Evaluation of WFP's Environmental Policy

Terms of reference

Table of Contents

1. Background

1.1. INTRODUCTION

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

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

3.   These ToR were prepared by the Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. Their purpose is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The ToR are structured as follows: Section 1 provides introduction and information on the context; Section 2 presents the rationale, objectives and stakeholders of the evaluation; Section 3 presents an overview of the Policy and defines the scope of the evaluation; Section 4 spells out the evaluation questions, approach and methodology; Section 5 indicates how the evaluation will be organized.

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

1.2. CONTEXT

External context

5.   Achieving food security and ending hunger requires healthy natural ecosystems and sustainable use of natural resources. Many food insecure populations bear the consequences of degraded land and forests, scarce water, biodiversity loss, polluted soils, water and air and unmanaged waste. These environmental factors affect human health and limit the availability, accessibility, utilization and stability of food.[2] Degradation of natural resources undermines the basis for agricultural production and increases vulnerability to risk, thus, harming production, livelihoods and wellbeing.

6.   Humanitarian or development activities, if managed ineffectively, can have negative effects on the environment and exacerbate risk and vulnerability through excessive use of chemicals, or unsustainable use of natural resources.[3] Some humanitarian operations have been associated with groundwater depletion and water pollution. Systematic integration of environmental considerations at planning stage is considered a cost-effective way of avoiding environmental damage.[4]

7.   Humanitarian and development operations can also result in a significant environmental footprint. The production and distribution of relief items may emit greenhouse gases and further contribute to global warming.[5] Other potential unintended effects of humanitarian and development work flagged in WFP's Environmental Policy include inappropriate waste management, unsustainable use of natural resources and degradation of ecosystems e.g., surrounding camps and settlements. [6]

8.   The links between environment and development were formally acknowledged by the **1972 United Nations Conference on the Human Environment**. Since then, environmental sustainability has been progressively mainstreamed through major international agreements, including, but not limited to those

---

[1] WFP/EB.2/2017/4-B/Rev.1.

[2] "Environmental Policy" (WFP/EB.2/2017/4-B/Rev.1.)

[3] Environmental sustainability of humanitarian action. UNEP/OCHA. https://www.unep.org/explore-topics/disasters-conflicts/what-we-do/preparedness-and-response/environmental. Accessed August 2023.

[4] WFP/EB.2/2017/4-B/Rev.1.page 15.

[5] Center for Humanitarian Logistics and Regional development 2022. A data-driven study of the environmental performance of CSB++. Page 1

[6] "Environmental Policy" (WFP/EB.2/2017/4-B/Rev.1.)

presented in Figure 1.[7] The 2030 Agenda for Sustainable Development with its 17 Sustainable Development Goals (SDGs) represent the most comprehensive global governance framework for sustainable development. The SDGs expanded the predominantly singular objective of the Millennium Development Goals from a primary focus on reducing extreme poverty toward a more people centered and inclusive approach and an emphasis on integration and policy and institutional coherence.[8] The SDGs articulate four goal dimensions: social development, economic development, environmental sustainability, peace and security.

Figure 1: Selected global environmental agreements related to the Environmental Policy
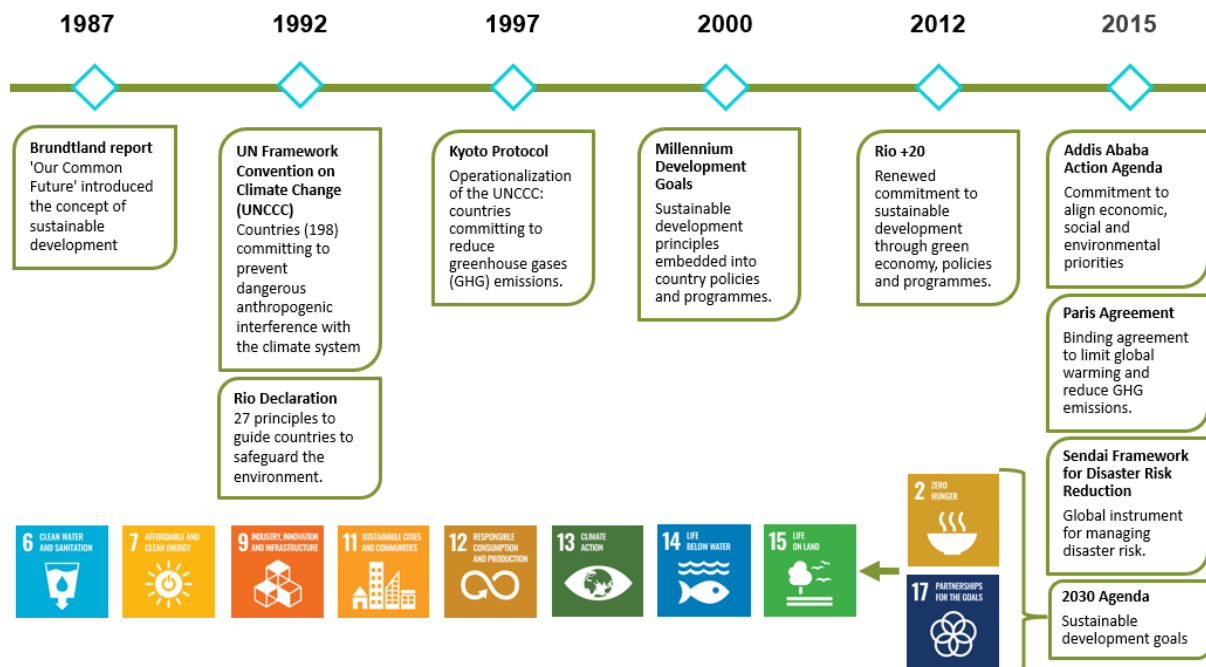
Source: OEV elaboration based on the WFP Environmental Policy
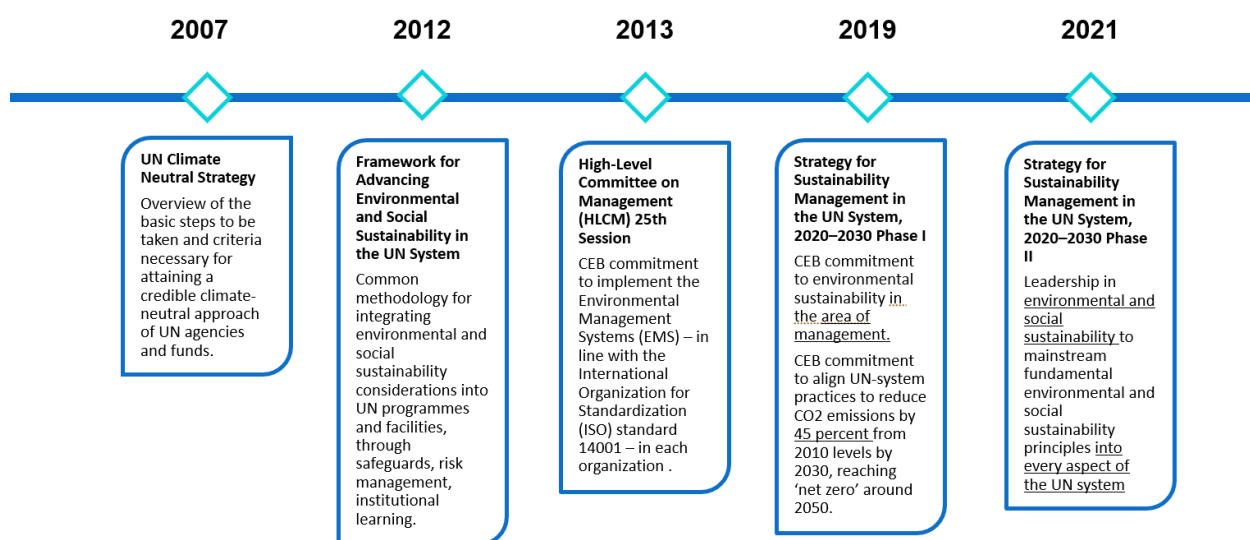
9.   In addition to these international agreements, a number of UN-System interagency strategies and processes influence and govern WFP's approach to integrating environmental and increasingly social considerations into its programming and in-house activities (see Figure 2).[9]

---

[7] As depicted in Figure 1, the vision underlying WFP's 2022-2025 Strategic Plan is to contribute to SDG 2 (Zero hunger) and work towards SDG 17 (partnerships for the goals). Contribution to these goals guides WFP's work. The strategic plan links achievement of SDG 2 and SDG 17 with contribution to SDGs related to protecting the planet and promoting environmental sustainability.

[8] De Jong et al. 2021. *From Millennium to Sustainable Development Goals; Evolving discourses and their reflection in policy coherence for development,* Earth System Governance 7. Page 3.

[9] In 2019, the United Nations Environment Management Group and the Sustainable United Nations Facility presented phase I (environmental sustainability in the area of management) of the two-part Strategy for Sustainability Management in the United Nations. Part one of the strategy focused on environmental sustainability in the area of management. Upon endorsement of phase I of the Strategy, Phase II of the Strategy promotes the mainstreaming of 10 environmental and social sustainability principles across all function of the United Nations including: apply a human rights-based approach; leave no one behind ; pursue gender equality and the empowerment of women; protect health, safety and security of all; uphold labour rights; protect and restore biodiversity and ecosystems; prevent pollution and maximize resource efficiency; take action on climate change ; prevent conflict;, reduce disaster risk and foster resilience; be transparent, inclusive and accountable.

Figure 2: UN-system milestones on environmental sustainability and management

2007	2012	2013	2019	2021
UN Climate Neutral Strategy Overview of the basic steps to be taken and criteria necessary for attaining a credible climate-neutral approach of UN agencies and funds.	**Framework for Advancing Environmental and Social Sustainability in the UN System** Common methodology for integrating environmental and social sustainability considerations into UN programmes and facilities, through safeguards, risk management, institutional learning.	**High-Level Committee on Management (HLCM) 25th Session** CEB commitment to implement the Environmental Management Systems (EMS) – in line with the International Organization for Standardization (ISO) standard 14001 – in each organization .	**Strategy for Sustainability Management in the UN System, 2020–2030 Phase I** CEB commitment to environmental sustainability in the area of management. CEB commitment to align UN-system practices to reduce CO2 emissions by 45 percent from 2010 levels by 2030, reaching 'net zero' around 2050.	**Strategy for Sustainability Management in the UN System, 2020–2030 Phase II** Leadership in environmental and social sustainability to mainstream fundamental environmental and social sustainability principles into every aspect of the UN system

Source: OEV elaboration based on the WFP Environmental Policy

Internal context

Corporate Strategic Frameworks

10. Since 2014, WFP's successive strategic plans have increasingly given prominence to sustainable development and the issues surrounding environmental sustainability. The **WFP Strategic Plan 2014-2017**, referred to the post-2015 sustainable development agenda. Although it did not include an explicit reference to environmental sustainability, the strategic plan recognized the need for WFP to work with partners to establish or re-build sustainable livelihoods under the Strategic Outcome (SO) 2 – support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies. In addition, under SO3 – reduce risk and enable people, communities, and countries to meet their own food and nutrition needs – WFP aimed to strengthen resilience to shocks, disaster risk management and climate change adaptation of programmes such as food assistance for assets.[10]

11. In the WFP **Strategic Plan 2017-2021,** WFP's contribution to the achievement of zero hunger, in a context of equitable and environmentally responsible sustainable development, was highlighted and social and environmental sustainability were reported among the "WFP Core Values, Principles and Standards." This reinforced the need for WFP to establish safeguards and avoid irreversible environmental damage.[11] There was also reference to WFP ensuring that vendors/suppliers abided by environmental and social standards.[12]

12. The **WFP Strategic Plan 2022-2025** incorporates "environmental sustainability" as one of the four cross-cutting priorities, reiterating a commitment to (i) manage any negative environmental and social effects for communities served; (ii) increase resource efficiency and minimize environmental footprint; (iii) strengthen partners' capacity, including governments, to plan and implement environmentally sound activities and iv) aligning it operations with international standards and practice. The plan reinforces the importance of mainstreaming environmental and social safeguards in the design of Country Strategic Plans (CSPs) and related activities.[13]It also refers to supply -chain -related actions for environmental efficiencies (e.g., organizing systems for collecting packaging waste, reducing material consumption at source) and

---

[10] "WFP Strategic Plan (2014-2017)" (WFP/EB.A/2013/5-A/1)

[11] "WFP Strategic Plan (2017-2021)" (WFP/EB.2/2016/4-A/1/Rev.2*)

[12] Ibid. page 39

[13] "WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2)

highlights that standards are being mainstreamed in support operations[14] through the application of an environmental management system.[15]

Environmental Policy Framework

13.　　WFP's approach to environmental sustainability was first laid out in the "**WFP and environment**" Policy (1998). This Policy was based on the premise that taking preventive action was more effective than rehabilitation.[16] It committed WFP to: i) consider energy consumption when determining the consumption of the food basket (particularly in refugee and IDP situations) [17] ; ii) conduct environmental reviews (in particular of infrastructure, public works and natural resource management sub-programmes); iii) promote environmental stewardship within its operations at headquarters and in the field by adopting environmentally responsible procurement and recycling; iv) strengthen partnerships and v) build capacity of staff.[18]

14.　　The Policy was superseded by the 2017 WFP Environmental Policy[19] which complements a number of WFP policies that have contributed to WFP's positioning on environmental sustainability including: [20]

- The **Policy on Disaster Risk Reduction and Management** (2011) stressed the complex interactions among food insecurity, gendered vulnerabilities, resource scarcity, environmental degradation, and volatility to climate change, laying out WFP's role in preparing for, preventing and mitigating the impact of disasters on vulnerable populations.[21]

- The **Policy on Building Resilience for Food Security and Nutrition** (2015) aimed to reduce vulnerabilities and build food systems that are resilient, especially to **environmental degradation**, climate change and economic volatility.[22]

- The **Climate Change Policy** (2017) committed WFP to support the most vulnerable food insecure communities in building their resilience and capacities to address the impacts of climate change on hunger. It outlined three main objectives to be incorporated in CSPs and other programmes: i) support the most vulnerable people, communities and governments in managing and reducing climate related risks to food security and nutrition and adopting to climate change: ii) strengthen local, national and global institutions and systems to prepare for, respond to and support sustainable recovery from climate -related disasters and shocks; iii) integrate enhanced understanding of the impacts of climate change on food security and nutrition into local, national and global policy and planning including South-South cooperation, to address the impacts of climate change on food security and nutrition.[23]

---

[14] The Environmental Policy refers to in-house operations subsequent documents often refers to support operations. In these TORs the term in-house is predominantly used unless direct reference is made to a document that uses are different term.

[15] The Environmental Management System includes an approach for identifying, managing, monitoring and controlling environmental issues (i.e., waste and water management, sustainable procurement, energy efficiency and decarbonisation).

[16] "WFP and the environment" (WFP/EB.3/98/3), page p 8 paragraph 20.

