Evaluation of WFP's Emergency Preparedness Policy

Terms of reference

FINAL - September 2023

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1. Background

1.1. INTRODUCTION

1.	These Terms of Reference (ToR) are for the evaluation of the WFP Policy on Emergency Preparedness[1] approved by the Executive Board (EB) in November 2017.

2.	Policy evaluations assess a WFP policy and the activities put into place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred as a contribution to organizational learning and accountability to stakeholders. As defined in the WFP Evaluation Policy, all WFP policies issued after 2011 are to be evaluated four to six years from approval and the start of policy implementation.

3.	These ToR were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. Their purpose 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: Section 1 provides introduction and information on the context; Section 2 presents the rationale, objectives and stakeholders of the evaluation; Section 3 presents an overview of the policy and defines the scope of the evaluation; Section 4 spells out the evaluation questions, approach and methodology; Section 5 indicates how the evaluation will be organized. The annexes include the timeline, communication and knowledge management plan, preliminary stakeholder analysis, preliminary evaluability assessment, criteria for country selection, evaluative evidence on emergency preparedness, criteria for policy quality, key definitions and external events, bibliography and acronyms.

4.	The evaluation will cover the period from November 2017, when the policy was approved, to mid-2024. It will be managed by OEV, conducted by an external evaluation team and submitted to the Executive Board for consideration at its annual session in February 2025.

1.2. CONTEXT

5.	In 2017, at the time of the start of WFP Emergency Preparedness Policy, almost 124 million people across 51 countries and territories faced Crisis levels of acute food insecurity or worse (IPC Phase 3 and above or equivalent) and required urgent humanitarian action. Since then, the situation has further deteriorated and, as of 2023, the number of people experiencing acute food insecurity and in need of urgent assistance has risen to 345 millions.[2] The numbers of children suffering from malnutrition is also overwhelming: globally, 45 million children under 5 years of age are estimated to suffer from acute malnutrition.[3] In addition, 55 percent of the world population lives in urban areas, and is particularly vulnerable to various forms of conflict, and shocks.[4] The world is facing unprecedented complex and inter-connected crises, including natural disasters, pandemics, conflicts, economic and climate change-related shocks. Risks in the current operational context necessitate a shift from reactive crisis management to emergency anticipation, preparation and response.[5]

6.	WFP builds on the definition of preparedness endorsed by its Member States to include preparedness actions in a variety of contexts, including conflict, natural hazards, epidemic outbreaks, pandemics, and economic crises: "the knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters".[6]

7.	The section below describes the external and internal contexts related to emergency preparedness.

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[1] "Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response". (WFP/EB.2/2017/4-B/Rev.1) .

[2] WFP. 2023. *WFP Global Operational Response Plan: Update #8 - June 2023*.

[3] Ibid.

[4] WFP. 2023. *WFP Urban Strategy - Achieving zero hunger in an urbanising world*.

[5] "Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response". (WFP/EB.2/2017/4-B/Rev.1) .

[6] UN. 2016. *Report of the open-ended intergovernmental expert working group on indicators and terminology relating to disaster risk reduction*. A/71/644, sec V.

External context

8. Over the last decades, several important global milestones have influenced WFP's contributions to emergency preparedness. Figure 1 provides a timeline of these events before and after the release of the 2017 WFP Emergency Preparedness policy, and Annex X provides a more detailed description of the significance of these events:

Figure 1: Key emergency preparedness-related milestones
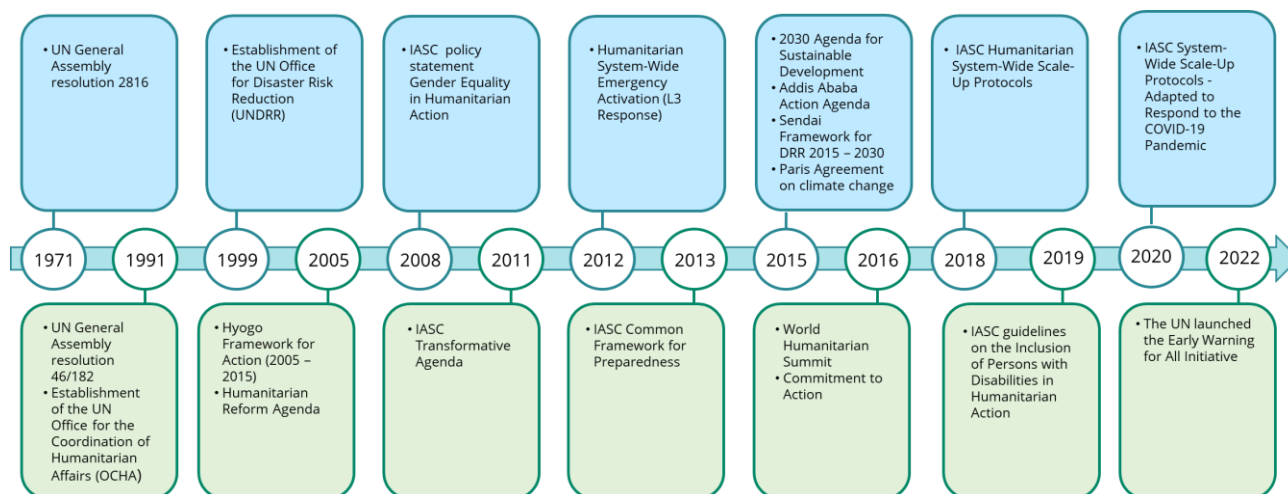
Source: OEV

9. WFP's emergency preparedness approach is shaped by **global commitments** that recognize the need to shift from reactive crisis management to anticipating, preparing for and responding to emergencies[7]. These includes:

- commitments made by global leaders to the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Sendai Framework for Disaster Risk Reduction and the Grand Bargain agreed at the World Humanitarian Summit, which stress the importance of enhanced roles for governments and other national and local actors in financing development initiatives and humanitarian preparedness, response and recovery and highlight the concept of reinforcing rather than replacing national and local systems; and
- the 2015 Paris Agreement on climate change, which recognizes that climate change increases vulnerability to food insecurity and acknowledges that adaptation actions should follow a country-driven and participatory approach, involving communities and indigenous people, that promotes gender equality and women's empowerment and takes into consideration the needs of vulnerable groups, communities and ecosystems.

10. WFP's Strategic Plans (2017-2021, 2022-2025) align WFP's work with the 2030 Agenda for Sustainable Developments, prioritizing SDG 2 (Zero hunger) and SDG 17 (Partnerships for the Goals), and recognizing that the 17 SDGs are interconnected. Disaster risk reduction cuts across several aspects of the 2030 Agenda and the Sustainable Development Goals (SDGs). Several targets (25) are related to disaster risk reduction under 10[8] out of the 17 SDGs, in particular: Target 3.D - Improve early warning systems for global health risks, Target 9.1 Develop sustainable, resilient and inclusive infrastructures, Target 11.B: Implement policies for inclusion, resource efficiency and disaster risk reduction, Target 13.1 - Strengthen resilience and adaptive capacity to climate-related disasters Target 13.3 – Build knowledge and capacity to meet climate change.[9] In addition, in

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[7] "Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response" (WFP/EB.2/2017/4-B/Rev.1).

[8] SDG 1 - No poverty, SDG 2 - Zero hunger, SDG - 3 Good health and well-being, SDG - 4 Quality education, SDG – 6 Clear water and sanitation, SDG - 9 Industry, innovation and infrastructure, SDG 11 - Sustainable cities and communities, SDG 13 - Climate action, SDG 14 - Life below water, SDG 15 - Life on land.

[9] United Nations Office for Disaster Risk Reduction (UNDRR). SDGs with Targets related to Disaster Risk (accessed 29/06/2023).

2022, the UN launched the Early Warning for All Initiative which calls for a global effort to ensure that early that everyone on Earth is protected through warning systems by the end of 2027.[10]

Internal context

Strategic Plan frameworks

11. The **WFP Strategic Plan (2017-2021)** emphasizes the importance for WFP to be prepared to meet emergency needs in all circumstances where there is a negative impact on food security and nutrition. The Strategic Plan reiterates WFP's commitment to responding to emergencies and saving lives and livelihoods but acknowledges that "ending hunger must be achieved in the context of increasingly complex and protracted humanitarian needs. Conflict, climate change and growing inequality amplify these challenges, disrupting food systems, economies and societies as well as increasing people's vulnerability."[11] Moreover, the Strategic Plan introduced a greater focus on national ownership and country-driven strategies, for the achievement of interlinked and transformative results at country level.

12. Under Strategic Objective 1 - end hunger by protecting access to food - WFP foresaw a role in supporting countries to strengthen their disaster risk reduction, prevention, preparedness and response capacities to ensure access to sufficient, nutritious and safe food for all. Under Strategic Objective 3 - achieve food security "WFP will support partners to promote livelihood and resilience building linked to food security and nutrition, climate change adaptation, risk management, and strengthened sustainability and resilience of food systems".

13. The **WFP Strategic Plan (2022-2025),** while reaffirming WFP's mandate to achieve food security and nutrition, commits WFP to pursue integrated and sequenced humanitarian and development programming and makes explicit reference to shocks, stressors, "drivers of hunger" (Conflict, climate crisis and economic slowdowns) and to the need to strengthen "early warning and anticipatory action and building a top-class, deployable workforce for emergencies."[12]

14. Under Outcome 1, WFP reaffirms its commitment to "maintain laser-sharp focus on its emergency response capability, prioritizing work to further strengthen and make it even more efficient and effective." It identifies several areas where further investments are needed, notably to systematically ensure enhanced preparedness, early warning and robust anticipatory action; deploy surge capacity across all areas relevant to WFP's emergency responses and develop its workforce for emergencies; and ensure both the scale and quality of its programmatic offer, including adherence to humanitarian principles and cross-cutting priorities.

15. Under Outcome 4, WFP aims to strengthen national capacity and systems and enable them to respond more effectively to future emergencies. This includes national emergency preparedness and response system, food and social protection systems, supply chain.

16. Under Outcome 5, WFP aims to strengthen partnerships with humanitarian and development actors to ensure more effective and efficient actions during emergencies. Its "extensive operational field presence and supply chain capacity will enable it to lead the logistics and emergency telecommunications clusters and, with FAO, co-lead the food security cluster, supporting more efficient, effective and coordinated interventions during emergencies. WFP's role in the clusters will ensure coordination and joint advocacy among partners and will inform humanitarian country team decision making." Finally, to maximize programme effectiveness, WFP committed to four cross-cutting priorities: protection and accountability to affected populations, gender equality and women's empowerment, nutrition integration and environmental sustainability.

Policy framework

17. Since the early 2000s, WFP has developed a number of policies and strategies that set the overall framework for WFP's work in emergencies and contribute to WFP's emergency preparedness approach, including the more recent policies on disaster risk reduction and management[13], climate change[14],

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[10] United Nations. Climate Action – Early Warning for All. (accessed 06/09/2023).
[11] "WFP Strategic Plan (2017–2021)". (WFP/EB.2/2016/4-A/1/Rev.2*).
[12] *Ibid*, p. 2.
[13] "WFP Policy on Disaster Risk Reduction and Management". (WFP/EB.2/2011/4-A).
[14] "Climate Change Policy". (WFP/EB.1/2017/4-A/Rev.1).

resilience[15], safety nets[16], cash[17], capacity strengthening[18], peacebuilding[19], humanitarian principles[20], humanitarian protection[21], humanitarian access[22], the strategy for support to social protection[23], the urban strategy[24], and the supply chain strategic roadmap[25], among others. These are listed in Annex XI. In the last ten years, the Emergency Preparedness Policy (WFP/EB.2/2017/4-B/Rev.1*) has been the only emergency-specific policy to be approved.

Emergency activation protocols

18.   In addition to the policies, several Executive Director's circulars have guided WFP's efforts in emergency preparedness and response updates to the WFP Activation Protocol (2012, 2015, 2018) detailing the criteria for activating corporate responses and seeking alignment with IASC standard operating procedures, including notably the "no regrets" approach to emergency response.[26]

19.   As part of preparedness, the 2023 Executive Director's Circular on WFP emergency activation protocol formalizes the 2022 transition from the Level System (L1 to L3) for emergency response to align with IASC's Humanitarian System-Wide Scale-Up Activation. Key benefits of the new classification are: focus on urgency, strengthened field orientation, 72-hours Scale-up with resources, and empowered leadership. Table 1 shows the WFP emergency classifications since the approval of the policy.

Table 1: WFP emergency classification (2017-2023)

Three-level emergency categories (2017-2021)	
Level 1	Emergency response operations within the response capabilities of the relevant WFP CO, with support from the RB.
Level 2	Emergency response operations requiring regional augmentation of country-level response capability.
Level 3	Emergency response operations requiring mobilization of WFP global response capabilities in support of the relevant CO(s) and/or RB.
Three emergency phases (2022-ongoing)	
Early Action & Emergency Response	This phase includes COs responding or preparing to respond to an emergency mainly within the CO's capacity with RB support.
Corporate Attention	This phase signals the need for close attention on potential severe risks resulting from early warning indicators, the Corporate Alert System, or other sources.
Corporate Scale-Up	This phase signifies a dire situation in which the scale, complexity, urgency, and reputational risks overwhelm, or threaten to overwhelm, the available capacity.

Source: WFP Executive Director's Circular OED2018/013, and WFP Executive Director's Circular OED2023/003

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[15] "Policy on Building Resilience for Food Security and Nutrition". (WFP/EB.A/2015/5-C).
[16] "Update of WFP's Safety Nets Policy." (WFP/EB.A/2012/5-A).
[17] "Cash policy". (WFP/EB.A/2023/5-A).
[18] "Country capacity strengthening policy update". (WFP/EB.A/2022/5-A).
[19] "WFP's Role in Peacebuilding in Transition Settings".(WFP/EB.2/2013/4-A/Rev.1)
[20] "Humanitarian Principles." (WFP/EB.A/2004/5-C).
[21] "WFP Humanitarian Protection Policy. (WFP/EB.1/2012/5-B/Rev.1)
[22] Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1).
[23] WFP. 2021. World Food Programme Strategy for Support to Social Protection.
[24] WFP. 2023. WFP Urban Strategy Achieving zero hunger in an urbanising world.
[25] WFP. 2022. Supply chain division strategic roadmap 2022 – 2025.
[26] The "no regrets" approach means taking actions that are justifiable from a humanitarian perspective in response to an emergency before having all the facts and before it worsens, preferring to mobilize excess capacity and resources rather than risk failing to meet the most urgent needs of people in crisis.

2. Reasons for the evaluation

2.1. RATIONALE

20. This evaluation aims to provide evidence on the quality of WFP's Emergency Preparedness Policy, the results of its implementation and to inform the decisions on future policy orientations.

21. Based on consultations with stakeholders, the evidence generated through this evaluation is expected to be useful to inform WFP policy approaches and engagement in emergency preparedness, including assessing the continued relevance of the policy and ways it could be strengthened to support the implementation of the new WFP Strategic Plan (2022-2025) and make continued contributions to international commitments.

22. In particular, results from this evaluation are expected to inform the development of a policy update on emergency preparedness, which preparation will start in 2025. Moreover, the learning associated with the evaluation process is also expected to support ongoing internal reflections at policy owner's level such as the articulation of renewed approaches, the preparation of a Theory of Change for the upcoming policy update, as well as reflection with other functional areas on coherent engagement in emergency preparedness.

2.2. OBJECTIVES

23. Evaluations serve the dual objectives of accountability and learning.

24. **Accountability** - The evaluation will assess the quality of the policy, its implementation mechanisms and the results achieved since the policy was approved. An assessment of the policy from a gender equality, women's empowerment (GEWE), inclusion and accountability to affected populations perspective will also be undertaken. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time.

25. **Learning** - The evaluation will identify the reasons why expected changes have occurred or not, draw lessons and, as feasible, derive good practices and learning to inform WFP emergency preparedness approaches moving forward and any eventual development of a new policy or strategy.

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

2.3. STAKEHOLDER ANALYSIS

27. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be asked to play a more active role in the evaluation process. Below is an overview of the main WFP-internal intended users of the evaluation results. Among them, those with greater stake in the evaluation will engage through membership in the Internal Reference Group (IRG).[27]

28. As the owner of the policy, the WFP entity with major stakes in this evaluation is the **Emergency Operations Division (EME)**, and in particular the **Early Warning, Preparedness and Analysis Unit (EMEP)**. The intended main role of EMEP is to facilitate internal cross-divisional coordination on emergency preparedness at HQ level and provide operational and technical support to Country Offices and Regional Bureaux with systems and mechanisms that enable and promote effective and timely emergency preparedness based on analysis of risks and taking into account national and regional capacities and WFP's comparative advantages. Other critical EME stakeholders include the **Emergency Response Support Unit**

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[27] Details on the expected role of IRG members are included in the ToR section 5.3 on Roles and Responsibilities and in Annex II.

(EMER), for its role in providing field operations guidance and support and supporting advocacy and funding mechanisms prior to, during, and after a disaster strikes; the **Global Surge Coordination Unit (EMES)**, for its role in bringing together surge deployment capacity, training, and emergency workforce planning under one structure to ensure a reliable pool of qualified staff available for immediate deployment in emergencies; the **Global Food Security Cluster[28] (gFSC/EMEF Unit)**, for its role in coordinating the food security response in humanitarian crises addressing issues of food availability, access, utilization and stability[29]; and the **Operational Access and Humanitarian-Military Interaction Unit (EMEA)**, for its role in supporting field operational access to 'hard-to-reach' areas. The **regional emergency preparedness and response advisors (EPROs)** supporting country offices' efforts are also key stakeholders.

29. Other HQ offices have a role in the policy discussions and support its implementation. Specifically:

(i) **the Supply Chain Operations Division (SCO)**, for its pivotal role with regard to preparing, planning for and delivering WFP assistance, including its technical branches such as the Procurement (SCOP), Logistics (SCOL), Aviation (SCOA), Shipping (SCOS), Humanitarian Logistics Services (SCOH) and Supply Chain Planning & Optimization (SCOO);

(ii) **the Programme - Humanitarian and Development Division (PRO)**, for its role in providing strategic, normative and technical guidance to ensure quality programme design and implementation in support to country offices and regional bureaus, for its work in expanding country capacity on preparedness ahead of future shocks through its technical divisions including the Technical Assistance and Country Capacity Strengthening Service (PROT); the Climate & Disaster Risk Reduction Programmes Service (PROC), the Social Protection Unit (PROS), and the Emergencies and Transitions Service (PROP).

(iii) **Corporate Business Continuity Management Office (BCM)** for its work in ensuring continuity of critical services and programmes during disruptions.

(iv) the **Cash-Based Transfers Division (CBT)**, for its support to the formulation of contingency plan scenarios with the identification of most appropriate and likely transfer solutions, cash emergency programme design, transfer value calculation, and financial service provider contracting for preparedness.

(v) the **Gender Equality Office (GEN)**, for its role in advising and assisting all divisions and teams across the organization in integrating and mainstreaming gender into WFP practices and processes.

(vi) the **Research, Assessment and Monitoring Division (RAM)**, for its role on needs assessments, targeting, hunger monitoring, market analysis, climate and earth observation as well as programme monitoring. Externally, RAM's collaboration with key multi-national stakeholders such as the Food Security Information Network (FSIN), the Integrated Food Security Phase Classification (IPC/CH), etc, is also of relevance.

(vii) the **Nutrition Division (NUT)**, for its inherent role in emergency preparedness and response, including monitoring the evolution of the nutrition situation in current WFP emergency countries as well as potential emerging crises to ensure preparedness in case a nutrition response will be needed.

(viii) the **Human Resources Division (HRM)**, in light of the focus of the emergency preparedness policy on staff wellness, readiness and deployment.

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[28] Co-led by WFP and FAO
[29] Selected Food Security Cluster Coordinators may participate in the evaluation as key informants, to gather insights on how WFP supports or needs to further support Food Security Clusters in terms of preparedness.

