



WFP EVALUATION



World Food Programme

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Evaluation of the Corporate Emergency Response in Myanmar (2018-2022)

Centralized evaluation report – Volume II Annexes

OEV/2020/015
Office of Evaluation

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Disclaimer

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1. Annexes

1.1 SUMMARY TOR

Corporate Emergency Evaluation of WFP's Response in Myanmar 2017-2022

Summary Terms of Reference

Corporate emergency evaluations (CEEs) assess WFP's performance during operations of corporate scale up (previously called Level 3 emergencies) and operations of corporate attention (previously called Level 2 emergencies). Single-country CEEs may replace a mandatory Country Strategic Plan (CSP) evaluation if timed appropriately to feed into the preparation of the new (I)CSP for the country.



Subject and focus of the evaluation

Following the Rohingya crisis, WFP activated a level 3 corporate response in the Bangladesh-Myanmar border area in September 2017. Since March 2018 the WFP response in Myanmar has continuously remained classified as a level 2 emergency – now called an “operation of corporate attention” – dealing with a series of humanitarian crises across the country: recurring violence and internal displacement in several states, floods and landslides, the covid-19 pandemic and the aftermath of the military take-over in February 2021.

The first Country Strategic Plan for Myanmar was approved by the Executive Board in November 2017. Initially planned from 2018 to 2022, it was extended by one year until the end of 2023. The CSP was initially designed around three strategic outcomes (SOs). Under SO1, WFP provides unconditional food and cash transfers to crisis-affected people. SO2 focusses on improving food security of vulnerable people through institutional capacity strengthening (suspended since February 2021), school feeding and conditional food and cash transfers for asset creation and livelihood support. Under SO3, WFP provided institutional capacity strengthening (focussed on UN agencies and NGOs since February 2021) and malnutrition prevention and treatment for children under 5, adolescent girls, pregnant and lactating women and girls and HIV and TB patients.

A fourth SO was introduced in 2020 to support the humanitarian response to the covid-19 pandemic with on-demand services to humanitarian and development partners. This was expanded with the provision of on-demand cash transfer services on behalf of UN and other partners after the military take-over.

The CSP's initial needs-based budget in 2018 was USD 311 million but was increased through several budget revisions, rising to USD 529 million in the most recent budget revision of 15 November 2021. As per this latest revision, the CSP is intended to reach a total of 5,049,200 beneficiaries in its initial five-year course.

The evaluation will focus on the WFP response to consecutive crises in Myanmar since late 2017. It will put special emphasis on the period from 2020 onwards, namely on WFP's response to the COVID-19 emergency and the crisis following the military take-over, as coverage of this period is of particular relevance for the preparation of the new ICSP.

Objectives and stakeholders of the evaluation

This evaluation will serve the dual objectives of accountability and learning. It will provide evaluation evidence and accountability for results to WFP stakeholders; and provide learning on WFP's performance in the Myanmar emergency context, specifically for developing WFP's future engagement in Myanmar and for broader learning on WFP complex emergency responses.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Interim Country Strategic Plan 2024-2025.

The evaluation report will be presented at the Executive Board session in December 2023.

Evaluation scope

The main strategic reference for the evaluation will be the CSP and its subsequent budget revisions. The evaluation will cover WFP strategy and activities in Myanmar (including cross cutting results) from September 2017, when the L3 emergency response was activated, until the end of the evaluation data collection phase in February 2023.

WFP's response to the COVID-19 emergency and the crisis following the military take-over will receive particular attention. The evaluation will also consider the WFP operations ongoing in Myanmar before September 2017 to assess WFP's preparedness and the transitions between the periods before and after the L3 emergency declaration and before and after the introduction of the CSP in January 2018.

The evaluation will adopt the OECD/DAC evaluation criteria for evaluating humanitarian action in complex emergencies, namely: appropriateness, coherence, effectiveness, coverage, connectedness, coordination and efficiency. The evaluation will pay particular attention to adherence to humanitarian principles, gender equality, protection, accountability to affected populations (AAP) and environmental sustainability.

Key evaluation questions

The evaluation will focus on six key areas for which a set of tentative evaluation questions are proposed:

WFP's strategic positioning vis-à-vis evolving needs: the evaluation will assess how credible the evidence base is used by WFP to inform its strategy and interventions; how well WFP adapted its assistance to the changing context and needs; to what extent the CSP and consecutive budget revisions remained internally coherent; and how well WFP targeted and tailored its assistance to address the needs of the most food insecure and vulnerable population groups.

WFP's effectiveness in achieving CSP objectives: the CEE will evaluate to what extent WFP delivered planned activities, outputs and strategic outcomes; the coverage of assistance compared to needs and to the overall humanitarian response; WFP's preparedness to respond to the consecutive crises in Myanmar; and the extent to which objectives on gender equality and empowerment of women were achieved.

Connectedness of WFP's assistance: the evaluation will assess how well WFP assistance in Myanmar taps into local capacities and is community-driven; how WFP envisions transition and exit, tailored to local capacities and context; what strategic linkages WFP managed to establish along the triple nexus between humanitarian action, development, and contributions to peace; and how well WFP took into consideration environmental sustainability.

Partnerships and coordination: the CEE will evaluate to what extent WFP assistance is coherent and aligned with the wider UN and humanitarian sector; and how WFP has developed appropriate and effective partnerships.

Humanitarian principles, protection and AAP: the evaluation will assess how WFP adheres to humanitarian principles and "Do No Harm" in all phases of its assistance; how it manages the trade-offs between humanitarian principles; how well WFP manages protection challenges faced by WFP personnel and its target populations; and how WFP ensure accountability to affected populations.

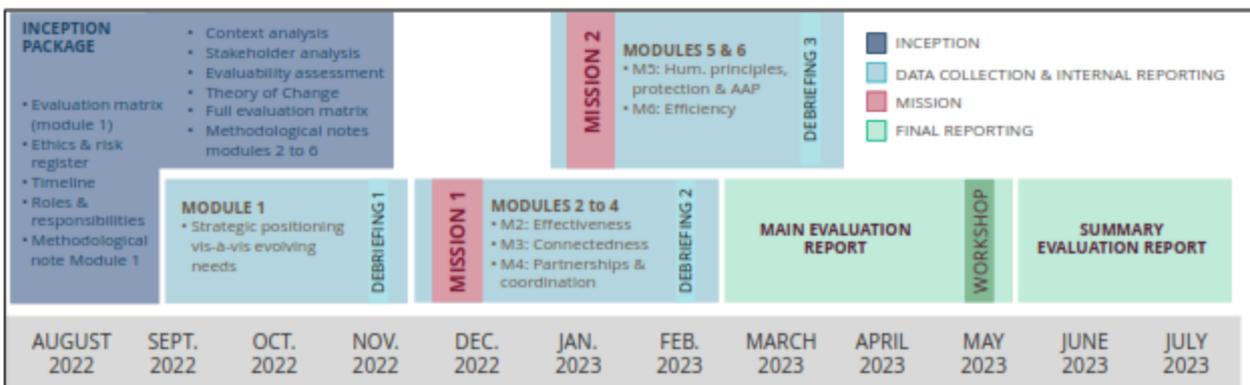
Efficiency: the CEE will evaluate to what level WFP has been able to mobilize adequate resources; to what extent WFP activities and outputs have been delivered within the intended timeframe; in how far WFP's activities have been cost-efficient; how adequate corporate support was during the consecutive crises; and how well WFP manages operational risks.

Evaluation approach, methodology and ethical considerations

The evaluation will follow a modular approach to ensure that evidence needed by the Country Office for the development of the new ICSP, is produced on time. Inception, data collection and reporting phases will partially overlap, as some inception components will be developed, amended and adjusted during data collection, and internal reports will already be produced for the time-sensitive modules (1 to 4) while data collection may still be ongoing for the other modules (5 and 6). The evaluation modules will be delivered in three sets (module 1, modules 2-4, and modules 5-6), to allow for synergies in data collection and reduce the burden on the CO and IRG.

The evaluation will use a mixed methods approach relying on a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation will conform to WFP and UNEG ethical guidelines. 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 in no harm to participants or their communities. The evaluation will also take care not to unbalance the understanding between WFP and the de facto authorities and respect the UNCT programmatic engagement guidelines.



Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the WFP operations in Myanmar including familiarity with the country context, humanitarian assistance in conflict and peri-urban settings, food and nutrition security, school-based programmes, nutrition-specific interventions and smallholder farmer support.

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Michael Carbon, Senior Evaluation Officer, in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Andrea Cook, Director of Evaluation, who will also approve the final versions of all evaluation products.

INTERNAL REFERENCE GROUP (IRG): a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

For each module, the team will produce an internal working paper. For each set of modules, the evaluation team will organize a debriefing – three in total – for the IRG, to present and discuss their main findings, conclusions and areas for consideration.

The main evaluation report will bring together the six modules of the evaluation in a single, coherent document. Internal working papers and the draft main report will be shared with the IRG for review and comments.

A stakeholder workshop will be organized to share results of the evaluation with a wider audience, including key partners of WFP in Myanmar to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on the WFP website.

Timing and key milestones

Inception Phase: August – November 2022

Data collection: September 2022 – February 2023

Remote Debriefings:

Module 1: November 2022

Modules 2-4: February 2023

Modules 5-6: March 2022

Evaluation Report: May 2023

Stakeholder Workshop: May 2023

Executive Board: November 2023

1.2 METHODOLOGICAL APPROACH

1. The evaluation was structured to maximize access to primary information, and to provide progressive feedback to inform the formulation of the upcoming interim country strategic plan (ICSP). The evaluation criteria were treated through a succession of six modules and country office (CO) briefings, leading to the preparation of the present evaluation report.

1.2.1 Case study approach

2. While relying on a classical evaluation matrix and theory of change approach, five case studies were used to analyse the evidence within a specific geographical context. The case studies drew on data from all the data collection methods detailed in the following section. The other lens through which the team collected evidence was through a countrywide strategic view to cover the functioning of the WFP operations and programming, as well as strategic management.

3. The case studies allowed for the analysis to give consideration to the accessibility and availability of respondents (travel and visits by international members of the team being severely constrained). Case studies created bounded aspects of verification of the secondary data collected through WFP, in particular the support of the research assessment and monitoring (RAM) team. This contributed to systematic, contextualized and validated answers to the evaluation questions. Case study levels of analysis were set here for field and area offices in Myanmar.

4. A summary case study table, including the linkage to the evaluation questions (EQs), is presented below (Table 1).

Table 1: Case studies summary contribution to evaluation questions

Utilization of case study and national-level evidence	Data collection and lines of enquiry ¹					
	Case No.1: Myitkyina (Kachin)	Case No. 2: Pakokku (Magway /Sagaing)	Case No. 3: Pang Kham (Shan-North)	Case No. 4: Peri-urban (Yangon)	Case No. 5: Sittwe (Rakhine)	CO level
Module 1 – WFP strategic positioning vis-à-vis evolving needs						
How credible is evidence from assessments, research, monitoring, audits and evaluation and how is it used by WFP to inform its strategy and interventions? How well did WFP target and tailor its assistance to address the needs of the most food insecure and vulnerable population groups?	✓		✓	✓	✓	✓
How well did WFP adapt its assistance to the changing context and needs including the COVID-19 pandemic since mid-2020 and the military takeover in February 2021? To what extent have the CSP and consecutive budget revisions remained internally coherent and based on a credible theory of change and clear key assumptions?	✓	✓	✓	✓		✓
Module 2 – WFP effectiveness in achieving CSP objectives						
To what extent did WFP deliver activities, outputs and strategic outcomes (SOs) foreseen in its CSP and subsequent budget revisions? What was the depth and breadth of coverage of assistance compared to needs and to the overall humanitarian response?		✓		✓		✓
How well prepared was WFP at different levels to respond to the consecutive crises in Myanmar?	✓	✓		✓		✓
To what extent are objectives on gender equality and empowerment of women mainstreamed and achieved in WFP assistance?	✓	✓		✓		✓
Module 3 – Connectedness of WFP assistance						
How well is WFP assistance in Myanmar tapping into local capacities and to what degree is it	✓	✓	✓	✓		

¹ Data collection methods per case study and at national level. NB: the data collection methods were divided into three categories conducted by different components and are further detailed in the Inception Packages 1 and 2.

Utilization of case study and national-level evidence	Data collection and lines of enquiry ¹					
	Case No.1: Myitkyina (Kachin)	Case No. 2: Pakokku (Magway /Sagaing)	Case No. 3: Pang Kham (Shan-North)	Case No. 4: Peri-urban (Yangon)	Case No. 5: Sittwe (Rakhine)	CO level
community driven? How does WFP envision transition and exit, tailored to local capacities and to context?						
How well does WFP take into consideration environmental and social sustainability and the environmental footprint of its interventions?	✓	✓	✓	✓		
What strategic linkages did WFP manage to establish along the triple nexus across humanitarian action, development and contributions to peace?	✓	✓	✓	✓		
Module 4 – WFP partnerships and coordination with the wider humanitarian sector						
To what extent is WFP assistance coherent and aligned with the wider United Nations and humanitarian sector?		✓		✓		✓
How has WFP developed appropriate and effective partnerships, including for joint implementation or collective operational action within the humanitarian response?		✓		✓		✓
Module 5 – Humanitarian principles, protection and accountability to affected populations						
In what way does WFP adhere to humanitarian principles and “do no harm” in all phases of its assistance? How does WFP manage the trade-offs between humanitarian principles?			✓		✓	✓
What are the main protection challenges faced by WFP target populations groups and personnel, and how well does WFP manage these challenges?	✓			✓	✓	
How does WFP ensure accountability to affected populations?			✓		✓	✓
Module 6 – Efficiency						
To what extent were the required resources (financial and human) available when needed and how well was their use monitored? How well does WFP identify and manage risks to operations?	✓				✓	✓
To what extent are WFP activities and outputs delivered within the intended timeframe? What are the factors that explain the timeliness of the initial WFP emergency response and following assistance?			✓		✓	✓
How well was cost effectiveness considered in WFP decision making? What are the factors that explain the cost efficiency of WFP assistance?	✓	✓			✓	✓

Source: Evaluation team.

1.2.2 Ethical and risk considerations

5. The evaluation adhered to the United Nations Evaluations Group (UNEG) Norms and Standards² and WFP ethical guidelines in particular with respect to independence of judgement, impartiality, honesty and integrity, accountability, respect, the protection of the rights and welfare of human subjects and communities, informed consent, protecting privacy, confidentiality and anonymity of participants, avoidance of risks, harm to, and burdens on, those participating in the evaluation, accuracy, completeness and reliability of the report, and transparency.

6. The evaluators were sensitive to religious beliefs and practices, gender roles, disability, ethnicity, manners, culture and local customs, ensuring fair recruitment of participants (including women and marginalized groups). Each team member acted with integrity and honesty in their relationships with all stakeholders. No member of the team was involved in the design, implementation or monitoring of the WFP Myanmar CSP nor had they any conflicts of interest. Concrete ethical measures and safeguards are presented in Table 2. These issues have been monitored and managed during the evaluation.

² UNEG. 2020. *Ethical Guidelines for Evaluation*. Available at <http://www.unevaluation.org/document/detail/2866>.

Table 2: Ethical issues, risks and safeguards

Phases	Ethical issues/ risks	Mitigation measures
Inception & data collection	Confidentiality and data protection	The team did not name any individual as the source of any information or opinion.
	Voluntary engagement and confidentiality	The team ensured confidentiality of data and information received and took thorough precautions to prevent the access of any unauthorized persons to them.
		During the field phase at the beginning of each interview/group discussion, the evaluators explained the purpose of the evaluation and asked respondents to provide their consent to participate in the evaluation.
		The team respected people's right not to engage, or stop the interview, if informants decided so at any point of the interview.
		Interviewees were informed at the start of the interview regarding the purpose of the evaluation, given assurances of voluntary participation and confidentiality of all responses, told how their data would be used, stored and told about the availability of the community engagement mechanism (CEM) as an avenue to request a change or deletion of data relating to them.
	Do no harm principle and data protection	The team applied the principle of "do no harm" together with the standard ethical requirements of any evaluation data collection process.
		All the notes taken were stored on a secured server with password protection.
		To the extent possible, the team consulted stakeholders in a modality most accessible and comfortable for them and any potential personal identifiers were removed when processing data.
		Data analysis was carried out only by the team members to ensure confidentiality. Data compiled in the report were aggregated so that individual responses could not be traced to specific locations or individuals.
Language considerations for participants	The team considered language barriers and conducted interviews without translation in the language of the participants. The team members proficient in Myanmar languages helped with translation to avoid external translation services.	
Interviewing underage children	Interviews and group discussions with the sole presence of children and adolescents were not organized.	
Considerations of participating women and gender norms	Due to traditional norms, women may feel more reluctant than men to voice their opinions unless they are consulted separately. The team ensured that gender roles were respected and provided space for women to share their views in a safe and enabling environment. This was done by organizing separate discussions for women during field visits, and by scheduling the timing of discussions to take into consideration women's daily workloads.	
Inclusion	The evaluation ensured that older people, people with disabilities and other diversities were included in the consultations.	
Data analysis, reporting and dissemination	Honesty and integrity	The team committed to accurately present procedures, data and findings in the reports. Validity of data and findings were tested using multiple methods and data sources, allowing for triangulation.

Source: Evaluation team.

7. The evaluation faced several external risks, some of which are mentioned in Table 2 above. The evaluation team's approach to mitigating them is presented in Table 3 below. These issues were monitored and managed during the implementation of the evaluation and during the in-country mission. All other issues that arose were recorded and managed in consultation with the evaluation manager (EM).

Table 3: Risks, proposed mitigation strategies and assumptions

Risk	Description	Category	Probability (1-4*)	Potential impact (1-4*)	Mitigation and preventative measures	Contingency	Risk report**
Limited access	Limited/non-access to certain regions or states due to natural disasters or conflict	Accessibility	4	4	WFP works in many remote and hard-to-reach regions across Myanmar. This complicates the evaluation team's (ET) efforts to ensure a strong sample for the primary data collection due to travel difficulties and related safety concerns. The ET closely monitored the situation and consulted with the Office of Evaluation (OEV) and WFP CO to ensure careful preparation for the primary data collection with realistic and feasible field mission plans. Selection of sites to be visited was done in close cooperation with the CO to ensure that the sample was sufficiently sound but realistic. The ET also consulted with local organizations to assist with data collection in more remote and hard-to-reach regions, as needed.	Face-to-face interviews replaced with online or phone interviews, when feasible	
Non-availability of WFP former staff	WFP former staff cannot participate in data collection activities	Availability	1	4	There was high turnover of staff within the WFP CO structures over the reference period, particularly following the February 2021 military takeover. To take stock of the implementation of CSP, the ET closely consulted with WFP to reach out and interview former staff to the extent possible.	Interviews conducted remotely	
Stakeholders' safety concerns	Reluctance of stakeholders to take part in key informant interview (KIIs) due to safety concerns	Safety	4	4	KIIs were identified well in advance to allow adequate time to plan and schedule interviews, on-site and remote. The ET monitored the situation and consulted with the CO to plan accordingly.	A greater number of stakeholders working in different regions and organizations reached	
Lack of robust data	Evaluation design and data collection tools do not yield robust evaluation results	Data quality	1	3	The ET adopted a reflective approach during the evaluation. The team leader (TL) monitored the evaluation process to ensure any necessary adjustments were made, particularly seeking alternatives when conditions prevented an initial data collection approach. Throughout the process, constant communication with the WFP OEV and CO was maintained to ensure that challenges were identified and addressed as soon as possible.	Constant monitoring and swift improvement of methods was done	
Biased responses	Interviewees are reluctant to share their true standpoints or tend to provide positive-biased rather than critical responses	Data quality	3	4	The ET conducted interviews with a range of stakeholders coming from different sectors (WFP, cooperating partners, UN agencies, donors, civil society organizations (CSOs) and other development partners). Interview guides included areas of inquiry to ensure that similar questions or areas were prompted with these different stakeholders. Triangulation of data received from these sources, including documentary evidence, was conducted to ensure that a full stock of views, examples, and evidence was collected to provide for balanced assessment. Limitations concerning the reliability of data or data collection tools were made explicit. The ET remained transparent where evidence was not conclusive and applied triangulation methods to mitigate where possible. Besides, the ET duly considered power asymmetries, gender compatibility and other concerns in	Variety of triangulation methods used to ensure that the respective area of inquiry where potential for biased response or halo effect is noted was fully analysed	

Risk	Description	Category	Probability (1-4*)	Potential impact (1-4*)	Mitigation and preventative measures	Contingency	Risk report**
					preparations for and conducting interviews and focus group discussions (FGDs).		
Low and/or disproportionate responses	Low response rates and disproportionate institution participation	Data quality	2	3	This was foreseen for interviews, or an online/phone survey. Cooperation and commitment on the side of WFP CO was crucial in acquiring and facilitating contacts needed for smooth primary data collection process and reaching out to survey respondents.	Close cooperation with CO helped obtaining additional contacts	
Internal team issues	Sickness, resignation, non-performance, and other possible human resources issues including sexual exploitation and abuse of beneficiaries	Team composition	2	2	The ET invested efforts to ensure smooth implementation of assignment even in cases where some internal team issues arose. All team members completed training on protection from sexual exploitation and abuse.	Team swiftly adapted to changing circumstances and new responsibilities	
COVID-19 pandemic	Risk of infections due to COVID-19 pandemic where face to face interviews have to be conducted	Health	3	4	The COVID-19 prevalence rates were relatively stable during the assignment, allowing for one field mission to take place. In addition, to ensure safety precautions during the data collection, the following measures were taken: i) team was fully vaccinated for COVID-19; ii) the team was tested for COVID-19 and certified free of the virus upon arrival; iii) the team practiced social distancing and avoided touching surfaces where possible; iv) the team sanitized hands regularly; v) the team wore face masks in interactions when needed; and v) the team had appropriate insurance cover, taking into account the collapse of the health system in-country.	Rapid adjustment to new COVID-19 regulations and conditions Possibility to switch to fully online KIIs/FGDs considered	

*Where 1 is the lowest and 4 is the highest.

** Filled only if risk occurred.

1.3 DATA COLLECTION METHODS AND DATA ANALYSIS

8. Various data collection methods were applied for collecting, structuring and processing and analysis of data. The evaluation relied on the four main data collection methods explained below.

9. **A desk review** was undertaken in a continuous manner over the course of the evaluation of relevant documentation. This included: United Nations system strategic documents (for example, humanitarian needs overviews (HNO)s, humanitarian response plans (HRPs)); relevant documentation on the evolving country context over the evaluation period; WFP strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases and other relevant documents; government policies, strategies and reports; country strategies and reports from strategic partners, donors and cooperating partners.

10. Reporting on outcome-level indicators (there have been 25 to 45 in total over the evaluation period, see annual country reports (ACRs) 2018-2022) was verified as much as possible. Documentary data and interview data were analysed to identify recurrence and outlier statements that could be linked to particular country office functions. Triangulation was done across document sources. The support of the Office of Evaluation was key in accessing internal management information systems and documents on the WFP intranet, remaining up to date on new developments in Myanmar (for example, through sharing of operational briefs), and identifying important new documents that informed future stages of activities in Myanmar (around measurement of resilience, for example, or community engagement and urban programming).

11. **Semi-structured interviews** provided the principal form of access to information. These were conducted with consideration to the workloads of the interlocutors and to the sensitivity of the information, as well as to evaluation ethics and a continuous effort to ensure representativeness. These interviews were carried out with primary and secondary stakeholders mainly, and priority was given to affected populations. There were, on occasion, group interviews, particularly when several interviewees belonged to the same area of work. The interviews focused on explanatory narratives, with an eye to the degree of confidence in data on target groups, on the quality of data, and possible bias and margins of error.

12. The interview guides were prepared on the basis of a list of actors to be met at the start of each module and on the basis of the distribution of case studies where those modules apply. The formulation of the questions was based on the evidence that was relevant to the evaluation question/case study combination. The meetings were organized in close collaboration with the Office of Evaluation and the country office evaluation focal point.

13. **Sub-office and country office group discussions to assess contribution to outcomes.** These discussions included key personnel who were involved in the operations of a particular sub-office visited or interviewed as part of the case studies. They were organized as a two- to three-hour workshop. The workshops gave particular importance to external factors influencing change, including constraints, risks and possible alternative narratives.

14. **A context mapping focus group discussion** was used in one of the case studies. The cooperating partners (CPs) in field offices have had less opportunity to share their insights with external visitors and yet are more embedded in the local situation. The aim was to understand the context through the eyes of the cooperating partners, in the form of pivotal factors of change in that area (defined as the most decisive events and trends), around which risks and capacities were identified.

15. The workshop was quite specifically gender- and conflict-sensitive. The first step during the workshop was to generate a clear sense of the drivers or pivots of change. A driver is an event or a trend which, among an overly complex interaction of events and trends, attracts more intensity, and so marks a tipping point in a situation. Identifying drivers allowed the capture of impact in terms of when and how certain activities have influenced change (and in future may influence future drivers). Applied to situations as diverse as conflicts or human rights violations, or new economic flows, this analytical tool allowed for the analysis of how, for example, something as simple as a workshop affects the perception of a local event (for example the influx of new population at a camp site), which then leads to a significant transformation in a population's mindset.

16. The subsequent selection and identification of the drivers was done at the end of the workshop, by counting the numbers of arrows linking events and shown on a diagram created during the workshop. These were identified by numerically counting the number of arrows going in and out of a particular event or trend. The greater the number of arrows, the greater the centrality, in this way qualifying it to be a driver. In a second step, the evaluation team identified drivers that do fall within the sphere of influence of sub-office activities.

17. The resulting map is an accurate reflection of the countrywide shocks previously described (the pandemic, the military takeover, and the current inflationary and increasingly restrictive environment).³ The participants also describe the centrality of the shift in the situation since the military takeover. It points openly to salient aspects for the cooperating partners, such as the difficulties of registration.

18. **Post-distribution monitoring (PDM) surveys with additional evaluative questions:** in coordination with the research, assessment and monitoring (RAM) team, the evaluation team added a small module on social cohesion (4 questions) to the post-distribution monitoring survey for relief (Activity 1) conducted across four states in Myanmar in November 2022. Post-distribution monitoring survey results were then used by the evaluation for community-level analysis. The questions complemented the data collected within the case studies and were limited to respondents located around the case study sites.

19. **A mobile telephone survey** was conducted for case study four in peri-urban Yangon. The survey focused on WFP support to stunting prevention activities financed through Activity 2. This was the only CSP activity in peri-urban Yangon with a significant number of households as direct beneficiaries in 2022. The usefulness of the survey in this location stemmed from the greater degree of mobile phone network coverage and the fact that the target population is diverse as regards places of origin (and numbers 1.5 million).

20. **Geospatial analysis** was used to inform the effectiveness analysis of Activity 4 of a case study in Module 2. The analysis was focused on specific community assets created through WFP support (terraced land and irrigation canals). Section 1.4 summarizes the results.

21. **Direct field observation** was conducted to the extent possible to allow for direct observation of activities, and the conduct of in-person face-to-face interviews. This was central to the conduct of the five case studies. Field observations were conducted in full transparency to ensure that there was no misunderstanding as to the purpose of the visit. At the same time, the national consultants operated in a mode of confidentiality and relative independence from WFP during the conduct of interviews, to ensure confidentiality and privacy, and representativeness of the interlocutors.

22. A **country visit** was made by international evaluators in January 2023. Visa approvals came in mid-January 2023 and allowed for visits to the country office in Nay Pi Taw and the operations team in Yangon. The evaluation team leader was joined by the evaluation manager and a research analyst, both from the Office of Evaluation. This allowed face-to-face interviews, enhanced the documentary data collection, and created the opportunity to debrief in depth the national evaluation team members.

23. **Three preliminary findings debriefing sessions**, involving the country office and selected regional bureau in Bangkok (RBB) staff from the internal reference group, were organized at specific points with the country office for Module 1, modules 3-4, and modules 2, 5 and 6 to feed into the design process of the new ICSP in a timely manner. The debriefings focused on the most useful elements of the findings within the modules and followed a similar format: a short presentation was followed by a discussion facilitated by the Office of Evaluation.

³ The fourth and earlier shock, the Rakhine emergency is not reflected as the mapping was conducted in Kachin state.