[17] The policy referenced UNHCR (1998) stating that " Refugee per capita rates of energy consumption tend to exceed those of local communities, at least initially, and they are more likely to cause environmental damage in their search for fuel – particularly when fuel is firewood.

[18] WFP and the environment" (WFP/EB.3/98/3), page 9-14 paragraph 20.

[19] "WFP and the environment" (WFP/EB.3/98/3)

[20] As of November 2022, WFP policies listed in para 14 and 16 are in force and included in the "Compendium of policies relating to the strategic plan" (WFP/EB.2/2022/4-A). The WFP Policy on Disaster Risk Reduction and Management and WFP Climate Change Policy and the WFP Policy on Building Resilience for Food security and Nutrition were evaluated and results presented at the Executive Board in June 2023. Specific recommendations included: a) reposition disaster risk reduction and management across and within WFP policies and guidance on resilience, climate change, emergency preparedness; and b) update the climate change and the resilience policy to incorporate recent changes in the internal and external context. In line with the recommendations, an update of the climate change policy will be presented in the fourth quarter of 2024. The update on the resilience policy is scheduled for second quarter of 2025. The Emergency Preparedness Policy (2017) will be evaluated in 2023-2024.

[21] "WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience" (WFP/EB.2/2011/4-A)

[22] "Policy on Building Resilience for Food Security and Nutrition" (WFP/EB.A/2015/5-C)

[23] "Climate Change Policy" (WFP/EB.1/2017/4-A/Rev.1*). Page 7

15.   While the Climate Change Policy addressed the *impact of the environment on the food and nutrition security of WFP's beneficiaries*, the Environmental Policy addressed the impact of *WFP's work on the environment* on which WFP's beneficiaries depended.[24]

Table 1: Key differences between the Environmental Policy and the Climate Change Policy

	Environmental Policy (2017)	**Climate Change Policy (2017)**
Climate focus	Prevention	Adaptation
Impact on beneficiaries	Preventing harm to the environment on which beneficiaries depend	Address the impact of climate change on the food and nutrition security of WFP's beneficiaries
Entry point	Do not cause harm e.g.: - Reducting Greenhouse Gap (GHG) emissions - Reducing pollution - Preserving water and soil quality - Reducing waste	Protects food systems e.g.: - Addressing climate risk by building capacities - Establishing natural capital - Implementing financial risk management strategies - Providing insurance - Making available communal savings pools
Engagement with international funding instruments	Accessing resources through the Green Climate Fund, Adaptation Fund[25] contingent on application of environmental and social safeguards	Results on Green Climate Fund and Adaptation Fund projects are monitored through the Climate Change Policy mechanisms

Source: OEV elaboration based on Environmental Policy and informal consultation with the EB 2018.

16.   Other policies that contribute to WFP's environmental approach include:

- The **Policy on Country Strategic Plans (CSPs)** (2017)[26] specifies the enabling role of the CSP in ensuring systematic consideration of the environment during the design and implementation of WFP operations in the country.

- The **Emergency Preparedness Policy** (2017) refers to WFP commitment to ensure that emergency response programmes and interventions do not lead to environmental impacts that negatively affect beneficiary communities.[27]

- The **Enterprise Risk Management Policy** (2018) aims to establish a systematic and disciplined approach to identifying and managing risks throughout WFP.[28] The Environmental Policy commits WFP to establishing and maintaining a process for screening and categorizing environmental risk, consistent with WFP's Enterprise Risk Management Policy.[29]

- The **Local and Regional Food Procurement Policy** (2019) states that "increased local and regional food procurement with considerably shorter supply chains contribute to the goal of the environmental policy of minimizing the carbon and environmental footprint of operations". In

---

[24] Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1*), page 12, para 5

[25] The Green Climate Fund and the Adaptation Fund are not the only funding instruments which are contingent on application of safeguards, but they are specified in the table to show differences between the environmental and climate change policies.

[26] "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1*)

[27] "Emergency preparedness policy" (WFP/EB.2/2017/4-B/Rev.1)

[28] "2018 enterprise risk management policy" (WFP/EB.2/2018/5-C)

[29] "Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1*), page 12, para 42.

addition, it states that value chain analysis, should integrate consideration of environmental and social standards.[30]

- The **WFP Protection and Accountability Policy** (2020) states that environment and climate change are risk multipliers, amplifying and compounding inequality and vulnerability of affected populations, particularly where competition over access to scarce resources may cause conflict. In addition, the policy reiterates the obligation to "do no harm".[31]

- The **WFP Gender Policy** (2022) affirms that one of the priorities for WFP is to "support the equitable participation of all persons by challenging social norms and structural barriers and ensure that all voices heard, preventing negative effects of WFP actions on environment.[32]

- The **WFP Aviation Policy** (2023) includes environmental sustainability as core principle and refers aviation-specific measures to reduce the environmental impact of air transport service provision, in line with the WFP Aviation Environmental and Sustainability Programme launched in 2021. Reference is made to key environmental performance indicators which have been established to measure the carbon dioxide (CO_2) emission levels of aircrafts chartered by WFP.[33]

17.   In 2021, the **Environmental & Social Sustainability Framework (ESSF)** [34] was approved to fulfil the commitment made in the 2017 Environmental Policy to establish a set of core standards, processes and systems aimed to progressively increase the environmental and social sustainability of WFP interventions.[35] It applies to all activities, operations, and assets managed or funded by WFP and constitutes the current normative framework guiding WFP environmental action.

2. Reasons for the evaluation

2.1. RATIONALE

18.   This is the first evaluation of WFP's work on the environment since the development of the 1998 Environmental Policy. An evaluation of the WFP Environment Policy (2017) is timely given the absence of any prior evaluation, and the coverage norm to evaluate policies four to six years following their approval and start of implementation.

19.   Based on consultations with stakeholders, the evidence generated through this evaluation is expected to inform WFP's thinking and policy approaches on its work on environmental sustainability. In particular, the results from this evaluation are expected to provide learning from the implementation of the policy to date and consider whether the policy is still relevant in today's context, and whether its scope is sufficiently inclusive of environmental and social sustainability dimensions. The evaluation is also expected to provide understanding of the adequacy of the systems, structures, resources and processes for implementing the policy. [36]

2.2. OBJECTIVE

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

---

[30] "Local and regional food procurement policy" (WFP/EB.2/2019/4-C*)

[31] "WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2)

[32] "Gender Policy" (WFP/EB.1/2022/4-B/Rev.1)

[33] "WFP Aviation Policy" (WFP/EB.1/2023/4-A)

[34] "Establishment of the WFP Environmental and Social Sustainability Framework" OED2021/018. This is further discussed in Section 3.

[35] WFP Environmental and Social Sustainability Framework – Module 1: Overview

[36] WFP has adopted the three lines model for risk management. Under the model, risk roles and responsibilities are distributed by activity between 'first line' risk decision-makers who own and manage risk as part of day-to-day work, 'second line' managers and functional risk leads who monitor risks and controls, set standards and define overall risk appetite, and 'third line' independent assurance. First line: the ESSF standards and tools are applied by employees in country offices; second line: regional advisors provide technical assistance; third line: headquarters maintains oversight. This evaluation responds to the third line on independent assurance.

21.   **Accountability** - The evaluation will assess the quality of the policy and the results achieved. The associated guidance and activities rolled out to implement it will also be considered.

22.   **Learning** - The evaluation will identify the reasons why the expected changes set out in the policy have occurred or not, draw lessons from policy implementation to date and consider the policy's continued relevance in today's context. The evaluation will derive good practices and learning and inform WFP approaches to its engagement as relates to environmental sustainability moving forward. The evaluation will be retrospective to document actions since the policy was approved.

2.3.   Gender, equity and inclusion considerations will be mainstreamed across the two objectives.

1.3. STAKEHOLDER ANALYSIS

23.   Stakeholders both inside and outside of WFP have interests in the results of the evaluation. Certain stakeholders will be asked to play a more active role in the evaluation process. In particular, representatives from some of the key internal units/Divisions will be invited to become members of the Internal Reference Group (IRG)[37]. The delineation of external partners will be further explored during the inception phase.

24.   While the Policy has broad implications for WFP, there are three WFP entities with major stakes in the evaluation as primary intended users of its results:

-     **Programme Humanitarian and Development Division (PRO)**, in particular the **Climate and Disaster Risk Reduction Service (PROC)**. PROC is responsible for designing and supporting the implementation of Environmental and Social Safeguards in WFP programmes as well as for managing the climate finance portfolio in WFP which requires stringent adherence to the safeguards.

-     **Management Services Division (MSD)**, particularly the **Infrastructure and Facilities Management Branch (MSDI)** provides advice to country offices, regional bureaux, and headquarters to make WFP in-house operations more environmentally sustainable.

-     **Supply Chain Division (SCO)** specifically: the **Supply Chain Strategic Engagement Branch (SCOE)**, for their commitment to mitigate the environmental impacts of WFP supply chain operations and its work on environmental and social governance; but also the **Supply Chain Food Safety and Quality Assurance branch (SCOQ**), for the work on packaging specification; the **Supply Chain Humanitarian Logistics Services Branch (SCOH)**, for the work on the Waste Management Measuring, Reverse Logistics, Environmentally Sustainable Procurement and Transport, and Circular Economy (WREC) Project; the **Supply Chain Procurement Branch (SCOP)** for promoting sustainable procurement modalities; and, the **Supply Chain Aviation (SCOA)** for carrying out air transport services for humanitarian cargo and passengers and for managing the United Nations Humanitarian Air Service (UNHAS) on behalf of WFP; the Research and Development Branch **(SCOD)** for contributing to the development of environmental and social sustainability actions in supply chain and its work on environmental and social governance; the **Global Fleet Unit (SCOLF)** for overseeing WFP's fleet operations; the **Supply Chain Planning Branch (SCOO)** for optimizing supply-chain planning and increased coordination across function; the **Field Support unit (SCOLS)** for supporting COs to identify logistics issues and implementation of solutions; the **Shipping Branch (SCOS)** for providing shipping solutions to meet the needs of WFP and the wider humanitarian community. The last four units/branches play an important role in decarbonising WFP landside and maritime transport.

25.   **WFP senior management**, including the members of the Oversight and Policy Committee, and the members of the policy cycle task force also have a stake, given their role in deciding and coordinating WFP's policy development and strategic direction. **Regional Bureaux and Country Offices** have an interest in the evaluation given their primary role in advancing policy-related objectives. The **Executive Board** has a stake given its role in policy approval.

26.   The results of the evaluation related to environmental and social safeguards, will be of interest to:

---

[37] See annex VI for the TORs of the IRG and proposed composition of IRG.

- the **Emergencies Operations Division (EME)** for the work on assessing and managing risks in emergency operations;

- the **Resilience and Food Systems Service (PROR),** responsible for food for assets (FFA) and smallholder farmer productions that are programmatic areas where WFP use environmental and social risk screening;

- the **Technical Assistance and Country Capacity Strengthening Service (PROT),** the policy was developed under this service and includes an objective on strengthening capacities of national governments, cooperating partners, suppliers and, particularly, beneficiary communities in planning and implementing sound activities for food security and nutrition;

- the **Nutrition Division (NUT) and School Based Programme (SBP)** unit, for the application of environmental and social safeguards in their activities;

- the **Cash-Based Transfers (CBT)** as it embarks on better understanding environmental implications of converting from food based to cash based transfers;

- **Gender Equality Office (GEN)** for contributing to the development of WFP's environmental and social standards and for ensuring that gender equality and women's empowerment are mainstreamed in WFP activities;

- the **Indigenous People** and **Disability** function in PRO through application of the safeguards;

- the **Emergency and Transition Unit (PROP)**, for the work carried out on protection and accountability to affected populations as well as for contributing to the development of WFP's environmental and social standards;

27.   In addition to programmatic units, the results of the evaluation will be of interest to:

- the **Strategic Partnerships Division (STR),** the **Public Partnerships and Resourcing Division (PPR)**, **Private Partnerships and Fundraising Division (PPF)** for the engagement with donors (governments, multilateral development banks, international organizations) which require compliance with environmental and social safeguards and with the private sector;

- the **NGO partnership unit** for providing guidance and trainings on environmental and social safeguards to the NGOs implementing WFP's operations across the globe.

- the **Ethics Office (ETO)** as owner of the WFP code of conduct, which includes environmental and social sustainability considerations;

- the **Risk Management Division (RMD)** who is responsible for establishing the framework identifying, categorizing and monitoring organizational risks, including environmental risks;

- the **Legal Office (LEG)** as leading on all aspects of WFP's contractual activities, including environmental and social sustainability requirements.

28.   Other units and divisions who may have an interest in the evaluation include: (i) the **Research, Monitoring and Assessment Division (RAM)** for the monitoring and evaluation framework of the policy; (ii) the **Innovation and Knowledge Management Division (INK)** and the **Technology Division (TEC)** for the engagement in developing environmentally and socially sustainable solutions; (iii) the **Communications, Advocacy and Marketing Division (CAM)** for managing WFP global reputational risks, including reputational risks related to environmental and social impact of WFP operations; (iv) the **Human Resources Division (HRM)** for the role identifying capacity gaps and developing staff capacity on the implementation of environmental and social sustainability safeguards,

29.   External stakeholders include UN agencies and programmes (United Nations Environmental Programme (UNEP); Rome-based United Nations agencies (FAO and IFAD); United Nations Children's Fund (UNICEF); United Nations High Commissioner for Refugees (UNHCR); Inter-agency coordination bodies (Environment Management Group (EMG), United Nations Office for Coordination of Humanitarian Affairs (OCHA), UNEP-OCHA Joint Environmental unit;   Interagency Standing Committee (IASC)); multilateral institutions (World Bank and other International Financial Institutions (IFIs)); funding mechanisms (Adaptation Fund (AF); Green Climate Fund (GCF)), donor countries and/or their aid/development agencies, cooperating partners (national/international NGOs), national governments, regional entities, universities and research

institutions. Furthermore, host governments with their relevant Ministries in countries where WFP operates; non-State actors (as relevant depending on the context); as well as the communities and individuals that WFP works with, are key stakeholders.

30.   WFP is committed to ensuring gender equality and the empowerment of women (GEWE), equity and inclusion are prominent in the evaluation process, with participation and consultation in the evaluation of women, men, boys, and girls from different groups as relevant and applicable.

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

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

A. The Policy

32.   The WFP Environmental Policy (2017) builds on the implementation of the 1998 Policy "WFP and the environment". [38] Lessons learned from past policy experience, as reflected in the Policy, include: i) under-resourcing ii) inconsistent application of the policy and iii) the need for a framework for systematically assessing and managing the environmental risks and benefits.[39]

33.   The Policy commits WFP to develop mechanisms to systematically identify, avoid and manage risks to the environment arising from WFP's activities. It also recognizes that WFP's food assistance activities can generate environmental benefits and commits WFP to pursuing such benefits while seeking to avoid harm.[40] It includes an external (avoidance and managing of environmental risk in WFPs programmatic activities) as well as an internal (WFP's footprint on in-house operations) component.