(ix)   the **Technology Division (TEC)**, for its pivotal role, through the IT Emergency Preparedness & Response Branch (TECF), in coordinating and managing WFP's Information Technology response to emergencies, including through the global leadership of the Emergency Telecommunications Cluster (ETC) and the rapid deployment of Fast Information Technology and Telecommunications Emergency Support Team (FITTEST).

(x)   the **Public Partnerships and Resourcing Division (PPR)**, for its crucial role in resourcing for emergency preparedness and response, supporting WFP responses by providing regular and ad hoc information products that summarize and analyze funding needs and forecasts across such operations.

(xi)   the **Security Division (SEC),** for its role in providing specific knowledge of the threats and risks in a country or region, including prior to an emergency response and with regard to operational planning and crisis management, humanitarian access analysis and negotiation.

(xii)   the **Risk Management Division (RMD)**, for its aim to strengthen, embed and achieve continuous improvements in risk identification and management, including in the field of emergency preparedness.

(xiii)   the **Corporate Performance Planning Division (CPP)**, for its clear links with the emergency preparedness function through the Strategic Financing Branch (CPPF), which oversees the Immediate response account (IRA) allocations to country portfolio budgets and manages corporate inventory through the Global Commodity Management Facility (GCMF).

(xiv)   The **Management Services Division (MSD)**, for its role in offering a wide range of services to the field to support preparedness, including: access and logistics infrastructure, community infrastructure projects and safe and secure WFP facilities, offices, and accommodations.

(xv)   The **Corporate Finance Division (FIN)**, which provides various services to the country offices to support preparedness, such as setting up financial responsibilities and internal controls for emergency preparedness and response.

30.   More details are found in Annex IV-Stakeholder Analysis.

31.   Moreover, since late 2022, a number of HQ divisions are engaged in the **Preparedness Cell**, an inter-disciplinary group offering a coordinated and focused technical and operational support to priority country offices - in coordination with regional bureaux - to anticipate, prepare for, and respond to emergencies. Such group include members from most divisions listed above, and its members are expected to have an interest in the results of the evaluation and its implications. Divisions represented in the Preparedness Cell will therefore be invited to be part of the IRG for this evaluation, along with selected colleagues from Regional Bureaux (see Annex II).

32.   WFP senior management, including the members of the **Oversight and Policy Committee**, and the members of the **Policy Cycle Task Force** have a stake, given their role in deciding and coordinating WFP's policy development and strategic direction. **Regional Bureaux** and **Country Offices** have an interest in the evaluation given their primary role in advancing policy-related objectives. The **Executive Board** given its role in policy approval, and the relevance for this evaluation to consider the EB members' perceptions and concerns about WFP engagement in emergency preparedness.

33.   **External stakeholders** include humanitarian and development actors, academics, consortia and networks. These may include the Inter-Agency Standing Committee (IASC), the UN Office for the Coordination of Humanitarian Affairs (OCHA), the UN Office for Disaster Risk Reduction (UNDRR), Rome-based United Nations agencies (FAO and IFAD), the World Meteorological Organization (WMO), the World Bank and regional development banks, donor countries and/or their aid/development agencies, cooperating partners (national/international NGOs), regional entities, universities and research institutions. Furthermore, host governments with their relevant Ministries in countries where WFP operates; civil society organizations

working on emergency preparedness initiatives, as well as beneficiaries of these initiatives, are key stakeholders. The delineation of external partners will be further explored during the inception phase.

34.   Finally, WFP is committed to ensuring elements of gender equality and women's empowerment (GEWE) are taken into consideration throughout the evaluation process, as well as principles of diversity, equity and inclusion. Participation of diverse and intersecting identities will be ensured whenever possible, although, in light of the envisaged limited duration of country visits, the evaluation will not be expected to collect primary data from affected communities.

3. Subject of the evaluation

35.   The WFP Policy on Emergency Preparedness was approved by WFP Executive Board in November 2017 with the main aim of enabling WFP to respond to emergencies in an efficient, effective and timely manner. While it is the first WFP policy on emergency preparedness, it draws on previous work in this area, notably the Preparedness and Response Enhancement Programme (PREP) launched in mid-2011, initially for three years, but later extended until December 2014. A strategic evaluation of the PREP recommended focussing on three priorities for future emergency preparedness and response strengthening, namely staff capacity, relationships with cooperating partners, and cash and vouchers programming[30].

36.   The policy has **three primary objectives**: i) to serve as a framework for emergency preparedness in all of WFP's work and at all levels; ii) to inform WFP's work with national and local governments, regional bodies and local communities, at their request and driven by their priorities; iii) to consolidate and expand mutually beneficial partnerships, including with international and national civil society entities and the private sector, to reduce the need for operational inputs from WFP and other actors. The policy is also grounded in six **overarching principles**, namely national leadership, adherence to humanitarian principles, accountability to affected populations, context specificity, partnership, and innovation.

37.   The policy was informed by the 2015 return-on-investment (ROI) study[31], providing evidence of returns on investment in emergency preparedness. In particular, the study identified the areas associated with the greatest time and cost savings as a result of specific preparedness interventions in high-risk humanitarian contexts, which included investments in staff, government and partner training, pre-positioning of goods, long-term agreements and pre-arrangements with suppliers and service providers.

38.   The policy aims to apply to all types of emergencies – including, but not limited to:

- natural hazards
- human-made emergencies
- economic crises
- outbreaks that have negative effects on food security and nutrition (e.g., pandemics, although not explicitly mentioned in the policy)

39.   It outlines WFP actions related to **anticipating**, **preparing for** and **taking pre-emptive action** prior to an event and **planning** early emergency response.

40.   The emergency preparedness policy did not aim to estimate the number of simultaneous emergencies that WFP may need to respond to, nor did it intend to prescribe specific responses. It recognised WFP Country Strategic Plans as the programmatic vehicles for integrating preparedness tools and actions into longer-term planning, with a view to opportunities for longer-term multi-year funding for preparedness, aiming at lasting results at organizational and national levels. At the same time, it outlined a set of initiatives (e.g., the of the

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[30] WFP.2015. WFP's Preparedness and Response Enhancement Programme: A Strategic Evaluation (2011-2014)

[31] UNICEF/WFP. 2015. *Return on Investment for Emergency Preparedness Study*.

Global Commodity Management Facility - GCMF) which are not necessarily captured in country-level plans, but rather planned and implemented at global and regional levels.

41.   The policy document states that the policy design was informed by the 2015 strategic evaluation of WFP's Preparedness and Response Enhancement Programme (PREP) which recommended the adoption of "an integrated agenda for emergency preparedness and response strengthening, giving due consideration to all levels of emergency, including those associated with complex and protracted emergencies".

42.   The three main directions foreseen by the policy are presented in the below Table 2.

Table 2: Main strategic orientations of the 2017 Emergency Preparedness Policy

The 2017 Emergency Preparedness Policy calls on WFP to…	With the objectives of…
a. Build on existing tools to reinforce emergency preparedness	➢ identifying and managing the risks that may influence WFP ability to respond increasingly complex emergencies. ➢ determining the types of processes, systems and tools the organization needs in order to be prepared and how they may need to be adjusted.
b. Support and enable governments and communities in enhancing their capacities for emergency preparedness	➢ evolving from providing emergency response to supporting governments in overcoming supply chain challenges and strengthening local markets, food systems and food assistance programming. ➢ increasing the effectiveness of the responses and the mitigation of risks through local approaches.
c. Consolidate and expand partnerships	➢ designing complementary and mutually beneficial preparedness actions. ➢ ensuring WFP ability to mobilize and share knowledge, expertise, technologies and financial resources. ➢ remaining at the forefront of new ideas that facilitate better preparedness and response.

Source: Excerpts from WFP Emergency Preparedness Policy document (2017)

43.   Under the three overarching directions presented above, the policy identifies a number of emergency preparedness-related actions to be implemented and tools to build on to achieve the policy objectives. These are summarized below:

a. Building on existing tools to reinforce emergency preparedness

- **Investment in staff readiness and wellness** through emergency simulations; the implementation of the Functional and Support Training for Emergency Response (FASTER) and training in readiness to use cash-based transfers; the establishment of a platform to facilitate the validation and assessment of staff prior to deployment; the creation of new emergency positions; strengthening leadership surge capacity and enhancing emergency response and standby partner rosters; gender-sensitive staff wellness, safety and security initiatives.

- **Early warning systems.** These include of i) the Corporate early warning system, which identifies, prioritises and analyses emerging conflict, economic and natural hazard risks and inform the Corporate Alert System, the FAO-WFP Hunger Hotspots report and the IASC early warning briefs; ii) engagement in external advocacy and interagency early warning initiatives such as the FAO-WFP Hunger Hotspots, the Inter-Agency Standing Committee (IASC) Early Warning, Early Action and Readiness (EWEAR) Group; the FAO-WFP '2417' report, or 'Monitoring Food Security in Countries with Conflict Situations'; iii) tailored early warning support to field offices, including through scenario building, in-country horizon-scanning exercises, economic forecast modelling and tailored meteorological outlook support.

- **Emergency Preparedness and Response Package (EPRP)**. A tool for strengthening the design of WFP's preparedness work which aimed at ensuring that actions are taken to establish a

standard base level of multi-hazard preparedness, that risks are continuously assessed and monitored and that, when a risk is identified through monitoring, appropriate additional actions are taken to enhance readiness.

- **3-pronged approach (3PA) to programme design,** to adapt preparedness actions to ongoing programmes. The 3PA is comprised of three processes at three levels: Integrated Context Analysis (ICA) at the national level, Seasonal Livelihood Programming (SLP) at the sub-national level and Community-Based Participatory Planning (CBPP) at the local level.

- **Fast Information Technology and Telecommunications Emergency Support Team (FITTEST)** to adequately prepare information technology experts are available for deployment within 24 hours.

- **WFP Engineering services**, providing direct support to WFP projects through the provision of critical logistical and project infrastructure such as roads, warehouses, airstrips and school kitchens; provides indirect support by providing safe and secure facilities such as offices and accommodation and provides technical guidance, support and policy in the field of engineering and project management in humanitarian operations.

- Providing support to the **supply chain approaches for preparedness** through increased use of corporate tools and broader advance facilities, increased use of cash-based assistance, preparedness initiatives from the Logistics Cluster, working with governments and other partners on preparedness activities, and pre-positioning of nutritious foods. Such efforts include the use of the **Global Commodity Management Facility (GCMF)**, a corporate preparedness tool combining advance financing mechanisms, procurement and logistics to procure food in advance of confirmed contributions, accelerating food deliveries by reducing supply lead times and facilitating procurement of commodities in the best market conditions.

b. *Supporting and enabling governments and communities in enhancing their capacities for emergency preparedness*

- **Investment in training of government counterparts,** to enhance coordination and operational capacities, including through emergency logistics training and simulation exercises, and under WFP's strategic framework for country capacity strengthening.[32]

- **Supporting long-term preparedness actions and strengthening national systems** in the domains of early warning, contextual risk analysis, forecast-based financing and programme delivery, through capacity augmentation and operational or policy advice.

- **Supporting governments in overcoming supply chain challenges**, including through strengthening of local markets and national social protection mechanisms.

- **Promoting local approaches** that involve communities in designing and implementing preparedness solutions, a key element of WFP approach on Accountability to Affected Populations (AAP).

c. *Consolidating and expanding partnerships*

- **Partnerships in designing complementary preparedness actions.** Early engagement and exchange of information is expected to lead to better understanding of response capabilities and opportunities for mutually beneficial preparedness actions.

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[32] The WFP's strategic framework for country capacity strengthening can be found in the "Country capacity strengthening policy update". (WFP/EB.A/2022/5-A).

- **Engagement in the humanitarian cluster system**, to provide further opportunities for advancing preparedness measures, particularly through clusters led by WFP such as the Logistics cluster (for its role in sustainably localise and strengthen national humanitarian logistics capacity)[33] and the ETC (for its activities to strengthen national information communications, technology capacity and resilience in the face of disasters[34]), as well as the Global Food Security Cluster, co-led with FAO.

44.　The policy also aimed to provide an opportunity to reinforce WFPs commitment to promoting **gender equality and inclusion more broadly**. In particular, in alignment with the WFP Gender Policy (2015–2020) and the IASC 2008 policy statement Gender Equality in Humanitarian Action, by considering gender and inclusion issues in developing and implementing emergency preparedness and readiness activities WFP aims to identify the distinct needs, vulnerabilities, capacities and resilience of women, men, girls and boys, including those with disabilities. The policy stresses the importance of integrating gender, age, disability and cultural perspectives in its programmes aiming at strengthening governments and local institutions' emergency preparedness.

45.　The policy identifies responsibilities in emergency preparedness across all levels of the organization and beyond. In particular, it affirms that:

- **Affected people** are the first responders in emergencies and must be at the centre of preparedness actions

- **Countries** are ultimately responsible for supporting community preparedness actions, assessing risks and being ready to respond in an emergency.

- **WFP** is responsible for supporting countries, at their request, in preparing for emergencies and for contributing to emergency response when food security and nutrition are affected. **Country Offices** are responsible for risk and vulnerability analyses that drive preparedness actions and capacity strengthening, in partnership with local and international stakeholders. **Regional bureaux** conduct risk and vulnerability analyses with a regional perspective, providing support to country offices in the areas of early warning, preparedness and operations planning. **Headquarters** is responsible for WFP's overall organizational preparedness through the development of policies and tools.

46.　Although human and financial resource requirements are not explicitly outlined in the policy document, these will be included in the scope of the evaluation, which is expected to provide an analysis of their adequacy for policy implementation (see section 4.1 Evaluation questions and criteria).

Monitoring and reporting

47.　The policy did not include an explicit Theory of Change as this was not standard practice at the time of its formulation. It foresaw that monitoring would be undertaken in accordance with WFP's corporate performance management systems, tools, processes, and reports. Annual Country Reports document WFP interventions and performance against the objectives set in the CSP and country operational documents. At corporate level, WFP management plan presents a summary of WFP's planned programme of work for the subsequent years and its corresponding budget requirements. WFP performance in the emergency preparedness field is also documented and reported in the organization's Annual Performance Report (APR), where key performance indicators are reported both at programme performance and management performance level (see section 4.3 Evaluability Assessment). The policy also announced the use of an online tracking to monitor the implementation of the emergency preparedness and response package (EPRP), including the incorporation of preparedness actions into CSPs and the implementation of actions to improve organizational preparedness.

Processes and systems to enhance WFP's readiness to launch rapid responses

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[33] Logistic Cluster. 2020. *Field-based Preparedness Project (FBPP) Project Concept Note.*
[34] "Update on WFP's role in the collective humanitarian response (2022)". (WFP/EB.A/2023/5-B).

48.   WFP has developed internal processes and systems to improve the organization's readiness to initiate rapid responses. Advance financing provides WFP with important tools that can be used to leverage contributions and decrease response time. In particular, the Immediate Response Accounts (IRA)[35] for preparedness and emergency provide WFP country offices with rapid access to funds to prepare for and respond to sudden emergencies. The trend in the use of IRA is shown in Figure 2.

Figure 2: Advance financing mechanisms, 2015-2021
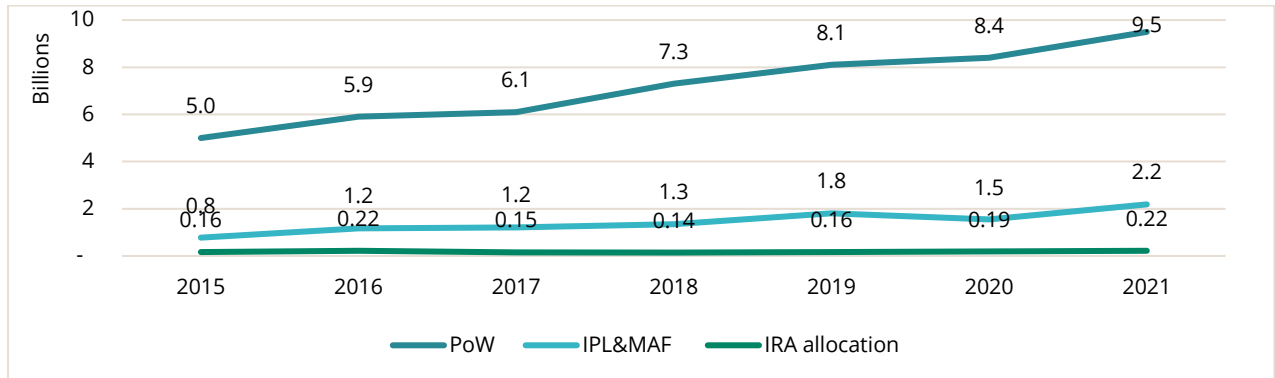
PoW: WFP Funded programme of work
IPL&MAF: Internal Project Lending and Macro Advance Financing
IRA: Immediate Response Account allocations
Source: OEV based on Report on the utilization of WFP's advance financing mechanisms (January 2022)

49.   The Global Commodity Management Facility (GCMF) is a strategic financing mechanism through which WFP purchases food before the confirmation of contributions, with the objective of reducing lead times for food deliveries (especially in emergencies), purchasing food when market conditions are most favourable, and facilitating local and regional procurement. The GCMF has reportedly played a key role in enabling WFP to reach beneficiaries in a more timely and efficient manner, equipping WFP to purchase food in anticipation of operational needs and confirmed contributions. As shown in Figure 3, in 2022, the lead time for country offices to receive food through the GCMF was on average 34 days, which is 72 percent faster than the average 120 days for conventional procurement.[36]

Figure 3: Global Commodity Management Facility average lead time, 2015-2022
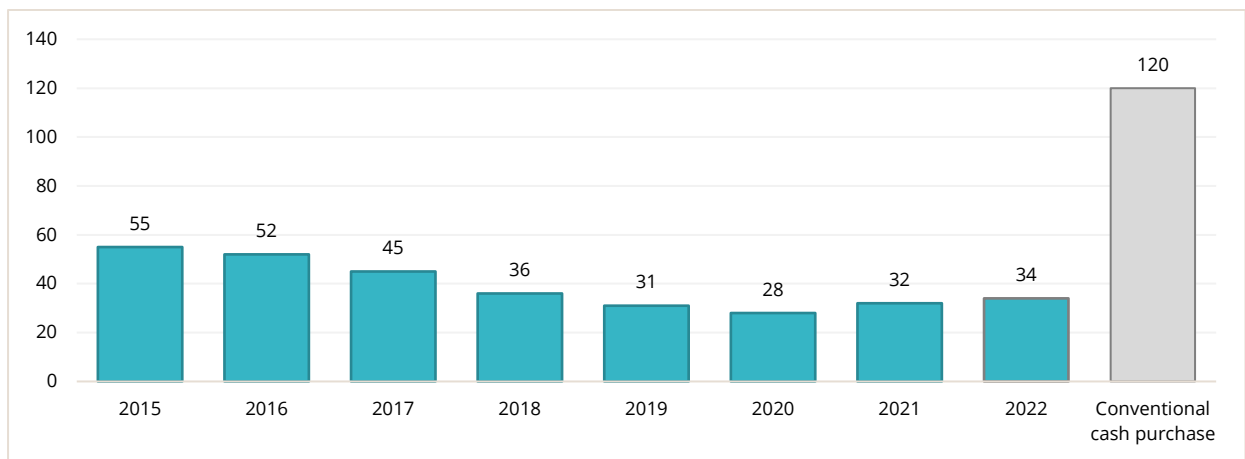
Source: OEV based on Reports on the utilization of WFP's advance financing mechanisms (2022 and 2023)

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[35] The immediate response account enables WFP to provide immediate assistance in life-threatening situations in the absence of forecast contributions. Advances are drawn directly from the IRA reserve, which is replenished through donor contributions and repayments or transfers from reserves or other internal accounts.
[36] WFP. 2023. *Report on the utilization of WFP's advance financing mechanisms (1 January–31 December 2022).*

50. In 2021, country offices operating in L2 and L3 emergencies purchased 1.7 million mt of food from the GCMF, representing 53 percent of their purchases. Around 52 percent of the food purchased from the GCMF by country offices for L2 and L3 operations was bought using IPL and the IRA.[37]

EMEP 2023 priorities

51. Building on the framework of the 2017 Emergency preparedness policy, in 2023 EMEP has identified a number of priority actions, summarized in Annex XII. It is important to note that EMEP's current priorities do not cover support to government entities and other national and local stakeholders in the area of emergency preparedness. The evaluation is therefore expected to also consider other WFP divisions' actions and updated priorities in this specific area.