1.4 PHONE SURVEY IN PERI-URBAN YANGON

1.4.1 Purpose of the survey and description of activity

24. The beneficiary survey was designed to inform the case study in peri-urban Yangon, in particular the relevance and effectiveness of cash transfers for stunting prevention and, to a smaller extent, connectedness and protection. Peri-urban Yangon was chosen for the phone survey because of its greater degree of mobile phone network coverage compared to other regions and the fact that the target population is diverse as regards places of origin.⁴

25. The survey focused on cash transfers for stunting prevention – the only CSP activity in the region with a significant number of households as direct beneficiaries and recent cash distributions in Q4/2022. Mother and child cash transfers (MCCT) were initiated by the Government of Myanmar, together with implementing partners, in Chin State in 2017 as part of its social protection strategy and was gradually extended to other regions.⁵ In peri-urban Yangon, WFP supports cash transfers for stunting prevention through two implementing partners – World Vision and Terre des Hommes (TDH) – in the townships of Dagon Seikkan and Hlaing Tharyar. Table 1 compares the key features of the programme in the two townships.

26. Cash transfers for stunting prevention include two components: (i) cash transfers and (ii) Social and Behaviour Change Communication (SBCC) (referred to as ‘nutritional counselling’ in the survey). Registered beneficiaries are pregnant women and breastfeeding women with children 0 to 5 months old, as well as children aged 6 to 23 months. In the latter case, mothers receive the cash transfers on behalf of their children. Mothers are also the main participants in SBCC sessions.

Table 1: Key features of cash transfers for stunting prevention in the two townships of peri-urban Yangon

	<i>Dagon Seikkan township</i>	<i>Hlaing Tharyar township</i>
Implementing partner	World Vision	Terre des Hommes (TDH)
Programme name used by implementing partners	Cash Assistance to Under 2 Children, Pregnant and Breastfeeding Women Programme	Social Protection – Maternal and Child Cash Transfer Programme
Start	June 2020	April 2022
Last cash distribution before survey	October 2022	November 2022
Number of beneficiaries	1,000	5,000
Cash transfer modality	Cash in envelope	Mobile cash
Cash amount	15,000 MMK every month	41,000 MMK every two month
CSP Activity funded	Activity 7	Activity 2

Sources: Interviews with WFP CO; World Vision. 2022. WFP Quarterly Narrative Report for Nutrition Programme Activity 7, June 2020 to March 2022; TDH. 2022. WFP Quarterly Narrative Report for SP-MCCT Programme, April to August 2022.

⁴ Moreover, the risk of bias in responses was considered less severe than in other locations as WFP had greater visibility to the beneficiaries at ward level, which meant that the aim of the interviews would be clearer and more understood.

⁵ UNICEF in partnership with the Government of Myanmar conducted a formative evaluation of the MCCT in two states. See Department of Social Welfare/Ministry of Social Welfare, Relief and Resettlement and UNICEF. 2020. *Country-led Formative Evaluation of the Maternal and Child Cash Transfer Programme in Chin and Rakhine States in Myanmar*. <https://reliefweb.int/report/myanmar/country-led-formative-evaluation-maternal-and-child-cash-transfer-programme-chin-and>

Researchers associated with Innovations for Poverty Action conducted a rigorous impact evaluation of the effects on child malnutrition of the MCCT implemented through Save the Children in the Central Dry Zone of Myanmar. See Field, E.M., and E. M. Maffioli. 2021. *Are Behavioral Change Interventions Needed to Make Cash Transfers Programs Work for Children? Experimental Evidence from Myanmar*. NBER Working Paper 28443. https://www.nber.org/system/files/working_papers/w28443/w28443.pdf

27. In November 2022, WFP conducted a post-distribution monitoring (PDM) phone survey with approximately 400 of the 1,000 cash transfer recipients in Dagon Seikkan. The survey conducted by the evaluation team and its local partners differs from the post-distribution monitoring in two main aspects:

- In addition to Dagon Seikkan, the beneficiary phone survey also covers Hlaing Tharyar township (for which no PDM has been done yet), allowing for comparison of different local contexts.
- The questionnaire of the beneficiary phone survey is tailored to this evaluation (although approximately half of the questions have been adopted from the PDM).

1.4.2 Sampling strategy

28. The beneficiary phone survey used random, post-stratified sampling by township. The sampling aimed to deliver results that would (i) be statistically precise enough and (ii) representative for the total population of 6,000 beneficiaries in the two townships, (iii) allow the evaluation team to identify systematic differences in survey results between the two townships.

29. To achieve *statistical precision*, the total sample size was chosen to keep the error margin within 5 percentage points (at a confidence level of 95 percent). That is, for binary survey questions, the proportion of 'Yes' responses in the survey sample ('sample means') would not deviate by more than 5 percentage points from the corresponding proportions in the total beneficiary population ('populations means'). For the population of 6,000 beneficiaries in the two townships, the implied minimum sample size is 362. Including a safety margin, the team chose a sample of 400 beneficiaries.

30. *To test whether the two townships differ in survey results*, the sample was equally split between Dagon Seikkan and Hlaing Tharyar (200 interviews each). Power calculations were not performed because budget and other constraints would have impeded a larger sample size, and the township comparison was an important but not the primary purpose of the survey. However, equal allocation was adopted to maximise power (the chances of detecting differences between townships) given total sample size.⁶ While the sample size does not guarantee an error margin of 5 percentage points at township level, back-of-the-envelope MDES⁷ calculations suggest that the sample is large enough to detect differences in township means of medium and large size (albeit not of smaller size).

31. Equal sub-sample size in both townships, while likely maximising statistical power, implies that the total sample would not be geographically representative. Beneficiaries in Dagon Seikkan were oversampled relative to those in Hlaing Tharyar (chances were 20 and 4 percent, respectively, to be interviewed). *Representativeness of the overall sample was re-established by 'post-stratification'*.⁸ Essentially, this involved weighing each observation with its inverse probability of being selected into the sample ('design weights') when estimating the means for the total population of 6,000 beneficiaries in the two townships. Responses from Hlaing Tharyar were assigned a much larger weight. Post-stratification affects estimated population means, confidence intervals, and tests for differences in means (also see the notes in Table 2). The design effect of post-stratification slightly increased the confidence intervals (error margins) of estimated population means by about 1 percentage point.⁹ For simplicity and budget constraints, this design effect was ignored in sample size calculations.

32. Each of the ten enumerators was assigned 100 phone numbers from each of the two implementing partners/townships, of which she was expected to complete 20 interviews each (40 per enumerator). The sampling frame included the beneficiary lists from the October 2022 and November 2022 cash distributions

⁶ WFP's PDM survey covered only one township (Dagon Seikkan) but split the sample by beneficiary group (PBW vs. U2), sampling enough beneficiaries of each type to achieve an error margin below 5 percentage points in each group. This was necessary because some PDM questionnaire modules (on nutrition) differed by beneficiary type. The questionnaire of the MCCT beneficiary survey, in contrast, applies all modules (except a few questions) to both PBW and U2 beneficiaries.

⁷ Minimum Detectable Effect Size.

⁸ WFP. 2017. *VAM Food Security Analysis - Lesson 9: Introduction to Post-Stratification*. <https://docs.wfp.org/api/documents/WFP-0000121326/download/>

⁹ This is because the post-stratified estimator of population means has a larger variance as an estimate obtained from a pre-stratified sample, as the sample size in each stratum is no longer fixed but is a random variable.

of World Vision (Dagon Seikkan) and TDH (Hlaing Tharyar) respectively.¹⁰ For TDH, 1,000 of the 5,000 beneficiaries were randomly drawn, put in random order, and assigned to the ten enumerators in blocks of 100 phone numbers. For World Vision, the 1,000 beneficiaries were also put in random order and assigned to the enumerators in blocks of 100, starting with the respondents who had not already participated in WFP's PDM survey. To account for potentially low response rates, enumerators were thus given five times as many phone numbers as the target number of interviews.

33. Enumerators were then instructed to call beneficiaries in the given order until they would complete the foreseen number of interviews per township. For World Vision beneficiaries, enumerators were only allowed to call PDM participants after they had tried all other phone numbers. For PDM participants, questions already asked in the PDM were skipped (as it was not deemed acceptable to collect the same data from the beneficiaries twice – the data would have been copied from the PDM dataset). Ultimately, the enumerators only had to re-interview 20 PDM participants. For simplicity, and to avoid merging dating collected by a different enumerator team, these 20 observations were dropped from the dataset. The final sample includes $N = 380$ observations (180 in Dagon Seikkan, 200 in Hlaing Tharyar).

1.4.3 Survey team preparation and data collection

34. The survey was implemented by Particip in collaboration with the Myanmar Institute for Integrated Development (MIID) based in Yangon. The survey team comprised an in-house survey manager of Particip, as well as the two survey supervisors and ten enumerators (eight women and two men) contracted by MIID. The survey manager was responsible for survey and questionnaire design, sampling, questionnaire programming, supervisor training, monitoring and quality control, and data cleaning, analysis, and visualisation. The supervisors reviewed and translated the questionnaire, led the enumerator training, and monitored and controlled the quality of data collection. The enumerators scheduled and conducted interviews with the respondents.

35. The data was collected through an Open Data Kit based survey application. The questionnaire was programmed in both Myanmar and English language and revised in several rounds of feedback before the data collection started. The two supervisors received a remote training of two days in English from the survey managers, and enumerators were subsequently trained during two days by the supervisors in Myanmar language. The enumerator training was conducted in person at the MIID office. The survey was piloted with ten beneficiaries (one interview per enumerator).

36. Data collection took place from 13 to 20 December 2022. Interviews lasted on average 25 minutes (not counting the introduction page of the questionnaire).¹¹

¹⁰ More specifically, the sampling for TDH was done based on the July 2022 list. The November 2022 list was only made available to the evaluation team when the data collection had already started, but it had changed little. In the few cases in which an enumerator called a TDH beneficiary from the July 2022 list who was no longer receiving cash transfers in November 2022, the enumerator would just move to the next phone number in the sample.

¹¹ Results from the four enumerators for which the survey application recorded the duration of the phone call; the other enumerators entered the data on a different device than the one from which they were calling the respondents.

1.5 GEOSPATIAL ANALYSIS OF ASSETS

1.5.1 Methodology

37. The analysis of satellite imagery was conducted by the WFP Asset Impact Monitoring System (AIMS) team in coordination with the evaluation team. The analysis was designed to inform Module 2 (effectiveness) by detecting specific community assets created under CSP Activity 4 (outputs) and measure their landscape impact in terms of vegetation productivity (outcomes).

38. Given resources and time constraints, it was agreed with the Office of Evaluation to present visual evidence only for a sample of ten assets. To determine the sample, the evaluation team analysed the complete list of assets created under Activity 4 in the evaluation period and crossed the data with the regional and effectiveness focus of the case studies proposed in the inception phase. The data showed that the Pakokku was the only case study region in which assets with high detection probability – specifically, terraced lands and irrigation canals – had been created in sufficiently large numbers in the period 2018-2021. Assets created in 2022 were only partially considered as it was uncertain whether their landscape impacts would already be fully visible.

39. The final selection was narrowed down to ten assets, based on whether the coordinates were actually provided by cooperating partners and accurate, the quality of satellite imagery (for example, absence of cloud cover), and the likely detectability of the assets. The sample was thus not random but mainly determined by these filters. It included nine terraced lands and one irrigation canal. Irrigation canals were generally more difficult to locate.

40. The AIMS team obtained very high resolution (VHR) imagery for the selected assets and conducted the analysis in two steps: asset detection and landscape impact analysis.

41. Asset detection analysis verified whether the reported assets were actually constructed in the locations indicated by cooperating partners. Maxar very high resolution imagery (resolution of 50 cm/pixel) was used for this purpose.

42. Landscape impact analysis focused on the changes in vegetation productivity since the assets were created. For any individual asset, the analysts compared the changes over time within the asset site and a control site in the surrounding area. Control sites were selected primarily based on proximity to the asset sites and similar long-term land cover composition prior to the intervention.

43. Vegetation productivity was measured through the Normalized Difference Vegetation Index (NDVI). The NDVI (values between -1 and 1) is calculated from reflected near-infrared radiation and absorbed radiation in the red spectrum. The more a plant is photosynthesizing (the greener the plant looks to the human eye), the more near-infrared radiation it reflects and the more red radiation it absorbs. NDVI values were derived from Landsat (7-8); NDVI change maps were produced using Planet NICFI¹² (4.7m/pixel) or Sentinel-2 imagery (10m/pixel); and rainfall estimates were taken from CHIRPS.¹³

44. The complete results for all asset sites, and further details on the AIMS methodology are presented in an internal AIMS report. The following sub-section provides only a summary.

1.5.2 Key results

45. Overall, there is clear evidence that the reported assets were created. All assets (except one) were detected on satellite imagery.

46. The results of the landscape impact analysis are similarly positive. For all visible assets, positive changes in vegetation productivity were larger within the asset sites (since their creation) than in nearby control sites, even though some of this reflects recovery effects after land clearing to build the assets.

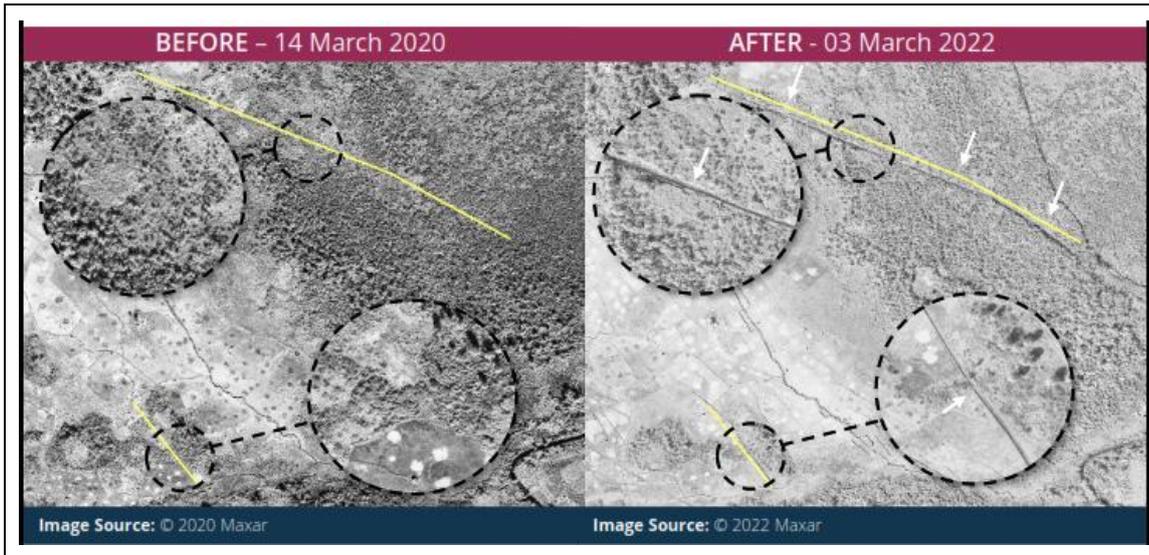
47. Two specific examples are presented below to illustrate the results.

48. The first asset is an irrigation canal. The image on the left of Figure 1 (taken on 14 March 2020) shows no evidence of an irrigation canal, whereas the image on the right (3 March 2022) clearly identifies canals along the sections highlighted in yellow. Both images magnify selected parts of the sites where the canals would be/were constructed.

¹² Norway's International Climate & Forests Initiative.

¹³ Climate Hazards Group InfraRed Precipitation with Station.

Figure 1: Asset detection of an irrigation canal

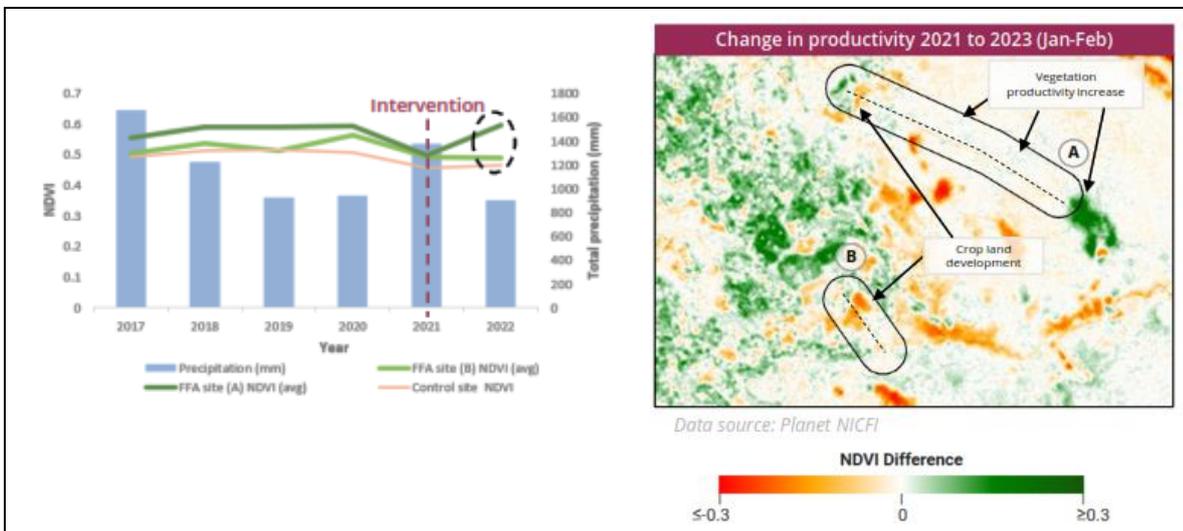


Source: AIMS team analysis of Maxar VHR satellite imagery.

49. The next figure displays the results of the landscape impact analysis, or changes in vegetation productivity (NDVI). The chart on the left combines rainfall and NDVI estimates within the two asset sites and the control site. It suggests that the NDVI followed a parallel trend in all three sites before the canals were constructed. After that year (2021), however, vegetation productivity grew much faster around the larger canal – despite declining rainfall – as a result of improved water access.

50. The NDVI difference map on the right only comprises the period between finalization of the canals and early 2023. Areas that improved (reduced) their vegetation conditions in these two years are highlighted in green (orange). Vegetation improved at the extremes of canal A but not in the control area used. Around canal B, the NDVI decreased but this potentially reflects development of crop land around the canal (and thus a positive result as well).

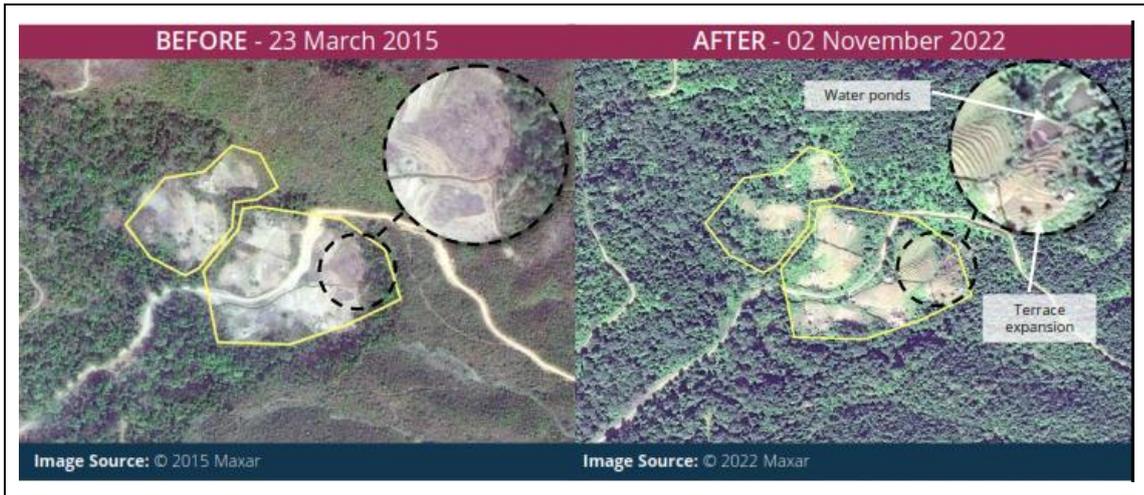
Figure 2: Landscape impact analysis of an irrigation canal



Sources: Graph on the left based on rainfall data from CHIRPS and NDVI estimates from Landsat. Graph on the right based on Planet NICFI.

51. Another asset with clearly visible results is terraced land. Comparing satellite imagery some years before and after the reported date of asset building (2018) reveals that the existing terraced land was improved and extended with WFP support.

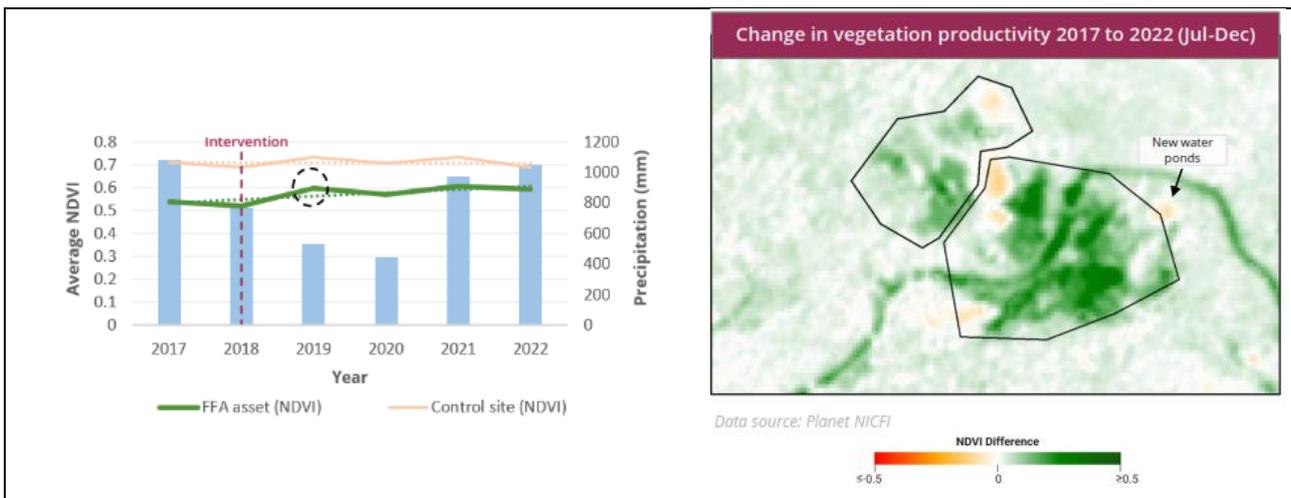
Figure 3: Asset detection of terraced land



Source: AIMS team analysis of Maxar very high resolution satellite imagery.

52. The results of the landscape impact analysis for the same village are presented in Figure 4. In this case, the NDVI change map on the right even departs from the year before the terraced land was expanded (2017), which experienced similar levels of rainfall as 2022. The chart and the map both show that vegetation productivity increased more over the entire food assistance for assets (FFA) site than with the control site, even in years of low rainfall. This would be consistent with intensified agricultural activity, such as enhanced crop cycles due to irrigation.

Figure 4: Landscape impact analysis of terraced land

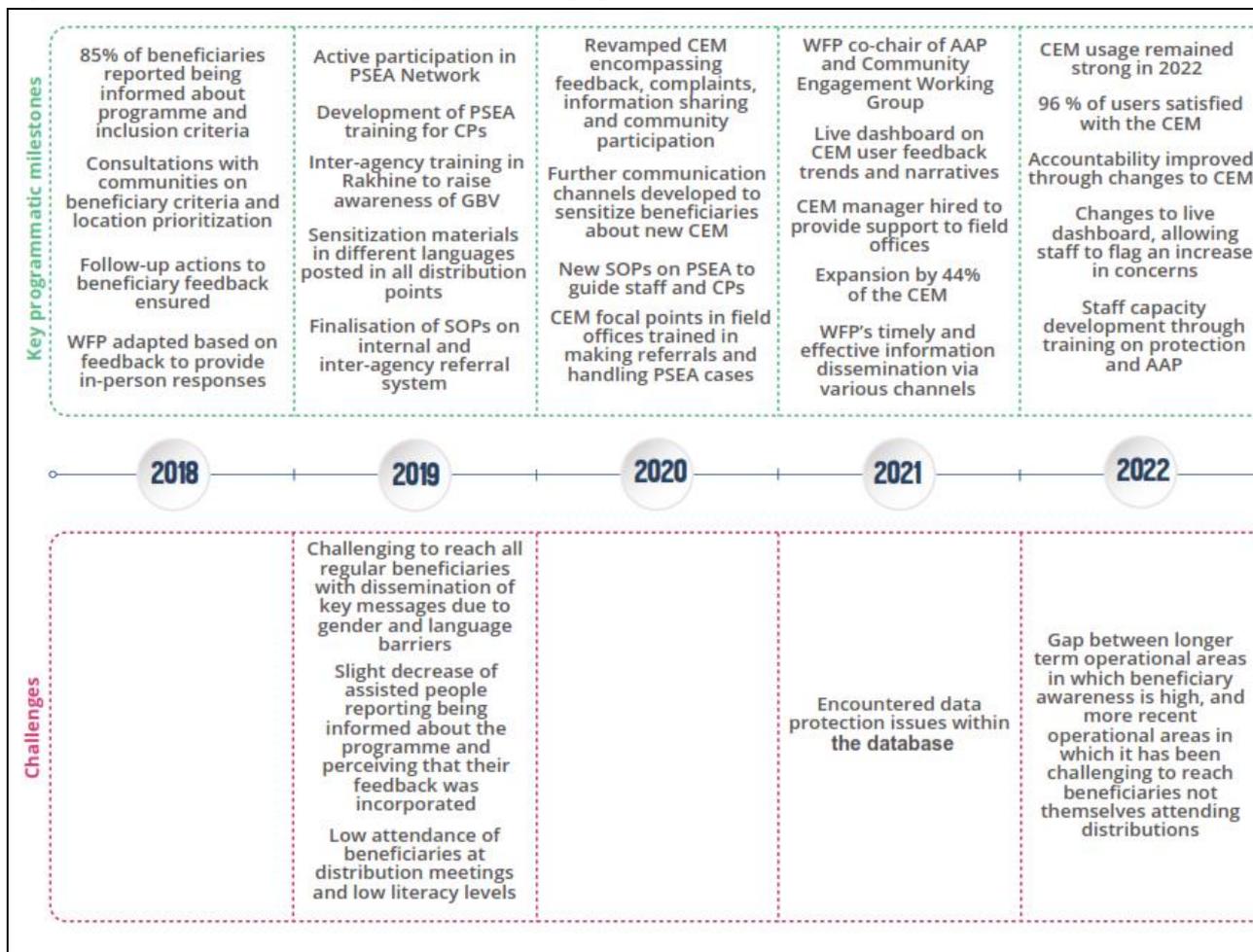


Sources: Graph on the left based on rainfall data from CHIRPS and NDVI estimates from Landsat. Graph on the right based on Planet NICFI.