34.   The Policy outlines **five objectives[41]**:

i.   progressively enhancing environmental sustainability of activities and operations, improving efficiency and outcomes over time;

ii.   protecting the environment and preventing pollution by managing risks and maximizing the environmental opportunities;

iii.   minimizing the carbon footprint and increasing resource-efficiency, particularly in the management of materials, water, energy and waste;

iv.   aligning WFP's approach to environmental sustainability with global standards and good international practice, including in donors' policies and expectations; and

v.   strengthening the understanding and capacities of national governments, cooperating partners, suppliers and, particularly beneficiary communities in planning and implementing sound activities for food security and nutrition.

35.   The Policy includes a set of **guiding principles** to inform its implementation[42]:

➢ Systemic consideration of the environment. The Policy commits WFP to systematically consider the environment from the earliest stages in the design of its CSPs, operations and other activities, seeking to understand the correlations between healthy local ecosystems and the livelihoods of the people it serves;

➢ Global requirements. In designing its activities and operations, the Policy states that WFP will take into account the local regulatory context as well as relevant international treaties, global standards and the requirements of United Nations governing bodies;

➢ Mitigation hierarchy. According to the Policy WFP will work with communities and partners to seek first to avoid then to minimize, mitigate and remediate adverse environmental impacts of food assistance activities and in-house operations;

➢ Sustainable consumption. The Policy notes that where feasible WFP will work with partners to engage local communities in the protection and sustainable use of natural resources, increasing awareness of the linkages between healthy ecosystems and food security;

---

[38] WFP/EB.1/2017/4-B/Rev.1*. page 2.
[39] WFP/EB.1/2017/4-B/Rev.1*. page 7, para 27.
[40] ibid
[41] WFP/EB.1/2017/4-B/Rev.1*. page 9.
[42] WFP/EB.1/2017/4-B/Rev.1*. page 10.

➤ Precautionary approach. If an activity might harm human health or the environment, the Policy states that measures to prevent potential impacts should be taken even when some cause-and-effect relationships are not fully established;

➤ Life-cycle thinking. WFP's analysis of the environmental impacts of its interventions will, according to the Policy, take into account the full life cycle of an activity or operation, from acquisition or generation of raw materials to delivery, use, repair, maintenance and final disposal of associated goods and services;

➤ Continual improvement. The Policy commits WFP to identify opportunities to improve its environmental performance and resource -efficiency according to risk management principles and will design action as that are scalable over time, to achieve progressively stronger outcomes for the environment everywhere.

36. **Three tools** are identified to implement the Policy and bring WFP into line with United Nations and internationally recognized standards:

➤ **Environmental standards**[43] to design, planning and implementation of all its activities and operations. These standards comprise conservation of biodiversity, protection of natural habitats, prevention and management of pollution and climate change mitigation and adaptation, respect for fundamental human rights, promotion of gender equality and women's empowerment, minimization of health, safety or security risks, and accountability to affected population. According to the Policy WFP will work with suppliers and cooperating partners to maximize the effectiveness of these standards. The Policy highlights that the standards will complement and build on WFP's existing social protection work and standards and be informed by international standards.[44]

➤ **A screening and categorization process** for identifying and managing environmental and social risks. Specifically, the Policy commits WFP to improve its interim risk screening and categorization process and integrate it into the design of activities under CSPs or other corporate initiatives.[45] The screening is intended to determine the level of environmental risk of the activity while categorization should clarify the scope of the assessment and management needed to respond to the risk. The Policy refers to a two-track screening process that will be established to reflect different timeframes for WFP's emergency and longer-term activities. The Policy foresees that guidance documents will be developed detailing responsibilities and the process for incorporation in programme review and relevant corporate systems.[46]

➤ **An Environmental Management System (EMS)** consistent with standard ISO 14001 of the International Standards Organization. The Policy states that the EMS will ensure that the environmental standards are applied to in-house operations and ongoing activities. Specifically it states that the EMS *"… will build on existing advisory and funding mechanisms to support country offices and partners in responding to environmental risk and opportunities, particularly by helping WFP staff to identify ' win-win' solutions that deliver cost-effective improvements to resource efficiency and financial savings"* [47]. Sustainable procurement of food, goods and services that applies life-cycling costing are cited as potential solutions. As with the screening and categorization the Policy foresees that guidance will be developed outlining responsibilities and including support tools. [48]

---

[43] While the Environmental Policy refers to social sustainability (para 19) the section on Policy Tools does not include any reference to environmental and social standards or screening. This changes in 2021 with the adoption of the Environmental and Social Sustainability Framework.

[44] e.g. safeguards of major partners and finance mechanisms such as the Green Climate Fund.

[45] Ibid.

[46] According to the policy the guidance should be aligned with WFPs Enterprise Risk Management Policy and Corporate Risk Register (WFP/EB.1/2017/4-B/Rev.1*), page 11.

[47] Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1*), page 12.

[47] Ibid.

[48] Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1*), page 11-12

37.   The Policy does not include a Theory of Change (TOC). The below figure illustrates an indicative attempt to reconstruct a TOC showing the relationship between objectives, tools, principles and intermediate outcomes as referred to in the Policy. [49]

Figure 3: Indicative TOC of Environmental Policy
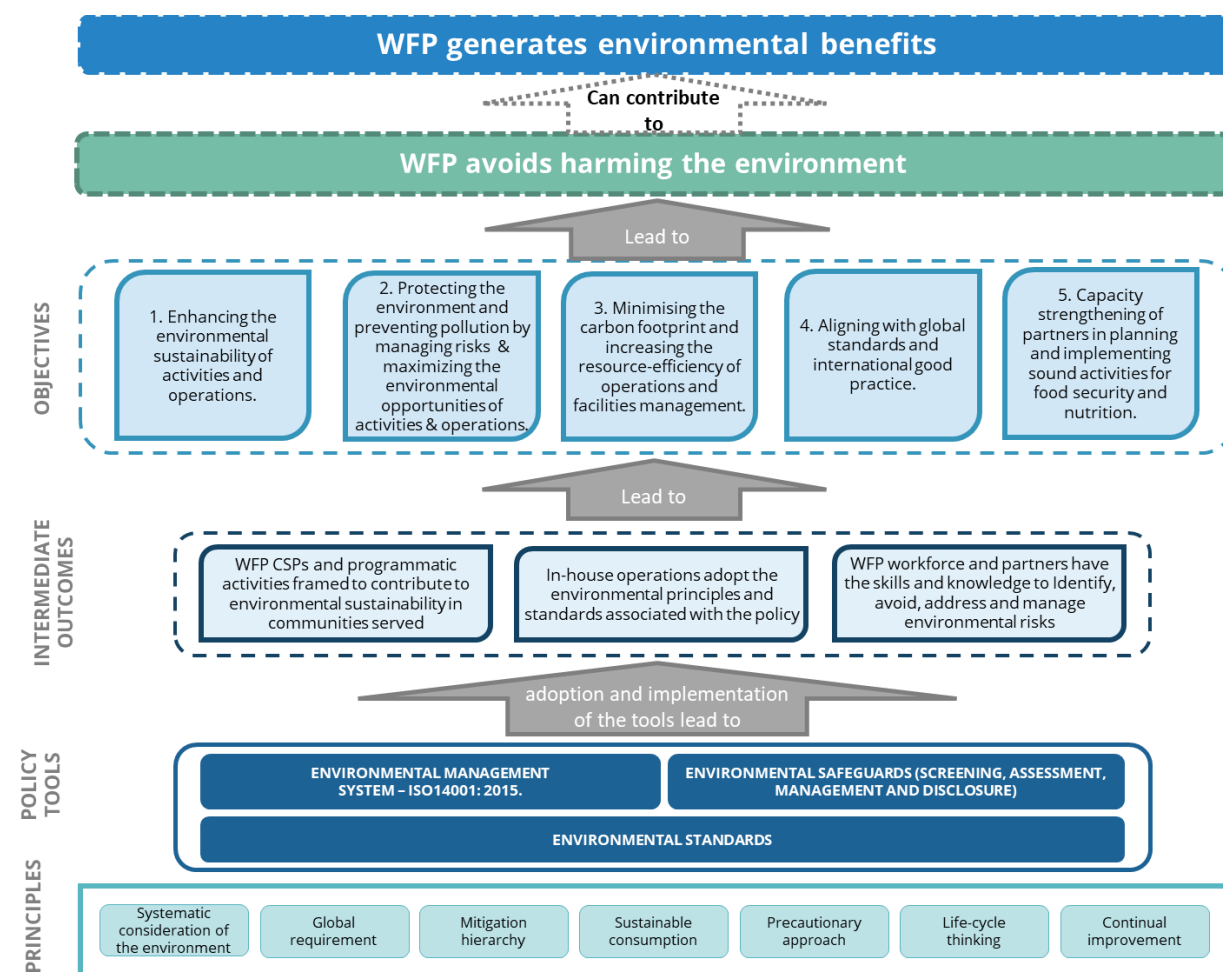
Source: OEV elaboration based on the WFP Environmental Policy and on the WFP Environmental and Social Sustainability Framework, Module 1.

38.   The Policy does not include a monitoring and reporting framework and no targets for WFP's environmental footprint were established at the time of the approval of the policy. However, the Policy does highlight WFP regular monitoring and reporting tools which can show progress on the implementation of the different policy components (see section 4.3 for further details).[50] Regarding objective (iii) of the policy, since its approval, the United Nations system has set some targets for the reduction of GHG emissions but not for other areas (waste generation, water consumption or biodiversity degradation). WFP is in the process of developing an Environmental Plan of Action which will lay out WFP's commitments to environmental sustainability management and include targets for the reduction of its environmental footprint by 2030. [51]

39.   The Policy document includes a section on implementation, training and accountability which highlights the phases and responsibilities for implementation. An early draft roadmap was developed and

---

[49] The TOC will be revised and further developed by the evaluation team at the inception stage, in consultation with OEV and relevant stakeholders.
[50] "Environmental Policy" (WFP/EB.1/2017/4-B/Rev.1*), page 14, para 56.
[51] WFP EB Informal Consultation. 25 November 2022. Update on the implementation of the 2017 environmental. Background paper https://executiveboard.wfp.org/document_download/WFP-0000144558. Page 11.

later updated in 2018 which laid out the phases and steps to be taken to roll-out the Policy [52] as shown in figure 4. [53] While work on some of these standards, tools and approaches had started prior to the adoption of the Policy, the adoption of the Policy allowed for finetuning and piloting the tools (Phase II).

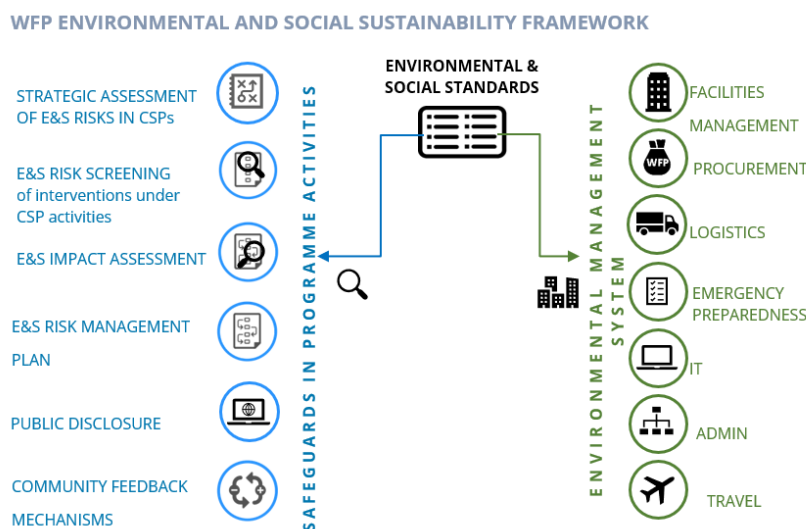**Figure 4: Implementation phases of the Environmental Policy**

Phase I	Phase II	Phase III	Phase IV
Development of standards and tools (2017 – 2018)	Testing and piloting EMS and safeguards (2018 – 2019)	Approval and implementation of Environmetnal and Social Sustainability Framework 2020 - 2022	Maintenance and scale up (2023 onwards)

Source: Update on the implementation of the 2017 Environmental Policy (2022)

A. The Environmental and Social Sustainability Framework

40.   The testing of the tools under Phase II of the roadmap led to the adoption of the **Environmental and Social Sustainability Framework** (ESSF) in 2021, which encompasses 1) Environmental and Social Standards; 2) Environmental and Social Safeguards for Programme Activities and 3) the Environmental Management System. The ESSF constitutes the core framework for implementing the Policy.[54] The objective of the framework is to:

- Limit the potentially negative impacts WFP may trigger on the environment, people, or communities stemming from its programme activities, in house operations (such as facilities, administration, procurement, logistics, IT management, travel), or any other action carried out or funded by WFP:

- Progressively increase the environmental and social sustainability of the WFP programme activities, support operations, and any other action carried out or funded by WFP. [55]

Figure 5: Logic of the WFP Sustainability Framework

WFP ENVIRONMENTAL AND SOCIAL SUSTAINABILITY FRAMEWORK

ENVIRONMENTAL & SOCIAL STANDARDS

SAFEGUARDS IN PROGRAMME ACTIVITIES
- STRATEGIC ASSESSMENT OF E&S RISKS IN CSPs
- E&S RISK SCREENING of interventions under CSP activities
- E&S IMPACT ASSESSMENT
- E&S RISK MANAGEMENT PLAN
- PUBLIC DISCLOSURE
- COMMUNITY FEEDBACK MECHANISMS

ENVIRONMENTAL MANAGEMENT SYSTEM
- FACILITIES MANAGEMENT
- PROCUREMENT
- LOGISTICS
- EMERGENCY PREPAREDNESS
- IT
- ADMIN
- TRAVEL

Source: OEV elaboration based on WFP 2021. Environmental and Social Sustainability Framework–Module 1

---

[52] Draft concept note. Implementation Approach and Potential Funding Model for WFP's Environmental Policy 2014-2019.
[53] WFP EB Informal Consultation. 25 November 2022. Update on the implementation of the 2017 environmental. Background paper https://executiveboard.wfp.org/document_download/WFP-0000144558
[54] The WFP environmental and Social Sustainability Framework consists of a set of principles, standards and tools created to increase WFP's environmental and social sustainability. It consists of 4 modules : 1) Overview; 2) Environmental and Social Standards 3) Environmental and Social Safeguards for Programme Activities; 4) Environmental Management Systems.
[55] WFP 2021. Environmental and Social Sustainability Framework - Module 1, page 3.

41.   According to an update on the Environmental Policy from November 2022[56] the roll out of the tools and training are still ongoing. As of September 2023, 52 COs have applied the screening of programme activities[57] and 52 COs are implementing the EMS. [58]

B. Funding of the policy

42.   The Policy does not include a costed implementation plan. However, it does include a section on financial and resource considerations. It highlights that effective implementation of the Policy requires financial resources and staff time for both the establishment, and long-term management of, the screening and categorization process and the EMS.

