



WFP EVALUATION



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Strategic Evaluation of WFP’s Protection from Sexual Exploitation and Abuse

Centralized evaluation report – Volume II Annexes

OEV/2022/025
May 2024

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Disclaimer

The opinions expressed in this report are those of the evaluation team, and do not necessarily reflect those of the World Food Programme (WFP). Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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Annex 1. Summary Terms of Reference

Strategic evaluations focus on systemic issues of corporate relevance as defined in strategic documents, policies and directives. The purpose of this evaluation is to meet both accountability and learning needs, with a strong emphasis on learning.

SUBJECT AND FOCUS OF THE EVALUATION

Sexual Exploitation and Abuse (SEA), as defined by IASC/World Food Programme (WFP), involves humanitarian, development or peacekeeping workers – or those individuals contracted to provide services on behalf of humanitarian, development or peacekeeping actors – committing exploitation and abuse against beneficiaries and affected communities. It includes “any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.”

Two-thirds of the 100 million people assisted by WFP live in conflict-affected and insecure settings, which are often affected by gender inequalities, power imbalances, and general conditions which heighten the risk of abuse and exploitation, including of a sexual nature. Preventing sexual exploitation and abuse is a “moral imperative” for WFP, and as such it is mainstreamed into WFP policy and guidance and throughout the organization and its operations, is incorporated into WFP’s legal framework, and is explicitly proscribed in WFP’s Code of Conduct. WFP’s approach to PSEA is rooted in the United Nations Secretary-General’s Circular on PSEA, which includes six core principles and which defines SEA as “acts of gross misconduct” constituting grounds for termination of employment.

Framed by the first ED Circular on Special Measures for Protection from SEA (2004), WFP has a zero tolerance policy against SEA, which applies to all WFP employees and all WFP partners.

In the 2022-25 Strategic Plan, PSEA is established as an explicit priority. WFP recognizes sexual exploitation and abuse as “a serious form of gender-based violence committed by WFP employees or partners against those we serve.” The Strategic Plan commits WFP to integrating PSEA measures into WFP operations and programming to safeguard beneficiaries and ensure that they can safely access WFP’s programs without being subject to sexual exploitation or sexual abuse by WFP employees or partners.

Within this context, the strategic evaluation will include an examination of WFP’s policies and practices, structures and processes, and of the enabling and hindering factors surrounding PSEA.

OBJECTIVES AND USERS OF THE EVALUATION

The objectives of the evaluation are the following:

1. assess and report on the evolving capacity of WFP to meet changing needs in responding to and meeting system-wide commitments to PSEA
2. assess how, why and under what conditions, and through which inter-agency efforts, WFP’s approach to PSEA has been effective and where there are opportunities to bolster both prevention and response to PSEA at all levels.

The primary users of the evaluation are WFP’s Executive Board, Senior Management and various Headquarters divisions, including the Ethics Office, the Workplace Culture Department, the Program and Policy Development Department, the Office of the Inspector General, and regional bureaux and country offices. The wide range of partner organizations are also key users, including donors, other United Nations agencies, non-governmental organizations and civil society organizations.

EVALUATION QUESTIONS

The evaluation will address the following four key questions, which will be expanded upon during inception:

QUESTION 1: How relevant and effective are WFP's strategy and mechanisms for PSEA?

QUESTION 2: To what extent does WFP provide a coherent, coordinated approach to PSEA?

QUESTION 3: How have WFP policies, procedures and mechanisms affected levels of awareness, willingness to report, and perceptions for those people involved in WFP programming?

QUESTION 4: To what extent has WFP's approach established an enabling environment for PSEA?

SCOPE, METHODOLOGY AND ETHICAL CONSIDERATIONS

The scope of the evaluation is global in nature and will include an examination of the following interrelated components:

WFP's policy and regulatory framework organizational structures within Headquarters and, at country level, training and capacity building for staff, community feedback mechanisms, victim support services, coordination and joint initiatives through inter-agency partnerships, capacity building for implementing partners and cooperating partners, and communications and awareness raising. The evaluation will assess results achieved from March 2017 (the launch of the Secretary-General's strategy for PSEA) to the end of data collection in 2023. The scope of the evaluation will be further elaborated during the inception phase and will be informed by extensive consultation and reflection as part of the overall evaluation design to be developed by the evaluation team. The methodology will adopt a mixed-methods approach, combining qualitative and quantitative data. Within this approach, the evaluation will employ multiple methods of data collection, including: benchmarking of PSEA policies, practice, strategies and guidance synthesis of evaluations; audits and lessons learned; analysis of WFP administrative data and reporting; survey of key WFP personnel key informant interviews; localized discussion groups; and innovative methods for seeking the views of beneficiaries and affected populations.

Systematic data triangulation across different sources and methods will be carried out to validate findings and minimize bias in the evaluative judgment.

Although having a strategic, global outlook, the evaluation will include in-person missions to countries with diverse conditions and organizational structures for PSEA. It is anticipated that there would be a combination of visits to the regional bureaux and country studies which are selected to understand the PSEA efforts across a range of WFP contexts.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to: ensuring informed consent; protecting privacy, confidentiality and anonymity of participants; ensuring cultural sensitivity; respecting the autonomy of participants; ensuring fair recruitment of participants (including women and socially excluded groups); and ensuring that the evaluation results in no harm to participants or their communities.

ROLES AND RESPONSIBILITIES

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants who have a proven capacity to conduct complex global evaluations and who also have a strong thematic expertise in protection, AAP, gender and gender-based violence, with extensive experience of conducting evaluations of social development and humanitarian programming.

Office Of Evaluation EVALUATION MANAGER: The evaluation will be managed by Judith Friedman, Senior Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the Evaluation Team, represented by the Team Leader, and WFP counterparts, to ensure a smooth implementation

process and compliance with Office Of Evaluation quality standards for process and content. Second-level quality assurance will be provided by Anne-Claire Luzot, Director of Evaluation.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant units and Divisions at different WFP levels will be consulted throughout the process to review and provide feedback on evaluation products. The group will include representatives from across WFP.