3.1. SCOPE OF THE EVALUATION

52. The evaluation covers the 2017 Policy on Emergency Preparedness from the time it was issued to include its implementation until mid-2024.[38] It will primarily focus on addressing the policy's quality and implementation mechanisms, including guidance, tools, technical capacity, resourcing, and policy results in light of the contexts in which they occurred. Some of the guidance and operational tools related to emergency preparedness have been produced since 2017 and are therefore not explicitly mentioned in the policy document (e.g. anticipatory action plans). Those are considered within the scope of the evaluation.

53. The evaluation is global in scope and will draw from a number of country case studies. Thematically, this evaluation will cover the range of emergency preparedness actions outlined by the Policy and presented in section 3 above. Moreover, the evaluation will consider new evolutions in WFP approaches to emergency preparedness since the launch of the policy and beyond its initial framework, both in terms of initiatives and revised structures or mechanisms. These include, among others, the restructuring of the Emergency Preparedness Unit within the Emergency Operations Division, the introduction of the Preparedness Cell inter-divisional group to foster coherence and coordination among HQ Divisions, and a shift towards more risk-informed preparedness actions. The evaluation should also consider policies, initiatives, guidance and tools that have emerged since 2017 beyond EME, taking into account the work of other cross-functional divisions in this regard (e.g., the revised Business Continuity Management programme in 2021 and the Enterprise Risk Management policy in 2018 – for their close linkages with emergency preparedness -, the Cash in Emergencies Toolkit and the associated technical note on preparedness). The inception report will review evidence available in these areas[39] to further define how they will be assessed by this evaluation. In addition, given the critical role of regional emergency preparedness and response teams (as the front line to supporting COs), the evaluation is also expected to cover the shifts, strategies, approaches and best practices at the regional level.

54. The contextual and broader organizational evolutions since the launch of the policy will also be considered by the evaluation, and these include, among others, the steady increase in the number, scale and complexity of emergencies, the COVID-19 pandemic and its implications globally, the substantial scale-up of cash-based transfers as a modality, the increasing role of the organization in the social protection domain as well as the use of new technologies for engaging with affected populations. Finally, while the evaluation considers WFP's role in emergency preparedness within its programmes and as a cluster lead, it is not expected to undertake a detailed assessment of the food security, logistics and emergency telecommunications clusters.

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[37] WFP. 2022. *Report on the utilization of WFP's advance financing mechanisms (1 January–31 December 2021).*

[38] This is to cover the full period of when the evaluation data collection activities are expected to take place. NB: Validated data from Annual Country Reports will be available for the period 2017-2023.

[39] E.g., evaluation of WFP's Disaster Risk Reduction and Management and Climate Change Policies, WFP, 2023.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

55. The evaluation will address three high-level questions, which are standard for all WFP policy evaluations. In addition, sub-questions for each of the policies are presented below. These will be discussed and further refined during inception phase.

Evaluation questions
1. How good is the WFP Emergency Preparedness policy?[40]

1.1 How good was the **policy design process and content**? i.e. looking at the extent to which it:

- is coherent internally with other WFP policies and WFP Strategic Plan (including its cross-cutting priorities) both at the time of the policy formulation and at present;
- is coherent externally (notably with the IASC Common Framework for Emergency Preparedness and other key global commitments);
- includes a clear goal and vision, supported by a theory of change;
- uses a clear conceptual framework and consistent terminology;
- defines clearly its scope and priorities;
- is based on evidence from existing practice and a gap analysis to determine the need for a dedicated policy;
- incorporates gender, disability inclusion, and wider equity considerations into the design;
- is based on a sound consultative process both within WFP and with external experts and partners;
- remains relevant (conceptually and operationally) in the current context considering (i) inter-governmental and UN-system wide changes (ii) WFP expanded functional areas' policy and operational guidance in emergency preparedness, (iii) WFP evolved programmatic and operational solutions in emergency preparedness, (iv) WFP position and approaches within the nexus, and (iii) the increasing complexity of shocks including epidemic breakouts or pandemics, natural disasters, climate change, conflicts and economic crisis.

1.2 To what extent did the policy or an accompanying plan include **provisions for policy implementation**, for example:

- Clearly assigned responsibilities and accountabilities across the organization (including at HQ, regional and country levels);
- a robust results framework, evidence generation, accountability (including monitoring, evaluation, reporting), learning and knowledge management framework and system;
- an estimation of the human and financial resources required; and
- partnership arrangements.

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[40] The criteria for assessing the quality of the policy listed under Evaluation Question 1 are based on a synthesis of evidence and lessons from Policy Evaluations (2011-2019) and OEV document on Top 10 lessons for policy quality.

2.	**What results has WFP achieved in the area of emergency preparedness (within and beyond the policy framework)?**
2.1	To what extent WFP **processes, systems and tools** have been strengthened to enhance emergency preparedness in WFP? (including staff training and simulation exercises, early warning systems, the EPRP, the IRA, the GCMF, the FITTEST, SCOPE, cooperating partners management processes, as well as others emerged since the design of the policy)
2.2	To what extent has WFP contributed to enhance **governments' capacities in emergency preparedness** (including national humanitarian logistics capacity and sustainable localisation)?
2.3	To what extent has WFP contributed to enhance **communities' capacities** – including those who are traditionally heard and consulted the least – **in emergency preparedness**?
2.4	To what extent has WFP consolidated and expanded mutually beneficial **partnerships** in emergency preparedness? (including through interagency cluster mechanisms)
2.5	Beyond the policy framework, what **other results** has WFP achieved in the area of emergency preparedness? These may also include unintended results.
2.6	To what extent have WFP's investments in emergency preparedness helped support an **efficient, effective and timely emergency response**?
2.7	To what extent are the results achieved from policy implementation **sustainable**?
2.8	To what extent have WFP emergency preparedness actions contributed to **gender transformative results** and promoted **inclusion** (e.g. of persons with disabilities, Indigenous Peoples, etc.), in alignment with WFP's commitment to people centered programming?
3.	**What has enabled or hindered the achievement of results from the emergency preparedness policy and related practices?**
	Factors may include: Senior management prioritisation and support, organizational readiness, adequate financial and human resourcing, internal processes, corporate monitoring system, a cohesive approach among internal stakeholders, innovation, organizational evolutions since the launch of the policy, external factors (COVID-19 pandemic, partners' presence, etc).

4.2. EVALUATION APPROACH AND METHODOLOGY

56.   The evaluation will follow the OEV's Evaluation Quality Assurance System (EQAS) for Policy Evaluations. 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, including beneficiaries; direct observation in different locations, etc.) and mixed methods (quantitative, qualitative, participatory etc.). The methodology will consider any challenges to data availability, validity, or reliability, as well as budget and timing constraints. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview guides, survey questionnaires etc.).

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 chosen for analysis.

59. The methodology should be sensitive in terms of GEWE, equity, disability and inclusion more broadly[41], indicating what data collection methods are employed to ensure the inclusion of women and marginalized groups. In light of the envisaged limited duration of country visits, the evaluation will not be expected to collect primary data from affected communities. For sub-question 2.3, the evaluation will primarily rely on secondary evidence, taking into account to the extent possible the perspectives of diverse groups (men and women, boys, girls, the elderly, and persons with disabilities).

60. The main design elements featured in the evaluation could include:

- The reconstruction of a **Theory of Change** for WFP engagement in emergency preparedness, with validation by key stakeholders.

- Identification of emergency preparedness activities in **CSPs/ACRs** for the selected case studies since 2018 (year after the launch of the policy).

- Analysis of WFP **administrative and monitoring data,** such as expenditures, supply chain data, performance indicators at corporate and country level and human resource statistics.

- **Document review of** relevant global evaluations, corporate emergency evaluations, country strategic plan evaluations, decentralized evaluations, lessons learned exercises and audits that relate to emergency preparedness.

- A **comparative analysis**[42] of other organizations' policies and organisational arrangements and effective emergency preparedness solutions confirmed by the evidence.

- Gender and diversity-balanced **consultations** with WFP staff, national governments, United Nations agencies, donors, NGOs[43], civil society organizations representing a diversity of interest groups (particularly those representing women and persons with disabilities), and outside experts will be conducted to obtain a range of views on WFP's work on emergency preparedness. Other quantitative and qualitative evaluation tools/methods may be used, such as surveys and/or participatory data gathering methods.

- **Key informant interviews** at HQ, regional and country levels as well as with global and regional partners. The sampling technique to impartially select stakeholders to be interviewed should be specified in the inception report.

- **Country studies**, including in-person missions to country offices (and Regional Bureaux as applicable) and desk reviews, will enable data collection in a range of countries that represent the wide spectrum of actions being carried out and supported by WFP in emergency preparedness. To ensure adequate geographical representation and cross-organizational learning, it is anticipated that there would be two inception missions, six data collection missions (one per WFP region) and six desk reviews, i.e. document-based analyses complemented by a (limited) number of remote interviews and/or focus group discussions. The evaluation question 2.3 will be addressed mainly through secondary data sources, including, e.g., Community Feedback Mechanisms, as the evaluation will not be expected to collect primary data from affected communities. Country studies will be selected using various information and data sources to demonstrate impartiality, minimize bias and optimize a cross-section of information sources. An initial set of criteria has been defined to inform selection of WFP offices to be covered. These include: emergency type and period, presence of emergency preparedness activities in the CSP, presence of the Emergency Preparedness Capacity Index in the CSPs logframes, activation of the Food Security, ETC and Logistics clusters, forecast based actions, country office's size, and diversity in the levels of risk and fragility.

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[41] WFP technical note on Integration of Disability Inclusion in Evaluation (https://docs.wfp.org/api/documents/WFP-0000145794/download/)).

[42] This may include other UN agencies and/or other entities. The final decision will be made during the inception phase.

[43] Implementing actors that are not WFP partners may also be included in the consultations, to ensure more comprehensive feedback on WFP's approach to emergencies.

61.   An indicative long list of countries identified at this preliminary stage are listed in Table 3 below with Table 10 in Annex VI showing the spread of countries by key criteria.

Table 3: Indicative long list of countries for the evaluation coverage

Region	Country
RBB	Bangladesh, Nepal, Pakistan, Philippines
RBC	Iraq, Jordan, Palestine, Ukraine
RBD	Central African Republic, Cote d'Ivoire, Nigeria, Togo
RBJ	Madagascar, Zambia, Zimbabwe
RBN	Burundi, Kenya, Uganda
RBP	Cuba, Dominican Republic, Haiti, Peru

62.   Given the large amount of qualitative data, proposals are expected to demonstrate a clear methodology for its systematic analysis. In order to ensure the impartiality and credibility of the evaluation, findings will be systematically triangulated across different data sources and data collection methods. In line with the mixed methods approach of the evaluation, triangulation will analyse and interpret qualitative and quantitative data.

4.3. EVALUABILITY ASSESSMENT

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

63.   The policy states that the monitoring of its implementation will be undertaken in accordance with WFP's corporate performance management systems, tools and processes, including the CSPs and country reports, the management plan, the annual performance report and other reports. The status of EPRP implementation in each country office would be monitored through an online tracking system of minimum preparedness actions (launched in 2018, decommissioned in 2020, and being reviewed and revised as "emergency preparedness checklists" as of 2023), and monitoring WFP's work with governments through the Emergency Preparedness Capacity Index[44] (also revised in 2022 and renamed as Emergency Preparedness Capacity Indicator (EPCI) - a country-specific indicator used by country offices which consider it relevant to their context). In assessing the work of WFP with governments, the evaluation is expected to go beyond the consideration of the above-mentioned indicators and include primary qualitative data collection and review of existing evidence from country-specific or global evaluations or case studies.

64.   This section provides an overview of corporate level reporting in the area of emergency preparedness, for a more complete overview please refer to Annex V.

Corporate reporting and indicators

65.   The strategic direction of WFP is determined by its Strategic Plans. This evaluation will focus on the Strategic Plan (2017-2021) and the Strategic Plan (2022-2025). The Strategic Plans' (2017-2021 and 2022-2025) performance management systems are based on two performance frameworks: the Management Results Framework, which captures the efficiency with which WFP delivers its services; and the Strategic Results Framework, which reflect progress in WFP's programmatic work. Together, the two frameworks shape the Corporate Results Framework (CRF). Under both strategic plans, WFP's performance management system

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[44] "Emergency Preparedness Policy." (WFP/EB.2/2017/4-B/Rev.1*). The management/oversight of the EPCI is responsibility of the Technical Assistance and Country Capacity Strengthening Service (PROT).

includes emergency preparedness indicators are under both WFP programme results and WFP management results.

66. The Strategic Results Framework (2017-2021) includes one emergency preparedness indicator, the EPCI. Between 2017-2021, reporting on the EPCI has been inconsistent and scattered across SOs. Overall the number of countries including EPCI in their logical frameworks and reporting on it has been increasing over time, in particular the number of countries reporting on EPCI under SO4 has been growing and performance rating has been positive/ stable between 2019-2021 (Annex V-Table 6).

67. The Strategic Results Framework (2022-2025) does not include any emergency preparedness programme outcome indicators, however, country offices can report on the Emergency Preparedness Capacity Indicator as a country specific indicator. In addition, two output indicators are included: (i) Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action; (ii) Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels.[45]

68. The Management Results Framework (2017-2021) includes one KPI related to emergency preparedness, Effective emergency preparedness and response, and associated component indicators which changed over time. The component indicators changed in 2018 with the introduction of the revised CRF, and in 2020, following the KPI review exercise (Annex V-Table 9).

69. In the Management Results Framework (2022-2025) there is one Management result related to emergency preparedness: Management result 1 – Effectiveness in emergencies, and five associated component indicators.

70. OEV is currently undertaking an impact evaluation on anticipatory actions for floods in Nepal, on which the policy evaluation might draw from as a potential source of evidence. Furthermore, WFP Regional Bureau in Asia is currently conducting operational research on disability inclusive EPR programming in Indonesia and the Philippines which is expected to be completed by end-2023.

4.4. ETHICAL CONSIDERATIONS

71. Evaluations must conform to WFP and UNEG ethical standards and norms.[46] Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).[47] 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.

72. The commissioning office will ensure that the evaluation team and evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Emergency Preparedness Policy, have no vested interest, nor have any other potential or perceived conflicts of interest.[48]

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[45] The management/oversight of these indicators is under the responsibility of the Technical Assistance and Country Capacity Strengthening Service (PROT).

[46] For further information on how to apply the UNEG norms and standards (consulted on 29/06/2023) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (consulted on 29/06/2023).

[47] Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

[48] "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal

73. 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. 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.[49]

74. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (http://www.wfphotline.ethicspoint.com). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

4.5. QUALITY ASSURANCE

75. WFP's evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on standardized checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

76. 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.

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

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

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

79. In order to present the evaluation in the February 2025 EB session, the following timetable will be used. Annex I presents a more detailed timeline.

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considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

[49] If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

Table 4: Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1.Preparation	**June-October 2023**	Final TOR Evaluation Team and/or firm selection & contract Document review Briefing at HQ
2. Inception	**October 2023 – mid-March 2024**	Stakeholder interviews Inception Mission(s) Inception report
3. Data collection	**Mid-March – May 2024**	Data collection missions and exit debriefings Primary & secondary data collection
4. Reporting	**June-September 2024**	Report drafting and comments process Stakeholder workshop Final evaluation report Summary evaluation report
5. Dissemination	**October 2024 – February 2025**	SER Editing / Evaluation Report Formatting Management Response and Executive Board Preparation

5.2. EVALUATION TEAM COMPOSITION

80.   The team leader position requires a minimum of 15 years' experience in evaluation, with extensive experience in complex global, policy evaluations. Familiarity with emergency preparedness concepts in both humanitarian and development contexts is required, as is experience with evaluations in the UN system.

81.   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 and analysis techniques.

82.   The primary responsibilities of the team leader will be: a) setting out the methodology and approach in the inception report; b) guiding and managing the team during the inception and evaluation phases; c) overseeing the preparation of draft outputs by other members of the team; d) consolidating team members' inputs to the evaluation products (inception and evaluation reports); e) representing the evaluation team in meetings with the EM/RA and other key stakeholders; f) delivering the draft and final inception and evaluation reports, and evaluation tools in line with WFP CEQAS standards and agreed timelines; g) presenting evidence at the data collection debriefing and stakeholder workshop; and h) taking on responsibility for overall team functioning and relations with WFP stakeholders.

83.   The evaluation team should have strong capacity in conducting complex evaluations with a global scope using mixed methods approaches and including country-level analysis. The team will be multi-disciplinary including extensive knowledge, skill and expertise in evaluating emergency preparedness-related interventions, as well as in the collection and analysis of both qualitative and quantitative data and information.

84.   The evaluation team should be comprised of 5 to 7 people and must include at least two emergency preparedness experts. Between the team members, there should be experience in the following technical areas related to emergency preparedness as defined and implemented by WFP: emergency preparedness and response; contingency planning; early warning and early action; anticipatory action; humanitarian cluster systems; supply chain; food and nutrition security – ideally including nutrition in emergencies; cash-based transfers; livelihoods and disaster risk reduction programmes; support to social protection systems;

institutional capacity strengthening; communities' capacity strengthening; conflict analysis and, to the extent possible, political analysis and political economy.

85. Across the team there must be a strong understanding and experience of the multilateral development system and of humanitarian principles and institutional architecture.

86. The evaluation team should have good knowledge of gender, equity, wider inclusion issues (including disability) and, to the extent possible, power dynamics. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team. When conducting country studies, core team members could be complemented by national expertise.

87. 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), including the ability to carry out interviews proficiently in these languages.

5.3. ROLES AND RESPONSIBILITIES

88. The evaluation manager (EM), Filippo Pompili, 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 missions and supporting the preparation of the field missions; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report) and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be responsible for writing the summary evaluation report (SER). The EM will be the main interlocutor between the team, represented by the team leader, the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. Julie Thoulouzan, OEV Senior Evaluation Officer, will conduct the second-level quality assurance of all evaluation products, while Arianna Spacca, OEV Research Analyst, will provide research support throughout the evaluation.

89. An internal reference group (IRG) will be formed and asked to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team.

90. The Director of Evaluation (or deputy) will approve the final evaluation products and present the SER to the WFP Executive Board for consideration.

91. OEV has created an Evaluation Methods Advisory Panel (EMAP) to enhance WFP's evaluation approaches and methods by providing advice to OEV on a selection of evaluation products for different types of evaluation. As for all policy evaluations, a selected EMAP adviser will be responsible for providing methodological advice throughout the evaluation cycle, and reviewing all the evaluation products (draft ToR, inception and evaluation reports).

5.4. SECURITY CONSIDERATIONS

92. 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

93. All policy 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.

94.   The communication and learning plan (Annex III) provides the framework for the related activities identified to promote, disseminate and encourage the use of evidence from this evaluation.

95.   The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

5.6. BUDGET

96.   The evaluation will be financed from OEV's Programme Support and Administrative budget. The offer will include a detailed budget for the evaluation, including consultant fees and travel costs and other costs as relevant. The offer should be gender and disability-sensitive, e.g., ensuring considerations of accessibility and reasonable accommodation for participants with disabilities.