43.   After the Policy's approval, in 2018, a Trust Fund (TF) was established to ensure the implementation of the Environmental Policy, with an initial budget of USD 419,671, which increased in 2021 to USD 3,000,000 for the period October 2018-December 2022.[59]. Since 2017, USD 2.8 million have been secured through the through the WFP Strategic Resource Allocation Committee (SRAC) and allocated to the implementation of the Environmental Policy shared between MSDI and PROC. In addition, as part of the broader Critical Corporate Initiative "Mainstreaming of cross-cutting priorities into WFP operations", USD 1.9 million have been allocated for the implementation of environmental and social safeguards 2022-2023 under the responsibility of PROC The Policy also refers to the WFP Energy Efficiency Programme (EEP) as a source of funding available for WFP COs to implement environmental actions.

3.2. SCOPE OF THE EVALUATION

44.   The evaluation will cover the period between February 2017 and September 2024. In line with its objectives, it will have both summative and formative dimensions. The evaluation will primarily focus on addressing the quality of the Policy and its implementation mechanisms, including guidance, tools, technical capacity, resourcing, as well as its results. In doing so, the evaluation will identify the critical factors, internal and external to WFP, that are contributing to or hindering progress, and that should be considered during continued implementation, and any eventual revision, of the Policy.

45.   The evaluation is global in scope. Thematically, it will cover activities related to improving the environmental sustainability of WFP's programmatic activities as well as its in-house operations and aspects of social sustainability as set out in the Environmental Policy objectives and implementation arrangements.

46.   The contextual and organizational evolution since the launch of the Policy will also be considered, including, among others, the steady increase in the size and scale of the organisation which have affected its programmatic footprint on the ground as well as its management operations.

---

[56] WFP/EB.A/2023/4-A/Rev.1 and WFP 2022. Background Paper. Informal consultation.
[57] WFP analytics (consulted 19.09.2023)
[58] WFP analytics (consulted 19.09.2023)
[59] WFP SPAPLUS

4. Evaluation approach, methodology and ethical considerations

4.1 EVALUATION QUESTIONS AND CRITERIA

47. The evaluation will address three high-level questions, which are standard for all WFP policy evaluations. In addition, sub-questions are presented below which will be further refined during the evaluation inception phase.

Evaluation questions
1. How good is the Environmental Policy?[60](criteria: relevance, coherence)
1.1 How good was the policy's content? i.e. the extent to which it: • Is coherent internally with other WFP policies, WFP Strategic Plans and (both at the time of policy formulation and at present) • Remains coherent externally over time with international frameworks and evolving global needs and challenges • Includes a clear goal and vision • Outlines tools and frameworks that are relevant and appropriate to the policy's objectives • Uses a clear conceptual framework and consistent terminology • Defines clearly its scope and priorities • Articulates WFP's approach to social sustainability
1.2 How good was the policy design process ? i.e., looking at the extent to which it: • Was based on consultation both within WFP and with external experts and partners • Applied lessons from past practice
1.3 To what extent did the policy include provisions for policy implementation, for example: • coverage of all WFP activities • prioritization of activities with high environmental impact • clearly assigned responsibilities and accountabilities • a robust results framework and monitoring and reporting systems • an estimation of the human and financial resources required; and • relevant partnership arrangements.
2. What are the results of the Environmental Policy on WFP's programme activities and management operations? (Criteria: effectiveness)
2.1 To what extent has WFP integrated environmental considerations, avoided "harming the environment" and contributed to "maximizing environmental benefits" as per the Policy's aims? This includes the extent to which WFP has: • enhanced the environmental sustainability of WFP strategies, programming, and activities (e.g. CSPs) and maximised opportunities for environmental benefits • reduced the environmental/carbon footprint of in-house operations, consistent with the expectations of the Policy • equipped the WFP workforce and partners with skills and knowledge to identify, avoid, and manage environmental risks
2.2 Were there any unintended outcomes of the Policy, positive or negative?
2.3 To what extent has the policy contributed to the social sustainability of WFP activities?

---

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

3.	**What has enabled or hindered results achievement from the Environmental Policy?**
3.1 How well does the current institutional architecture facilitate the implementation of the Policy? (e.g. in terms of roles and responsibilities for implementation and oversight)	
3.2 To what extent have there been adequate human and financial resources and incentives in place to implement the Policy?	
3.3 Are appropriate systems and tools available to ensure monitoring and reporting of environmental & social outputs and outcomes?	
3.4 To what extent did partnerships (e.g., IFIs, Green Climate Fund and the Adaptation Fund;) and other external factors enable or inhibit achievement of results from the Environmental Policy?	

4.2 EVALUATION APPROACH AND METHODOLOGY

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

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

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

51.	The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating what data collection methods are employed to ensure the inclusion of women and marginalized groups. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. Data collection and analysis should ensure that perspectives and voices of diverse groups (men and women, boys, girls, the elderly, and people with disabilities) are heard and taken into account. Where feasible and relevant, the evaluation findings and conclusions will highlight differences in performance and results for different programme participants and target groups.

Design elements

52.	The main design elements featured in the evaluation should include:

53.	**Desk review** of internal strategic documents, decisions, regulation guidelines, manuals and reports and external background documents, including guidelines, norms and standards, studies and research.

54.	**Refinement of the indicative Theory of Change** for the Policy and its intended results, against which relevant outcomes can be assessed and contribution of the Policy toward its overarching aims can be established. The TOC should be used as a basis for developing a rubric for assessing what performance/ progress towards environmental sustainability looks like (e.g. with performance ranging from no environmental considerations to positive environmental impact).

55.	**A screening of country-level reports to[61]:**

- **Understand the scope and depth of WFP's adoption of safeguards** and whether there has been any shift in the quality and level of reporting since rolling out the safeguards tool

---

[61] This analysis will include CSPs, Annual Country Reports, environmental and social risk screening tool reviews, environmental and social safeguards impact assessment (ESIA) of high-risk interventions, disclosure of ESIA and ESMP to stakeholders, community and feedback mechanism, field level agreements , MoUs and construction contracts, CO risk register.

in 2021 and establish if there are any patterns related to the application of safeguards and specific types of activities and modalities of WFP programming. [62] Focus will be on countries that have rolled out the safeguards (approximately 52) but a sample of countries that have not explicitly applied the safeguards will also be assessed. The exact number of the sample will be considered together with considerations on country visits to establish the most appropriate methodology.

- **Establish if there are any patterns related to application of EMS in the countries where it has been implemented (approximately 52 countries)** (i.e. Establish which aspects of EMS have been most frequently implemented and with what results).

56. **Analysis of WFP administrative and monitoring data** such as expenditures, timelines, performance indicators at corporate and country level and human resource statistics. The team should during the inception phase explore the feasibility of conducting a comparative analysis of expenditures and human resources with other cross cutting themes such as gender, Accountability to Affected Populations and protection and nutrition. The evaluation will draw on aggregated figures on achievement of outcome and output targets and other performance indicator data as relevant and available. While corporate performance indicators may not always be valid to measure the expected policy results, they may contribute to identifying some trends that can be further explored through qualitative enquiry, and to situate the analysis of the organisational changes resulting from the policy implementation in the wider framework of WFP positioning and effectiveness on environmental and social sustainability.

57. **Review and synthesis** of evaluations, audits and lessons learned documents from 2017- current with a focus on CSPs.

58. **Key Informant interviews** at HQ, regional and country levels as well as with global and regional partners. WFP staff will brief the evaluation team remotely during the inception phase. The evaluation team will conduct in -depth interviews during the main data collection phase. The evaluation will interview cooperating partners, and teams working on environmental and social sustainability from other UN agencies, donors and executive board members, as feasible. Attention will be paid to ensuring gender and diversity balanced consultations.

59. **Country studies/Consultation with Regional Bureaux.** During the inception phase, a thorough desk review will be undertaken. Based on that, the usefulness of site visits to COs and regional bureaux will be further explored with a potential maximum of 6 data collection missions to be considered, and potentially additional 6 desk studies. Different options for collecting data should be considered including the possibility of conducting a smaller number of in-depth case studies potentially across a variety of contexts reflecting humanitarian, development and mixed contexts with a particular focus on learning. Visits to COs and/or Regional bureaux should focus on ensuring maximum learning and utility.[63] Environmental challenges faced in the country, and potential use of innovative technology will also be taken into account in the decision making process on number and nature of potential case studies.

60. An initial set of criteria have been defined to inform selection of WFP country offices. These include: the diversity of activity categories as reflected in CSPs, CO emergency classification, presence of safeguards focal point or specialist, implementation of EMS, CO size, income classification and CSPE/Audit coverage.

61. An indicative long list of countries identified at this preliminary stage are listed in Table 2 below with Table 15 in Annex IV showing the spread of countries by key criteria.

Table 2 – Indicative long list of countries for the evaluation coverage

Region	Country
RBB	Afghanistan, Bangladesh, Bhutan, Sri Lanka

---

[62] Starting with, but not limited to those cited in the policy itself.
[63]From a preliminary assessment of the environmental actions, direct observations may not be warranted likewise it is assessed that the application of the safeguards will not necessitate field visits. However, specific in-depth case studies on what has worked and not may be desirable. Options for face-to-face consultation may also be explored e.g. at regional level.

Region	Country
RBC	Egypt, Libya, Türkiye, Yemen
RBD	Benin, Gambia, Côte d'Ivoire, Togo
RBJ	Democratic Republic of Congo, Madagascar, Namibia, Tanzania
RBN	Burundi, Kenya, Rwanda, Sudan
RBP	Ecuador, Guatemala, Honduras, Peru

62.   As part of the inception stage, this longlist will be further refined in order to establish a final selection of countries for any country studies to be conducted. The proposed list also takes into consideration other global evaluations taking place to ensure that opportunities for coordination between the different exercises[64] are optimised and to reduce the burden on stakeholders.

63.   **Consultation with WFP and partner personnel.** Depending on the scope and nature of the country visits an online survey or other consultation methods (e.g., use of structured questionnaires, remotely held focus group discussions) may be applied to e.g., gauge WFP and partners' staff experience with appliance of safeguards and EMS.

64.   **Comparative analysis.** Learning from other organisations in terms of their approach to environmental sustainability policies, definitions, directives, administrative arrangements, financing, guidance and tools.[65]

65.   During the inception phase, the evaluation team will be expected to develop a detailed methodological design in line with the proposed approach. The design will be presented in the inception report and informed by a thorough evaluability assessment to be based on desk review and on scoping interviews with key internal stakeholders, including selected Executive Board members.

4.3 EVALUABILITY ASSESSMENT

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

66.   The Policy does not include a standalone monitoring and reporting framework (see section 3.1) but refers to WFP's regular monitoring and reporting tools which provide information on Policy implementation as presented in Table 3.[66]   For a more complete overview please refer to Annex II.

Table 3: Monitoring and Reporting Tools in the WFP Environmental Policy

Environmental Policy – component	WFP monitoring and reporting mechanism
Overall implementation of the Environmental Policy (general)	- Standard Project Reports (current Annual Country Reports), Annual Performance Report and relevant reporting mechanisms of the United Nations - Corporate Result Framework (CRF) indicator / outcome and cross-cutting

---

[64] Mid-Term Evaluation of the Strategic Plan; Strategic Evaluation of Refugees and Displacement; Policy Evaluation of the Emergency Preparedness Policy
[65] This may include other UN agencies and/or other entities. The final decision will be made during the inception phase.
[66] "Environnemental Policy" (WFP/EB.1/2017/4-B/Rev.1*), page 14, para 56.

Environmental Policy – component	WFP monitoring and reporting mechanism
Risk screening, categorization and management	- System for Project Approval (SPA), Country Operational Management Plans - CRF indicator / cross-cutting
Implementation of the environmental management systems	- CRF indicators / cross-cutting and key performance indicator - UN-wide reporting mechanisms managed by the United Nations Environment Programme

Source: OEV elaboration based on the WFP Environmental Policy

67. The following paragraphs provide an overview of monitoring and reporting mechanisms, as referred to in the Environmental Policy, and has been complemented with additional sources of information.

Overall implementation of Environmental Policy (general)

68. In 2018 and 2022, updates on the policy implementation were provided to the Executive Board. Since 2018, WFP Management Plans have referenced the environmental policy and related implementation and since 2019, annual country reports (former standard project reports) have a mandatory section on WFP contribution to environmental sustainability.

69. The CRF contains the following indicators related to implementation of the environmental policy:

- *Proportion of population in target communities reporting on environmental benefits*."[67] (CRF 2017-2021 and CRF 2022-2025). This aligns with the policy's intended result to maximize environmental benefits of WFP activities whenever possible. However, it is important to note that reporting on this indicator is only mandatory for livelihoods activities that have been designed with an environmental benefits objective.

- *Publicly available annual reporting on WFPs efforts to reduce its climate and environmental footprint" (CRF 2*022-2025 CRF): Cross-cutting indicator tracking WFP's reporting on environmental footprint, in line WFP's commitment to report on the implementation of the general assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities of the United Nations. WFP annual performance reports from 2017-2022 include a description of WFP's efforts to reduce the climate and environmental footprint.

70. Evidence is also available from centralized and decentralized evaluations, as well as internal and external audit reports. As of July 2023, 34 Country Strategic Plan Evaluations (CSPEs) have been finalized or presented to the EB. CSPEs include a standard question on WFP's contribution to the achievement of cross-cutting aims, including the environment and climate change. Annex II provide a selection of global evaluations as well as audit reports considered relevant.

Risk screening, categorization and management

71. The CRF contains the following indicators for tracking environmental risk screening, categorization and management:

- Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified. (CRF 2017-2021)

- Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risks; (CRF update 2020; CRF 2022-2025)

72. In addition to the CRF indicators, PRO-C tracks the implementation of environmental and social sustainability safeguards across COs.[68] Annual Performance Plans and Risk Registers provide information on COs' risk management processes complementing the tools mentioned in the WFP Environmental Policy

---

[67] The indicator was used in the Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies as well as in the Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition
[68] WFP Annual Performance Report 2022.

(System for Project Approval (SPA) and the Country Operational Management Plans). Finally, donor reports may provide information on the application of environmental and social safeguards.

Implementation of the environmental management systems

73.   The CRF 2022-2025 contains the following indicator for tracking implementation of the EMS:

- *Percentage of countries implementing Environmental management systems*. Cross-cutting indicator measuring the number of WFP offices with an EMS.

74.   In addition to CRF tracking, the Environmental Unit in MSDI records and categorizes environmental actions in all WFP premises.

75.   In line with the commitment towards the UN Climate-Neutral Strategy, since 2009, WFP reports on GHG emissions in the "Greening the Blue" report.[69] No targets for WFP's environmental footprint (in terms of emissions, waste generation, water consumption) were established in the WFP Environmental Policy, however in 2019, the UN system set the overall target of 45 percent reduction in GHG emissions from the 2010 baseline by 2030.[70] Data on waste production and water consumption have been collected in WFP respectively since 2016 and 2017, but no United Nations system-level target exists for these areas.[71]

76.   Supply chain is an important area of work for WFP to pursue the objective of minimizing its climate and environmental footprint. WFP reports every year to the EB on global food losses and both CRFs include a related KPI (*Percentage of post-delivery losses*). Data on WFP locally purchased goods as well as on WFP food purchased from smallholder famers are available since the approval of the Environmental Policy.[72]

Additional information

77.   In 2020 the Joint Inspection Unit (JIU) undertook a review of mainstreaming environmental sustainability across organizations of the United Nations system. WFP was highlighted as example of good practice in mainstreaming environmental sustainability in risk management processes and e.g., in reducing the use of printed paper.

