

# Corporate Emergency Evaluation of WFP's Response in Ukraine

Terms of Reference



2 October 2023

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# 1. Introduction

1. This term of reference was prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultations with WFP key shareholders.
2. WFP adheres to the United Nations Evaluation Group definition of evaluation, which states: “An evaluation is an assessment, conducted as systematically and impartially as possible... It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria. An evaluation should provide credible, useful, evidence-based information that enables the timely incorporation of its recommendations and lessons into the decision-making processes”.<sup>1</sup>
3. As per the WFP Evaluation Policy<sup>2</sup> all crises classified as “corporate scale-up phase” and “corporate attention phase”<sup>3</sup> will be subject to evaluation through OEV corporate emergency evaluations or Country Strategic Plan evaluations or inter-agency humanitarian evaluations. OEV considers the most appropriate option would be a corporate emergency evaluation for Ukraine. WFP 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).<sup>4</sup>
4. The evaluation purpose is twofold: (i) provide evaluation evidence and accountability for results to WFP stakeholders; and (ii) provide learning on WFP’s performance during the emergency operation to enhance the operation and for broader learning on WFP complex emergency responses.
5. As the first comprehensive evaluation of WFP corporate emergency response in Ukraine, this exercise will generate important findings, conclusions, lessons and recommendations that will be of use to a variety of stakeholders, including by informing the design and implementation of the upcoming Inter-Agency Humanitarian Synthesis of the humanitarian response in Ukraine.
6. Other UN agencies are in the process of commissioning independent evaluations for their respective mandates and work in Ukraine. In view of that the Inter-Agency Humanitarian Steering Committee opted for a synthesis of the humanitarian response in Ukraine rather than have its own evaluation of the response and build on results of agency specific evaluations. This evaluation will, where possible, coordinate and collaborate with the UN sister agencies Evaluation Functions and teams.

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1 [UNEG Norms and Standards for Evaluation](#) (2016).

2 [WFP evaluation policy \(2022\)](#), WFP/EB.1/2022/4-C.

3 Executive Director’s Circular, [WFP emergency activation protocol](#), OED 2023/003. The Protocol describes “Corporate Scale-Up” and a “Corporate Attention” phase.

4 Their scope can be global, multi-country or single country.

7. The evaluation is scheduled to take place from July/ August 2023 (Concept Note preparation) to Oct/ November 2024 (stakeholder workshop). The evaluation report will be presented at the WFP Executive Board first Session in February 2025.

## 2 Background and context

### 2.1 General overview

8. Ukraine gained independency in 1991, it is bordered by Belarus to the north, the Russian Federation to the east, the Sea of Azov and the Black Sea to the south, Moldova and Romania to the southwest, and Hungary, Slovakia, and Poland to the west, occupying a total area of 603,550 square kilometres.<sup>5</sup> As of 2022, Ukraine had a total population of 38 million (54 percent female and 46 percent male), decreasing from 43.8 million in 2021. Roughly 15 percent of the population are children from 0-14 years while 19 percent is above 65 years.<sup>6</sup>
9. Ukraine is a lower middle-income country, ranking 77 of 191 countries in the Human Development Index.<sup>7</sup> With an economy primarily based on industrial, agricultural, and energy exports,<sup>8</sup> its GDP annual growth rate has been consistently positive in the past 20 years, with exception for the years of the financial crisis (2009), the year of the start of the war in eastern Ukraine (2014) and COVID-19 (2020).<sup>9</sup> Following the start of the Ukraine crisis in February 2022, the GDP declined by 29.2 percent in 2022, Ukraine's economic prospects remain extremely uncertain and depend on the duration of the conflict.<sup>10</sup>
10. The Russian Federation and Ukraine are among the most important producers of agricultural commodities in the world. The war involving Ukraine and the Russian Federation has had a large impact on global food systems due to the major contributions they make to the production of fuel, fertilizer and essential food commodities.<sup>11</sup> More data on Ukraine's demography, economy, health, gender, nutrition and education is available in Annex 2.
11. In 2013, Ukraine experienced civil unrest, upheaval, and conflict. In March 2014, the Autonomous Republic of Crimea was taken under the temporary military control of the Russian Federation, followed by an uprising of separatists in the eastern regions of Ukraine. The government underwent numerous changes, including the removal of the president, the election of an interim president in August 2014, and the new government taking power. In spring 2014, fighting began between Ukrainian authorities and separatist groups in the Donetsk and Luhansk regions.<sup>12</sup>

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<sup>5</sup> World Bank. <https://databank.worldbank.org/> (consulted on 23 August 2023)

<sup>6</sup> Ibid

<sup>7</sup> UNDP. 2022. *Human Development Report 2021/2022*.

<sup>8</sup> WFP. 2023. *2022 Ukraine Annual Country Report*. P.8.

<sup>9</sup> World Bank. <https://databank.worldbank.org/> (consulted on 22 May 2023)

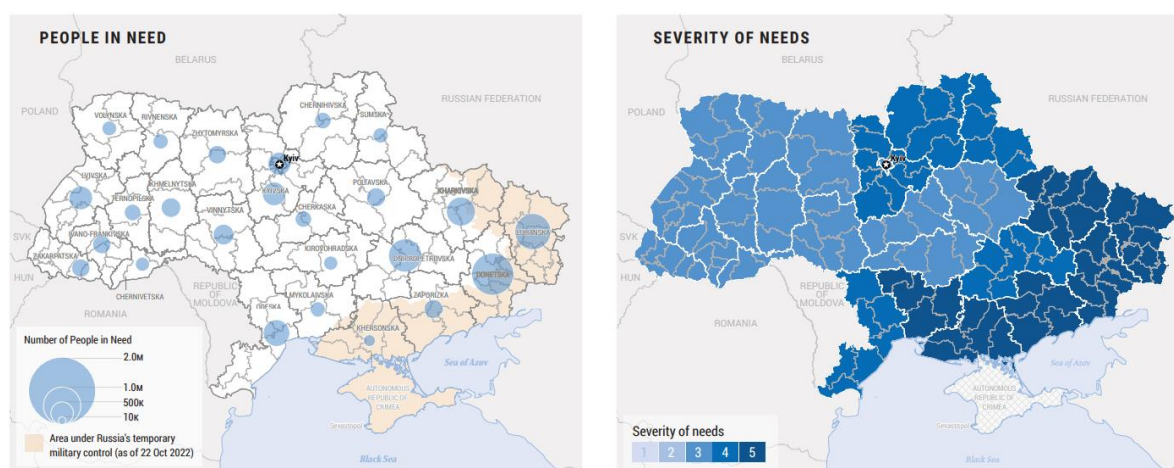
<sup>10</sup> World Bank. <https://www.worldbank.org/en/country/ukraine/overview> (consulted on 22 May 2023)

<sup>11</sup> FSIN and Global Network Against Food Crises. 2023. *Global Report on Food Crises (GRFC) 2023*.

<sup>12</sup> WFP. 2014. *Emergency Operation Ukraine 200765*

12. On 24 February 2022, after months of increasing tensions between Ukraine and the Russian Federation, there was a significant **escalation of the conflict** in Ukraine **which escalated into a war**, with increased shelling reported in several cities in Ukraine in addition to the areas already in conflict in the east of the country.<sup>13</sup>
13. Before the outbreak of the conflict, acute **food insecurity** was limited to the Donetsk and Luhansk (southeast) regions for more than eight years due to conflict.<sup>14</sup> According to the post-winter Food Insecurity Experience Scale (FIES) assessment, published in February 2022, the prevalence of severe food insecurity was about 3 percent, and moderate food insecurity was 26 percent in Donetsk and Luhansk regions.<sup>15</sup>
14. As the conflict escalated, 25 percent of the total population was moderately or severely acutely food insecure in 2022 (23 percent moderately and 2 percent severely). The worst outcomes were recorded in the southern (31 percent) and eastern (29 percent) regions, while the lowest levels were recorded in the central regions (19 percent).<sup>16</sup> Figure 1 shows the number of people in need of food assistance and the severity of need.

**Figure 1: Number of people in need of food assistance and the severity of need**



Source: OCHA. 2022. *Humanitarian Needs Overview 2023, Ukraine*. Issued December 2022.

15. The nutritional situation is a concern nationwide. According to the latest available data, prevalence of stunting in children under 5 is 16 percent, and prevalence of wasting is 8 percent.<sup>17</sup> With the start of the war the assortments of goods in the market close to the front line or the border with the Russian Federation is more limited<sup>18</sup> and might have repercussion on people's diets, however food availability is not an issue in most of the country.
16. Ukraine ranks 49<sup>th</sup> out of 191 countries in the **Gender** Inequality Index (2021),<sup>19</sup> with a lower 47.8 percent labour participation rate for women compared to 62.9 percent

<sup>13</sup> WFP. 2022. *Limited Emergency Operation – Ukraine*.

<sup>14</sup> Food Security Information Network. 2022. *Global Report on Food Crises (GRFC 2022)*.

<sup>15</sup> OCHA. 2022. *Ukraine Humanitarian Needs Overview 2022 (February 2022)*.

<sup>16</sup> Food Security Information Network. 2023. *Global Report on Food Crises (GRFC 2023)*.

<sup>17</sup> UNICEF. 2023. *The state of the World's Children 2023*.

<sup>18</sup> WFP. 2023. Market Functionality Index Quarterly report, March – May 2023.

<sup>19</sup> UNDP. 2022. *Human Development Report 2021/2022*

for men.<sup>20</sup> Ukraine is characterized by low levels of gender discrimination and restricted physical integrity under the Social Institutions and Gender Index (SIGI).<sup>21</sup> A Rapid Gender Analysis revealed that the war is affecting women and men in different ways and is exacerbating some pre-existing inequalities. Furthermore, it is estimated that 90 per cent of those who have fled the country are women and children, while most men aged 18–60 are required to stay under martial law.<sup>22</sup>

17. The **intersectionality of gender** and diversity factors affects the multiple challenges faced by females and males of different age groups and abilities. The Gender Analysis of the war confirms the increase in intersecting forms of gender-based violence and human trafficking, particularly affecting marginalized groups such as Roma.<sup>23</sup>
18. The escalation of the war in 2022 has led to a massive number of civilians killed and the destruction of civilian infrastructure, forcing people to flee their homes seeking safety, protection and assistance. As of May 2023, the number of **internally displaced people** stood at 6.275 million individuals (58 percent female and 42 percent men),<sup>24</sup> while number of Ukrainian refugees in neighbouring countries is 5.437 million, the majority being hosted in the Russian Federation (1.3 million), Germany (1.069 million), and Poland (0.992 million).<sup>25</sup>
19. The **humanitarian and protection** situation is worrisome. Thousands of civilians have fallen victim to the conflict. Internally displaced people have faced shortages of food, water, basic goods and energy, and lacked access to health services and medicines. Multiple forms of gender-based violence were reported as women and girls are on the move through vulnerable crossing points and face a high risk. Numerous children have been separated from their families, also putting them at risk of trafficking and abuse. With shrinking possibilities of care and support, older people and people with disabilities are finding them constrained to flee active conflict areas.<sup>26</sup> In 2023, 14.7 million people were estimated as in need of general protection.<sup>27</sup>

## 2.2 National framework of emergency response

20. In response to the humanitarian crises the government of Ukraine undertook measures and implemented policies to address arising needs. These included the declaration of a martial law as of 24 February 2022; the creation of local humanitarian coordination centres led by governors at each region or *Oblast*, in complementarity with the Government role; the creation of a coordination headquarters on reoccupied

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<sup>20</sup> World Bank. <https://data.worldbank.org/> (consulted on 04 July 2023)

<sup>21</sup> OECD. <https://www.genderindex.org/> (consulted on 16 June 2023)

<sup>22</sup> UNWomen. Rapid gender analysis in Ukraine reveals different impacts and needs of women and men. *News and stories*, 5 April 2022. <https://www.unwomen.org/en/news-stories/news/2022/04/rapid-gender-analysis-in-ukraine-reveals-different-impacts-and-needs-of-women-and-men>

<sup>23</sup> CARE International and UN Women, Regional Gender Task Force. 2022. *Making the Invisible: An evidence-based analysis of gender in the regional response to the war in Ukraine*

<sup>24</sup> IOM. [Ukraine Internal Displacement Report – General Population Survey](#). June 2023.