Annex I. Timeline

Key action		By Whom	Key tentative dates
Phase–1 – Preparation			**Jun – Oct 2023**
	Submission of draft ToR	EM	Late June 2023
	QA (including re-iterations)	DoE	July 2023
	DoE clears TORs to send to stakeholders for comments	EM	1 August 2023
	Draft ToR shared with LTAs to start preparing their proposals, and with the internal reference group (IRG) for review and comments	EM	2 August 2023
	Review of draft TOR by the IRG	IRG	2-28 August 2023
	Revise TORs following stakeholder comments	EM	29 August-18 September 2023
	ToR approval	DoE	25 September 2023
	ToR shared with stakeholders and posted	EM	25 September 2023
	Team selection & Decision Memo submitted	EM	Late September 2023
	PO finalization	Procurement	mid-October 2023
Phase–2 – Inception			**Oct 2023 – Mar 2024**
	Team preparation prior to HQ briefing (reading docs)	ET	Mid-October 2023
	HQ briefing	EM & Team	Early November 2023
	Inception phase interviews and two in-country missions	EM &Team	December 2023
IR D0	**Submission Draft 0 Inception Report (IR) to OEV**	**TL**	**12 January 2024**
	Quality assurance and feedback on IR D0	EM/RA	21 January 2024
IR D1	**Submission Draft 1 IR to OEV**	**TL**	**28 January 2024**
	Quality assurance and feedback on IR D1	EM/QA2	2 February 2024
IR D2	**Submission Draft 2 IR to OEV**	**TL**	**9 February 2024**
	IR D2 review and clearance for circulating with IRG	DoE	15 February 2024
	Review IR D2 by IRG	IRG	16-28 February 2024
	Consolidate and share IRG comments	EM/RA	28 February 2024
IR D3	**Submission Draft 3 IR to OEV**	**TL**	**8 March 2024**
	Quality assurance on IR D3	EM	11-12 March 2024
	Seek clearance of final IR D3	DoE	13-18 March 2024
	Circulates final IR to stakeholders; post a copy on intranet	EM	19 March 2024
Phase–3 – Evaluation data collection phase			**Mar–May 2024**
	Data collection, including missions/case studies & desk review (8 weeks)	ET	Mar – May 2024
	Overall debriefing with HQ, RB and COs (ppt) – online session	TL	early/mid-June 2024
Phase–4 – Reporting			**Jun–Oct 2024**
ER D0	**Submission of draft 0 Evaluation Report (ER) to OEV**	**TL**	**12 July 2024**
	Quality assurance and feedback on ER D0	EM/RA	19 July 2024
ER D1	**Submission of Draft 1 ER to OEV**	**TL**	**26 July 2024**
	Quality assurance and feedback on ER D1	EM/QA2	2 August 2024
ER D2	**Submission of Draft 2 ER to OEV**	**TL**	**9 August 2024**
	Review ER D2	DoE	10-26 August 2024
	Clearance to circulate revised ER for IRG comments	EM/DoE	26 August 2024
	Review ER D2 by IRG	IRG	**27 August – 11 September 2024**
	Consolidate and share comments received	EM/RA	**11 September 2024**
	Stakeholder workshop	IRG/TL/EM	**17-18 September 2024**
ER D3	**Submission Draft 3 ER to OEV**	**TL**	
	Quality assurance (including re-iterations)	EM/QA2/DoE	24 September – 7 October 2024
	Clearance of ER to send to editing	DoE	10 October 2024
	Begin SER preparation	EM	late September 2024
SER D0	**Validation of draft SER by the team leader**	**TL**	**By mid-October 2024**
	Submission of draft 0 Summary Evaluation Report (SER)	**EM**	**17 October 2024**

	Review D0 SER	DoE	24 October 2024
SER D1	**Submission of draft 1 SER for clearance to share with Regional Directors and Directors of concerned HQ Divisions**	**EM/DoE**	**31 October 2024**
	Directors' comment window	OPC	13-22 November 2024
SER D2	**Submission of draft 2 SER + ER following Directors' comments**	**EM**	**26 November 2024**
FINAL SER/ER	**Final review and approval of ER + SER**	**DoE**	**8 December 2024**
	Clarify last points as needed	EM + DoE	early December 2024
	Submission of SER to EB Secretariat + CPP	EM	early December 2024
Phase 5 Executive Board (EB) and follow-up			**from Jan 2025**
	Formatting and posting approved ER	EM/Comms	January-February 2025
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	January-February 2025
	Presentation of Summary Evaluation Report to the EB	DoE	February 2025
	Presentation of management response to the EB	CPP	February 2025
	OPC Discussion	OPC	March 2025

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

Background

1.   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.

Purpose and Guiding Principles of the IRG

2.   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.

Roles

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

4.   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:

    o   draft TORs with particular attention to the scope, data availability and quality, sub-questions, criteria for country selection and long list of countries

    o   draft inception report and related annexes with a particular focus on the scope, data collection methods, selection criteria for country missions

    o   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.

Membership

5.   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.

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

Approach for engaging the IRG

7.   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 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

8.   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.

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

Internal Reference Group for the Evaluation of the Emergency Preparedness Policy	
Department / Division / Office	**Name / function (OEV proposed list)** **(* = not confirmed)**
Policy owner	
Emergency Operations Division (EME)	• **Kyung-nan Park** (Director) • **Ilaria Dettori** (Deputy Director) • **Brian Lander** (Deputy Director) • **Yukimi Ogaki** (Head of Early Warning, Preparedness and Analysis Unit - EMEP) • **Marie-Helene Kyprianou** (Head of Global Food Security Cluster - EMEF) • **Tiziana Zoccheddu** (Emergency Officers, Emergency Response Support – EMER) NB: ***Nadya Frank*** and ***Fenella Henderson Howat*** *to be kept in copy as EMEP focal points for the evaluation.*
Other Divisions in HQ	
Supply Chain Operations Division (SCO)	• **Rainatou Baillet** (Chief of Procurement - SCOP) • **Vladimir Jovcev** (Chief of Logistics - SCOL) • **Henrik Hansen** (Chief of Shipping Branch - SCOS) • **Claudio Delicato** (Chief a.i. of Supply Chain Planning and Optimization Branch - SCOO) • **Mietek Maj** (Chief of Humanitarian Logistics Services branch - SCOH)
Business Continuity Management Team (BCM)	• **Meemi Taalas** (Head of BCM)

Programme – Humanitarian and Development Division (PRO)	• **Lara Fossi** (Deputy Director PRO and Director of Emergencies and Transitions Service - PROP) • **Cristina Bentivoglio** (Consultant, Social Protection Unit - PROS) • **Jayoung Lee** (Senior Programme Policy Officer, Climate and Disaster Risk Reduction Service- PROC) • **Kai Roehm** (Chief, Country Capacity Strengthening Unit - PROTC)
Cash-based Transfers Division (CBT)	• **Francesca De Ceglie** (Chief, CBT Policy & Design) • **Bronwyn Healy-Aarons** (Team Lead, CBT Core & Emergencies)
Operations Management Support Unit (OMS)	• **Catherine Feeney** (Senior Programme Policy Advisor)
Gender Equality Division (GEN)	• **Monica Matarazzo** (Gender and Protection Officer)
Research, Assessment and Monitoring Division (RAM)	• **Eric Branckaert** (Chief, Food Security Analysis Service - RAMA)
Nutrition Division (NUT)	• **Gwenaelle Garnier** (Nutrition in Emergencies Team Lead)
Human Resources Division (HRM)	• **Camilla Dupont** (Chief, HR Policy and Compliance Branch - HRMOP)
Technology Division (TEC)	• **Dane Novarlic** (Chief, IT Emergency Preparedness & Response Branch – TECF)*
Public Partnership and Resourcing Division (PPR)	• **Simon Clements** (Head, Operational Support - PPRO)*
Security Division (SEC)	• **Maria Victoria Montalvo** (Director)
Risk Management Division (RMD)	• **Harriet Spanos** (OiC)
Corporate Planning and Performance Division (CPP)	• **Piyamon Arayaprayoon** (Chief, Strategic Financing Branch – CPPF)*
Management Services Division (MSD)	• **Oyinkan Odeinde** (Deputy Director)
Corporate Finance Division (FIN)	• **Ahmad Talete** (Finance Officer, Finance Transformation and Field Support - FINF)
Regional Bureaux	
RBB	• **Maria Santamarina** (Programme Policy Officer, EPR Lead)
RBC	• **Erin Blankenship** (Programme Policy Officer, EPR Lead)
RBD	• **Alexandre Lecuziat** (Senior Emergency Preparedness and Response Advisor)
RBJ	• **Romina Woldemariam** (Senior Emergency Preparedness and Response Officer)
RBN	• **Francis Opiyo** (Programme Policy Officer, EPR Lead)
RBP	• **Corentin Cartuyvels** (Regional EPR Officer)

Annex III. Communication and knowledge management plan

Phase	What Product/Event	Which Target audience	How & Where Channels	Who Creator lead	When Publication deadline
Preparation (Jun-Oct 2023)	Summary TOR and TOR	– IRG – WFP staff	– Consultations and meetings – Email – WFPgo; WFP.org – WFP Emergency Community	EM	Oct 2023
Inception (Nov 2023 – Feb 2024)	Inception report	– IRG – WFP staff	– Email – WFPgo	ET	Feb 2024
Reporting (May – Sept 2024)	Country missions debrief	– CO management and staff	– PPT, meeting support	EM/ET	May-Jun 2024
	Data collection debrief	– IRG – Representatives of RBs and COs consulted during data collection	– PPT	ET	Jun 2024
	Stakeholder workshop	– IRG members – WFP Technical Staff – Representatives of RBs and COs consulted during data collection	– PPT – Workshop, meeting support	EM/ET	Sept 2024
Dissemination (Oct 2024 – Feb 2025)	Summary evaluation report	– WFP EB/Governance/Management – IRG members – WFP country/regional office/local stakeholders – Donors/Countries – Partners/Civil society /Peers/Networks	– Executive Board website (for SERs and MRs) – WFPgo	EM/EB	Oct-Dec 2024
	Evaluation report	– WFP EB/Governance/Management – IRG members – WFP country/regional office/local stakeholders – Donors/Countries – Partners/Civil society /Peers/Networks	– Email – Web and social media – Evaluation Network platforms – Newsflash	EM	Oct-Dec 2024

	Management response	− WFP EB/Governance/ Management − WFP country/regional office/local stakeholders − WFP Technical Staff/Programmers /Practitioners − Donors/Countries − Partners/Civil society /Peers/Networks	− WFP.org, WFPgo − KM channels	EB	Oct-Dec 2024
	Presentation of selected issues emerging from the evaluation requiring cross-divisional efforts	− OPC members	− Meeting of the Oversight and Policy Committee	DoE/DdoE	Feb 2025 (after the Executive Board session)
	ED Memorandum	− ED/WFP management	− Email	EM	Jan-Feb 2025
	Talking Points/Key messages	− WFP EB/Governance/ Senior Management − WFP Technical and Programme colleagues − Donors/Countries	− Presentation	EM	Jan-Feb 2025
	PowerPoint presentation	− WFP EB/Governance/Management − IRG members − WFP Technical colleagues − Donors/Countries	− Presentation	EM	Jan-Feb 2025
	Report communication	− Oversight and Policy Committee (OPC) − Division Directors, Country Offices and evaluation specific stakeholders	− Email	EM	Jan-Feb 2025
	Newsflash	− WFP EB/Governance/ Senior Management − WFP country/regional office/local stakeholders − IRG members − WFP Technical and Programme colleagues − Donors/Countries − Partners/Civil society /Peers/Networks	− Email	CM	Jan-Feb 2025
	Business cards	− Evaluation community − Partners/Civil society /Peers/Networks	− Cards	CM	Jan-Feb 2025
	Brief	− WFP EB/Governance/ Senior Management − WFP country/regional office/local stakeholders − IRG members − WFP Technical and Programme staff − Donors/Countries − Inter-Agency Standing Committee − Partners/Civil society/Peers/Networks	− Web and social media − KM channels − Evaluation Networks − Emergency Preparedness Networks − Wfp Emergency Community − ALNAP bulletins or events *(to be explored)*	EM	Jan-Mar 2025

Annex IV. Preliminary stakeholder analysis

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
Emergency Operations Division (EME)	The **Emergency Operations Division (EME)** if the policy owner and its technical units will have a particularly significant interest in the evaluation as its results are expected to inform update on emergency preparedness in the course of 2025. In particular, the **Early Warning, Preparedness & Analysis Unit (EMEP)** has a primary stake in the evaluation and will be one of the primary users of its results. This is linked to the Unit's role in drafting policy and strategies and supporting the rollout of normative and programming guidance in the field of emergency preparedness. The intended main role of EMEP is to facilitate internal cross-divisional coordination on emergency preparedness at HQ level and provide operational and technical support to Country Offices and Regional Bureaux with systems and mechanisms that enable and promote effective and timely emergency preparedness based on analysis of risks and taking into account national and regional capacities and WFP's comparative advantages. The **Emergency Response Support Unit (EMER),** also has a primary stake in the evaluation linked to its role in providing field operations guidance and support and supporting advocacy and funding mechanisms prior to, during, and after a disaster strikes. The **Global Surge Coordination Unit (EMES)** has a direct interest in the evaluation for its role in bringing together surge deployment capacity, training, and emergency workforce planning under one structure to ensure a reliable pool of qualified staff available for immediate deployment in emergencies. Such activities are key elements of the policy being evaluated. The **Global Food Security Cluster (gFCS/EMEF Unit)[50]** has a direct interest in the evaluation for its role in coordinating the food security response in humanitarian crises addressing issues of food availability, access, utilization and stability. Partnership and the cluster mechanisms are also key elements of the emergency preparedness policy. The **Operational Access and Humanitarian-Military Interaction Unit (EMEA)** has a direct interest in the evaluation, for its role in supporting field operations in obtaining and maintaining safe and unhindered humanitarian access in complex emergencies, including in the preparedness phase, linked to emergency preparedness and response activities.	Representants from EME will be invited to join the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.

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[50] co-led by WFP and FAO

Supply Chain Operations Division (SCO)	The **Supply Chain Division (SCO)** and its technical units have a pivotal role with regard to planning for and delivering of WFP assistance and will have a particular interest in the evaluation. In particular, the **Procurement Branch (SCOP)** has an interest in the evaluation as it is responsible for cost-effective, fair, and transparent purchase of food delivered by WFP and goods & services required by WFP to support its global emergency operations. The **Logistics Branch (SCOL)** has an interest in the evaluation for its role in providing a range of support activities to country office logistics operations to enable them to deliver humanitarian assistance with the preferred and most appropriate transfer modality. Additional links to the emergency preparedness function consist in the Logistics Branch responsibility in managing the Las Palmas Logistics Hub that serves as the transhipment and staging area of Global Commodity Management Facility (GCMF) food commodities destined for the northwest Africa. The **Shipping Branch (SCOS)** has an interest in the evaluation due to its role in offering comprehensive shipping solutions tailored from/to any required port or point, to meet the needs of WFP and the wider humanitarian community, including diverting its shipments at short notice to ensure timely life-saving interventions. Shipping experts are regularly deployed to strengthen the capacity of emergency operations, and expertise is passed on through trainings to staff and external parties. The **Supply Chain Planning and Optimization Branch (SCOO)** has an interest in the evaluation given its role in applying best practices in supply chain management and advanced analytics to humanitarian operations, developing integrated sourcing and delivery plans, providing operational foresight in support of data-driven decision-making, and optimizing operational design, both for WFP operations and those of its partners, developing and managing integrated and automated tools for improved planning and optimization. The **Humanitarian Logistics Services (SCOH)** has an interest in the evaluation linked to its role in supporting the humanitarian community through supply chain services and leading the Logistics cluster. Partnership and the cluster mechanisms are important elements of the emergency preparedness policy.	Representants from SCO technical units will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Corporate Business Continuity Management Office (BCM)	The **Corporate Business Continuity Management Office (BCM)** has a direct interest in the evaluation, linked to its role in ensuring continuity of critical services and programmes, particularly the ones related to life saving activities, during a disruption or after an incident.	Representants from BCM will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.

Programme – Humanitarian and Development Division (PRO)	The **Programme – Humanitarian and Development (PRO)** division and its technical units have a pivotal role in providing strategic and technical guidance, disseminates know-how across humanitarian and development areas and supports Regional Bureaus and Country Offices in the design and implementation of WFP Country Strategic Plans (CSPs). In particular, within the PRO Division: • The **Climate & Disaster Risk Reduction Programmes Unit (PROC)** has a direct interest in the evaluation, linked to the Unit's role in drafting policy and strategies and supporting the rollout of normative and programming guidance in the disaster risk reduction and climate change areas. • The **Social Protection Unit (PROS)** has a direct interest in the evaluation in light of its linkages with emergency preparedness actions, including assessments of the appropriateness of interventions that promote shock-responsive social protection, their potential risks and alternatives, and the capacities required by governments.[51] • **Country Capacity Strengthening Unit (PROTC)**'s interest in the evaluation is linked to its role in the policy discussion and support to implementation, for the work in expanding country capacity on emergency preparedness to face future shocks. • The **Emergencies and Transitions Service (PROP)** has an interest in the evaluation linked to the Unit's role in the areas of protection and accountability to affected populations (AAP); conflict sensitivity and contribution to peace; humanitarian access and principles; displacement and programming in urban contexts. • Under PRO, the **Disability and Inclusion Team** will contribute to the evaluation by sharing insights about the UN Disability Inclusion Strategy, IASC guidelines, WFP Road Map on disability inclusion, and related linkages with emergency preparedness efforts.	Representants from PRO technical units will be invited to join the IRG and/or participate in the evaluation as key informants during the inception and data collection phases. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Cash-based Transfers Division (CBT)	The **Cash-based Transfers Division (CBT)** has a direct interest in the evaluation because of the link between emergency preparedness and humanitarian cash response: the CBT function supports the formulation of contingency plan scenarios with the identification of most appropriate and likely transfer solutions, cash emergency programme design, transfer value calculation, and financial service provider contracting for preparedness. Preparing for a cash-based humanitarian intervention entails timely assessment, shortlisting, evaluation and contracting financial service providers.[52]	Representants from CBT will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.

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[51] WFP. 2022. Social Protection Manual.

[52] WFP. 2022. *Cash-based transfers Emergency Preparedness and Response Interim Toolkit*.

Gender Equality Office (GEN)	The **Gender Division (GEN)** has an interest in the evaluation as it assists all division and teams in the organization in integrating gender into WFP practices and processes. For WFP, gender equality and women's empowerment are central to ending global hunger and saving lives. For a world of zero hunger we need transformative changes; changes that redistribute power between women and men, girls and boys.	Representants from GEN will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Research, Assessment & Monitoring Division (RAM)	The **Research, Assessment & Monitoring Division (RAM)** has a direct interest in the evaluation due to the multiple linkages of its different functions with emergency preparedness, including hunger monitoring, needs assessments, targeting, climate & earth observation, and its role in the Food Security Information Network (FSIN).	Representants from RAM will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Nutrition Division (NUT)	The **Nutrition Division (NUT)**, and in particular the Nutrition in Emergencies Unit (NiE), has a direct interest in the evaluation for its inherent role in emergency preparedness and response, including monitoring the evolution of the nutrition situation in current WFP emergency countries as well as potential emerging crises to ensure preparedness in case a nutrition response will be needed. In particular the NiE team follows nutrition operations and provides technical support before and during the emergency response as when needed.	Representants from NUT will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Human Resources Division (HRM)	The **Human Resource Division (HRM)** has a direct interest in the evaluation in light of the focus of the policy on staff training, wellness and readiness for deployment.	Representants from HRM will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Technology Division (TEC)	The **IT Emergency Preparedness & Response Branch (TECF)** has a direct interest in the evaluation for its pivotal role in coordinating and managing WFP's Information Technology response to emergencies, including through the global leadership of the Emergency Telecommunications Cluster (ETC) and the rapid deployment of Fast Information Technology and Telecommunications Emergency Support Team (FITTEST).	Representants from TEC will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Public Partnership and Resourcing Division (PPR)	The **Public Partnership and Resourcing Division (PPR)** has a direct interest in the evaluation linked to its crucial role in resourcing for emergencies. Given the high levels and urgent resourcing required for emergency operations, PPR support emergencies response by providing regular and ad hoc information products that summarize and analyze funding needs and forecasts across such operations. Such updates support WFP efforts to advocate for and secure resources from public sector and UN partners.	Representants from PPR will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Security Division (SEC)	The **Security Division (SEC)** has a direct interest in the evaluation for its linkages with emergency preparedness, including provision of knowledge of threats and risks in a country or region, including prior to an emergency response and with regard to operational planning and crisis management, humanitarian access analysis and negotiation.	Representants from SEC will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Risk Management Division (RMD)	The **Risk Management Division (RMD)** has a direct interest in the evaluation for its aim to strengthen, embed and achieve continuous improvements in risk identification and management, including in the field of emergency preparedness.	Representants from RMD will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.