78.   Capacity strengthening of partners is an objective of the Policy. A preliminary screening of available data shows that there are no dedicated corporate indicators to monitor progresses towards objective (V) of the Policy "*strengthening the understanding of national governments, cooperating partners, suppliers and particularly, beneficiary communities in planning and implementing sound activities for food security and nutrition".*[73] Some information on the type of support provided to selected WFP partners could be available from various CO-specific reports (see Annex II, table 14 - e.g., Field Level Agreements/MoUs/CCs and related evaluations; Complaint and Feedback Mechanism; Environmental Screening Reviews, Environmental and Social Management Plans (ESMP); Environmental and Social Impact Assessments (ESIA)).

4.4 ETHICAL CONSIDERATIONS

---

[69] "Greening the Blue" is a UN-wide initiative managed by UNEP and Sustainable United Nations (SUN) to support the integration of environmental considerations into management decisions and actions. Each year, GHG emissions from all UN entities, funds and programmes are measured using a common inventory and published on the "Greening the Blue Report". The inventory (Common Boundary) includes, as a minimum: i) emissions from transport such as official air, rail or road emissions; ii) use of energy either through *either through burning fuel to generate on site electricity, steam and hot water and that used for cooking, or energy purchased from utilities or other sources such as electricity, steam or hot water iii) Fugitive emissions, such as leakage of greenhouse gases from refrigeration and air-conditioning equipment (www. Greeningtheblue.org/emissions-boundaries).* Emissions from partners/suppliers implementing WFP operations are not included in the Common Boundary.

[70] United Nations Framework Convention on Climate Change. 2018. UN Climate Change Annual Report 2018.

[71] The establishment of targets was prompted by the adoption of the Strategy for Sustainability management in the UN System 2020-2030-Phase 1: Environmental Sustainability in the Area of Management at the UN system level in 2019 endorsed by the UN System Chief Executives' Board (CEB) in 2019. See:digitallibrary.un.org/record/3812667

[72] However, locally procured food does not necessarily have a smaller carbon footprint than food procured on the international market, and as such indicators should be considered prudently.

[73] WFP/EB.1/2017/4-B/Rev.1*. page 9

79. Evaluations must conform to WFP and UNEG ethical standards and norms.[74] Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).[75] 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 (Including to the natural environment).

80. The commissioning office will ensure that the evaluation team and evaluation manager have not been involved in the design, implementation, financial management or monitoring of the WFP Environmental Policy have no vested interest, nor have any other potential or perceived conflicts of interest.[76]

81. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, internet and data security statement.[77]"Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (http://www.wfphotline.ethicspoint.com). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

4.5 QUALITY ASSURANCE

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

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

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

---

[74] For further information on how to apply the UNEG norms and standards (http://www.unevaluation.org/document/detail/1914) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (https://docs.wfp.org/api/documents/WFP-0000003179/download/).

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

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

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

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

5. Organization of the evaluation

5.1 PHASES AND DELIVERABLES

86.   In order to present the evaluation in the EB.1/2025 session, the following timetable will be used. Annex I presents a more detailed timeline."

Table 4: Summary timeline – key evaluation milestones

Main phases	Timeline	Tasks and deliverables
1. Preparation	**July-November 2023**	Final TOR Evaluation team and/or firm selection and contract Document review Briefing at HQ
2. Inception	**November 2023- April 2024**	Stakeholder interviews Inception phase interviews and desk review Inception report
3. Data collection	**May – June 2024**	Data collection missions and exit debriefings Primary and secondary data collection
4. Reporting	**July - October 2024**	Report drafting and comments process Stakeholder workshop Final evaluation report Summary evaluation report (SER)
5. Dissemination	**November 2024- February 2025**	SER editing/evaluation report formatting Management response and Executive Board preparation

5.2 EVALUATION TEAM COMPOSITION

87.   The team leader position requires an expert with a minimum of 15 years' evaluation experience with a focus on environmental issues, and extensive experience in complex global, policy evaluations. Familiarity with environmental concepts in both humanitarian and development contexts is required, as is experience with evaluations in the UN system.

88.   The team leader must also have demonstrated experience in leading large teams, excellent planning, negotiation, analytical and communication skills (written and verbal) and demonstrated skills in mixed qualitative and quantitative data collection and analysis techniques.

89.   The primary responsibilities of the team leader will be: a) setting out the methodology and approach in the inception report; b) guiding and managing the team during the inception and evaluation phases; c) overseeing the preparation of draft outputs by other members of the team; d) consolidating team members'

inputs to the evaluation products (inception and evaluation reports); e) representing the evaluation team in meetings with the Evaluation Manager (EM) / Research Analyst (RA) and other key stakeholders; f) delivering the inception report, draft and final evaluation reports and evaluation tools in line with agreed CEQAS standards and agreed timelines; g) presenting evidence at the data collection debriefing and stakeholder workshop; and h) taking on responsibility for overall team functioning and client relations.

90.   The evaluation team should have strong capacity in conducting global evaluations. The team will be multi-disciplinary and will have extensive knowledge, skill and expertise in evaluating environment-related interventions, as well as in the collection and analysis of both qualitative and quantitative data and information.

91.   The evaluation team should be comprised of 4-6 people and must include at least two environmental experts: one expert on environmental safeguards and one expert on environmental management systems and ISO 14001. Between the team members, there should be experience in the following technical areas: cost effectiveness analysis; analysis of gender and social inclusion including human rights in relation to social safeguards and other gender dimensions of the subject (e.g., due diligence of supply chains); sustainable supply chains and capacity strengthening. Across the team there must be a strong understanding and experience of the multilateral development system across both humanitarian and development settings.

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

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

5.3 ROLES AND RESPONSIBILITIES

94.   The EM, Catrina Perch, is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholder workshop; participating in the inception phase interviews and supporting the preparation of the field missions; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report) and soliciting WFP stakeholders' feedback on draft products. The EM will be responsible for writing the summary evaluation report (SER). The EM will be the main interlocutor between the team, represented by the team leader, the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. Judith Friedman, OEV Senior Evaluation Officer, will conduct the second-level quality assurance of all evaluation products, while Raffaela Muoio, OEV RA, will provide research support throughout the evaluation.

95.   An IRG will be formed and asked to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team. As part of the EAG, colleagues from different agencies with technical expertise and experience with environmental and social sustainability standards and processes will be asked to provide guidance.

96.   The Director of Evaluation will approve the final evaluation products and present the SER to the WFP Executive Board (EB.1/2025) for consideration.

5.4 SECURITY CONSIDERATIONS

97.   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 EM will ensure that the WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5 BUDGET

98.   The evaluation will be financed from OEV's Programme Support and Administrative budget. The offer will include a detailed budget for the evaluation, including consultant fees and travel costs and other costs as relevant.

5.6 COMMUNICATION

99.   All policy evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

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

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

Annexes

Annex I: Timeline

Key action		By Whom	Key tentative dates PE env
Phase–1 – Preparation			
	Submission of draft ToR	EM	18 July 2023
	QA2 reviews TORs and send feedback	QA2	21 July 2023
	Submission of revised draft ToR	EM	18 August 2023
	DoE clears TORs to send to stakeholders for comments	DoE	11 September 2023
	ToR draft shared with LTAs to start preparing their proposals	EM	11 September 2023
	Revise TORs following stakeholder comments	EM	3 October2023
	ToR approval	DoE	5 October 2023
	ToR final shared with stakeholders, LTA partners and posted	EM	5 October 2023
	Proposals from LTAs are received	ET	09 October 2023
	Team selection & Decision Memo submitted	EM	Mid-October (by 16 October decision submitted to procurement)
	PO finalization	Procurement	Early November 2023 (03 November)
Phase–2 – Inception			**Nov 2023-May 2024**
	Team preparation prior to HQ briefing (reading docs)	ET	November 2023
	HQ briefing	EM & Team	Early December 2023
	Inception phase interviews and desk review	EM &Team	December 2023
IR D0	**Submission Draft 0 Inception Report (IR) to OEV**	**TL**	**9 February**
	Quality assurance and feedback on IR D0	EM/RA	16 February 2024
IR D1	**Submission Draft 1 IR to OEV**	**TL**	**23 February 2024**
	Quality assurance and feedback on IR D1	EM/QA2	01 March 2024
IR D2	**Submission Draft 2 IR to OEV**	**TL**	**08 March 2024**
	Review IR D2	DoE	21 March 2024
	Share IR D2 with IRG for comment	EM	22 March – 05 April 2024
	Consolidate and share comments received	EM/RA	08 April 2024
IR D3	**Submission Draft 3 IR to OEV**	**TL**	**18 April 2024**
	Quality assurance on IR D3	EM	19-22 April 2024
	Seek clearance of final IR D3	DoE	23-30 April 2024
	Circulates final IR to stakeholders; post a copy on intranet	EM	Early May 2024
Phase–3 - Evaluation data collection phase			**May-June 2024**

	Data collection, including missions/case studies & desk review.	ET	May-June 2024
	Overall debriefing with HQ, RB and COs (ppt) – online session	TL	End June
Phase–4 – Reporting			**July-Dec 2024**
ER D0	**Submission of draft 0 Evaluation Report (ER) to OEV**	**TL**	**09 August 2024**
	Quality assurance and feedback on ER D0	EM/RA	16 August 2024
ER D1	**Submission of Draft 1 ER to OEV**	**TL**	**23 August 2024**
	Quality assurance and feedback on ER D1	EM/QA2	30 August 2024
ER D2	**Submission of Draft 2 ER to OEV**	**TL**	**6 September 2024**
	Review ER D2	DoE	11 September 2024
	Clearance to circulate revised ER for IRG comments	EM/DoE	18 September 2024
	Share ER D2 with IRG for comment	EM	**18 September 2024**
	Consolidate and share comments received	EM/RA	**25 September 2024**
	Stakeholder workshop	IRG/TL/EM	**26-27 September**
ER D3	**Submission Draft 3 ER to OEV**	**TL**	**7 October**
	Quality assurance (including re-iterations)	EM/QA2	14 October
	Clearance of ER to send to editing	DoE	21 October
	Begin SER preparation	EM	early October 2024
SER D0	**Submission of draft 0 Summary Evaluation Report (SER)**	**EM**	**25 October**
	Review D0 SER	DoE	1st November 2024
SER D1	**Submission of draft 1 SER for clearance to share with OPC**	**EM/DoE**	**5 November 20204**
	OPC comment window	OPC	12-26 November 2024
SER D2	**Submission of draft 1 SER + ER following OPC comments**	**EM**	**03 December 2024**
FINAL SER/ER	**Final review of ER + SER**	**DoE**	**10 December 2024**
	Clarify last points as needed	EM + DoE	early December 2024
	Submission of SER to EB Secretariat + CPP	EM	early December 2024
Phase 5 Executive Board (EB) and follow-up			**from Jan 2025**
	Formatting and posting approved ER	EM/Comms	January-February 2025
	Dissemination, OEV websites posting, EB Round Table Etc.	EM	January-February 2025
	Presentation of Summary Evaluation Report to the EB	DoE	February 2025
	Presentation of management response to the EB	CPP	February 2025

Annex II. Preliminary evaluability assessment

Overall implementation of Environmental Policy (general)

102.   The corporate outcome indicator *Proportion of population in target communities reporting on environmental benefit* included in both CRFs 2017-2021 and 2022-2025 aligns with the Policy's intended result to maximize environmental benefits of WFP activities whenever possible. Between 2017 and 2022 some changes were applied in the methodology for calculation of this indicator. Progresses on the proportion of population in target communities reporting on environmental benefits are observed between 2019 and 2022, but the number of CO reporting remain quite low, albeit increasing over time (see Table 5).[78]

Table 5: Outcome indicator showing progress in the implementation of the environmental policy, reporting 2017-2022.

Indicator	2017	2018	2019	2020	2021	2022
Proportion of population in target communities reporting on environmental benefits (EBI)	1 country reporting		8 countries reporting	10 countries reporting	12 countries reporting	10 countries reporting

Source: APRs 2017-2022. Legend: Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: not available data

103.   The CRF 2022-2025 includes one indicator of WFP performance on cross-cutting priorities (*Publicly available annual report on WFP's efforts to reduce their climate and environmental footprint (QCPR))* which is relevant for this evaluation. Even prior to the introduction of the indicator, annual performance reports (2017-2022) contained a description of WFP's efforts to reduce climate and environmental footprint (Table 6).

Table 6: Cross-cutting indicator showing progress in the implementation of the Environmental Policy, reporting 2017-2022

Indicator	2017	2018	2019	2020	2021	2022
Publicly available annual report on WFP's efforts to reduce their climate and environmental footprint (QCPR)	Narrative APR 2017	Narrative APR 2018	Narrative APR 2019	Narrative APR 2020	Narrative APR 2021	Narrative APR 2022

Source: CRF 2017-2021, CRF 2022-2025. APRs 2017-2022, MSDI. Indicator (2), achievement rate=average of achievement rates across countries, no unique target established across countries. Legend: Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: not available data, complementary information reported.

104.   WFP regularly report on different aspects affecting the social sustainability of its programming and both CRFs include gender, protection and inclusion corporate performance indicators.

105.   Evidence on the overall implementation of the Environmental Policy is also available from secondary sources, including centralized and decentralized evaluations, as well as internal and external audit reports.

---

[78] Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies and Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition

As of July 2023, 34 CSPEs have been finalized or presented to the EB.[79] In addition, Table 7 provides a non-exhaustive selection of global evaluations considered relevant for this exercise.