An **External Advisory Group** will review and comment on evaluation deliverables from a subject-matter perspective. The Group includes the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, a representative from the IASC, the United Nations Secretary-General Office of the Victims' Rights Advocate, and the former SEA focal point from UNHCR. The overall purpose of the group is to contribute to the credibility and utility of the evaluation.

The Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: The Executive Board, WFP are the primary audience of this evaluation. External stakeholders – such as beneficiaries, international initiatives and consortia, research and academic institutions, non-governmental organizations (NGO's), donors and other United Nations agencies – will be consulted during the evaluation process.

COMMUNICATION

The emphasis on learning will require ongoing communication with stakeholders throughout the evaluation. Preliminary findings will be shared with WFP stakeholders in Headquarters, the regional bureaux and the country offices during a debriefing session at the end of the data collection phase.

A stakeholders' workshop will be held to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations.

A Summary Evaluation Report (SER) will be presented to the Executive Board.

Findings will be actively disseminated, and the final evaluation report will be publicly available via WFP's website.

TIMING AND KEY MILESTONES

Timings are as follows:

- **Inception Phase:** January–July 2023
- **Data collection:** July–September 2023
- **Reporting:** November 2023–March 2024
- **Stakeholders workshop:** January 2024
- **Executive Board:** June 2024.

Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org

Annex 2. Timeline

Phase	Deliverable	Dates
Inception phase	Submission of draft inception report (D1)	12 April 2023
	Submission of revised inception report (D2)	5 May 2023
	Submit D2 to internal reference group (IRG)	23 May–6 June 2023
	Submission of final inception report (D3)	12 July 2023
	Final inception report agreed by Office Of Evaluation and presentation of final inception report to IRG and external advisory group (EAG)	Late July 2023
Data collection phase	Country-level desk reviews	End July–October 2023
	Country visits to country offices and regional bureaux	
	Global internal and external interviews	
	Focal point survey	
	Benchmarking exercise	
	Internal evaluation team analytical workshops	
Reporting	Preliminary findings workshop with Office Of Evaluation	7 November 2023
	Presentation of emerging findings to IRG	9 November 2023
	Draft 1 Evaluation report	1 December 2023
	Draft 2 Evaluation report	22 December 2023
	Consolidation workshop	February 2024
	Final report	29 February 2024
	Presentation slides	April 2024
Dissemination	Presentation of findings	June 2024

Annex 3. Methodology

Evaluation principles

1. The evaluation was guided by the humanitarian principles – as adopted by the United Nations General Assembly under the resolution AG 46/182 – across inquiries and findings.

Table 1. Evaluation principles

Humanitarian principle	Application in data collection in humanitarian settings	Application in analysis: how sexual exploitation and abuse (SEA) relates to humanitarian principle
Humanity: Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.	The evaluators were guided by the overarching 'do no harm' principle, which puts ethical data collection as a priority above all else.	Acts of SEA show fundamental disrespect for the life and health of fellow human beings and add to their suffering rather than alleviating it. This is addressed in EQ1 and where analysis on the application of a victim-centred approach (VCA) is conducted.
Neutrality: Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.	The evaluators do not express bias toward any sides in hostilities in the data collection area. The evaluators refrain from commenting on the matters of political, religious or ideological nature as they pertain to SEA in data collection.	Not applicable.
Impartiality: Humanitarian action must be carried out based on need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.	Not applicable.	Acts of SEA introduce ulterior motives and transactional gains of individual humanitarian workers into the equation that determines humanitarian assistance. In cases of SEA, entitlement to assistance can be determined by arbitrary decision making of individuals rather than by need. This is addressed under EQ2 and EQ4.
Independence: Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard	Not applicable.	Not applicable, unless there were to be evidence that WFP had not challenged/acted upon rumours or allegations that a representative of political, economic, military, etc. had

to areas where humanitarian action is being implemented.		committed SEA. This is addressed under EQs 3b, 3c and 4a.
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Additional principles

2. The “**do no harm**” principle guides the aid sector, emphasizing the need to avoid actions that may harm evaluation respondents or the assisted communities. The evaluation team prioritized transparency with regard to pre-existing sensitivities in engagement contexts, without disclosing individual complaints. Close coordination with country offices and field staff was essential to ensure a comprehensive do no harm approach to operations and in protecting stakeholders during engagements with partners, communities, leaders and beneficiaries.

3. The evaluation was also grounded in **gender and equity-responsiveness** principles, adhering to the United Nations Evaluation Group (UNEG) Norms and Standards, the Ethical Code of Conduct, thereby encompassing guidance on integrating human rights and gender equality in evaluations. WFP commitments on gender equality and women’s empowerment (GEWE), as outlined in the WFP Gender Policy and Office Of Evaluation guidance, were also considered. The evaluation team (ET) applied a gender and equity-responsive lens across selected evaluation questions (see annex 5 – Evaluation matrix), ensuring that relevant evaluation questions included subquestions analysed through the Gender Results Effectiveness Scale (GRES). Methodology and sampling incorporated sex and gender disaggregation in all data gathering, with consideration for potential biases. Analysis explored intersections of sex, gender, age, vulnerability and disability where data allowed. The equity lens examined risk management, community engagement and monitoring systems, assessing their responsiveness to the varying abilities of vulnerable and at-risk populations in PSEA discussions and responses within the PSEA framework.

4. Embedding **participation** as a core principle involved a commitment to respecting local knowledge and ensuring active involvement in knowledge production. The evaluation team ensured broad participation during data collection by designing tools and sampling approaches targeting at-risk populations. To fulfill this commitment, a core team member focused on field engagement during two country visits, observing WFP (and partner) delivery, mapping structures, and conducting focus group discussions (FGDs) and interviews. Being utilization-focused, the stakeholder analysis identified key participants and the evaluation audience. The knowledge management and communications plan also outlined how the evaluation team engaged with primary stakeholders and conducted learning or reflection workshops based on emerging findings.