<sup>25</sup> UNHCR. Operational Data Portal, Ukraine refugee situation. <https://data2.unhcr.org/en/situations/ukraine> (consulted on 16 June 2023)

<sup>26</sup> Global Protection Cluster. *Field Operation Ukraine*. <https://www.globalprotectioncluster.org/emergencies/113/Ukraine> (consulted on 19 June 2023)

<sup>27</sup> OCHA. 2023. *Humanitarian Response Plan 2023, Ukraine*.

territories for the restoration of territories, state, and civilian infrastructure; the creation of the position for the ombudsman on internally displaced people's rights (IDP) responsible for formulating state policy to protect displaced people's rights; the modification of the tax code to allow for tax free cash assistance, and adoption of policies to facilitate international humanitarian operations, such as simplified clearance and entry process for humanitarian assistance and humanitarian staff to the territory of Ukraine.<sup>28</sup>

21. Moreover, already existing assistance programmes for vulnerable population, administered by the Ministry of Social Policy (MOSP) have been prioritized or extended, such as housing programmes for IDPs including assistance to cover rent and utility costs, access to temporary housing and preferential mortgage loans; the MOSP Guaranteed Minimum Income anti-poverty programme (GMI), and access to free firewood for residents of at-risk communities. Likewise, there are programmes in place to assist victims of mine accidents and 2022 marked the creation of the institutional framework for mine action to support the implementation of the 2022 Mine Action (IMSMA) response planning and prioritization.<sup>29</sup>
22. On the other hand, in 2022 the President of Ukraine set up the National Recovery Council to coordinate the development of the National Recovery Plan, first presented at the 2022 Lugano Conference.<sup>30</sup> The Recovery Plan sets a vision for a 10-year period to accelerate sustainable economic growth and it identifies a list of national programmes and 850 project, as well as the map of current damages and needs. The 5 guiding principles of the Plan are: (i) Immediate start and gradual development; (ii) Building fair welfare ; (iii) integration into the EU; (iv) build back better on a national and regional scale, and (iv) stimulation of private investments.<sup>31</sup>

### **2.3 International humanitarian assistance**

23. Since the start of the crisis, the UN humanitarian response required USD 4.3 billion for the Ukraine flash appeal in 2022, and USD 3.9 billion for the Ukraine Humanitarian Response Plan 2023. As of June 2023, these were funded respectively at 88 and 26 percent, as seen in Figure 2 below.<sup>32</sup>

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<sup>28</sup> Idem

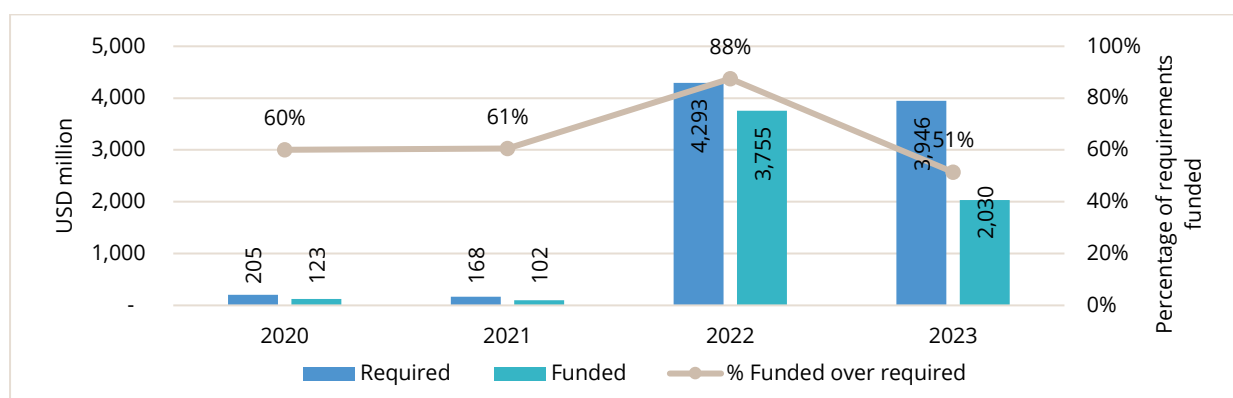
<sup>29</sup> Idem

<sup>30</sup> Ukraine Recovery Conference. 2022. *Lugano Declaration*

<sup>31</sup> Recovery of Ukraine. *Ukraine Recovery Plan*. <https://recovery.gov.ua/en> (consulted 28 June 2023)

<sup>32</sup> Based on the data in OCHA Financial Tracking System (FTS)

**Figure 2: Ukraine funding against response plans and appeals (2020-2023)**



Source: OCHA FTS website, data extracted on 02 October 2023

### 3. Subject of the evaluation

24. WFP has had an operational presence in Ukraine from 2014 to 2018 starting with the emergency operation (EMOP) 200765<sup>33</sup> from November 2014 to March 2016 providing emergency food aid to war affected populations, followed by Protracted Relief and Recovery Operations (PRRO) 200953<sup>34</sup> initiated in January 2017 to March 2018. The Special Operation (SO) 200821 Logistics Cluster Support to the Humanitarian Response in Ukraine,<sup>35</sup> which underwent five budget revisions (BRs), complemented both operations up to March 2018. The operations ceased in 2018 with the closure of WFP’s operation in Ukraine. Figure 3 displays a timeline of country events and WFP operations in Ukraine.
25. As tensions between Ukraine and Russia intensified in 2021, following an initial strike in tensions during the spring months, the WFP Regional Bureau in Cairo undertook a scoping mission to Kyiv in May 2021 to better understand the capacities of the humanitarian community to respond to different scenarios. A scoping mission from HQ and RB also took place in the weeks leading up to invasion. Based on the scoping missions, and in coordination with the Humanitarian Coordinator in Kyiv, developed a **Contingency Plan (CONPLAN)**<sup>36</sup> addressing the different possible context scenarios and their humanitarian consequences, and operational requirement.
26. Following the preparatory work, in late **February 2022**, WFP launched the **Limited Emergency Operations** for Ukraine<sup>37</sup> addressing first-hand the humanitarian needs of crisis affected populations across Ukraine. The WFP Concept of Operations (CONOPS) and the Supply Chain strategy supported the launch of the Limited Emergency Operation, providing supply chain solutions to the humanitarian

<sup>33</sup> WFP. 2017. *WFP EMOP 200765 Assistance to the civilians affected by the conflict in Eastern Ukraine: Standard Project Report 2016*

<sup>34</sup> “PRRO 200953 Assistance to vulnerable populations affected by conflict in Eastern Ukraine” (WFP/EB.2/2016/8-B/4)

<sup>35</sup> WFP. 2015. *Logistics Cluster SO 200821 Logistics Cluster Support to the Humanitarian Response in Ukraine*.

<sup>36</sup> WFP. 2022. *Contingency Plan for Ukraine*. Regional Bureau Cairo (RBC). Draft, unpublished.

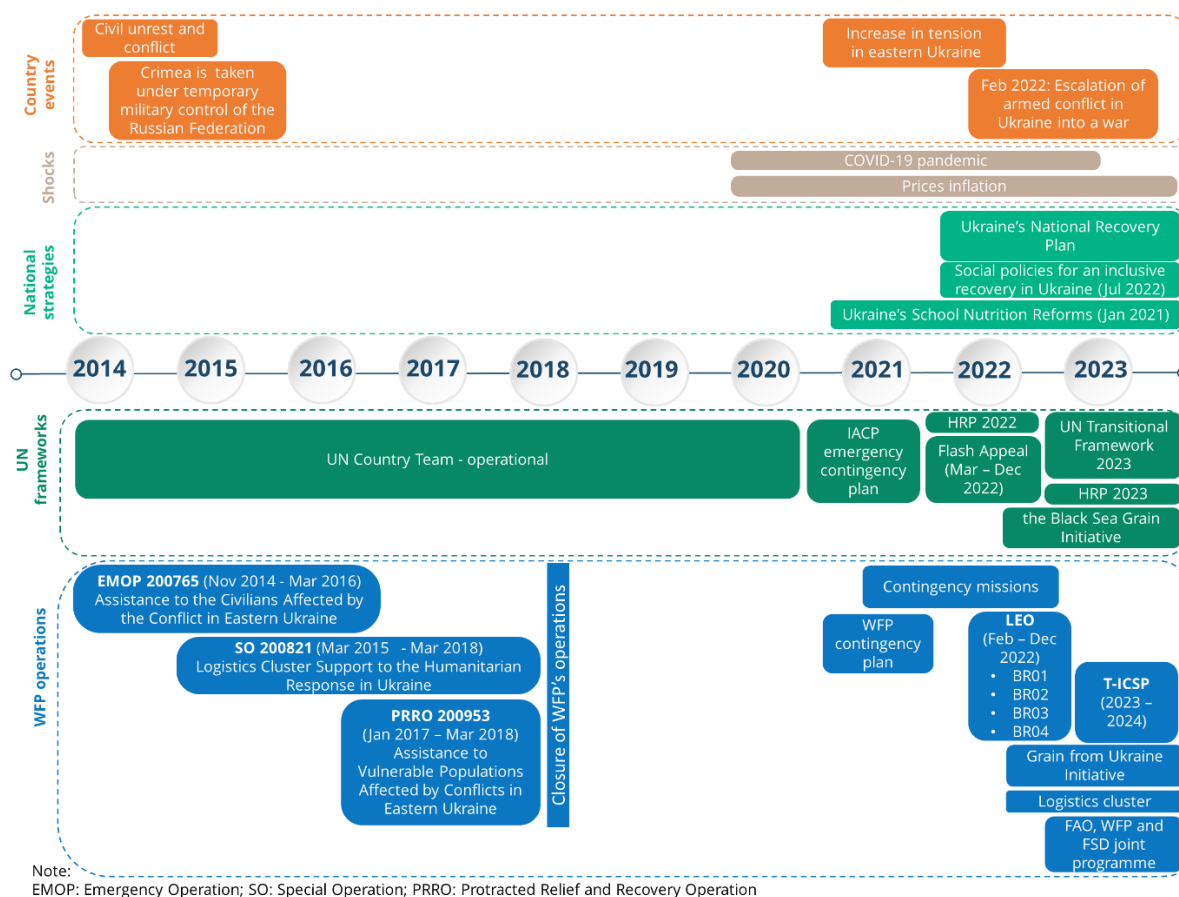
<sup>37</sup> WFP. 2022. *WFP Limited Emergency Operations (LEO)*



community through the activation of the Logistics Cluster by the Inter Agency Standing Committee (IASC) on March 3, 2022.<sup>38</sup>

27. WFP scaled up operations on a “no-regrets” basis to respond to the growing humanitarian crisis, and by March 2022, WFP had reached one million people with emergency food aid in accessible areas, while seeking humanitarian access to raffected people in encircled cities. In parallel, WFP developed a strategic intervention to support supply chains and preserve market functionality.<sup>39</sup> In addition, in June 2023 the Food and Agriculture Organisation of the United Nations (FAO) and WFP in collaboration with the *Fondation Suisse de Déminage* (FSD) launched a joint programme to safely restore land to productive use, including by clearing it from mines and other explosive remnants of war, to support the restoration of agricultural livelihoods. Annex 1 includes a map showing WFP’s offices presence in 2022, and Annex 5 provides an overview of WFP interventions between 2022-2023.

**Figure 3: Country context and WFP operational overview of Ukraine (2014 - 2023)**



Source: Elaborated by OEV based on the emergency operation (EMOP), limited emergency operations (LEO) and the transitional interim country strategic plan (T-ICSP) documents.

<sup>38</sup> Logistics Cluster. 2022. *Ukraine-Concept of Operations, December 2022*

<sup>39</sup> WFP. 2022. [WFP Response Strategy: Ukraine Conflict, Addressing Acute Needs, Protecting Displaced Populations and Monitoring Food Systems.](#)

28. The Limited Emergency Operation underwent four Budget Revisions (BRs).<sup>40</sup> The original needs-based budget was USD 49,998,846 (for three months) and aimed to reach 200,000 beneficiaries.

29. In **December 2022, the Ukraine T-ICSP** for 2023–2024 (June)<sup>41</sup> was approved with a budget of USD 1.904 billion and aiming to reach 4.901 million beneficiaries.

30. The major focus of the T-ICSP in Ukraine is crisis response, while WFP is investing in capacity strengthening of both the Government and non-government partners to enhance the shock-responsiveness of the social protection system, strengthen food systems and pave the way for an eventual handover of humanitarian assistance to the Government and other stakeholders.