Table 7: Evidence on environmental and social sustainability from global evaluations

Global evaluation	Extract
Evaluation of WFP's Policy on Country Strategic Plans (2023)	With the introduction of the WFP Environmental Policy (2017), regular environmental impact screenings have been part of first-generation CSP implementation. However, the implementation of environmental screening is country specific, with some country offices paying attention to environmental screening, and others not.
Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies (2023)	**Finding 2**. The DRR/M and Climate Change policies are well aligned with WFP strategic plans and with other corporate policies. Strong thematic alignment exists between the two policies and the Resilience Policy, and moderate thematic alignment with the Emergency Preparedness Policy, the Environmental Policy and the Country Capacity-Strengthening Policy.
Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition	The policy states that resilience building stems from both climate change and disaster risk reduction agendas (with direct reference to the 2011 DRR/M policy developed by the Office for Climate Change, Environment and Disaster Risk Reduction), and delineates a wide landscape for resilience in terms of contexts (humanitarian and development) and sectors (nutrition, social protection and safety nets, and disaster risk management capacity) as well as gender as a cross-cutting priority The Policy was timely in relation to the growing external focus on resilience by international humanitarian and development organizations and specifically the Rome-based United Nations agencies, and the desire to position and align WFP within this context. It mentions three different types of shocks (natural disasters, food price crises, and conflict) as well as stressors (climate change, environmental degradation, water scarcity and economic uncertainty).
Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings (2023)	The reflection of conflict sensitivity in annual reports and planning documents remains at a comparatively low level, but reflection of "do no harm" considerations increase slightly over time. WFP Employees and partners at country level are highly aware of the importance of "do no harm" and tend to focus on the risks inherent in allocating and targeting assistance, as well as the contribution to peace of reduced food insecurity, but reflections on other linkages between WFP's work and conflict or peace were largely missing. The evaluation finds that ESSF for individual projects, although new and under-resourced at the time of evaluation conduct, have the potential to significantly change the scale of conflict sensitivity of WFP, as more donors require adherence to these standards and make

---

[79] OEV/MIS

Global evaluation	Extract
	funding contingent on them. Standard 7 on conflict sensitivity, which was largely developed by PRO-P, already covers the most relevant aspects of conflict sensitivity and January 2023 | OEV/2021/001 24 reducing risks related to operating in conflicts. It represents a highly relevant, but new and not yet mainstreamed, benchmark.
Strategic Evaluation of Funding WFP's Work (2020)	**Finding 7**: WFP has made good progress in clarifying how financing will be maximized to deliver organizational change on key topics such as gender and climate change. The evaluation finds, however, that the organization has been hampered by a lack of clear methodology on how to track financing against thematic/cross-cutting objectives and a lack of specialized capacity to attract and manage additional financing linked to specific themes or cross-cutting issues.

The evaluation notes that the same principle applies to other cross-cutting priorities for WFP, such as climate change and migration. For these and other areas, there are often very specific, niche funding opportunities available. In the case of climate change, this includes the three major multilateral channels under the United Nations Framework Convention on Climate Change: The Adaptation Fund, The Global Environmental Facility and The Green Climate Fund. In order to successfully access such funds at scale, the evaluation notes that a certain level of organizational credibility is required, together with dedicated technical capacity to submit quality project proposals and actively follow them up with donors (in addition to overseeing project implementation once funding has been received and providing quality reporting). It reports that while there have been efforts within WFP to target climate financing, neither the level of resources nor the capacities required are yet fully evident. |
| Evaluation of the Gender Policy 2015–2020 (2020) | The evaluation finds that gender is not yet prominent across all recent WFP policies, with the Environmental Policy (2017) providing only a short reference to the need for gender-based analysis |

Source: OEV

Table 8: Selection of relevant internal and external audit reports as of July 2023

Internal audits
Internal Audit of Information Technology Asset Management in WFP - February 2023
Internal Audit of Information Technology Management and Support in WFP Country Offices - December 2022
Internal Audit of WFP's Innovation Accelerator – October 2021
Internal Audit of WFP's Ocean Transport (Shipping) – July 2021
Internal Audit of Goods and Services Procurement in WFP – May 2021
Internal Audit of WFP's Nutrition Activities – February 2020
Internal Audit of WFP's Supply Chain Division IT-Based Applications – January 2018
Reports by the external auditor(s)
Support service review (2023)
Fuel management review (2023)
Management of cooperating partners (2022)

Critical corporate initiatives 2021
Air transport services 2020
WFP's real estate portfolio 2020
Food-related losses (2018)

Source: OEV

Risk screening, categorization and management

106.   The CRF 2017-2021 originally included 1 cross-cutting indicator capturing CO's effort in identifying environmental and social risks *(Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified)*. The CRF update in October 2020 replaced this indicator with a revised one, mandatory for all CSP activities (*Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risks*). The same indicator is included in the CRF 2022-2025. Although the proportion of the of FLAs/MOUs/CCs screened for environmental risks has not yet reached the target between 2020 and 2022, the percentage of countries reporting on this indicator increased from 43 to 94.

Table 9: Cross-cutting indicator showing progress in COs' adoption of environmental risk screening categorization and management

Indicator	2017	2018	2019	2020	2021	2022
(1) Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified		17/21 countries reporting	24/27 countries reporting			
(2) Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risks				65% achievement rate 43% country reporting rate	84% achievement rate 57% country reporting rate	66% achievement rate 94% country reporting rate

Source: CRF 2017-2021, CRF 2022-2025. APRs 2017-2022, MSDI. Indicator (2), achievement rate=average of achievement rates across countries, no unique target established across countries. Legend: Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: not available data, complementary information reported. Indicator (2), achievement rate=average of achievement rates across countries, no unique target established across countries.

Implementation of the environmental management systems

107.   The CRF 2022-2025 contains the following cross cutting indicator for tracking implementation of the EMS.

- *Percentage of countries implementing Environmental management systems*. Cross-cutting indicator measuring the number of WFP offices with an EMS.

108.   As of September 2023, 52 out of 118 WFP offices (44 percent) have launched their environmental management system.[80]

Table 10: Cross cutting indicator showing progresses in the implementation of environmental management systems

	2017	2018	2019	2020	2021	2022
Percentage of WFP offices implementing EMSs				KPI: 8/20 WFP offices 40%	KPI: 14/30 WFP offices 47%	KPI: 27/40 WFP offices 68%

---

[80] MSDI data on EMS rollout in WFP offices

Source: CRF 2017-2021, CRF 2022-2025. APRs 2017-2022, MSDI. Legend: Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: no available data, complementary information reported.

109.   Since 2020, WFP country offices have reported on their environmental footprint through ARCHIBUS, a management facilities' software where WFP staff can upload information about WFP premises (location, characteristics, contractual status, financial information, environmental footprint).

110.   Country offices report greenhouse gas emissions in line with the GHG Protocol[81] which categorises emissions into Scope 1, Scope 2 and Scope 3 as described below.[82] The availability of the data across years varies a lot.

-    Scope 1 direct emissions: sources owned or controlled by WFP (e.g., fuel used in generators and vehicles (2012-2022); heating fuel (2008-2022); refrigeration/air-conditioning (2017-2022))

-    Scope 2 indirect emissions: electricity generation off-site and purchased heating

-    Scope 3 indirect emissions: employee travel (by air and public transport); air freight transport (managed by WFP Aviation)

111.   The calculation of greenhouse gas emissions in kg of CO2 is done automatically through ARCHIBUS, according to WFP's carbon accounting procedures and based on data entered by the WFP offices.

112.   The CRF 2017-2021 included key performance indicators on WFP's environmental footprint as displayed in Table 11. Although WFP has not reported on such indicators in the annual performance reports 2017-2022, relevant data on countries' reporting and actual value of greenhouse gas emissions, waste and water consumption have been consolidated by MSDI as displayed in the table.

113.   It is important to note that the Policy did not set targets for WFP's environmental footprint but WFP is currently working on the establishment of targets in the context of the environmental plan of action (EPACT).[83]

Table 11: Key performance indicators showing progress to reduce WFP environmental footprint 2017-2021

	2017		2018		2019		2020		2021		2022	
	KPI	Value	KPI	Value	KPI	Value	KPI	Value	KPI	Value	KPI	Value
Percentage of countries reporting on green house emissions	100% (105)	338,352 tCO2e	99% (104)	264,104 tCO2e	99% (104)	196,191tCO2e	100% (107)	156,619 tCO2e	98% (105)	211,629 tCO2e	NA	177,748 tCO2e
Percentage of countries reporting on waste management					31% (33)	663,414 kg	46% (49)	1,693,584 kg	42% (44)	836,992 kg	50% (56)	1,228,690 kg
Percentage of countries reporting on water management					56% (59)	841,497 m3	72% (77)	708,776 m3	71% (75)	636,638 m3	67% (77)	778,772 m3

Source: APRs 2017-2022 and Environmental reports 2019-2021. Legend. Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: not available data, complementary information reported.

---

[81] https://ghgprotocol.org/
[82] ARCHIBUS – WFP WeLearn module
[83] WFP. 2022. Update on the implementation of the 2017 environmental policy

114.   As shown in Table 11, the amount of waste produced has increased since 2019, reaching a peak of 1,693,584 Kg in 2020, while the amount of water used by WFP offices has reduced. However, reporting on water consumption and waste production is still below optimal, with less than half of the COs reporting on waste production and around 70% reporting on water consumption in 2021.[84]

115.   Since supply chain is an important area of work for WFP to minimize carbon footprint, a selection of supply chain indicators is reported below. WFP reports every year to the EB on global food losses. As shown in figure 6 the total value of food losses peaked in 2019 with 45,079 MT, but it has slowly been decreasing with a value of 29,918 MT in 2022. Furthermore, Table 12 shows a decreasing trend in the percentage of post-delivery losses.

Figure 6: Global pre/post-delivery losses 2012-2022
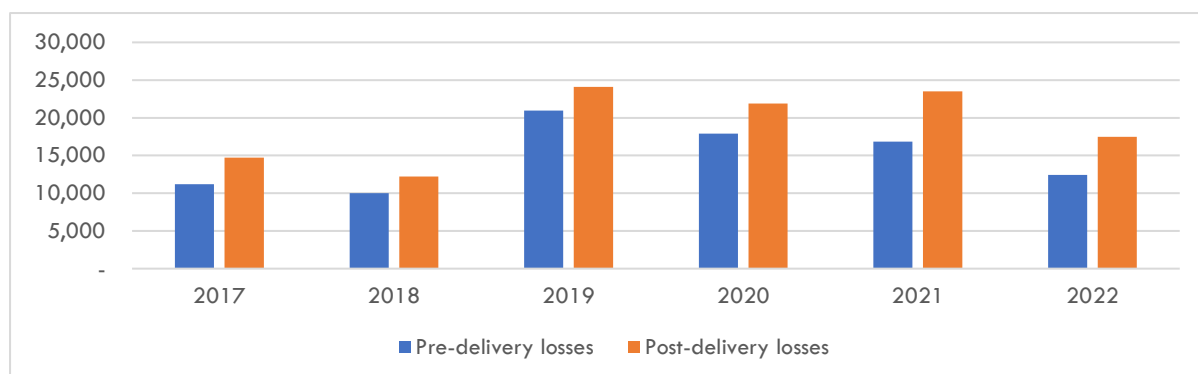
Source: WFP Global report on food losses 2022

Table 12: Percentage of post-delivery losses 2018-2022[85]

	2018	2019	2020	2021	2022
Percentage of post-delivery losses (out of total food procured)	0.77%	0.43%	0.33%	0.31	0.21%

Source: APRs 2018-2022. Legend. Green: WFP either "achieved" or made "strong" progress towards yearly average outcome targets. Amber: WFP made "some" progress towards yearly average outcome targets. Red: WFP made "little or no" progress towards yearly average outcome targets. Grey: not available data, complementary information reported.

116.   Besides food losses, understanding procurement processes and performance is relevant to assess progresses in the implementation of the Environmental Policy. As shown in Figure 7, the percentage of locally purchased food (food purchased in countries where WFP has operations) has increased over time reaching 60% of total amount of food purchased in 2022. In addition, the volume of food purchased from smallholder farmers has increased between 2018 and 2022, despite representing still less than 3% of total amount purchased (Figure 8). [86]

---

[84] Increase or decrease in the indicator do not necessarily reflect increase or decrease in waste production and water consumption, but they may be due to improved data collection.

[85] post-delivery losses=all food losses (calculated in MT) incurred after the delivery point and up to final distribution of food to beneficiaries. Post-delivery losses include warehouse and transport losses; food losses at distribution points (losses during food distribution); deviated or damaged food; and sales and donations of food.

[86] While Local production can be a strong driver to reduce GHG emissions, it is not sufficient to ensure environmental sustainability. The largest amount of GHG emissions is associated to how commodities are produced, rather than to their subsequent transport and distribution. Therefore, the environmental benefit of local food procurement needs to be assessed on a case-by-case basis.

Figure 7: Food procured in countries where WFP has operations (MT and percentage of total amount of food procured)
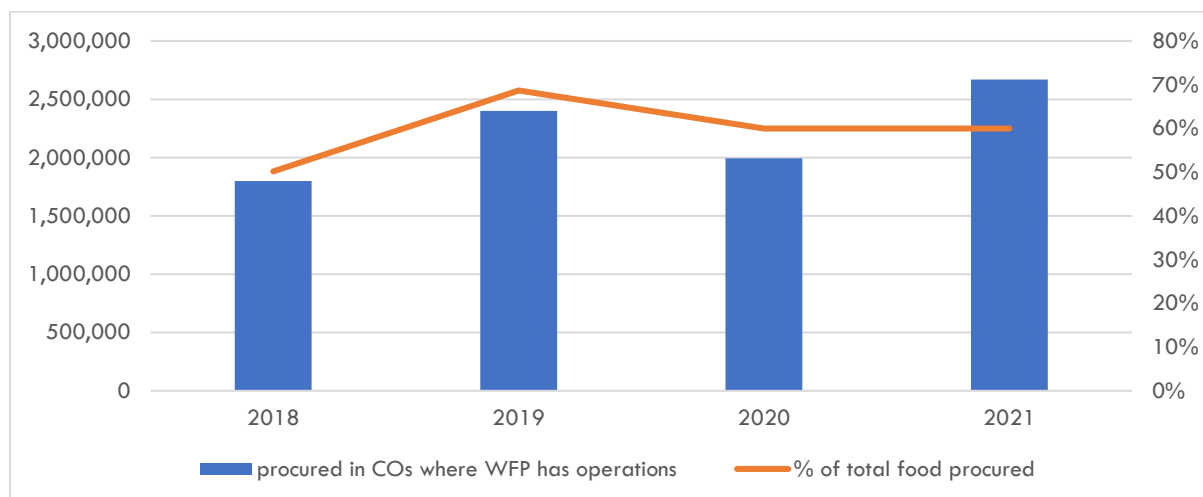
Source: Update on food procurement 2019-2022

Figure 8: Food procured from smallholder farmers (MT and percentage of total amount of food procured)
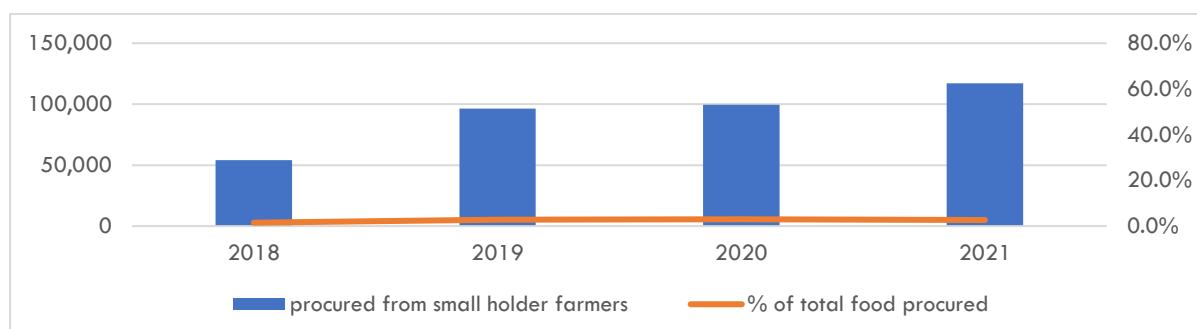
Source: Update on food procurement 2019-2022

Additional information

117.   In 2020 the Joint Inspection Unit (JIU) undertook a review of mainstreaming environmental sustainability across organizations of the United Nations system. WFP was highlighted as an example of an organisation that exhibited good practices in mainstreaming environmental sustainability in risk management processes and in reducing the use of printed paper. Compared to other organizations, WFP has made more progresses in establishing a normative and reporting framework on environmental sustainability. In addition, the report acknowledges the good coordination between MSDI and PROC in the implementation of the Environmental Policy. Finally, the report recognized that the use of WFP aviation flight by other organizations makes the calculation of greenhouse gas emissions more complicated.[87]

118.   Relevant WFP global and CO-specific reporting exercises that could be considered by the evaluation team are listed respectively in table 13 and table 14.