1.6 TIMELINES & INDICATORS: ACCOUNTABILITY TO AFFECTED POPULATIONS AND PROTECTION

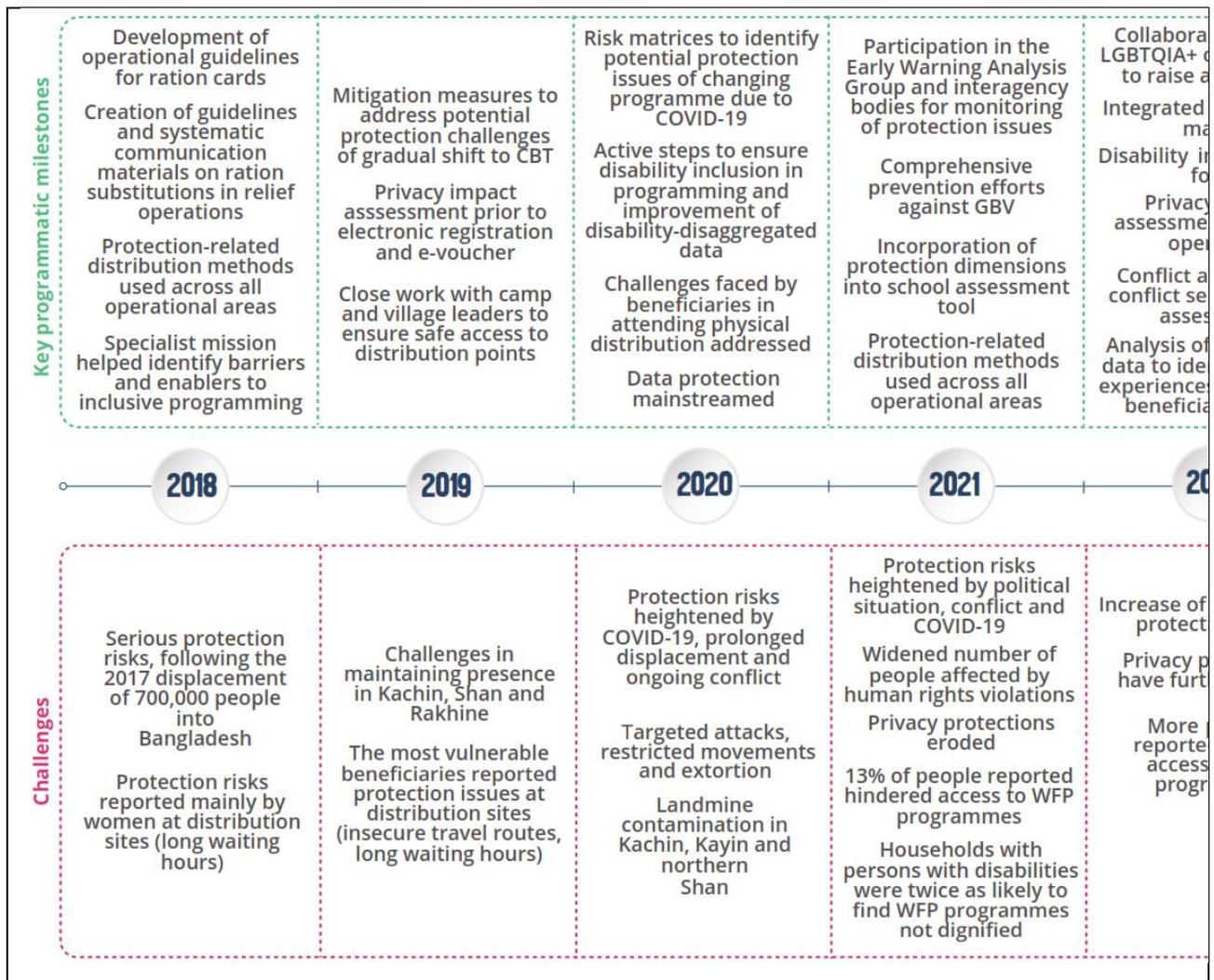
1.6.1 Timelines for accountability to affected populations and protection

Figure 5: Timeline for accountability to affected populations, 2018-2022



Source: WFP. 2022. Produced by OEV based on ACRs 2018-2021 and data for 2022.

Figure 6: Timeline for protection, 2018-2022

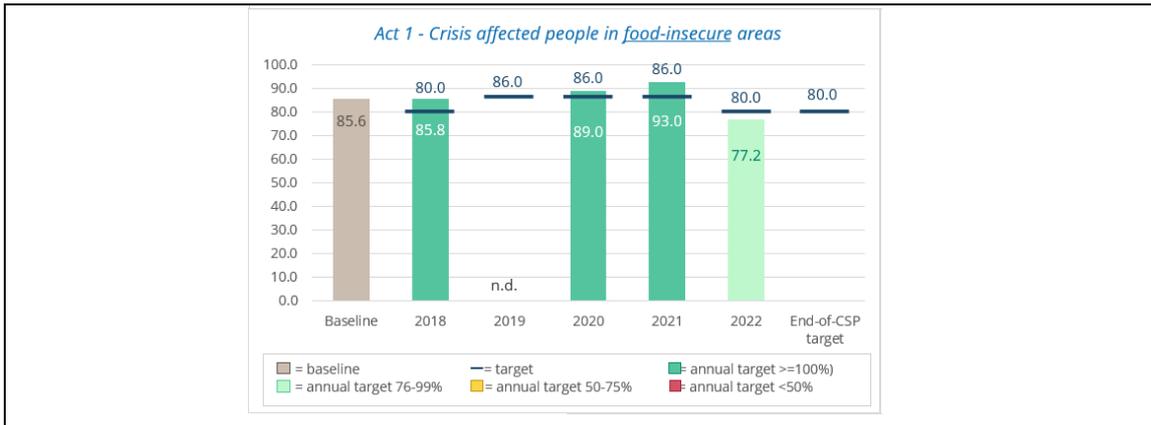


Source: WFP. 2022. Produced by OEV based on ACRs 2018-2021 and data for 2022.

1.6.2 Proportion of assisted people informed about the programme

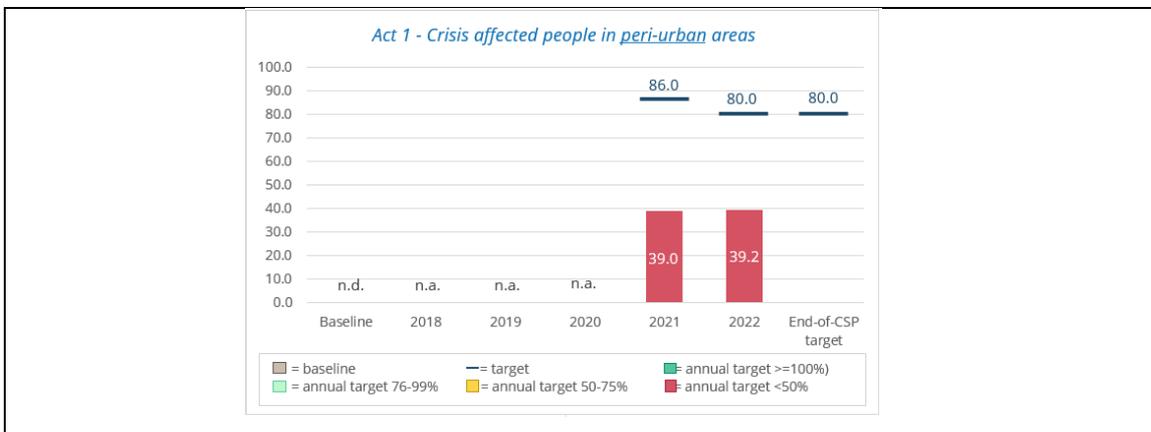
53. The following graphs show the proportion of assisted people informed about the programme, including who is included, what people will receive, and length of assistance for crisis affected populations. It is important to note that people not informed might not have received their assistance, hence they were not surveyed.

Figure 7: Proportion of assisted people informed about the programme: Activity 1 - Crisis affected people in food-insecure areas



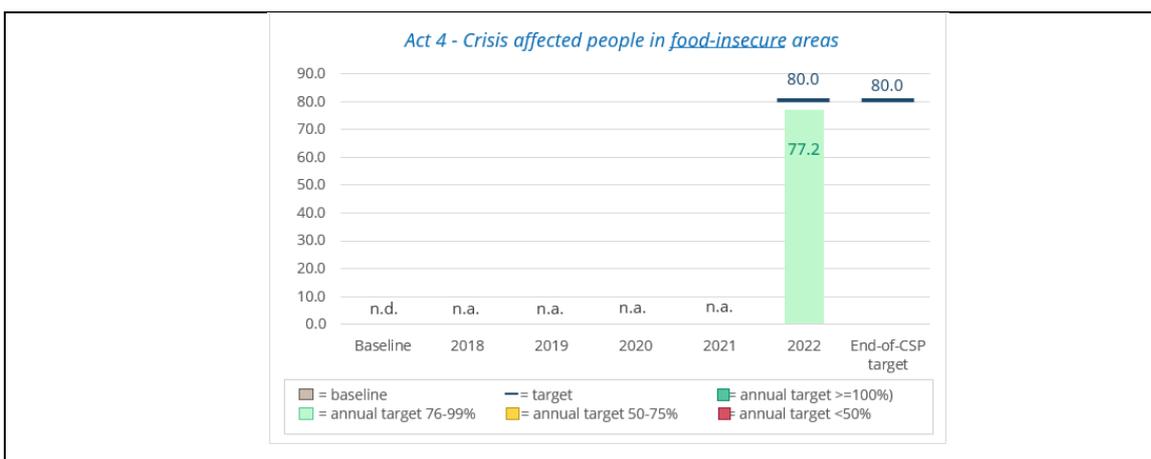
Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 8: Proportion of assisted people informed about the programme: Activity 1 - Crisis affected people in peri-urban areas



Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 9: Proportion of assisted people informed about the programme: Activity 4 - Crisis affected people in food-insecure areas

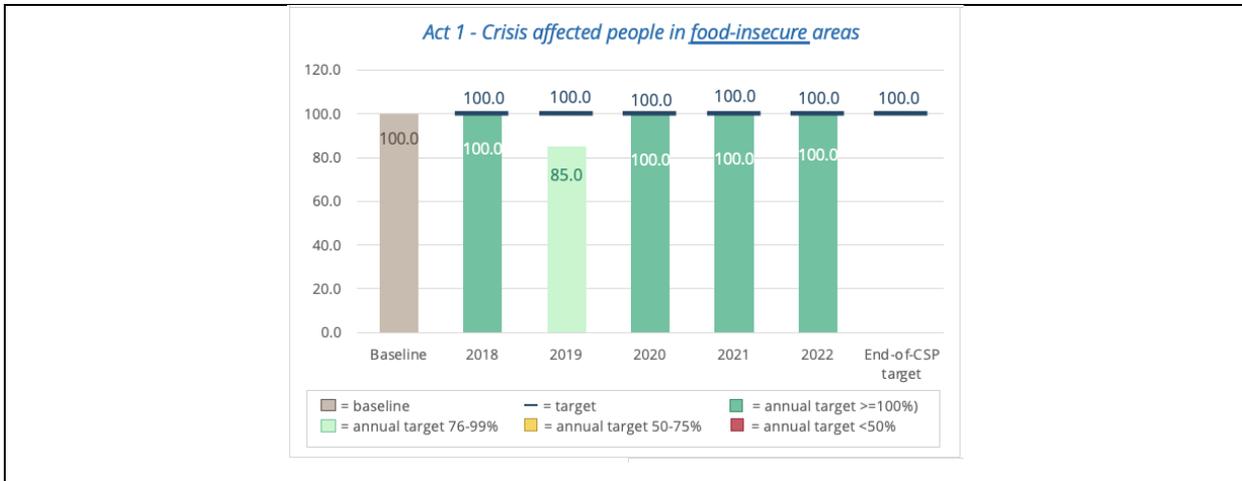


Source: WFP. 2022. Annual Country Reports 2018-2022.

1.6.3 Proportion of project activities for which beneficiary feedback is documented, analysed and integrated

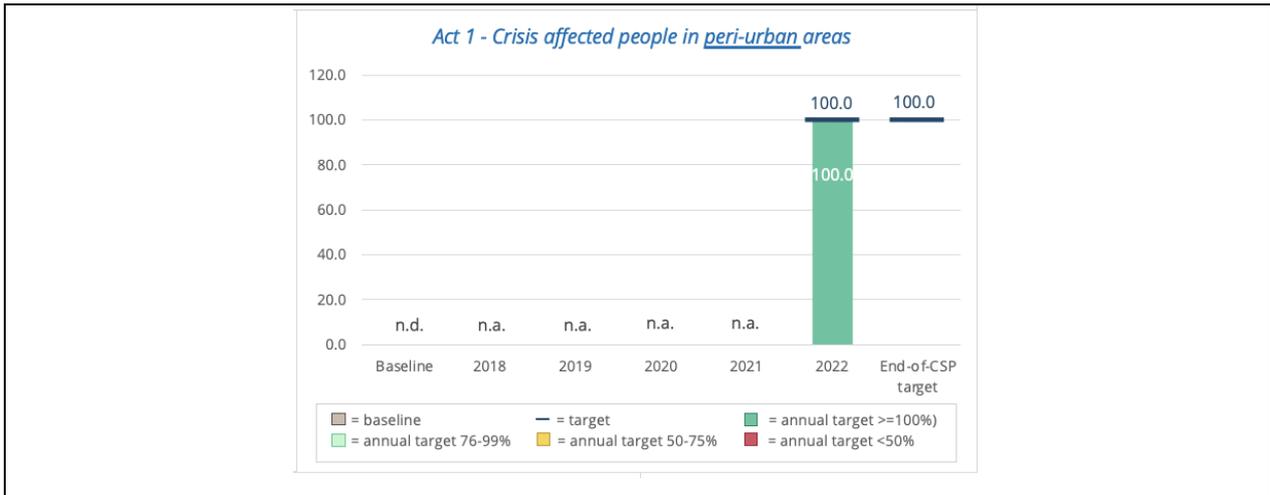
54. The following graphs show the proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programmes improvements for crisis affected populations.

Figure 10: Proportion of activities with documented beneficiary feedback: Activity 1 - Crisis affected people in food-insecure areas



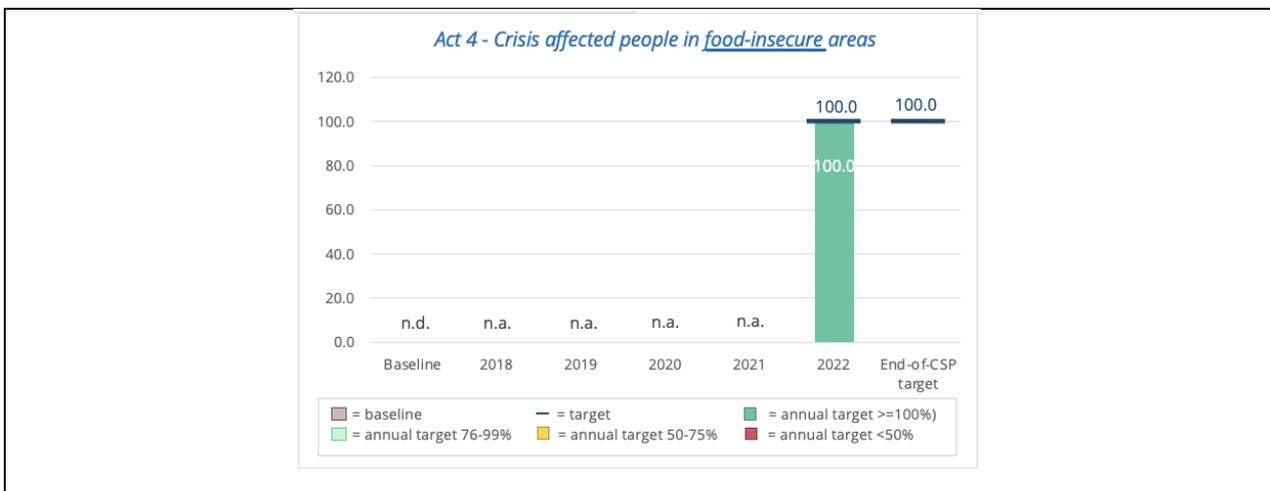
Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 11: Proportion of activities with documented beneficiary feedback: Activity 1 - Crisis affected people in peri-urban areas



Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 12: Proportion of activities with documented beneficiary feedback: Activity 4 - Crisis affected people in food-insecure areas

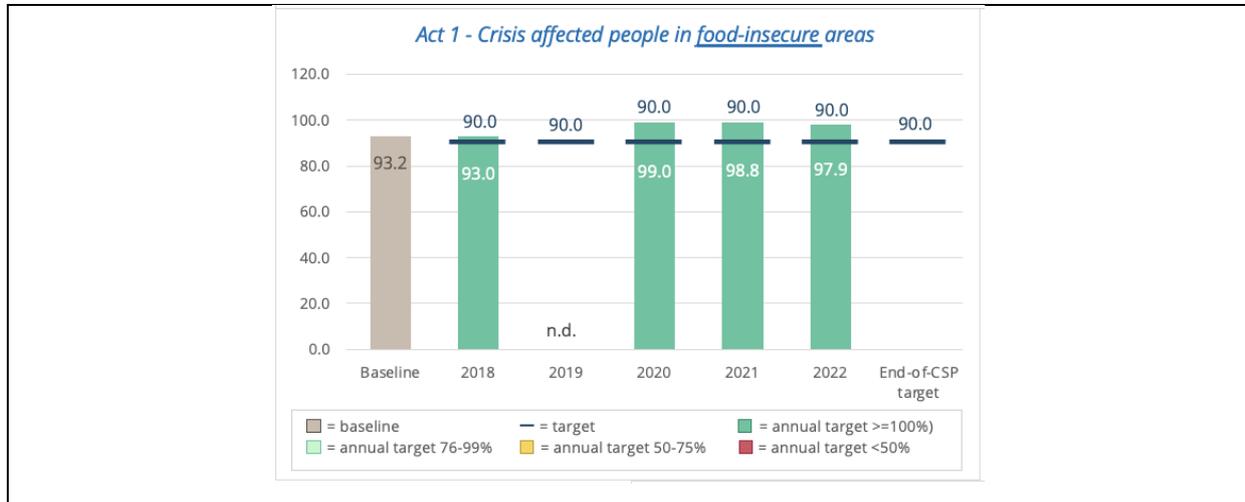


Source: WFP. 2022. Annual Country Reports 2018-2022.

1.6.4 Proportion of targeted people accessing assistance without protection challenges

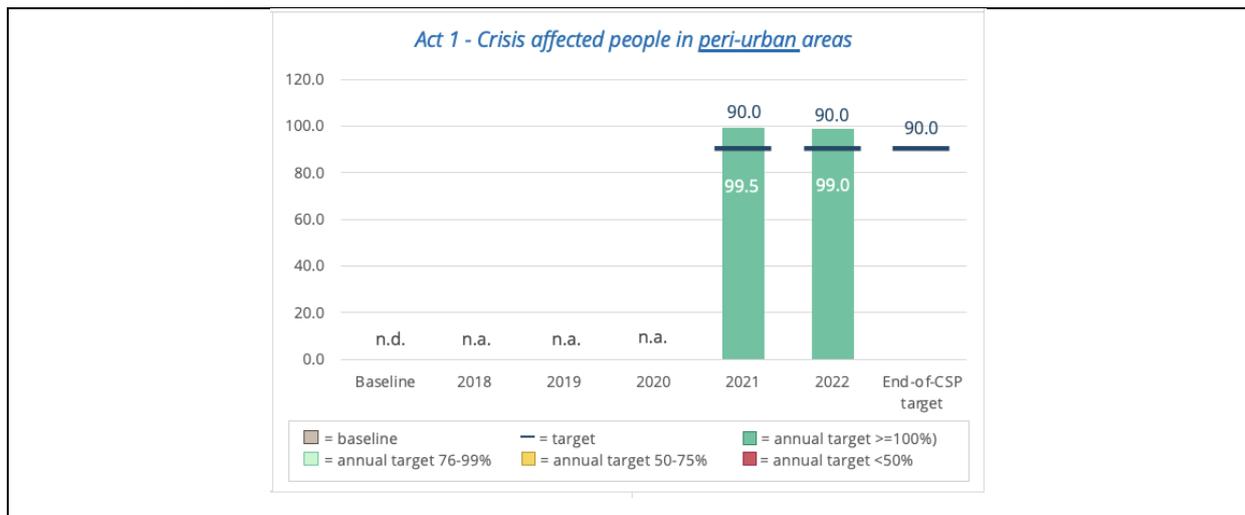
55. The following graphs show the proportion of targeted people accessing assistance without protection challenges for crisis affected populations.

Figure 13: Proportion of targeted people accessing assistance without protection challenges: Activity 1 - Crisis affected people in food-insecure areas



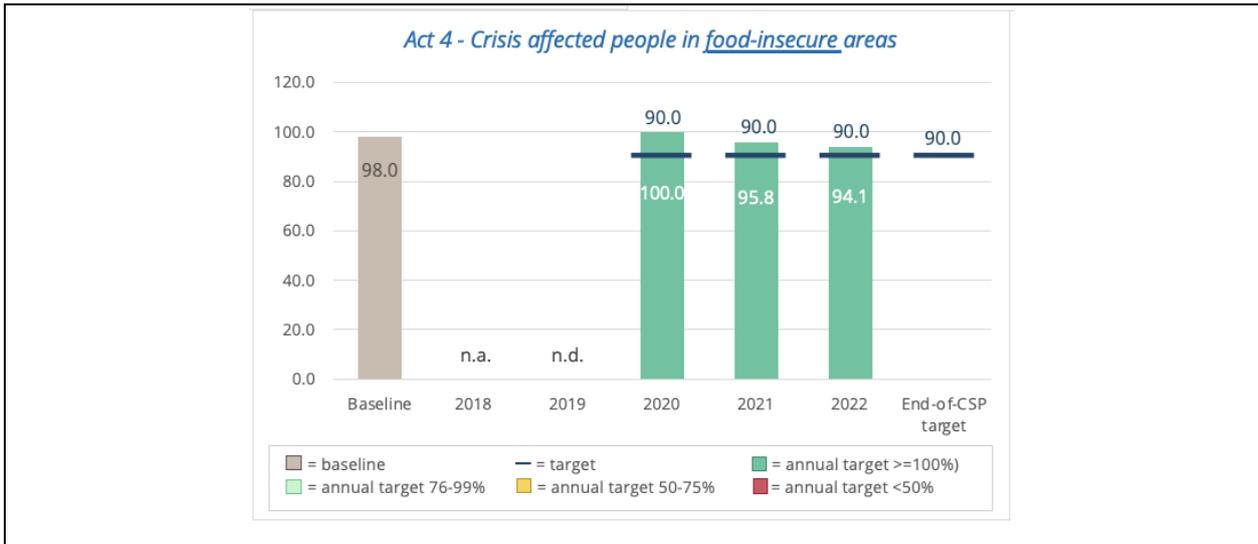
Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 14: Proportion of targeted people accessing assistance without protection challenges: Activity 1 - Crisis affected people in peri-urban areas



Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 15: Proportion of targeted people accessing assistance without protection challenges: Activity 4 - Crisis affected people in food-insecure areas

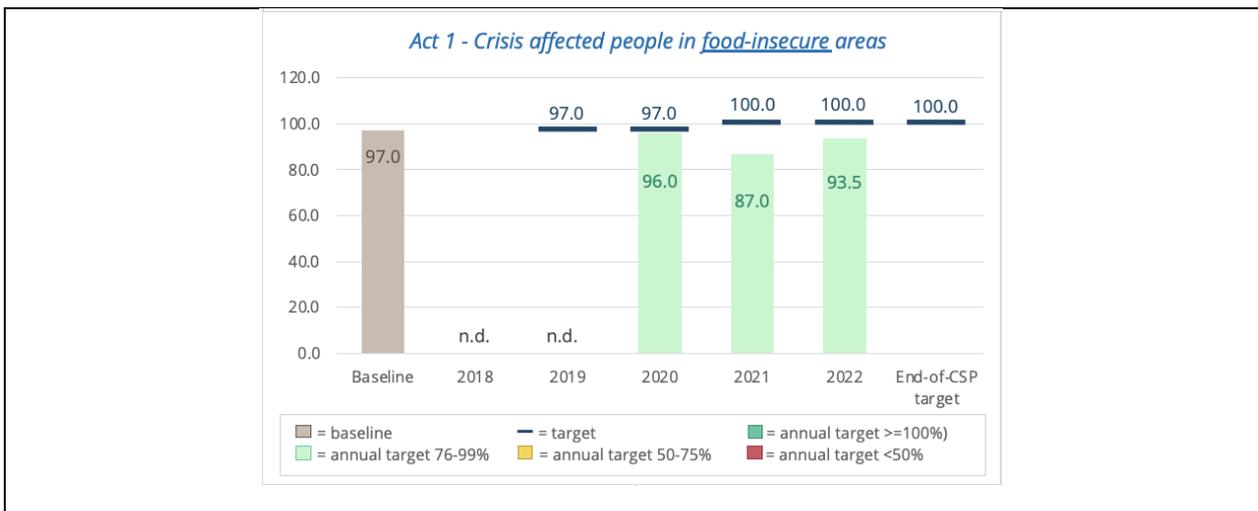


Source: WFP. 2022. Annual Country Reports 2018-2022.

1.6.5 Proportion of targeted people having unhindered access to WFP programmes

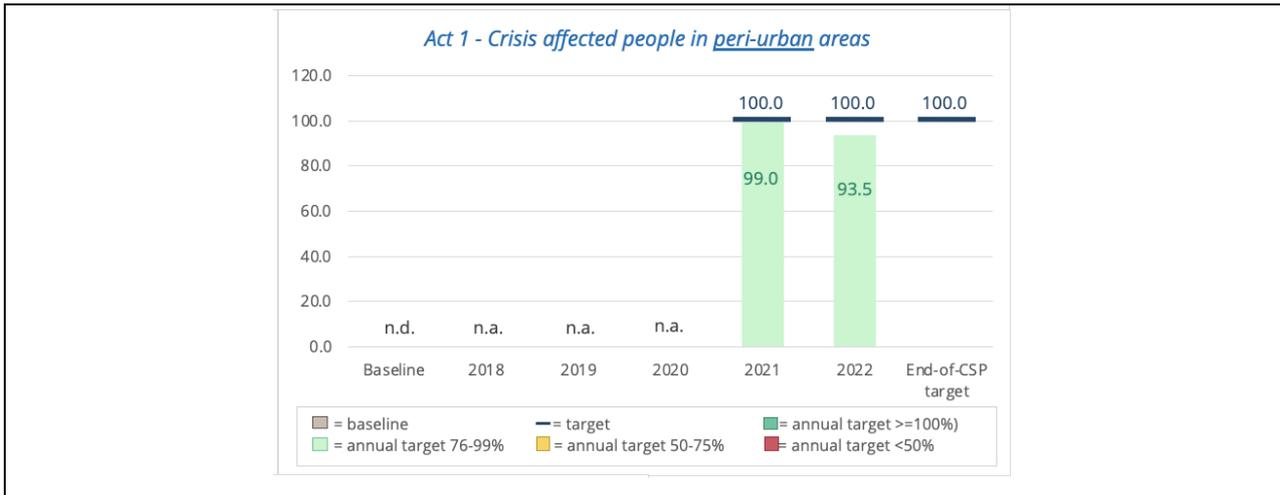
56. The following graphs show the proportion of targeted people having unhindered access to WFP programmes.

