.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

34. Two thirds of the 100 million people assisted by the World Food Programme (WFP) live in conflict-affected and insecure settings, which are often affected by gender inequalities, power imbalances, and general conditions which heighten the risk of abuse and exploitation, including of sexual nature. Sexual exploitation and abuse between personnel and an external person who may be from the affected and/or local population.
35. Preventing sexual exploitation and abuse is a “moral imperative”²⁰ for WFP, and as such, it is mainstreamed into WFP policy and guidance, and throughout the organization and its operations, and incorporated into WFP’s legal framework and is explicitly proscribed in WFP’s Code of Conduct. WFP’s approach to PSEA is rooted in the United Nations Secretary General Bulletin on PSEA, which includes six core principles and defines SEA as ‘acts of gross misconduct’, constituting grounds for termination of employment. WFP has established a network of PSEA focal points with responsibility for management, coordination, and supporting response and protection from PSEA. WFP has included PSEA in its mandatory training for staff and has been working on interagency efforts to roll out PSEA Capacity Assessment with UN Implementing Partners since 2019²¹.
36. Over the past five years, the scale and reach of WFP’s global humanitarian efforts have increased with an increasing concentration of WFP’s work in conflict-related, protracted emergencies; The workforce has grown by 41 percent, from less than 16 thousand at the end of 2017 to over 22 thousand in October 2022²² as the number of implementing partners that WFP relies on also continues to grow. The number of people facing crisis levels of food insecurity (IPC Phase 3 and above) rose from 124 million to 193 million.²³ In 2017, WFP directly assisted 91.4 million people; by 2021 that number has risen to 128.2 million.²⁴ Taken together, these factors contribute to a greater, more complex challenge when it comes to PSEA for WFP.
37. Given that WFP operates in the most severe, crisis-affected environments, WFP’s beneficiaries may be at risk of experiencing sexual exploitation and abuse (SEA), particularly women and children and other vulnerable groups, who are more often subject to abusive behaviour. WFP relies on national cooperating partners as well as other partners such as financial service providers, contractors, vendors and governments, among others, to reach millions of vulnerable people every year and it is acknowledged that WFP, therefore, has an increased responsibility to proactively prevent SEA and must do all it can to ensure that beneficiaries and community members are safe from it.²⁵
38. Framed by the first ED Circular on Special Measures for Protection from SEA (2004)²⁶, WFP has a zero-tolerance policy against SEA which applies to all WFP employees and all WFP partners.²⁷ The recent

²⁰ WFP, Protection from Sexual Exploitation and Abuse (PSEA), <https://www.wfp.org/protection-from-sexual-exploitation-and-abuse>. Accessed August, 2022

²¹ The PSEA implementing partners’ capacity assessment tool was launched in 2020.

²² WFP, Annual Performance Report for 2017; WFP Dashboard

²³ WFP, The Global Report on Food Crises 2022

²⁴ WFP, Annual Performance Reports for 2017 and 2021

²⁵ WFP Corporate Results Framework (2022-2025)

²⁶ Secretary-General’s Bulletin Special Measures for protection from sexual exploitation and abuse (22/01/04) <https://docs.wfp.org/api/documents/WFP-0000010251/download/>

²⁷ Executive Director’s Circular on Special Measures for Protection from Sexual Exploitation and Sexual Abuse (OED2014/020).

update to WFP's risk framework refers to "zero tolerance to inaction"²⁸ which is yet to be embedded in PSEA guidance. WFP is currently updating the ED circular. WFP's definition and approach to PSEA, is derived from the United Nations Secretary General Bulletin on SEA which considers SEA 'acts of gross misconduct', constituting grounds for termination of employment. SEA, according to WFP includes the following six principles adapted from the IASC Core Principles relating to SEA²⁹³⁰:

<p>1. No Second Chances: SEA constitute acts of gross misconduct and are grounds for termination of employment.³¹</p>	<p>2. No sex with children: Sexual activity with children (<18 years of age) is prohibited.³²</p>	<p>3. Don't hire/bribe anyone for sex: Exchange of money, employment, good for services for sex is prohibited included hiring prostitutes</p>
<p>4. No sex with beneficiaries: Any sexual relationship with beneficiaries that involves improper use of position is prohibited.³³</p>	<p>5. Always Report SEA: Humanitarian workers are obligated to report and concerns regarding SEA by fellow workers</p>	<p>6. Discourage SEA around you: Humanitarian workers are obligated to create and maintain an environment which prevents SEA.</p>

39. PSEA is addressed in WFP's policy framework:

Policy	PSEA related Implications
Executive Director Circular (2014)	Executive director circular serves as the key policy instrument setting out WFP's commitments and staff obligation for PSEA.
Enterprise Risk Management policy (2018)	Establishes Joint Management/Executive Board working groups to address critical matters, including conduct issues such as sexual exploitation and harassment, and abuse of power

²⁸ Revised Fraud and Anti-Corruption Strategy, WFP/EB.A/2021/5-B/1 WFP is highly risk averse towards fraud and corruption and has zero tolerance for inaction. WFP is guided by the following risk appetite statement: "WFP commits to investigating substantive reports of violations of the anti-fraud and anti-corruption policy and taking appropriate disciplinary action/sanctions when allegations are substantiated. . ." https://executiveboard.wfp.org/document_download/WFP-0000127451

²⁹ WFP, Protection from Sexual Exploitation and Abuse, Adopted from IASC 6 Core principles relating to SEA September 2019; 21 March 2018 9 Interagency Standing Committee (IASC) Minimum Operating Standards on Protection from SEA by own personnel (MOS-PSEA) <https://www.wfp.org/protection-from-sexual-exploitation-and-abuse>

³⁰ Secretary-General's Bulletin: Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13), 9 October 2003

³¹ While under the current IASC Principle No. 1 and the zero-tolerance approach to SEA, acts of SEA constitute grounds for termination of employment (non-second-chance approach), WFP's current SEA Policy contemplates the possibility of other disciplinary measures (see para. 9 of the policy and Section 3.2.a of the 2001 SG Bulletin annexed to the policy);

³² While under IASC Core Principle No. 2 any sexual activity with a child (under the age of 18) is always prohibited, under WFP's SEA Policy it is not prohibited if the staff member is legally married to someone under the age of 18 but over the age of majority or consent in the country of citizenship (see Section 4.4 of the 2001 SG Bulletin annexed to the policy)

³³ While IASC Core Principle No. 4 prohibits any sexual activity between UN staff and beneficiaries, WFP's SEA Policy does not impose a prohibition, but a strong recommendation against (Section 3.2.a of the 2001 SG Bulletin annexed to the policy).

Protection and Accountability Policy (2020),	All WFP programmes and operations include measures to safeguard affected populations and ensure that they can safely access WFP programmes without being subject to sexual exploitation or sexual abuse by WFP employees, partners or vendors
Protection and Accountability Policy (2020)	Policy states that Sexual exploitation and abuse constitute extreme forms of abuse of power that take advantage of the vulnerability of the very people WFP and partner organizations are meant to serve. As such, sexual exploitation and abuse are significant protection concerns for WFP.
WFP Environmental and Social Sustainability Policy (2021)	Dedicated section on protection and human rights which sets minimum requirements for WFP's conduct of food and livelihood assistance activities. References WFP's zero tolerance to SEA.
People Policy (2021)	The tenets of integrity, collaboration, commitment, humanity and inclusion each have implications for strengthening prevention and response of SEA.
Gender Policy (2022)	Policy states that WFP has zero tolerance for sexual exploitation. The Gender Policy acknowledges the structural norms and unequal power dynamics that fuel GBV, including sexual exploitation and abuse, as a means of power and control of one person over another, as a weapon of war in unstable environments, as an economic strategy evident through early child and forced marriage and as a negative coping mechanism in times of heightened crisis. WFP's commitment to humanitarian principles and the "do no harm" imperative includes an essential focus on protection from sexual exploitation and abuse and gender-based violence during emergencies and protracted crises
HR Manual Chapter VIII on Conduct and Discipline (2022)	Establishes WFP disciplinary process for responding to confirmed misconduct including SEA

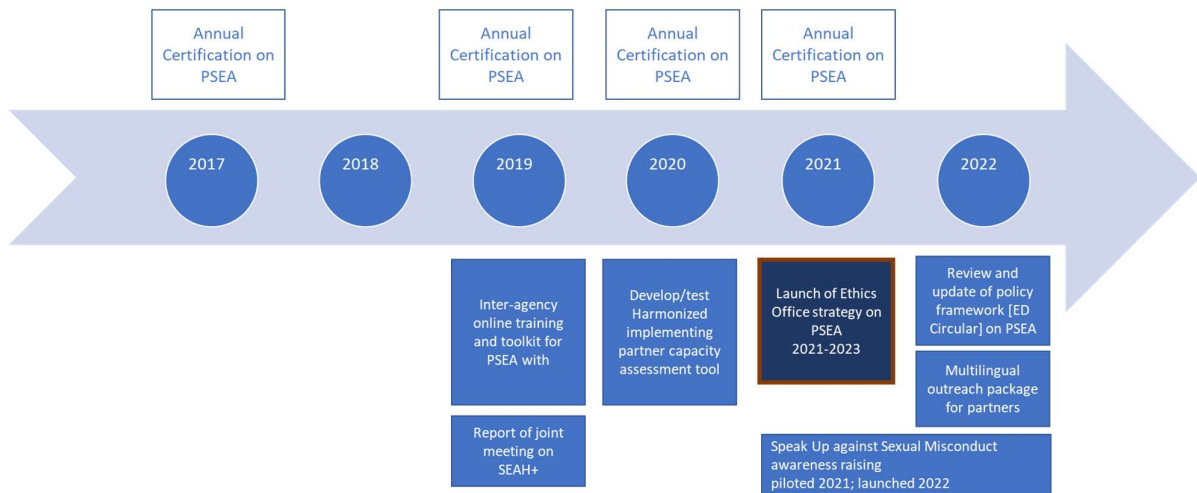
40. In March 2018, WFP's Ethics Office was appointed WFP's organizational focal point for PSEA.³⁴ Since then, the Ethics office has been supporting prevention measures throughout the organization which includes providing guidance to a network of over 400 PSEA Focal Points, located in all Regional Bureaus, Country Offices and field offices with significant staff presence. PSEA Focal Points are tasked with supporting prevention, including raising awareness among employees and partners, and receiving reports of SEA directly from victims. PSEA Focal Points must refer all reports to WFP's internal investigations body (the Office of Inspections and Investigations) who have a responsibility to investigate all allegations. Since 2019, WFP has published consolidated progress reports on its efforts to address PSEA.

41. WFP has undertaken a range of initiatives to strengthen its prevention and response to SEA. This has included inter-agency training and reporting on PSEA, the development of a capacity assessment tool, the launch of the PSEA learning package for partners "Say no to Sexual Misconduct," Safe and Secure approaches to field environments training (SSAFE), consultations with regional humanitarian, protection and gender advisors and regular reporting to the Secretary General which feeds into the SG regular report on PSEA. Notably, in 2021, WFP's Ethics Office developed a strategy on protection from sexual exploitation and abuse to cover the period 2021–2023. (Figure 1) The Speak Up against Sexual Misconduct awareness raising was jointly developed has been facilitated by the Ethics Office and HRM Staff Relations. The awareness raising was piloted in December 2021 and has since been

³⁴ WFP. Strategic Evaluation of WFP's Capacity to Respond to Emergencies. 2020

facilitated to various country offices raising awareness on both SEA and SH to remind colleagues of their obligation and the importance of speaking up.