Corporate Planning and Performance Division (CPP)	The **Strategic Financing Branch (CPPF)** has a direct interest in the evaluation because of its role in overseeing the Immediate response account (IRA) allocations to country portfolio budgets and managing corporate inventory through the Global Commodity Management Facility (GCMF).	Representants from CPPF will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Management Services Division (MSD)	The **Management Services Division (MSD)** has a direct interest in the evaluation as it offers a wide range of services to the organization with connection to emergency preparedness, including travel services for WFP employees, delivering and maintaining facilities, providing infrastructure and emergency response capacity through engineering services, light fleet management and humanitarian accommodation.	Representants from MSD will be included in the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
Corporate Finance Division (FIN)	The **Corporate Finance Division (FIN)** provides various services to the country offices to support preparedness, such as setting up financial responsibilities and internal controls for emergency preparedness and response.	Representants from Finance division will be invited to join the IRG. They will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop.
NGO Partnership Unit (NGO)	The **NGO Partnership Unit (NGO)** owns the corporate guidance on NGO partnerships, which informs relevant preparedness processes regarding operational partnerships. i.e. mapping of partners, basic verification, profiling and roster and capacity building.	Representants from the NGO Partnership Unit will be invited to participate in the evaluation as key informants during the inception and data collection phases.
WFP senior management, including the Oversight and Policy Committee and the Policy Cycle Task Force	Interest given its role in deciding on the organization's policies and strategic directions.	They will be key informants and interviewed during the inception and main mission. They will have an opportunity to review and comment on the evaluation deliverables.
The Executive Board	Accountability role, but also interest given its role in policy consideration and approval.	Presentation of the evaluation results at the June 2023 session to inform Board members.
Regional Bureaux	**Regional bureaux** have a primary interest in the evaluation given their primary role in supporting Country Offices in the area of emergency preparedness. In particular RBx: • Track early warning indicators / risks to raise alarm and helping to steer leadership priority setting on emerging risks, specifically: mapping of slow and sudden onset risks; disseminating daily, punctual / weekly, monthly and quarterly risk updates for the Region; contributing to Corporate Alert System to build consensus on priority risks and trigger preparedness investments. • Monitor and elevate concerns for HQ to action and requesting HQ support when gaps in available resources at CO and RB level are present.	Representants from the six regional bureaux (Emergency Preparedness and Response Advisors or focal points) will be invited to join the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.

	• Convene, at regional level, cross-functional support through regional level coordination mechanisms.	
	• Monitor in a proactive manner, for countries without WFP presence (or with alternative presence), early warning and engage with UN system and government to identify potential action / support which may be required – including pre-identify appropriate surge on standby. Where necessary, pre-draft LEO and/or CONOPs, etc.	
	• Support Country Offices to maintain emergency preparedness by providing guidance to implement and manage preparedness – including review and update preparedness actions following a (potential) change in context.	
	• Engage with, provide support to and/or learn from regional government entities (or national entities – for oversight countries and/or countries without fixed traditional WFP presence) on early warning systems.	
Country Offices	**Country Offices** have a primary interest in the evaluation given their primary role in managing country strategic plans and related budgets, including deploying emergency preparedness solutions. Their staff are among key recipients of capacity strengthening initiatives at headquarters and regional bureaux level.	Representants from the countries selected as case studies will be eventually invited to join the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate to the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts. Country Offices will also be expected to support with some logistical aspects of the in-country missions as applicable.
External stakeholders *[NB: the evaluation team is expected to extend and develop the stakeholder analysis as part of inception]*		
Country-level stakeholders		
- Host governments with their relevant Ministries in countries where WFP operates; - Local community members/leaders where emergency preparedness initiatives are being implemented	As the ultimate recipients of policy-related objectives, host governments, local communities and beneficiaries have a stake in WFP determining whether the policies evaluated are relevant, effective and sustainable.	Host governments will be interviewed and consulted during the field missions. In light of the envisaged limited duration of country visits, the evaluation will not be expected to collect primary data from affected communities.

- Beneficiaries of humanitarian responses		
Civil society *To be further developed at inception*		
Global stakeholders		
Humanitarian and development actors - Interagency Standing Committee (IASC) (early warning inter-agency group led by EMEP) - OCHA-led inter-agency preparedness group - United Nations Office for Coordination (OCHA) - United Nations Office for Disaster Risk Reduction (UNDRR), formerly UNISDR) - United Nations Children Fund (UNICEF) - International Organization for Migration (IOM) - United Nations High Commissioner for Refugees (UNHCR) - Rome-based United Nations agencies (FAO and IFAD) - World Meteorological Organization (WMO) - World Bank *[list to be confirmed during the inception phase]*	Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.

National and regional institutions - African Union - Permanent Interstate Committee for Drought Control in the Sahel (CILSS) - Central American Integration System (SICA) - Southern African Development Community (SADC) *[list to be confirmed during the inception phase]*	Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.
Leading institutions and research centres - Overseas Development Institute - International Development Research Center *[list to be confirmed during the inception phase]*	Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.

Annex V. Preliminary evaluability assessment

1.   The emergency preparedness policy includes a section on monitoring its implementation, which mentions that measurement of the policy outcomes will be "in accordance with WFP's corporate performance management systems, tools and processes, including the CSPs and country reports, the management plan, the annual performance report and other reports",[53] in particular it refers to monitoring of the implementation of the Emergency Preparedness and Response Package through an online tracking system and monitoring WFP's work with governments through the Emergency Preparedness and Response Capacity Index. This annex provides an overview of corporate level reporting in the area of emergency preparedness.

Corporate reporting and indicators

2.   The strategic direction of WFP is determined by its Strategic Plans. This evaluation will focus on the Strategic Plan (2017–2021) and the Strategic Plan (2022-2025). Under both strategic plans, WFP's performance management system includes emergency preparedness indicators under both WFP programme results and WFP management results.

3.   The **Strategic Plans** (2017–2021 and 2022-2025)'s performance management systems are based on two performance frameworks: the Management Results Framework, which captures the efficiency with which WFP delivers its services; and the Strategic Results Framework, which reflect progress in WFP's programmatic work. Together, the two frameworks shape the **Corporate Results Framework (CRF)**, and their associated results chains provide a complete picture of WFP's performance.

- The **Strategic Results Framework (2017-2021)** includes one emergency preparedness outcome indicator, the Emergency Preparedness Capacity Index[54] (EPCI), under Strategic Objective (SO) 1,[55] Strategic Result (SR) 1,[56] SO3,[57] SR 4,[58] and SO4,[59] SR5.[60]
  Between 2017-2021, reporting on the Emergency Preparedness Capacity Index has been inconsistent and scattered across Strategic Outcomes. Overall the number of countries including EPCI in their logframes and reporting on it has been increasing over time, in particular the number of countries reporting on EPCI under SO4 has been growing (i.e. from 0 to 13 countries) and their performance rating has been positive/ stable between 2019 – 2021 (Table 6). The SRF (2017-2021) does not include any emergency preparedness output indicator.

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[53] "Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response". (WFP/EB.2/2017/4-B/Rev.1). P 11.
[54] The emergency preparedness capacity index assesses six elements of emergency preparedness to measure how effectively WFP is working with governments to establish and manage disaster preparedness interventions. The elements are food security and vulnerability analysis; food assistance planning; humanitarian supply chain management; emergency telecommunications, hazard analysis and early warning in support of food security; and national preparedness and response. The index is focused on ownership of these elements of preparedness, which is linked to sustainability.
[55] End hunger by protecting access to food.
[56] Everyone has access to food.
[57] Achieve Food Security.
[58] Food Systems are sustainable.
[59] Support SDG implementation.
[60] Developing countries have strengthened capacity to implement the SDGs.

- The **Management Results Framework (2017-2021)** includes one level I[61] KPI related to emergency preparedness, Effective emergency preparedness and response, and associated component indicators which changed over time (Table 9).

  Between 2017 and 2018 WFP reportedly responded in a timely manner to 100 percent of emergencies. In the same period, the percentage of the staff deployed to emergencies who were selected from internal rosters increased and met the target of ≥24 percent. Between 2018 and 2019 the percentage of WFP offices using the emergency preparedness and response package also increased and reached 95 percent (target: 100 percent). However, the SE on WFP capacities to respond to emergencies note that "WFP monitoring of the EPRP in 2018 showed only 38 percent of COs had completed 80 percent or more of the minimum preparedness actions". In 2018, the revised CRF introduced a composite indicator to better capture various WFP emergency preparedness and response processes and to assess their effectiveness. [62] The overall achievement of this indicator in 2018 was that three out of five standards were achieved[63] and in 2019 one out of five was achieved.[64] In 2020, as a part of the KPI review exercise, the component indicators used to monitor emergency preparedness have been revised: the five component KPIs were replaced by three new KPIs.[65] In 2020, the KPIs assessing whether sufficient training occurred in all areas of emergency response, and how well training events met their learning objectives were both met, while the indicator on the degree to which countries in the corporate alert system benefited from advance financing was not met. In 2021 all three indicators met the target.[66]

- In the **Corporate Results Framework (2022 – 2025)** Outcome 1[67] and Outcome 4[68] are related to emergency preparedness, however no specific programme outcome indicators are included in the SRF, as the Emergency Preparedness Capacity Index was discontinued. However, two output indicators related to emergency preparedness are included: (i) Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action; (ii) Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels.

- In the **Management Results Framework (2022 – 2025)** there is one Management result related to emergency preparedness: Management result 1 – Effectiveness in emergencies, and five associated component indicators (Table 9).

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[61] Category I KPIs reflect WFP's corporate performance and measure management performance that contribute to implementation of the WFP strategic plan.
[62] WFP. 2019. *Annual Performance Report* 2018.
[63] Number of emergency response training events according to the FASTER* standard, Timeliness of the operational task force, and Timeliness of the elaboration of concept of operations by the country office.
[64] Timeliness of the elaboration of concept of operations by the country office.
[65] WFP. 2021. *Annual Performance Report 2020.*
[66] WFP. 2022. *Annual Performance Report* 2021.
[67] People are better able to meet their urgent food and nutrition needs.
[68] National programmes and systems are strengthened.

Table 5: 2017–2023 changes in outcome and output indicators related to emergency preparedness

Corporate-level indicators	CRF (2017-2021)			CRF (2022 – 2025)
	2016[69]	2018[70]	2020[71]	
Outcome indicators:				
Emergency Preparedness Capacity Index		X		N/A
Output indicators:				
Percentage of tools developed or reviewed to strengthen national capacities for forecast-based anticipatory action	N/A			X
Number of countries in which WFP supported the updating of government frameworks for preparedness and/or early/anticipatory action at the national and local levels	N/A			X

Source: 2017-2021 revised Corporate Results Framework (November 2018); 2017-2021 Programme Indicator Compendium of the revised CRF (October 2020 update); WFP corporate results framework (2022-2025).

Table 6: 2017-2022 Corporate Results Framework – reporting against outcome indicators related to emergency preparedness covering the period 2017-2022

Corporate-level indicators	Number of counties reporting						Countries reporting sufficient data						Performance rating*					
	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022	2017	2018	2019	2020	2021	2022
Strategic Objective 1: End hunger by protecting access to food																		
Strategic Result 1: Everyone has access to food																		
Outcome 1.1: Maintained/enhanced individual and household access to adequate food																		
1.1.18 Emergency preparedness capacity index	-	-	-	1	1	1				1	1	1				[Green]	[Red]	[Red]
Strategic outcome 1.3: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity																		
1.3.2 Emergency Preparedness Capacity Index	1	5	-	1	-	-	0	1	-	1	-	-	[Grey]	[Grey]	-	[Green]	-	-
Strategic Objective 3: End hunger by protecting access to food																		
Strategic Result 4: Food systems are sustainable																		
Outcome 4.1: Improved household adaptation and resilience to climate and other shocks																		
4.1.13 Emergency Preparedness Capacity Index	-	-	1	-	2	2	-	-	1	-	1	1	-	-	[Amber]	-	[Red]	[Green]
Strategic outcome 4.3: Improved availability of food system-strengthening public goods and services																		
4.3.2 Emergency Preparedness Capacity Index	1	-	-	-	-	-	0	-	-	-	-	-	[Grey]	-	-	-	-	-
Strategic Objective 4: Support SDG implementation																		
Strategic Result 5 – Developing countries have strengthened capacity to implement the SDGs																		
Outcome 5.1: Enhanced capacities of public and private sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations																		
5.1.3 Emergency Preparedness Capacity Index	-	-	6	9	15	13	-	-	5	6	13	12	-	-	[Green]	[Green]	[Amber]	[Amber]

*Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: Available data are insufficient to allow the monitoring of organization-wide progress.

N/A: Not applicable

Source: 2017-2021 revised Corporate Results Framework (November 2018); 2017-2021 Programme Indicator Compendium of the revised CRF (October 2020 update); 2017, 2018, 2019, 2020, 2021 and 2022 Annual Performance Reports.

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[69] "Corporate Results Framework (2017–2021)." (WFP/EB.2/2016/4-B/1/Rev.1*).

[70] "Revised Corporate Results Framework (2017–2021)." (WFP/EB.2/2018/5-B/Rev.1).

[71] 2017-2021 Programme Indicator Compendium - Revised Corporate Results Framework.

Table 7: Countries reporting on the Emergency Preparedness Capacity Index and Emergency Preparedness Capacity Indicator (2017 – 2022)

Corporate-level indicators	Counties reporting					
	2017	2018	2019	2020	2021	2022
Strategic Objective 1: End hunger by protecting access to food						
Strategic Result 1: Everyone has access to food						
Outcome 1.1: Maintained/enhanced individual and household access to adequate food						
1.1.18 Emergency preparedness capacity index		Madagascar, Burundi		Niger	Niger	Niger
Strategic outcome 1.3: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity						
1.3.2 Emergency Preparedness Capacity Index	Namibia	Burundi, Namibia; **Niger; Afghanistan**	Namibia	**Namibia**	-	-
Strategic Objective 3: End hunger by protecting access to food						
Strategic Result 4: Food systems are sustainable						
Outcome 4.1: Improved household adaptation and resilience to climate and other shocks						
4.1.13 Emergency Preparedness Capacity Index			**Ecuador**	-	Pakistan; **Ecuador**	**Ecuador**
Strategic outcome 4.3: Improved availability of food system-strengthening public goods and services						
4.3.2 Emergency Preparedness Capacity Index	-			-	-	-
Strategic Objective 4: Support SDG implementation						
Strategic Result 5 – Developing countries have strengthened capacity to implement the SDGs						
Outcome 5.1: Enhanced capacities of public and private sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations						
5.1.3 Emergency Preparedness Capacity Index		Philippines, Dominican Republic, Haiti	Dominican Republic, Nepal, Philippines, Tajikistan; **Haiti, Niger; Kenya, Nigeria, Peru**	Cuba, Nigeria, Tajikistan; **Central African Republic, Dominican Republic, Philippines; Haiti, Kenya, Philippines**	Tajikistan, Uganda; **Central African Republic, 2 Cuba, Dominican Republic, Sierra Leone; Iraq, Nepal, Nigeria; Caricom (Caribbean Community), Guatemala, Haiti, Kenya, Namibia, Peru**	**Ethiopia, Nepal, Nigeria; Iraq, Uganda; Caricom (Caribbean Community), Cuba, Guatemala, Haiti, Kenya, Namibia, Peru**

Source: CPP APR dashboard 2020; CPP APR dashboard 2021, CPP APR dashboard 2022
*Green: CO either "achieved" or made "strong" progress towards yearly outcome targets. Amber: CO made "some" progress towards yearly outcome targets. Red: CO made "little or no" progress towards yearly outcome targets. Grey: CO has the indicator in the logframe but has not reported on it.

Table 8: 2017–2023 changes in Management Key Performance Indicators related to emergency preparedness

Corporate-level indicators		Baseline	Target	CRF (2017-2021)					CRF (2022 – 2025)
				2017	2018	2019	2020	2021	2022
Percentage of emergencies timely responded to		100% (2016)	100%	X					
Percentage of the staff deployed to emergencies who were selected from internal rosters		22% (2017)	25%	X					
Percentage of WFP offices using the emergency preparedness and response package		61% (2016)	100%	X					
KPI 2. Effective emergency preparedness and response	Percentage of country offices that update or implement at least 80 percent of minimum preparedness actions / % of MPAs updated or implemented or of country offices that updated or implemented at least 80% of MPAs	-	100%		X	X			
	Number of emergency response training events according to the FASTER* standard	2	≥4		X	X			
	Timeliness of the immediate response preparedness facility / Average number of days between IR-PREP request and creation of budget code	9	≤5		X	X			
	Timeliness of the operational task force / Average number of hours between declaration of a Level 2 or Level 3 emergency and convening of OTF	-	≤24		X	X			
	Timeliness of the elaboration of concept of operations by the country office/ Average number of days between Level 2 or Level 3 declaration and completion of ConOps	-	≤5		X	X			
KPI 2. Effective emergency preparedness and response	Percentage of Corporate Alert System (CAS) countries having benefited from Advance Financing (IRA, IRR, IR-PREP)	84% (2019)	90%				X	X	
	% of training areas that met target number of training events in emergency response	-	100%				X	X	
	% of learning objectives met across emergency response trainings	-	85%				X	X	
Management result 1 – Effectiveness in emergencies	Percentage of Corporate Alert System (CAS) countries having benefited from Advance Financing (Immediate Response Account (IRA))	88% (2020)	90%						X
	Number of corporate alert system (CAS) reports issued	6 (2021)	6						X
	Number of days Emergency Operations Division staff deployed in response to emergencies	3,400 days (2021)	+ 200 w.days/year						X
	Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments)	70%ᵃ (2021)	5%ᵇ						X
	Percentage of surge support requests coordinated and supported in corporate scale up	64% ᵃ (2021)	5%ᵇ						X

ᵃ: Average 2020 – 2021; ᵇ: increase YoY

Source: 2017-2021 Corporate Results Framework Key Performance Indicators and (2022-2025) Corporate Results Framework Management Key Performance Indicators.

Table 9: 2017–2023 Corporate Results Framework – reporting against Management Key Performance Indicators related to emergency preparedness

Key Performance Indicator	2017	2018	2019	2020	2021	2022
Percentage of emergencies timely responded to	100%	100%	Not reported			
Percentage of WFP offices using the emergency preparedness and response package	Not reported	87%	95%			
Percentage of the staff deployed to emergencies who were selected from internal rosters	21.8%	24.6%				
Percentage of country offices that update or implement at least 80 percent of minimum preparedness actions / % of MPAs updated or implemented or of country offices that updated or implemented at least 80% of MPAs		38%	61%			
Number of emergency response training events according to the FASTER* standard		6	3			
Timeliness of the immediate response preparedness facility / Average number of days between IR-PREP request and creation of budget code		10	13			
Timeliness of the operational task force / Average number of hours between declaration of a Level 2 or Level 3 emergency and convening of OTF		24	360			
Timeliness of the elaboration of concept of operations by the country office/ Average number of days between Level 2 or Level 3 declaration and completion of ConOps		2	4			
% of countries in corporate alert status that benefited from advance financing (b.EPR.20)				88%	97%	58%
% of training areas with the target number of training events in emergency response				100%	100%	100%
% of learning objectives met in emergency response training events				85%	95%	97%
Percentage of Corporate Alert System (CAS) countries having benefited from Advance Financing (Immediate Response Account (IRA))						58%
Number of corporate alert system (CAS) reports issued						NEW
Number of days Emergency Operations Division staff deployed in response to emergencies						NEW
Percentage of critical emergency surge requests directed to the Emergency Operations Division which are fulfilled (through remote or in-person temporary duty assignments)						NEW
Percentage of surge support requests coordinated and supported in corporate scale up						NEW

ConOps = concept of operations; IR-PREP = Immediate Response Account for Preparedness; MPA = minimum preparedness action; OTF = operational task force.