31. The Line of Sight of the Limited Emergency Operation and T-ICSP is presented in

32. Table 1 below and in Annex 6.

**Table 1: Strategic outcomes and activities under the LEO Ukraine (Feb – Dec 2022) and the T-ICSP Ukraine (Jan 2023 – Jun 2024)**

LEO (Feb – Dec 2022)	T-ICSP (Jan 2023 – Jun 2024)	Changes in activities from LEO to T-ICSP
Strategic Outcomes and Activities	Strategic Outcomes and Activities	
<p><b>SO1. Crisis-affected populations are able to meet their basic food needs</b> Provide emergency food assistance to crisis-affected populations in: <b>01: Ukraine; 05: Poland; 06: Moldova; 07: Romania; 08: Slovakia; 09: Hungary; 10: other countries.</b></p>	<p><b>SO1. Crisis-affected populations in Ukraine, including IDPs, are able to meet their food and nutrition needs during and in the aftermath of a crisis.</b> <b>01: Provide food and nutrition assistance to crisis-affected populations</b></p>	<p>Discontinuation of <u>emergency food assistance</u> to crisis affected populations in <u>countries other than Ukraine</u></p>
	<p><b>SO2. Government of Ukraine and partners have enhanced food systems and shock-responsive capacities to support vulnerable populations by 2024.</b> <b>02: Provide support to the Government for the provision of school meals, including through direct assistance and capacity development.</b> <b>03: Provide support to the Government, including through direct assistance and capacity development, and social benefit support to targeted populations.</b> <b>04: Provide technical assistance, policy guidance and capacity strengthening to food system actors</b></p>	<p>The T-ICSP SO2 is not aligned with the LEO SO2. It focuses on <u>partnership with the government for the provision of school meals and social protection</u>, and to build resilient food systems.</p>
<p><b>SO2. Humanitarian partners have access to reliable coordination and services including support in logistics coordination, emergency telecommunications, and on-demand</b></p>	<p><b>SO3. Humanitarian and development partners in Ukraine have access to reliable common services and expertise to reach</b></p>	<p>The T-ICSP SO2 is aligned with the LEO SO3. The focus is on WFP's role in ensuring <u>the humanitarian and development community is</u></p>

<sup>40</sup> Some of the most significant changes introduced by the four revisions are: (i) BR 01 (March 2022), increased the budget by USD 540 million, adding 6 new activities for the regional response, increasing the number of beneficiaries to 3.15 million, and extending the overall duration of the LEO by 1 month to end June 2022; (ii) BR 02 (March 2022), added the in-kind modality to activities 6 to 10 with no cost increase; (iii) BR 03 (June 2022), increased the budget by USD 648 million, extending the LEO by 2 months to end August 2022 and increasing the overall beneficiaries to 4,993,850; (ii) BR 04 (August 2022): extended the duration of the LEO to December 2022, reduced the number of people receiving assistance under Activity 1 to 4.4 million.

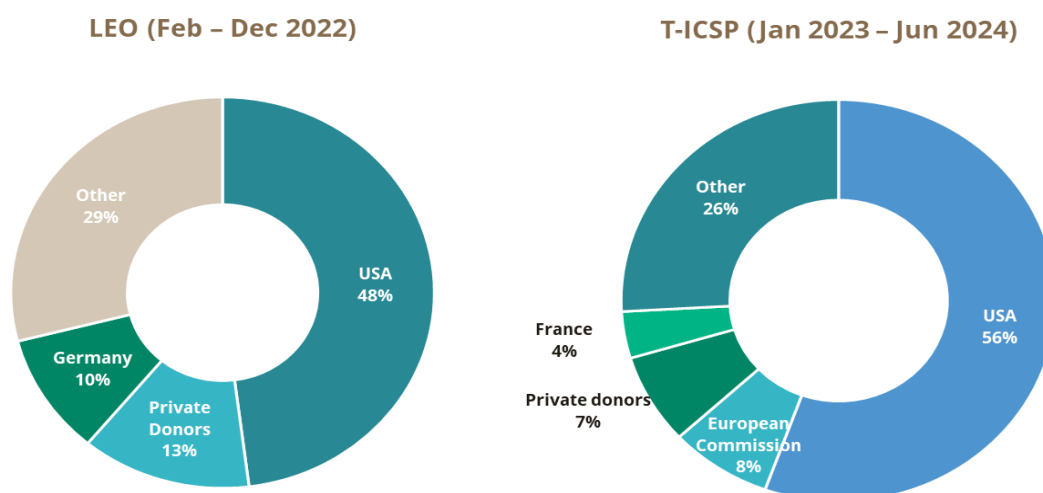
<sup>41</sup> Ukraine T-ICSP has been extended until December 2024.

<p><b>services to enable effective humanitarian response</b></p> <p><b>02:</b> Provide technical assistance through the Logistics Cluster to counterparts and partners to improve emergency logistics coordination and supply chain management.</p> <p><b>03:</b> Provide technical assistance through the Emergency Telecommunications Cluster to counterparts and other partners to improve emergency communication infrastructure and coordination mechanisms.</p> <p><b>04:</b> Provide on-demand services to humanitarian and development partners</p>	<p><b>vulnerable people and respond to needs, throughout the year.</b></p> <p><b>05:</b> Provide mandated information management, logistics, and coordination services to the humanitarian and development community and partners through the Logistics Cluster and Food Security and Livelihoods Cluster.</p> <p><b>06:</b> Provide emergency telecommunications services to the humanitarian community and partners</p> <p><b>07:</b> Provide common services to humanitarian and development partners</p>	<p>supported by the Logistic, Food Security and Livelihood, and Emergency Telecommunication Clusters.</p>
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Source: LEO operational document and Budget Revisions 01-04; T-ICSP operational document.

33. At its end, the Limited Emergency Operation was 42,8 percent funded. As of May 2023, the Ukraine T-ICSP had received 27.94 percent of the funding called for in the Needs Based Plan. As described in Figure 4, for the LEO, the main donors have been the United States (48 percent of total funding), private donors (13 percent) and Germany (10 percent). For the T-ICSP, the main sources have been the United States (56 percent of total funding), the European Commission (8 percent of total funding), private donors (7 percent), and France (4 percent).<sup>42</sup>

**Figure 4: LEO Ukraine (February – December 2022) and T-ICSP Ukraine (Jan 2023 – Jun 2024): Top Donors, 22 May 2023**



Source: WFP. Resource Situation Report. *Factory*, Data extracted on 19 May 2023 (LEO) and 22 May 2023 (T-ICSP)

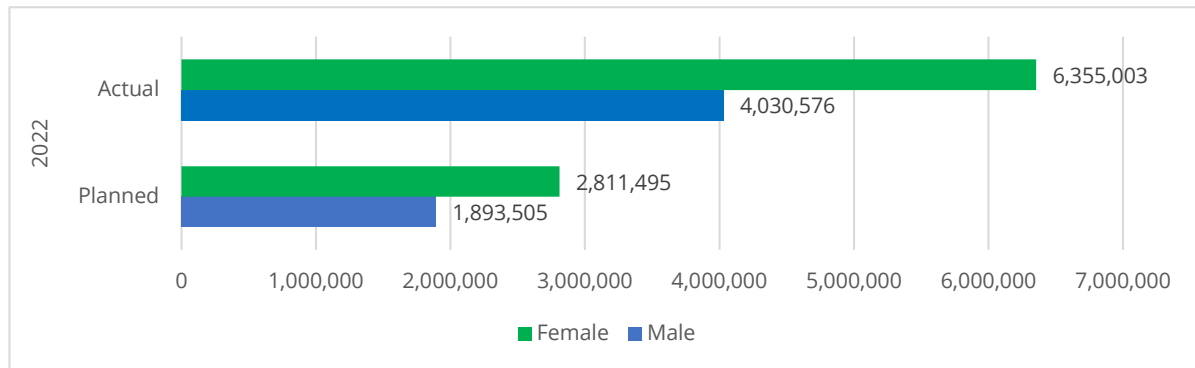
34. Annex 7 displays the geographical scope and targeted social groups of each activity across the years, including the areas and targeted groups of the Limited Emergency Operation and T-ICSP.

35. Under the Limited Emergency Operation framework, WFP has been responding to the humanitarian needs of crisis-affected people across Ukraine, providing food and cash assistance to almost 3 million people a month, supporting the restoration of supply

<sup>42</sup>WFP. Resource Situation Report. *Factory*. Data extracted on 22 May 2023 (LEO) and 22 May 2023 (T-ICSP)

chains and strengthening food systems. The Ukraine T-ICSP intends to reach a total of 4,901,200 beneficiaries throughout its two year duration. Figure 5 below presents the details for the crisis-affected people reached by WFP in 2022 through the Limited Emergency Operation disaggregated by sex.

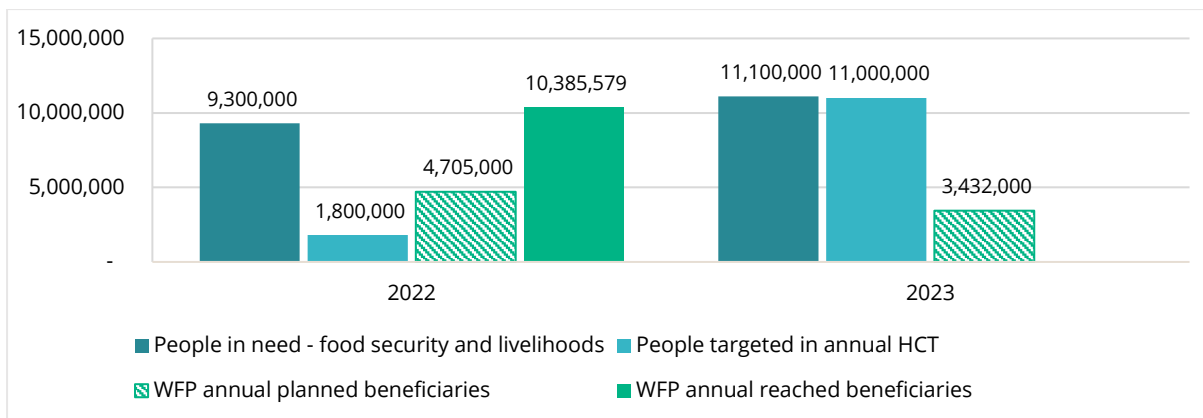
**Figure 5: Actual versus planned beneficiaries by sex, LEO Ukraine (February – December 2022)**



Source: COMET, Report CMR001b, data extracted on 5 June 2023

36. Put into perspective against the annual Humanitarian Needs Overviews (HNO) and Humanitarian Response Plans (HRP), WFP’s annual planned beneficiaries for 2022 significantly surpassed the population targeted by the Humanitarian Country Team (HCT) (1,800,000) and overall people in need identified by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) for 2022 (Figure 6). Yet, the persistence of the conflict led to a further deterioration of the humanitarian situation in the country, in which approximately 17.6 million people – 49 per cent of the current population – are now in need of humanitarian assistance and protection, as estimated by OCHA in the Humanitarian Response Plan for 2023.

**Figure 6: WFP beneficiaries against Humanitarian Response Plans beneficiaries (2022-2023) in Ukraine**



Source: People in need – food security and livelihoods: 2022: OCHA. 2022. [Ukraine Flash Appeal \(March to December 2022\)](#). 2023: OCHA.2023. [Humanitarian Needs Overview 2023](#); People targeted in annual HCT 2022, 2023. [Humanitarian Response Plan 2022 and 2023](#); WFP beneficiaries’ figures: WFP. COMET Report CM-R001b 2022; WFP Ukraine T-ICSP 2023-2024.

37. WFP is a member<sup>43</sup> of the global supply chain initiative: Grain from Ukraine. The Government of Ukraine launched the **Grain from Ukraine** Initiative in November 2022, pledging an initial in-kind contribution of 125,000 metric tons of grain for food assistance for WFP operations in Sudan, Yemen, Kenya, and Nigeria. The launch of the initiative followed earlier contributions of 48,300 metric tons of grain to Ethiopia and Somalia, which were undertaken on a twinning basis.<sup>44</sup> WFP also supports the **Black Sea Grain Initiative**, launched in Istanbul by the Russian Federation, Turkey, Ukraine and United Nations on 22 July 2022. The initiative, also known as the Black Sea Initiative, provided a maritime corridor that ensured the safe passage of over 32 million metric tons of food commodities from Ukrainian ports. This included 725,000 metric tons of grain procured by WFP, for a number of operations, including Afghanistan, Ethiopia, Somalia Kenya, and Yemen. The Black Sea Initiative expired on 17 July 2023.<sup>45</sup>

## 4. Objectives, scope and users of the evaluation

38. The evaluation will be **forward-looking and strategic in nature** and will provide an opportunity to produce evaluative evidence and lessons learned emerging from WFP's corporate emergency response to the Ukraine crisis to support evidence-based decision-making, and to contribute to the learning and sharing of good practices to inform future crisis preparedness.
39. This evaluation will serve the **dual objectives** of accountability and learning. As such, this evaluation will: (i) provide evaluation evidence and accountability for results to WFP stakeholders; and (ii) provide learning on WFP's performance in the Ukraine emergency context, specifically for developing WFP's future engagement in Ukraine and for broader learning on WFP complex emergency responses.
40. **Temporal scope:** The evaluation will cover WFP strategy and interventions since the onset of the war in February 2022, until the end of the evaluation data collection phase, tentatively around May 2024. However, the evaluation will also consider the pre-war period, to assess the adequacy and comprehensiveness of WFP's crisis preparedness including the contingency missions, in Ukraine.
41. **Thematic scope:** The main units of analysis of the evaluation are the T-ICSP and the WFP's Limited Emergency Operation (LEO) framework including its subsequent approved budget revisions prior to the T-ICSP. However, the evaluation will also assess WFP efforts in Ukraine not explicitly included in the T-ICSP and LEO budget revisions documents during the period covered by the evaluation namely the Grain from Ukraine Initiative.
42. **Geographic scope:** WFP operations in Ukraine. This said, the CEE will acknowledge the effects of WFP's response on the humanitarian context 'outside Ukraine' as appropriate.