Figure 1: Examples of WFP's key initiatives undertaken on PSEA



42. The Strategic Evaluation of WFP's Capacity to Respond to Emergencies (2020) noted that the establishment of dedicated capacity, through the PSEA advisory position in the WFP Ethics Office in 2018 was quite late considering earlier SG directives starting in 2004. The evaluation notes that efforts are largely limited to the training of focal points and development of training and guidance materials for PSEA focal points. The evaluation points to an example of good practice in Mozambique where WFP has built awareness and understanding of PSEA at country office and regional bureau levels through training on PSEA but suggests that resources limit the feasibility to carry out this approach systematically across the whole region, and indeed across WFP operations globally.

43. Between 2017 and 2022, WFP has received a total of 63 allegations involving UN staff and personnel and 93 allegations involving implementing partners and non-UN military personnel.³⁵ The rate of reporting has increased since 2017 from a total of 7 reported allegations to a total of 72 allegations in 2021. This is more suggestive of raised awareness and potentially improved channels for reporting than a higher incidence of abuse. As stated in the MOPAN Practitioner's Note, "Numbers can indicate trends, but reporting zero allegations does not equate to a clean bill of organisational health. Low numbers should be questioned, as they are often warning signs of a good organisational culture where speaking up is difficult or where reporting systems do not properly function."³⁶

44. While the 2017-2021 Strategic Plan mentions PSEA only in reference to WFP's code of conduct, in the 2022-2025 strategic plan, PSEA is established as an explicit priority. WFP recognizes sexual exploitation

³⁵ Data on Allegations: UN System Wide: <https://www.un.org/preventing-sexual-exploitation-and-abuse/content/data-allegations-un-system-wide>

³⁶ MOPAN (2021) Note for Practitioners: Measuring Multilateral Performance on Preventing and Responding to SEA and SH.

and abuse as “a serious form of gender-based violence committed by WFP employees or partners against those we serve.” The Strategic Plan commits WFP to integrating PSEA measures into WFP operations and programming to safeguard beneficiaries and ensure that they can safely access WFP’s programmes without being subject to sexual exploitation or sexual abuse by WFP employees or partners.

45. The Strategic Plan commits to training of staff and partners, coordination in the field, and ensuring a victim-centred approach. WFP’s 2022-2025 Corporate Results Framework tracks a number of PSEA related indicators under cross-cutting priorities and people management (See Annex V).

3.2. SCOPE OF THE EVALUATION

46. The scope of the evaluation is global in nature and will include an examination of WFP’s policies and practices for PSEA and the enabling and hindering factors surrounding PSEA. Sexual harassment is not an explicit focus of the evaluation but is considered as part of the broader organizational context of sexual misconduct, which is part of WFP’s broader system, regulatory framework, and control environment.

47. The evaluation will assess policy developments, and results achieved from March 2017 [when the SG launched the four-pronged strategy to address and respond to SEA across the United Nations system] to the end of data collection in 2023. The timeframe coincides with the COVID-19 pandemic which will be considered as part of the context for the evaluation. The evaluation will be both summative and formative in nature. It will assess both at progress that WFP has made to date through recent policy, guidance, and practice, and will seek to inform the strategic direction of WFP in PSEA going forward.

48. Overall, the scope of the evaluation will assess the relevance, effectiveness, and coherence of WFP’s work toward PSEA. This will include the following interrelated components:



49. The evaluation will assess the internal/organizational enabling environment, including the workplace culture that support and constrain PSEA across WFP areas of operation. The evaluation will consider both how WFP can strengthen its approach to prevention of SEA and how it can support mechanisms that foster a ‘speak up’ culture and incentivizes timely and appropriate, victim-centred response including community reporting mechanisms, WFP medical facilities, and support provided through partners or NGO networks.

50. Where sexual exploitation and abuse are attempted, committed or reported, the evaluation will assess efficiency and effectiveness of WFP’s victim/survivor centred approach³⁷ and the launch of an

³⁷ The IASC refers to the definition proposed by UNICEF which is that a Victim-centred approach/survivor-centred approach aims to create a supportive environment in which each victim’s rights, wishes and self-

independent investigation and the effectiveness of the processes and procedures in place for effective response to beneficiaries.

51. In addition, the evaluation will consider the external context in which WFP operates. The evaluation should endeavour to understand the scenarios where SEA takes place so that WFP can do a better job of protection and prevention.
52. Areas specifically covered by the Internal Audit of PSEA (which is planned for 2023) will be considered but will not be a focus of the evaluation. The evaluation process and products are designed to be complementary to the audit.
53. The scope of the evaluation will be further elaborated during the inception phase and will be informed by a detailed evaluability assessment, as part of the overall evaluation design to be developed by the evaluation team and through a participatory, iterative reflection and learning process (Annex Vi).

determination are respected and in which the person is treated with dignity and respect.
<https://psea.interagencystandingcommittee.org/victim-survivor-centred-assistance>

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

54. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability, and coherence which are mapped to the evaluation questions (EQ).
55. The evaluation aims to address **four broad questions**, each with a set of related sub-questions, which may be further refined by the evaluation team during inception and clarified through a process of learning and reflection with stakeholders. These questions have been developed in response to learning priorities from WFP stakeholders and include elements related to accountability to measure relevance, coherence and effectiveness of policy implementation and the effectiveness of PSEA mechanisms and structures. Given the nature of PSEA, gender, equity, and inclusion of the most vulnerable people are cross-cutting considerations.

Table 1: Proposed evaluation questions and sub-questions

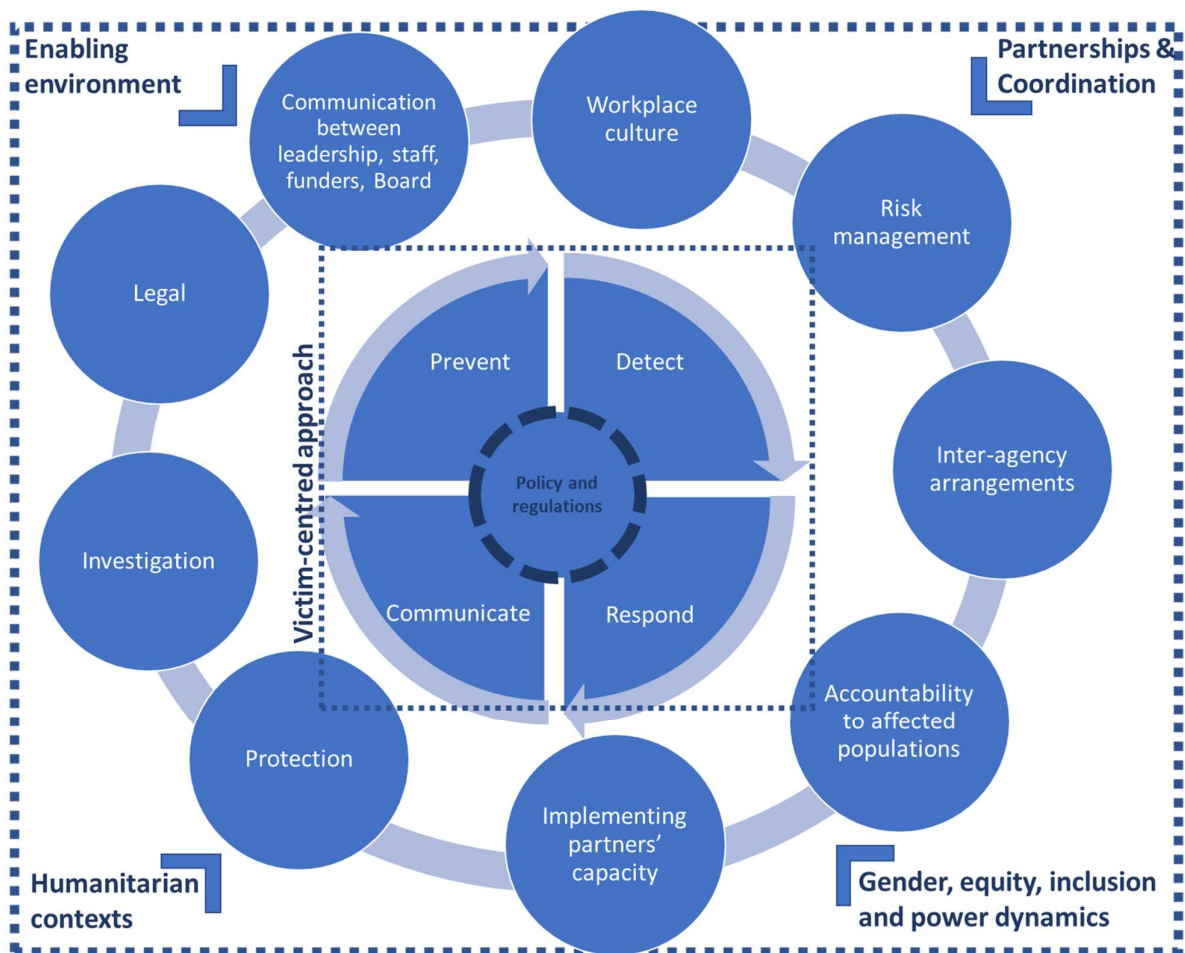
	Relevance	Effectiveness	Coherence	Efficiency	Sustainability	Gender, Equity, Inclusion
1. How relevant and effective are WFP's strategy and mechanisms for PSEA?						
a. To what extent are WFP's policies and mechanisms aligned to international good practice on PSEA?						
b. What are the strategies used by WFP to support and mainstream a victim-centred approach to PSEA?						
c. What has enabled or constrained WFP's channels and mechanisms for protection to respond to WFP's operating contexts, local constraints and needs, including of women, girls and other vulnerable and marginalised groups?						
d. To what extent has WFP made progress against key strategic areas? What has enabled or constrained this progress						
2. To what extent does WFP provide a coherent, coordinated approach to PSEA?						
a. To what extent has WFP put in place the appropriate structures, human and financial resources for PSEA at country, regional, programmatic, and global levels?						
b. To what extent has WFP's approach to PSEA supported alignment and coordinated partnerships for PSEA at inter-agency HQ, regional and country levels?						

	Relevance	Effectiveness	Coherence	Efficiency	Sustainability	Gender, Equity, Inclusion
3. How have WFP policies, procedures, and mechanisms affected levels of awareness, willingness to report, and perceptions for those people involved in WFP programming?						
a. To what extent are WFP policies, procedures, and mechanisms, known or trusted by beneficiaries?						
4. To what extent has WFP's approach established an enabling environment for PSEA?						
a. How does WFP's workplace culture constrain or support PSEA?						
b. What are the external or contextual factors that contribute to or hinder effective PSEA? What scenarios or factors "allow" SEA to take place?						
c. To what extent has WFP's approach to PSEA considered long-term, embedded, or context specific challenges? (e.g., gender, equity, emergency contexts, national legal systems)						
d. What opportunities are there for WFP support to capacity building and agency of local actors to enhance PSEA efforts?						

4.2. EVALUATION APPROACH

56. The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS). 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.
57. 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 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.).
58. The evaluation team is required to ensure the quality of data (validity, consistency, and accuracy) throughout the data collection/analysis and reporting phases. Criteria for adequate analysis of data gathered should include transparency of data sets and methods used, which ensures a replicability of findings. The proposals should include examples of prior use of particular methods of analysis.
59. The evaluation will consider SEA as part of a larger system that has many interrelating aspects and that operates within a complex institutional and operational context. The evaluation team may wish to consider an equity-oriented, participatory, and transformative evaluation approach to address power dynamics and potentially strengthen WFP's capacity for PSEA.

Figure 2 Illustrative analytical framework



60. The evaluation team will be expected to take a rigorous methodological approach that will optimize the quality, credibility, and utility of the evaluation for both accountability and particularly for learning purposes. An initial analytical framework (Figure 2) has been developed for the purposes of illustrating the key areas within WFP that address PSEA, key dimensions of PSEA, and the main contextual factors affecting PSEA. The evaluation team will be required to develop further/reconstruct this framework to help delineate the evaluate lines of enquiry.