Preliminary logic model

5. The WFP 2018 Evaluation of the Humanitarian Protection Policy¹ identified the lack of specific mechanisms to evaluate the effectiveness of PSEA measures within WFP. As WFP has no overarching theory of change (ToC) for PSEA there is no robust framing of implementation pathways to support the design of a strategic evaluation.

6. Consequently, based on corporate commitments on PSEA, the evaluation team constructed a logic model to frame assessment of critical components of a PSEA approach and determine if they, once delivered, will provide effective PSEA outcomes. This logic model can be found in the main body of the report. It is important to note that this logic model was created to guide this evaluation, and it should not be seen as the logic model or theory of change for the WFP PSEA approach going forward. It may however be a basis for future organizational discussion. The logic model was revised during the evaluative process, the highlighted revisions can be found in annex 4.

¹WFP. 2018. Evaluation of the WFP Humanitarian Protection Policy. [Office Of Evaluation /2016/015](#).

7. Linked to EQ1, component 1 of the logic model examines the WFP normative framework, focusing on the organization's position and strategic alignment in PSEA with the United Nations system-wide, the Inter-Agency Standing Committee (IASC), system resolutions, commitments and protocols. This evaluation question looks at WFP commitment to PSEA in comparison to international standards and its clarity in providing guidance on 'good' PSEA practices.

8. Component 2 of the logic model - linked to EQ2 - is guided by assumptions that the WFP normative structure influences the framing of country strategic plans, programme design, risk management and resource allocation. This includes appropriate provision of capacities and assets to address PSEA and mechanisms and structures. This component also covers guidance, manuals and tools as necessities for facilitating effective response on PSEA.

9. Running in parallel to the second component, component 3 (linked to EQ3) focuses on coordination and coherence with partners in implementing PSEA initiatives. This includes cooperating partners, vendors, governments, communities, donors, and inter-agency dialogue to address PSEA at headquarters, regional bureaux and country office levels.

10. Component 4 (EQ4) depends on the assumption that the second and third components are functioning and positively reinforcing one another, leading to a demonstration of "zero tolerance" to sexual exploitation and abuse (SEA). This happens through effective delivery of PSEA, an inclusive PSEA approach sensitive to various gender and power dynamics, and a victim-centred approach (VCA) that ensures agency, safety, dignity and well-being of victims/survivors.

11. Component 5 of the logic model (EQ5) runs in parallel with the fourth component. It recognizes the rapidly changing meaning of "good practice" in PSEA. Given the massive presence of WFP in the sector, it is increasingly important to keep up with this evolution and to plan for a changing global operational environment. Thus, this fifth component is dependent on the ability of WFP to adapt its PSEA management in response to changing needs, as well as leading in PSEA thinking, practice and advocacy on PSEA.

12. In addition to these five components, the logic model also contains a holding space for Investigation and case management. At the end of the inception period, this was removed from the scope of the evaluation (for more detail on this, see "Key limitations" in the main report). As such, the evaluation team has not included investigation and case management as a part of their analysis for this evaluation. However, during analysis, investigation and case management emerged as significant points linking to other points of analysis included in this evaluation. For this reason, the evaluation team has included a holding space to acknowledge this potential gap in analysis.

Alignment of methods and evaluation questions

13. As seen in the evaluation matrix in annex 5, the evaluation team addressed evaluation questions through five sequential data collection components. The timeline commenced with a central focus on desk and portfolio review (primarily for the six in-country data collection countries) and included the focal point survey and benchmarking exercise. These components formed a foundation for understanding the context, policies and existing literature, framing subsequent country office and regional bureaux visits. The desk and portfolio review, survey and benchmarking-guided analysis identified potential data gaps or inconsistencies and informed adjustments to data collection instruments. The linkage between each methodological component and the evaluation questions is detailed in **Error! Reference source not found.2**.

14. During the inception stage, the evaluation team undertook an evaluability assessment that considered how WFP delivery of its PSEA commitments could best be evaluated against the evaluation questions in line with the Centralized Evaluation Quality Assurance System (CEQAS) standards. In terms of the framing of the assessment, the evaluation team analysed each of the 5 evaluation questions and 15 evaluation subquestions (sub-EQs) with reference to the quality and quantity of data, issues and challenges and subsequent mitigation measures. The evaluability assessment validated the proposed methodological

approach and concluded that the evaluation objectives could be achieved as designed, and the evaluation questions addressed as proposed.

Table 2. Linkages between data collection components and evaluation subquestions

Data collection component	Linkage to Sub-EQ
Desk review and portfolio review: country office and regional bureau level	EQs 2a, 2b, 2c and 2d; 3b and 3d; 4a, 4b and 4c.
Desk review and portfolio review: headquarters level	The majority of this data collection component was used to inform EQs 1 and 2, given the focus on normative statements and structures in these EQs. EQs 3a and 3c featured prominently given the focus on IASC and donor engagements. Headquarters-aggregated results documentation will inform Q4.
Desk review and portfolio review: themes	The linkages to EQs 1 and 4 were the most significant, given that themes were informed by commitments and statements on PSEA. EQ4 – which had a strong focus on results at the operational level – was also a strong linkage to findings related to the themes.
Benchmarking	EQ1 and EQ3 were closely linked to this data collection component, given available data. EQ2 arose sporadically, but detailed info on peer organization systems and structures was challenging to obtain. EQ1a, EQ2d and EQ5a were given specific emphasis.
Survey	The dominant linkage for this component was with EQs 2, 3 and 4, given that the focal points had unique viewpoints on systems and structures for PSEA, as well as capacity to engage with partners and familiarity with PSEA performance results.
Interviews and focus group discussions at country office and regional bureau level	EQ2 – particularly 2b, 2c and 2d, as well as 3b and 3d, along with EQ4 demonstrated significant linkages, given the focus on country operations, coordination and PSEA results.
Interviews and focus group discussions at headquarters level	EQ1, EQ2 and EQ3a and 3b had the strongest linkages to this method component, given the respective focus on normative statements, structures and guidance and coordination with IASC platforms and donors. EQ5 featured heavily in this methodological component because senior management at headquarters level were closer to current discussions on where WFP is seeking to build and/or frame its PSEA vision.