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<sup>43</sup> Ukraine Supply Chain and partnership units are members, together with HQ Supply chain and the Regional Bureaux.

<sup>44</sup> WFP Update # 9 Grain from Ukraine initiative

<sup>45</sup> See <https://www.un.org/en/black-sea-grain-initiative>

43. **Primary stakeholders** of this evaluation: WFP Ukraine Country Office, Regional Bureau in Cairo, HQ Divisions and WFP technical units, direct beneficiaries, donors, the UN country team and international organizations, cooperating partners and NGOs; while the secondary stakeholders are the WFP Executive Board, private sector partners, research institutions, academia and civil society, and indirect beneficiaries. More detailed information on the stakeholders and users of the evaluation can be found in annex 4.

## 5. Evaluation approach and methodology

### 5.1 Evaluation criteria and questions

44. The evaluation is informed by the following evaluation criteria endorsed by the OECD-DAC – **coherence, relevance, effectiveness and efficiency**; in addition to humanitarian specific criteria – **appropriateness, coverage and connectedness**.

45. The evaluation criteria have been translated into **evaluation questions** (see Table 2). These are intended to give a more precise form to the evaluation criteria and to articulate the key themes of interest thereby optimizing utility of the evaluation.

46. The evaluation questions will be used as a starting point for developing the **evaluation matrix** (Annex 8) which will include a final set of evaluation questions, sub-questions, lines of inquiry to be tested and respective indicators against which data sources will be collected and tools for data collection and analysis. The matrix is intended as a framework for the collection and analysis of data as well as reporting. The completed evaluation matrix will be presented in the inception report.<sup>46</sup>

47. Tentative evaluation questions are proposed in Table 2. The table also shows the match between the sub-questions and the OECD-DAC evaluation criteria and criteria for evaluating humanitarian action in complex emergencies.<sup>47</sup>

**Table 2: Tentative evaluation questions**

Evaluation Questions (EQs) and Sub-questions	Criteria
<b>EQ1 – To what extent is the WFP response in Ukraine strategically focused on the needs of the most food insecure and aligned with humanitarian principles?</b>	
1.1 To what extent is WFP assistance in Ukraine coherent and aligned with the wider UN and humanitarian sector, and how has WFP developed appropriate and effective partnerships, including for joint implementation or collective operational action within the humanitarian response?	Coherence

46 When the evaluation team has a clearer understanding of data availability and methodological feasibility and evaluability.

47 See: OECD. 1999. *Guidance for Evaluating Humanitarian Assistance in Complex Emergencies, and Overseas Development Institute. 2006. Evaluating humanitarian action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies.*

1.2 To what extent are WFP interventions in Ukraine: aligned with the national development plans including the national social protection system; national wartime responses and recovery plans; context sensitive; gender responsive; and responding to the actual needs of the most food insecure as perceived by the communities?	Relevance & appropriateness
1.3 To what extent are humanitarian principles as well as a “Do No Harm” commitment applied in all phases of WFP assistance?	Coherence
<b>EQ2 – What is the extent and quality of WFP’s contribution to the emergency response in Ukraine? What difference did WFP make to the response?</b>	
2.1 To what extent has WFP support contributed to the emergency response in Ukraine? Are there any unintended outcomes, positive or negative ?	Effectiveness
2.2 How well does WFP tailor its assistance to address the diverse needs of the most food insecure and vulnerable population groups (including during the targeting and delivery phases) and what was the depth and breadth of coverage of assistance compared to needs?	Coverage, appropriateness
2.3 To what extent does WFP establish strategic linkages along the triple nexus between humanitarian action, recovery and contributions to peace?	Connectedness
<b>EQ3 – How well has WFP response in Ukraine integrated issues related to protection, accountability to affected populations, disability inclusion, gender equality, and localisation?</b>	
3.1 To what extent does WFP’s assistance in Ukraine integrate protection and accountability to crisis affected populations? What is the quality of WFP’s approach to systematic community engagement?	Effectiveness
3.2 To what extent have gender equality elements been integrated in WFP’s response? How intersecting elements around disability, inclusion and diversity have been taken into consideration? And how gender-based violence was taken into consideration in the design and implementation of the response?	Effectiveness
3.3 How well is WFP assistance in Ukraine tapping into local capacities and community-driven? How well is WFP envisioning transition and exit, tailored to local capacities and context?	Connectedness
<b>EQ4: To what extent has the WFP response in Ukraine used its resources efficiently, considering issues of protection?</b>	
4.1 'To what extent has the funding profile and timeliness supported or constrained WFP’s response in Ukraine?'	Efficiency
4.2 How well is WFP managing staff capacity and wellness to efficiently deliver its assistance in Ukraine?	Efficiency
4.3 To what extent are WFP activities and outputs delivered to the crisis affected people within the intended timeframe? What are the factors that explain the timeliness of the initial WFP emergency response and subsequent assistance?	Efficiency
4.4 To what extent have WFP corporate management systems (beneficiary targeting and identity management systems) ensured that the most vulnerable are effectively targeted?	Efficiency, effectiveness
<b>EQ5: What good practices, innovations and lessons learned emerged from the corporate emergency response to the Ukraine crisis? How might they inform future crisis preparedness?</b>	

48. While sub-question 3.2 is dedicated to gender equality, a gender lens will be applied in answering all evaluation questions and throughout the assessment of all WFP supported interventions in Ukraine.

## 5.2 Evaluability assessment

49. During the period covered by this corporate emergency evaluation, three relevant studies have been completed: i) WFP internal After-Action Review (AAR)<sup>48</sup>; ii) Internal Audit Report of WFP operations in Ukraine AR.23.04<sup>49</sup> iii) and an inter-agency internal Operational Peer Review (OPR).<sup>50</sup> Prior to the period under the scope of the current evaluation, several evaluations and studies have been undertaken, namely: (i) Ukraine was selected as a case study in the Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts, 2018.<sup>51</sup>; (ii) an “Operations Evaluation of the WFP Ukraine, 2015 (EMOP 200765)<sup>52</sup>; (iii) Ukraine was also part of two evaluation synthesis which used the Ukraine EMOP as part of the sample - Regional Synthesis 2013-2017 Middle East, North Africa, Central Asia and Eastern Europe<sup>53</sup> and the Operation Evaluations synthesis 2015-2016.<sup>54</sup>

50. This evaluation will tap into the aforementioned evaluations and studies to get an historical perspective and to better understand and position WFP support to Ukraine.

51. Based on initial assessments the following challenges may happen during the evaluation:

- A very fluid political and security situation in the country with frequent unexpected new developments.
- WFP operations cover most of the Country, however, all areas under temporary military control and outside the control of the Government of Ukraine are not currently accessed by WFP and will not be reachable for the evaluation team. The same applies to areas 20 km from the frontline and international borders radius of Khersonska, Zaporizka, Donetsk. Luhansk Province is as of August 2023 fully inaccessible (see Figure 7-red).<sup>55</sup>

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<sup>48</sup> WFP. 2022. After Action Review (AAR): Ukraine, Key priorities, Lessons Learned and Recommendations. Version 20 July 2022, unpublished

<sup>49</sup> WFP. 2023. [Internal Audit Report of WFP operations in Ukraine AR.23.04](#)

<sup>50</sup> IASC. 2023. [Operational Peer Review \(OPR\) Ukraine](#)

<sup>51</sup> WFP. 2018. [Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts](#)

<sup>52</sup> WFP. 2016. [Operation Evaluation: Ukraine - EMOP 200765 Emergency Assistance to Civilians affected by the conflict in Eastern Ukraine](#)

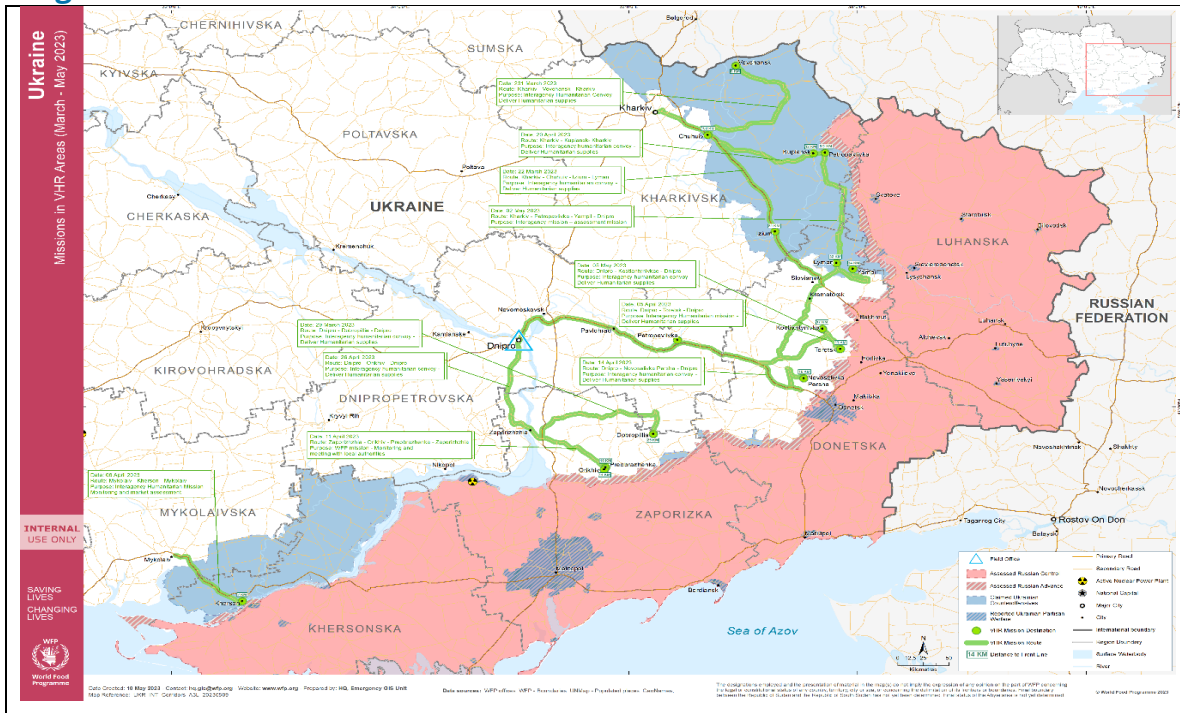
<sup>53</sup> WFP. 2017. [WFP Regional Synthesis 2013-2017 Middle East, North Africa, Central Asia and Eastern Europe](#)

<sup>54</sup> WFP. 2016. [Annual Synthesis of Operation Evaluations \(2015-2016\) Partnerships for the Future](#)

<sup>55</sup> Consultations with WFP Security officer focal point-Ukraine



**Figure 7: WFP reach in Ukraine**



Source: WFP. 2023. *Missions in very high-risk areas*

- Although it is unlikely that the evaluation team will be able to travel to areas close to the frontline the evaluation team can travel outside of Kyiv including to Odesa and Dnipro. The evaluation team will need to rely on remote communication tools and on local researchers for in-person data collection in areas close to the frontline.
- Competing and unexpected demands on country office and partners' staff availability may present challenges. As the Country Office was established very recently there has been many staff on Temporary Duty Station (TDY). Hence, interviews with CO staff should be planned and spread over time as to not overburden the CO; former CO staff who were on TDY will also be interviewed to obtain a longer-term perspective. See Annex 3 for more details on evaluability.

### 5.3 Proposed evaluation methods

52. The evaluation will use a **theory-based approach** to assessing WFP effectiveness and connectedness. This will entail reconstructing a theory of change of WFP supported interventions showing the intended results chains, i.e., the intended causal pathways from WFP inputs to activities to outputs to strategic outcomes, as well as identifying the paths of change including the internal and external assumptions made for change to be possible along these results chains.
53. Although the Theory of Change will be reconstructed on the basis of the Limited Emergency Operation framework and T-ICSP the focus will be mostly on the latter. To assess the likelihood of WFP's contribution to strategic outcomes, the evaluation will assess the internal logic of the theory of change and the quality of outputs delivered, including who benefitted from those (i.e., effectiveness of targeting). It will also verify

the validity of internal and external assumptions made and consider any external factors that might have affected outcome level changes. On this basis, the evaluation will then estimate the likelihood that WFP has contributed to outcome level changes and, where appropriate, look at measurement of outcome indicators to assess whether WFP assistance was adequate to reach the outcome targets.