Source: 2017, 2018, 2019, 2020, 2021 and 2022 Annual Performance Reports. For 2022 data was also used the Annual Performance Report Dashboard 2022

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

1.   Country studies, including in person missions and desk reviews, will enable a range of data collection to take place in a range of countries that represent the wide spectrum of activities being carried out and support by WFP in emergency preparedness. The purpose of the case studies is to assess the relevance, extent of implementation and any results generated by the policy in different contexts, as well as explanatory factors. Conducting multiple case studies will allow for similarities and differences to emerge, and to highlight the contextual and other features which have shaped the implementation of the policy on the ground. In line with the scope of the evaluation, coverage of emergency responses will only serve the purpose of assessing contribution of preparedness investments to timely, efficient and effective response, as an assessment of the quality of the response *per se* is not envisaged.

2.   It is anticipated that there would be a total of twelve country studies: six in-country missions and six desk reviews, the latter to be complemented by remote interviews or focus group discussion as relevant. The country(ies) visited during the inception phase may be included in the list of twelve. To avoid extra burden on the Country Office(s) and diversify the source of information, the country(ies) visited during the inception phase would count as case study(ies) and will be covered during data collection only through desk review. All secondary data will be reviewed prior to the country mission, to ensure that missions focus only on gathering data which is not already available.

3.   The criteria identified to define the range of countries include the following:

- Balanced representation across regions (RBs)
- Coverage of all 6 regions
- CO size
- COs with an emergency declared between 2017 – 2023, based on the three-level emergency categories (2017– 2021) (L1, L2, L3) and on two of the three emergency phases (2022 – ongoing) (corporate scale up, corporate attention)
- COs with early action and emergency response classification based on the three emergency phases in 2022 – 2023
- COs with Emergency Preparedness activities in their CSP (including those benefitting from IRA allocations)
- COs with forecast-based anticipatory actions
- COs with the Emergency Preparedness Capacity Index indicator in their logframe over the period 2019 – 2022
- COs with active Food Security, ETC and Logistics clusters
- Balanced representation of countries ranging low to very high in the INFORM Risk Index[72]
- Fragility index from the World Bank, Fragile and Conflict-affected Situations, fiscal year 2024

4.   In an effort to both maximize use of evidence from recent/ongoing evaluations and minimize extra-burden on Country Office staff, the selection will also consider the recent and future coverage of CSP evaluations (CSPEs), country-specific corporate evaluations (CEE), and audits.

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[72] The INFORM Risk Index is a risk assessment for humanitarian crisis and disasters, it is calculated based on three dimensions: hazard and exposure, vulnerability and lack of coping capacity.

5.	An analysis of countries according to these criteria has identified a long list of countries that represent the broad spectrum of WFP-supported activities in these areas. A summary of the data for the proposed countries is presented below and will be reviewed, discussed and finalised with the evaluation team during the inception phase.

Table 10 – Country Selection Matrix

Country	Region	CO size	Emergency Classification (as of May 2023)	CSPEs, country-specific EE, and Audit start year	Emergency type and period (2013 - 2023)[73]	Early Action and Emergency Response 2022 - 2023[74]	CO with Emergency Prep activity/ies in CSP	IRA allocations received (2021 – mid 2023)	Forecast based actions	COs using EPCI (2019 - 2022)	Food Security cluster active	ETC cluster active	Logistics cluster active	INFORM Risk Index		World Bank Fragility index FY24
														INFORM RISK	RISK CLASS	
Bangladesh	RBB	Very large	Early Action & Emergency Response	CSPE: 2019 Audit: 2021, 2023	Set 2017 - Dec 2018: L3 Complex emergency Dec 2018 - Dec 2021: L2	Early Action and Emergency Response - Feb 2023	X	X	X		X			5.5	High	
Nepal	RBB	Large		CSPE: 2022 Audit: 2022	Apr - Oct 2016: L2 Sudden-onset natural disaster		X		X	X		X Preparedness		4.4	Medium	
Pakistan	RBB	Large	Corporate Attention	CSPE: 2021	2022 - ongoing: Corporate attention	Early Action and Emergency Response - Feb - Aug 2022	X	X		X	X			6.3	High	
Philippines	RBB	Small		CSPE: 2022	Jan - Mar 2014: L3 Sudden-onset natural disaster 2022:				X	X	X		Preparedness Projects	5.4	High	

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[73] COs with an emergency declared between 2017 – 2023, based on the three-level emergency categories (2017– 2021) (L1, L2, L3) and on two of the three emergency phases (2022 – ongoing) (corporate scale up, corporate attention)

[74] COs with early action and emergency response classification based on the three emergency phases in 2022 – 2023

Country	Region	CO size	Emergency Classification (as of May 2023)	CSPEs, country-specific EE, and Audit start year	Emergency type and period (2013 - 2023)[73]	Early Action and Emergency Response 2022 - 2023[74]	CO with Emergency Prep activity/ies in CSP	IRA allocations received (2021 – mid 2023)	Forecast based actions	COs using EPCI (2019 - 2022)	Food Security cluster active	ETC cluster active	Logistics cluster active	INFORM Risk Index		World Bank Fragility index FY24
														INFORM RISK	RISK CLASS	
					Corporate attention											
Iraq	RBC	Large		CSPE: 2023 Audit: 2024	Jen - Aug 2014: L2 Complex emergency Aug 2014 - Nov 2017: L3 Nov 2017 - Dec 2021: L2 March-May and Nov Dec 2022: Corporate attention	Early Action and Emergency Response - Feb, June, August, Oct 2022, Feb 2023				X	X			6.6	Very High	Conflict
Jordan	RBC	Large		CSPE: 2020 Audit: 2022		Early Action and Emergency Response - Feb - June 2022	X	X						4.2	Medium	
Palestine	RBC	Small	Corporate Attention	CSPE: 2021	Jan 2023 - Ongoing: Corporate attention	Early Action and Emergency Response - April - Dec 2022		X			X			4.7	Medium	

Country	Region	CO size	Emergency Classification (as of May 2023)	CSPEs, country-specific EE, and Audit start year	Emergency type and period (2013 - 2023)[73]	Early Action and Emergency Response 2022 - 2023[74]	CO with Emergency Prep activity/ies in CSP	IRA allocations received (2021 – mid 2023)	Forecast based actions	COs using EPCI (2019 - 2022)	Food Security cluster active	ETC cluster active	Logistics cluster active	INFORM Risk Index		World Bank Fragility index FY24
														INFORM RISK	RISK CLASS	
Ukraine	RBC		Corporate Attention	CEE: 2023	Nov 2014 - Oct 2017: L2 Complex emergency 2022: Corporate scale-up 2023: Corporate attention	Early Action and Emergency Response - Feb 2023		X			X	X Emergency	Cluster Operations	5.1	High	Conflict
Central African Republic	RBD	Large	Corporate Attention	CSPE: 2020	Dec 2012 - Jun 2015: L3 Complex emergency Jun 2015 - Dec 2021: L2 Complex emergency 2022 - ongoing: Corporate attention	Early Action and Emergency Response - Oct 2022 - Feb 2023		X		X	X	X Emergency	Cluster Operations	8.6	Very High	Conflict
Cote d'Ivoire	RBD	Small	Early Action and Emergency Response	CSPE: 2024		Early Action and Emergency Response since April 2023	X	X						4.5	Medium	
Nigeria	RBD	Very large	Corporate Attention	CSPE: 2021	Aug 2016 - Dec 2021: L3 Complex emergency 2022 - ongoing: Corporate attention			X		X	X	X Emergency	Sector Operations	6.8	Very High	Conflict

Country	Region	CO size	Emergency Classification (as of May 2023)	CSPEs, country-specific EE, and Audit start year	Emergency type and period (2013 - 2023)[73]	Early Action and Emergency Response 2022 - 2023[74]	CO with Emergency Prep activity/ies in CSP	IRA allocations received (2021 – mid 2023)	Forecast based actions	COs using EPCI (2019 - 2022)	Food Security cluster active	ETC cluster active	Logistics cluster active	INFORM Risk Index		World Bank Fragility index FY24
														INFORM RISK	RISK CLASS	
Togo	RBD	Small	Early Action & Emergency Response			Early Action and Emergency Response - Dec 2022		X		X				3.9	Medium	
Madagascar	RBJ	Large	Early Action & Emergency Response	CSPE: 2023 Audit: 2023	Jun - Dec 2021: L2 Slow onset 2022 - ongoing: Corporate attention			X	X			X Preparedness		5.4	High	
Zambia	RBJ	Large		CSPE: 2021		Early Action and Emergency Response - Feb 2023	X	X						4.3	Medium	
Zimbabwe	RBJ	Large	Early Action & Emergency Response	CSPE: 2020 Audit: 2021	March - Jul 2019: L2 Sudden-onset natural disaster Nov 2019 May 2021: L2 Slow-onset natural disaster 2022 - 2023: Coprorate scale -up + Corporate attention	Early Action and Emergency Response - Feb Aug 2022	X	X	X	X				4.6	Medium	Institutional and Social Fragility

Country	Region	CO size	Emergency Classification (as of May 2023)	CSPEs, country-specific EE, and Audit start year	Emergency type and period (2013 - 2023)[73]	Early Action and Emergency Response 2022 - 2023[74]	CO with Emergency Prep activity/ies in CSP	IRA allocations received (2021 – mid 2023)	Forecast based actions	COs using EPCI (2019 - 2022)	Food Security cluster active	ETC cluster active	Logistics cluster active	INFORM Risk Index		World Bank Fragility index FY24
														INFORM RISK	RISK CLASS	
Burundi	RBN	Large					X	X	X	X	X			5.9	High	Institutional and Social Fragility
Kenya	RBN	Very large	Corporate Attention	CSPE: 2022	2022 - Ongoing: Corporate attention					X			Preparedness Projects	6.7	Very High	
Uganda	RBN	Very large	Early Action & Emergency Response	CSPE: 2024 Audit: 2023		Early Action and Emergency Response - Feb 2022 - Feb 2023	X	X		X				7.1	Very High	
Cuba	RBP			CSPE: 2022		Early Action and Emergency Response - Apr -Dec 2022	X		X	X				2.9	Low	
Dominican Republic	RBP	Large		CSPE: 2022		Early Action and Emergency Response - Dec 2022 - Feb 2023		X	X	X				4.4	Medium	

Country	Region	CO size	Emergency Classification (as of May 2023)	CSPEs, country-specific EE, and Audit start year	Emergency type and period (2013 - 2023)[73]	Early Action and Emergency Response 2022 - 2023[74]	CO with Emergency Prep activity/ies in CSP	IRA allocations received (2021 – mid 2023)	Forecast based actions	COs using EPCI (2019 - 2022)	Food Security cluster active	ETC cluster active	Logistics cluster active	INFORM Risk Index		World Bank Fragility index FY24
														INFORM RISK	RISK CLASS	
Haiti	RBP	Large	Corporate Attention	CSPE: 2020 Audit: 2022, 2024	Sep - Dec 2021: L2 2022: Corporate attention + Corporate scale up 2023: Corporate scale -up + Corporate attention	Early Action and Emergency Response - Apr 2022	X	X		X	X		Sector Operations	6.4	High	Institutional and Social Fragility
Peru	RBP	Medium	Early Action & Emergency Response	CSPE: 2020				X		X				4.8	Medium	

Annex VII. Evaluative and audit evidence on Emergency Preparedness

The table below includes examples of findings from centralized and decentralized evaluations completed in the period 2017 – May 2023, covering (or related to) emergency preparedness.

Type	Report	Findings
PE	Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings[75] (2023)	• Finding 23: WFP's commitment to the humanitarian principles strengthens conflict sensitivity; its emergency mindset reduces it.
PE	Evaluation of WFP's Disaster Risk Reduction and Management and Climate Change Policies (2023)	• **Finding 2.** The DRR/M and Climate Change policies are well aligned with WFP strategic plans and with other corporate policies. Strong thematic alignment exists between the two policies and the Resilience Policy, and moderate thematic alignment with the Emergency Preparedness Policy, the Environmental Policy and the Country Capacity-Strengthening Policy. • **Finding 10.** Early warning and early action (EWEA) have constantly evolved and grown considerably in WFP, for instance through the development of the Corporate Alert System (CAS) and the Automatic Disaster Analysis that aims to reduce response time and prioritize resources on emerging crises and operations of highest concern. CSPs also increasingly include Forecast-based-Financing and other forms of Anticipatory Action, which have evolved within the field of early action as a result of pioneering approaches by IFRC and a growing number of other actors including WFP. Actively supported by PROC, EME, as well as by focal points for Climate Change, DRR/M and Resilience in regional bureaux, the areas of intervention of early warning and early action are considered to be strongly influenced by the DRR/M and Climate Change Policies. • **Finding 11.** Emergency Preparedness and Response (EPR) has been a core area of WFP intervention and comparative advantage long before the DRR/M and Climate Change policies were approved. Encompassing supply chain management, telecommunications, emergency relief, food and cash transfers and capacity strengthening, EPR is present in all countries studied. The influence of the DRR/M and Climate Change policies on EPR to date is considered to be limited: EPR tools and guidance barely refer to DRR and never to climate change, and in most countries EPR measures are not yet informed by in-depth analyses of climate change. Country and regional teams responsible for EPR mainly receive support from the Emergency Operations Division (EME), although they are also starting to access support from PROC. Nevertheless, there is significant potential for EPR to incorporate more and better DRR/M and Climate Change policy-related programming.
PE	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition (2023)	• **Finding 10:** Prioritization of DRR programming is apparent from the national/systems level to the community level, with some evidence demonstrating the varied roles WFP plays in policy and system support. Evidence is more widespread for the delivery of DRR interventions at the local level, especially related to physical risk reduction measures. There is some evidence that WFP programmes address disaster risk reduction, with a focus at the programme level and integration in CSPs. Most DRR activities and results are delivered through (a) national level support for DRR policy and planning aligned with implementation of the Sendai Framework68 and (b) project-level work. However, there is no consistency in approach across different CSPs. WFP programmes focus on hazard types that present a risk to food systems, in particular hydrometeorological hazards, and do not adopt an all-hazard approach. The evidence suggests that DRR is infrequently mainstreamed as part of an integrated approach to resilience-building. • **Finding 16:** Resilience programmes are often delivered as a combination of activities. However, integrating, layering and sequencing actions to reduce vulnerability and enhance resilience has scope for improvement. In emergency settings, when working towards resilience outcomes, there is scope for going beyond arresting declines in food security and nutritional status to addressing the root causes. […] Country offices (Malawi, the Niger and Sri Lanka) report higher levels of integration and layering when WFP activities are implemented in the same location. The evidence suggests that there can be successful integration, particularly within resilience-specific programmes at the country level, for example in R4 projects and in country strategic plans, such as for Kenya and Malawi. However, integration, layering and sequencing across, for instance, livelihoods strengthening, social protection, humanitarian response and preparedness is rarer, despite some country offices, such as Malawi, leaning into integrated resilience

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[75] WFP. 2023. *Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings*. OEV/2021/001.

		programming. Some emergency settings, such as in South Sudan, DRC and Lebanon, are demonstrating a shift, in CSPs, towards from reacting/responding to crises to a more forward-looking, integrated resilience building approach.
SE	Evaluation of WFP's Capacity to Respond to Emergencies[76] (2020)	• **Finding 1:** WFP has developed new emergency response-related policies that respond to key external trends. These include: humanitarian protection, emergency preparedness, accountability to and protection of affected populations, duty of care to employees and enterprise risk management. Older policies remain part of the guiding framework. However, most policies have been developed through stand-alone processes and there are some gaps and overlaps in areas covered by current policies. This reduces the overall coherence of the policy framework • **Finding 16:** Investment and developments in WFP preparedness for response, including WFP early warning systems, have improved the speed of responses. However, more limited investment in sustained preparedness planning beyond pre-positioning and other logistical preparation limits the capacity of WFP to respond quickly with a relevant response. There are also limitations in the tools that support planning and preparedness for WFP response as well as in the human capacity to undertake necessary analysis. • **Finding 17:** WFP made significant investment in capacity for cash-based transfer, which has enabled its large-scale expansion as a response modality. It also improved WFP ability to respond to risk management challenges. Beneficiary feedback indicates the relevance of responses based on cash-based transfers when market conditions are suitable. Evidence shows the importance at country level of preparedness for efficient cash scale-up, which is an ongoing need. Some systems developed are more appropriate to large-scale, protracted crisis responses.
CSPE	Evaluation of Indonesia WFP Country Strategic Plan 2017-2020[77] (2020)	• In Activity 4, strategic positioning adaptation was extensive and reflects the centrality of emergency preparedness and response within government priorities. Activity 4 serves as an interesting example of the potential of the country strategic plan for flexible responsiveness and stakeholders within the Government of Indonesia see potential for WFP contributions in this dimension and an opportunity for increased future collaborations on emergency preparedness and response.
CSPE	Evaluación del plan estratégico para el Ecuador (2017-2021)[78] (2022)	• Hallazgo 17. En el marco de la actividad 5 (fortalecer o desarrollar los sistemas de preparación para la pronta intervención y respuesta ante casos de emergencia y de alerta temprana), el PMA apoyó la preparación para la respuesta ante emergencias y los sistemas de alerta temprana mediante el fortalecimiento de capacidades nacionales, la creación de herramientas y estrechó la coordinación con contrapartes nacionales. Además, se constató que el PMA buscó adaptar su posición y capacidades al contexto impuesto por la pandemia de la COVID-19. • Hallazgo 29. En cuanto a la oportunidad de la ejecución financiera, el tiempo transcurrido para el uso de los fondos destinados a las actividades de emergencia ha sido menor que el de las demás actividades. La previsibilidad de las donaciones ha sido muy variable, pero la oficina en el país aplicó lineamientos en el uso de fondos que le permitieron intercalarlos y, de este modo, pudo compensar el uso de fondos de larga vigencia con aquellos de corta vigencia.
CSPE	Evaluation of The Gambia WFP Country Strategic Plan 2019-2021[79] (2021)	• There are prospects for sustaining the gains achieved in responding to crises. These come from capacity strengthening interventions on early warning and contingency planning provided to the National Disaster Management Agency in response to multiple crises.
CSPE	Evaluation of Nigeria WFP Country Strategic Plan 2019-2022	• 114. Outputs distributed included livestock, tree saplings and harvest stores towards income-generating start-up kits as well as the establishment of village savings and loan associations to promote savings and enhance financial literacy among women. Participants also attended training on disaster risk reduction, self-reliance, and emergency preparedness and response. In addition, smallholders received training to reduce post-harvest losses. • 132. Activity 5 Outcome: Overall, WFP achieved all ten output targets in both 2019 and 2020, yet the only outcome target achieved was in the Emergency Preparedness Capacity Index 2019 (see Figure 26 below). However, no data was collected for this indicator in 2020 (Annex 5). The other outcome targets, for policy strengthening and new partnerships, were not achieved in 2019 or 2020.
CSPE	Evaluation of the Plurinational State of Bolivia country strategic plan (2018–2022)[80] (2022)	• El EE1 relativo a las emergencias se ha enfocado en poblaciones afectadas por desastres, perturbaciones o crisis y ha contado con la alta capacidad de respuesta del PMA desde el momento en que se solicitó la ayuda hasta que el PMA llegó al terreno.