Individual methods

15. The evaluation was informed by five overarching and inter-connected pools of evidence: (1) a desk review; (2) country case study visits, with key informant interviews and focus group discussions with

beneficiaries across seven WFP country offices;² (3) a benchmarking exercise comparing best practice on PSEA in UNICEF and UNHCR; (4) a thematic review of cash/cash-based transfers (CBTs), the localization agenda, access issues, and school feeding; and (5) global and regional key informant interviews, with a global survey of WFP PSEA focal points.

16. The **desk review/portfolio review** was conducted encompassing more than 1,500 documents. Documentation from 13 selected countries (six remote³ and seven country visits) included country strategic plans, annual country reports (ACRs), annual performance plan (APPs) mid-year and end-year reviews, needs assessments, vulnerability assessments, monthly situation reports, WFP-led cluster documentation, strategic plans, risk matrixes, selected contracts, selected partner programme proposals and reports, and data from community feedback mechanisms (CFMs). At headquarters the review encompassed WFP commitments, sector-wide normative statements, and best or promising practices. Manual coding for each of the four thematic focus areas was conducted during the desk review component, recognizing variations in articulation across the programme cycle.

17. In the terms of reference (ToR) for the evaluation, the Office of Evaluation had proposed that the **in-country case study** sample should provide a cross-selection of emergency contexts, office typologies, workforce composition, and partnership arrangements to assess PSEA within the organization's diverse programming and operational contexts. During inception, based upon consultation and review of available corporate data, the evaluation team expanded the sampling criteria. As a result, the list of countries proposed for the evaluation was based on the following criteria to assess WFP PSEA across diverse contexts:

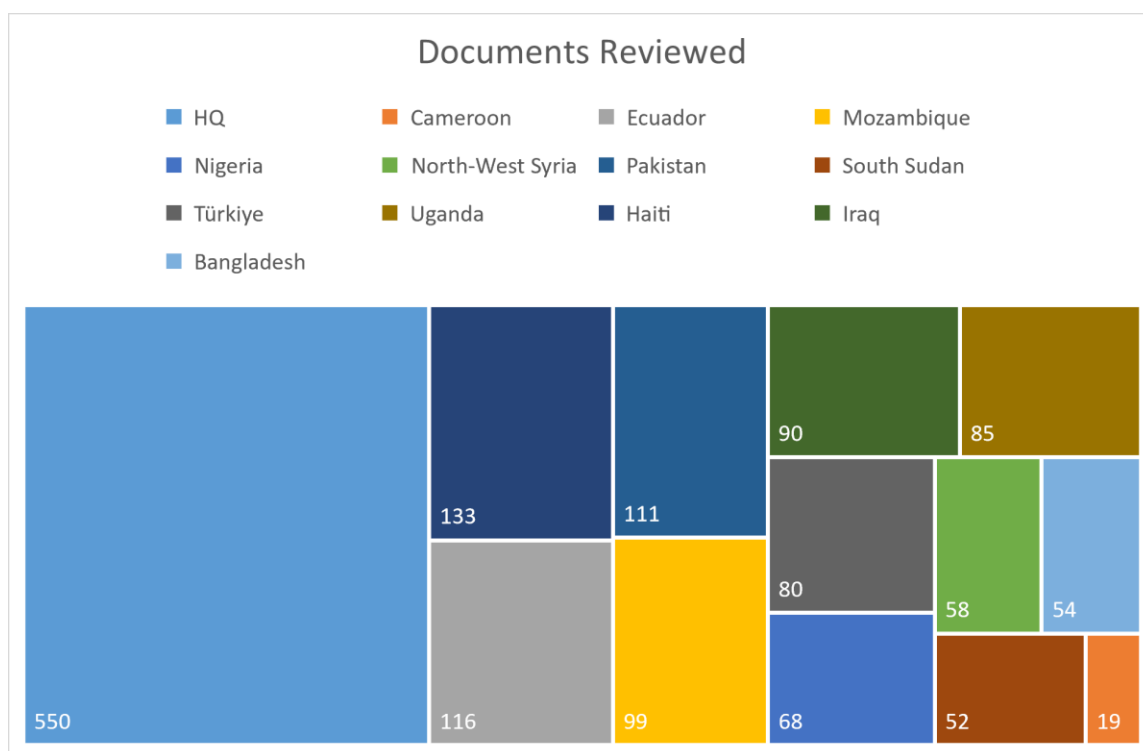
- geographic balance across WFP regions;
- WFP emergency level (early action and emergency response, corporate attention, corporate scale-up, and non-emergency designation);
- size of refugee population;
- protracted crisis (longer than five years);
- level of access to populations and beneficiaries;
- scale and approach to delivering cash-based transfer programmes;
- size of school feeding programmes;
- alternative and multiple partnership models (cooperating partners, private sector, government, strong representation of local partners); and
- availability of relevant data, including audits and evaluations, since 2019.

18. For a breakdown of the documents reviewed by location, see Figure 1 below.

² Pakistan, Türkiye, Nigeria, Mozambique, Ecuador, North-West Syria and Uganda.

³ Zimbabwe, South Sudan, Haiti, Iraq, Bangladesh and Cameroon.

Figure 1: Documents reviewed by location/geography



19.