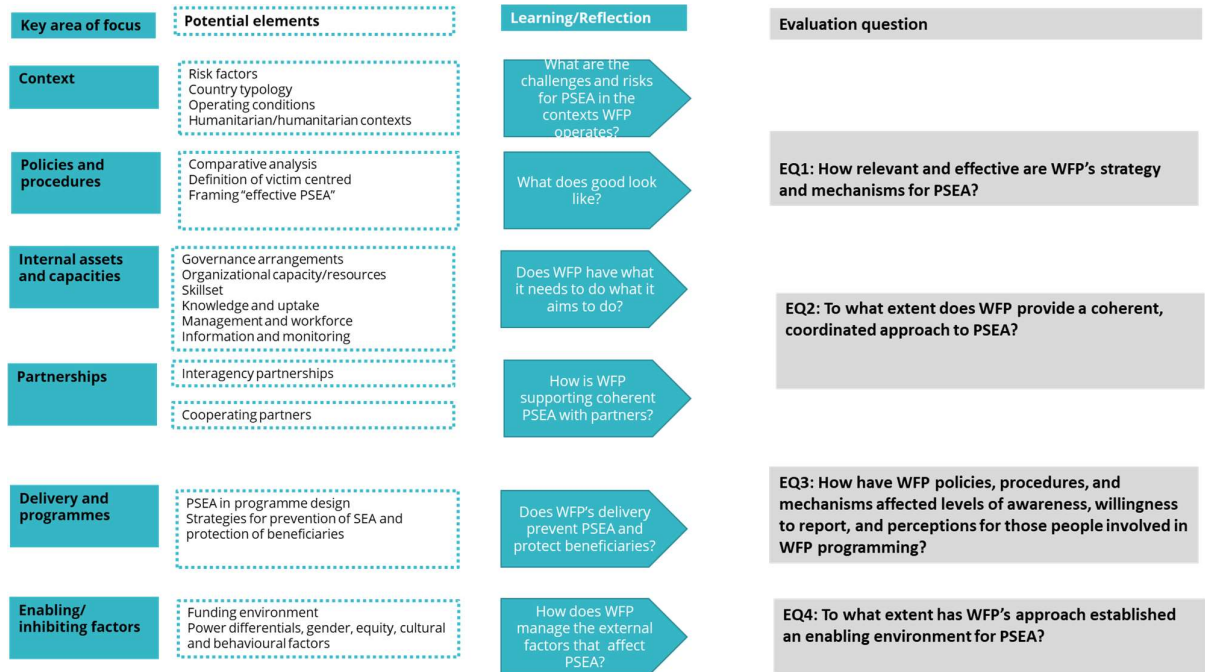
61. SEA is inextricably linked to gender, equity and power dynamics present in humanitarian contexts. Therefore, gender, equity, and inclusion are a cross-cutting consideration for the evaluation methodology. The evaluation will be designed to address WFP's cross-cutting commitments to accountability to affected populations and gender. Issues of protection, gender, equity, inclusion, and attention to power dynamics should be considered throughout the methodology from the methods applied the stakeholders consulted, and the analytical framework that is applied.

4.3. METHODOLOGY

62. The subject of the evaluation is both complex and sensitive and aims to support learning and reflection throughout. Therefore, the evaluation should be carefully sequenced to build evidence, and provide opportunities for reflection by WFP stakeholders to inform evaluation questions. OEV welcomes the use of diverse, participatory, and innovative evaluation methods to support engagement of stakeholders (including women, men, boys and girls as beneficiaries, implementers, rights-holders, and duty bearers).

63. A proposed sequence for the evaluation is set out in Figure 3 and is detailed further in Annex X. The key areas of focus are designed to build upon each other and generate opportunities for learning and reflection throughout the evaluation process. Drawing on the proposed areas of focus, the methodology will adopt a participatory approach that should include focus group discussions or workshops with selected stakeholders at regular points in time on specific themes/issues. Such group discussions will serve as intermediate validations of the findings emerging from secondary sources, to ensure that the analysis is strategically focused and, ultimately, to maximize collective reflection and learning across the organization.

Figure 3 Proposed modules and sequencing linked to evaluation questions



64. Data collection will be defined further by the evaluation during inception. Data collection should include consideration of the following methods:

- Review of **normative instruments and international standards** on PSEA to guide **benchmarking**, of PSEA policies, practice, and mechanisms from other development and particularly humanitarian organisations dealing with SEA risks. A **review of relevant policies, strategies, guidance, and directives** for PSEA from WFP and other international organisations to assess the relevance and alignment of WFP's policies to international practice. It may also be relevant to draw on **academic research** on victim-centred approaches from other fields (e.g. child protection, GBV).
- **Gather evidence from recent WFP evaluations** (Country Strategic Policy Evaluations, Policy Evaluations, Decentralised Evaluations) on WFP's performance related to accountability to affected populations (AAP), protection, and PSEA to determine the availability of evaluative evidence and to draw out tendencies across WFP programming.
- Detailed analysis of WFP's organisational framework, resourcing and reporting for PSEA.
- **Internal and external key informant interviews.** Key informant interviews can be conducted internally at HQ, Regional Bureaux, Country Offices, and sub-offices with WFP international and national staff, PSEA focal points, PSEA advisers in country offices. External interviews will be conducted with UN agency partners, key donors, private sector partners, and partners at HQ and country levels.
- **Survey of key WFP personnel** (e.g. PSEA focal points, protection officers)

- It may be appropriate to conduct regional **multi-sector focus group discussions** with WFP staff
- **Localised focus group discussions** with community members and/or with representatives from community-based organisations or NGOs.
- Learn from the **perspectives and experiences of beneficiaries** and affected populations. Understanding the effectiveness of WFP’s policies and mechanisms relies on some ‘ground-truthing’ with those that WFP aims to serve. The sensitivity of SEA means that it is not appropriate or desirable to pursue an enquiry with victims of PSEA. It may, however, be possible to conduct a broad-based survey or consultation with WFP beneficiaries via community representative organizations or through anonymous **polling³⁸ of beneficiaries** to reduce social desirability bias and include the perceptions of affected populations. The evaluation may also **use of remote data collection** in hard-to-reach areas and in engaging with sensitive groups. Analysis of **anonymized hotline data** from community feedback mechanisms (CFM) may also be a key source of information. Assessment of the effectiveness of CFM for receiving and referring cases may also be a useful source of data.

65. Country studies, including in-person missions and desk reviews will enable a range of data collection methods to take place in countries with diverse conditions and organizational structures for PSEA. It is anticipated that there would be a combination of visits to the regional bureaux and country studies which are selected to understand the PSEA efforts across a range of WFP contexts. The inception mission will provide an opportunity to refine the scope, methods, sequencing, and stakeholder engagement pursued through the data collection missions. Indicatively, there may be 6-8 missions to regional bureaux and country offices.

66. The country sample will aim to take a diverse cross-selection of emergency contexts, office typologies (e.g. area offices, field offices) and workforce composition (by office size, balance of national/international, and gender balance etc.) and also to account for evaluation and audit coverage in terms of the number of evaluations conducted by OEV within the past 2-3 years (Country Strategic Plan Evaluations (CSPE) and decentralized evaluations (DE)) and audits conducted by the Office of Internal Audit (OIGI).

67. The initial criteria identified as potentially meaningful in categorizing countries include the following:

WFP operational context:
<ul style="list-style-type: none"> • Total planned beneficiaries 2021 (Proxy for size and complexity of WFP country efforts)
<ul style="list-style-type: none"> • Emergency status (Early Action & Emergency Response, Corporate Attention, Corporate Scale-Up)
<ul style="list-style-type: none"> • Proportion of refugees/IDPs within country context
WFP workforce composition:
<ul style="list-style-type: none"> • Number of staff
<ul style="list-style-type: none"> • Number of sub-offices/area offices in a country (sampling of different country office composition)
<ul style="list-style-type: none"> • Number of PSEA focal points
<ul style="list-style-type: none"> • PSEA focal points/beneficiary ratio
<ul style="list-style-type: none"> • Ratio male/female international staff;
<ul style="list-style-type: none"> • Ratio male/female national staff;
Regional representativeness:
<ul style="list-style-type: none"> • WFP Regional Bureaux (coverage of WFP regions)

³⁸ Better Evaluation (2018). Polling Booth. https://www.betterevaluation.org/evaluation-options/polling_booth Polling booth is a data collection methodology used to obtain sensitive behavioural information from participants. The information is collected anonymously, which allows respondents to be honest - avoiding social desirability bias - resulting in more reliable data collection.

Partners
<ul style="list-style-type: none"> Number of implementing partners
<ul style="list-style-type: none"> Offices that work through third parties only (e.g. contexts in which the security personnel does not enable WFP to have a field presence)
Evaluation (and audit) coverage
<ul style="list-style-type: none"> Inclusion of countries that have not recently had a CSPE
<ul style="list-style-type: none"> Countries that have not recently had a Corporate Emergency Evaluation
<ul style="list-style-type: none"> Countries with less decentralized evaluative information
<ul style="list-style-type: none"> Countries that have not had an audit in 2021 or 2022/planned for 2023

More information on country selection, and an indicative long-list of potential countries that represent the broad spectrum of WFP-supported activities, can be found in Annex VIII. In the inception phase, external data on the prevalence of PSEA reports per country, feedback from country officers, and opportunities for joint work with Office of the Inspector General, may be drawn upon to shape county selection.

68. To promote both accountability and learning, the evaluation will benchmark WFP's policies, processes, mechanisms, and channels with what other humanitarian and development organisations are doing. Therefore, it will be important that the evaluation team conducts extensive literature review and interviews with other organisations.
69. This evaluation will make a special effort to engage with stakeholders through diverse means to enhance participation, strengthen the body of data, and will use multiple media to improve communication of evaluation results with evaluation stakeholders.
70. During the Inception Phase, the evaluation team will conduct an inception mission to deepen their understanding of the context, gather information on data availability and quality and test data collection instruments. The inception report will include a detailed evaluation matrix and a description of the proposed methodological approach.

4.4. EVALUABILITY ASSESSMENT

71. A series of interviews during the preparation of the TOR point at a high interest amongst WFP management and staff in the theme of this evaluation. They have also helped in defining a clear scope and a set of relevant evaluation questions.
72. WFP's updated CRF includes indicators and targets which provide a starting point for evaluating WFP's performance. CRF reporting on PSEA indicators (Annex VII) has been initiated in 2022 with the updated strategic plan. This means that the data available for these indicators may be limited. This evaluation may have implications for testing the evaluability of the current indicators.
73. From 2003 onward, in compliance with General Assembly resolution 57/306 of 15 April 2003, in which the Assembly requested the Secretary General to maintain data on investigations into sexual exploitation and related offences involving personnel of United Nations entities other than the Department of Peacekeeping Operations. WFP has provided regular reporting to the SG on the number of allegations of SEA and the status of investigations since 2004 in compliance with the mandate. As of 2017, the depth of reporting was expanded to further disaggregate data related to the offense and response.
74. WFP is also committed to international strategic pillars on PSEA and has published guidance material and risk management of PSEA can be compared with international best practice and provide useful references against which to assess WFP's approach to PSEA.
75. OEV anticipates challenges regarding data availability and access for this evaluation. There may be incomplete documentation related to WFP's approach to PSEA, and related processes and staff capacity, in direct connection with relevance of interventions and WFP performance in terms of results achieved, efficiency of interventions, quality of monitoring etc. To compensate for this, the evaluation team will draw on data gathered through all completed and ongoing CSPEs (Annex XII) and completed audits and will need to conduct significant primary data collection and analysis with a particular

emphasis on staff surveys, focus group discussions, surveys of beneficiaries, and engagement with NGO/CSO focal points or community leaders.

76. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.

4.5. ETHICAL CONSIDERATIONS

77. Evaluations must conform to WFP and UNEG ethical standards and norms. 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.
78. Although this is not an impact evaluation, the evaluation can usefully draw on the ethics and principles developed for the measurement of sensitive subjects in WFP's impact evaluations which sets out the basic requirements for the collection and handling of sensitive data, and make sure safe protocols and risks are considered. It provides a summary of the preparation and protocols that should be considered when carrying out data collection on sensitive subjects, such as vulnerable individuals and groups at risk of vulnerability, including health, gender-based violence, or other topics which may stir emotional trauma or carry social stigma, including the experience of SEA.³⁹
79. The team and EM will not have been involved in the design, implementation or monitoring of the WFP activities in PSEA 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 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations.
80. In volatile socio-political contexts, sensitive personal data may be used for harmful or illicit purposes. Therefore, protecting personal information – particularly of beneficiaries – is a priority. In the context of this evaluation, the processing of personal data, including data collection, sharing, use, storage, and dissemination, should comply with international recognized data protection principles. The evaluation team shall collect personal data in line with the Data Processing Agreement included in the Long-Term Agreement with the evaluation firm and being transparent with beneficiaries and other stakeholders on the intended use of their personal information. The evaluation team shall set out the legitimate purpose for which data are processed and collect only relevant and necessary information. Personal data shall be stored safely and exchanged with caution and no beneficiaries' information shall be displayed in evaluation deliverables.
81. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, Internet and Data Security Statement.
82. Given the sensitive nature of the evaluand, the steps that will be taken to protect the staff, community members, and stakeholders that participate in the evaluation will be made explicit during inception.

4.6. QUALITY ASSURANCE

83. The evaluation will adhere to WFP's Centralised Evaluation Quality Assurance System (CEQAS) which is based on the UNEG norms and standards and good practice of the international evaluation community. Quality assurance will be systematically applied during this evaluation to ensure that the evaluation provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

³⁹ Ethics and Protection for Data Collection in Impact Evaluations (2021) <https://docs.wfp.org/api/documents/WFP-0000135362/download/>

84. 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. All deliverables from the evaluation team should go through an internal quality assurance review by the evaluation company through adaptations. Considering that this is a utilization-focused evaluation, the evaluation team may carefully balance the need for accuracy with utility and come adaptations may be required.
85. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.
86. Within OEV, there will be two levels of quality assurance in the evaluation process, the first by the evaluation manager supported by the research analyst, second by the Director of Evaluation. This quality assurance process does not interfere with the views and independence of the evaluation team.
87. An expert from the Evaluation Methodology Advisory Panel (EMAP) established by OEV will provide advice from the preparation phase onwards on the draft deliverables to improve the evaluation approach and methods and reflect on international best practice and innovative methods. This will be distinct but complementary to the systematic quality assurance done by the Evaluation Manager and the 2nd level Quality Assurer within OEV, and the feedback provided by the IRG.
88. The final evaluation report will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

89. In order to present the evaluation in the June 2024 Executive Board session, the following timetable will be used. Annex I presents a more detailed timeline.

Table 1: Summary timeline – key evaluation milestones

Main Phases	Time period	Tasks and deliverables
Preparation	Sept-Dec 2022	<ul style="list-style-type: none"> Concept note development (Aug-Sept 2022) Consultation with WFP stakeholders (Sept-Oct 2022) Final TOR Evaluation team and/or firm selection & contract Document review Briefing at HQ
Inception	Jan-May 2023	<ul style="list-style-type: none"> Stakeholder interviews Inception mission(s) Inception report
Data collection	May - September 2023	<ul style="list-style-type: none"> Data collection missions and exit debriefings Primary & secondary data collection
Reporting	October 2023-Mar 2024	<ul style="list-style-type: none"> Report drafting and comments process Stakeholder workshop Final evaluation report Summary evaluation report

5.2. EVALUATION TEAM COMPOSITION

90. The team leader position requires an expert evaluator with familiarity with PSEA issues. The team leader should have a minimum of 15 years' experience in evaluation, with extensive experience in complex global, strategic evaluations. Experience conducting humanitarian and development contexts is required.

91. The team leader must also have demonstrated experience in leading large teams, excellent planning, negotiation, analytical and communication skills (written and verbal) and demonstrated skills in mixed qualitative and quantitative data collection, analysis techniques and experience collecting data on sensitive issues is advantageous. The team leader should have specific experience on PSEA. The primary responsibilities of the team leader will be:

- setting out the methodology and approach in the inception report
- guiding and managing the team during the inception and evaluation phases
- overseeing the preparation of draft outputs by other members of the team
- consolidating team members' inputs to the evaluation products (inception and evaluation reports)
- representing the evaluation team in meetings with the EM/RA and other key stakeholders
- delivering the inception report, draft and final evaluation reports and evaluation tools in line with agreed CEQAS standards and agreed timelines
- presenting evidence at the data collection debriefing and stakeholder workshop
- taking on responsibility for overall team functioning and client relations.

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

93. The evaluation team should have strong capacity in conducting global strategic evaluations in humanitarian contexts. The team will be multi-disciplinary including extensive knowledge, skill, and expertise in evaluating interventions that involve gender and child protection, and vulnerable communities, and work with implementing partners. The team should be skilled in the collection and analysis of both qualitative and quantitative data and information and should have experience in participatory evaluations. The team should include a team member with technical expertise in the issues surrounding sexual exploitation and abuse, gender, equity, protection, and accountability to affected populations is highly valuable for the evaluation. At least one team member should have experience with the analysis and synthesis of evaluation reports and be able to use appropriate software in this process.

94. The evaluation team should be comprised of 4-6 people with complementary experience on protection, AAP, gender, and humanitarian assistance. Between the team members, there should be experience in the following technical areas related to protection, gender, sensitive data collection, social protection, and organizational dynamics. Across the team there must be a strong understanding

and experience of the multilateral development system and of humanitarian principles, gender and protection mainstreaming and institutional architecture.

95. A high level of engagement with management and staff within the Regional Bureau, country offices and selected HQ Divisions, throughout the process with key points of engagement to ensure that the evaluation addresses the key evidence gaps selected HQ Divisions, throughout the process with key points of engagement to ensure that the evaluation addresses the key evidence gaps and WFP learning priorities, provide regular feedback loops and promote ongoing learning; This requires that the team is able to adopt an approach of openness, receptiveness and flexibility, and willingness to adapt the evaluation sub-questions and/or process where needed; Building a high level of ownership and decision-making, with findings, conclusions and recommendations presented by the evaluation team and collectively discussed in feedback events with learning groups throughout the evaluation
96. A collegiate approach between the evaluation team, involving regular discussions and open communications, to harness collective expertise and experience of both evaluation commissioners and the evaluation team

Table 1: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leader and Deputy Team Leader	<ul style="list-style-type: none"> • Minimum of 15 years' experience in evaluating the design and implementation of social development and humanitarian programming, with experience working with humanitarian multilateral organizations, preferably with WFP, other UN organizations or large international NGOs • Strong communicator with the ability to work in politically sensitive contexts and manage complex organizational processes. • Expertise in organizational development, and organizational culture. • Demonstrated skills in conducting participatory evaluations with mixed qualitative and quantitative data collection and analysis techniques for sensitive data. Familiarity with Theory of Change, Contribution Analysis and Appreciative Enquiry approaches and other relevant evaluation methods and tools • Experience in designing and leading learning-oriented evaluations and soft skills enabling the creation of a safe space for reflection. • Excellent planning and team management and coordination skills; ability to resolve problems and strong track record to deliver on time • Fluency and excellent writing skills in English and French, including strong presentation skills.
PSEA Expert	<ul style="list-style-type: none"> • Minimum 7-10 years of professional experience related to protection, GBV, AAP, gender) • Proven prior academic and field experience working on issues of prevention, response, and policy related to SEA • Proven experience with qualitative and quantitative data analysis. • Strong analytical skills and ability to identify patterns and divergences in • Prior social development and/or humanitarian evaluation experience • First-hand experience in evaluating protection, social development, GBV, or gender sensitive interventions in complex protracted conflict situations. • International evaluators: Fluency and excellent writing skills in English. The team should include team members with professional proficiency in French and/or Spanish • findings and strategic implications.
International and national evaluators	<ul style="list-style-type: none"> • Strong technical expertise in the following areas: <ul style="list-style-type: none"> ○ SEA ○ Gender, equity and inclusion ○ Refugees, and IDPs ○ Protection ○ Accountability to Affected Populations

	<ul style="list-style-type: none"> ○ Social protection ○ Needs assessments, vulnerability analysis and mapping, targeting ○ Gender and inclusion ○ Accountability for affected populations, humanitarian principles and protection, humanitarian access ○ Conflict-sensitive programming, peacebuilding and civil military coordination ○ Supply chain and common humanitarian services ○ Organisational development /dynamics ○ Partnerships
Data analyst	<ul style="list-style-type: none"> ● Strong experience designing and implementing complex research methodologies, both qualitative and quantitative, able to coordinate several parallel research workstreams as well as an overarching, more strategic research pathway ● Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems ● Excellent Excel skills, including ease working with pivot tables and generation of graphs, to organize, analyse and effectively represent data ● Excellent data management skills and accuracy in data manipulation, including data cleaning, data mining, data triangulation, and data modelling ● Broad understanding of humanitarian and development assistance and familiarity with managing sensitive data ● Strong ability to provide qualitative and quantitative research support to evaluation teams, in particular on: <ul style="list-style-type: none"> ○ online and mobile phone survey design ○ survey data cleaning and descriptive analysis ○ qualitative data analysis software

97. Strong attention to process management by the contracted LTA firm and OEV will be critical throughout.

98. The team itself should comprise a balance of men and women of mixed cultural backgrounds. When conducting country studies, core team members could be complemented by national expertise.

99. The team leader should be able to communicate clearly both verbally and in writing in English. The team should also have additional language capacities (minimum French and Spanish).

5.3. ROLES AND RESPONSIBILITIES

100. The Evaluation Manager, Judith Friedman, supported by Research Analyst, Sanela Muharemovic, is responsible for drafting the TOR; selecting and contracting the evaluation team; 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 soliciting WFP stakeholders’ feedback on draft products. The EM will be responsible for writing 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.

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

1. an internal reference group (IRG) composed of a cross-section of WFP stakeholders from relevant business areas at different WFP levels (Annex II); and,

2. an external advisory panel (EAP) composed of experts in the fields of PSEA, gender, victims' rights, and protection (Annex III).
102. The broad TOR for the external advisory panel is included in Annex III. The Director of Evaluation will approve the final evaluation products and present the SER to the WFP Executive Board for consideration

5.4. SECURITY CONSIDERATIONS

103. 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 United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

104. Dynamic, fluid communication with stakeholders throughout this evaluation will be essential. To support this, visual tools and innovative methods should be considered to support communication, reflection and learning opportunities with diverse groups of stakeholders.
105. All strategic evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
106. The evaluation team is encouraged to use Microsoft Teams for sharing the document library, internal and external communications, and collaboration on draft evaluation products. The EM will hold regular teleconferences with the Team Leader and other members of the evaluation team as required to discuss progress and any issues the evaluation team may encounter.

5.6. BUDGET

107. The evaluation will be financed from the OEV operational and administrative budget budget]. The offer will include a detailed budget for the evaluation, including consultant fees, travel costs and other costs (interpreters, software licences, etc.). A financial proposal should be indicated for the project value. Given the timing, two purchase orders will be issued (One in December 2022 valid up to the end of 2023) and a second purchase order will be issued in Q2 of 2023 which may be adjusted following inception, should there be a change to overall plan.