54. The evaluation will use a **participatory approach (as far as possible) and mixed methods** for data collection and analysis, relying on primary and secondary sources. Systematic and traceable data triangulation across different sources and tools will be carried out to validate findings and avoid biases in the evaluative judgement.

55. **Data collection methods** proposed for this evaluation include<sup>56</sup>:

<b>Desk review of relevant documentation</b>	including UN system strategic documents (HNOs, 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. The desk review will also consider registration data and processes and other relevant documents such as: Government policies, strategies and reports; country strategies and reports from strategic partners, donors and cooperating partners. The social media element features of the crisis, as it relates to information-sharing and understanding the context may also be considered during the desk review.
<b>Semi-structured interviews</b>	with key informants, both remote and in-person where possible, including WFP CO management and relevant staff including in the field offices; relevant WFP HQ and RBC staff; Government partners, cooperating partners, UN, NGO etc.
<b>Online survey</b>	targeting perceptions from beneficiaries <sup>57</sup> and; partners including cooperating partners in Ukraine, to gauge their insights on relevant areas of interest to the evaluation.
<b>Interviews, focus group, phone surveys, direct field observation</b>	different options should be explored to ensure that the evaluation seeks the perspectives from affected populations (from both assisted members and non-assisted members of the community to get a sense of the other perspectives), in particular marginalized population groups . This will include a combination of in-person interviews, focus group discussions as well as phone surveys and direct field observation, to the extent possible.

56. **Data analysis methods** proposed for this evaluation include:

- **Contribution analysis:** to assess the extent to which WFP supported interventions contributed to (or is likely to) expected outputs and outcomes. The evaluation will gather evidence to confirm the validity of the theory of change in

<sup>56</sup> Note: many women and girls have left the country in the course of the crisis. This might risk biasing the profile of informants. Strategies to address this aspect of data collection will be presented in the Inception Report.

<sup>57</sup> Community Feedback Mechanisms data may be used to identify those reaching out to WFP about being excluded and include them in the survey sample.

different contexts, and to identify any logical and/or information gaps that it contained; examine whether and what types of alternative explanations/reasons exist for noted changes; test assumptions, examine influencing factors, and identify alternative assumptions for each pathway of change.

- **Content analysis:** to analyse documents, interviews, group discussions and focus groups notes and qualitative data from the survey to identify emerging common trends, themes and patterns for each key evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
- **Quantitative analysis** and descriptive statistics: to interpret quantitative data, in particular data emerging from WFP reporting and monitoring systems, as well as from other reports, and included descriptive statistical analysis of the survey.

## 6. Organization of the evaluation

### 6.1 Evaluation timeline, key phases and deliverables

57. The evaluation is structured in five phases summarized in

58. Table 3: below. The evaluation team will be involved in phases 2 to 4 of the evaluation (text highlighted in orange).

**Table 3: Timeline – key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	June – July 2023	<ul style="list-style-type: none"> <li>• Launching the Evaluation</li> <li>• Initial document review and consultations with key informants</li> <li>• Concept Note</li> </ul>
	August – September 2023	<ul style="list-style-type: none"> <li>• Setting up the Internal Reference Group (IRG)</li> <li>• Evaluation TOR</li> <li>• Summary Evaluation TOR</li> </ul>
	October – Nov 2023	<ul style="list-style-type: none"> <li>• Evaluation Team selection</li> <li>• Contract awarded</li> </ul>
2. Inception	Oct/ November 2023 – Feb 2024	<ul style="list-style-type: none"> <li>• Scoping interviews to HQ (remote)</li> <li>• Draft ToC and evaluation matrix</li> <li>• Inception Mission (5 days in-country + 2 days Regional Bureau in Cairo)</li> <li>• Inception report</li> </ul>
3. Data collection and analysis	April - May 2024	<ul style="list-style-type: none"> <li>• In-country data collection mission (3 weeks – 15 working days (not counting weekends))</li> <li>• Exit debriefing with CO (in-country)</li> </ul>
	June 2024	<ul style="list-style-type: none"> <li>• Analysis workshop (Evaluation team + OEV EM +RA) (1.5 days) – location to be determined</li> <li>• Data collection debriefing with CO and IRG (half a day - remote)</li> </ul>
4. Reporting	July – October 2024	<ul style="list-style-type: none"> <li>• Report Drafting</li> <li>• Comments Process</li> </ul>

Main Phases	Timeline	Tasks and Deliverables
	Oct – Nov 2024	<ul style="list-style-type: none"> <li>Stakeholder Learning Workshop (in-country – 2 days<sup>58</sup>): <ul style="list-style-type: none"> <li>Internal learning workshop with CO and IRG</li> <li>External workshop with partners</li> </ul> </li> </ul>
	Nov - Dec 2024	<ul style="list-style-type: none"> <li>Finalization of the Evaluation Report</li> </ul>
	Jan – Feb 2025	<ul style="list-style-type: none"> <li>Final evaluation report submitted for approval by OEV Director</li> <li>Summary Evaluation Report drafted by OEV in consultation with the evaluation team leader</li> </ul>
5. Dissemination	Jan – Feb 2025	<ul style="list-style-type: none"> <li>Management Response and Executive Board Preparation</li> </ul>
	Jan 2025 (tbc)	<ul style="list-style-type: none"> <li>Executive Board round table - summary evaluation report presentation by OEV</li> </ul>
	Feb 2025 (tbc)	<ul style="list-style-type: none"> <li>Executive Board (formal session) - summary evaluation report presentation by OEV</li> <li>Wider dissemination</li> </ul>

### Summary of the key evaluation milestones and deliverables:

59. The **inception report** will lay out the evaluation methodological approach, including the reconstruction of the theory of change, the evaluation matrix, the data collection and analysis strategy, as well as a detailed workplan for the field and reporting phases and the timeline.
60. The **evaluation report** will include the responses to the evaluation questions, summary of the main findings, conclusions, and recommendations of the evaluation. It will be succinct and to the point, and follow a structure agreed with the team leader and OEV.
61. After quality assurance by the contracted firm and OEV, both the draft inception report and the draft evaluation report will be shared with the **IRG** for review and comments.
62. A **learning workshop** will be organized with the CO and IRG members in Kyiv to discuss and validate the draft recommendations and sub-recommendations followed by an **external stakeholder workshop** to share results of the evaluation with a wider audience, including key partners of WFP in Ukraine.
63. The evaluation manager will draft the **summary evaluation report**, which will be reviewed and validated by the team leader

## 6.2 Management and governance

64. **Office of Evaluation:** The responsibility for the management and oversight of the evaluation will rest with the Office of Evaluation. The evaluation will be managed by Alexandra Chambel, Senior Evaluation Officer. The Evaluation Manager has not worked on issues associated with the subject of evaluation. She will have overall

<sup>58</sup> LTA company should budget for 3.5 days in-country.

responsibility for the management of the evaluation process and for ensuring the quality and independence of the evaluation. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the internal reference group for the evaluation; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting the Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. She 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. Aya Shneerson and Arianna Spacca will be the OEV research analysts supporting data access and analysis as well as some organizational aspects of the evaluation.

65. Second and final level of quality assurance will be provided by Anne-Claire Luzot, Director of the WFP Office of Evaluation. The Director of Evaluation will also sign off the final evaluation report and will present the results of the evaluation to the WFP Executive Board for consideration in February 2025.
66. **Internal reference group:** an internal reference group has been established for this evaluation. This group is constituted of a cross-section of WFP stakeholders from relevant business areas at different WFP levels who will be consulted throughout the evaluation process to review and provide feedback on evaluation products, provide feedback during evaluation briefings; be available for interviews with the evaluation team. See list of IRG members in Annex 9: Internal reference group members .
67. **Country Office:** Besides being a key member of the IRG the CO will have an important role facilitating the evaluation team's contacts with stakeholders in Ukraine; providing logistic support during the fieldwork and organizing an in-country stakeholder learning workshop. **David Thomas**, Head of Programme, and **Nynne Warring**, Head of RAM have been nominated as the WFP CO focal points and members of the IRG and will assist in communicating with the Evaluation Manager and evaluation team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, CO staff will not participate in meetings where their presence could bias the responses of the stakeholders.

### 6.3 Evaluation quality assurance and assessment

68. The evaluation will adhere to the **OEV quality assurance system for centralized evaluations**. Quality assurance will be systematically applied during this evaluation but to ensure that the evaluation provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
69. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the design, data collection, analysis and reporting phases. All deliverables from the evaluation team should go through an internal quality assurance review by the company before submitting any deliverable to OEV review and approval.

70. Levels of quality assurance:

- Company: The first level of quality assurance of all evaluation deliverables (including drafts) will be conducted by the company prior to submitting the deliverables to the review and approval of OEV.
- OEV: The second level of quality assurance of the evaluation deliverables will be conducted by the evaluation manager with the support of the research analyst. The third level will be conducted by the Director of OEV.

71. Finally, the final evaluation report will be subject to **assessment** by an independent evaluation quality assessment provider using OEV's post-hoc quality assessment (PHQA) standards.<sup>59</sup> The evaluation post-hoc quality assessment will be published along with the evaluation report on the WFP website.

#### 6.4 Evaluation team composition

72. The evaluation will be carried out by a highly qualified, multi-disciplinary team with extensive knowledge and experience in evaluation of complex emergency operations. The evaluation team will include consultants with a mix of evaluation and thematic relevant expertise related to the WFP operations in Ukraine (including familiarity with the country context, humanitarian assistance in conflict and peri-urban settings, food security, school-based programmes, social protection, social safety net systems, supply chain, food systems, gender equality, gender-based violence, humanitarian protection and accountability to affected populations). All team members should have a solid understanding of [Humanitarian Principles](#) and the [Core Humanitarian Standard on Quality and Accountability](#).

73. The team will contain a team leader and deputy-team leader (senior level evaluators); 1-2 senior thematic experts; a research analyst (Intermediate Evaluator) and 2 national experts (male and female Intermediate level).

74. The international consultancy firm may partner with a local independent and reliable research entity/Accademia to support data collection in the field.

75. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

76. The evaluation will be conducted by a fully diverse and gender balanced team with multi-lingual language skills (as relevant) who can effectively cover the areas of evaluation. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should collectively have expertise in gender and protection, as well as humanitarian law, and experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities. Skills of evaluation team members (including local researchers if applicable) of dealing with sensitive issues, such as gender, protection and diversity should be ensured.

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<sup>59</sup> See: <https://www.wfp.org/publications/post-hoc-quality-assessment-evaluations>

77. The team must also demonstrate a clear understanding of the UN system and ensure that the evaluation is conducted in line with the [UNEG Norms and Standards for Evaluation in the UN System](#).