Figure 16: Proportion of targeted people having unhindered access to WFP programmes: Activity 1 - Crisis affected people in food-insecure areas



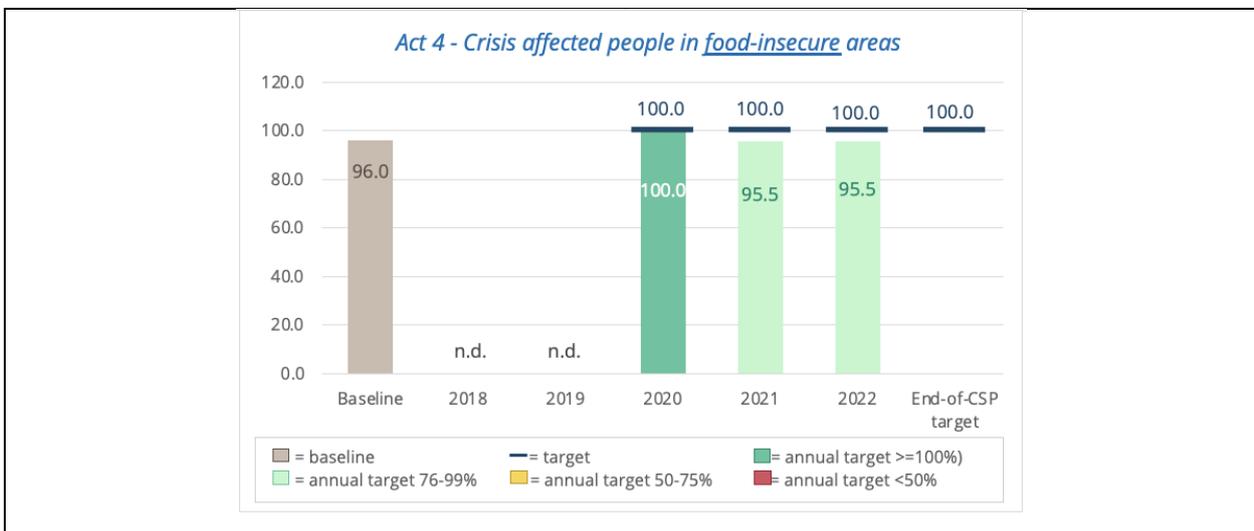
Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 17: Proportion of targeted people having unhindered access to WFP programmes: Activity 1 - Crisis affected people in peri-urban areas



Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 18: Proportion of targeted people having unhindered access to WFP programmes: Activity 4 - Crisis affected people in food-insecure areas

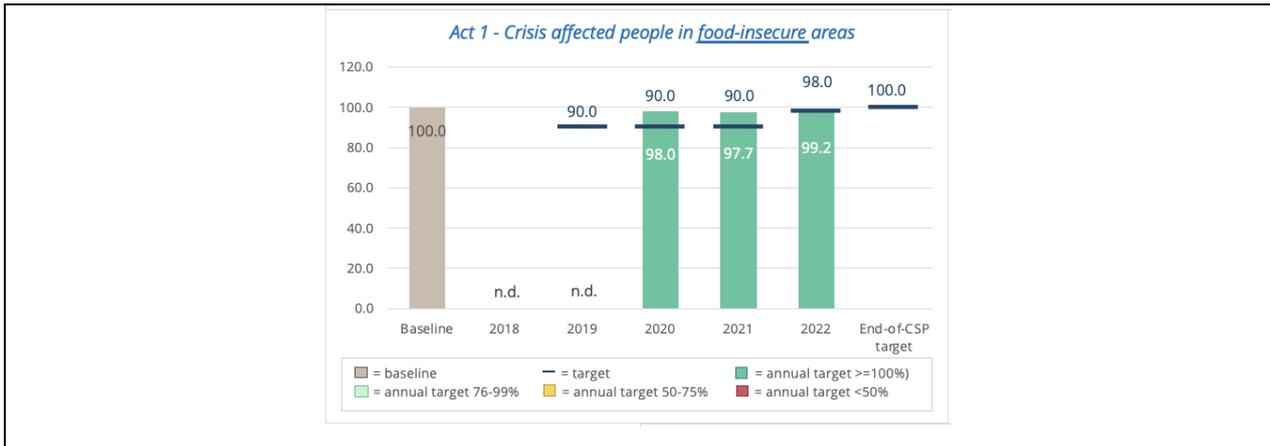


Source: WFP. 2022. Annual Country Reports 2018-2022.

1.6.6 Proportion of targeted people who report that WFP programmes are dignified

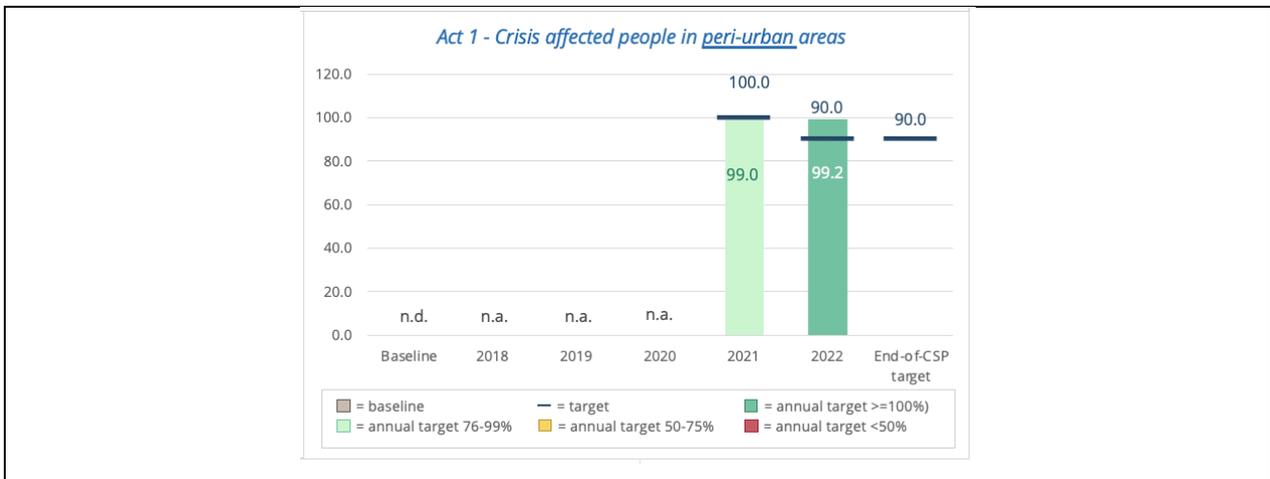
57. The following graphs show the proportion of targeted people who report that WFP programmes are dignified. It is important to note that targeted people not accessing assistance because of protection challenges are not surveyed.

Figure 19: Proportion of targeted people who report that WFP programmes are dignified: Activity 1 - Crisis affected people in food-insecure areas



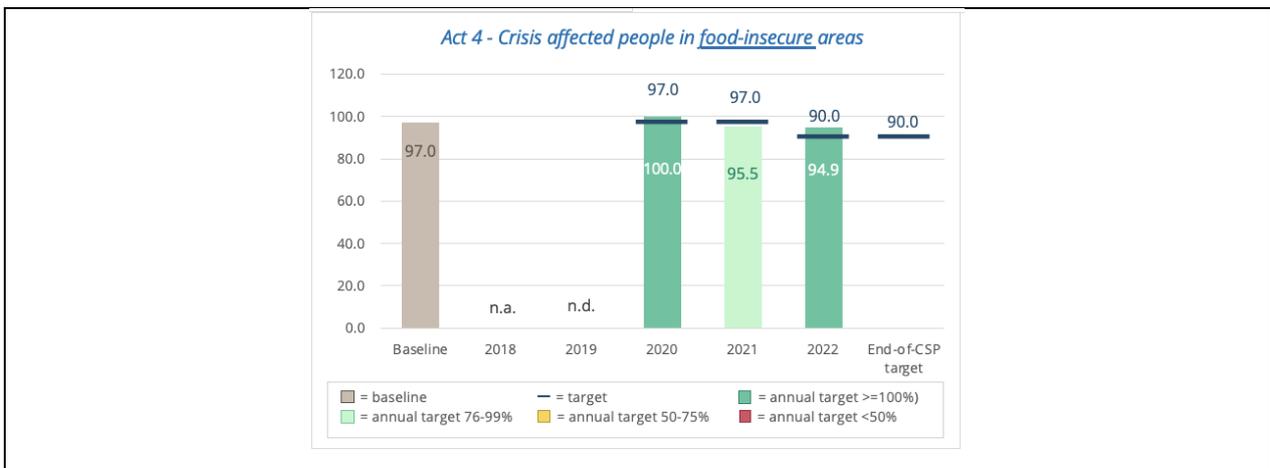
Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 20: Proportion of targeted people who report that WFP programmes are dignified: Activity 1 - Crisis affected people in peri-urban areas



Source: WFP. 2022. Annual Country Reports 2018-2022.

Figure 21: Proportion of targeted people who report that WFP programmes are dignified: Activity 4 - Crisis affected people in food-insecure areas



Source: WFP. 2022. Annual Country Reports 2018-2022.

1.7 QUANTITATIVE EFFICIENCY ANALYSIS

58. This annex presents the detailed results of the quantitative efficiency analysis in relation to the different efficiency criteria and sub-questions of Module 6:

- Availability of financial and human resources (EQ 6.1 – Annex Section 1.7.1)
- Timeliness (Module 6.2 – Annex Section 1.7.2)
- Cost efficiency (overall and transfers) and economy in the supply chain (Module 6.3 – Annex Section 1.7.3)

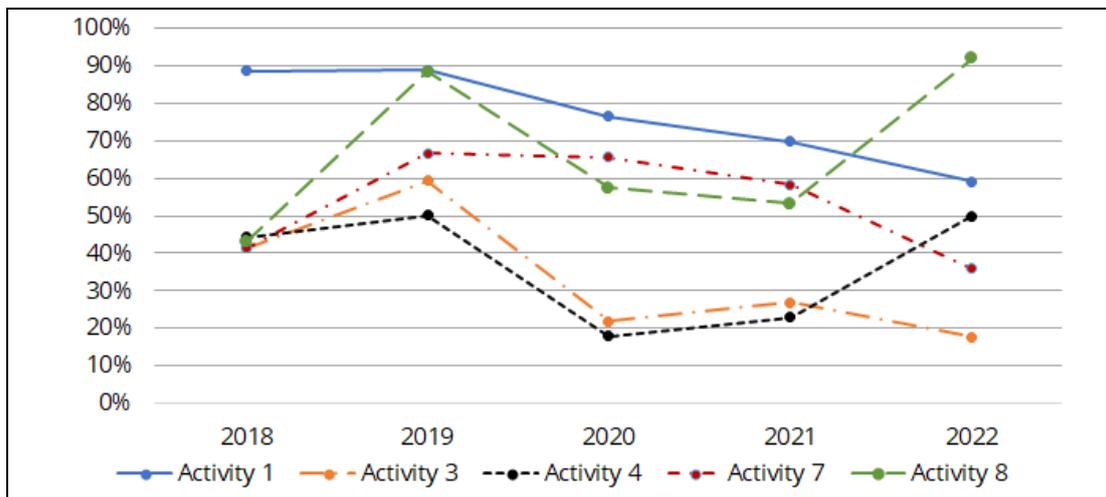
1.7.1 Availability of financial and human resources

1.7.1.1 Allocated resources for needs-based and implementation plans

59. Table 4 displays the percentages of the needs-based plan (NBP) and implementation plan financed through allocated resources (by CSP activity and year). Aggregated across all activities and years, allocated resources covered 63.3 and 97.9 percent of the total needs-based plan and implementation plan, respectively.

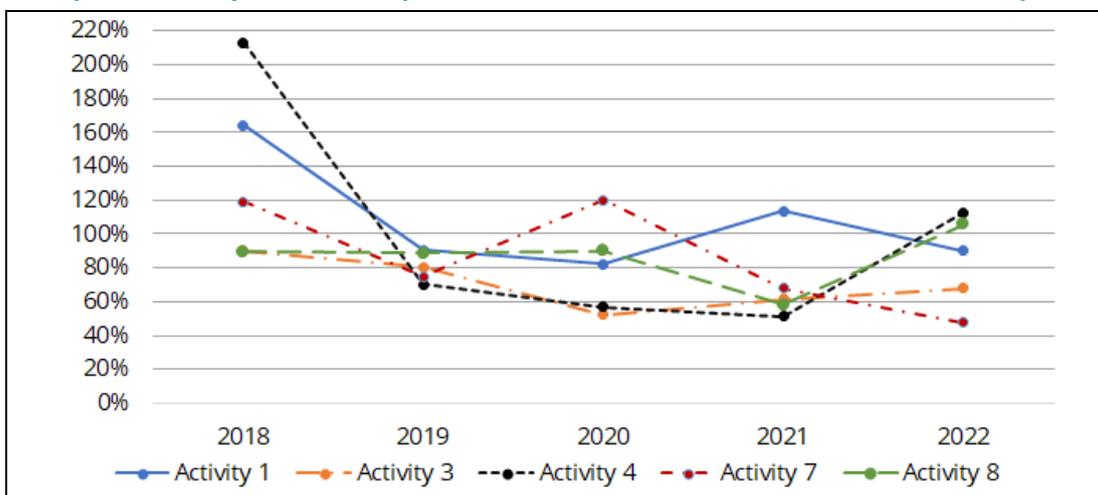
60. The results by CSP activity and year are visualized in Figure 22 (NBP) and Figure 23 (IP). The figures only include activities carried out in all years (2018-2022) and with a minimum needs-based plan of USD 1 million in at least one year. Activity 1 not only represented more than half of the total needs-based plan in the period but also had the overall lowest funding gap in relation to its needs-based plan (less than 25 percent, although this gap steadily increased over time). Activities 3 and 4 had the largest total funding gaps (more than 60 percent each) in relation to their needs-based plans.

Figure 22: Proportion of needs-based plan covered with allocated resources (2018-2022, by activity)



Source: Evaluation team analysis of WFP. 2023. CPB Resources Overview EV (accessed on 18 January 2023).

Figure 23: Proportion of implementation plan covered with allocated resources (2018-2022, by activity)



Source: Evaluation team analysis of WFP. 2023. CPB Resources Overview EV (accessed on 18 January 2023).

Table 4: Allocated resources for needs-based and implementation plans (2018-2022, by activity)

Activity	2018				2019				2020				2021				2022				Total 2018-2022			
	Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed	
	NBP	IP	% of NBP	% of IP	NBP	IP	% of NBP	% of IP	NBP	IP	% of NBP	% of IP	NBP	IP	% of NBP	% of IP	NBP	IP	% of NBP	% of IP	NBP	IP	% of NBP	% of IP
Activity 1	34.1	18.4	88.7%	164.0%	41.6	40.8	88.8%	90.4%	46.9	43.6	76.4%	82.3%	119.9	73.9	69.9%	113.4%	135.8	89.6	59.2%	89.8%	378.3	266.3	74.6%	106.0%
Activity 2	1.1	1.9	94.5%	55.7%	2.6	2.6	9.7%	9.8%	1.6	0.8	4.3%	9.1%	1.7	0.8			0.5	0.5			7.6	6.6	18.2%	21.0%
Activity 3	10.2	4.7	41.4%	90.0%	12.0	8.9	59.3%	80.3%	12.9	5.4	21.9%	52.1%	14.1	6.2	26.8%	61.4%	22.1	5.8	17.8%	67.9%	71.4	31.0	30.7%	70.7%
Activity 4	9.8	2.0	44.3%	213.1%	8.3	5.9	50.1%	70.1%	8.3	2.6	17.8%	56.9%	8.5	3.8	22.8%	51.4%	7.7	3.4	49.9%	112.7%	42.5	17.7	37.0%	88.8%
Activity 5	3.4	0.3	17.2%	188.2%	1.9	1.0	50.1%	90.7%													5.2	1.3	29.0%	113.0%
Activity 6	0.4	0.3	116.0%	138.5%	0.5	0.5	55.3%	55.3%	0.4	0.3	120.6%	172.3%	0.4	0.4	48.8%	48.8%	0.6	0.3	46.2%	90.9%	2.3	1.8	74.2%	94.9%
Activity 7	2.2	0.8	41.4%	119.3%	2.2	2.0	66.7%	74.7%	2.7	1.5	65.6%	119.8%	2.5	2.2	58.2%	68.0%	3.5	2.7	35.8%	47.6%	13.1	9.0	70.9%	103.0%
Activity 8	8.6	4.1	43.1%	89.6%	5.8	5.8	88.4%	88.4%	6.5	4.1	57.4%	89.8%	7.5	6.9	53.3%	58.1%	7.7	6.7	92.0%	105.6%	36.0	27.6	66.7%	87.0%
Activity 9					1.8				3.8	0.6	31.0%	187.2%	4.4	1.7	27.0%	68.0%	3.3	2.1	50.3%	80.1%	13.3	4.4	30.4%	91.3%
Activity 10									0.5	0.3	39.3%	69.0%	0.9	0.5	58.8%	109.8%	0.6	0.6	121.7%	118.4%	2.0	1.4	73.7%	105.7%
Activity 11													9.8	2.4			1.8	1.8	100.0%	100.0%	11.7	4.2	15.8%	43.6%
DSC	3.7	3.2	118.7%	139.1%	3.9	3.9	129.1%	129.1%	4.0	3.6	65.5%	72.3%	5.5	3.8	70.3%	100.3%	4.7	5.2	75.0%	67.9%	21.7	19.6	89.2%	98.6%
ISC	4.8	2.3	43.9%	90.1%	5.2	4.6	53.6%	60.5%	5.7	4.1	50.6%	70.5%	10.7	6.5	57.0%	94.0%	12.1	7.5	69.2%	110.8%	38.4	25.0	57.8%	88.7%
Total	78.2	38.1	66.5%	136.6%	85.7	76.0	74.7%	84.2%	93.3	66.9	56.5%	78.8%	185.8	109.0	56.9%	97.1%	200.4	126.1	56.2%	89.3%	643.4	416.0	63.3%	97.9%

Sources and notes:

Evaluation team analysis of WFP. 2023. *CPB Resources Overview EV* (accessed on 18 January 2023).

NBP = Current needs-based plan. IP = implementation plan. DSC = direct support costs. ISC = indirect support costs.

% of plan financed = Allocated resources divided by NBP or IP. Allocated resources for the total period of 2018-2022 include both programmed and unprogrammed resources. Unprogrammed resources are not available by year and are hence excluded from year-specific allocated resources, but they represent less than 5 percent of the total allocated resources in 2018-2022.

Some of the resources originally allocated to activities 2 and 5 were unallocated in 2020 and 2021-2022, respectively. These negative allocations are not reported at activity level but are included in the totals.

1.7.1.2 Earmarking of funding

61. Table 5 presents the earmarking levels of CSP funding for the period 2018-2022. The flexibility of funding use by the country office increases from activity-level earmarking to fully flexible funding.

Table 5: Allocated contributions (million USD) for CSP Myanmar by earmarking level (2018-2022)

CSP contribution earmarking level	2018		2019		2020		2021		2022		2018-2022	
Activity	23.040	53.61%	25.043	39.61%	35.766	62.50%	35.877	30.84%	112.675	78.30%	232.401	54.86%
SO	6.929	16.12%	6.461	10.22%	3.203	5.60%	15.541	13.36%	0.083	0.06%	32.217	7.60%
CSP (country)	3.344	7.78%	15.133	23.93%	7.988	13.96%	48.329	41.55%	18.834	13.09%	93.627	22.10%
Flexible funding	9.663	22.48%	16.594	26.24%	10.268	17.94%	16.572	14.25%	12.303	8.55%	65,399	15.44%
Total	42.975		63.232		57.224		116.318		143.896		423.645	

Sources and notes:

Evaluation team analysis of the following data:

Earmarked funding from WFP 2023. WFP FACTory: Distribution Contribution and Forecast Stats (accessed on 15 January 2023).

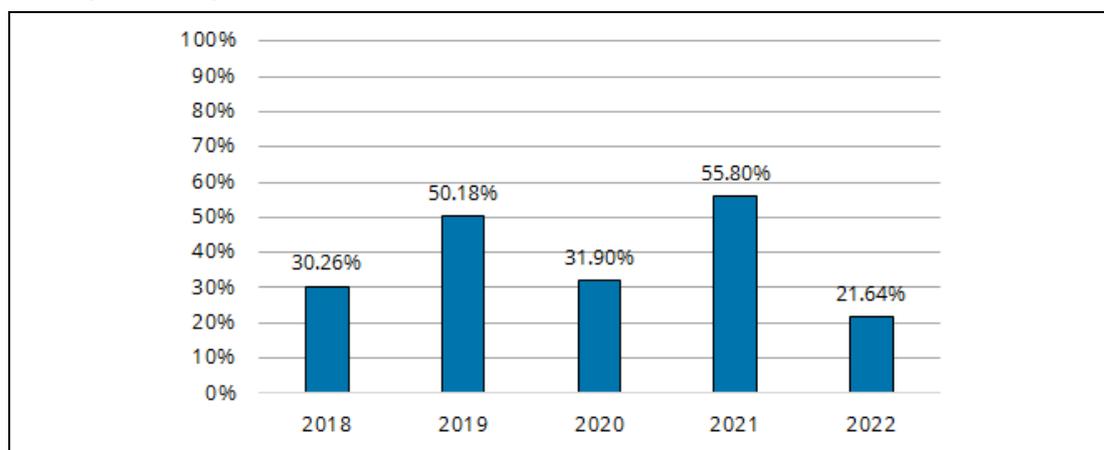
Annual total allocated resources from WFP 2022. MN01 Annual Resources Situation Report (as of 31 December 2022).

Flexible funding was calculated as the difference between total allocated resources and the sum of all earmarked funding.

Years refer to contribution years, that is, the years in which the grants were made available for use by the donors.

62. Flexible funding is allocated to Myanmar by the WFP headquarters (HQ) from resources given by donors to the headquarters. Funding earmarked at CSP (country) level is usually given by donors directly to Myanmar without earmarking at activity or strategic outcome level. In practice this implies a very similar level of flexibility as both can be used by the country office Myanmar for whatever CSP activities it considers best. In Figure 24, these two levels have thus been aggregated. The figure shows how the proportion of flexible and CSP-earmarked funding has changed over time. No clear trend can be identified.

Figure 24: Aggregated share of flexible and CSP-level earmarked funding in total allocated contributions for CSP Myanmar (2018-2022)



Sources: see Table 5.

1.7.1.3 Human resources

63. A detailed overview of available human resources in WFP Myanmar - and their characteristics - is presented in Table 6. For each year and category/characteristic, the table presents the number and percentage of staff.

64. In terms of location, the weight of Yangon office has decreased over time while the size and weight of Nay Pyi Taw steadily increased. The size and weight of Myitkyina and Pakokku offices have remained relatively stable. While Pang Kham and Sittwe offices were of similar size in the pre-evaluation period (2016), Sittwe office has become four times as large as Pang Kham since then. The evolution is visualized in Figure 25 further below.

Table 6: Number and characteristics of WFP staff and non-staff in Myanmar (2016-2022)

		Dec 2016		Dec 2017		Dec 2018		Dec 2019		Dec 2020		Dec 2021		Nov 2022	
		Number	Percent												
Total		281		265		247		241		264		289		320	
Location	Maungdaw	49	17.44%	49	18.49%	47	19.03%	48	20.25%	49	19.07%	51	18.15%	48	15.69%
	Myitkyina	19	6.76%	19	7.17%	18	7.29%	16	6.75%	18	7.00%	19	6.76%	20	6.54%
	Nay Pyi Taw	2	0.71%	1	0.38%	21	8.50%	33	13.92%	42	16.34%	47	16.73%	49	16.01%
	Pakokku	21	7.47%	22	8.30%	19	7.69%	17	7.17%	16	6.23%	15	5.34%	19	6.21%
	Pang Kham	24	8.54%	14	5.28%	12	4.86%	10	4.22%	10	3.89%	10	3.56%	10	3.27%
	Sittwe	28	9.96%	33	12.45%	32	12.96%	35	14.77%	41	15.95%	41	14.59%	45	14.71%
	Yangon	86	30.60%	81	30.57%	60	24.29%	48	20.25%	51	19.84%	68	24.20%	70	22.88%
	Other locations	52	18.51%	46	17.36%	38	15.38%	30	12.66%	30	11.67%	30	10.68%	45	14.71%
Gender	Women	101	35.94%	98	36.98%	99	40.08%	103	42.74%	114	43.18%	127	43.94%	136	42.50%
	Men	180	64.06%	167	63.02%	148	59.92%	138	57.26%	150	56.82%	162	56.06%	184	57.50%
Nationality	National	259	92.17%	244	92.08%	235	95.14%	228	94.61%	246	93.18%	268	92.73%	304	95.00%
	International	22	7.83%	21	7.92%	12	4.86%	13	5.39%	18	6.82%	21	7.27%	16	5.00%
Term	Fixed term and continuing ^a	167	59.43%	163	61.51%	158	63.97%	196	81.33%	231	87.50%	238	82.35%	249	77.81%
	Short term (< 1 year) ^b	114	40.57%	102	38.49%	89	36.03%	45	18.67%	33	12.50%	51	17.65%	71	22.19%
Job category of national staff	General service ^c	135	86.54%	131	85.62%	129	86.00%	164	87.23%	196	88.69%	199	87.67%	214	89.92%
	National officers (NOs)	21	13.46%	22	14.38%	21	14.00%	24	12.77%	25	11.31%	28	12.33%	24	10.08%
Funding source of national staff ^d	Activity-specific					175	92.59%	172	97.18%	188	96.91%	208	85.60%	238	78.29%
	Direct support costs					14	7.41%	5	2.82%	6	3.09%	35	14.40%	66	21.71%

Source: Evaluation team analysis of WFP, 2022. Detailed staff and non-staff lists provided by the CO (November 2022).

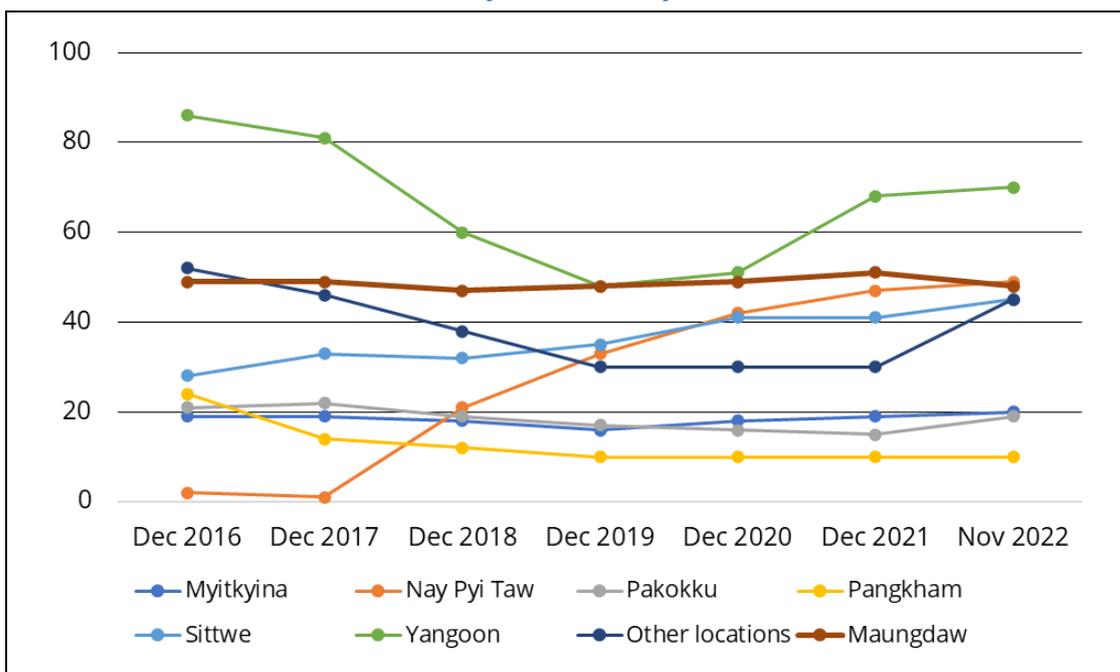
^a Number of staff on continuing/indefinite appointment is very small in each year (2 to 4); hence included in one category with fixed term staff.

^b Non-staff on service contracts or special service agreements.

^c General service grades range from G-1 to G-7; the average grade did not significantly vary over time (max. 'G-4.39' in 2018, min. 'G-4.20' in 2020).

^d Distinction between activity-specific and direct support costs funding only applies to CSP period from 2018. In each of the years 2018-2021, the funding sources of 24-52 national staff could not be identified.