20. Source: Itad Evaluation team

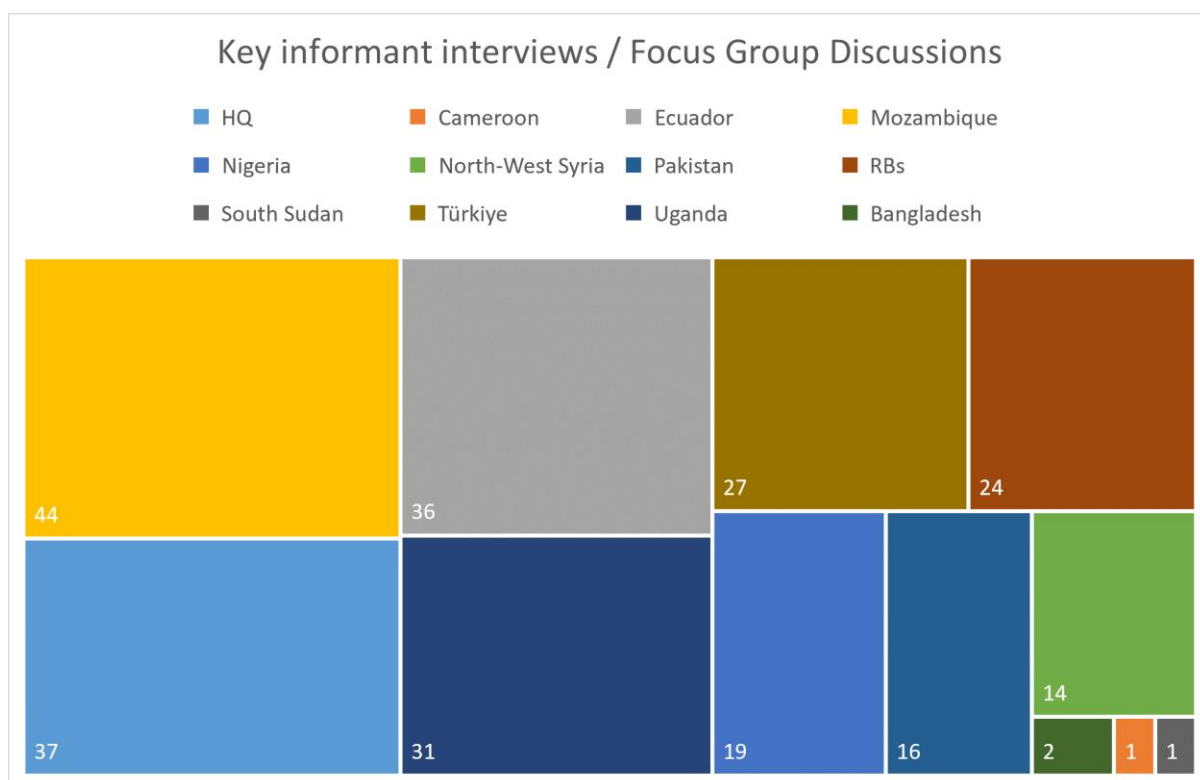
21. Examples of programme assessments and reports from representative country programmes were requested to illustrate how PSEA risk had been assessed and how programme design had been adapted. Data from the portfolio review was then validated through interviews with country offices and regional bureaux to check representativeness. Two regional bureaux were visited during the evaluation process: the regional bureau for Asia and the Pacific (Bangkok) and the regional bureau for Southern Africa (Johannesburg).

22. Primary evidence was gathered at the country office level through key informant interviews and focus group discussions. Tools for interviews and dialogue with communities were pre-informed and screened by in-country experts. In two countries (Türkiye and Mozambique), the visiting team split into two to facilitate a deep dive on the country office and the field office level. Rapid consultations through key informant interviews (KIIs) and informal, small focus group discussions were undertaken during a WFP programme activity in one or two locations during every country visit.

23. In total, the evaluation team conducted a total of 252 key informant interviews and focus group discussions at headquarters, regional bureau and country office levels.⁴ For a breakdown of these, see Figure 2:

⁴ Please note that the number presented (252) refers to events, i.e. number of conducted interviews and FGDs rather than number of people interviewed. As interviews often included multiple participants, the number of people interviewed (see Annex 10) is significantly higher than what is reflected in Figure 2.

Figure 2: Breakdown of key informant interviews and focus group discussions by location



24.

25. Source: Itad evaluation team

26. The evaluation team provided a country summary note to country office management, outlining preliminary insights gained via the desk review and subsequent in-country visit. A template of this summary note was presented in the data collection tools and was provided to country office management three weeks after the country visit had taken place. The evaluation team also offered a debrief to the country office on the final day of the visit.

27. To understand how comparable organizations addressed the implementation of PSEA commitments, the evaluation undertook **a benchmarking exercise** with two organizations operationally comparable to WFP, UNHCR and UNICEF. These agencies were considered appropriate for the benchmarking exercise, given their broad governance and divisional management activities at headquarters, regional bureaus and country office levels, encountering similar advantages and disadvantages when fulfilling their respective mandates on PSEA. For example, both UNHCR and UNICEF worked in humanitarian contexts (as well as at the development nexus), and all three agencies often collaborated on joint initiatives, sharing resources and expertise to address complex humanitarian and development challenges. A key difference is that both UNHCR and UNICEF were protection-mandated organizations, whereas WFP is not (although it does contribute based on the humanitarian principles by integrating protection concerns into its programmes).⁵

28. Benchmarking was undertaken through a comparative review of more than 200 documents provided by UNICEF and UNHCR, as well as those available publicly online, supplemented by key informant interviews that were conducted at the headquarters level with UNICEF and UNHCR representatives. Furthermore, the evaluation team interviewed relevant UNICEF and UNHCR staff in countries where the

⁵ WFP. 2018. Evaluation of the WFP Humanitarian Protection Policy. [Evaluation of the WFP Humanitarian Protection Policy | World Food Programme.](#)

evaluation team conducted a country review. To ensure that the benchmarking was focused and timely, the evaluation team relied upon the support of the Office of Evaluation to facilitate discussions with UNICEF and UNHCR. The benchmarking was not used for ranking but for cross-referencing of good practice, including on key programmatic areas. At a global level, the benchmarking focused on institutional policy, strategy, directives, action plans, guidance and monitoring and reporting mechanisms. At the country level, it concentrated on how the two organizations delivered against PSEA commitments in similar programmatic areas (e.g. cash-based transfers), operational environments, enablers and barriers. The evaluation team also undertook conversations with deputy regional directors (DRDs) and deputy country directors (DCDs) of both comparator agencies when undertaking the six country case studies.