**Table 4: Summary of evaluation team and areas of expertise required**

Areas	Specific expertise required
<b>Team Leader and Deputy Team Leader (Senior level evaluators)</b>	<ul style="list-style-type: none"> <li>• Excellent planning and team management and coordination skills; ability to resolve problems and strong track record to deliver on time</li> <li>• Solid experience in evaluating the design and implementation of complex emergency responses and country strategic plans</li> <li>• Sound experience in conducting complex humanitarian evaluations</li> <li>• Strong experience with conducting evaluations in countries with highly politically sensitive situations</li> <li>• First-hand experience in complex emergency response and/or recovery programmes, preferably with WFP, other UN organizations</li> <li>• Familiarity with Theory of Change and Contribution Analysis approaches and other relevant evaluation methods and tools</li> <li>• Excellent synthesis and evaluation reporting writing skills in English, including strong presentation skills</li> <li>• Expertise in one or more of the technical areas below.</li> </ul>
<b>Thematic consultants (senior level)</b>	<ul style="list-style-type: none"> <li>• Prior programme evaluation experience</li> <li>• First-hand experience in complex emergency response and/or recovery programmes</li> <li>• Fluency and excellent writing skills in English</li> <li>• Strong, complementary technical expertise <u>in complex emergency settings</u> in the following areas:               <ul style="list-style-type: none"> <li>○ Gender equality; disability inclusion</li> <li>○ Social protection/social safety net systems</li> <li>○ Food security and nutrition assessments and information systems</li> <li>○ Management of general food assistance (in-kind and cash-based transfers)</li> <li>○ Ability and experience in evaluating Cash Based Transfers and innovative approaches</li> <li>○ Protection and accountability to affected populations</li> <li>○ Partnerships and inter-agency coordination</li> <li>○ Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts.</li> <li>○ Ability and experience in assessing supply chain related matters.</li> <li>○ School-based programming</li> <li>○ Access negotiations and well-being and security of humanitarian personnel</li> </ul> </li> </ul>
<b>Research analyst consultant (Intermediate Evaluator)</b>	<ul style="list-style-type: none"> <li>• Strong experience designing and implementing complex research methodologies, both qualitative and quantitative, able to coordinate several parallel research workstreams as well as an overarching, more strategic research pathway</li> <li>• Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems</li> <li>• Extensive previous experience designing and analysing data from surveys, documentary review and interviews. Capable of organizing and analysing large sets of data is a requirement.</li> <li>• Excellent Excel skills, including ease working with pivot tables and generation of graphs, to organize, analyse and effectively represent data</li> <li>• Excellent data management skills and accuracy in data manipulation, including data cleaning, data mining, data triangulation, and data modelling</li> </ul>

	<ul style="list-style-type: none"> <li>• Broad understanding of humanitarian and development assistance and familiarity with analyzing WFP and Humanitarian Response Plan/Humanitarian Needs Overview data</li> <li>○ Strong ability to provide qualitative and quantitative research support to evaluation teams, in particular on: online and mobile phone survey design; survey data cleaning and descriptive analysis</li> </ul>
<b>National Expert (Intermediate level)</b>	<ul style="list-style-type: none"> <li>• In-depth knowledge of the political, economic and social context at country level,</li> <li>• Demonstrated experience working in complex emergency response and/or recovery programmes</li> <li>• Expertise in one or more of the technical areas of WFP work in Ukraine</li> <li>• Extensive previous experience conducting data collection (including interviews and focus group discussions) for evaluation and or research studies</li> <li>• Demonstrable analytical skills</li> <li>• Fluency in the national language</li> <li>• Excellent writing skills in English</li> <li>• Administrative and logistical experience.</li> </ul>

## 6.5 Ethical considerations

78. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) 2020 [Ethical Guidelines](#). Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
79. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP interventions in Ukraine, nor have any other potential or perceived conflicts of interest in the past, present or future. All members of the team will abide by the [UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing the [UNEG pledge of ethical conduct in evaluation](#), the team will also commit to signing the WFP Confidentiality, Internet and Data Security Statement.

## 6.6 Security considerations

80. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the OEV will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable UN Department of Safety and Security rules including taking security training and attending in-country briefings.
81. In-person security training will be provided by WFP in Ukraine to the evaluation team members traveling to Ukraine. A total of 4 days (1 day for IFAK and 3 days for SSAFE) trainings. The trainings will be conducted at the start of the data collection mission in Ukraine.



## **6.7 Communication**

82. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.
83. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in February 2025.
84. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio, as appropriate) in the field, respecting local customs and personal data protection principles, and to share those with OEV for use in communication products such as evaluation reports, briefs, presentations and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.
85. Efforts will be made to communicate evaluation results back to stakeholders in Ukraine including target population groups. The evaluation team is expected to propose one or more appropriate channels and approaches for communicating back findings, conclusions and recommendations from the evaluation to WFP stakeholders, based on consultations with those stakeholder groups and its own experiences in Ukraine. The actual in-country communication of evaluation results will be managed jointly by OEV and the CO.

## **6.8 Budget and payment modalities**

86. The evaluation will be financed through the OEV budget for CEE. The payment modalities shall be as follow:
- 30% on acceptance of the draft inception report
  - 20% on acceptance of final inception report
  - 40% on acceptance of the draft evaluation report
  - 10% on the acceptance of the final evaluation report

# Annexes

## Annex 1: Ukraine, Map with WFP Offices in 2022



Source: WFP Ukraine ACR 2022.

## Annex 2: Ukraine Fact Sheet

Parameter/(source)	2020	2021	2022	Data source
<b>General</b>				
Human Development Index (1)	0.78	0.77		<a href="#">UNDP - Data Center</a>
<b>Demography</b>				
Population total (millions) (2)	44,132,049	43,792,855	38,000,000	<a href="#">World Bank Data</a>
Population, female (% of total population) (2)	53.7	53.7	54.1	<a href="#">World Bank Data</a>
% of urban population (2)	70	70	70	<a href="#">World Bank Data</a>
Total population by age (0-14) (% of total population) (2)	15	15	15	<a href="#">World Bank Data</a>
Total population by age (15-64) (% of total population) (2)	67	67	66	<a href="#">World Bank Data</a>
Total population by age (65+) (% of total population) (2)	17	17	19	<a href="#">World Bank Data</a>
Adolescent fertility rate (births per 1,000 women ages 15-19) (2)	15	16		<a href="#">World Bank Data</a>
<b>Economy</b>				
GDP per capita (current USD) (2)	3,751.7	4,835.6	4,534	<a href="#">World Bank Data</a>
Income inequality: Gini Coefficient (1)	-	25.6 <sup>e</sup>		<a href="#">UNDP - Data Center</a>
Foreign direct investment net inflows (% of GDP) (2)	0.20	0.2	0	<a href="#">World Bank Data</a>
Net official development assistance received (% of GNI) (4)	1.5	1.1		<a href="#">Aid at a glance charts - OECD</a>
SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	-	11.231 <sup>e</sup>		<a href="#">SDG Country Profiles (unstatshub.org)</a>
Agriculture, forestry, and fishing, value added (% of GDP) (2)	9.3	10.9	8.2	<a href="#">World Bank Data</a>
<b>Poverty</b>				
Population vulnerable to multidimensional poverty (%) (1)	0.4			<a href="#">UNDP - Data Center</a>
Population in severe multidimensional poverty (%) (1)	0			<a href="#">UNDP - Data Center</a>
<b>Refugees, Internally Displaced People</b>				
Asylum-seekers (5)	21,426	19,426	42,120	<a href="#">UNHCR - Refugee Statistics</a>
Refugees (5)	35,156	27,562	5,437,961	<a href="#">UNHCR - Refugee Statistics</a>
Internally displaced people (IDPs) (5)	734,000	854,000	6,275,000	<a href="#">UNHCR - Refugee Statistics</a>
Others of concern (5)	1,620,000	1,424,800	55,717	<a href="#">UNHCR - Refugee Statistics</a>
<b>Health</b>				

Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	17	-		<a href="#">Maternal mortality rates and statistics - UNICEF DATA</a>
Healthy life expectancy at birth (2)	71	70		<a href="#">World Bank Data</a>
Prevalence of HIV, total (% of population ages 15-49) (2)	0.90	0.90		<a href="#">World Bank Data</a>
<b>Gender</b>				
Gender Inequality Index (rank) (1)	-	49		<a href="#">UNDP - Data Center</a>
Proportion of seats held by women in national parliaments (%) (2)	21	21	20	<a href="#">World Bank Data</a>
Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	55	55		<a href="#">World Bank Data</a>
Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	13	12		<a href="#">World Bank Data</a>
<b>Nutrition</b>				
Prevalence of moderate or severe food insecurity in the total population (%) (7)	2.8 3 year average 2019 - 2021			<a href="#">FAOSTAT</a>
Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	8		8	<a href="#">The State of the World's Children   UNICEF</a>
Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	16		16	<a href="#">The State of the World's Children   UNICEF</a>
Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	17		17	<a href="#">The State of the World's Children   UNICEF</a>
Mortality rate, under-5 (per 1,000 live births) (2)	8	8		<a href="#">World Bank Data</a>
<b>Education</b>				
Adult literacy rate (% ages 15 and older) (2)		100		<a href="#">World Bank Data</a>
Government expenditure on education as percentage of GDP (%)	5.38	5.55		<a href="#">UNESCO</a>
Current education expenditure, total (% of total expenditure in public institutions) (2)	95.3			<a href="#">World Bank Data</a>

In grey: Data not available for this year

°: Data refer to the most recent year available during the period specified

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA (10) EM-DAT: The Emergency Events Database - Université catholique de Louvain (UCL) - CRED, D. Guha-Sapir - [www.emdat.be](http://www.emdat.be), Brussels, Belgium

## Annex 3: Evaluability Assessment

<b>Table 1: Limited Emergency Operation – Ukraine Feb–May 2022 logframe analysis</b>					
<b>Logframe version</b>		<b>Outcome indicators</b>	<b>Cross-cutting indicators</b>	<b>Output indicators</b>	
v 1.0 (16/02/2022)	<b>Total nr. of indicators</b>	<b>3</b>	<b>8</b>	<b>15</b>	
v 2.0 (27/02/2022)	New indicators	-	-	44	
	Discontinued indicators	-	-	-	
	<b>Total nr. of indicators</b>	<b>3</b>	<b>8</b>	<b>59</b>	
v 3.0 (11/04/2022)	New indicators	-	-	1	
	Discontinued indicators	-	-	-	
	<b>Total nr. of indicators</b>	<b>3</b>	<b>8</b>	<b>60</b>	
v 4.0 (04/07/2022)	New indicators	-	-	1	
	Discontinued indicators	-	-	-	
	<b>Total nr. of indicators</b>	<b>3</b>	<b>8</b>	<b>61</b>	
<b>Total number of indicators that were included across all logframe versions</b>		<b>3</b>	<b>8</b>	<b>15</b>	

<b>Table 2: Transitional Interim Country Strategic Plan Ukraine (2023–2024) logframe analysis</b>					
<b>Logframe version</b>		<b>Outcome indicators</b>	<b>Cross-cutting indicators</b>	<b>Output indicators</b>	
v 1.0 (25/08/2022)	<b>Total nr. of indicators</b>	<b>8</b>	<b>9</b>	<b>27</b>	

Table 3: Analysis of results reporting in Limited Emergency Operation – Ukraine annual country reports 2022			
			ACR 2022
<b>Outcome indicators</b>			
	Total number of indicators in applicable logframe	<b>3</b>	
Baselines	Nr. of indicators with any baselines reported	<b>2</b>	
	Total nr. of baselines reported	12	<i>Disaggregated by sex in SO1</i>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>3</b>	
	Total nr. of year-end targets reported	5	
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>3</b>	
	Total nr. of CSP-end targets reported	5	
Follow-up	Nr. of indicators with any follow-up values reported	<b>3</b>	
	Total nr. of follow-up values reported	13	<i>Disaggregated by sex in SO1</i>
<b>Cross-cutting indicators</b>			
	Total number of indicators in applicable logframe	<b>8</b>	
Baselines	Nr. of indicators with any baselines reported	<b>6</b>	
	Total nr. of baselines reported	16	<i>Disaggregated by sex for selected indicators</i>
Year-end targets	Nr. of indicators with any year-end targets reported	<b>6</b>	
	Total nr. of year-end targets reported	9	
CSP-end targets	Nr. of indicators with any CSP-end targets reported	<b>6</b>	
	Total nr. of CSP-end targets reported	9	
Follow-up	Nr. of indicators with any follow-up values reported	<b>6</b>	
	Total nr. of follow-up values reported	16	<i>Disaggregated by sex for selected indicators</i>
<b>Output indicators</b>			
	Total number of indicators in applicable logframe	<b>61</b>	
Targets	Nr. of indicators with any targets reported	<b>32</b>	<i>Disaggregated by sex for Act 01, Act 05 to Act 10</i>
Actual values	Nr. of indicators with any actual values reported	<b>17</b>	<i>Only reported for Act 01, 02, 03, 04 and 06</i>

## Annex 4: Preliminary Stakeholder Analysis



	Interest in the evaluation	Participation in the evaluation	Who
<b>Internal (WFP) stakeholders</b>			
<b>Country Office</b>	Responsible for country level planning and implementation of WFP interventions, it has a direct stake in the evaluation and will be a primary user of its results to enhance interventions.	<b>Primary stakeholders.</b> CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during inception and during the main mission. They will have an opportunity to review and comment on the draft ER, and management response to the CEE.	During the country missions, a wider group of WFP staff will be involved including Country Directors, Deputy Country Directors, Heads of Programme, Supply Chain, Research, Assessment and Monitoring (RAM), Partnerships and other units as relevant, SO managers and Programme Officers, CO sub-office staff
<b>WFP Senior Management and Regional Bureau</b>	WFP Senior Management and the Regional Bureau in Cairo (RBC) have an interest in learning from the evaluation results because of the strategic and technical importance of Ukraine in the WFP corporate and regional plans and strategies.	<b>Primary stakeholders.</b> RBC staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CEE.	RBC Management and members of the Internal Reference Group. Senior Regional Programme Advisor, Regional Emergency Preparedness & Response Officer, other regional advisors from the following units: Cash-based transfers, Gender, Human Resources, RAM, Protection and AAP, Supply Chain, Partnerships and Reporting, Budget and Programming and others as relevant.
<b>WFP Divisions</b>	HQ Divisions and technical units have an interest in lessons relevant to their mandates. The CEE is expected to strengthen HQ Division's strategic guidance and technical support to the RB and CO, and to provide lessons with broader applicability globally.	<b>Primary stakeholders.</b> HQ Divisions and technical units will be key informants and interviewed during the inception and data collection phase on the themes covered by the CEE. Relevant HQ Divisions will have an opportunity to comment on the draft ER and provide inputs to the management response to the CEE.	HQ Divisions and evaluation focal points in HQ Divisions and technical units as relevant. These would include the Emergencies Operations Division (EME), the Programme – Humanitarian and Development Division (PRO) including the Emergencies and Transitions Unit (PROP) and the Social Protection Unit (PROS), the Cash-Based Transfers Division (CBT), Nutrition Division (NUT), Gender Office (GEN), Supply Chain Division (SCO) and Human Resources Division (HR).