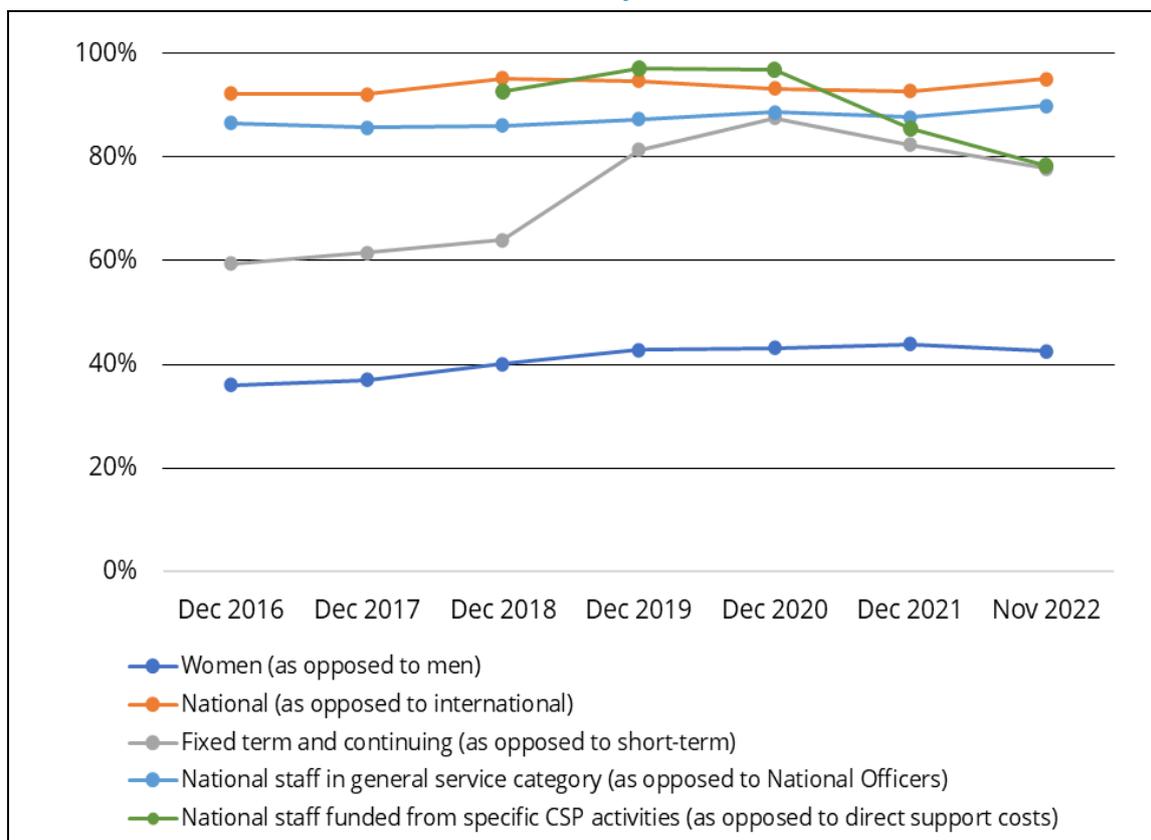
Figure 25: Number of WFP staff and non-staff by location in Myanmar (2016-2022)



Source: Evaluation team analysis of WFP. 2022. Full staff and non-staff lists provided by CO (November 2022).

65. Changes in the composition of WFP human resources in Myanmar are depicted in Figure 26. In the figure and previous table, staff and non-staff were grouped into different (not mutually exclusive) binary categories, such as national/international or women/men.

Figure 26: Characteristics of WFP staff and non-staff in Myanmar (2016-2022)



Source: Evaluation team analysis of WFP. 2022. Full staff and non-staff lists provided by CO (November 2022). Other locations include: Hakham, Kalay (only 2016), Khamti (from 2017), Lashio, Loikaw (only 2022), and Mawlamyine

66. The graph shows a constant increase in the share of women staff members and non-staff members over time. The share of women staff members is 6 percentage points higher at the end than at the beginning of the evaluation period, although it remains below parity (42.5 percent).

67. In terms of nationality, both the number and percentage of international staff and non-staff has fluctuated over time but has never represented more than 8 percent. The number of international staff fell clearly in 2018 (before recovering) and again in 2022.

68. There was a substantial increase in fixed-term staff (relative to short-term consultants, i.e., non-staff) between 2016 and 2020. Since then, the number of fixed-term staff to short-term non-staff has declined. While the number of fixed-term staff has remained stable in the last two years, the number of short-term consultants has sharply risen after reaching its minimum in 2020.

69. Regarding the job category of national staff, the number of national officers (staff in higher categories) has grown slower than staff in the general services categories. In contrast, the average grade within the general service categories did not change much over time.

70. Finally, there has also been a shift in funding sources. From 2021, national staff has been increasingly funded through direct support costs, rather than specific CSP activities. This is in line with the modest increase in absolute direct support costs (overhead costs) observed in Table 10.

1.7.2 Timeliness

1.7.2.1 Expenditure rates over time

71. Annual expenditure rates (proportion of resources spent) were computed in relation to both allocated and available resources. The latter includes allocated resources plus unspent balance of multi-year grants from previous years. Looking at both ratios demonstrates not only how available resources were spent over time, but also how unspent balances were used in subsequent years. At the annual level, expenditure cannot be more than available resources, but it may exceed allocated resources when unspent balances from previous years are used in addition to allocated resources. In the long term (entire period 2018-2022), allocated and available resources converge for all activities, and all expenditure rates fell below 100 percent.

72. The results for spending of allocated resources are presented in Table 7 and Figure 27. The table includes all activities while the figure only depicts the main activities as in all previous and subsequent graphs.

73. Overall, 86.5 percent of allocated (and available) resources were spent in the five-year period. In 2018 and 2019, expenditure was below allocated resources – sometimes substantially – for all activities. The annual rate for the entire country portfolio reached its minimum in 2019 before it clearly recovered in 2020. Expenditure was above allocated resource for all main activities in 2020, and for several main activities in 2021, suggesting that the country office resorted to unused resources from previous years in addition to the new resources allocated to these years.

Table 7: Proportion of allocated resources spent (2018-2022, by activity)

CSP Activity	2018	2019	2020	2021	2022	Total 2018-2022
Activity 1	96.05%	83.09%	118.07%	78.10%	98.12%	87.33%
Activity 2	29.57%	127.66%	632.00%			78.44%
Activity 3	81.89%	78.54%	139.86%	80.72%	119.14%	94.78%
Activity 4	64.28%	59.24%	155.64%	140.72%	66.01%	81.34%
Activity 5	68.47%	60.67%				63.64%
Activity 6	44.03%	84.49%	53.42%	113.74%	96.21%	69.37%
Activity 7	67.60%	39.39%	106.41%	101.51%	115.36%	64.58%
Activity 8	91.12%	62.49%	109.61%	126.85%	84.99%	90.39%
Activity 9			40.83%	77.75%	118.70%	83.06%
Activity 10			93.97%	89.51%	106.65%	98.48%
Activity 11					100.00%	100.00%
Direct support costs	69.77%	59.90%	125.30%	82.89%	123.21%	87.01%
Total direct costs	83.14%	72.82%	112.69%	78.22%	91.43%	0.00%

Sources and notes:

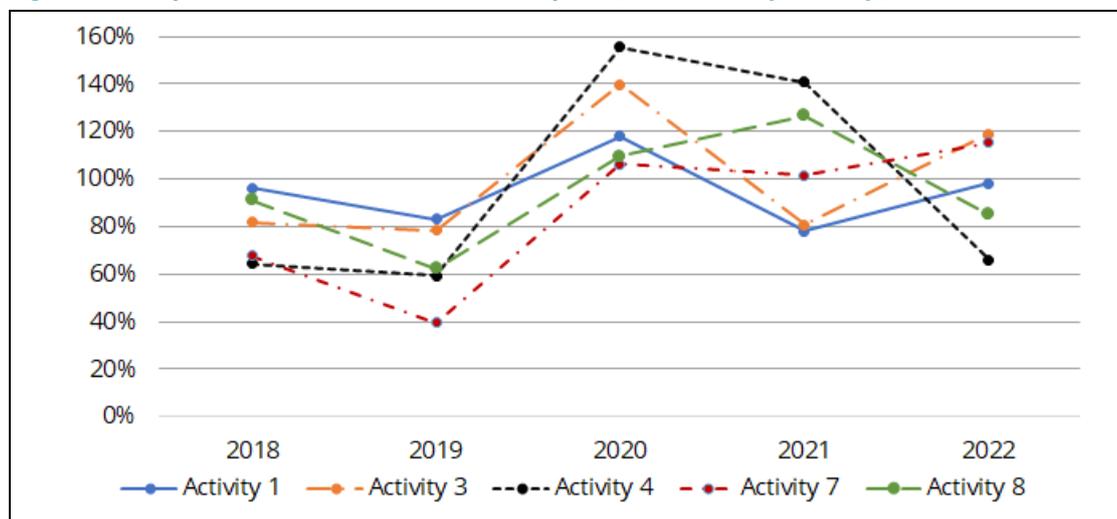
Evaluation team analysis of WFP. 2023. CPB Resources Overview EV (accessed on 18 January 2023).

DSC = direct support costs.

% of resources spent = Expenditure divided by allocated resources. Allocated resources for the total period of 2018-2022 include both programmed and unprogrammed resources. Unprogrammed resources are not available by year and are hence excluded from year-specific allocated resources, but they represent less than 5 percent of the total allocated resources in 2018-2022.

Some of the resources originally allocated to activities 2 and 5 were 'unallocated' in 2020 and 2021-2022, respectively, while some expenditure was still being made. The resulting negative expenditure rates are omitted in the table.

Figure 27: Proportion of allocated resources spent (2018-2022, by activity)



Source: Evaluation team analysis of WFP. 2023. CPB Resources Overview EV (accessed on 18 January 2023).

74. Results in relation to available resources are presented in Table 8 and Figure 28. In contrast to allocated resources, annual available resources cannot be summed over time without accounting for double counting of unspent balances from previous years. If these are accounted for, available resources in the full period 2018-2022 should be almost equal to allocated resources.¹⁴

75. In 2018 and 2019, levels and trends of expenditure rates in Figure 28 are similar to the previous figure, Figure 27. From 2020, the accumulation of unspent balances from the previous two years meant that available resources increasingly exceeded allocated resources, which explains why the two figures diverge. Activity 1 spent the highest proportion of available resources until 2020 but then gradually fell below the other activities. Activity 4 struggled most throughout the period in achieving expenditure rates above 50 percent.

Table 8: Proportion of available resources spent (2018-2022, by activity)

Activity	2018	2019	2020	2021	2022
Activity 1	85.35%	69.39%	84.87%	71.33%	51.21%
Activity 2	11.79%	12.50%	18.07%	22.71%	42.80%
Activity 3	74.91%	68.69%	60.38%	56.80%	79.94%
Activity 4	51.36%	43.08%	41.85%	58.74%	45.52%
Activity 5	68.47%	50.74%	100.00%		
Activity 6	44.03%	37.34%	32.75%	29.52%	35.11%
Activity 7	64.10%	32.98%	50.78%	58.54%	61.46%
Activity 8	75.66%	54.57%	61.60%	80.96%	55.77%
Activity 9			36.42%	44.87%	73.45%
Activity 10			69.60%	61.43%	87.49%
Activity 11					100.00%
DSC	61.78%	42.38%	49.05%	44.04%	56.73%
Total direct costs	74.54%	60.62%	70.73%	67.70%	53.37%

¹⁴ Except for unspent balances carried over from before 2018 or after 2022.

Source and notes:

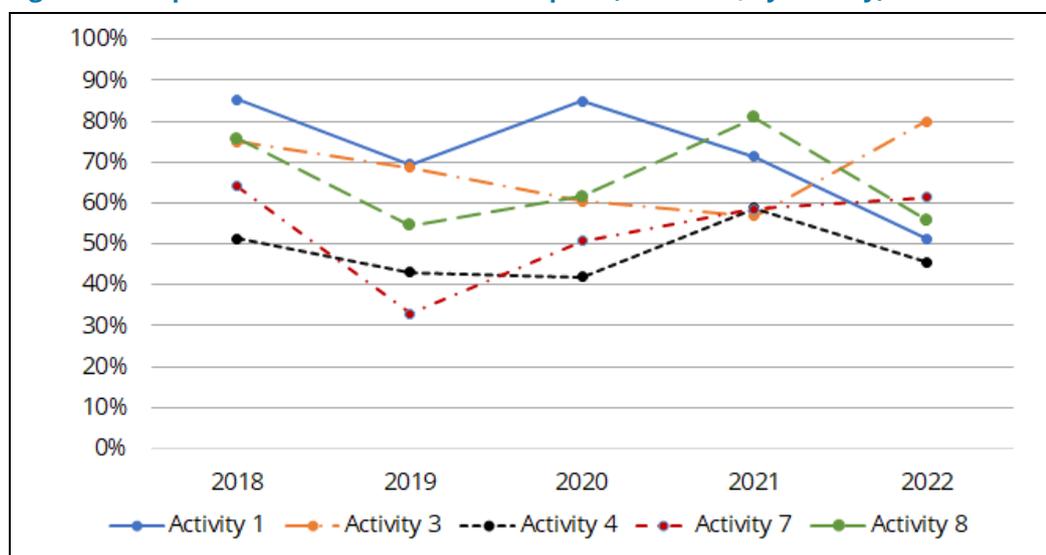
Evaluation team analysis of WFP. 2018-2022. ACR5-A annual country reports - annual financial overviews.

Available resources include allocated resources and unspent balances of allocated resources carried forward from previous years.

DSC = direct support costs.

Total direct costs exclude relatively small volumes of non-activity specific resources.

Figure 28: Proportion of available resources spent (2018-2022, by activity)



Source: Evaluation team analysis of WFP. 2018-2022. ACR5-A annual country reports - annual financial overviews.

1.7.2.2 Spending patterns of grants

76. Table 9 studies in more detail how quickly grants from donors have been spent, also considering the expiration date of grants. It includes grants associated with specific CSP activities in contribution years 2018 to 2022. These grants were earmarked at the activity level, or at higher levels but allocated by the country office to specific activities. The table reflects the status as of 15 January 2023. Global averages for comparison are not available. Calculations followed the procedure outlined in the WFP Research and Analytics Guide, excluding (among others) grants with multi-year pledges associated with donor instructions on when exactly before the terminal disbursement dates (TDDs) grant expenditures must be made.

Table 9: Activity-level grant balances for CSP Myanmar (2018-2022, as of 15 January 2023)

	ALL GRANTS	ALL GRANTS	ALL GRANTS	ALL GRANTS	EXPIRED GRANTS	NON-EXPIRED GRANTS	ALL GRANTS	NON-EXPIRED GRANTS
CSP Activity	Number of grants associated with Activity	Current budget (million USD)	Pre-commitments, commitments, and actuals (million USD)	Share of budget spent (as of 15 Jan 2023)	Share of budget unspent at TDD	Share of budget unspent (as of 15 Jan 2023)	Average number of months from availability to first use	Average number of months left (as of 15 Jan 2023) until TDD
Activity 1	108	264.814	165.214	62.39%	14.23%	23.38%	3.8	6.8
Activity 2	3	0.621	0	0.00%	100.00%	0.00%	n/a	All grants expired
Activity 3	30	14.501	10.227	70.53%	20.81%	8.66%	3.6	4.0
Activity 4	19	11.088	5.552	50.07%	27.75%	22.18%	2.6	9.4
Activity 5	6	0.479	0.377	78.76%	21.24%	0.00%	1.2	All grants expired
Activity 6	10	1.063	0	0.00%	47.11%	52.89%	5.3	4.0
Activity 7	12	3.444	1.684	48.90%	31.95%	19.15%	3.0	5.2
Activity 8	30	17.396	9.591	55.13%	31.29%	13.58%	3.0	6.0
Activity 9	17	2.627	1.420	54.06%	24.86%	21.08%	2.9	4.3
All activities	235	316.034	194.065	61.41%	16.52%	22.07%	3.4	6.2

Source: Evaluation team analysis of WFP. 2023. CBP Grant Balances Report (extracted on 15 January 2023).

TDD = terminal disbursement date.

The aggregates in the 'All activities' row are sums (first three columns of numbers) or weighted averages (last five columns of numbers). The table only includes grants at the level of CSP activities, but not those at the CSP, strategic outcome, or strategic result levels, or direct support costs. It is further limited to grants without multiyear pledge (that is, not tied to donor specifications on when a grant expenditure is to be conducted), a positive current budget, and a TDD specified, and contribution years from 2018 to 2022 (earlier years represent less than 1 percent of the total current budget).

77. The 'Current budget' column shows the available resources. It indicates that 83.8 percent of the total is associated with Activity 1. The subsequent column includes expenditure, which has either already been disbursed ('actuals'), committed through legal documents, such as purchase orders ('commitments'), or blocked for an eventual expenditure ('pre-commitments'). Dividing expenditure by the current budget yields the fifth, 'Share of the budget spent' column, which shows that the country office has spent 61.4 percent of the available budget between 2018 and 2022.

78. The next two columns show the shares of unspent budget of expired and non-expired grants. A total of 16.5 percent of the available budget was not spent until the terminal disbursement dates of the underlying grants. Activity 1 – the largest in the CSP – had the lowest proportion of budget not used until the terminal disbursement date. Not all resources unspent until the terminal disbursement date are necessarily lost. The country office may ask donors for an extension of the expired grants, but there is no guarantee it will be granted (and the data source does not contain any information on grant extensions). Of the grants that have not expired yet by (that is, with a terminal disbursement date later than 15 January 2023), 22.1 percent of the budget has not been used yet. As shown in the last column, the country office has on average still 6.2 months from this date to use the grants.

79. The penultimate column captures the time spent between the time a grant was made available by the donor and its first transaction. The country office Myanmar has taken on average 3.4 months to start spending activity-level grants. Activity 4 grants have been spent most quickly and still have the longest period for use before they expire. The reverse holds for Activity 6.

1.7.3 Cost efficiency and economy

1.7.3.1 Overall cost efficiency: CSP-level economies of scale

80. As a proxy for the overall economies of scale of the country portfolio, Table 10 presents the ratio of direct operational costs to direct support costs. Direct operational costs include transfer costs and values, capacity strengthening, service provision, and implementation costs associated with specific activities. Direct support costs are essentially the country-level overhead costs of managing the CSP. This includes, for instance; facility rent, vehicle leasing, office and information technology (IT) equipment, as well as the salaries of staff not linked to specific activities (human resources, information and communications technology (ICT) staff, business support, drivers, helpers, etc.).

Table 10: Direct operational costs and direct support costs in million USD, Myanmar and global (2018-2022)

Year	Needs-based plan (WFP Myanmar)			Expenditure (WFP Myanmar)			Expenditure (WFP global)
	Total direct operational costs	Total direct support costs	Share of direct support costs in total direct costs	Total direct operational costs	Total direct support costs	Share of direct support costs in total direct costs	Share of direct support costs in total direct costs
2018	69.712	3.700	5.04%	42.266	3.064	6.76%	3.53%
2019	76.604	3.858	4.79%	44.310	2.983	6.31%	4.27%
2020	83.671	3.981	4.54%	56.099	3.269	5.51%	4.37%
2021	169.673	5.475	3.13%	79.545	3.192	3.86%	4.29%
2022	183.647	4.670	2.48%	97.918	4.285	4.19%	4.00%

Sources:

Evaluation team analysis of the following data:

Myanmar (Needs-based plan and expenditure): WFP. 2018-2022. ACR-5 annual country reports.

Global: 2018-2021 (expenditures) from Statement V of WFP. 2019-2022. Audited accounts 2018-2021. 2022 (planned) from Table III.5 of WFP. 2021. Management Plan 2022-2024.

81. The previous table clearly indicates that, over the years and with the increasing size of the country portfolio, economies of scale steadily improved. While the planned and actual portfolio sizes doubled between 2018 and 2022, Direct support costs increased by just one quarter approximately. By 2022, the country office was managing

at a much larger portfolio than in the first CSP year with only slightly increased overhead costs. This is also reflected in the fact that the cost ratio for Myanmar doubled the global average in 2018 but has gradually declined to meet the global average in 2021 and 2022.

82. This tendency holds for both the planned and actual cost ratio. However, the actual ratio exceeds the planned ratio by 0.7 to 1.7 percentage points in all years, mainly because only a part of the needs-based plan was implemented while a large part of the planned overhead was maintained.

1.7.3.2 Cost efficiency of transfers: cost per beneficiary and related cost ratios

83. Cost efficiency of transfers is gauged by three different cost metrics: (i) annual cost per beneficiary; (ii) daily cost per beneficiary; and (iii) transfer and implementation costs (TIC) per USD of transfer value.

84. Table 11 presents the detailed results by CSP activity, modality (food transfers, cash-based transfers (CBT)), and year. For the annual and daily cost per beneficiary, global averages from WFP annual performance reports (APRs) are reported for comparison. The notes below the table list the sources and explain in detail how the calculations were done and what cost components are included in the cost metrics. Annual and daily cost per beneficiary were calculated based on the same methods and data sources used by WFP at the corporate level in its annual performance reports.¹⁵

85. Shaded cells indicate years/modalities for which data are not available. The average for all years refers to the years with available data.

86. The cost metrics in Table 11 are only rough proxies of cost efficiency because they are also affected by other factors than efficiency.

87. To illustrate this, Figure 29 shows the three main components of the actual cost per beneficiary: (i) transfer value; (ii) transfer and implementation costs; and (iii) imputed Direct Support Costs (DSC) and Indirect Support Costs (ISC). The height of a stacked column and its components reflects the costs in USD. The total annual cost per beneficiary in USD is given above each column. Within each column, each component is labelled with the percentage it represents in the total annual cost per beneficiary.

88. These three cost components bear different degrees of relation to cost efficiency:

- The annual **transfer value** per beneficiary depends on the assistance days per year, the number of daily rations per beneficiary, ration sizes, and prices. These parameters bear little relation to efficiency but (except prices) are typically chosen by WFP in function of beneficiary needs and resource constraints.
- The annual **transfer and implementation costs** per beneficiary essentially reflect the management costs at activity and transfer modality levels. They are most closely related to cost efficiency and include, for example: transport, storage, and supply chain management costs for food transfers; delivery costs for cash-based transfers; cooperation partners costs; beneficiary relationship management; and monitoring costs (see the notes in Table 11 for details). Since these transfer and implementation costs are partially fixed in the short run, they do not scale in the same proportion as the transfer value. This is clearly visible in Figure 29. Within activities, the height of the transfer value sub-columns fluctuates considerably from one year to another, but the height of the transfer and implementation costs sub-columns varies much less.
- The proportion of annual DSC and ISC per beneficiary varies slightly from one year to another but not across activities. This is because these costs are incurred at the country portfolio level and have only been imputed by the evaluation team at activity/modality level in proportion to direct operational costs (transfer value and transfer and implementation costs). The DSC and ISC can be interpreted as country and global level management/overhead costs, with little relation to cost efficiency at activity/modality level.

89. The **daily cost per beneficiary** can be computed by dividing the annual cost per beneficiary with the numbers of assistance days per beneficiary. Filtering the duration of assistance from the transfer value is the only significant change. The daily cost per beneficiary is reported in Table 11 as well, since it is standard cost metric reported in WFP annual performance reports and allows for comparison with global benchmarks.

90. For the reasons outlined before, the evaluation team considers that the **ratio of transfer and implementation costs to transfer value** is arguably the best proxy of cost efficiency. The ratio is presented in

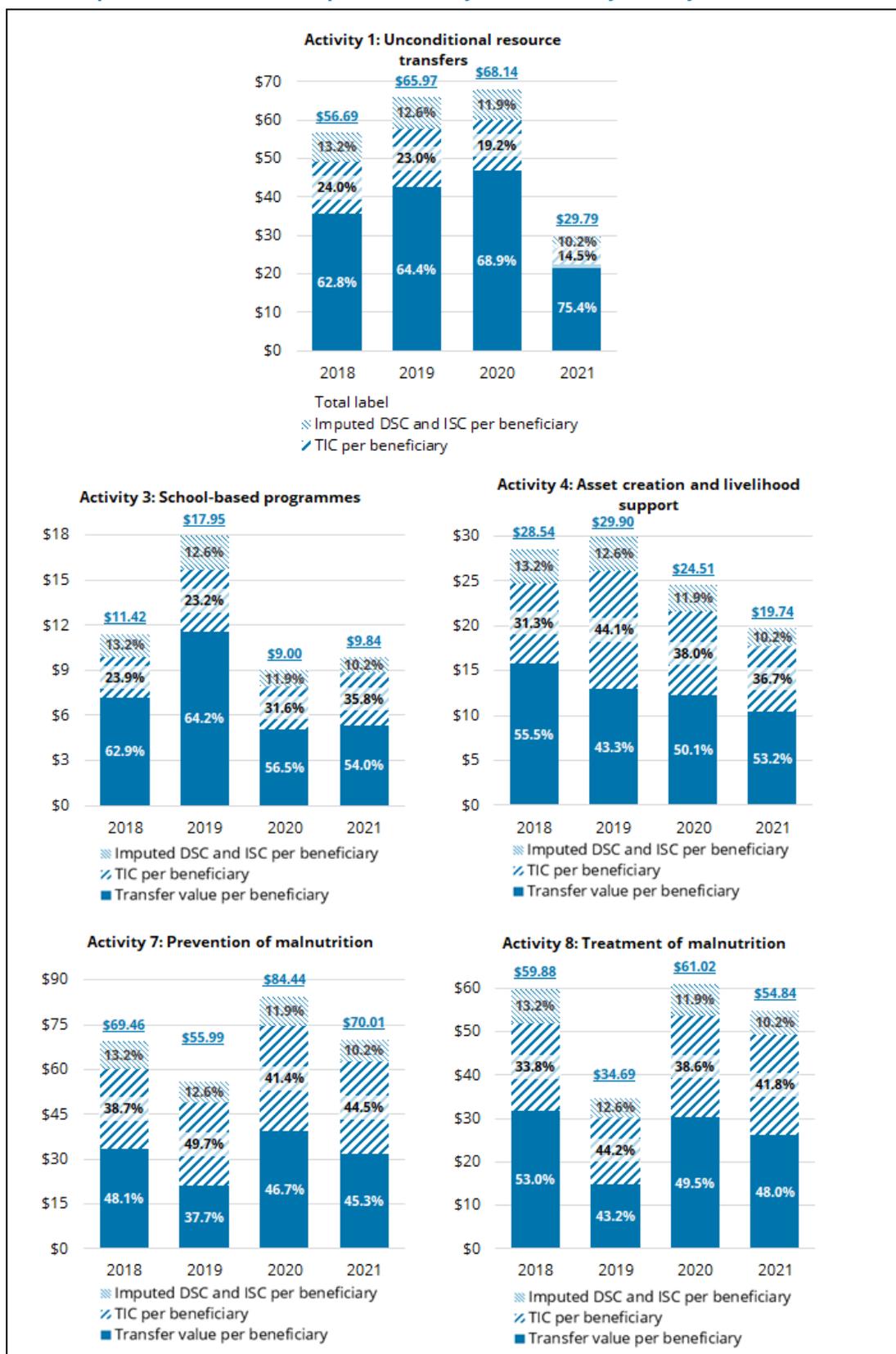
¹⁵ For consistency with the global averages calculated by WFP headquarters, beneficiary data were taken from the sources indicated in the notes of Table 11, rather than from annual country reports or otherwise provided by the country office. In most (but not all) cases, the beneficiary data coincide in the different sources. For the same reason, preliminary beneficiary data for 2022 provided by the country office have not been used in Table 11.

Table 11. It measures how much management costs at activity/modality level the country office has put in delivering one USD of transfers. However, even this efficiency proxy may still be influenced by external factors (for example, ease of access to beneficiaries) beyond the control of WFP. Unlike annual and daily cost per beneficiary, this cost metric does not include direct and indirect support costs, and global comparison values are not available.