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[76] WFP. 2020. *Strategic Evaluation of WFP's Capacity to Respond to Emergencies*.
[77] WFP. 2020. *Evaluation of Indonesia WFP Country Strategic Plan 2017-2020*. OEV/2019/008.
[78] WFP. 2022. *Evaluación del plan estratégico para el Ecuador (2017-2021)*. OEV/2020/010.
[79] WFP. 2023. *Evaluation of The Gambia WFP Country Strategic Plan 2019-2021*. OEV/2019/032
[80] WFP. 2021. *Evaluación del plan estratégico para el Estado Plurinacional de Bolivia (2018-2022)*. OEV/2021/007.

CSPE	Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan 2017-2021[81] (2021)	• WFP successfully adapted its strategic position to respond to emergency situations. • In 2019, WFP supported the creation of a logistics preparedness roadmap and action plan jointly developed by the Government and its partners. To support the storage of emergency relief items, a mobile storage unit prepositioning strategy was developed and implemented by the ministry, which included the prepositioning of 11 units across the country, including two donated by WFP in 2019. • WFP country office was able to mobilize resources to implement some capacity strengthening, focusing on emergency preparedness.
CSPE	Evaluation of Lebanon WFP Country Strategic Plan 2018–2021[82] (2021)	• The country strategic plan design provides inadequate detail on emergency preparedness and response. • The role of WFP in emergency preparedness and rapid response remains relevant in the context of Lebanon's position in the regional Syrian refugee crisis and national instability • WFP has also prepared and applied contingency plans to respond to "worst case" scenarios where the use of cash becomes less feasible. • The CO's emergency preparedness response (EPR) strategy facilitated a timely response to changes in Lebanon's operational contexts
CSPE	Evaluation of Mozambique WFP Country Strategic Plan 2017-2021[83] (2022)	• Finding 2.1q: Emergency response was followed by emergency preparedness to help the country in better anticipating similar situations. However, this preparedness exercise has not yet been completed.
CSPE	Evaluation of Pakistan WFP Country Strategic Plan 2018-2022[84] 2022	• WFP showcased its experience with small-scale interventions at community and school levels aimed at increasing emergency response capacity and encouraging the Government to upscale the activities. Pilot projects were highly localized and their contribution to enhanced resilience-building at community level appeared to be marginal. WFP supported the provinces' emergency response capacity in various ways, for example, establishing Humanitarian Response Facilities, which were used in recent emergencies. While this type of support has considerable promise, the real impact of these CCS efforts will only be visible when upscaled.
CSPE	Evaluation of Kenya WFP Country Strategic Plan 2018-2023[85] (2023)	• Finding 11: WFP is a strong responder to emergencies, harnessing its many comparative advantages to good effect. • Finding 32: There are major difficulties in using WFP corporate outcome and output indicators as a basis for measuring progress in country capacity strengthening. The indexes developed for emergency preparedness and response, and school meals management, have proved to be quite adequate when applied in Kenya. However, this is not the case for social protection or nutrition (nutrition in respect of country capacity strengthening). • Finding 36: A major accomplishment of SO3 has been the transition of school meals management to government ownership. There is also evidence of significant progress in social protection emergency preparedness and response/disaster risk management and nutrition.
DE	Evaluation of Humanitarian Response Facilities Network in Pakistan from January 2014 to September 2020[86] (2022)	• **Finding 13**. The HRF project has fulfilled a basic need for improved capacities in sustainable disaster preparedness. However, further support and investment are required to ensure further strengthening of technical and managerial capacities for emergency preparedness and response.
AUD	Internal Audit of WFP's Level 3 Emergency Response for the Sahel - August 2019[87]	• **Agreed Actions [Medium priority]** The Programme Unit in RBD will: (a) Identify best practices for handover in emergencies and rotational short-term positions with COs and the RBD Emergency and Preparedness Response (EPR) Team;

[81] WFP. 2021. *Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan 2017-2021*. OEV/2020/004.

[82] WFP. 2021. *Evaluation of Lebanon WFP Country Strategic Plan 2018–2021*. OEV/2019/004.

[83] WFP. 2022. *Evaluation of Mozambique WFP Country Strategic Plan 2017-2021*. OEV/2020/006.

[84] WFP. 2022. *Evaluation of Pakistan WFP Country Strategic Plan 2018-2022*. OEV/2020/026.

[85] WFP. 2023. *Evaluation of Kenya WFP Country Strategic Plan 2018-2023*. OEV/2022/013.

[86] WFP Pakistan CO. 2022. *Evaluation of Humanitarian Response Facilities Network in Pakistan from January 2014 to September 2020*. DE/PKCO/2020/016.

[87] WFP. 2019. *Internal Audit of WFP's Level 3 Emergency Response for the Sahel - August 2019*. https://docs.wfp.org/api/documents/WFP-0000107981/download/

Annex VIII. Recommendations on Emergency Preparedness from recent centralized and decentralized evaluations

The table below includes examples of recommendations from centralized and decentralized evaluations completed in the period 2017 – June 2023, covering (or related to) emergency preparedness. The recommendations were extracted from the Risk and Recommendation Tracking Tool (R2).

Type	Report	Recommendation
SE	Evaluation of WFP's Capacity to Respond to Emergencies[88] (2020)	Recommendation 4: **Develop a consolidated framework for emergency response to support planning for capacity development and the implementation of WFP responses across contexts reflecting the organization's level of ambition for the quality of responses and the range of WFP roles.** • Bring together the existing emergency-related policies into a coherent framework and link them to implementation guidance that includes clarification of terminology for emergency, crisis and humanitarian response and supports planning for contextualized responses. • Use the framework to develop business plans for investment in WFP emergency response capacity at the corporate, regional bureau and country office levels. • Include updated assumptions regarding the scale and types of emergencies that WFP will respond to and capacities needed for each type and stage of response, based on trends in emergencies and WFP's ambitions in response, maintaining the prioritization of flexibility for a customized approach to different contexts. • Make explicit the criteria for waivers of any decision making procedures, including in activation protocols and CSP revision, and actively disseminate lessons so that CSPs enable relevant and flexible responses.
PE	Update of WFP's Safety Nets Policy - Policy Evaluation[89] (2019)	Recommendation 2: Cross-functional coordination and coherence. Strengthen mechanisms for coordination in social protection in order to ensure coherent cross-functional approaches. Disseminate guidance on implementation of the strategy and incorporate the guidance into other activity-specific and overarching programme strategies, policies and guidance, especially those related to country capacity strengthening, in coordination with other units at headquarters – including those for operation services, human resources, performance management and reporting, supply chains, emergency preparedness and response and information technology – and in consultation with regional bureaux and country offices.
PE	Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies (2023)	Recommendation 1: **Reposition disaster risk reduction and management across and within WFP policies and guidance on resilience, climate change, emergency preparedness and response and other relevant programmatic areas such as social protection.** • Drawing from global and WFP disaster risk reduction and management knowledge and practices, develop a conceptual model that shows how disaster risk reduction and management objectives and interventions contribute to climate-change-related action, emergency preparedness and response and resilience outcomes. • Integrate disaster risk reduction and management objectives and interventions into the updated resilience, climate change and emergency preparedness policies and associated tools and guidance. Communicate WFP's disaster risk reduction and management mainstreaming approach to internal and external stakeholders.

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[88] WFP. 2020. *Strategic Evaluation of WFP's Capacity to Respond to Emergencies*.
[89] WFP. 2019. *Update of WFP's Safety Nets Policy Policy Evaluation*.

		Determine which office will be the institutional anchor for disaster risk reduction and management work and how it will coordinate that work.
CEE	Evaluation of WFP's Response to the COVID-19 Pandemic[90] (2022)	**Ensure resilient and adaptive systems.** WFP found during the pandemic that many of its systems were able to adapt while others, such as those for country strategic plan revisions and some internal financial management systems, struggled. <u>Standard systems need to be adaptable when a large-scale emergency strikes, and flexibility must be built in and stress tested.</u>
	Evaluation of Cameroon WFP Country Strategic Plan 2018-2020[91] (2020)	Recommendation 5: **Improve emergency preparedness, supply chain and programme effectiveness and efficiency.** • Enhance WFP emergency preparedness mechanisms to enable appropriate Level 2 response through stronger contingency planning, emergency logistics capacity and capacity to support cooperating partners. • 5.2 Strengthen food pipeline management for accurate food allocation by attracting more attention to and dedicated resources for: i) enforcement of commodity needs forecasts; and ii) call-forward procedures put in place through the Supply Chain Working Group • Improve the effectiveness and efficiency of ongoing operational partnerships, by: i) limiting the number of cooperating partners and reviewing their capacity to adopt multisectoral approaches and their cross-cutting theme expertise; and ii) optimizing the implementation of the field-level agreement system to minimize discontinuity between contracts.
CSPE	Evaluation of Indonesia WFP Country Strategic Plan 2017-2020[92] (2020)	Recommendation 1: Recommended strategic directions Within 12 months: As part of the country strategic plan design and integrated into the strategic review process, the country office, with support from headquarters and the regional bureau in Bangkok, should consider the development of strategic directions to build on the successes of this country strategic plan activities, including by: i. continuing to emphasize the vulnerability analysis and mapping support through VAMPIRE and FSVA enhancements ii. expanding emergency preparedness and response scope to include other forms of emergency preparedness and response support beyond logistics and supply chain (such as resilience villages, disaster committees, social protection programming in emergency, vulnerability analysis and mapping assessments, and so forth) iii. prioritizing a multi-sectoral organizational objective targeting slow onset drought and climate change adaptation that could include food security forecasting, internally displaced person forecasting, social programming for internally displaced persons, and social programming in emergencies.
CSPE	Evaluation of Bangladesh WFP Country Strategic Plan 2016–2019[93] (2021)	Recommendation 2. **Improve the effectiveness of emergency preparedness, readiness and response mechanisms.** WFP should: • 2.1 Ensure that an <u>additional strategic outcome area is retained</u> within the CSP <u>for anticipating and mobilizing supplementary resources for immediate response to emergencies,</u> including largescale (Level 3) sudden-onset emergencies. • 2.2 Actively engage with the Government to promote implementation of appropriate shock responsive climate adaptation systems within national social protection programming and use WFP leverage to facilitate cooperation among stakeholders to sustain linkages between humanitarian development programme interventions and emergency response mechanisms. • 2.3 Invest further financial and human resources in supporting and complementing the work of the Government, other United Nations agencies and nongovernmental organization networks on embedding global standards on protection, accountability to affected populations and gender in emergency response mechanisms. • 2.4 <u>Develop ready-to-apply plans anticipating responses to disaster</u> events, both in the current context and for future scenarios.
CSPE	Evaluation of the Plurinational State of Bolivia country strategic plan (2018–2022)[94] (2022)	Recommendation 2. **Maximization of opportunities to consolidate WFP's strategic positioning** As a means of implementing recommendation 1, it is recommended that WFP strengthen its strategic positioning through the following actions: • 2.1 Provide technical support for implementation of the community component of the integrated context analysis to identify areas vulnerable to food insecurity

[90] WFP. 2022. *Evaluation of the WFP Response to the COVID-19 Pandemic*. OEV/2020/062.
[91] WFP. 2020. *Evaluation of Cameroon WFP Country Strategic Plan 2018-2020*. OEV/2019/002.
[92] WFP. 2020. *Evaluation of Indonesia WFP Country Strategic Plan 2017-2020*. OEV/2019/008.
[93] WFP. 2021. *Evaluation of Bangladesh WFP Country Strategic Plan 2016-2019*. OEV/2019/003.
[94] WFP. 2021. *Evaluación del plan estratégico para el Estado Plurinacional de Bolivia (2018-2022)*. OEV/2021/007.

		at the local level, strengthening WFP's contribution within the framework of the new post-COVID-19 national economic recovery plan.
		• 2.2 Support the effective enforcement of Law 602 on risk management, which will make it possible to strengthen capacities in relation to contingency plans and early warning systems at the national level, transfer such capacities from the national to the local level and carry out simulation exercises at the municipal level.
		• 2.3 Promote synergies between WFP and other development actors to link strategies and programmes in the areas of resilience building, food security, nutrition and social protection; to that end, the regional bureau should support capacity building for the country office based on experience in other countries (e.g., social protection activities that incorporate nutrition and gender).
		• 2.4 Ensure that gender/women's empowerment are much more visible cross-cutting themes, both by allocating resources (not only funds) to associated activities and by incorporating specific objectives and indicators into the logical framework. (It is suggested, for example, that data be collected at the individual level to enable more robust analyses, especially of intra-family dynamics.)
CSPE	Evaluation of China WFP Country Strategic Plan 2017-2021[95] (2021)	Recommendation 1. **WFP should strengthen its strategic engagement with the Government of China on WFP and China's priorities and areas of expertise as entry points for maximizing the global impact of the WFP–China partnership.** • 1.1 WFP should further pursue its domestic activities in China, maintaining attention on nutrition and the development of nutrition-related value chains but also sharpening collaboration in the area of disaster risk reduction and resilience. (December 2021) • 1.2 WFP should strengthen its capacity to engage more fully at the strategic level with China as a donor, promoting global policy dialogue and systems change in food security through a "practice to policy" feedback loop. For this, WFP should broaden the terms of reference of senior staff at headquarters and in the China office to include strategic partnership building with associated performance indicators. (December 2022) • 1.3 WFP should intensify efforts to raise its profile in China, especially by promoting its "niche" areas of expertise in nutrition, food systems and humanitarian emergency preparedness and response. (December 2026) • 1.4 WFP should strengthen commitment to gender equality and the empowerment of women in all CSP strategic outcomes through dedicated staff with relevant expertise. (December 2026)
CSPE	Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan 2017-2021[96] (2021)	Recommendation 3. **Develop and integrate a country office approach to resilience strengthening and emergency preparedness and response.** • 3.1 Incorporate emergency preparedness and response into the new CSP, developing links between humanitarian and development work. (December 2021) • 3.2 Build on good relationships with partners to support the mainstreaming of resilience strengthening activities for climate-proofed activities under strategic outcomes 1 and 2. (December 2021)
CSPE	Evaluation of Lebanon WFP Country Strategic Plan 2018–2021[97] (2021)	Recommendation 4. **Expand emergency preparedness and response based on the humanitarian principles in the face of an increasingly fragile operating environment** • 4.1 Incorporate the increased uncertainty and deepening vulnerabilities into programming strategies. i. Contextualize regional and country-level analysis in order to support preparedness and response. ii. Embed emergency preparedness and regularly update contingency planning exercises in programming. iii. Integrate protection concerns and humanitarian principles more firmly and explicitly into future strategies. iv. Set up a fourth suboffice to support WFP operations in southern Lebanon and maintain the Beirut sub-office with a focus on refugees in urban areas. • 4.2 Strengthen mechanisms for accountability to affected populations in order to support and reinforce social cohesion and stability at the community level. i. Improve the efficiency of the call centre complaints and feedback process to ensure timely follow-up. ii. Revise the cash-based transfer targeting process with the objective of improving its transparency for beneficiaries. iii. Integrate efforts to support social cohesion in the face of deepening vulnerabilities among Lebanese and refugee communities. iv. Translate the triple nexus agenda (for humanitarian, development and peace activities) into operational principles and priorities, drawing on lessons learned

[95] WFP. 2020. *Evaluation of China WFP Country Strategic Plan 2017-2021*. OEV/2020/002.
[96] WFP. 2021. *Evaluation of Lao People's Democratic Republic WFP Country Strategic Plan 2017-2021*. OEV/2020/004.
[97] WFP. 2021. *Evaluation of Lebanon WFP Country Strategic Plan 2018–2021*. OEV/2019/004.

		on the effects of WFP actions on conflict dynamics at the community level in other parts of the world.
CSPE	Evaluation of Sri Lanka WFP Country Strategic Plan 2018-2022[98] (2022)	Recommendation 1. **Develop the next country strategic plan for Sri Lanka building on WFP's core mandate and its comparative advantages that align with government priority needs.** • 1.1 Continue the transition from humanitarian to development work introduced in the country strategic plan for 2018–2022 and reduce the prominence of crisis response as a strategic outcome in the next country strategic plan, reflecting Sri Lanka's own capacity for emergency response. • 1.2 Focus WFP's future crisis response work on supporting Sri Lanka's emergency preparedness and response and response to climate change, including at the subnational level, and seek to strengthen programming links between community resilience building work and Sri Lanka's shock-sensitive social protection system. • 1.3 Strengthen WFP's strategic commitment to improving social protection, advocating with government partners a nutrition- and gender-sensitive, transparently targeted and efficiently run social protection system as a key building block for Sri Lanka's commitment to achieving the Sustainable Development Goals. • 1.4 Develop a more focused gender-informed strategy for nutrition in the next country strategic plan and strive to develop and support community-based integrated packages that link health, nutrition, food security and agriculture.
CSPE	Evaluation of Pakistan WFP Country Strategic Plan 2018-2022[99] 2022	Recommendation 1: **WFP should ensure that the next country strategic plan primarily focuses on supporting the Government in developing strategies to enhance food and nutrition security while maintaining the ability to respond to crises. Country capacity strengthening needs should be jointly identified with the Government taking into consideration the decentralized nature of the government system in Pakistan and clearly distinguishing efforts that must be addressed at the national level from those that must be addressed at the provincial level. In addition, it will be important to ensure that the country strategic plan reflects the fact that Pakistan is a very diverse country whose provinces have diverse set of needs and capacities and that different provinces will therefore require different types of support.** This approach should be embedded in the following steps: 1.1 Carry out an in-depth and iterative consultation process with the Government at the central and provincial levels (taking into account the process of devolution and regional diversity) to identify needs and existing capacities at both levels and design national and provincial country capacity strengthening interventions accordingly. 1.2 Develop a detailed theory of change that outlines the change pathways and strengthened linkages and synergies between focus areas, strategic outcomes and activities and how these can be achieved. Integrate country capacity strengthening into the various strategic outcomes so that it organically supports specific thematic areas. The country office could use the strategic outcomes as the starting point and develop a storyline that allows the goals to be reached. Depending on the complexity of the strategic outcomes under the next country strategic plan, the country office could develop a single overarching theory of change or multiple ones. 1.3 Embed WFP interventions within government systems and structures to ensure that effective interventions can be scaled up and sustained. This work includes strengthening emergency response capacity and leveraging collaboration with the Government of Pakistan at the policy and strategy levels in areas including stunting prevention and the consolidation and expansion of nutrition support as part of Ehsaas Nashonuma and resilience building 1.4 WFP should develop an operational plan for the next country strategic plan focused on its core areas of competence. This requires the identification of a clear implementation road map that facilitates the shift required to implement activities and deliver the country strategic plan strategic outcomes. A key activity for this recommendation is a self-assessment or staffing review to ensure that staff have the capacity and expertise needed to implement the country strategic plan effectively.

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[98] WFP. 2022. *Evaluation of Sri Lanka WFP Country Strategic Plan 2018-2022*. OEV/2021/004.
[99] WFP. 2022. *Evaluation of Pakistan WFP Country Strategic Plan 2018-2022*. OEV/2020/026.