Annex I. Timeline

Key component	Deliverable	Activities	By Whom	
	Phase 1: Preparation			Sept-Dec 2022
Phase 1- Preparation		Development of draft Concept Note	EM	Sept 20, 2022
		Concept note shared with WFP stakeholders	EM	Sept 28, 2022
		Consultation with WFP stakeholders	EM	Oct 1-28 2022
		Submission of draft TOR for review	EM	Oct 14, 2022,
		Review of draft TOR	DoE	Oct 15-17, 2022
		Revision of TOR	EM	Oct 18-19, 2022
		Briefing session for interested LTA firms	EM	Oct 25, 2022
		Send draft TOR for clearance to send to stakeholders for comment	DoE	Oct 28, 2022
		Issue TOR to stakeholders for comment	EM	Nov 1-Nov 14 2022,
		Draft TOR shared with LTAs to start preparing their proposals	EM	Oct 28, 2022 (Due Nov 18)
		Revise TOR following stakeholder comments	EM	Nov 14-16, 2022,
		Revised TOR submitted to DoE	EM	Nov 16 2022
		TOR approval	DoE	Nov 16 2022
	TOR	Final TOR shared with stakeholders and posted	EM	Nov 16, 2022
	TOR	Deadline for LTA proposals	ET	Nov 18, 2022
		Review of proposals	EM	Nov 19-20 2022
		Team selection & Decision Memo submitted	EM	Nov 22, 2022
	PO finalization	Procurement	Dec 15, 2022	
	Phase 2: Inception			Jan 2023-June 2023
Phase 2: Inception		Team preparation prior to inception meetings (reading docs)	ET	Jan 2-Jan 8, 2023
		Inception briefings at HQ level	EM and ET	Jan 9-13 2023
		Inception phase interviews and missions	EM and ET	Jan 16- Feb 28 2023
		Drafting the D0 IR	ET	Feb 28- Mar 17 2023
	D0	Submission D0 IR	TL	Mar 17 2023
		EM quality assurance and feedback on IR D0	EM	Mar 20-24, 2023
		ET revision	ET	Mar 27-31, 2023
		Submission of Second PO	EM and Team	Mar 31, 2023
		EM review of revised D0 IR	EM	Apr 3-4, 2023
		Quality assurance and submission to DoE for comment	DOE	Apr 5-6, 2023
		ET revision	ET	Apr 7-11, 2023
	D1	Submission of D1 IR	TL	Apr 12, 2023
		EM quality assurance on IR D1	EM	Apr 12-14, 2023
		DOE Quality assurance and feedback on IR D1	DOE	Apr 17-18, 2023
		Submit revised IR, addressing DOE's comments	TL	Apr 19-20, 2023

Key component	Deliverable	Activities	By Whom	
		Submit revised draft IR (D2)	ET	Apr 21, 2023
		Review IR D2	DOE	Apr 24, 2023
	D2	Shares D2 IR with IRG and EAG for comment (2 weeks for comment)	EM	Apr 25- May 5, 2023
		Consolidate and share comments received	EM/RA	May 8, 2023
	D3	Submit revised IR (D3) to OEV	TL	May 12, 2023
		EM and DOE quality assurance on IR D3	EM/DOE	May 15 2023
		Seek clearance of final IR (D3)	DoE	May 16, 2023
		Circulates final IR to stakeholders; post a copy on intranet.	EM	July 2023
Phase-3 - Evaluation data collection phase	Phase 3:	Data collection		July - October 2023
		Data collection, including missions, country reporting, and desk review	Team	May 17- Sept 25 2023
		Overall debriefing with HQ, Regional Bureaux and COs Staff (ppt)	EM+TL	Oct 2, 2023
Phase 4- Reporting	Phase 4:	Reporting		October 2023- Feb 2024
	Phase 4a:	Reporting ER		October 2022- Feb 2023
		Drafting of ER	ET	Oct 2- Nov 3 2023
	D0	Submit draft (D0) Evaluation Report (ER) to OEV (after LTA firm Quality Assurance review)	TL	Nov 3, 2023
		EM quality assurance and feedback on ER D0)	EM	Nov 6-10 2023
		Evaluation team revisions	TL	Nov 13-15, 2023
		QA2 quality assurance and feedback on revised ER D0	EM/DOE	Nov 16-17, 2023
		ET revision	ET	Nov 20-24, 2023
	D1 ER	Submission of D1 ER	TL	Nov 24, 2023
		EM quality assurance on ER D1	EM	Nov 27-29, 2023
		DOE quality assurance and feedback on ER D1	DOE	Nov 30-Dec 1 2023
		Submit revised ER addressing DOE comments	ET	Dec 4-6, 2023
		OEV Quality Assurance	DOE	Dec 6-8 2023
		Clearance to circulate revised IR for IRG comments	DOE	Dec 11, 2023
		Stakeholder comments on the draft ER	IRG	Dec 11 2023- Jan 8 2024
		Consolidate and share comments with TL	EM	Jan 9, 2024
		Stakeholders' workshop		Jan 15-16 2024
	D2 ER	Submit revised draft ER (D2) to OEV	TL	Jan 23, 2024
		EM Quality assurance on ER D2	EM	Jan 24, 2024
		QA2 Assurance on ER D2	DOE	Jan 25-29, 2024
		Begin SER drafting	EM	Jan 29, 2024
	Final ER (D3)	Submit revised final draft ER (D3)	TL	Feb 12, 2024
		Submit final draft (D3) ER for approval to send to editing	EM	Feb 12, 2024
		Final clearance of D3 by DoE	DoE	Feb 16, 2024
	Phase 4b:	Reporting SER		February-March 2024
	D0 SER	D0 SER to DOE	EM	Feb 7, 2024
		Comments from ET on SER	TL	Feb 7-8 2024
	QA2 Review revised SER	DOE	Feb 9-12 2024	

Key component	Deliverable	Activities	By Whom	
	D1 SER	Submit revised SER (D1) following DOE comments	EM	Feb 16 2024
		QA2 review D1 SER	DOE	Feb 19-21 2024
		D1 SER to DOE for clearance to share with OPC	DOE	Feb 23, 2024
		OPC comment window	OPC	Feb 23-Mar 8, 2024
		Consolidation of OPC Comments	EM and ET	Mar 11-15, 2024
	SER D2	Submit final draft SER (D2) following OPC comments	EM/QA2	March 18-21, 2024
	Phase 4c:	Final Report		March-April 2024
	Final ER	Final review ER and SER	DoE	Mar 21-22, 2024
		Final revisions as needed	DOE, EM	Mar 25-28, 2024
		Submission of SER to EB Secretariat	EM	Mar 29, 2024
		Submission of approved ER for editing	EM	April 1, 2024
Phase 5 Executive Board (EB) and follow-up	Phase 5:	Executive Board and follow-up		June 2024
		Presentation of Summary Evaluation Report to the EB	DoE and EM	June 2024
		Presentation of management response to the EB	DoE	June 2024

Annex II. Terms of Reference and composition of internal reference group

1. Background

The Internal Reference Group (IRG) is an advisory group providing advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all PEs.

2. Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- *Ownership and Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation data collection phase.
- Suggest key references, relevant contacts, and data sources in their area of responsibility.
- Review and consolidate comments from their respective units/Divisions/offices on:
 - draft TORs with particular attention to the scope, data availability and quality, sub-questions, criteria for country selection and long list of countries
 - draft inception report and related annexes with a particular focus on the scope, data collection methods, selection criteria for country missions
 - draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in the HQ debriefing to discuss preliminary findings
- Participate in the stakeholder workshops to validate findings and discuss recommendations.
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

4. Membership

The IRG is composed of selected WFP stakeholders from HQ Divisions, Regional Bureaux and, eventually, country offices that have participated in the evaluation. IRG members should be nominated by their respective Directors and have sufficient seniority and technical capacity to both provide and consolidate comments on draft deliverables based on their areas of focus and the relationship to the subject of the evaluation. The IRG should not exceed 15 members, including one representative from each of the 6 RBs.

HQ units/divisions may appoint an evaluation focal point that would be a standing member of all IRGs for PEs.

5. Approach for engaging the IRG

The Evaluation Manager will include the key internal stakeholders in the TORs for the evaluation. This will form the first list of key Divisions/Units with whom the evaluation will engage. The EM will draft an email for the Director or the Deputy Director of Evaluation to send to identified Directors to ask that they nominate an IRG representative at the same time that they are provided with the draft TORs for their comments. The Regional Evaluation Officers should be copied on all communications.

By the time that the TORs have been approved, the IRG should be formed. Its members will remain the main points of contact throughout the evaluation.

Proposed members of the Internal Reference Group

The table presents the proposed membership of the evaluation Internal Reference Group. Expected roles, and type of engagement of IRG members are outlined in the IRG Terms of Reference above.

The following units will be asked to nominate or approve the proposed members for the IRG:

Key divisions	Role	Name	Prevention	Response	Programming	Risk	Workforce	Inter-Agency
Ethics Office (ETO)	Senior Advisor PSEA	Natalia MacDonald	x	x	x			
Human Resources (HRM)	Deputy Director a.i.	Davide Marzano	x	x	x		x	
People and Culture Coordination Unit (PCC)	Chief WFP People Implementation	Jonathan Porter	x				x	
Inspector General and Oversight Office (OIGA)	OIG Inspector General & Oversight Office	Fabienne Lambert		x		x		
Inspector General and Oversight Office Investigation (OIGI)	Director, Office of Inspections and Investigations	Callum Weeks		x				
Enterprise Risk Management (ERM)	Deputy Director ERM	Harriet Spanos				x		
Legal Office (LEG)	Deputy General Counsel and Deputy Director	Rachel Evers		x				
Policy and Programme Division (PROP)	Deputy Director, Policy and Programme Division	Samir Wanmali			x			
Emergency Operations (EME)	Senior Liaison Officer	Brian Lander			x			
Gender (GEN)	Director Gender Office	Brenda Behan			x			

Key divisions	Role	Name	Prevention	Response	Programming	Risk	Workforce	Inter-Agency
NGO Partnerships Unit	Senior External Partnerships Officer	Giammichele di Maio	x		x			
Security (SEC)	Director and WFP Security Focal Point	Maria Montalvo	x	x	x	x		
Corporate Planning and Performance (CPP)	Deputy Director Corporate Planning and Performance	Jennifer Nyberg					x	
Supply Chain Operations (SCO)	Deputy Director Supply Chain Division	Betty Ka	x		x	x		
Geneva Liaison	Deputy Director	Giancarlo Cirri						x
New York Liaison	NYC UN System and Multilateral engagement Division	Coco Ushiyama						x
Representatives from Regional Bureaux - DRDs	Deputy Regional Director RBP	Kyung-Nan Park	x	x	x		x	x
	Deputy Regional Director RBB	Anthea Webb	x	x	x		x	x
	Deputy Regional Director RBD	Alexandre Le Cuziat	x	x	x		x	x
	Deputy Regional Director RBC	Kate Newton	x	x	x		x	x
	Deputy Regional Director RBJ	Margaret Malu	x	x	x		x	x
	Deputy Regional Director RBN	Rukia Yacoub	x	x	x		x	x

Annex III: Terms of reference and proposed composition of the external advisory group (EAG)

1. Background

The External Advisory Group (EAG) is an advisory body providing substantive advice and feedback to the Evaluation Manager on topics related to their specific areas of expertise at key moments during the evaluation process. Work to identify potential members begins during the preparatory phase of the evaluation but the group may not be fully formed until into the inception phase. The EAG is mandatory for SEs.

2. Purpose and Guiding Principles of the EAG

The overall purpose of the EAG is to contribute to the credibility and utility of the evaluation. For this purpose, its composition and role are guided by principle of accuracy whereby feedback from subject-matter experts at key steps of the preparatory, inception, data collection and reporting phases contributes to the accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment from a subject-matter perspective on evaluation deliverables, including TOR (if established in time), IR and ER, and share relevant insights at key consultation points during the evaluation, including draft IR and ER.