Table 11: Annual and daily cost per beneficiary, and ratio of transfer and implementation costs to transfer value, in USD (2018-2022)

CSP Activity	Programme area	Cost metric	Cost type	All modalities						Food transfers						Cash-based transfers					
				All years	2018	2019	2020	2021	2022	All years	2018	2019	2020	2021	2022	All years	2018	2019	2020	2021	2022
1	Unconditional resource transfers	Annual cost per beneficiary	Planned	53.93	60.79	65.83	79.00	36.30	103.23	37.67	59.28	72.12	52.67	22.22	67.32	78.51	63.65	58.11	108.80	62.32	130.23
			Actual	44.26	56.69	65.97	68.14	29.79		31.78	65.31	65.49	56.56	16.68		85.23	39.92	66.80	79.57	142.93	
			Actual global				57	64					50	56					63	79	
		Daily cost per beneficiary	Actual				0.18	0.28		0.09	0.16	0.03	0.12	0.22					0.30	0.39	
		Actual global		0.38	0.45	0.36	0.40			0.27	0.39	0.34	0.36			0.58	0.52	0.41	0.50		
		TIC per USD of transfer value	Actual	0.27	0.38	0.36	0.28	0.19	0.22	0.38	0.44	0.45	0.47	0.27	0.30	0.16	0.27	0.25	0.16	0.12	0.13
3	School-based programmes	Annual cost per beneficiary	Planned	31.07	26.55	27.22	31.35	30.72	38.80	24.76	26.51	24.08	25.25	22.09	26.29	71.84	28.18	48.21	65.61	####	75.93
			Actual	11.79	11.42	17.95	9.00	9.84		10.04	11.26	16.32	6.60	7.26		29.98	13.79	33.54	35.24	30.82	
			Actual global				16	19					14	17					21	32	
		Daily cost per beneficiary	Actual				0.12	0.15		0.10	0.09	0.12	0.10	0.11					0.19	0.40	
		Actual global		0.21	0.18	0.20	0.17			0.16	0.10	0.18	0.16			0.36	0.34	0.29	0.31		
		TIC per USD of transfer value	Actual	0.46	0.38	0.36	0.56	0.66	0.47	0.51	0.40	0.38	0.70	0.86	0.62	0.06	0.05	0.20	0.01	0.00	0.03
4	Asset creation and livelihood support	Annual cost per beneficiary	Planned	54.62	65.92	51.91	51.91	51.56	52.63	42.09	50.20	41.21	36.22	35.68	36.10	56.49	71.30	53.15	53.74	53.34	54.35
			Actual	25.00	28.54	29.90	24.51	19.74		25.48	41.19	19.12	24.85	19.41		24.95	27.28	32.05	24.50	19.76	
			Actual global				40	45					38	48					42	43	
		Daily cost per beneficiary	Actual				0.45	0.45		0.11	0.06	0.22	0.52	0.90					0.45	0.44	
		Actual global		1.15	1.37	0.49	0.58			0.72	0.67	0.44	0.52			1.46	1.84	0.54	0.61		
		TIC per USD of transfer value	Actual	0.73	0.56	1.02	0.76	0.69	1.01	1.36	0.99	3.08	1.31	0.89	2.21	0.71	0.61	0.84	0.68	0.73	0.75
5	Unconditional resource transfers	Annual cost per beneficiary	Planned	136.56	177.49	96.66	Transitioned into Activity 9			131.38	171.51	91.36	Transitioned into Activity 9			Cash-based transfers not used			Transitioned into Activity 9		
			Actual	96.78	96.94	96.67				96.78	96.94	96.67									
			Actual global																		
Daily cost per beneficiary	Actual				Transitioned into Activity 9			0.34	0.55	0.27	Transitioned into Activity 9			Cash-based transfers not used			Transitioned into Activity 9				
	Actual global		0.38	0.45																	
TIC per USD of transfer value	Actual	0.98	0.71	1.22	Transitioned into Activity 9			0.98	0.71	1.22	Transitioned into Activity 9			Cash-based transfers not used			Transitioned into Activity 9				
7	Prevention of malnutrition	Annual cost per beneficiary	Planned	89.01	70.59	87.09	100.97	93.92	95.79	71.88	65.41	68.34	79.75	72.97	74.47	219.11	126.46	244.54	253.78	225.90	230.10
			Actual	72.65	69.46	55.99	84.44	70.01		65.24	67.60	41.00	77.49	63.07		151.96	89.80	150.24	152.23	193.32	
			Actual global				44	41					42	39					67	69	
		Daily cost per beneficiary	Actual				0.26	0.26		0.24	0.34	0.17	0.24	0.23					0.54	0.71	
		Actual global		0.35	0.29	0.27	0.32			0.33	0.23	0.45	0.29			0.49	0.55	0.26	0.80		
		Ratio TIC / transfer value	Actual	0.95	0.80	1.32	0.89	0.98	1.00	1.02	0.80	1.66	1.00	1.01	1.04	0.79	0.78	0.98	0.51	1.11	0.69
8	Treatment of malnutrition	Annual cost per beneficiary	Planned	53.02	50.03	45.35	54.10	63.15	54.45	53.02	50.03	45.35	54.10	63.15	54.45	Cash-based transfers not used					
			Actual	51.08	59.88	34.69	61.02	54.84		51.08	59.88	34.69	61.02	54.84							

Figure 29: Decomposition of annual cost per beneficiary (2018-2021, by activity, both transfer modalities)



Sources: see Table 11.

Notes: The height of a stacked column and its components reflects the costs in USD. The total annual cost per beneficiary in USD is given above each column. Within each column, each component is labelled with the percentage it represents in the total annual cost per beneficiary.

91. Key results

92. Given the limitations of the different cost efficiency metrics, it is not surprising that they often fluctuate from one year to another without a clear tendency. While it is not possible to explain all variation across years, activities, and modalities, a few systematic patterns emerge from the table. In the following, results are visualized and discussed at the activity level, excluding activities 5 and 9 since the former was integrated in the latter in 2020.

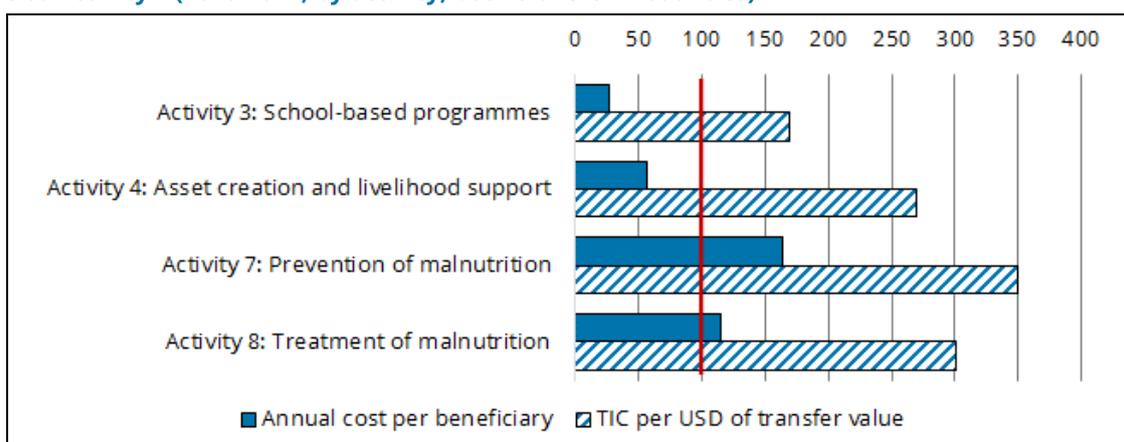
Result A: Variation in cost per beneficiary was largely driven by transfer values, especially in Activity 1.

93. The annual transfer value represents approximately two thirds of the annual cost per beneficiary in Activity 1, and roughly one half in the other activities (see Figure 29). While Activity 1 had the lowest management costs (TIC) in relative terms (that is, in relation to transfer values), the transfer and implementation costs were highest in absolute terms given the large share of Activity 1 in the country portfolio.

Result B: Consistent with Result A, some activities with relatively low cost per beneficiary (activities 3 and 4) were expensive to manage in terms of transfer and implementation costs.

94. Figure 30 compares the annual cost per beneficiary and transfer and implementation cost per USD of transfer value (actuals) across activities. The graph assigns an index value of 100 to Activity 1 (unconditional resources transfers; omitted category) and displays the relative values of the cost metrics for the remaining activities. It reveals that school feeding (Activity 3) and asset creation and livelihood support (Activity 4) had the lowest annual cost per beneficiary¹⁶ – their index values relative to Activity 1 are far below 100 – but have relatively high transfer and implementation costs per USD of transfer value (for this cost metric, all index values exceed 100). This is fully consistent with Figure 29 showing that transfer values per beneficiary in activities 3 and 4 were roughly one third of Activity 1.

Figure 30: Annual cost per beneficiary and transfer and implementation costs per USD of transfer value relative to Activity 1 (2018-2021, by activity, both transfer modalities)



Sources: see Table 11.

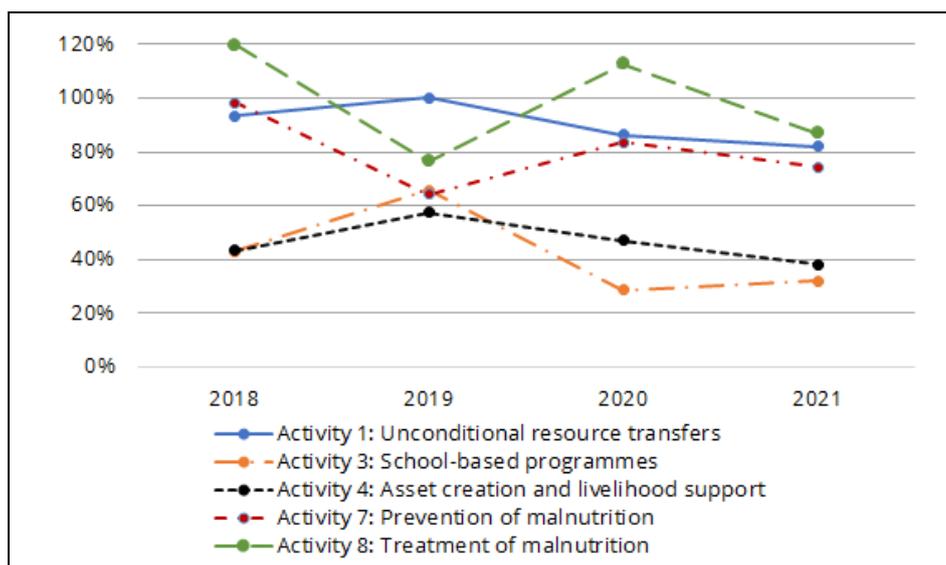
Result C: Actual cost per beneficiary remained below planned costs in most years, activities, and modalities.

95. The upper two rows of each activity in Table 11 show that the actual annual cost per beneficiary was usually below the planned costs for all activities. Figure 31 shows the actual to planned ratio (aggregated across the two modalities), which never exceeded 100 percent, except for Activity 8 in two years.¹⁷ The same tendency holds if results are disaggregated by modality.

¹⁶ The same holds for the daily cost per beneficiary when disaggregated by modality. However, since this cost metric has missing values in 2018 and 2019 for the CBT and aggregated modalities, it is not included in the figure.

¹⁷ With the available data, planned values could not be computed for the other two cost metrics.

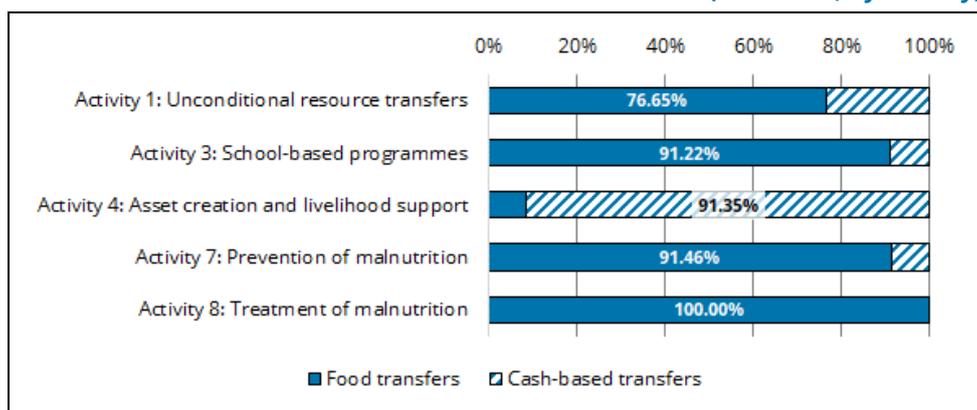
Figure 31: Ratio of actual versus planned annual cost per beneficiary (2018-2021, by activity, both transfer modalities)



Sources: See Table 11.

96. The visualization of the remaining key results focuses on the modalities that were used most: food transfers in activities 1, 3, 7, and 8; and CBT in Activity 4 as shown in Figure 32.

Figure 32: Share of food and cash transfers in total actual beneficiaries (2018-2021, by activity)

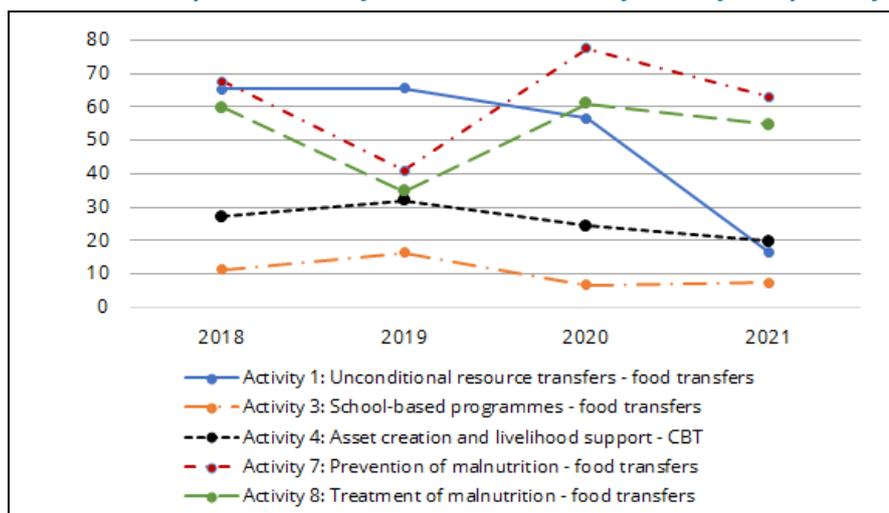


Source: Evaluation team analysis of WFP. 2022. CM-R002b Annual Beneficiaries by Strategic Outcomes, Activity, and Modality (accessed on 7 October 2022).

Result D: Annual cost per beneficiary varied between USD 20 and 80, over time and across activities, for the primary transfer modalities in each activity. There is no clear evidence of economies of scale from only using one modality.

97. The actual annual cost per beneficiary fluctuated in a band of USD 20 to 200 if both modalities are considered in all activities. The band narrows to USD 20 to 80 for the primary modality used in each activity (Figure 33). In principle, this narrowing of the band could suggest that concentration on one modality (usually food transfers) per activity may potentially save fixed costs and enhance economies of scale. However, this is not corroborated by the transfer and implementation cost to transfer value ratio, which was lower for CBT than for food transfers even if CBT was only the secondary modality. The lower cost per beneficiary in the primary modality (usually food transfers) was driven by higher transfer values in the secondary modality (typically CBT), not by cost efficiency.

Figure 33: Actual annual cost per beneficiary in USD (2018-2021, by activity and primary modality)



Sources: see Table 11.

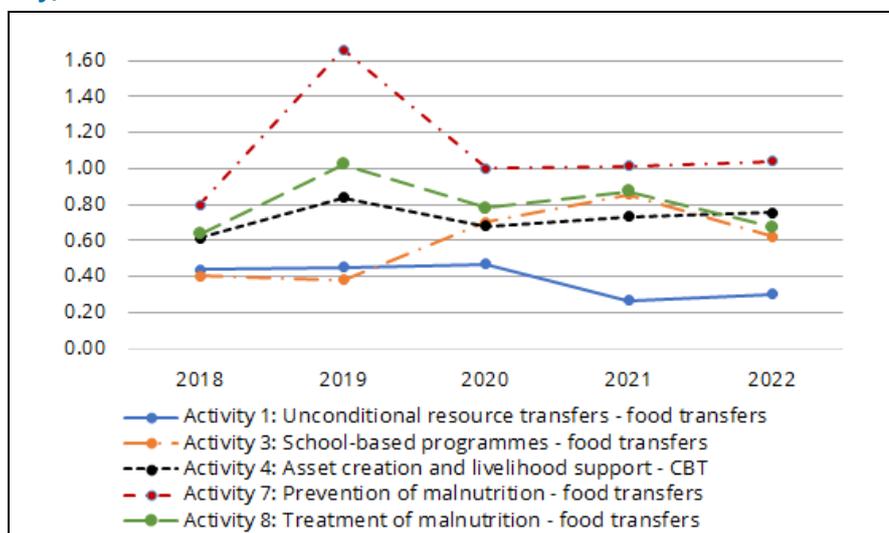
Result E: The daily cost per beneficiary was below the global average in most years, activities, and modalities.

98. The daily cost per beneficiary can be compared to the global average for all years 2018-2021 only for food transfers – see Table 11.¹⁸ This comparison shows that the cost in Myanmar was lower than the global average, but it is not clear to what extent this was due to potentially lower transfer values in Myanmar.

Result F: Each USD of transfer value received by beneficiaries required the country office to typically spend between 30 cents and one USD on transfer and implementation costs.

99. The transfer and implementation cost to transfer value ratio is depicted in Figure 34,¹⁹ again focusing on the primary transfer modality used in each activity. The cost ratio falls within a range of 30 cents to one USD, except for Activity 7 in one year. Activities 7 and 8 are associated with the highest activity and modality-level management costs relative to transfer values. Note that country and global level overhead costs (DSC and ISC) are not included.

Figure 34: Transfer and implementation costs per USD of transfer value (2018-2022, by activity and primary transfer modality)



Sources: see Table 11.

¹⁸ The distribution reports to calculate daily CBT (and total transfers) are incomplete for 2018 and 2019, and the global averages for annual cost per beneficiary are not reported in the WFP annual performance reports for 2018 and 2019. The comparison with global averages is thus only discussed for daily cost per beneficiary and food transfers.

¹⁹ Since this cost metric does not rely on actual beneficiaries (for which 2022 data by modality was not yet available at the time of writing), the timeline in Figure 34 extends to 2022.

Result G: Activity 1, which accounts for the bulk of transfers made under the CSP, exhibits a clear downward trend in transfer and implementation costs per USD value of transfer due to economies of scale in both modalities. For most other activities, the cost ratio peaked in 2019 before returning to lower levels.

100. The economies of scale for Activity 1 identified in Section 1.6.3.1., especially in 2020 and 2021, are also reflected in the downward trend in transfer and implementation cost per USD of transfer value of Activity 1 in the previous figure. Overall, this suggests clear efficiency gains in the largest activity of the country portfolio. From Table 11, it is also evident that these economies of scale apply not only to food transfers but also to CBT. Activity 3 follows an opposite trend. The other activities saw their relative management costs at activity and modality level peaking in 2019 before diminishing again, albeit not back to their 2018 levels.

Result H: The transfer and implementation cost per USD of transfer value are usually higher for food transfers than for CBT, which can be explained with the larger management and costs of handling physical commodities.

101. The data in Table 11 corroborate that food transfers are more expensive to manage than CBT with the same transfer value. For one USD of transfer value, CBT entailed about one quarter more transfer and implementation costs than food transfers in Activity 7; twice as much transfer and implementation costs in activities 1 and 4; and several times as much transfer and implementation costs in Activity 3. This result is consistent with the additional costs of procuring, transporting, storing and quality-controlling food commodities.

1.7.3.3 Economy in the supply chain: commodity losses

102. Commodity losses in the supply chain are summarized in Table 12. The table distinguishes between pre- and post-delivery volume losses (before and after food supply has arrived in the country). Volume losses are indicated in metric tons (mt). Systematic data on value losses in USD was not available for Myanmar.

Table 12: Volume losses in the supply chain in mt, Myanmar and global (2017-2021)

Year	Pre-delivery losses	Post-delivery losses by cooperating partners	Other post-delivery losses	Total losses	Total distribution	Share of total distribution lost (Myanmar)	Share of total distribution lost (global)
2017	269.726	360.983	71.336	702.045	42,552.807	1.65%	0.58%
2018	3.443	3.959	5.131	12.533	44,878.228	0.03%	0.49%
2019	0.014	4.141	1.305	5.460	47,735.558	0.01%	0.82%
2020	0.063	25.080	9.573	34.716	35,643.103	0.10%	0.70%
2021	-	4.865	2.325	7.190	63,054.546	0.01%	0.70%
All years	273.246	399.028	89.670	761.944	233,864.242	0.33%	

Sources and notes:

Data for Myanmar: CO and evaluation team analysis of WFP. 2023. *Losses report provided by CO Myanmar*.

Global data from WFP. 2022. *Report on Global Losses for the Period from 1 January to 31 December 2021*.

Data for 2017 refer to PRRO 200299. Data for 2018-2021 refer to the Myanmar CSP.

Pre-delivery losses are those that occur before legal title to food passes to a government, usually at the first delivery point in the recipient country. Post-delivery losses are those that occur after food arrives in a recipient country and before it is distributed to people in need.

103. The most striking result is the large losses in 2017 (as part of PRRO 200299 “Supporting Transition by Reducing Food Insecurity and Undernutrition among the Most Vulnerable”). Overall, 1.65 percent (702 mt) of the total food distribution was lost, tripling the global average. Table 13 reports the main reasons for these losses. Besides pre-delivery problems with suppliers, civil strife in the country was the main factor, accounting for more than half of the losses in 2017.

104. Coinciding with the transition to the CSP, losses sharply reduced. From 2018, WFP Myanmar and its cooperating partners managed to keep average losses below 1 kilogram (kg) per mt of food supply. This compares very favourably with the global average, which has continued to oscillate between 4.9 and 8.2 kg of volume losses per mt.

105. Pre-delivery losses in Myanmar are not only much lower than the global average as a percentage of total food distribution, but also in relation to post-delivery losses. While at the global level, pre-delivery losses are almost as large as post-delivery losses (72 to 87 percent in 2019-2021; not shown in the table), they are negligibly small in Myanmar from 2019.

106. In relation to post-delivery losses in the country, cooperating partners handling food commodities (rather than WFP Myanmar directly) accounted for the largest part of the losses in all years.

Table 13: Reasons for volume losses in the Myanmar supply chain in 2017 (PRRO 200299)

Reason	Losses (mt)	Share in total losses in 2017
Problem at supplier (pre-delivery)	269.726	38.42%
Civil strife (post-delivery)	367.231	52.31%
Transport (post-delivery)	27.919	3.98%
Other reasons	37.169	5.29%
Total losses in 2017	702.045	

Source: Evaluation team analysis of WFP. 2023. Losses report provided by CO Myanmar.

1.8 CASE STUDY TEMPLATE

Name of sub-office, township and state	
Date of creation of the sub-office, staffing (numbers of staff over time) and type of presence (standalone office, shared office, working in residence).	
Specific conditions of the sub-office: quality of communications and transport, quality of access to populations, any other important aspect affecting its work.	
Principal target beneficiary population categories, their location, their evolution over time. Types of assistance delivered, evolution over time, and reasons for changes that have occurred in delivery.	
Micro-theory of change narrative including results expected at different levels and assumptions (diagram to be added as an annex to case study report)	
Module 1 – WFP strategic positioning vis-à-vis evolving needs	
How credible is evidence from assessments, research, monitoring, audits, and evaluation and how is it used by WFP to inform its strategy and interventions? How well did WFP target and tailor its assistance to address the needs of the most food insecure and vulnerable population groups?	
How well did WFP adapt its assistance to the changing context and needs including the COVID-19 pandemic since mid-2020 and the military takeover in February 2021? To what extent have the CSP and consecutive budget revisions remained internally coherent and based on a credible theory of change and clear key assumptions?	
Module 2 – WFP effectiveness in achieving CSP objectives	
To what extent did WFP deliver activities, outputs and strategic outcomes foreseen in its CSP and subsequent budget revisions? What was the depth and breadth of coverage of assistance compared to needs and to the overall humanitarian response?	
How well prepared was WFP at different levels to respond to the consecutive crises in Myanmar?	
To what extent are objectives on gender equality and empowerment of women mainstreamed and achieved in WFP assistance?	
Module 3 – Connectedness of WFP assistance	
How well is WFP assistance in Myanmar tapping into local capacities and to what degree is it community driven? How does WFP envision transition and exit, tailored to local capacities and to context?	
How well does WFP take into consideration environmental and social sustainability and the environmental footprint of its interventions?	
What strategic linkages did WFP manage to establish along the triple nexus across humanitarian action, development and contributions to peace?	
Module 4 – WFP partnerships and coordination with the wider humanitarian sector	
To what extent is WFP assistance coherent and aligned with the wider United Nations and humanitarian sector?	
How has WFP developed appropriate and effective partnerships, including for joint implementation or collective operational action within the humanitarian response?	
Module 5 – Humanitarian principles, protection and accountability to affected populations	
In what way does WFP adhere to humanitarian principles and “do no harm” in all phases of its assistance? How does WFP manage the trade-offs between humanitarian principles?	
What are the main protection challenges faced by WFP target populations groups and personnel, and how well does WFP manage these challenges?	

How does WFP ensure accountability to affected populations?	
Module 6 - Efficiency	
To what extent were the required resources (financial and human) available when needed and how well was their use monitored? How well does WFP identify and manage risks to operations?	
To what extent are WFP activities and outputs delivered within the intended timeframe? What are the factors that explain the timeliness of the initial WFP emergency response and following assistance?	
Main emerging issues, findings and recommendations for consideration in the evaluation as a whole.	

1.9 EVALUATION MATRIX

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
Module 1 – Appropriateness, understanding of local context, internal coherence – To what extent is WFP strategic positioning, role and specific contribution in Myanmar based on strong evidence, people's needs as well as WFP strengths?			
EQ 1.1 To what extent is evidence from assessments, research, monitoring, audits and evaluation credible, and how is it used by WFP to inform its strategy and interventions?			
1.1.1. WFP access to quality information (through needs assessments and other data gathering mechanisms) to understand the context and the views and most pressing needs of the affected population	<ul style="list-style-type: none"> Quantity and quality of needs assessments, performed since 2017 Evidence that perceptions of affected population (men and women), including the most vulnerable, has been included in the assessments Quality and reach of the community engagement mechanism (CEM), extent of (documented) feedback from targeted population, and evidence of response Structure of reporting, quality, and quantity of RAM, PDM, mission and monitoring and evaluation (M&E) reports and audits, done since 2017 Evidence of data protection measures in place 	<p>Document review of:</p> <ul style="list-style-type: none"> Annual country reports (ACR) Annual performance reports (APR) CSP budget revisions (BR) RAM reports, evaluations, mission reports. Content and extent of monitoring Vulnerability analysis and mapping (VAM) plans and standard operating procedures (SOPs) Risk registers CEM dashboard and other relevant documentation <p>Interviews with key informants:</p> <ul style="list-style-type: none"> WFP CO and RBB staff international non-governmental organizations (INGOs), non-governmental organizations (NGOs), UN agencies and other international actors present in the country Principal WFP donors, or donors that have been active in the country but have withdrawn (geographic desks and embassies) Cooperating partners, including a substantive number of local cooperating partners. 	<ul style="list-style-type: none"> Document review with a focus on the way the WFP internal and external reporting built on external sources Semi-structured interviews, focusing on the evidence base on which decisions are made, and the identification of key turning points (what worked, what did not) while considering constraints posed by emergency conditions Online survey (only the design stage for Module 1, as surveys will be used for the subsequent modules) Degree and frequency of gathering of available quantitative data (statistics) by WFP on the needs of the affected population Systematic coding and content analysis of data and interview data (using recurrent themes and key words) Triangulation across data collection methods and sources Descriptive analysis, timelines and narrative histories Systematic disaggregation of data by sex age and disability and other vulnerable groups wherever feasible Assessment of monitoring and procedures in place at the CO level
1.1.2. WFP use of the data available to enhance the responsiveness of the CSP to the needs of the affected population	<ul style="list-style-type: none"> Evidence that needs assessments have been used for decision making Evidence that other data (e.g., from RAM, PDM, M&E, CEM reports) have informed decision making in a timely manner Extent to which WFP strategic outcomes and activities are responsive to critical bottlenecks, hunger challenges, food security and nutrition issues as evidenced in available reports Perceptions of international partners and cooperating partners on WFP understanding of the local context 		
1.2 How well did WFP adapt its assistance to the changing context and needs including the COVID-19 pandemic since mid-2020 and the military take-over in February 2021?			
1.2.1. Extent to which adjustments in the CSP responded to the main shifts in the country and local context (including political and security contexts, displacements, and the impact of COVID-19)	<ul style="list-style-type: none"> Evidence that changes in the CSP (objectives and scope of the assistance) responded well to the main evolution in the needs of the population due to major shifts in the country and regional/state context Evidence that changes in the CSP responded well to changes in the operational environment and the 	<p>Document review of:</p> <ul style="list-style-type: none"> ACRs APRs Emergency appeals, UN Secretary General Reports, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Children's Fund 	<ul style="list-style-type: none"> Document review Semi-structured interviews, with a focus on the time-based dimensions, and constraints and factors of success encountered Systematic coding and content analysis of data and interview data

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<ul style="list-style-type: none"> roles of the main stakeholders, including changes in political and security contexts Evidence that changes are based on a clear rationale (i.e., reasons for the changes are fully documented) 	(UNICEF) and United Nations High Commissioner for Refugees (UNHCR) reporting, as accessible, in Module 1 <ul style="list-style-type: none"> CSP BRs and interview narratives detailing the rationale of each BR RAM reports, evaluations, mission reports. 	<ul style="list-style-type: none"> Analysis of the timing and overall frequency of changes in suppliers, transporters, and in cooperating partners, particularly at the time of the largest country transition points Triangulation across data collection methods and sources, seeking patterns of recurrence and outliers Descriptive analysis, timelines and narrative histories Systematic disaggregation of data by sex age and disability and other vulnerable groups wherever feasible.
1.2.2. Adequacy of mechanisms in place to make timely decisions to adapt WFP assistance to major changes in the context	<ul style="list-style-type: none"> Quality of WFP mechanisms to regularly monitor and anticipate major shifts in the political and security contexts Timeliness of assessments, targeting, monitoring, reviews, reporting, and evaluation compared to when information was needed for decision making Frequency of adherence to standard decision-making mechanisms (for transitions as well as individual SOs) foreseen by WFP to make strategic decisions in Level 2/Level 3 (L2/L3) crisis. Evidence of a decision-making process to adhere or not to L2/L3 mechanisms and procedures. Timeliness of WFP adaptations compared to initial planning and chain of events that disrupted the country context, including timeliness in elaboration of concept of operations (to respond to L2/L3 crisis) Perception of stakeholders on WFP ability to plan and adapt its work in a dynamic / rapidly changing environment 	To be analysed month to month to extract precise and accurate trends to the changing context <ul style="list-style-type: none"> Risk register, analysed over time, with a focus on the quality and implementation of mitigation measures Risk register, critical incidents summary docs 2020 and 2021, with a focus on the degree to which risks to populations (as opposed to risk to operations) is considered Supply chain documentation Transfers and beneficiary data analysed month by month to extract precise trends in relation with the changing context Resource mobilization data and strategy, with a focus on prioritization, targeting, geographical coverage, and proposed modality 	
1.2.3. Extent to which changes in WFP strategic positioning continue to reflect WFP comparative strengths	<ul style="list-style-type: none"> Evidence that changes in the CSP (objectives and scope of the assistance) reflects WFP comparative strengths (and this is documented in the CSP/design documents) Perception of stakeholders on whether WFP built on its strengths to respond to the successive crises Frequency of shifts, and time lag between significant external events, top ranking risks, and budget revisions 	Interviews with key informants: <ul style="list-style-type: none"> WFP CO (current and former management team) and RBB Staff Donors and (I)NGOs Cooperating partners. 	