29. For the **thematic review**, the evaluation team gave special attention to four cross-cutting topics. The first thematic area concerns the substantial WFP rise in **cash transfers** as an intervention modality. In 2022 WFP distributed a record amount of USD 3.3 billion to 56 million people in 72 countries.⁶ During inception, respondents strongly suggested that this modality shift would continue to bring a corresponding change in how WFP and implementing partners navigate the operational context at the community level. Specific programmatic issues that were evaluated in this respect include risks associated with new forms of cash delivery modalities, which should have implications for vendors (including financial service providers (FSPs)), management and monitoring. The evaluation also considered how WFP has identified sexual exploitation and abuse risk in cash-based programming and what measures have been taken to mitigate and manage this risk.

30. The second thematic area concerns the **localization** discussion in the humanitarian sector. In line with IASC discussions, and in parallel with the “grand bargain” commitments, localization promotes the shifting of decision making power and resources from international organizations to local actors in the delivery of humanitarian aid. In contexts where WFP is making localization commitments, the evaluation sought to understand how WFP ensures that local actors are not excluded from funding and are supported to meet PSEA commitments and standards in the risk of sexual exploitation and abuse. Understanding how WFP is assessing sexual exploitation and abuse risk, enabling local partners to manage this risk, and to what extent WFP is enabling debate about underlying causes of sexual misconduct among partners was also considered.

31. **Humanitarian access**, mandated by United Nations General Assembly resolution 46/182, refers to a two-pronged concept, comprising: (i) humanitarian actors’ ability to reach populations in need; and (ii) affected populations’ access to assistance and services. PSEA activities are directly affected by varying degrees of WFP support and oversight in contexts where access is negligible or non-existent. As a third thematic area, the evaluation considered how WFP maintains oversight on PSEA in areas where access is constrained, how it monitors whether sexual exploitation and abuse vulnerability is mitigated, and whether PSEA mechanisms are being successful. Different constellations of implementing partners are required in, for example, a sudden-onset or protracted emergency, a natural disaster, a public health emergency, a complex emergency, or international or internal armed conflict. Similarly, cumulative risk and vulnerability to PSEA in these scenarios may vary considerably, although robust evidence on this topic is embryonic. Consequently, the evaluation team committed to looking across case study contexts to widen the pool of lessons for understanding humanitarian access in relation to PSEA.

32. The final theme concerns **school feeding**. This is a theme that was raised during inception key informant interviews with regional bureaux. Concerns were shared that, in some contexts, school feeding could be a high-risk area for sexual exploitation and abuse, given relations with governments, the often-extended delivery chain, and the opportunities for sexual exploitation and abuse within some very vulnerable communities. School feeding programmes also offer opportunities for awareness raising with school populations and the wider community. Consequently, the evaluation team looked at school feeding in a number of country contexts.

⁶ WFP. 2023. [WFP Cash Policy](#).

33. The final methodological component is a primary evidence base from key informant interviews (headquarters and regional bureaux) and a global survey of PSEA focal points. This provided the evaluation team with the opportunity to consolidate preliminary findings obtained during country office visits and to triangulate these findings upwards with relevant WFP offices. As emphasized in the fourth component above, documentation and data were uncovered in this process and were rotated back for desk review.

34. With regard to the **survey**, the evaluation team was informed that survey fatigue within WFP significantly diminishes active and quality engagement in survey-based data collection activities. The Office of Evaluation highlighted the availability of pre-existing global staff surveys and data from the community feedback mechanisms to develop proxy data for addressing the evaluation questions. Relevant survey data and datasets were gathered by the Office of Evaluation for the evaluation team. Consequently, the evaluation team adopted a purposeful sampling approach, specifically engaging PSEA focal points (see the inception report for details). The survey aimed to triangulate evidence with regard to the overall confidence of staff and beneficiaries in PSEA systems and the role of PSEA focal points within the broader risk context for sexual exploitation and abuse. For survey results and methodology see Annex 9.

Assessing the strength of evidence

35. The country case study and evaluation question summary note templates include a Red, Amber, Green (RAG) rating (with a fourth rating in gray), which was used to assess the overall strength of the evidence and the resultant finding. The rating scale is provided in Table 3 below.

Table 3. Evidence rating scale

Ranking	Strength of evidence
1 – Green	Evidence comprises multiple data sources (good triangulation across methods), which are synthesized. Where fewer data sources exist, the supporting evidence is largely factual rather than subjective.
2 – Amber	Evidence comprises multiple data sources (good triangulation) with limited referencing or methodological rigor, or the findings are supported by fewer data sources (limited triangulation) that are perhaps more subjective than factual.
3 – Red	Evidence comprises few data sources (limited triangulation) and is subjective, anecdotal, or generally based on data sources that have limited references or methods.
4 – Gray	Evidence comprises very limited evidence (single source), incomplete or unreliable evidence that is self-contradictory or not clearly referenced.

Annex 4. Revised Logic Model

36. The evaluation team developed a preliminary logic model during inception phase that has been revised. Revisions to the model include a reflection that “zero tolerance to inactivity” is now a central message within the 2023 Executive Director circular. Another addition is “PSEA mainstreaming in programming” (that is, integrating PSEA into operational planning and delivery), which now explicitly recognizes the role of programmes in facilitating PSEA. A “victim-centred approach” now replaces “victim assistance” (given recent normative commitments on the victim-centred approach by WFP) and “women-led and women-centred organizations”, given their central focus in addressing and responding to sexual exploitation and abuse incidents. The mainstreamed element referring to gender and age sensitivity now also includes a specific reference to children as a key demographic worth recognizing. Please see below the highlighted changes to the logic model.