	Evaluation of Nigeria WFP Country Strategic Plan 2019-2022[100] (2023)	Recommendation 1: **In the design of Nigeria's next, country strategic plan, focus on humanitarian challenges, looking at food needs in emergencies, including those in the northeast and northwest, while continuing to pave the way for the transition to a more developmental approach.** The next country strategic plan should: • set out a long-term vision based on a thorough conflict analysis and different scenarios, so as to guarantee a higher degree of adaptability to evolving situations; • build on the comparative advantage of WFP in managing large-scale emergency responses and work closely with other humanitarian actors to develop a consolidated advocacy position ensuring sustained attention to the situation in the northeast and northwest, including from donors; • be based on various scenarios with contingency plans, that include ambitious but feasible strategic objectives, especially with regard to following a nexus approach; • give careful consideration to the design of resilience interventions, building on conflict analysis and defining possible explore the adaptation of the livelihoods strengthening intervention undertaken in the northeast for replication in the northwest, thus contributing to stability; • ensure the consolidation of various activities in order to strengthen the linkages between nutrition and livelihood activities, which will support the improvement of nutrition outcomes; and • ensure that experience and institutional knowledge at the strategic level are maintained in the country office.
DE	Evaluation of Humanitarian Response Facilities Network in Pakistan from January 2014 to September 2020[101] (2022)	Recommendation 1**: WFP Pakistan should provide overall system support in the area of disaster risk reduction and transition from direct construction; in terms of HRFs, further assistance should focus on technical support to disaster management authorities. This should align with and be part of other supply-chain related interventions**. • Translate existing supply chain (SC) policies (e.g., SC Management Policies) into effective practice • Support sustainable management of HRFs, including aspects of long-term agreements with vendors (procurement of food commodities, transportation, storage), and funding • Define financial resource plans and mechanisms for fund utilization during emergencies to overcome and streamline bureaucratic hurdles. This includes a potential pre-positioning of food in hard-to-reach areas • Provide technical assistance at the policy level to enhance government-led efforts to update as needed the NDMP to refine the roles and responsibilities of the NDMA, PDMAs and DDMAs in alignment with the devolution of government responsibilities • Identify, and advocate for, specific objectives, activity areas in which the use and management of existing HRFs should be included within future iterations of the NDMP or other national and provincial policies and plans for emergency preparedness and response • Provide assistance to the Government of Pakistan to formulate a financial strategy aimed at enhancing national disaster preparedness and response capacities, with the HRFs as a key link in the supply chain • Integrate where possible, activities aimed at strengthening the Government of Pakistan's capacities in HRF utilization and management with other WFP interventions related to emergency preparedness and response. (

		Recommendation 2: **The WFP CO should contribute to further enhancing Government of Pakistan coordination frameworks and mechanisms for emergency preparedness and response among humanitarian actors in Pakistan, with a view to consolidating the vision of an effective and integrated national network for emergency preparedness and response.**
		
		• 2.1 WFP could engage in actions of relatively low-cost to make the case to the Government of Pakistan to enhance interlinkages among HRFs, among PDMAs, and across levels of government (e.g. NDMA, PDMAs, SDMA, and DDMAs). In this regard, WFP could:
		  - Advocate for the Government of Pakistan to revisit and refine, as needed, existing frameworks, including roles and responsibilities for coordination of disaster management that includes the different levels of government, according to the type and extent of an emergency, and SOPs for emergency preparedness and response to be better aligned with the current division of responsibilities across all levels of government following devolution
		  - Among Government of Pakistan actors, emphasize the importance of integrating the utilization and ongoing maintenance of the HRFs within the rest of government disaster management systems

[100] WFP. 2023. *Evaluation of Nigeria WFP Country Strategic Plan 2019-2022*. OEV/2020/016.
[101] WFP Pakistan CO. 2022. *Evaluation of Humanitarian Response Facilities Network in Pakistan from January to September 2020*. DE/PKCO/2020/016.

		- Make the case for the establishment of federal-provincial dialogue mechanisms, including DDMA as well as PDMAs, that are aimed at reinforcing continuous information exchange across all levels of government on status and coordinated delivery of pre-positioned stocks within HRFs and other warehousing facilities, including those at the constructed district level - Provide opportunities for learning exchange among PDMAs, particularly allowing for PDMAs with better capacity, structures and fundraising experience to share their models and practices with those that have less. For instance, adapting to a national context the classification of the IASC levels of response – local, provincial, national level emergencies • 2.2 WFP and Government of Pakistan partners could consider establishing a forum that includes all humanitarian actors to engage in regular strategic discussions aimed at coordinating the use of storage space in the HRFs and coordinating emergency preparedness and response efforts across participating agencies more broadly. Support for the development of a long-term vision and strategy for an effective and integrated national network for emergency preparedness and response and for ensuring effective supply chain management Support of an NDMA/PDMA-led coordination and discussion forum for a joint understanding of risks and vulnerabilities that might need preparedness or humanitarian response Digitalization of food and non-food commodity stocks in country to be administered by NDMA and PDMAs.

		Recommendation 3: The WFP CO should prioritize GEEW, protection, and AAP more systematically in interventions related to emergency preparedness and response, in alignment with the organization's Gender Policy, Protection and Accountability Policy and with the commitments of the Government of Pakistan.
		• 3.1 WFP could provide technical support (e.g. tools and guidance) for PDMAs to conduct gender and vulnerability analyses and consult communities assisted by the HRFs to ensure cross-cutting dimensions are factored into SOPs for pre-positioned stocks, and the collection of data that is disaggregated by sex, age and (dis)ability in the context of:
		  - Monitoring deliveries of relief items to affected populations
		  - Reporting against results frameworks that include cross-cutting aims related to gender, AAP and PSEA
		  - Monitoring numbers of participants in capacity strengthening activities. WFP could provide technical capacity to government officials to undertake standardized and gender-related vulnerabilities assessments and post-shock assessments (data collection, processing and analysis).

		Recommendation 4: WFP should make the case for the Government of Pakistan to consider providing further capacity strengthening in HRF operations and maintenance, and emergency preparedness and response more broadly, aimed at reinforcing the training that was previously delivered under the HRF project.
		
		• 4.1 WFP should encourage the Government of Pakistan to deliver additional capacity strengthening activities to government actors, including HRF, PDMA and DDMA staff. Such training could include:
		  - Additional training to HRF staff on operations and maintenance that builds on the capacity strengthening activities delivered by WFP under the HRF project
		  - <u>Training and technical assistance to PDMAs and DDMAs in strategic planning and budgeting, and emergency preparedness and response more broadly</u>
		  - Delivering HRF-related capacity strengthening to district-level warehouse facilities, including mini-HRFs that have been established and whose staff did not participate in capacity strengthening activities delivered under the HRF project
		  - Providing resources for and training on the use of IT systems and software packages for commodity tracking in HRFs where this has not yet been introduced.

DE	Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria, 2015 to 2019 - Syria Report[102] (2020)	**Recommendation 10: Consider introducing greater flexibility in certain WFP corporate requirements in order to take into consideration emergency contexts.**

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[102] WFP. 2020. *Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria.*

Annex IX. Key definitions

- **Anticipatory Action:** A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations.

- **Contingency planning:** A management process that analyses disaster risks and establishes arrangements in advance to enable timely, effective and appropriate responses.

- **Disaster:** A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, economic and environmental losses and impacts.

- **Disaster risk reduction:** Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.

- **Early warning system:** An integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.

- **Emergency:** emergencies are defined as urgent situations in which there is clear evidence that an event or series of events has occurred which causes human suffering or imminently threatens human lives or livelihoods and which the government concerned has not the means to remedy; and it is a demonstrably abnormal event or series of events which produces dislocation in the life of a community on an exceptional scale.

- **Emergency preparedness:** The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.

- **Hazardous event:** The manifestation of a hazard in a particular place during a particular period of time.

- **Mitigation:** The lessening or minimizing of the adverse impacts of a hazardous event.

- **Prevention:** Activities and measures to avoid existing and new disaster risks.

- **Resilience:** The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.

- **Response:** Actions taken directly before, during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.

- **Vulnerability:** the conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards.

Sources: WFP. 2020. Climate Change Policy Glossary; Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1); IASC Common Framework for Preparedness (2013); Sendai Framework Terminology On Disaster Risk Reduction; WFP. 2017. "Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response". (WFP/EB.2/2017/4-B/Rev.1).

Annex X. Key external events

Several important global milestones have influenced WFP's emergency preparedness contributions to emergencies:

Year	Event	
1971	UN General Assembly resolution 2816	Establishes the Office of the UN Disaster Relief Coordinator
1991	UN General Assembly resolution 46/182	Creates the humanitarian system. It focuses on prevention, preparedness, response and recovery. Leads to the creation of mechanisms to strengthen the UN coordination of humanitarian assistance in complex emergencies and natural disasters. One of these mechanisms is the **Inter-Agency Standing Committee** (IASC), created to coordinate the assistance of UN and non-UN humanitarian partners.
1991	Establishment of the UN Office for the Coordination of Humanitarian Affairs (OCHA)	OCHA's mandate stems from UNGA resolution 46/182 of December 1991. After the adoption of the resolution, the Secretary-General established the Department of Humanitarian Affairs (DHA). In 1998, DHA was reorganized into the Office for the Coordination of Humanitarian Affairs (OCHA). Its mandate was expanded to include the coordination of humanitarian response, policy development and humanitarian advocacy.
1999	Establishment of the UN Office for Disaster Risk Reduction (UNDRR)	The UN Office for Disaster Risk Reduction (UNDRR) was established in 1999 to facilitate the implementation of the International Strategy for Disaster Reduction (ISDR). UNISDR was mandated "to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socio-economic and humanitarian fields" (UN General Assembly Resolution 56/195).
2005	Hyogo Framework for Action (2005 – 2015)[103]	Its overarching goal was to build resilience of nations and communities and substantially reduce disaster losses by 2015.
2005	Humanitarian Reform Agenda	Introduces new elements to strengthen the effectiveness and predictability of the humanitarian response. It resulted in the establishment of the improved Central Emergency Response Fund (CERF), the cluster system and the Humanitarian Coordinators' pool.
2011	Transformative Agenda	It calls for a series of actions to streamline and improve humanitarian responses in emergencies. It focuses on leadership, coordination, accountability, and funding.
2013	Common Framework for Preparedness	Consists of a systematic approach for all actors to combine their efforts at the country level to support the development of national and local capacity for preparedness, response, and recovery from emergencies.
2015	2030 Agenda for Sustainable Development	All UN member states adopted the 2030 Agenda for Sustainable Development, which includes 17 Sustainable Development Goals (SDGs). These goals aim for poverty reduction, zero hunger, good health, quality education, gender equality, affordable and clean energy, climate action and partnerships, among others. Several SDGs (SDG 3, 11, 13) refer to early warning, risk reductio in relation to various risks (global health risks, resilience to economic, social and environmental shocks and disasters)
2015	Addis Ababa Action Agenda	It provides a foundation to support the implementation of the 2030 Agenda for Sustainable Development. It provides a new global framework for financing sustainable development by aligning all financing flows and policies with economic, social and environmental priorities.
2015	Sendai Framework for Disaster Risk Reduction 2015 - 2030	Its goal is to reduce the risk of disasters and losses at all levels and adopted a systemic view of the underlying factors related to risk management and the impact of disasters. The four identified priorities for action are i) understanding disaster risk; ii) strengthening disaster risk

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[103] *Hyogo Framework for Action* 2005-2015.

		governance to manage disaster risk; iii) investing in disaster risk reduction for resilience; and iv) enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and construction.[104]
2015	Paris Agreement on climate change	Recognizes that climate change increases vulnerability to food insecurity and encourages proactive measures to enhance emergency preparedness, response and recovery.
2016	World Humanitarian Summit	Highlighted the significance of anticipatory approach in humanitarian action, emphasized the importance of early warning systems, data and risk analysis and early action to mitigate the impact of disasters. It brought to the initiation of the **Global Preparedness Partnership** (GPP), which supports countries to reach a minimum level of preparedness for disaster response and disaster recovery, through improved understanding of risks, vulnerabilities and capacities; capacity to coordinate and manage relevant stakeholders; identification and availability of operational capabilities and systems and improved financial planning.
2016	Commitment to Action	In May 2016, the former UN Secretary-General Ban Ki-moon and the heads of key UN entities3 with the endorsement of the World Bank, signed a "Commitment to Action" document, in which they agreed on a New Way of Working in crises. While recognising that humanitarian and development actors have been progressively working better together, the New Way of Working aims to offer a concrete path to remove unnecessary barriers to such collaboration in order to enable meaningful progress. It includes working through joint planning and programming over multiyear timeframes to achieve collective outcomes based on the comparative advantages with greater focus on vulnerability and on localisation. It complements similar approaches in the 2030 Agenda but aims to provide a new momentum for addressing old problems more holistically.
2018	IASC Humanitarian System-Wide Scale-Up protocols	The IASC Humanitarian System-Wide Scale-Up protocols replaced the 2012 IASC Humanitarian System-Wide Emergency Activation ("L3 Response") with immediate effect. The key documents are: • Protocol 1: Humanitarian System-Wide Scale-Up Activation - Definition and Procedures • Protocol 2: 'Empowered Leadership' in a Humanitarian System-Wide Scale-Up Activation
2020	IASC System-Wide Scale-Up Protocols Adapted to Respond to the COVID-19 Pandemic	This document outlines the 'light' and 'adapted' scale-up protocols to be activated for IASC response to the COVID-19 emergency. It describes the collective approach and principles of action to guide the system-wide response. These tailored protocols build on the IASC Scale-Up activation for infectious diseases, which reflects the roles of the World Health Organization (WHO) and its Director-General and Member States under the International Health Regulations (2005), and the importance of non-IASC organizations in responding to infectious disease events.
2021	High-Level-Event on Anticipatory Action	In September 2021, Germany, the United Kingdom, and the United Nations co-chaired a high-level event to advance anticipatory action. The event brought together Ministers and senior officials from 75 UN Member States and leaders from 60 international civil society organizations, the International Red Cross and Red Crescent Movement, UN entities, International Financial Institutions and the private sector.
2021	Our Common Agenda	On the 75th anniversary of the United Nations, in the midst of the COVID-19 pandemic, Member States pledged to strengthen global governance for present and future generations. They requested that the Secretary-General report back with recommendations to respond to current and future challenges. In September 2021, the Secretary-General responded with his report, Our Common Agenda, a wake-up call to speed up the implementation of the Sustainable Development Goals and propel the commitments contained in the UN75 Declaration.

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[104] UNDRR. 2015. *Sendai Framework for Disaster Risk Reduction 2015 – 2030*.

Annex XI. WFP policy framework for engaging in emergencies

Since the early 2000s, WFP has developed a number of policies and strategies that set the overall framework for WFP's work in emergencies:

Year of Approval	Policy
2003	Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)
2004	Emergency Needs Assessments (WFP/EB.1/2004/4-A)
2004	Humanitarian Principles (WFP/EB.A/2004/5-C)
2005	Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)
2005	Exiting Emergencies (WFP/EB.1/2005/4-B)
2006	Targeting in Emergencies (WFP/EB.1/2006/5-A)
2006	Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)
2006	Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)
2008	Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)
2009	WFP Policy on Capacity Development" (WFP/EB.2/2009/4-B)
2011	WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)
2012	WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)
2012	Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)
2013	WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1)
2015	WFP Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)
2015	WFP Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)
2016	WFP Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1)
2017	WFP Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)
2017	WFP Nutrition Policy (WFP/EB.1/2017/4-C)
2017	Emergency preparedness policy – Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)
2020	WFP protection and accountability policy (WFP/EB.2/2020/4-A/1/Rev.2)
2020	WFP disability inclusion road map (2020–2021) (WFP/EB.2/2020/4-B)
2021	WFP people policy: (WFP/EB.A/2021/5-A)
2021	World Food Programme Strategy for Support to Social Protection.
2022	Gender policy 2022 (WFP/EB.1/2022/4-B/Rev.1)
2022	Country Capacity Strengthening Policy Update (WFP/EB.A/2022/5-A)
2022	Supply chain division strategic roadmap 2022 – 2025.
2023	WFP Urban Strategy Achieving zero hunger in an urbanising world.
2023	WFP Cash Policy (WFP/EB.A/2023/5-A)

Annex XII. EMEP 2023 priorities and related activities

Building on the framework of the 2017 Emergency preparedness policy, in 2023 EMEP has identified a number of priority actions, summarized in the below Table.

Priorities	Activities
Revised conceptual framework for Emergency Preparedness	• Develop corporate Framework including priorities, roles/responsibilities, accountabilities • Update and launch the EPRP – including corporate guidance and tools • Clarify how various corporate efforts and financing mechanisms can be used for preparedness, identify gaps and how they can be can synergized
Strengthened Emergency Preparedness	• Develop context-specific models to emergency preparedness • Identify preparedness needs in different contexts • Provide tailored, risk-informed and timely support to COs e.g., Preparedness Cell • Improve linkages between analysis and preparedness
Internal coordination	• Hold preparedness cell monthly meetings to discuss priority countries and key issues with RBs and COs • Strengthen regular coordination with RBs including documenting and follow up of preparedness actions • Ensure that strategic discussions for the larger/most complex operations are informed by risk and contextual analysis
Knowledge Management	• Develop repository of knowledge including corporate guidelines, tools, case studies, lessons learned, evaluations • Develop more systematic approach for evidence generation • Establish a Community of Practice to support cross-organization learning
External Partnerships	• Contribute to building a community of practice within the IASC Preparedness, Early Action and Readiness Group and with other key partners on organizational approaches and country-specific issues • Engage with the WB Food Security Crisis Preparedness Plans (FSCPPs) initiative
Advance key strategic opportunities in priority countries and with key donors	Develop an advocacy and communication strategy to i) increase internal and external awareness of benefits, opportunity and nature of preparedness investments; ii) increase external visibility of key investments and iii) support COs' resource mobilisation

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Annex XII. Acronyms and abbreviations

ACR	Annual Country Report
APR	Annual Performance Report
BCM	Corporate Business Continuity Management Office
CRF	Corporate Results Framework
CSP	Country Strategic Plan
DoE/DoE	Director/Deputy Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EME	Emergencies Operations Division
EMEP	Early Warning Preparedness and Analysis Unit
EMER	Emergency Response Support Unit
EMES	Surge & Emergency Workforce Unit
EPCI	Emergency Preparedness Capacity Index
EQAS	OEV's Evaluation Quality Assurance System
ETC cluster	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization of the United Nations
FITTEST	Fast Information Technology and Telecommunications Emergency and Support Team
GCMF	Global Commodity Management Facility
GEN	Gender Office
GEWE	Gender Equality and Women's Empowerment
HRM	Human Resources Division
GEN	Gender Office
GEWE	Gender Equality and Women's Empowerment
IASC	Inter-Agency Standing Committee
IFAD	International Fund for Agricultural Development
IRA	Immediate Response Accounts
IRG	Internal Reference Group
OEV	Office of Evaluation
NUT	Nutrition Division
OCHA	UN Office for the Coordination of Humanitarian Affairs
OPC	Oversight and Policy Committee
PREP	WFP's Preparedness and Response Enhancement Programme
PRO	Programme Humanitarian and Development Division

PROC	Climate & Disaster Risk Reduction Programmes Unit
PROT	Technical Assistance and Country Capacity Strengthening Service
QA	Quality Assurance
RA	Research Analyst
RAM	Research, Assessment & Monitoring Division
RBB	Regional Bureau for Asia and the Pacific
RBC	Regional Bureau for the Middle East, Northern Africa and Eastern Europe
RBD	Regional Bureau for Western Africa
RBJ	Regional Bureau for Southern Africa
RBN	Regional Bureau for Eastern Africa
RBP	Regional Bureau for Latin America and the Caribbean
ROI	Return-On-Investment
SCO	Supply Chain Operations Division
SCOA	Supply Chain Operations Division – Aviation
SCOH	Supply Chain Operations Division - Humanitarian Logistics Services
SCOL	Supply Chain Operations Division – Logistics
SCOO	Supply Chain Operations Division - Supply Chain Planning
SCOP	Supply Chain Operations Division - Procurement
SCOS	Supply Chain Operations Division - Shipping
SDGs	Sustainable Development Goals
SER	Summary Evaluation Report
SO	Strategic Objective
TEC	Technology Division
TOR	Terms of Reference
UN	United Nations
UNDRR	UN Office for Disaster Risk Reduction
WB	World Bank
WMP	World Meteorological Organization
3PA	Three-Pronged Approach to programme design