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
1.3 To what extent have the CSP and consecutive budget revisions remained internally coherent and based on a credible theory of change and clear key assumptions while remaining consistent with WFP corporate policies, strategies, and guidance?			
1.3.1. Evolution of the theory of change (ToC) of the CSP (as reflected in ToC and logframe) over time, including validity of assumptions	<ul style="list-style-type: none"> Quality and basis of cause-to-effect logic between activities, outputs, and outcomes over time Comprehensiveness and realism of assumptions over time Extent to which importance was given to the ToC and the elaboration of the ToC was based on evidence Extent to which cross-cutting objectives were integrated into the logframe Extent to which risks have been identified and considered in the design of the CSP and consecutive budget revisions Extent to which risks actually materialized during implementation 	<ul style="list-style-type: none"> WFP CSP, emergency response documents at the CO and corporate levels, and consecutive budget revision documents ACRs Funding and budget data RAM and monitoring documentation (assessments, reviews, reports, procedures) Interviews with key informants, in particular those in finance, programming, cross-cutting issues (protection, gender, and accountability to affected populations (PGAAP) team), supply chain teams. WFP strategic plans and corporate results frameworks 	<ul style="list-style-type: none"> Document review with a focus on defining significant shifts, and the degree to which these are justified and linked to known contextual changes Semi-structured interviews with personnel with an emphasis on the links between changes, policies, and systems (in particular, finance and procurement) Systematic coding and content analysis of data and interview data, seeking recurrence and outlier statements that can be linked to particular CO functions Triangulation across data collection methods and sources, seeking themes around credibility and justification of (oral) programme theories Descriptive analysis, timelines, and narrative histories Systematic disaggregation of data by sex age and disability and other vulnerable groups wherever feasible Reconstruction of the ToC, and the degree to which the line of sight, logical frameworks and theories of change are adequately reinterpreted over time.
1.3.2. Extent to which programme implementation aligns with logic of intervention as included in the CSP, design documents and budget revisions	<ul style="list-style-type: none"> Extent of similarity (or lack thereof) of various activities with the original design of the CSP and after each budget revision Extent to which the various activities were implemented in comparison to the ToC/logframe applicable at the time. Extent to which there was realistic target setting for delivery on a yearly basis and per budget revision and based on beneficiary data and transfer data. Extent to which assumptions and risks have been considered in the design and implementation of interventions 	<ul style="list-style-type: none"> Corporate WFP policies and strategies such as on gender, humanitarian access, protection and accountability policy, peacebuilding in transitions and humanitarian access Relevant corporate guidance such as on nutrition-sensitive programming 	
1.3.3. Extent of alignment of the CSP / emergency response with WFP corporate strategies, policy, and guidance	<ul style="list-style-type: none"> Evidence of alignment to the WFP strategic plans and corporate results framework Evidence of alignment of the CSP and emergency programming to corporate WFP policy and strategies such as on gender, humanitarian access, protection and accountability policy, peacebuilding in transitions and humanitarian access and corporate guidance such as on nutrition-sensitive programming 		
1.4 How well did WFP target and tailor its assistance to address the needs of the most food insecure and vulnerable population groups?			
1.4.1. Extent to which the needs of the most vulnerable women, men, girls and boys were identified and mapped	<ul style="list-style-type: none"> Quality of RAM in terms of data, systems, and processes (see Q 1.1), and, in particular, the ability to collect reliable primary data 	Document review of: <ul style="list-style-type: none"> WFP CSP and consecutive BR documents Needs-based plan (NBP) as per CSP and BRs 	<ul style="list-style-type: none"> Document review, based on best practice benchmarks in WFP (in

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<ul style="list-style-type: none"> Clarity of beneficiary identification systems in place, evidence and justifications given to adaptations Percentage/margin of errors in beneficiary listing systems in place. 	<ul style="list-style-type: none"> Risk reporting and environmental and social risk reporting COMET transfer and beneficiary reports CEM Reports and Dashboard VAM reports Baseline, endline and PDM. Supply chain data Gender with age markers included in ACRs and APRs and rationale thereof 	<p>reference to RAM field assessment guidance)</p> <ul style="list-style-type: none"> Comparison of NBPs and CSP and L2/L3 emergency plans with existing RAM reporting Semi-structured interviews, focusing on degree of confidence in criteria for target groups, quality of data, and margins of error Systematic coding and content analysis of interview data Triangulation across data collection methods and sources Descriptive analysis, timelines, and narrative histories Systematic disaggregation of data by sex and other vulnerable groups wherever feasible Analysis of the matching of internal guidelines, policies, and others, versus donor preferences, UNCT/HCT agreements, access limitations
1.4.2. Extent to which targeting criteria and delivery modalities were adapted to the needs of the most food and nutrition vulnerable women, men, boys, and girls in the country	<ul style="list-style-type: none"> Extent to which supported target groups in terms of location and type of vulnerability matched with those identified in needs assessments and mapping Extent to which the delivery modality is adapted to the needs and constraints affecting target groups. 	<p>Interviews with key informants:</p> <ul style="list-style-type: none"> WFP staff: budget and financing, supply chain, RAM, PGAAP, L3 and L2 contracts, Cooperating partners Suppliers UN agencies and humanitarian coordinator Key donors 	
1.4.3. Extent to which cross-cutting priorities such as gender equality and disability inclusion as well as humanitarian principles and protection, were considered during the targeting of beneficiaries and used to tailor activities to the needs of beneficiaries	<ul style="list-style-type: none"> Evidence of gender-equal and inclusive targeting under various output and outcome areas Evidence of gender sensitive programming and potential gender transformative programming Evidence of adherence to humanitarian principles (or lack thereof) 		
1.4.4 External and internal factors that drive WFP decision-making on targeting and types of assistance	<ul style="list-style-type: none"> Use of internal guidelines, policies, and others, versus donor preferences Consideration of United Nations country team (UNCT)/Humanitarian country teams (HCT) agreements Constraints due to access limitations 		
Module 2 – WFP effectiveness in achieving CSP objectives:			
2.1 To what extent did WFP deliver activities, outputs and strategic outcomes foreseen in its CSP and subsequent budget revisions?			
2.1.1 Level of attainment of planned outputs	<ul style="list-style-type: none"> Achievement of quantitative targets for the planned activities and outputs Quality of activities and outputs delivered Factors affecting the generation of outputs from activities as per reconstructed ToC (e.g., evidence for specific implementation facilitating factors/constraints; reasons for delivery/non-delivery) Explicit consideration of the inclusion-adequacy trade off 	<ul style="list-style-type: none"> Documents: internal monitoring results framework, workplans, ACRs, CSP mid-term review (MTR), CO donor reports, PDM, WFP monitoring database Key informants: WFP CO and RBB staff, WFP field offices (FOs), CPs, humanitarian and development partners (HDPs), donors FGD participants: indirect and direct beneficiaries Observable infrastructure, assets 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data
2.1.2 Progress towards achieving strategic outcomes	<ul style="list-style-type: none"> Evidence of the expected WFP contribution to CSP outcomes as defined in the reconstructed ToC Evidence and examples of contribution to unintended outcomes (those not defined in the ToC) External factors affecting the outcome attainment Comparison of actual to planned activities and outputs 	<ul style="list-style-type: none"> Documents: CSP and consecutive budget revision documents, CSP logical frameworks, ACRs, RAM reports, PDM reports, partner assessment report, CSP MTR Key informants: WFP CO and FO staff, cooperating partners, HDPs, donors Focus participants: indirect and direct beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<ul style="list-style-type: none"> Extent to which activities and outputs have contributed to intended outcomes, or have led to unintended outcomes, positive or negative Extent to which activities and outputs gave rise to interaction and induced effects that made the whole greater than the sum of the parts 	<ul style="list-style-type: none"> Observable infrastructure, assets Semi-structured Interviews and group discussions 	
2.2 What was the depth and breadth of coverage of assistance compared to needs and to the overall humanitarian response?			
2.2.1 Coverage and adequacy (breadth and depth) of assistance and humanitarian response	<ul style="list-style-type: none"> Ratio of amount of cash and food distributed compared to the planned (and needed) amount Number of beneficiaries reached (disaggregated by age, sex) comparing planned (and needed) vs actual Degree of geographic-ethnic-linguistic inclusion 	<ul style="list-style-type: none"> Documents: internal monitoring results framework, workplans, ACRs, PDMs, CSP MTR, CO donor reports, WFP monitoring database Key informants: WFP CO and FO staff, RBB staff, CPs, HDPs, donors FGD participants: indirect and direct beneficiaries Mobile telephone survey. 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data.
2.2.2 Appropriateness of coverage and targeting	<ul style="list-style-type: none"> Adequate targeting and coverage guidance/criteria is in place and in use for a) geographic targeting (at provincial, district and other levels), b) household targeting Extent to which the intersectionality of vulnerabilities (e.g., elderly women, disabled child) is considered during targeting of beneficiaries Degree of involvement of communities in the targeting process Evidence of measures undertaken to improve targeting over the period of implementation of T-ICSP and CSP 	<ul style="list-style-type: none"> Document review: WFP CSP and consecutive budget revision documents, needs-based plan (NBP), ACRs, COMET beneficiary reports, community feedback mechanism (CFM) reports, VAM reports, baseline, endline and post distribution monitoring (PDM) reports Key informants: WFP CO and FO staff, CPs, HDPs, gender / protection / AAP staff, donors FGD participants: direct and indirect beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data
2.2.4 Transfer mechanisms and modalities	<ul style="list-style-type: none"> Evidence of measures undertaken to improve targeting over the period of implementation of T-ICSP and CSP Extent to which transfer mechanisms and modalities of the CSP are relevant to and accessible by (and transparent to) most members of the population Extent to which shifts in transfer modalities and amounts have been motivated by the goal of addressing the needs of the most vulnerable members of the population Extent to which shifts in modality have been motivated by improved efficiency, effectiveness, beneficiary choice etc. 	<ul style="list-style-type: none"> Document review: CSP and consecutive budget revision documents, WFP Protection and Accountability Policy, ACRs, CSP mid-term review results monitoring reports, CFM reporting Key informants: WFP staff: M&E, VAM, gender & protection staff, stakeholders from humanitarian clusters and working groups FGD participants: direct and indirect beneficiaries Mobile telephone survey Observation of distribution sites 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data
2.3 How well prepared was WFP at different levels to respond to the consecutive crises in Myanmar?			

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
2.3.1 Response to COVID-19 crisis	<ul style="list-style-type: none"> Degree to which WFP's implementation plans and budget revisions are informed by assessments of COVID-19 evolving context and its effect on the most vulnerable groups Evidence of application of procedures to respond to COVID-19 crisis Evidence of achievement of output (and to extent possible, outcome) level results planned in response to COVID-19 crisis Evidence of an increase of resilience to COVID-19 shocks among targeted food-insecure communities Evidence that the response to COVID-19 resulted in new approaches, new models and new partnerships 	<ul style="list-style-type: none"> Documents: COVID-19 response plan, internal monitoring results framework, workplans, ACRs, PDMs, CSP MTR, CO donor reports, WFP monitoring database Key informants: WFP CO and FO staff, RBB staff, CPs, HDPs, donors FGD participants: indirect and direct beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data
2.3.2 Response to military takeover	<ul style="list-style-type: none"> Degree to which WFP implementation plans and budget revisions are informed by assessments of the evolving context since the takeover and its effect on the most vulnerable groups Evidence of application of procedures to respond to crisis since the takeover Evidence of achievement of output (and to extent possible, outcome) level results planned in response to the crisis since the takeover Evidence of an increase of resilience to shocks since the military takeover among targeted food-insecure communities Evidence that the response to the crisis since the takeover resulted in new approaches, new models and new partnerships 	<ul style="list-style-type: none"> Documents: Military takeover response plan, internal monitoring results framework, workplans, ACRs, PDMs, CSP MTR, CO donor reports, WFP monitoring database. Key informants: WFP CO and FO staff, RBB staff, CPs, HDPs, donors FGD participants: indirect and direct beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data source Visual and tabular display of quantitative data
2.3.3 Response to inflation / exchange rate crisis	<ul style="list-style-type: none"> Degree to which WFP implementation plans and budget revisions are informed by assessments of the evolving economic crisis and its effect on the most vulnerable groups Evidence of application of procedures to respond to the evolving economic crisis Evidence of achievement of output (and to extent possible, outcome) level results planned in response to the evolving economic crisis Evidence of an increase of resilience to economic shocks among targeted food-insecure communities Evidence that the response to the economic crisis resulted in new approaches, new models and new partnerships 	<ul style="list-style-type: none"> Documents: economic crisis response plan, internal monitoring results framework, workplans, ACRs, PDMs, CSP MTR, CO donor reports, WFP monitoring database. Key informants: WFP CO and FO staff, RBB staff, CPs, HDPs, donors FGD participants: indirect and direct beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data

2.4 To what extent are objectives on gender equality and women's empowerment (GEWE) mainstreamed and achieved in WFP assistance?

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
2.4.1 Progress towards gender equality and women's empowerment	<ul style="list-style-type: none"> Degree to which the WFP CSP integrates gender dimension and GEWE principles in programming, staffing (profiles and staffing approaches) and implementation of interventions Examples of how the GEWE analysis recommendations have led to adjustments in programming activities for enhanced gender mainstreaming Evidence that cooperating partners are applying GEWE principles and standards Examples of gender transformation-promoting approaches and transformative results: e.g., access to education, technical, vocational and educational training (TVET), finance, entrepreneurship support; improved intra-mural distribution of resources, and other aspects of GEWE 	<ul style="list-style-type: none"> Document Review: CSP and consecutive budget revision documents, gender analyses (country level and/or for planned interventions). WFP Gender Equality Policy and guidance, ACRs, CSP MTR, monitoring reports, CFM reporting, AAPs Key informants: WFP staff: M&E, VAM, gender & protection staff, stakeholders from humanitarian clusters and working groups, CPs FGD participants: direct and indirect beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey Visual and tabular display of quantitative data
2.4.2 Extent of micro-level mainstreaming	<ul style="list-style-type: none"> Community-based participatory planning conducted in a way to promote gender equality and women's empowerment Efforts made to promote social and behavioural change 	<ul style="list-style-type: none"> Key informants: WFP staff: M&E, VAM, gender & protection staff, stakeholders from humanitarian clusters and working groups, CPs FGD participants: direct and indirect beneficiaries 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources Visual and tabular display of quantitative data.
Module 3 – Connectedness of WFP assistance			
3.1 How well is WFP assistance in Myanmar tapping into local capacities and to what degree is it community driven? How does WFP envision transition and exit, tailored to local capacities and to context?			
3.1.1. Review of the interface between households and institutions in terms of community leaders, CPs and FO visits and consultations. Analysis of the cooperating partners' capacities	<ul style="list-style-type: none"> Documented evidence and stakeholder feedback showing clear and frequent exchanges of information between WFP and CPs and notable persons in the communities Frequency and depth of field visits by FO personnel to target populations and to wider affected populations. Quality of reporting from field visits Ability of CPs to provide contextual information and their description of how to operate with the optimal ease in a very fragile and divided society 	<ul style="list-style-type: none"> Key Informant Interviews with as wide a range of stakeholders as possible, in particular other international and national aid agencies, CPs, community leaders and religious leaders Sub-office written reporting Observation of distribution site visits, visits to affected population households Group interviews with sub-office personnel 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey
3.1.2. Contribution that WFP makes to strengthening the participatory and bottom-up orientation of the cooperating partners	<ul style="list-style-type: none"> Evidence of clear and frequent exchanges on the importance of AAP and dialogue with communities between WFP and CPs and notable persons in the communities Verifiable evidence that during field visits by FO personnel to target populations and to wider 	<ul style="list-style-type: none"> Key informant interviews with as wide a range of stakeholders as possible, in particular other international and national aid agencies, CPs, community leaders and religious leaders Sub-office written reporting 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources, i.e., phone survey.

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<p>affected populations there is a consistent effort to gain insight into life trajectories</p> <ul style="list-style-type: none"> Ability of CPs to provide information from the field and translate it into programming priorities compatible with a very fragile and divided society 	<ul style="list-style-type: none"> Observation of distribution site visits, visits to affected population households Group interviews with sub-office personnel. 	
<p>3.1.3. Quality of cooperating partners' capacities to ensure a satisfactory degree of community involvement in the design and delivery of interventions</p>	<ul style="list-style-type: none"> Evidence of clear and frequent exchanges on the importance of AAP and dialogue with communities between CPs and WFP personnel and consultants in the communities Verifiable oral and written evidence that during field visits by FO personnel to target populations and to wider affected populations there is a genuine effort to gain insight into life trajectories Instances where CPs convey locally shared information in the field and translate it into programming priorities compatible within a very fragile and divided society 	<ul style="list-style-type: none"> Key Informant Interviews with sub-office personnel and as many CPs as possible, as well as distribution committee representatives, community leaders and religious leaders Sub-office written reporting Observation of distribution site visits, visits to the offices of CPs Group interviews with Sub-office personnel. 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources.
<p>3.2 What strategic linkages did WFP manage to establish along the triple nexus among humanitarian action, development, and contributions to peace?</p>			
<p>3.2.1. Ability to transition between general food distribution (GFD), CBT and asset creation, and around capacity strengthening in schools</p>	<ul style="list-style-type: none"> Frequency of modality change in the particular sub-office from 2017 to 2022, which are explained in terms of better serving emergency, development or peace objectives Alignment of the principle changes to the four shocks identified over the evaluation period Difficulties or ease with which this programming adjustment was made 	<ul style="list-style-type: none"> Interviews of staff for each of the sub-offices as regards the shifts in modality and assistance Activity reporting for each of the sub-offices as regards the shifts in modality and assistance Group interviews with sub-office Group interviews with sub-office staff, and stakeholders from humanitarian clusters and working groups in that state Review of annual country reports, budget revisions and their reflection in guidance provided in writing to sub-office staff 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes Triangulation of data sources.
<p>3.2.2. Application or translation of the concept of peace contribution to the local context, or application of the principles of conflict sensitivity</p>	<ul style="list-style-type: none"> Content of conversations during FGDs with CPs where WFP activities are described in relation to drivers Alignment of activities with key drivers of conflict or of peace in context mapping High scores of performance along the three criteria of sensitivity, extent and duration 	<ul style="list-style-type: none"> FGD with events mapping Subsequent analysis of the influence of activities on drivers 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes.
<p>3.2.3. Extent to which transition to non-state-based social protection modalities has been assessed or promoted</p>	<ul style="list-style-type: none"> Evidence in programme reporting and other agency reporting (UNICEF and World Bank in particular) that the advantages and disadvantages of a targeted form of unconditional transfer is possible for 	<ul style="list-style-type: none"> Review of documents: WFP policies and strategies, CSP document and subsequent budget revision documents, ACRs, CSP MTR, CO donor reports 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<p>chronically food insecure populations, particularly in an urban environment</p> <ul style="list-style-type: none"> Evidence that transitions may already occur on the ground Evidence of measures undertaken to improve targeting of vulnerable groups in a relatively stable setting 	<ul style="list-style-type: none"> Mobile phone survey applied to peri-urban populations Direct observation of distribution Group interviews with beneficiaries and/or affected population groups Workshop with WFP CO staff Interviews of community representative as per field office Yangon guidelines 	<ul style="list-style-type: none"> Triangulation of data sources, i.e., phone survey
3.3 How well does WFP take into consideration environmental and social sustainability and the environmental footprint of its interventions?			
3.3.1. Use of risk matrices, mitigation measures, tracking and reporting	<ul style="list-style-type: none"> Frequency and quality of risk matrices, description of mitigation measures and indications of implementation Ability of sub-office staff to describe the environmental and social risks, and the measures taken to address these risks at an operational level 	<ul style="list-style-type: none"> Documentation at the FO and area office (AO) level, verification of the existence of risk identification, ranking and tracking Group interviews with sub-office staff, and stakeholders from humanitarian clusters and working groups in that state 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes
3.3.2. Knowledge and application of the environmental and social standards (ESS) by FO staff	<ul style="list-style-type: none"> Ability by personnel interviewed to name and locate ESS Standards and possibly the Executive Director Circular or any related material (such as Conflict Sensitivity Guidance) Citations of these documents in meetings and in reports 	<ul style="list-style-type: none"> Documentation at the FO and AO level, verification of the existence of content on environmental and social sensitivity issues Group interviews with sub-office staff, including programme and operations personnel 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes
3.3.3. Degree and depth to which ESS assessments are performed	<ul style="list-style-type: none"> Length of time taken by personnel to recognize social and environmental risks when explained to them Recognizable adjustments in operations and programmes at the sub-office level that map those social and environmental risks 	<ul style="list-style-type: none"> Documentation at the FO and AO level, verification of the existence of measures that relate to environmental and social sensitivity issues Group interviews with sub-office staff, including programme and operations personnel 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes
3.3.4. Degree to which the staff are applying an implicit or tacit environmental and social risk sensitivity	<ul style="list-style-type: none"> Presence of terms, of phrases or discourse that demonstrates an ability to understand social and environmental risk Recognizable adjustments in operations and programmes at the sub-office level that demonstrate an actual reduction of those risks Factors taken into account by WFP sub-office staff to address risks to populations and risks to the environment 	<ul style="list-style-type: none"> Documentation at the FO and AO level, verification of the existence of measures that relate to environmental and social sensitivity issues Site observation during distribution Interviews with selected beneficiaries and direct stakeholders in townships 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs and FGD notes
Module 4 - WFP partnerships and coordination with the wider humanitarian sector			
4.1 To what extent is WFP assistance coherent and aligned with the wider United Nations and humanitarian sector?			
4.1.1 Alignment and coherence of the CSP with the wider United Nations strategic framework for Myanmar	<ul style="list-style-type: none"> Evidence/stakeholder views on adequacy of WFP participation in planning and monitoring processes 	<ul style="list-style-type: none"> Documents: SERRP for Myanmar; United Nations Development Assistance Framework (UNDAF) evaluation; CSP document and 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<ul style="list-style-type: none"> • CSP SOs and activities have linkages with relevant Socio-Economic Resilience Response Plan (SERRP) outcomes • Evidence of coherence of WFP interventions with the priorities and principles of SERRP • Evidence of synergies and/or joint programmes of WFP and other UN agencies (e.g., targeting and coverage; participation/contribution to thematic groups and clusters, joint programmes or interventions) • Examples of areas/opportunities where complementary approaches between WFP and other agencies were not exploited and their reasons 	<ul style="list-style-type: none"> • subsequent budget revision documents; ACRs, CSP MTR, CO donor reports • Key informants: WFP CO and RBB staff, UN agencies, other HDPs 	<ul style="list-style-type: none"> • Thematic analysis of KIIs • Triangulation of data sources
4.1.2 Creation of strategic partnerships with other UN agencies and HDPs	<ul style="list-style-type: none"> • Evidence of partnerships and/or joint programmes of WFP and other UN agencies • Stakeholder perceptions on the strategic choices WFP has made in its partnerships with other HDPs agencies (e.g., in terms of corporate mission, thematic expertise, available resources) • Stakeholder perceptions on how WFP contributes to filling gaps, exploits opportunities for interaction and induced effects, avoids overlaps/duplications, and opinions on what could be done better in future • Stakeholder perceptions of partnerships with international financial institutions (IFIs), INGOs, civil society 	<ul style="list-style-type: none"> • Documents: SERRP for Myanmar; CSP document; ACRs, CSP MTR, CO donor reports • Key informants: WFP CO and RBB staff, UN agencies, IFIs, INGOs, civil society, bilateral donors 	<ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Semi-structured interviews • Thematic analysis of KIIs • Triangulation of data sources
4.2 How has WFP developed appropriate and effective partnerships, including for joint implementation or collective operational action within the humanitarian response?			
4.2.1 WFP partnership strategies; in both breadth (quantity) and depth (quality) terms	<ul style="list-style-type: none"> • WFP partnership strategy in place and in use to enhance collaboration and cross-sector coherence • Evidence that WFP promoted effective partnerships and strategic alliances around its main outcome areas and the Sustainable Development Goals (SDGs) • Evidence and examples of missed partnership opportunities • Evidence of additionality and contribution resulting from programmatic integration and development partners/UN/private sector engagement • Quantity and quality of information shared through formal and informal coordination mechanisms • Evidence and examples of partnerships that contributed to CSP results 	<ul style="list-style-type: none"> • Documents: CSP document, ACRs; • Key informants: WFP CO, FOs, RBB staff, CPs, UN agencies, IFIs, INGOs, civil society, bilateral donors • Key informants: WFP CO/RBB/HQ staff, CPs, donors, UN agencies, CSOs, private sector 	<ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Semi-structured interviews • Thematic analysis of KIIs • Triangulation of data sources