It is estimated that the level of effort required to engage as EAG members in a Strategic Evaluation is between 3 and 5 days spread over the course of the full duration of the evaluation.

4. EAG Membership

The EAG is composed of individuals bringing expertise from a range of institutions and backgrounds on topics related to the subject of the evaluation. The individuals could be based in academia, UN or international agencies, NGOs or the private sector and should not be key informants for the evaluation. The EAG should attempt to have a gender-balanced composition with individuals representing the global north and south. The EAG should be made up of 3-5 members. For the SE of PSEA, it is proposed that the EAG include the following representation/expertise:

- Special Coordinator on Improving the UN Response to Sexual Exploitation and Abuse
- UN Secretary General Office of the Victims' Rights Advocate
- IASC Coordinator on PSEA
- SEA Focal Points from other UN Agencies (i.e. UNHCR)

Annex IV. Communication and knowledge management plan

Internal (WFP) communication plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why/ what level of communication Purpose of communication
Preparation (September – November 2022)	Draft ToR Final ToR Summary TOR	CO, RB, HQ	EM (Evaluation Manager); Director of Evaluation (DoE)	Consultations, meetings, email	Review/ feedback /For information <i>Consultation</i>
Inception (December 2022 – May 2023)	HQ Briefing + Inception Mission + Inception Report (IR)	HQ, RB, CO, stakeholders	EM	Email	Review/ feedback For information <i>Operational & Strategic</i>
Field work, debrief (May- October 2023)	Aide-memoire/ PPT	CO, RB, HQ	Evaluation Team Leader (TL)	Email, Meeting / Teleconference	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team <i>Operational</i>
Reporting Draft 1 (November-December 2023)	Draft 1 Evaluation Report (ER)	CO, RB, HQ, stakeholders	EM; DoE	Email and presentations	Review/ feedback <i>Operational & Strategic</i>
Stakeholder workshop (January 2024)	PPT	CO, RB, HQ	EM; DoE	Workshop	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations <i>Operational & Strategic</i>
Reporting Draft 2 (January-February 2024)	Draft 2 Evaluation Report + Summary Evaluation Report	CO, RB, HQ	EM; DoE	Email	Review / feedback (EMG on SER) <i>Strategic</i>
Reporting Draft 3 (February-March 2023)	Draft 3 finalization of evaluation products	CO, RB, HQ	EM, DoE	Email	Final distribution of
Follow-up/EB (June 2024)	2-page Evaluation Brief	CO, RB, HQ	EM; DoE	Email	Dissemination of evaluation findings and conclusions <i>Informative</i>
Dissemination event (June 2024)	PPT	CO, RB, HQ	EM; DoE	Event	Information about linkage to CSPE Series as opportunities arise <i>Informative & Strategic</i>

External communications plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why/ What level of communication Purpose of communication
ToR (November 2022)	Final ToR ToR summary	Public, UNEG	OEV	Websites	Public information
Inception Report (May 2023)	Final IR	Public, UNEG	OEV	Internal websites	Internal communications
Formatted ER/Translated SER, (April 2024)	Final Report (incl. SER)	Public, UNEG	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, (April 2024)	2-page Evaluation Brief	Board Member & wider public	OEV	Website	Public information
Executive Board Session (June 2024)	SER & Management Response	Board Members	OEV; DoE; CPP	Formal presentation	For EB consideration

Annex V. Preliminary stakeholder analysis

- The tables below provide analysis of stakeholder influence/importance for PSEA:

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
Internal					
Governance	Executive Board members	Providing oversight for and commentary on the PSEA response	High	High	<ul style="list-style-type: none"> • Understanding of WFP's achievements and lessons learned in PSEA • Tracking WFP's operational and reputational risks related to PSEA • Understanding what challenges are arising for the future in the response and how WFP may respond • Understanding the institutional mechanisms guiding the response and their strengths and weaknesses • Guidance on future direction in line with international priorities / normative guidelines/ dialogue
Management	WFP corporate leadership and management – Executive Director, Deputy Executive Director, Assistant Executive Directors, Divisions, Chiefs of Units (includes the Senior Management Group and Operational Task Force:	Directing and implementing policy and programming	High	High	<ul style="list-style-type: none"> • Understanding of WFP's achievements and lessons learned in PSEA • Tracking WFP's operational and reputational risks related to PSEA • Understanding what challenges are arising for the future in the response and how WFP may respond • Understanding the institutional mechanisms guiding the response and their strengths and weaknesses • Guidance on future direction in line with international priorities / normative guidelines/ dialogue

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
	Enterprise Risk Management, Security				
	Regional Directors, Deputy Regional Directors	Directing and implementing policy and programming at regional level	High	High	
	Country Directors, Deputy Country Directors	Directing and implementing policy and programming at country level	High	High	
Workplace Culture	Ethics Office Human Resources Division Staff Wellness Division Medical Unit	Managing staff numbers/location Reviews investigation reports Responsible for providing advice to senior management on disciplinary matters of SEA in line with WFP policies. Ensuring staff welfare at HQ/field level Medical unit	High	High	<ul style="list-style-type: none"> Understanding of WFP's achievements and lessons learned in PSEA Understanding what challenges are arising for the future in the response and how WFP may respond Understanding the institutional mechanisms guiding the response and their strengths and weaknesses Guidance on future direction in line with international priorities / normative guidelines/ dialogue Understanding implications for the role of Ethics office as focal point Understanding what human resourcing challenges are arising for the future in the response and how WFP may respond Learning about the institutional mechanisms supporting PSEA and their strengths and weaknesses
Accountability	Corporate Planning and Performance , including Performance Management and Reporting Division	Holding WFP to account for PSEA mechanisms	High	High	<ul style="list-style-type: none"> Accountability to Executive Board members Accountability to donor partners and host governments Resource (human and financial) implications of evaluation findings

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
		Providing internal and external reporting on the response			
Inspector General and Oversight Office (OIG)	Office of Internal Audit (OIGA) Office of Inspections and Investigations (OIGI)	Managing complaint Reporting Mechanism; Investigations (allegations of misconduct, fraud etc) ; External investigations: Wrongdoing by vendors, cooperating partners and contractors; Performs Inspections; Internal Audits	High	High	<ul style="list-style-type: none"> • Understanding of WFP's achievements and lessons learned in PSEA • Understanding what challenges are arising for the future in the response and how WFP may respond • Understanding the institutional mechanisms guiding the response and their strengths and weaknesses • Guidance on future direction in line with international priorities / normative guidelines/ dialogue • Learning about the institutional mechanisms supporting PSEA and their strengths and weaknesses • Working with OEV to ensure complementarity of processes, and content of PSEA audit and evaluation
HQ units, including Emergency Operations and Programme and Policy Development	Emergency Operations Division. Supply Chain operations Division (SCO); and Programme and Policy Development Department (PD) (including Cash-based Transfers, Gender, Protection/AAP, NGO Partnerships, Nutrition, Social Protection, Programmes, School-based Programmes, Research, Assessment and Monitoring); Partnerships	Setting policy and strategic direction; supporting the delivery of the response at field level	High	High	<ul style="list-style-type: none"> • Understanding of WFP's achievements and lessons learned in PSEA • Understanding what challenges are arising for the future in the response and how WFP may respond • Understanding the institutional mechanisms guiding the response and their strengths and weaknesses • Guidance on future direction in line with international priorities / normative guidelines/ dialogue • Understanding programming context for PSEA and challenges in diverse contexts • Understanding what human resourcing challenges are arising for the future in the response and how WFP may respond • Learning about the institutional mechanisms supporting PSEA and their strengths and weaknesses

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
	and Advocacy Department (PA);				
WFP Regional Bureaux and Country Offices	88 Country Offices and 6 Regional Bureaux across the world	Primary deliverers of the PSEA response at field level	High	High	<ul style="list-style-type: none"> Understanding of WFP's achievements and lessons learned related to PSEA Understanding of learning since Capacity to Response to Emergencies evaluation and findings Understanding what challenges are arising for the future in the response and how WFP may respond Understanding the institutional mechanisms guiding the response and their strengths and weaknesses
Strategic partnerships	UN System and Multilateral Partnerships division Rome Based Agencies and CFS Strategic Partnerships division	Ensuring congruence/synergies with key partners in inter-agency and the global PSEA efforts	Medium	Medium	<ul style="list-style-type: none"> Learning from WFP's role in and contributions to inter-agency efforts Learning from the evaluation findings on the strength of inter-agency efforts in PSEA Supporting the global accountability of the UN response
Communications	Communications, Advocacy, and Marketing Division	Ensuring up to date information-sharing within WFP on policy, programming, staffing and financial changes Ensuring up to date information-sharing to external partners on WFP's activity in the response	Low	High	<ul style="list-style-type: none"> Understanding of WFP's achievements and lessons related to PSEA and the role communication has played in this Understanding what communications challenges are arising with respect to managing SEA risks Understanding the institutional mechanisms guiding the response and their strengths and weaknesses

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
WFP staff	WFP HQ and field office staff	Response delivery	High	High	<ul style="list-style-type: none"> Contributing their opinions and experience of workplace culture (internal and external) to the evaluation Learning from the evaluation findings on the achievements and challenges related to PSEA across WFP Supporting accountability to senior management/leadership and external partners
External					
Category	Stakeholder Group	Role	Influence	Importance	
UN	IASC, WHO, FAO, IFAD, UNICEF, UNOCHA, UNHCR, IOM, UNESCO, UNFPA, UNWRA, UN Women, HC/RCS including RCO	Strategic partners in delivery of the global, regional and country-level PSEA response	Medium	High	<ul style="list-style-type: none"> Understanding of WFP's role in and contributions to inter-agency efforts and whole UN response Supporting the global accountability of the UN response
International Financial Institutions	World Bank, regional development banks	Strategic partners	Medium	Medium	<ul style="list-style-type: none"> Understanding of WFP's role in and contributions to the collective international efforts toward PSEA Learning from the evaluation findings on the strengths, achievements and weaknesses of PSEA
Non-Governmental Organisations	Over 977 non-governmental organisations worked with WFP in 2020. ⁴⁰ 65+ international and country-based NGOs attended the 2020 Annual NGO Consultation ⁴¹	Strategic partners and also deliverers of WFP's operational PSEA support	High	High	<ul style="list-style-type: none"> Understanding WFP's mechanisms and channels for PSEA Learning from experiences of Implementing Partners' Capacity Assessment Understanding of WFP's role in and contributions to the collective PSEA efforts, including at country level Learning from the evaluation findings on the strengths, achievements and weaknesses of the WFP response in relation to partnerships with NGOs particularly Supporting the global accountability of the international response

⁴⁰ WFP Annual Performance Report (2021) https://executiveboard.wfp.org/document_download/WFP-0000139269

⁴¹ <https://docs.wfp.org/api/documents/d34970cbb89344de9daed3da32251fb7/download/>