Key assumptions

A global plan of action underpins the norms and standards for PSEA, and includes a comprehensive results chain

RELEVANT foundation and articulation of PSEA norms and standards at the normative level (EQ1)

Global normative commitments

- UN level resolutions, system-wide protocols, IASC commitments

WFP Normative Framework:

- ED Circulars
- Strategic Plan,
- Corporate Results Framework
- EB Policies
- PSEA Action plan

Provide the basis for

Comprehensive FACILITATION capacities and assets (EQ2) for PSEA

Organizational capacities

- Risk assessment and mitigation
- CFMs and CEs
- PSEA Programming (mainstreaming)
- Investigation (not in scope)
- VCA
- Monitoring and evaluation
- Procurement and compliance
- Human Resourcing
- Budgets and budgeting
- Learning and adaptation

WFP has internal capacities, resources, and assets to support to support a corporate approach to PSEA

Proportionate coordination and COHERENCE with partners on PSEA (EQ3)

Partnerships

- Cooperating partners
- Contractors
- Governments
- Women-led and centred orgs
- Communities
- Donors
- Inter-agency coordination

The interagency PSEA work is functional and well-coordinated across contexts

Partners have the capacity and willingness to engage in training and outreach

Learning loops are in place and well-resourced and capacitated to inform decision-making on improving normative commitments

Enables

Zero tolerance to inaction on SEA and DELIVERS effective, inclusive, and victim-centred PSEA (EQ4)

- **Effective delivery of PSEA**
 - PSEA approach adaptive
 - Responsive, safe, accessible, channels to report and respond to SEA
 - Stakeholder confidence in WFP PSEA approach
 - Timely and consistent response to complaints
- **Inclusive PSEA**
 - Sensitive to gender and power dynamics, inequality and vulnerability,
 - Protects the safety, dignity, and unique circumstances of women and girls
- **Victim-centred approach**
 - Ensures the agency, safety, dignity and well-being of victims/survivors

Tone from the top is effective and is shaping culture

Contributes to

All people can access the assistance they need from WFP and cooperating partners in full trust that every effort is being made to contextualise prevention and response to SEA

Sustained by

Evidence generated actively informs identification of good practice, current and potential PSEA risks and subsequent resource allocation and action

Proactive adaptation to meet the needs of a CHANGING operational environment (EQ5)

- WFP has a medium plan to address PSEA in a changing operational environment
- WFP is accessing resources for medium-term PSEA system building
- WFP is a leader in global PSEA policy and practice
- WFP is a catalyst for evolving global PSEA policy and practice

Gender equality and women's empowerment, age, and disability, and equity are supported and mainstreamed

Annex 5. Evaluation Matrix

EQ		Indicators	Linkages: findings & indicators	WFP commitment	Key documentation	Key informant interviews
1	How RELEVANT are WFP policies and strategies for guiding PSEA?					
1a	How well aligned are WFP policies and strategies to international good practice and normative standards on PSEA?	1.WFP-specific policy statement(s), an action plan and/or code of conduct addressing SEA are available, aligned to international standards and applicable to all categories of personnel. (MOPAN 4.7 Element 1)	F1 F2	WFP endorsement of the SG, United Nations commitments: aligned with PSEA commitments as articulated by the IASC, the Core Humanitarian Standard on Quality and Accountability (CHS) commitments.	-IASC PSEA documentation -PSEA policies and strategies. -WFP strategies. -United Nations system-wide survey on SEA. -UNICEF, UNHCR, IASC evaluations and reviews.	-UNHCR and UNICEF PSEA FPs and DCD in 6 focus countries. -IASC Secretariat. -Office of the United Nations Victim Rights Advocate. -Office of the Special Coordinator on Improving the United Nations Response to SEA. -ICVA Secretariat/Interaction Secretariat.
		2.WFP-specific policy statements and/or code of conduct addressing SEA (normative framework) are regularly reviewed and updated in line with parallel shifts in international standards and obligations. (ET)	F1			
		3.WFP policies and strategies concerning PSEA reflect normative commitments concerning linkages between PSEA and gender-based violence (GBV) in peer organizations. (IASC Gender Handbook)	F1 F4			

1b	To what extent do WFP strategic and policy frameworks provide internal coherence with WFP PSEA commitments?	1. There is a coherent WFP normative framework for PSEA that informs guidance for delivery of the CSP and programme implementation. (ET)	F3 F4	SEA-specific protection and accountability considerations will inform the forthcoming strategic plan and its accompanying corporate results framework, including specific indicators to measure management performance and accountabilities. WFP commitment to managing a corporate policy framework that includes the compendium of policies as a key component. The compendium aims to provide a normative framework that guides the CSP. ⁷⁸ Senior management (RD, CD) have clear responsibilities for owning and managing risk within their remit. Functional directors may also own certain risks as technical specialists and are expected to determine the boundaries of risk appetite for their area of specialization and engage with managers who are responsible for decisions. Risk appetite therefore forms the basis for	<ul style="list-style-type: none"> -United Nations resolutions and system-wide protocols. -WFP Strategic Plan. -WFP strategic results frameworks. -WFP management results Framework. -ED directives policies. -WFP cross-departmental policy. -Indicators in cross-cutting priorities (CRF). -Protection, accountability to affected populations (AAP) and people management. -Country portfolio evaluations and decentralized evaluations. -Strategic and policy evaluations. -Community engagement strategy. -Gender policy and evaluations. -CSP guidelines. 	<ul style="list-style-type: none"> -Director of Policy and Programme. -Ethics Office (ETO). -Office of Inspector General (OIG) and Office of Inspections and Investigations (OIGI) -RB programme leads. -RB PSEA FPs. -CD-D CDs. -CO PSEA/Gender FPs. -PROP.
		2. The WFP strategic plan includes detail on high-level PSEA priorities and goals (including zero tolerance of SEA and VCA). Strategic results framework includes comprehensive actions on PSEA and VCA in programme design, monitoring and reporting, and the management results framework provides an approach for planning and measuring efficiency and effectiveness. This should be commensurate with peer organizations. (ET)	F4			
		3. Strategies and policies clearly define roles in implementing /complying with the guidelines, identifying and specific personnel to support implementation of policies. (ET)	F5			
		4. WFP PSEA commitments are consistent and complementary across WFP	F4			