Table 13: WFP global evidence showing progress on the implementation of the Environmental Policy

---

[87] JIU. 2020. Review of mainstreaming environmental sustainability across organizations of the United Nations system

Reporting exercise	Content	Available years
WFP Supply Chain Annual Report	Activities and achievements of Supply Chain Division.	2015, 2016, 2017, 2018, 2019
WFP Aviation Mid-year Reviews and Annual Report	Activities and achievements of the WFP Aviation (including UNHAS).	2017, 2018, 2019
United Nations Humanitarian Air Service (UNHAS) Annual Review	Activities and achievements of the United Nations Humanitarian Air Service.	2020, 2021, 2022
WFP Management services – Year in review	Activities and achievements of the Management Service Department.	2020, 2021, 2022
Waste and water report	Countries reporting, details on waste and water management (waste type, waste collection, water source, water quality, best practices).	2018, 2019, 2020, 2021
WFP Greenhouse Gas (GHG) Inventory	GHG emissions by source and WFP office, fuel and electricity, consumption, premises, flights, vehicles.	2008-2021
Annual Performance Reports	WFP global programme performance, management performance and financial performance against,	2017-2022
Environmental actions carried out by WFP office worldwide	Environmental improvement initiatives carried out by WFP office worldwide in the areas of energy, waste and water management, sustainable procurement, environmental management system implementation	Living tool – MSDI, Environmental Unit
Environmental and social sustainability safeguards implementation	Focal point, training provided, implementation modality, implementation challenges by COs, details on the activities screened for environmental and social risks	Living tool - PROC

Source: OEV

Table 14: CO-specific reporting showing progress on the implementation of the Environmental Policy

Reporting exercise	Content		Available years
Documents produced for the EMS field mission	Initial Environmental Review (IER) EMS mission report EMS checklist EMS action plan		Varies across COs
Documents related part of the environmental and social safeguards	Environmental screening reviews, environmental and Social safeguards impact assessment (ESIA) of high risk interventions, disclosure of ESIA and ESMP to stakeholders, E&S Management Plan for medium &high risk interventions, E&S risk management measures; community and feedback mechanism,		Varies across COs
Annual Country Reports	Since 2018, mandatory cross-cutting section on Environment where Country Offices report on: 1) key environmental issues affecting food security and nutrition in-country; 2) environmental co-benefits of WFP programmes; 3) how WFP safeguards its programmes and operations from causing unintended harm; 4) sustainability of WFP support operations, including EMS implementation		2017-2022
Complaint Feedback Mechanism Reports	Formal mechanism for receiving information from people in communities where WFP operates.		Varies across COs
Process monitoring reports	Examples of process monitoring themes include gathering data regarding condition of food distributed; timeliness of service delivered; beneficiary satisfaction with programme		Varies across COs

Reporting exercise	Content		Available years
	implementation; health and sanitation and other process themes.		
FLAs / MoUs / CCs	Agreement with partners (NGOs, governments, and private sector) for the implementation of activities		Varies across COs
Annual Performance Plans and Risk Registers	Annual performance plan: compulsory exercise where COs define how the human, financial and physical resources will be transformed into results. It is reviewed at mid and end of year. Risk register: tools where COs can list the risks they face, categorize them according tot their type (strategic, operational, fiduciary, financial) and according to the level of likelihood and priority. For each risk, a mitigation measure is proposed. The risk register is reviewed at the mid and end of year.		2017-2023

Source: OEV

Annex III Preliminary stakeholder analysis

Internal stakeholders	Interest in the evaluation	Participation in the evaluation
Management Services Division, Infrastructure and Facilities Management Branch (MSDI)	**Primary stakeholder and policy owner.** MSDI has a primary stake in the evaluation and will be one of the primary users of its results. It supports the implementation of the policy and in particular the roll out of the Environmental Management Systems (EMS), including the establishment of procedures to reduce energy use, greenhouse gas emissions, waste and water consumption.	Representants from MSDI will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
Programme, Humanitarian and Development Division, Climate and Disaster Risk Reduction Service (PROC)	**Primary stakeholder and policy owner.** PROC has a primary stake in the evaluation and will be one of the primary users of its results. Its role is linked to the drafting the policy[88] ,it supports the implementation of Environmental and Social Safeguards in WFP programmes, including the management of the climate finance portfolio in WFP.	Representants from PROC will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
Supply Chain Operations Division - Strategic Engagement Branch (SCOE)	**Primary stakeholder** SCOE has a primary stake in the evaluation as the Division responsible for mitigating the environmental impacts of WFP supply chain operations.	Representants from SCOE will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
Other Supply Chain Operations Division (SCO) technical units • Food Safety and Quality Assurance branch (SCOQ) • Supply Chain Humanitarian Logistics Services Branch (SCOH)	The Supply Chain division and its technical units has direct interest in the evaluation as "implementers" of Environmental Management Systems and Environmental and Social Safeguards, as well as for their involvement in setting standards and procedures linked to environmental	Representants from SCO will be key informants and will be interviewed during the inception and main mission. Their inclusion in the IRG will also be considered in the preparation phase. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.

---

[88] Atthe time of the adoption of the policy the functions that are now carried out by PROC were embedded in the Technical Assistance and Country Capacity Strengthening Service Climate and Disaster Risk Reduction Unit (OSZIR), co-author of the Environment Policy together with MSDI.

- Procurement Branch (SCOP) - Aviation (SCOA) - Global Fleet Unit (SCOLF) - Shipping Branch (SCOS) - Supply Chain Planning Branch (SCOO) - Field Support Unit (SCOLS) - Research and Development Branch (SCOD)	and social sustainability and their role in decarbonising WFP landside and maritime transport.	
Programme, Humanitarian and Development Division, Resilience and Food Systems Service (PROR)	PROR has a direct interest in the evaluation due to its role in applying the safeguards and its relevance for development and the application of environmental and social standards (natural resources, biodiversity and ecosystems and resource efficiency and waste and pollution management).	Representants from PROR will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop.
Programme, Humanitarian and Development Division, Emergency and Transition Unit (PROP)	PROP has a direct interest in the evaluation, as responsible for the WFP's work on protection, Accountability to Affected Population and Complaints Feedback Mechanisms and its relevance for the development and the application of environmental and social standards (protection, AAP, conflict sensitivity).	Representants from PROP will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop
Programme, Humanitarian and Development Division, Technical Assistance and Country Capacity Strengthening Service (PROT)	PROT has a direct interest in the evaluation, as responsible for working through and with governments to plan and implement sustainable, nationally owned solutions to achieve WFP's mission of Zero Hunger and Sustainable Development.	Representants from PROT will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop
Programme and Policy Development Department Gender Equality Office (GEN)	GEN has a direct interest in the evaluation as responsible to mainstream gender equality, inclusion and no discrimination into WFP programming, in line with the ESSF. GEN has contributed also to the development and application of environmental standards (gender)	Representants from GEN will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop
Programme and Policy Development Department – NGO Partnership Unit (NGO)	This unit has a direct interest in the evaluation as responsible for establishing processes and providing guidance for WFP cooperating partners around the globe, including processes and guidance related to environmental and social sustainability.	Representants from the NGO unit will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop
Partnerships and Advocacy Department - Strategic Partnerships Division (STR)	STR has a direct interest in the evaluation due to its engagement with International Financial Institutions which require application of safeguards.	Representants from STR will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop

Public Partnerships and Resourcing Division (PPR) Thematic Team	PPR-T has a direct interest for its role its engagement with development and thematic departments of government donors, in the areas of climate change and resilience, social protection, school feeding and nutrition	Representants from PPR-T will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop.
Risk Management Division (RMD)	RMD has a direct interest in the evaluation, as responsible for setting standards and procedures for risk mapping, categorization and mitigation. Environmental and social risks are considered in the Corporate Risk Register as well as the COs Risk Registers.	Representants from RMD will be included in the IRG. They will provide comments on evaluation deliverables and will participate in the HQ debriefing and stakeholder workshop.
Ethics Office (ETO)	ETO has an interest in the evaluation, as owner of the WFP code of conduct, which encompasses environmental and social sustainability considerations.	Representants from ETO will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Programme and Policy Development Department - Nutrition Division	NUT has an interest in the evaluation, as responsible for mainstreaming environmental and social sustainability standards in nutrition activities.	Representants from NUT will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Programme and Policy Development Department – School Based Programmes (SBP)	SBP has an interest in the evaluation, as responsible for promoting home-grown school feeding and other approaches to shorten the value chain and limit environmental impact.	Representants from SBP will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Programme and Policy Development Department – Cash-based Transfers (CBT)	CBT has an interest in the evaluation, as responsible for providing guidance to minimize environmental and social risk when designing CBT programmes. CBT is also embarking on some work to better understand the environmental implications of converting from food to cash.	Representants from CBT will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Emergencies Operations Division (EME)	EME has an interest in the evaluation, as responsible for assessing and managing risks in emergency operations.	Representants from EME will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Legal Office (LEG)	LEG has an interest in the evaluation, as leading on all aspects of WFP's contractual activities, including environmental and social sustainability requirements.	Representants from LEG will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Partnerships and Advocacy Department - **Public Partnerships and Resourcing Division (PPR)** - **Private Partnerships and Fundraising Division (PPF)**	PPR and PPF have an interest in the evaluation for their engagement with donors which are requiring compliance with environmental and social safeguards.	Representants from PPR and PPF will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.

Research, Monitoring and Assessment Division (RAM)	RAM has an interest in the evaluation, as supporting the set-up and implementation of the monitoring and evaluation framework of the policy	Representants from RAM will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
- **Innovation and Management Division (INK)** - **Technology Division (TEC)**	INK and TEC have an interest in the evaluation for their engagement in developing environmentally and socially sustainable innovative solutions and knowledge management. Specifically, INK has been involved in data analysis for MSDA on carbon emissions from travel. They are also engaged by SCOE to work on ESG actions for Supply chain. INK also manages the Innovation Accelerator. TEC manage an important wate stream e-waste.	Representants from INK and TEC will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Communications, Advocacy and Marketing Division (CAM)	CAM has an interest in the evaluation, as responsible for managing WFP global reputational risks, including reputational risks related to environmental and social impact of WFP operations.	Representants from CAM will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Human Resources Division (HRM)	HRM has an interest in the evaluation, as responsible for identifying capacity gaps and developing staff capacity on the implementation of environmental and social sustainability safeguards.	Representants from HRM will be key informants and will be interviewed during the inception and main mission and will be invited to the HQ debriefing and stakeholder workshop.
Other Headquarter/RB/CO divisions	All WFP operations and global Headquarters are called to identify and manage environmental risks. Systems and procedures to mitigate/reduce negative environmental effects, affect both WFP operations and support functions listed, that have therefore a direct stake in the evaluation.	Representants from other divisions will be key informants and will be interviewed during the inception and main mission. Their inclusion in the IRG will also be considered in the preparation phase.
WFP senior management, including the Oversight and Policy Committee and the Policy Cycle Task Force	Interest given its role in deciding on the organization's policies and strategic directions.	They will be key informants and interviewed during the inception and main mission. They will have an opportunity to review and comment on the evaluation deliverables.
The Executive Board	Accountability role, but also interest given its role in policy consideration and approval.	Presentation of the evaluation results at the February 2025 session to inform Board members.
Regional Bureaux and Country Offices	Interest given their primary role in advancing policy-related objectives. Regional bureaux have environmental officers/advisors directly responsible for the policy implementation.	Representants from the six regional bureaux and from the countries selected as case studies will be included in the IRG. They will be key informants and interviewed during the inception and main mission, they will provide comments on evaluation deliverables and will participate in the HQ debriefing and

		stakeholder workshop. They will be requested to provide information necessary to the evaluation and facilitate access to relevant documentation and contacts.
External stakeholders		
Country-level stakeholders		
- Host governments with their relevant Ministries in countries where WFP operates; - Local community members/leaders where emergency preparedness initiatives are being implemented - Beneficiaries of humanitarian responses	As the ultimate recipients of policy-related objectives, host governments, local communities and beneficiaries have a stake in WFP determining whether the policies evaluated are relevant, effective and sustainable.	Host governments, will be interviewed and consulted during the projected field missions, or through alternative means if field missions are not implemented.
- Non-State actors *To be further developed at inception*		
- Local organisations *To be further developed at inception*		
Global stakeholders		
Humanitarian and development actors - EMG - UNEP - UNICEF - UNHCR - OCHA - IASC - UNEP-OCHA Joint Environmental unit - International Committee of Red Cross (ICRC) - Rome-based United Nations agencies (FAO and IFAD) - World Meteorological Organization (WMO) - United Nations Office for Disaster Risk Reduction (UNDRR), formerly UNISDR) - World Bank - Adaptation Fund - Green Climate Fund	The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.
National and regional institutions *To be further developed at inception*	The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.

Leading institutions and research centres - International Organization for Standardization (ISO) - International Institute for Sustainable Development (IISD) - Overseas Development Institute - Institute of Environment and Sustainability, UCLA - International Institute for Climate and Society of Columbia University - The Environmental Change Institute, Oxford University - World Economic Forum - World-Wide Fund for Nature (WWF) - International Union for Conservation of Nature (IUCN)	Primary audience of the evaluation. The evaluation is expected to help enhance and improve collaboration with WFP.	They will be key informants and interviewed during the inception and main mission.

Annex IV Preliminary criteria for country selection/country selection matrix

119.   Country studies, including in-person or remote missions and desk review may – depending on their agreed utility - enable the evaluation team to understand different levels of mainstreaming of environmental and social sustainability in WFP operations across the globe. The purpose of the country studies would be to assess the relevance, extent of implementation and any results generated by the policy in different contexts, as well as explanatory factors. Conducting multiple country studies would allow for similarities and differences to emerge, and to highlight the contextual and other features which have shaped the implementation of the policy on the ground. The usefulness of site visits to COs and regional bureaux will be further explored during the inception stage with a maximum of 6 potential data collection missions taking place and potentially additional 6 desk studies.