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
Partner Governments	Partner governments in the 83 countries in which the response has been delivered	Key strategic determiners of WFP's in-country role in supporting the response	High	High	<ul style="list-style-type: none"> Understanding of WFP's role in and contributions to PSEA including at country level Understanding government accountability for PSEA Learning from the evaluation findings on the strengths, achievements and weaknesses of the WFP response in relation to partnerships with governments particularly Supporting the global accountability of the international response
Partner Sub-national Governments	Partner sub-national or municipal governments with WFP programming	Key strategic determiners of WFP's subnational role in supporting the response	Medium	High	<ul style="list-style-type: none"> Understanding of WFP's role in and contributions to PSEA including at local level Understanding sub-national government accountability for PSEA Learning from the evaluation findings on the strengths, achievements and weaknesses of the WFP response in relation to partnerships with governments particularly Supporting the national and community level accountability and response
Co-operating partners	Wide ranging, including NGOs, governments, UN organisations, private sector organisations and others	Main delivery mechanism for operational aspects of response	Medium	High	<ul style="list-style-type: none"> Understanding of WFP's role in and contributions to the collective response, including at country level Understanding of the food security and nutrition achievements and challenges in the response and WFP's role in these Learning from the evaluation findings on the strengths, achievements and weaknesses of the WFP response in relation to partnerships with NGOs particularly Supporting the global accountability of the international response
Donor agencies	Wide ranging and varying levels of investment in PSEA initiatives. Largely committed to WFP model clause for PSEA.	Funders of WFP	High	High	<ul style="list-style-type: none"> Understanding of WFP's performance on PSEA since 2017 Understanding the efficacy of WFP's funding clauses for donors Supporting the global accountability for PSEA Understanding the WFP institutional mechanisms guiding PSEA and their strengths and weaknesses

Category	Stakeholder Group	Role	Influence	Importance	Interest in the evaluation
					<ul style="list-style-type: none"> Guidance on future direction in line with international priorities / dialogue on the response
Other strategic partners	CHS Alliance, ICRC, academic and research institutions	Strategic partner in delivery of the global, regional and country-level PSEA efforts; partners in e.g. social protection planning and design	Low	Medium	<ul style="list-style-type: none"> Understanding of WFP's role in and contributions to PSEA including supporting country level efforts Learning from the evaluation findings on the strengths, achievements and weaknesses of the WFP response for PSEA
Beneficiaries	WFP served 128 million people in 2021; - men, women, boys and girls	Recipients of WFP support	High	High	<ul style="list-style-type: none"> Understanding how PSEA efforts have responded to the specific needs of beneficiaries Holding WFP to account for mechanisms for accountability, protection

Annex VI: Proposed reflection and learning components

The phases set out below correspond with the phased methodological approach suggested in section 4.3. The key areas of focus are designed to be modules of analysis for evaluation which build on each other. As modules, they are designed to provide an opportunity for learning and reflection with different groups of stakeholders which will feed into the evaluation questions.

Phase	Key area of focus	Learning/ Reflection	Purpose	Key elements for consideration	Link to EQ	Key criteria
1: Inception	Context	<i>What are the challenges and risks for PSEA in the contexts WFP operates?</i>	Set out the context and key risk factors for PSEA in the contexts WFP operates	<ul style="list-style-type: none"> • Where are PSEA risks the greatest and where should the evaluation pursue country visits? • What operating conditions should be considered in the evaluation? • What are the specific challenges and risks present for humanitarian contexts (as compared with development contexts)? 	EQ1, EQ4	Relevance
1: Inception	Policies and procedures	<i>What does good look like?</i>	Framing the parameters for the evaluation	<ul style="list-style-type: none"> • How do WFP's policies and procedures align with international good practice? Comparative analysis of policies and practices from other UN agencies and members of the international aid community and NGOs • What is an effective victim centered approach and how is it achieved? • What would progress or "effective PSEA" look like? 	EQ1	Relevance, Effectiveness, Gender, Equity, Inclusion

Phase	Key area of focus	Learning/ Reflection	Purpose	Key elements for consideration	Link to EQ	Key criteria
2: Inception/ Data collection	Internal assets and capacities	<i>Does WFP have what it needs to do what it aims to do?</i>	Mapping out institutional capacity, systems, and mechanisms	<ul style="list-style-type: none"> • Where is PSEA positioned within governance dynamics? • How does leadership (tone at the top and tone in the middle) and management support PSEA? • Capacity of WFP's organizational structures, systems for managing PSEA (reporting, investigation, response) • Adequacy and relevance of WFP's skillset for PSEA • Awareness, utility, and effectiveness of policies and measures (communications, training, outreach) • Effects of management decisions, workforce composition, positioning within WFP's organizational structure on PSEA • Adequacy and coverage of WFP's monitoring data on PSEA 	EQ1, EQ2	Effectiveness, Efficiency
3: Data collection	Partnerships	<i>How is WFP supporting coherent PSEA with partners?</i>	Understanding the roles, interdependencies, and risks associated with WFP's partnership relationships	<ul style="list-style-type: none"> • Partnership required for effective PSEA at HQ and country levels • Interagency partnerships • Assessment of capacity of operational partnerships • Effectiveness of cooperating partnerships' risk management • Effects of piloting of institutional partnership capacity assessment tool 	EQ2	Coherence
4: Data collection	Delivery and programmes	<i>Does WFP's delivery prevent PSEA and protect beneficiaries?</i>	Assessing the results of PSEA approaches in practice	<ul style="list-style-type: none"> • Degree of integration of PSEA risks in programme design and implementation (Assessment of harmonization of protection, gender, AAP programming within country contexts) • Effectiveness of channels for protection and prevention 	EQ3	Effectiveness, Gender, Equity, Inclusion

Phase	Key area of focus	Learning/ Reflection	Purpose	Key elements for consideration	Link to EQ	Key criteria
				<ul style="list-style-type: none"> Strategies and implementation of victim-centred approach for PSEA 		
5: Data collection	Enabling/ inhibiting factors	<i>How does WFP manage the external factors that affect PSEA?</i>	Understanding and framing the complexity of the context	<ul style="list-style-type: none"> Effects of emergency contexts Effects of funding environment (short-term/long-term funding) Accounting for power differentials, gender dynamics and equity 	EQ4	Relevance, Sustainability, Gender, Equity, Inclusion

Annex VII. Corporate Results Framework (2022-2025) Indicators related to PSEA

Indicator	Technical owner	Unit of measurement	Frequency of data collection / reporting
Cross-cutting priorities: Protection and accountability to affected populations			
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement	PRO-P	Households	Once the first round of monitoring is completed (no later than three months after start up), monitoring should be conducted based on the length of the project - 1 year or less: two rounds of data should be collected – one at the start (baseline) and one at the end. - 1+ year: at the beginning of the project and then annually (or biannually, where feasible)
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes			
Percentage of country offices with a functioning community feedback mechanism	PRO-P	Calculated at the country level – aggregated at the corporate level	Once a year for reporting period.
Number of country offices with an action plan on community engagement			
Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)	ETO/PRO-P	CO level	Once a year, according to reporting cycle- NB: Interagency indicator
Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment	ETO/PRO-P	Corporate level	The value can be calculated annually at the corporate level (starting Q3 2022)
People management: Performing and improving workforce promoted and safeguarded			

<p>Percentage of employees completing mandatory training on both protection from sexual exploitation and abuse (PSEA) and preventing and responding to abusive conduct at WFP (harassment, sexual harassment, abuse of authority and discrimination)</p>	<p>Under development</p>		
<p>Percentage of country offices with designated PSEA focal points who have successfully completed the Ethics Office PSEA WeLearn Course for Focal Points on prevention and response to SEA</p>	<p>ETO</p>	<p>Corporate</p>	<p>Information is updated automatically. Calculation is available at any given moment and can be made available to RDs, DRDs, CDs, DCDs, and appointed PSEA Focal Points as requested.</p>
<p>Percentage of country offices which have implemented corporate SEA prevention and outreach tools aimed at employees, cooperating partners, and front-line workers</p>	<p>ETO</p>	<p>Corporate</p>	<p>Once a year, according to reporting cycle</p>

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

Table 1: Preliminary criteria for country selection and rationale

WFP operational context:	Rationale
<ul style="list-style-type: none"> Total planned beneficiaries 2021 (Proxy for size and complexity of WFP country efforts) 	Complexity of WFP operating contexts, types corporate emergency response
<ul style="list-style-type: none"> Emergency status (Early Action & Emergency Response, Corporate Attention, Corporate Scale-Up) 	
<ul style="list-style-type: none"> Proportion of refugees/IDPs 	
WFP workforce composition:	
<ul style="list-style-type: none"> Number of staff 	Scale of workforce composition Level of resourcing for PSEA Agency of personnel to speak up Exposure of people reporting Extent of WFP's ability to monitor office compliance
<ul style="list-style-type: none"> Number of sub-offices/area offices in a country (sampling of different country office composition) 	
<ul style="list-style-type: none"> Number of PSEA focal points 	
<ul style="list-style-type: none"> PSEA focal points/beneficiary ratio 	
<ul style="list-style-type: none"> Ratio male/female international staff; 	Proxy for gender equity in the workforce/ gender dynamics
<ul style="list-style-type: none"> Ratio male/female national staff; 	
Regional representativeness:	
<ul style="list-style-type: none"> WFP Regional Bureaux 	Coverage of WFP regions
Partners	
<ul style="list-style-type: none"> Number of implementing partners 	Consistency of application of WFP norms Coverage across partners Complexity of operating contexts
<ul style="list-style-type: none"> Offices that work through third parties only (e.g. contexts in which the security personnel does not enable WFP to have a field presence) 	
Evaluation (and audit) coverage	
<ul style="list-style-type: none"> Inclusion of countries that have not recently had a CSPE 	Availability of existing data Consideration of overburdening key informants and WFP stakeholders
<ul style="list-style-type: none"> Countries that have not recently had a Corporate Emergency Evaluation 	
<ul style="list-style-type: none"> Countries with less decentralized evaluative information 	
<ul style="list-style-type: none"> Countries that have not had an audit in 2021 or 2022 	

Table 2: Description of Clusters: Tableau data input for clustering against key variables

Inputs for Clustering				
Variables:	Avg. Nr. of partners 2021 (DOTS)			
	Avg. PSEA FPs-staff ratio			
	Avg. Total planned beneficiaries 2021			
Level of Detail:	Country			
Scaling:	Normalised			
Summary Diagnostics				
Number of Clusters:	4			
Number of Points:	73			
Between-group Sum of Squares:	5.8911			
Within-group Sum of Squares:	2.212			
Total Sum of Squares:	8.1031			
Centres				
Clusters	Number of Items	Avg. Nr. of partners 2021 (DOTS)	Avg. PSEA FPs-staff ratio	Avg. Total planned beneficiaries 2021
Cluster 1	50	13.76	0.023451	1.1031e+06
Cluster 2	14	11.0	0.072352	6.013e+05
Cluster 3	4	92.0	0.029827	4.3042e+06
Cluster 4	5	43.4	0.017901	1.1847e+07
Not Clustered	15			

Sources: COMET CM-R001b, WFP Dashboard, DOTS Partnership Expenditures

Based on this categorization, the following long list of countries is proposed (Table 3), from which the final list will be selected based on consultations with relevant stakeholders and feasibility of country visit.