<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from Ukraine's evolving contexts and about WFP roles, and strategies	<b>Secondary stakeholder.</b> Evaluation results will be discussed during the Executive Board First Regular Session in February 2025	Executive Board member delegates
<b>External stakeholders</b>			
<b>Affected communities</b>	As the ultimate recipients of food/ cash and other types of assistance, , beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	<b>Primary stakeholders.</b> They will be interviewed and consulted during the field missions. Special attention will be given to hearing the voices of women and girls of diverse groups, people with disabilities. Special arrangements may have to be made to meet children.	Refugees, IDPs, returnees and other shock-affected people, schoolchildren, other acutely food-insecure marginalized and vulnerable populations, people with disabilities, adolescent girls, pregnant and lactating women and girls, children under 2, and mothers of young children, children under 5.
<b>UN Country Team</b>	UN agencies and other partners in the eight countries have a stake in this evaluation in terms of partnerships, future strategic orientation, as well as issues pertaining to UN coordination. UN Humanitarian Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their plans and programmes. This includes the various coordination mechanisms, such as the food security and livelihood, logistics and emergency telecommunications clusters. The CEE can be used as an input to improve collaboration, coordination and increase synergies within the UN system and its partners.	<b>Secondary stakeholder.</b> The evaluation team will seek key informant interviews with the UN and other partner agencies involved in food and nutrition including food systems and shock-responsive assistance, school meals and social protection and supply chain. , and national capacity development. The CO will keep UN partners, other international organizations informed of the evaluation's progress.	Senior Management, UN Resident and Humanitarian Coordinators, UN Agencies' Representatives, including those from the following agencies: FAO, UNDP, UNHCR, UNICEF.
<b>Donors</b>	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent more effectively and efficiently.	<b>Secondary stakeholder.</b> Donor representatives will be interviewed and consulted during the inception and data collection phases, as applicable. They may also participate in the regional learning event during Phase II and be involved in the report dissemination activities.	Representatives from the following donors: USA, European Commission, Germany, France, among other donors Japan, and Canada



National Partners			
<b>Government at central level</b>	The Government' views on alignment of WFP interventions with National Recovery Plan, achievements and challenges will be critical. The CEE evidence can be used to strengthen coordination support to shock-affected populations	<b>Primary stakeholders.</b> Government at national and local levels are one of the key stakeholders and will therefore be included on the key informant list for this evaluation. The evaluation team will closely follow political developments in the country to ascertain feasible engagements to be held with different governments.	WFP has been working with different ministries and government institutions at national and local levels. Representatives from relevant government entities will be consulted along the evaluation process. Representatives from the following ministries: Ministry of Education and Science, Ministry of Social Policy, Ministry of Digital Transformation, Ministry of Reintegration, Ministry of Agrarian Policy and Food, Ministry of Foreign Affairs, the Ministry of Social Policy, and the Office of the First Lady.
<b>Cooperating partners and NGOs</b>	WFP relies on cooperating partners including NGOs and community-based organizations to implement its activities. They have an interest in enhancing synergies and collaboration with WFP, in light of the implications of the evaluation results. The CEE results might affect the way WFP works with its cooperating partners in Ukraine and in other similar contexts in the future.	<b>Secondary stakeholder.</b> Key representatives of cooperating partners, NGOs and community-based organizations will be interviewed during the data collection phases, as applicable.	Representatives would come from different international and national NGOs. Representatives from the following institutions would be among key informants: ADRA - Adventist Development and Relief Agency, CO Network, Samaritan's Purse, Tarilka, Charity Fund TEAM4UA and Ukrainian Red Cross Society.
<b>Private and public sector partners</b>	WFP works in ensuring active participation and involvement of the private sector as key partners (e.g., retailers, insurance and financial service providers, etc). They have an interest in learning from the evaluation with a view to improve on-going and future collaboration with WFP.	<b>Secondary stakeholder.</b> Current or potential partners from the private sector may be interviewed during the inception and data collection phases, as applicable.	Representatives from: Western Union, local private enterprises.

## Annex 5: WFP Ukraine presence in years pre-TICSP

		2022	2023
Ukraine		Escalation of armed conflict in Ukraine in February	
		Ukraine conflict	
WFP interventions	<b>Ukraine Limited Emergency Operation</b> (Feb 2022 – Dec 2022)	<b>Activity type:</b> Unconditional resource transfers; Service provision and platform activities <b>Total requirements:</b> 1,946,462,396 <b>Total contributions received:</b> 833,108,973 <b>Funding:</b> 42.80%	
	<b>Ukraine t-ICSP</b> (Jan 2023 – June 2024)		<b>Activity type:</b> Unconditional resource transfers; Social protection sector support; School based programmes; Logistics cluster; Emergency telecommunications cluster; On-demand services <b>Total requirements:</b> 1,904,078,061 <b>Total contributions received:</b> 531,936,898 <b>Funding:</b> 27.94%
Outputs at Country Office Level	Food distributed (MT) 	<b>Ukraine LEO</b> Planned: 283,638 Actual: 154,113	
	Cash distributed (USD) 	<b>Ukraine LEO</b> Cash-Based Transfers: Planned: 1,049,475,465 Actual: 379,815,819 Commodity Voucher: Planned: 4,410,000 Actual: 490,585	
	Actual beneficiaries (number)	<b>Ukraine LEO:</b> 10,385,580	

Source: Ukraine Limited Emergency Operation, Ukraine T-ICSP, ACR 2022, Resource Situation as of 31 Dec 2022 (for LEO), and as 22 May (for T-ICSP)

## Annex 6: Line of Sight

### Ukraine LEO (Feb – Dec 2022), Line of Sight

Ukraine LEO (Feb – Dec 2022) – BR4	
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 8 – Enhance global partnership (SDG Target 17.16)
CRISIS RESPONSE	CRISIS RESPONSE
<b>STRATEGIC OUTCOME 1</b> Crisis-affected populations are able to meet their basic food needs.	<b>STRATEGIC OUTCOME 2</b> Humanitarian partners have access to reliable coordination and services including support in logistics coordination, emergency telecommunications, and on-demand services to enable effective humanitarian response.
BUDGET SO 1: USD 1,924,829,919	BUDGET SO 2: USD 21,632,477
UNIQUE DIRECT BENEF. SO 1: 4,705,000	UNIQUE DIRECT BENEF. SO 2: 0
OUTPUTS: 1- Affected populations in Ukraine receive in-kind food assistance and/or cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A) 5- Affected populations in Poland receive cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A) 6- Affected populations in Moldova receive cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A) 7- Affected populations in Romania receive cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A) 8- Affected populations in Slovakia receive cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A) 9- Affected populations in Hungary receive cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A) 10- Affected populations in other countries receive cash-based transfers in order to meet their basic food needs (SR 1) (Output Category: A)	OUTPUTS: 2- Affected populations benefit from logistics coordination and services to counterparts, humanitarian agencies and partners in order to timely receive humanitarian assistance. (Output Category: H) 3- Affected populations benefit from emergency telecommunications coordination and services to counterparts, humanitarian agencies and partners in order to timely receive humanitarian assistance. (Output Category: H) 4- Affected populations benefit from on-demand services to humanitarian and development partners in order to timely receive humanitarian assistance. (Output Category: H)
<b>ACTIVITY 1:</b> Provide emergency food assistance to crisis-affected populations in Ukraine (Act Category 1: URT; Modalities: IK, CBT, CS)	<b>ACTIVITY 2:</b> Provide technical assistance through the Logistics Cluster to counterparts and partners to improve emergency logistics coordination and supply chain management. (Act Category 10: CPA; Modality: SD)
<b>ACTIVITY 5:</b> Provide emergency food assistance to crisis-affected populations in Poland (Act Category 1: URT; Modalities: CBT, CS, IK)	<b>ACTIVITY 3:</b> Provide technical assistance through the Emergency Telecommunications Cluster to counterparts and other partners to improve emergency communication infrastructure and coordination mechanisms. (Act Category 10: CPA; Modality: SD)
<b>ACTIVITY 6:</b> Provide emergency food assistance to crisis-affected populations in Moldova (Act Category 1: URT; Modalities: CBT, CS, IK)	<b>ACTIVITY 4:</b> Provide on-demand services to humanitarian and development partners. (Act Category 10 CPA; Modality: SD)
<b>ACTIVITY 7:</b> Provide emergency food assistance to crisis-affected populations in Romania (Act Category 1: URT; Modalities: CBT, CS, IK)	
<b>ACTIVITY 8:</b> Provide emergency food assistance to crisis-affected populations in Slovakia (Act Category 1: URT; Modalities: CBT, CS, IK)	
<b>ACTIVITY 9:</b> Provide emergency food assistance to crisis-affected populations in Hungary (Act Category 1: URT; Modalities: CBT, CS, IK)	
<b>ACTIVITY 10:</b> Provide emergency food assistance to crisis-affected populations in other countries (Act Category 1: URT; Modalities: CBT, CS, IK)	
	<b>TOTAL BUDGET: USD 1,946,462,396</b>
	<b>TOTAL UNIQUE DIRECT BENEFICIARIES: 4,705,500</b>

Source: WFP SPA website

## Ukraine T-ICSP (Jan 2023 – June 2024), Line of Sight

Ukraine T-ICSP (January 2023 - June 2024)		
SDG 2: Zero Hunger	SDG 17: Partnership for the Goals	
SDG target: 2.1 Access to Food	SDG target: 17.9 Capacity Strengthening	SDG target: 17.16 Enhance Global Partnership
UN HRP 2023	UNTF Strategic Priority 2: Strengthening Systems and Building Resilience	UNTF Strategic Priority 1: Saving Lives
CRISIS RESPONSE	RESILIENCE BUILDING	CRISIS RESPONSE
SO1. People are better able to meet their urgent food and nutrition needs.	SO4. National programmes and systems are strengthened.	SO5. Humanitarian and development actors are more efficient and effective.
<b>T-ICSP Outcome 1:</b> Crisis-affected populations in Ukraine, including IDPs, are able to meet their food and nutrition needs during and in the aftermath of a crisis.	<b>T-ICSP Outcome 2:</b> Government of Ukraine and partners have enhanced food systems and shock-responsive capacities to support vulnerable populations by 2024.	<b>T-ICSP Outcome 3:</b> Humanitarian and development partners in Ukraine have access to reliable common services and expertise to reach vulnerable people and respond to needs, throughout the year.
<b>BUDGET: USD 1,469,747,436</b>	<b>BUDGET: USD 417,193,437</b>	<b>BUDGET: USD 17,137,188</b>
<b>UNIQUE DIRECT BENEFICIARIES: 3,941,200</b>	<b>UNIQUE DIRECT BENEFICIARIES: 960,000</b>	<b>UNIQUE DIRECT BENEFICIARIES: N/A</b>
<p>OUTPUT 1: Crisis-affected women, men, girls and boys (Tier 1) have access to food and/or cash-based assistance to meet their basic food and nutrition needs. (1.1, A)</p> <p>OUTPUT 2: Nutritionally-vulnerable groups (Tier 1), including children aged 6 to 23 months, receive specialized nutritious foods or transfers to prevent malnutrition and improve their nutritional status. (1.2, A, B)</p> <p><b>ACTIVITY 1:</b> Provide food and nutrition assistance to crisis-affected populations. (Activity category: 1.2. Modalities: Food, CBT, CS)</p>	<p>OUTPUT 3: Schoolchildren (Tier 1) receive meals to meet their food and nutrition needs every day they attend school (4.1, A, N, C)</p> <p><b>ACTIVITY 2:</b> Provide support to the Government for the provision of school meals, including through direct assistance and capacity development. (Activity category: 1.5. Modalities: CBT, CS, Secondary SDG target 4.1)</p> <p>OUTPUT 4: Government and partners benefit from enhanced shock responsive safety nets, social protection systems and capacities. (4.1, C)</p> <p>OUTPUT 5: Targeted women, men, boys and girls (Tier 1) are provided with social benefit cash top-ups complementing existing state transfers to ensure their essential needs are met. (4.1, A)</p> <p><b>ACTIVITY 3:</b> Provide support to the Government, including through direct assistance and capacity development, and social benefit support to targeted populations. (Activity category: 1.10. Modalities: CBT, CS)</p> <p>OUTPUT 6: The Government and other actors within the food system (Tier 1) benefit from capacity strengthening, infrastructure development, improved linkages with export channels, local procurement and stronger food system integration. (4.2, C, F)</p> <p><b>ACTIVITY 4:</b> Provide technical assistance, policy guidance and capacity strengthening to food system actors. (Activity category: 1.10, Modality: CS)</p>	<p>OUTPUT 7: The humanitarian and development community benefits from information management, coordination, and common logistics services through the Logistics Cluster to deliver assistance. (5.1, H)</p> <p>OUTPUT 8: The humanitarian and development community benefits from information management, coordination, and common services through the Food Security and Livelihoods Cluster to deliver assistance. (5.1, H)</p> <p><b>ACTIVITY 5:</b> Provide mandated information management, logistics, and coordination services to the humanitarian and development community and partners through the Logistics Cluster and Food Security and Livelihoods Cluster. (Activity category: 2.1. Modality: SD)</p> <p>OUTPUT 9: The humanitarian and development community benefits from information management, coordination, and common telecommunications services through the Emergency Telecommunications Cluster to deliver assistance. (5.1, H)</p> <p><b>ACTIVITY 6:</b> Provide emergency telecommunications services to the humanitarian community and partners. (Activity category: 2.2, Modality: SD)</p> <p>OUTPUT 10: Crisis-affected populations (Tier 2) targeted by humanitarian and development partners benefit from common information management and other services and expertise to receive life-saving assistance. (5.2, H)</p> <p>OUTPUT 11: The humanitarian and development community benefits from cash transfer services as required. (5.2, H)</p> <p><b>ACTIVITY 7:</b> Provide common services to humanitarian and development partners. (Activity category: 2.4. Modality: SD)</p>
<p>← <b>Cross-cutting priorities (Gender equality &amp; Women's empowerment, Inclusion, Conflict Sensitivity, AAP, Protection mainstreaming)</b> →</p>		