Table 15: Criteria to identify long-list of countries to be considered for the evaluation

Proposed criteria / features of interest	
Geographic and context information	
Geographic balance	Ensure coverage across the six WFP regions. Minimum of two countries per region targeted by different evaluation data collection activities. Ensure coverage across regions with and without regional environmental advisors.
Income classification	Ensure coverage across countries with different level of development
WFP general information	
CO Size	Budget level information about the last or current I-/ CSP cycle as proxy of the CO's operations size.
Emergency classification	Purposeful selection of Early Action & Emergency Response, Corporate attention and Corporate scale up countries.
Activity category	Category of the activities implemented in the last CSP. Ensure diversity in the type of the programmes carried out by WFP
OEV and other oversight-specific information	2023-2024 ongoing or planned I- / CSP evaluations; 2023-2024; 2023-2024 Ongoing or completed audit. Ensure to avoid duplication and burden on country offices and national partners which have recently hosted an evaluation/audit exercise.
WFP Policy on Environment – specific criteria	

Environmental management system	Environmental and management system launched between 2018 and 2023.
Environmental and Social Safeguards implementation	CO focal point assigned to the implementation of the environmental and social safeguards, as proxy to presume that Environmental and Social Safeguards are being implemented

Country	Region	Income classification (2022)	CO size (Needs Based Plan (USD))	Emergency Classification (as of 30 August 2023)	CSPE (start year)	Audit	CLIMATE ADAPTATION	ASSET CREATION	EMERGENCY	Individual CCS	CCS	NUTRITION	SERVICE PROVISION	SBP	SAMS	SP	UNCONDITIONAL TRANSFER	EMS implemented (yes/no)	ESS focal point (yes/no)
Afghanistan	RBB	Low income	6,051,883,342	Corporate attention	2020	2023		X				X	X		X		X	No	No
Bangladesh	RBB	Lower middle income	1,620,221,970	Early Action & Emergency Response	2019	2021	X				X						X	No	Yes
Benin	RBD	Lower middle income	155,943,042	Early Action & Emergency Response	2021	2022						X		X	X		X	Yes	Yes
Bhutan	RBB	Lower middle income	8,942,053		2022				X		X			X		X		Yes	No
Burundi	RBN	Low income	262,198,409										X	X	X		X	No	No - regional advisor
Côte d'Ivoire	RBD	Lower middle income	95,886,963		2024							X	X	X	X	X	X	No	Yes

Country	Region	Income classification (2022)	CO size (Needs Based Plan (USD))	Emergency Classification (as of 30 August 2023)	CSPE (start year)	Audit	ACTIVITY CATEGORY											EMS implemented (yes/no)	ESS focal point (yes/no)
							CLIMATE ADAPTATION	ASSET CREATION	EMERGENCY	Individual CCS	CCS	NUTRITION	SERVICE PROVISION	SBP	SAMS	SP	UNCONDITIONAL TRANSFER		
Democratic Republic of the Congo	RBJ	Low income	2,337,665,977	Corporate scale up	2023	2022			X			X	X	X	X		X	Yes needs revamping	No
Ecuador	RBP	Upper middle income	144,353,752		2020		X		X				X			X	X	Yes	No
Egypt	RBC	Lower middle income	431,312,019	Early Action & Emergency Response	2021			X					X	X			X	No	Yes
Gambia	RBD	Low income	83,699,040		2020						X	X	X	X	X		X	Yes	Yes
Guatemala	RBP	Upper middle income	321,834,969	Early Action & Emergency Response	2023	2022		X						X		X	X	No	Yes
Honduras	RBP	Lower middle income	634,635,721	Early Action & Emergency	2020	2023		X				X	X	X	X	X	X	No	No

| General data | | | | | Coverage | | ACTIVITY CATEGORY | | | | | | | | | | | | |
Country	Region	Income classification (2022)	CO size (Needs Based Plan (USD))	Emergency Classification (as of 30 August 2023)	CSPE (start year)	Audit	CLIMATE ADAPTATION	ASSET CREATION	EMERGENCY	Individual CCS	CCS	NUTRITION	SERVICE PROVISION	SBP	SAMS	SP	UNCONDITIONAL TRANSFER	EMS implemented (yes/no)	ESS focal point (yes/no)
				Response															
Kenya	RBN	Lower middle income	1,433,999,462	Corporate attention	2022	2022	X	X					X			X	X	Yes	No - regional advisor
Libya	RBC	Upper middle income	129,938,452		2024	NA								X		X		No	No
Madagascar	RBJ	Low income	628,369,039		2023	2023							X	X	X		X	No	No
Namibia	RBJ	Upper middle income	51,187,510		2022						X						X	No	Yes
Peru	RBP	Upper middle income	73,821,586		2020		X					X						Yes	No
Rwanda	RBN	Low income	278,285,038		2023								X		X	X	X	Yes	No - regional advisor

General data					Coverage		ACTIVITY CATEGORY											EMS implemented (yes/no)	ESS focal point (yes/no)
Country	Region	Income classification (2022)	CO size (Needs Based Plan (USD))	Emergency Classification (as of 30 August 2023)	CSPE (start year)	Audit	CLIMATE ADAPTATION	ASSET CREATION	EMERGENCY	Individual CCS	CCS	NUTRITION	SERVICE PROVISION	SBP	SAMS	SP	UNCONDITIONAL TRANSFER		
Sri Lanka	RBB	Lower middle income	74,871,830	Early Action & Emergency Response	2021	2023	X							X		X	X	Yes not initiated	Yes
Sudan	RBN	Low income	3,445,030,310	Corporate scale up	2021	2023		X	X		X	X	X	X	X	X	X	Yes	Yes
Togo	RBD	Low income	17,653,978											X	X		X	No	Yes
Türkiye	RBC	Upper middle income	176,822,383		2024	2022				X								No	No
United Republic of Tanzania	RBJ	Lower middle income	363,071,130		2020			X			X	X					X	Yes needs revamping	Yes
Yemen	RBC	Low income	8,557,991,940	Corporate attention	2024	2022		X	X				X	X				No	Yes

Annex V Bibliography

"Cash Policy" (WFP/EB.A/2023/5-A*)

"Climate Change Policy" (WFP/EB.1/2017/4-A/Rev.1*)

"Emergency preparedness policy" (WFP/EB.2/2017/4-B/Rev.1)

"Environmental Policy" (WFP/EB.2/2017/4-B/Rev.1.)

"Gender Policy" (WFP/EB.1/2022/4-B/Rev.1)

"Local and regional food procurement policy" (WFP/EB.2/2019/4-C*)

"Mid-term review of the WFP Strategic Plan (2017–2021)" (WFP/EB.A/2020/5-A/Rev.2)

"Policy on Building Resilience for Food Security and Nutrition" (WFP/EB.A/2015/5-C)

"Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1*)

"WFP Aviation Policy" (WFP/EB.1/2023/4-A)

"WFP Policy on Disaster Risk Reduction and Management – Building Food Security and Resilience" (WFP/EB.2/2011/4-A)

"WFP protection and accountability policy" (WFP/EB.2/2020/4-A/1/Rev.2)

"WFP Strategic Plan (2014-2017)" (WFP/EB.A/2013/5-A/1)

"WFP strategic plan (2022–2025)" (WFP/EB.2/2021/4-A/1/Rev.2)

JIU. 2020. Review of mainstreaming environmental sustainability across organizations of the United Nations system

Transcript of the Executive Board Informal Consultation on Environmental Policy, 25 November 2016

UN. 2012. A Framework for Advancing Environmental and Social Sustainability in the United Nations System

United Nations Department of Economic and Social Affairs (UNDESA). 2015. Transforming our world : the 2030 Agenda for sustainable Development

WFP 2021. Environmental and Social Sustainability Framework

WFP EB Informal Consultation. 25 November 2022. Update on the implementation of the 2017 environmental. Background paper

WFP. 2018. Annual Performance Report

WFP. 2019. Annual Performance Report

WFP. 2019. Update on food procurement 2018

WFP. 2020. Annual Performance Report

WFP. 2020. Evaluation of the Gender Policy 2015–2020

WFP. 2020. Strategic Evaluation of Funding WFP's Work

WFP. 2020. Strategic Evaluation of the Contribution of School Feeding Activities to the Achievement of the Sustainable Development Goals

WFP. 2020. Update on food procurement 2019

WFP. 2021. Annual Performance Report

WFP. 2021. Evaluation of the WFP South-South and Triangular Cooperation Policy

WFP. 2021. Update on food procurement 2020

WFP. 2022. Annual Performance Report

WFP. 2022. Evaluation of the WFP Response to the COVID-19 Pandemic

WFP. 2022. Interim Programmatic Postharvest Loss Management Guidance

WFP. 2022. Strategic Evaluation of WFP's Use of Technology in Constrained Environments

WFP. 2022. Update on food procurement 2021

WFP. 2023. Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings

WFP. 2023. Evaluation of WFP's Disaster Risk Reduction and Climate Change Policies and Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition

WFP. 2023. Evaluation of WFP's Policy on Country Strategic Plans

WFP. 2023. Global report on food losses 2022

Annex VI: Composition of internal reference group

Internal Reference Group (IRG) (TOR and composition)

1. Background

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

2. Purpose and Guiding Principles of the IRG

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

- *Transparency*: Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.

- *Ownership* and *Use*: Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.

- *Accuracy*: feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

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

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation data collection phase.

- Suggest key references, relevant contacts, and data sources in their area of responsibility.

- Review and consolidate comments from their respective units/Divisions/offices on:

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

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

   o draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.

- Participate in the HQ debriefing to discuss preliminary findings

- Participate in the stakeholder workshops to validate findings and discuss recommendations.

- Provide guidance on suggested communications products to disseminate learning from the evaluation.

4. Membership

The IRG is composed of selected WFP stakeholders from HQ Divisions, Regional Bureaux and, eventually, country offices that have participated in the evaluation. IRG members should be nominated by their respective Directors and have sufficient seniority and technical capacity to both provide and consolidate

comments on draft deliverables based on their areas of focus and the relationship to the subject of the evaluation. The IRG should not exceed 15 members, including one representative from each of the 6 RBs.

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

5. Approach for engaging the IRG

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

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

6. Proposed members of the Internal Reference Group

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

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

Internal Reference Group for the Evaluation of the WFP Environmental Policy	
Department / Division / Office	**Name / function**
Policy owner	
Management Service Division (MSD)	Sara S. ADAM, Director of MSD Oyinkan ODEINDE, Deputy Director
Programme, Humanitarian and Development Division (PRO)	David KAATRUD, Director of PRO Gernot LAGANDA, Director PRO-C
Other Units / Teams in HQ	
MSDI	Andy COLE, Environmental Sustainability Officer, Head of Environmental Unit Jan CHERLET, Environmental Management Advisor
PROC	Jayoung LEE, Senior Programme Policy Officer, Climate and Disaster Risk Reduction Service Ilario REA, Lead Environmental and Social Safeguards Officer
SCOE	Aldo SPAINI, Senior Supply Chain Officer - Head of Supply Chain Sustainability
PROR	Natalie TOPA, Programme Policy Officer, Global Adviser for Regenerative Resilience
PROP	Roberto BORLINI, Head of our Knowledge Management, Emergencies and Transitions Service

PROT	Kai ROEHM, Chief Country Capacity Strengthening Unit
GEN	Elizabeth BURGESSIMS, Deputy Director
NGO Partnership	Mitsugu HAMAI, NGO Partnership Officer
STR	Shannon HOWARD, Senior Strategic Partnerships Officer Eric SCANLON, Strategic Partnerships Officer
PPR-T	Simon CLEMENTS, Head, Operational Support
Risk Management Division	Harriet SPANOS (Deputy Director)
Regional Bureaux	
RBB	**TBD**
RBC	Omar FAROOK, Climate Change and Resilience Consultant
RBD	Vivian NTOKO, Regional Environmental and Social Safeguards Advisor Amadou CISSE, Regional Enviremental Management System Advisor
RBJ	**TBD**
RBN	Pius KAHANGIRWE, Environmental Specialist, Programmes Emanuela CATTANEO. Regional Environmental Officer, Admin Team)
RBP	Kathryn Milliken, Regional Advisor for Climate Change and DRR, Programme Policy Officer

Annex VII Acronyms and abbreviations

AAP	Accountability to Affected Population
AF	Adaptation Fund
CAM	Communications, Advocacy and Marketing Division
CBT	Programme Humanitarian and Development Division, Cash-based Transfers
CCs	Construction Contracts
CEB	Chief Executives Board
CM	Communication Team
CO	Country Office
CO2	Carbon dioxide
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPEs	Country Strategic Plan Evaluations
DoE	Director of Evaluation
EAG	External Advisory Group
EB	Executive Board
EM	Evaluation Manager
EMG	Environment Management Group
EMS	Environmental Management System
EPP	Energy Efficiency Programme
EQAS	Evaluation Quality Assurance System
ESS	Environmental and Social Standards
ESSF	Environmental Social Sustainability Framework
ET	Evaluation Team
ETO	Ethics Office
FLA	Field Level Agreement
GCF	Green Climate Fund
GEWE	Gender Equality, Women's Empowerment
GHG	Greenhouse Gas
HLCM	High-Level Committee on Management
HQ	Headquarters
HRM	Human Resources Division
IASC	the Interagency Standing Committee
IFIs	International Financial Institutions
INK	Innovation and Knowledge Management Division
IRG	Internal Reference Group
LEG	Legal Office
MDB	Multilateral Development Banks
MoU	Memorandum of Understanding
MSD	Management Services Division
MSDI	Management Services Division Infrastructure and Facilities Management Branch
NGO	Non-Governmental Organization
NUT	Programme Humanitarian and Development Division, Nutrition Division

OCHA	United Nations Office for Coordination of Humanitarian Affairs
OEV	Office of Evaluation
PPF	Private Partnerships and Fundraising Division
PPR	Public Partnerships and Resourcing Division
PROC	Programme Humanitarian and Development Division, Climate and Disaster Risk Reduction Programme Unit
PROP	Programme Humanitarian and Development Division, Emergency and Transition Unit
PROR	Programme Humanitarian and Development Division, Resilience and Food Systems Service
QA2	2nd level quality assurer
RA	Research Analyst
RAM	Research, Monitoring and Assessment Division
RB	Regional Bureau
RBB	Regional Bureau for Asia and the Pacific
RBC	Regional Bureau for Middle East, Northern Africa and Eastern Europe
RBD	Regional Bureau for Western Africa
RBJ	Regional Bureau for Southern Africa
RBN	Regional Bureau for Eastern Africa
RBP	Regional Bureau for Latin America and the Caribbean
RMD	Risk Management Division
SBP	Programme Humanitarian and Development Division, School-based Programme
SCO	Supply Chain Division
SCOA	Supply Chain Aviation
SCOE	Supply Chain Strategic Engagement Branch
SCOH	Supply Chain Humanitarian Logistics Services Branch
SCOP	Supply Chain Procurement Branch
SCOQ	Supply Chain Food Safety and Quality Assurance branch
SDGs	Sustainable Development Goals
SER	Summary Evaluation Report
SO	Strategic Outcome
STR	Strategic Partnerships Division
TEC	Technology Division
TL	Team Leader
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
USD	United States dollars