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
	<ul style="list-style-type: none"> • Examples and stakeholder views on utility and added value of WFP Myanmar's partnerships and strategic alliances around its main outcome areas 		
4.2.2 Joint activities and implementation	<ul style="list-style-type: none"> • Evidence and examples of joint activities and implementation that contributed to CSP results • Evidence that joint activities and implementation built on WFP comparative advantage and added value (complementarity, synergy) • WFP supports non-state actors to increase their capacities to contribute to WFP SOs • WFP supports non-state actors to increase their safety and security when contributing to WFP SOs 	<ul style="list-style-type: none"> • Document review: interim country strategic plan (ICSP) and budget revisions, internal monitoring results framework, workplans, annual and donor reports and financial reports, WFP monitoring database • Key informants: WFP CO, FOs, RBB; CPs, IFIs, INGOs, CSOs donors, private sector 	<ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Semi-structured interviews • Thematic analysis of KIIs • Triangulation of data sources
Module 5 - Humanitarian principles, protection and accountability to affected populations			
5.1 In what way does WFP adhere to humanitarian principles and “do no harm” in all phases of its assistance? How does WFP manage the trade-offs between humanitarian principles?	<ul style="list-style-type: none"> • Measures taken by WFP in response to considerations of the principle of “do no harm” (regularly and with wide participation from the CO team) in the development, implementation and adaptation of plans • Degree to which protection was considered from a multi-stakeholder analysis (to staff, to partners, to affected people, to others) • Evidence that the CO team considered how humanitarian principles (humanity, independence, impartiality, neutrality) could be adhered to, reports of any tensions between them and explicit process to manage trade-offs, if any 	<ul style="list-style-type: none"> • Document review: WFP policies and guidance, CSP, BR documentation, annual reports, relevant secondary data and documentation, access data • Key informants: WFP CO management, RBB, AO teams, CP (workshops), beneficiary phone survey, other agencies – UN teams, ICRC, Myanmar Red Cross, (I)NGOs 	<ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Semi-structured interviews • Thematic analysis of KIIs • Triangulation of data sources • Analysis of trends in cross-cutting indicators 2018-2022
5.2 What are the main protection challenges faced by WFP target populations groups and personnel, and how well does WFP manage these challenges?	<ul style="list-style-type: none"> • Evidence of protection challenges being accurately identified regularly, at local levels and the differences between groups considered • Evidence of participation of partners and affected populations in informing WFP analysis of protection challenges (including input to and feedback on protection guidelines 2021) • Evidence of adaptation of the programme to address protection challenges 	<ul style="list-style-type: none"> • Document review: WFP policies and guidance, CSP, BR documentation, annual reports, protection impact assessment(s), relevant secondary data and documentation, cross-cutting data • Community engagement mechanism reporting and tracking of measures • Key informants: WFP CO management, RBB, AO teams, CP (workshops), beneficiary phone survey, evaluation primary community-level data' other agency – UN teams, ICRC, Myanmar RCS, (I)NGOs • Feedback from area office interviews of affected populations 	<ul style="list-style-type: none"> • In-depth analysis and keyword search of documents • Semi-structured interviews • Thematic analysis of KIIs • Triangulation of data sources • Analysis of trends in cross-cutting indicators 2018-22 • Data review (indicators) for quality

Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
5.3 How does WFP ensure accountability to affected populations?	<ul style="list-style-type: none"> Evidence of application of the community engagement/feedback mechanism Accessibility of CFM across all population groups (language, ability, geography) Responsiveness of programme to feedback including through two-way communication and prompt programme adaptation 	<ul style="list-style-type: none"> Document review: CEM data per year and reports. WFP policies and guidance, CSP, BR documentation, annual reports, Key informants: WFP CO management, RBB, AO teams, CP (workshops), beneficiary phone survey, evaluation primary community-level data gathering Review of the community engagement reporting. Degree of awareness of area office personnel of the CFM 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs Triangulation of data sources Analysis of trends in cross-cutting indicators 2018-2022 and data quality
Module 6 – Efficiency			
6.1 To what extent were the required resources (financial and human) available when needed and how well was their use monitored?	<ul style="list-style-type: none"> Degree of match between financial and human resources identified as needed and those provided/accessed by CO (including those from RBB and HQ) Speed of resources being made available (flexibility and timeliness of financial resources, degree of experience and timeliness of human resources; speed with which partners are contracted, use of mechanisms to enhance efficiency, e.g., advance financing) after a requirement was presented to supply, human resources (HR) and finance teams Ways in which any measures taken for risk management and financial monitoring allowed gains in efficiency by the CO Speed of revisions in partnership contracts including with CPs 	<ul style="list-style-type: none"> Document review: WFP policies and guidance, CSP, BR documentation, annual reports, HR and supply chain data (incl. lead time analysis, cost analysis, transfer modality framework use), risk registers and area-level risk analysis, FLAs, audits and evaluations; Data on: grants/funding; human resource needs and provision; supply chains; and use of WFP advance finance mechanisms WFP policies and guidance, CSP, BR documentation, annual reports, Key informants: WFP CO management, RBB, AO teams, CP (workshops), beneficiary phone survey 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs Triangulation of data sources
6.2 To what extent are WFP activities and outputs delivered within the intended timeframe? What are the factors that explain the timeliness of the initial WFP emergency response and following assistance?	<ul style="list-style-type: none"> Degree to which assistance reaches beneficiaries in line with that needed and planned through different modalities Speed of adaptation to changes in circumstances in operating context, such as sudden increases in people in need, gains in WFP access, evolution of market food prices, community access to banking services Extent to which potential obstacles occurring in the case study (Sittwe, Rakhine) are dealt with and extent to which delays were anticipated and planned for/mitigated including early warning systems use 	<ul style="list-style-type: none"> Document review: WFP policies and guidance, CSP, BR documentation, annual reports, supply chain and HR data, audits and evaluations WFP policies and guidance, CSP, BR documentation, annual reports Data on: grants/funding; human resource needs and provision; supply chains; use of WFP advance finance mechanisms; programme/activity/area implementation plans; CP and new supplier contracting process (data on timing for agreement to new ones); and programme implementation vis-à-vis plans (CO level, selected area office) 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs Triangulation of data sources

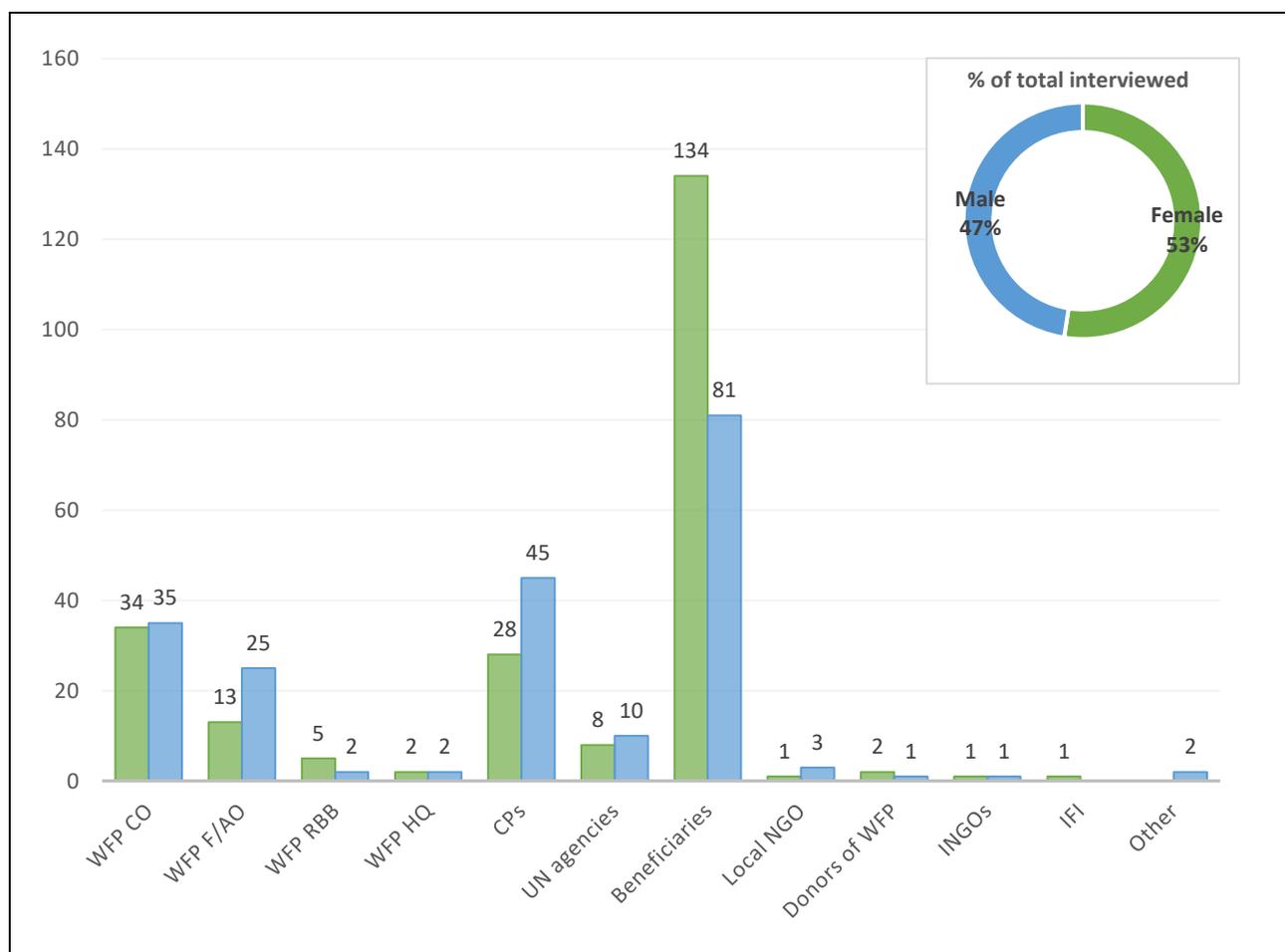
Lines of enquiry	Indicators	Sources of evidence	Main analysis methods and tools
<p>6.3 How well was cost effectiveness considered in WFP decision making? What are the factors that explain the cost efficiency of WFP assistance?</p>	<ul style="list-style-type: none"> Evidence of cost effectiveness being considered in choices made in operational strategy including in modality selection and composition of assistance to communities including use of available tools and frameworks, e.g., the Modality Selection Framework (since 2020 post audit) Evidence that quality factors (inclusion, vulnerability, nutrition sensitivity, etc.) were considered in calculations of cost effectiveness Evidence that efficiency is monitored in terms of both cost management achieved but also factors contributing to and hindering it 	<ul style="list-style-type: none"> Key informants: WFP CO management, RBB, AO teams, CP (workshops), beneficiary phone survey Document review: WFP policies and guidance, CSP, BR documentation, annual reports, audits and evaluations Supply chain data including procurement, modality selection analysis data; data on use of WFP advance finance mechanisms; beneficiary numbers - planned and reached by year and area. Key informants: WFP CO management, RBB, AO teams, CP (workshops), beneficiary phone survey. 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs Triangulation of data sources
<p>6.4 How well does WFP identify and manage risks to operations?</p>	<ul style="list-style-type: none"> Evidence that main operational risks were identified and addressed Use of corporate risk management tools and processes, how often these are updated Evidence that risk management tools and processes are inclusive (e.g., include CPs) and used at sub-office and country levels 	<ul style="list-style-type: none"> Document review: WFP policies and guidance, CSP, BR documentation, annual reports, audits and evaluations; risk registers and updates at country and sub-office level (Sittwe) Key informants: WFP CO management, RBB, AO teams, CP (workshops) 	<ul style="list-style-type: none"> In-depth analysis and keyword search of documents Semi-structured interviews Thematic analysis of KIIs Triangulation of data sources

1.10 KEY INFORMANTS' OVERVIEW

Table 14: Summary of people interviewed

Stakeholder	Women	Men	Total
WFP country office	34	35	69
WFP field/area offices	13	25	38
WFP regional bureau in Bangkok	5	2	7
WFP headquarters	2	2	4
Cooperating partners	28	45	73
United Nations agencies	8	10	18
Beneficiaries	134	81	215
Local NGOs	1	3	4
Donors of WFP	2	1	3
International NGOs	1	1	2
International financial institution	1		1
Other (ECHO, former WFP staff)		2	2
Total	229	207	436

Figure 35: People interviewed per stakeholder and sex



1.11 EVALUATION CALENDAR

Inception		Responsible	Date
Team preparation, literature review prior to briefings	Evaluation team (ET)	1-7 August 2022	
Inception briefings (remote)	Evaluation manager (EM) & team leader (TL)	8-12 August 2022	
Submit first components of inception package (IP1)	TL	28 August 2022	
OEV quality assurance and feedback	EM & Research Analyst (RA)	29-31 August 2022	
Submit revised first components of inception package	TL	4 September 2022	
Submit remaining components of inception package	TL	9 October 2022	
OEV quality assurance and feedback	EM, RA & Director of Evaluation (DoE)	10-29 October 2022	
Submit revised complete inception package	TL	6 November 2022	
Review of complete inception package by CO	CO	9-18 November 2022	
Submit final complete inception package	TL	22 November 2022	
Final complete inception package shared with Internal Reference Group (IRG) for information	EM	30 November 2022	
Data collection, including fieldwork ²⁰		Responsible	Date
Data collection module 1	ET	12-30 September 2022	
Draft internal working paper (IWP) module 1	ET	17 October 2022	
OEV quality assurance IWP module 1	EM, RA & DoE	17-30 October 2022	
Submit revised IWP 1	ET	16 November 2022	
Debriefing module 1	ET	21 November 2022	
Review of IWP 1 by CO	CO	9-18 November 2022	
Submit final IWP 1	ET	12 December 2022	
Final IWP 1 shared with IRG	EM	December 2022	
Data collection modules 2-4	ET	December 2022- January 2023	
Draft IWPs 3-4	ET	7-9 February 2023	
OEV quality assurance IWPs 3-4	EM, RA & DoE	8-20 February 2023	
Submit revised IWPs 3-4	ET	26 February 2023	
Debriefing modules 3-4	ET	7 March 2023	
Review of IWPs 3-4 by CO	CO	9 March 2023	
Submit final IWPs 3-4	ET	2 April 2023	
Final IWPs 3-4 shared with IRG	EM	April 2023	
Data collection modules 5&6	ET	December 2022- January 2023	
Draft IWPs 2, 5&6	ET	14-20 February 2023	
OEV quality assurance IWPs 2, 5&6	EM, RA & DoE	15 February – 6 March 2023	
Submit revised IWPs 2, 5&6	ET	10 March 2023	
Debriefing modules 2, 5&6	ET	23 March 2023	
Review of IWPs 2, 5&6 by CO	CO	23 March 2023	
Submit final IWPs 2, 5&6	ET	2 April 2023	
Final IWPs 2, 5&6 shared with IRG	EM	April 2023	
Reporting		Responsible	Date

²⁰ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

Draft 0	Submit high quality draft evaluation report (ER) to OEV (after the evaluation company's quality check)	TL	24 April 2023
	OEV 1 st and 2 nd level quality assurance	EM, RA & DoE	25 April–10 May 2023
	Submit revised draft ER	TL	15 May 2023
	Approval by DoE	DoE	16-19 May 2023
Draft 1	Review of draft evaluation report by IRG	EM/IRG	22 May – 9 June 2023
	Stakeholder workshop (in country or remote)		First half of June
	Submit revised draft ER (D2) to OEV based on WFP comments, with team's responses on the matrix of comments	ET	16 June 2023
Draft 2	Review D2	EM & RA	23 June 2023
	Submit revised D2 (D3) to OEV	TL	30 June 2023
Draft 3	Review D3	EM & RA	3 July 2023
	Seek final approval by DoE	DoE	3-7 June 2023
	Final changes D3	TL/ET	14 July 2023
SER	Draft summary evaluation report (SER)	EM	July
	OEV 2 nd level quality assurance of SER	DoE	July 2023
	Revised draft SER	EM	July 2023
	Seek TL and DoE clearance to send out SER	TL & DoE	July 2023
	OEV circulates SER to WFP Executive Management for information	DoE	July/August 2023
	Executive Board (EB) submission and follow-up	Responsible	Date
	Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response + SER to EB Secretariat for editing and translation	EM	July/August 2023
	Tail end actions, OEV websites posting, EB round table, etc.	EM	July-November 2023
	Presentation of summary evaluation report to the EB	DoE	November 2023
	Presentation of management response to the EB	D/CPP	November 2023

1.12 FINDINGS-CONCLUSIONS-RECOMMENDATIONS MAPPING

Recommendation	Conclusions	Findings
<p>Recommendation 1: Adaptation and scale-up Maintain and enhance the capacity to work at scale. Factors enabling operational flexibility should be actively maintained, along with staff well-being.</p>	<p>3.1 Operational adaptation and scaling up</p>	<p>4.2b, 1.2a, 3.2a, 1.2a, 1.2b, 5.1a, 6.4a-c, 2.1a, 6.1a-b, 6.4a-c, 6.1b, 2.1c, 1.2b, 6.2a, 6.3a, 1.4b</p>
<p>1.1. WFP should enhance its capacity by continuing fundraising for and policy dialogue on the forgotten crisis in Myanmar, with headquarters support; identifying and addressing gaps between the various digital information systems; and maintaining the matrix-based management structure, which brings together responsibilities for operations, programmes and geographical coverage.</p>		
<p>1.2. The country office should continue to promote measures that enable the rapid adjustment of operations, such as the use of flexible, multi-modal field-level agreements with partners, backed up by the country office tool for managing effectively, and the WFP Information Network and Global System; the maintenance and expansion of rosters; and agreements with suppliers and financial service providers. These mechanisms should be supported by proactive capacity development work with civil society organizations in areas such as the preparation of proposals and reporting.</p>		
<p>1.3. WFP should maintain the staff capacity needed to deliver high-quality assistance under pressure. It should establish culturally appropriate processes for tracking staff well being and enabling staff to share any concerns. The highly constrained recruitment of staff should receive greater attention from the Human Resources Division at headquarters. Opportunities for leave, internal training, temporary duty assignments and other options for staff should be expanded to promote career development in Myanmar.</p>		

Recommendation	Conclusions	Findings
<p>Recommendation 2: An inclusive, principled and risk-sensitive approach</p> <p>Difficult ethical and practical choices related to the humanitarian principles and the balancing of risk management priorities will continue to present themselves into the near future. WFP must find ways to sustain consistency in internal decision-making processes. Support for the individuals making decisions must be constant and tailored to operational situations. The key role of cooperating and service partners calls for fuller consideration of their capacities and status in operations than is granted under existing corporate systems. Current efforts in communication regarding WFP's humanitarian positioning should be extended to a wide range of stakeholders.</p> <p>2.1. At the corporate level, WFP must consider the formulation of mechanisms for country offices and regional bureaux to request support from higher levels of the organization when they need to make difficult ethical decisions regarding the humanitarian principles and risks in settings of high political sensitivity and polarization. When required, the corporate senior management team must give support to the senior management of the country office when issues and proposed choices are passed up for corporate endorsement. All relevant guidance on the applicable processes for addressing access issues and dilemmas regarding the humanitarian principles, such as the authority of the country office to make certain trade-offs between risks to populations and risks to operations, should be shared.</p> <p>2.2. WFP should define how it can respond when a partner or contractor is exposed to risks (such as the loss of their authorization to operate or the arrest of their staff) and provide support where possible. WFP should consider establishing feedback processes to ensure that cooperating partners do not feel pressured to undertake activities in high-risk areas. A financial facility should be in place to address the actual and potential risks transferred to cooperating partners, for example those related to their staff safety, security, organizational reputation and ability to operate.</p> <p>2.3. WFP should continue to expand its understanding of the risks to people and communities who are affected (indirectly, and either positively or negatively) by its food security and nutrition activities, beyond its collection of quantitative perception-based data via the community engagement mechanism. Knowledge gaps can be addressed through the enhancement of existing post distribution monitoring surveys and the application of environmental and social safeguards with, for example, the inclusion of data on social cohesion and the simplification of post-distribution monitoring and its extension to affected population groups who are not WFP beneficiaries. There is also a need to collect more ethnographic data from beneficiaries and non-beneficiary population groups to ensure that no harm is done, and to follow up on complaints. Consideration must be given to linguistic and ethnic factors in developing trust and communication.</p>	<p>3.2 Relations to partners and management of risks</p>	<p>4.2c, 5.2a-b, 4.2b, 1.1a-b, 5.1a-b, 5.1b, 6.4a-c, 5.2a-c, 6.4b</p>
<p>Recommendation 3: Information and feedback systems</p> <p>Adjustments to the qualitative and community-based data collected will allow WFP to transmit, internally and to beneficiaries, a fuller picture of activities that impinge on food security and nutrition. Such information should not increase the quantity of text and figures presented in reports and other communication materials but should rely on integrated digital tools to a greater extent than is currently the case.</p> <p>3.1. The country office should identify gaps in the digital systems it uses with a view to enabling the user friendly presentation of quantitative and qualitative data – such as geospatial maps, conflict factor maps, process monitoring reports and “sentiment</p>	<p>3.3 Targeting and accountability to affected populations</p>	<p>1.1a, 1.4a, 1.1a, 1.1a, 2.1c, 2.4a, 5.3a-c, 6.1a-b, 5.3a-b, 5.3a-b</p>

Recommendation	Conclusions	Findings
<p>analysis” reports on the dignity of recipients of assistance, in ways that facilitate the analysis of trends and the experiences of affected populations for decision-making at the country office level. The country office should review the frequency of periodic reporting from sub-offices to ensure that it is optimal and use management meetings to highlight specific issues coming up at the sub-office level.</p>		
<p>3.2. WFP must take measures to obtain access to the knowledge that partners draw from their own community information systems by establishing a simple communication process. Cooperating partners play a key role in information gathering owing to the time they spend in the field and the relationships they develop with communities. Greater use should be made of that information.</p>		
<p>3.3. There should be regular reviews of communities’ knowledge of and trust in WFP’s community engagement mechanism and of cooperating partners’ use of that mechanism across all states, with adjustments made when appropriate.</p>		
<p>Recommendation 4: Integration of resilience in the emergency response The interim country strategic plan period of two years should be used to test and gradually integrate a wider resilience perspective throughout the programme so as to address structural vulnerabilities. The aim will be to ensure that when shocks occur, communities can rely on local capacities and will require less humanitarian assistance. Focusing on communities and systems can help to create stronger links between the strategic outcomes in the long term and can strengthen the coordination across teams in the matrix-like structure of the country office. This will enhance the relevance and use of resources for affected people, given that the crisis is likely to be protracted.</p>	<p>3.4. Integration of emergency response, resilience & sustainability</p>	<p>2.1a, 2.3a, 1.2a, 1.2a, 3.2a, 3.2a-b, 3.2a, 3.3a, 3.2a</p>
<p>4.1. A new approach that takes into account the ability of affected people and communities to respond to shocks and stressors should include the creation of a framework for resilience that applies across the interim country strategic plan as a cross cutting outcome. The framework could also be applied at levels lower than strategic outcomes in the interim country strategic plan line of sight.</p>		
<p>4.2. A resilience perspective should be integrated into the strategic outcome on crisis response, in particular as regards disaster risk reduction. Among resilience capacities and assets there should be an assessment of social cohesion and how to avoid creating tensions. Social cohesion and the avoidance of tension are factors in the resilience of communities to shocks.</p>		
<p>4.3. The resilience perspective should include an extensive analysis of key community-level assets and basic infrastructure and should encourage the increased localization of emergency response, for example through local procurement aimed at strengthening food systems, or through support for emergency preparedness capacities for managing sudden-onset crises. This work could also include capacity strengthening for private sector entities engaged in common services provision or home-grown school feeding in order to help build local food systems.</p>		

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2.2 ADDITIONAL DOCUMENTS CONSULTED: EVALUATION LIBRARY

A summary structure of the evaluation library is presented below, including the first two levels of folders.

Folder structure
0. Priority reading for inception
0.0 Myanmar CEE
0.1. CSP and budget revisions
0.2. Annual country reports
0.3. UN documents
0.4. National policies
0.5. Evaluations, reviews and audits
1. National Policies, Frameworks and Statistics - Government and UN
1.1. Government Policies, Strategies and National SDG progress
1.2. UN documents related to the CSP
1.3. UNDAF and UNSDCF
1.4. Country Capacity and Needs Assessments
1.5. Other country reports
1.6. UN Myanmar Information Management Unit
1.7. Humanitarian Response
1.8. Principles of engagement
2. WFP in Myanmar
2.0 Pre-CSP Operations

- 2. CSP Myanmar
 - 2.2 VAM and Assessments
 - 2.3 Monitoring and Reporting
 - 2.4 Evaluations, Reviews, Audits, Operational Research
 - 2.5 Partners and partnership related documents
 - 2.6. L3 Emergency documents
 - 2.7 CO Maps
 - 2.8 Response to COVID-19
 - 2.9 Press Releases
- 3. External documents
 - 3.1. Academic articles
- 4. WFP Policies and Corporate Documents
 - 4.1. WFP Strategic Plan (2014-2017) and Related Documents
 - 4.2. WFP Strategic Plan (2017-2021) (IRM) and Related Documents
 - 4.3. WFP Strategic Plan (2022-2025) + Corporate Results FWK
 - 4.4. WFP Management Plans
 - 4.5. Annual Performance Reports
 - 4.6. Monitoring & Third-Party Monitoring
 - 4.7. Monitoring and Evaluation Guidance
 - 4.8. COVID-19 related guidance and key documents
 - 4.9. Documents by Activity
 - 4.10. WFP Strategies, Policies, and Guidelines
 - 4.11. Evaluation related
- 5. Evaluation process
 - 5.1. CSPE Evaluation Quality assurance Guidance
 - 5.2. Examples of other recently completed CEEs
 - 5.3. Preparation
 - 5.4. Inception
 - 5.5. Data collection
 - 5.6. WFP acronyms and contact list
 - 5.7. OEV Technical Notes
 - 5.8. External guidance and methods
- 6. Dropbox with CO

3. Acronyms

3PA	Three-Pronged Approach
AAP	Accountability to affected populations
ACR	Annual country report
AIMS	Asset Impact Monitoring System
AO	Area office
APR	Annual performance reports
ART	Anti-retroviral therapy
BR	Budget Revision
CBO	Community-based organization
CBT	Cash-based transfer
CEE	Corporate Emergency Evaluation
CEM	Community engagement mechanism
CFM	Community feedback mechanism
CO	Myanmar country office
COMET	Country Office Tool for Managing (programme operations) Effectively
COVID-19	Coronavirus disease
CP	Cooperating partner
CPP	Corporate Planning and Performance Division (HQ)
CSO	Civil society organization
CSP	Country Strategic Plan
DSC	Direct support costs
DoE	Director of Evaluation
EM	evaluation manager
EQ	Evaluation Question
ESS	Environmental and social standards
ET	Evaluation team
EU	European Union
FAO	United Nations Food and Agriculture Organization
FCS	Food consumption score
FFA	Food assistance for assets
FGD	Focus group discussion
FLA	Field-level agreement
FO	Field office
GBV	Gender-based violence
GCMF	Global Commodity Management Facility
GEWE	Gender equality and women's empowerment
GFD	General food distribution
HCT	Humanitarian Country Team
HDP	Humanitarian and development partner
HEB	High-energy biscuit
HIV/AIDS	Human immunodeficiency virus/ Acquired immunodeficiency syndrome
HNO	Humanitarian Needs Overview
HQ	Headquarters

HRP	Humanitarian Response Plan
ICRC	International Committee of the Red Cross
ICSP	Interim Country Strategic Plan
ICT (IT)	Information and communications technology
IDP	Internally displaced person
IFI	International financial institution
ILO	International Labour Organization
INGO	International non-governmental organization
IOM	International Organization for Migration
IP	Implementing partner
IRA	Immediate Response Account
IRG	Internal Reference Group
ISC	Indirect support cost
KII	Key informant interview
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MCCT	Maternal and child cash transfer
MMK	Myanmar Kyat
MS-NPAN	Multi-Sectoral National Plan of Action on Nutrition
MT	Metric tons
MTR	Mid-term review
NBP	Needs-based plan
NDVI	Normalized Difference Vegetation Index
NGO	Non-governmental organization
NLD	National League for Democracy
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation of WFP
PBWG	Pregnant and breastfeeding women and girls
PDM	Post-distribution monitoring
PGAAP	Protection, gender and accountability to affected population
PPE	Personal protection equipment
PSEA	Protection from sexual exploitation and abuse
RAM	Research assessment and monitoring
RBB	Regional Bureau for Asia and the Pacific in Bangkok
REACH	Renewed Efforts Against Child Hunger and Undernutrition
SBCC	Social and behaviour change communication
SDG	Sustainable Development Goals
SER	Summary evaluation report
SMS	Short message service
SNF	Specialized nutritious food
SO	Strategic outcome
SOP	Standard operating procedures
SUN	Scaling Up Nutrition business network
TB	Tuberculosis
TDD	Terminal disbursement date
TDY	Temporary duty assignments
TIC	Transfer and implementation costs

TL	Team leader
ToC	Theory of change
ToR	Terms of reference
UN	United Nations
UN SERRP	United Nations Socio-Economic Resilience Response Plan
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Safety and Security
UNEG	United Nations Evaluations Group
UNFPA	United Nations Population Fund
UNHAS	UN Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
USD	United States of America Dollar
VAM	Vulnerability analysis and mapping
WFP	United Nations World Food Programme
WHO	World Health Organization
WINGS	WFP Information Network and Global System

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