Source: WFP SPA website

## Annex 7: Key information on beneficiaries and transfers

**Table 1: Geographical scope and targeted groups by activity (2022-2024)**

SO	Activity/ Country	Beneficiary group	Modality
<b>Limited Emergency Operation – Ukraine Feb–May 2022 logframe analysis (*)</b>			
SO 1	Act 01: Provide emergency food assistance to crisis-affected populations in Ukraine.		
	Ukraine	General distribution	CBT, in-kind food assistance, value vouchers
		Students (primary school) (School feeding)	CBT, value vouchers
		Children (Prevention of malnutrition)	In-kind food assistance
	Act 05: Provide emergency food assistance to crisis-affected populations in Poland.		
	Poland	General distribution	CBT, in-kind food assistance
	Act 06: Provide emergency food assistance to crisis-affected populations in Moldova.		
	Moldova	General distribution	CBT, in-kind food assistance
	Act 07: Provide emergency food assistance to crisis-affected populations in Romania.		
	Romania	General distribution	CBT, in-kind food assistance
	Act 08: Provide emergency food assistance to crisis-affected populations in Slovakia.		
	Slovakia	General distribution	CBT, in-kind food assistance
	Act 09: Provide emergency food assistance to crisis-affected populations in Hungary.		
	Hungary	General distribution	CBT, in-kind food assistance
Act 10: Provide emergency food assistance to crisis-affected populations in other countries.			
Other countries	General distribution	CBT, in-kind food assistance	
<b>Transitional Interim Country Strategic Plan Ukraine (2023–2024) logframe analysis (**)</b>			
SO 1	Act 01: Provide food and nutrition assistance to crisis-affected populations		
	Ukraine	Conflict affected (general distribution)	In-kind assistance, cash, value vouchers
		Children 6 to 23 months	In-kind food assistance

SO	Activity/ Country	Beneficiary group	Modality
		People living with HIV/TB	In-kind assistance, cash
		Institutional Feeding recipients	In-kind food assistance
		On the move, displaced, etc. (Bread	In-kind assistance, commodity vouchers
SO2	Act 02: Provide support to the Government for the provision of school meals, including through direct assistance and capacity development.		
	Ukraine	School children	Cash
	Act 03: Provide support to the Government, including through direct assistance and capacity development, and social benefit support to targeted populations.		
	Ukraine	Social benefits recipients	Cash

(\*) SO2 of LEO is not included as the activities focus on capacity strengthening as part of the logistics cluster

(\*\*) Act 4 (SO2) and SO3 activities of T-ICSP are not included as the activities focus on capacity strengthening and service provision

Source: LEO Ukraine Annual Country Report (ACR) 2022, Ukraine T-ICSP (2023–2024)

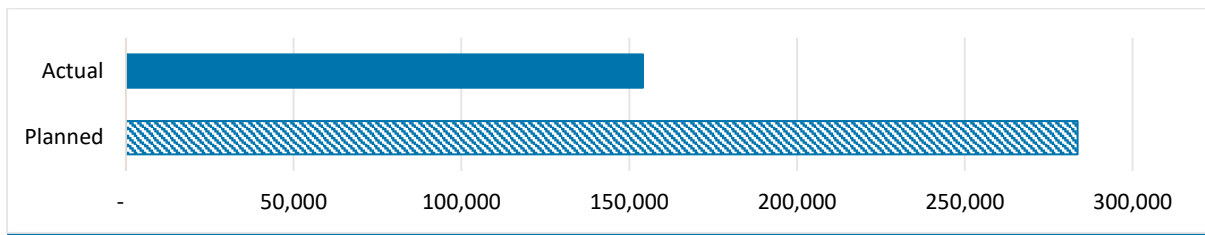
**Table 2: Ukraine LEO actual beneficiaries versus planned Feb – Dec 2022, strategic outcome, activity category and gender**

Strategic Objective (SO)	Activity	Feb – Dec 2022 Planned beneficiaries			Feb – Dec 2022 Actual beneficiaries			Feb – Dec 2022 Actuals as a % of planned beneficiaries		
		M	F	Total	M	F	Total	M	F	Total
SO1	Activity 1: URT	3,721,387	5,594,724	9,316,111	4,136,050	6,528,251	10,664,301	111%	117%	114%
SO1	Activity 5: URT	46,300	53,700	100,000	0	0	0	0%	0%	0%
SO1	Activity 6: URT	296,973	319,027	616,000	18,848	21,940	40,788	6%	7%	7%
SO1	Activity 7: URT	46,300	53,700	100,000	0	0	0	0%	0%	0%
SO1	Activity 8: URT	46,300	53,700	100,000	0	0	0	0%	0%	0%
SO1	Activity 9: URT	46,300	53,700	100,000	0	0	0	0%	0%	0%
SO1	Activity 10: URT	46,300	53,700	100,000	0	0	0	0%	0%	0%
Subtotal SO 1		4,249,860	6,182,251	10,432,111	4,154,898	6,550,191	10,705,089	106%	98%	103%
Total without overlap		1,893,505	2,811,495	4,705,000	3,996,254	6,389,326	10,385,580	211%	227%	221%

*Note: Data by activities includes overlaps of beneficiaries being targeted and assisted under different activity tags.*

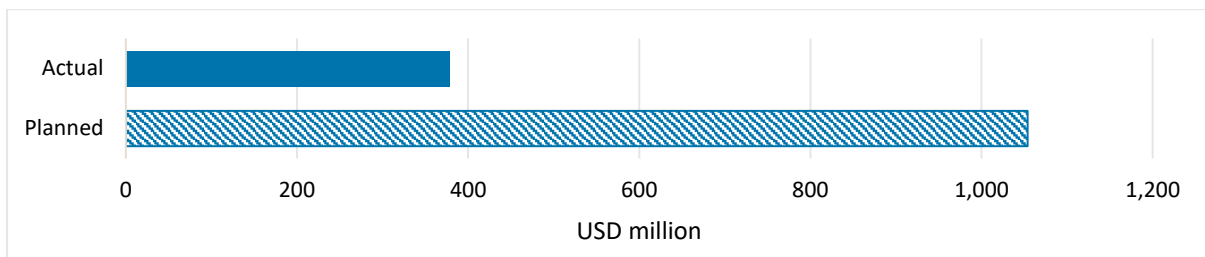
*Source: COMET report CM-R020, data extracted on 11.05.2023]*

**Figure 1: Food (Mt) distributed, planned and actual (Feb – Dec 2022)**



Source: COMET report CM-R007, data extracted on 09.08.2023

**Figure 2: CBT and voucher (USD) distributed, planned and actual (Feb – Dec 2022)**



Source: COMET report CM-R007, data extracted on 09.08.2023



## Annex 8: Template for evaluation matrix <sup>60</sup>

<b>Evaluation Question 1#</b>					
<b>Sub-questions</b>	<b>Lines of inquiry</b>	<b>Indicators</b>	<b>Data sources</b>	<b>Data collection tools</b>	<b>Methods for analysis</b>
<b>Evaluation Question 2#</b>					
<b>Sub-questions</b>	<b>Lines of inquiry</b>	<b>Indicators</b>	<b>Data sources</b>	<b>Data collection tools</b>	<b>Methods for analysis</b>
<b>Evaluation Question 3#</b>					
<b>Sub-questions</b>	<b>Lines of inquiry</b>	<b>Indicators</b>	<b>Data sources</b>	<b>Data collection tools</b>	<b>Methods for analysis</b>
<b>Evaluation Question 4#</b>					
<b>Sub-questions</b>	<b>Lines of inquiry</b>	<b>Indicators</b>	<b>Data sources</b>	<b>Data collection tools</b>	<b>Methods for analysis</b>
<b>Evaluation Question 5#</b>					

<sup>60</sup> Further guidance see [Technical Note on Evaluation Matrix](#)

<b>Sub-questions</b>	<b>Lines of inquiry</b>	<b>Indicators</b>	<b>Data sources</b>	<b>Data collection tools</b>	<b>Methods for analysis</b>

## Annex 9: Internal reference group members

<b>Ukraine Country Office</b>	
Evaluation focal point / Programme	David Thomas, Head of Programme
Evaluation focal point / Research, Analysis and Monitoring (RAM)	Nynne Warring, Head of RAM
<b>Head Quarters</b>	
Cash-Based Transfers	Francesca Deceglie, Chief, Cash-Based Transfers Policy & Design
	Bronwyn Healy-Aarons, Programme Policy Officer
Gender Equality Office	Monica Matarazzo, Gender and protection Officer
Operations Management Support Unit	Catherine Feeney, Senior Programme Policy Officer
Emergencies & Transition Service	Lara Fossi, Deputy Director
Regional Bureaux in Cairo	TBC

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## Annex 11: Acronyms

<b>AAR</b>	After-Action Review
<b>ACR</b>	Annual Country Report
<b>BR</b>	Budget Revision
<b>CBT</b>	Cash-based transfers
<b>CEEs</b>	Corporate Emergency Evaluations
<b>CO</b>	Country Office
<b>CONOPS</b>	Concept of Operations
<b>CONPLAN</b>	Contingency Plan
<b>EB</b>	Executive Board
<b>EME</b>	Emergencies Operations Division
<b>EMOP</b>	Emergency Operation
<b>EQ</b>	Evaluation Question
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FSD</b>	Fondation Suisse de Déminage
<b>HCT</b>	Humanitarian Country Team
<b>HNO</b>	Humanitarian Needs Overviews
<b>HQ</b>	Headquarters
<b>HRP</b>	Humanitarian Response Plans
<b>IAHE</b>	Inter-Agency Humanitarian Evaluation
<b>IASC</b>	Inter-Agency Standing Committee
<b>IDP</b>	Internal Displaced People
<b>INGO</b>	International non-governmental organization
<b>IRG</b>	Internal Reference Group
<b>LEO</b>	Limited Emergency Operations
<b>LTA</b>	Long-term Agreement
<b>MOSP</b>	Ministry of Social Policy
<b>OCHA</b>	The United Nations Office for the Coordination of Humanitarian Affairs
<b>OECD-DAC</b>	OECD Development Assistance Committee
<b>OEV</b>	Office of Evaluation
<b>OPR</b>	Operational Peer Review
<b>PRO</b>	Programme-Humanitarian and Development Division
<b>PROP</b>	Emergencies and Transitions Unit
<b>PRRO</b>	Protracted Relief and Recovery Operations
<b>RBC</b>	Regional Bureau for the Middle East, Northern Africa and Eastern Europe
<b>SO</b>	Strategic Objective
<b>T-ICSP</b>	Transitional Interim Country Strategic Plan
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>WFP</b>	World Food Programme