Table 3: Proposed long list of countries for case studies/country missions

RB	Country	Cluster	CSPE/CE	Audit since 2019	Emergency designation	Size of operation ⁴²	Refugees >50% beneficiaries	Dispersed operations (> 10 sub-ops)	Number of PSEA focal
RBB	Afghanistan	4	2022/IAHE	2022	Corporate Attention	Very large			15
	Bangladesh	1	2019	2021		Moderate			3
	Pakistan	1	2021	2019		Moderate			10
	Sri Lanka	1	2020			Small			2
RBC	Syria	4	2022	2019, 2022	Corporate Attention	Very large	x		11
	Yemen	4	none	2020	Corporate Attention	Very large			2
	Iraq	2	2023	2020	Early Action & Emergency Response	Small			9
	Jordan	1	2020	2022		Moderate	x		3
	Lebanon	1	2019	2021	Corporate Attention	Moderate	x		2
	Libya	1	2025	2019 x2		Small	x		2
	Ukraine	1	CEE 2024		Corporate Scale-up			x	7
RBD	Burkina Faso	1	2021	2021	Corporate Attention	Moderate	x		2
	Cameroon	2	2019	2021	Early Action & Emergency Response	Small	x	x	20
	Central African Republic	1	2020	2019		Moderate			15
	Chad	2	2021	2019 x3		Moderate		x	29
	Mali	1	2024	2019, 2021	Corporate Attention	Moderate			3
	Nigeria	1	2021	2021	Corporate Attention	Moderate	x		6
RBJ	Democratic Republic of the Congo	3	2018	2020		Large		x	44
	Madagascar	1	2022		Corporate Attention	Moderate			2
	Mozambique	1	2020	2022	Corporate Attention	Moderate			2

⁴² Very large: >9,000,000 Planned beneficiaries; Large: 3,000,000-9,000,000 Planned Beneficiaries; Moderate: 1,000,000-3,000,000 Planned Beneficiaries; Small: <1,000, 000 Planned Beneficiaries

RB	Country	Cluster	CSPE/CE	Audit since 2019	Emergency designation	Size of operation ⁴²	Refugees >50% beneficiaries	Dispersed operations (> 10 sub-operations)	Number of PSEA focal
	Zimbabwe	1	2020	2022	Early Action & Emergency Response	Large			2
RBN	Burundi	1	2023			Moderate			8
	Kenya	2	2023			Moderate			20
	Ethiopia	4	2025	2020	Corporate Attention	Very large		x	32
	Somalia	3	2025	2021	Corporate Scale-up	Large			12
	South Sudan	3	2021	2022	Corporate Attention	Large		x	35
	Sudan	4	2021	2019	Corporate Attention	Very large		x	22
	Uganda	1	2025	2020	Early Action & Emergency Response	Moderate	x	x	11
RBP	Ecuador	1	2020			Small	x		2
	Haiti	1	2020	2022	Corporate Attention	Moderate			2
	Peru	1	2020	2019		Small	x		2
	Colombia	3	2024	2021	Corporate Attention	Moderate	x		3

Annex VIV. Interviewees

Role	Unit	Interviewee	Completed
Director a.i. Ethics Office	ETO	Georgia Shaver	Yes
Senior Advisor PSEA	ETO	Natalia MacDonald	Yes
PSEA Advisor- Mitigation	ETO	Alessandra D'Angelo	Yes
Ethics Officer	ETO	Marta Conconi	Yes
PSEA and Partnerships Consultant	ETO	Patricia Alarou	Yes
Assistant Executive Director, a.i.-WP Workplace Culture	HRD	Joyce Luma	Yes
Deputy Director a.i.	HRD	Davide Marzano	Yes
Chief a.i.-HRMSR Staff Relations Branch	HRD	Mylene Spence	Yes
OIG Inspector General & Oversight Office	OIG	Fabienne Lambert	Yes
Director, Office of Inspections and Investigations- OIGI Office Inspections & Investigations	OIG	Callum Weeks	Yes
Chief Risk Officer- Risk Management	RMD	Jonathan Howitt	Yes
Deputy Director ERM	RMD	Harriet Spanos	Yes
PDP Director	PRO	David Kaatrud	Yes
Chief NGO Partnerships Unit	NGO	Giammichele Demaio	Yes
NGO Partnership Consultant	NGO	Ellen Wielezynski	Yes
Deputy General Counsel and Deputy Director	LEG	Rachel Evers	Yes
Legal Officer, Contract and Constitutional Law Branch	LEGC	John Graham	Yes
Senior Legal Office, Administration Employment Law Branch	LEG	Nicole Vareil	Yes
Legal Officer, Administration Employment Law Branch	LEGA	Filippo Pucci	Yes
Director SEC and WFP Security Focal Point-	SEC	Maria Montalvo	Yes
EME Divisional Management	EME	Ilaria Dettori	
Senior Liaison Officer- Divisional Management	EME	Brian Lander	
Regional Director Bangkok	RBB	John Aylieff	Yes
Regional Director Panama	RBP	Lola Castro	Yes

Regional Director Dakar	RBD	Chris Nikoi	Yes
Deputy Director, Cairo	RBC	Rawad Halabi	Yes
Deputy Director Geneva Office	GVA	Gian Carlo Cirri	Yes
Director Geneva Office	GVA	Annalisa Conte	Yes
Deputy Director, Policy and Programme Division	PD	Samir Wanmali	
Director Gender Office	GEN	Brenda Behan	

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Annex XI: Completed and ongoing evaluations

Table 1: CSPE Coverage

Country	CSPE	Start year
Afghanistan	Afghanistan: An evaluation of WFP's Country Strategic Plan (2018-2022)	2020
Algeria	Evaluation of the Interim Country Strategic Plan in Algeria (2019-2022)	2020
Bangladesh	Bangladesh WFP Country Strategic Plan 2016-2019	2019
Benin	Evaluation of Benin WFP Country Strategic Plan 2019-2023	2021
Bhutan	Bhutan CSPE	2021
Bolivia	Evaluación del Plan Estratégico para el País del PMA en el Estado Plurinacional de Bolivia 2018-2022	2020
Burkina Faso	Évaluation du plan stratégique de pays du PAM Burkina Faso 2018 - 2022	2021
Cambodia	Cambodia CSPE (2019-2023)	2021
Cameroon	Evaluation of Cameroon WFP Country Strategic Plan 2018-2020	2019
Central African Republic	Évaluation du Plan Stratégique Pays provisoire du PAM en République centrafricaine (2018-2022)	2020
Chad	Evaluation of Chad WFP Country Strategic Plan 2019-2023	2021
China	Evaluation of China WFP Country Strategic Plan (2017-2021)	2020
Congo	Congo CSPE	2022
Democratic Republic of the Congo	Evaluation of Democratic Republic of the Congo Interim Country Strategic Plan 2018-2020	2018
Dominican Republic	Dominican Republic CSPE	2021
Ecuador	Ecuador: an Evaluation of WFP's Strategic Plan (2017-2021)	2020
Egypt	Egypt Evaluation of Country Strategic Plan (2018-2023)	2021
El Salvador	Evaluación del plan estratégico para El Salvador (2017-2022)	2020
Gambia	The Gambia WFP Country Strategic Plan 2019–2021	2020
Ghana	Ghana CSPE	2022
Haiti	Haiti CSPE	2020
Honduras	Evaluación de Honduras Plan Estratégico País de PMA 2018-2021	2020
India	Evaluation of India WFP Country Strategic Plan 2019-2022	2021
Indonesia	Evaluation of Indonesia WFP Country Strategic Plan 2017-2020	2019
Jordan	Jordan An Evaluation of WFP Country Strategic Plan 2018-2020	2020
Kenya	Kenya CSPE	2021
Kyrgyzstan	Evaluation of the Kyrgyz Republic WFP Country Strategic Plan 2018-2022	2021

Country	CSPE	Start year
Lao People's Democratic Republic	Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan (2017-2021)	2019
Lebanon	Lebanon WFP Country Strategic Plan 2018–2021	2019
Lesotho	Lesotho CSPE	2022
Liberia	Liberia CSPE	2022
Madagascar	Madagascar CSPE	2022
Malawi	Malawi CSPE	2021
Mauritania	Evaluation of Mauritania WFP Country Strategic Plan 2019-2022	2020
Mozambique	Evaluation of Mozambique WFP Country Strategic Plan (2017-2021)	2020
Namibia	Namibia CSPE	2021
Nepal	Nepal An Evaluation of Country Strategic Plan (2018-2023)	2022
Nigeria	Evaluation of Nigeria WFP Country Strategic Plan 2019-2022	2021
Pakistan	Evaluation of Pakistan WFP Country Strategic Plan 2018 - 2022	2021
Palestine	State of Palestine CSPE	2021
Peru	Evaluación de Plan Estratégico País de PMA Peru 2018-2022	2020
Philippines	Evaluation of Philippines WFP Country Strategic Plan 2018 - 2023	2021
Rwanda	Rwanda CSPE	2022
Senegal	Senegal CSPE (2019-2023)	2021
South Sudan	Evaluation of South Sudan WFP Interim Country Strategic Plan 2018-2021	2021
Sri Lanka	Evaluation of the WFP Country Strategic Plan in Sri Lanka 2018-2022	2020
Sudan	Evaluation of Sudan WFP Country Strategic Plan 2019-2022	2021
Syria	Syrian Arab Republic ICSP (2022-2023)	2022
Tajikistan	Evaluation of Tajikistan WFP Country Strategic Plan 2019-2024	2021
Tanzania	Evaluation of Tanzania WFP Country Strategic Plan 2017-2021	2020
Timor-Leste	Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020	2019
Zambia	Zambia CSPE	2021
Zimbabwe	Republic of Zimbabwe: An evaluation of WFP Country Strategic Plan (2017–2020)	2020

Table 2: Decentralized evaluation coverage

Country	2018	2019	2020	2021	2022	Total
Armenia	X					1
Bangladesh	X			X		2
Benin		X		X		2
Bhutan				X		1
Bolivia	X					1
Burkina Faso	X	X				2

Country	2018	2019	2020	2021	2022	Total
Burundi	X	X				2
Cambodia		X				1
Central African Republic	X					1
Chad					X	1
China	X					1
Colombia				X		1
Côte d'Ivoire	X		X			2
Democratic Republic of the Congo	X					1
Dominican Republic			X			1
Egypt				X		1
El Salvador	X	X				2
Eswatini	X					1
Ethiopia		X	X			2
Gambia		X				1
Ghana			X			1
Guatemala	X		X			2
Guinea			X			1
Haiti	X	X				2
Honduras	X	X				2
India	X			X		2
Jordan	X					1
Kenya	X				X	2
Kyrgyzstan	X		X			2
Lao People's Democratic Republic		X		X		2
Lebanon	X	X			X	3
Lesotho		X	X			2
Liberia			X			1
Libya		X				1
Madagascar		X	X			2
Malawi	X	X	X			3
Mali	X	X				2
Mauritania		X				1
Mozambique		X	X			2
Myanmar		X				1
Namibia	X					1
Nepal	X		X	X		3
Nicaragua	X		X			2
Niger	X		X		X	3
Nigeria		X		X		2
Pakistan			X			1
Palestine		X				1
Peru			X			1
Philippines				X		1

Country	2018	2019	2020	2021	2022	Total
Rwanda	X		X	X		3
Somalia	X					1
South Sudan		X				1
Sri Lanka			X			1
Syria	X					1
Tanzania			X			1
Togo		X				1
Tunisia	X					1
Turkiye				X		1
Zimbabwe			X	X		2

Annex XII. Acronyms and abbreviations

AAP	Accountability to Affected Populations
CHS	Common Humanitarian Standards
CSO	Civil Society Organisation
CSPE	Country Strategic Plan Evaluation
CRF	Corporate Results Framework
DAC	Development Assistance Committee
DE	Decentralized Evaluation
DoE	Director of Evaluation
EAP	Evaluation Advisory Panel
EM	Evaluation Manager
ET	Evaluation team
EQAS	Evaluation Quality Assurance System
GEWE	Gender Equity and Women's Empowerment
IASC	Inter-Agency Standing Committee
INGO	International Non-Governmental
IRG	Internal Reference Group
PHQA	Post-Hoc Quality Assurance
PSEA	Protection of Sexual Exploitation and Abuse
NBP	Needs Based Plan
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
OIG	Office of the Inspector General
OIGA	Office of Internal Audit
OIGI	Office of Inspections and Investigations
QA	Quality Assurance
RBB	Regional Bureau of Bangkok
RBC	Regional Bureau of Cairo
RBD	Regional Bureau of Dakar
RBJ	Regional Bureau of Johannesburg
RBN	Regional Bureau of Nairobi
RBP	Regional Bureau of Panama
SEA	Sexual Exploitation and Abuse
SEAH	Sexual Exploitation and Abuse and Harassment
SG	Secretary General

SH	Sexual Harassment
TOR	Terms of Reference
WFP	World Food Programme



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