		policies, strategies, and other normative documentation. (ET)		engagement between decision makers and risk specialists.		
		5.WFP's strategic and policy framework embeds current practice on VCA.	F1	The ETO will enhance policies and process to ensure accountability and a VCA and expand PSEA mainstreaming across WFP. It is responsible for assisting the ED in cultivating a culture of ethics and accountability and for helping to guide employees in better understanding their responsibilities to act in accordance with the Code of Conduct and the highest ethical standards.		
2	How do WFP systems and structures FACILITATE action and learning on PSEA?					
2a	How effective are structures and processes for enabling the implementation of WFP PSEA commitments?	1.WFP has mechanisms in place to regularly track the status of SEA policy implementation and/or work plan for implementation at HQ CO level and there is evidence of adaptation as a result. (MOPAN 4.7 element 2)	F7 F8	United Nations staff are obliged to report via established reporting mechanisms any concern or suspicion regarding SEA by a fellow worker, whether in the same agency or not and whether or not within the United Nations system.	-Directives and circulars. -Minimum operational guidelines. -CO ACRs and APRs and RB reports. -CSP guidelines. -ETO reports to EB, including GAP corporate-level indicators. -Programme-level guidance.	-ETO. -OIG and OIGI. -RB programme leads. -RB PSEA FPs. -CD-D CDs. -CO PSEA/gender FPs. -HQ programme leads. -RB programme leads. -RB RGAs.
		2.The policy/standards of conduct have been conveyed to current staff and senior management (at HQ and field level) on repeated occasions (such as inductions and	F6	Effective community feedback mechanisms (CFMs) are essential for detecting incidents of		

		refresher trainings) and roles in implementing/complying with the guidelines have been clearly communicated. (Minimum operating standard (MOS) 1)		sexual exploitation and abuse. WFP will explicitly incorporate protection and accountability into its suite of enterprise risk management tools (e.g. Executive Director assurance statement, corporate risk register) to ensure accountability for policy implementation (not SEA-specific). All employees are expected to abide by applicable WFP regulations, rules and policies to carry out their duties and conduct themselves in accordance with WFP values ideals, principles and ethical conduct evidenced in the Code of Conduct.	-RBA records of CSP assessments, including GAMs. -Standard project reports for sampled CO programmes. -Country portfolio evaluations. -Staff surveys. -Trip and monitoring reports from technical leads. -Post-distribution monitoring reports. -Risk assessments.	-CD, DCDS. -CO programme lead/staff. -Cooperating partners (CPs) (including vendors/bank agents).
		3.WFP can demonstrate change in PSEA approaches (because of the commitment to adopt a VCA, through endorsement of IASC external review of PSEAH 2021 and 2023 ED circular) and has a victim support function in place (stand-alone or part of existing structures) in line with exposure/risk of SEA). (MOPAN 4.7 element 8.)	F11 F29			
		4.Dedicated resources and structures are in place to support implementation of policy and/or action plan at HQ and in programmes (covering safe reporting channels, and procedures for access to SGBV services. (MOPAN 4.7 element 3)	F10			
		5.CO's undertake PSEA-informed community engagement including PSEA awareness-raising and information provision activities (which include	F27 F30			

		gender analysis guidelines). (ET)				
		6.WFP staff and CPs perceive the PSEA structures effective for scale and complexity and agree that there is a process for their review when required. (ET)	F12 F30 F33 F34			
		7.Internal stakeholders at HQ, RD and CO levels demonstrate clear understanding and consistent interpretation and application of relevant policies across departments. (ET)	F9 F13			
2b	How do WFP guidance, manuals and tools, including for risk, support WFP and partners in undertaking PSEA?	1.WFP COs have contextualized safe and accessible SEA reporting guidance in place that is used by communities with processes in place to monitor SEA reporting trends and the monitoring and review of the effectiveness of the reporting mechanisms. COs use analysis of reporting data to inform risk assessments. (ET)	F9 F24	The ETO is responsible for providing advice, guidance, education and awareness on WFP expectations of integrity and in assisting managers, including senior and executive leadership, in understanding and exemplifying the ideals, values, principles and	-Directives and circulars. -Minimum operational guidelines. -CO ACRs and APRs and RB reports. -CSP guidelines. -ETO reports to EB, including GAP corporate-level indicators.	-ETO. -OIG and OIGI. -RB programme leads. -RB PSEA FPs. -CD-DCDs. -CO PSEA/gender FPs.

		2. There is evidence that the guidance is used. (ET)	F9 F12	ethical conduct set forth in the Code of Conduct. ETO to capacitate employees and CPs to identify, prevent and respond to SEA. Support with timely, relevant and useful advice and guidance. Employees who in good faith report misconduct and cooperate with investigations, audit and evaluations have a right to be protected against retaliation.	<ul style="list-style-type: none"> -Programme-level guidance and tools. -ETO reports to EB, including GAP corporate-level indicators. -ETO risk map. -Standard project reports for sampled CO programmes. -Country portfolio evaluations and decentralized evaluations. -Strategic and policy evaluations. -Staff surveys. -CFM SOPs as a data source to identify if SEA referrals are addressed. -Risk manuals and templates. -ED assurance letters. -The WFP Protection and Accountability Handbook (2021). 	<ul style="list-style-type: none"> -UNHCR and UNICEF PSEA focal points and DCD in 6 focus countries. -HQ programme leads. -RB RGAs. -CO programme lead and staff. -Cooperating partners. -CFM/AAP lead.
		3. Written procedures on complaint/report handling from staff members or beneficiaries are in place. (MOS no 8)	F9 F12			
		4. The organization has written guidance on the provision of victim assistance. (MOS 5)	F11			
		5. Guidance on adjusting/adapting PSEA communications, programme activities, capacity and monitoring in reaction to assessed change of risk (and which include gender analysis guidelines). In addition, context analysis identifies and addresses country-specific social norms (fear of stigmatization), and communication/messaging on PSEA is contextualized to address those. (ET)	F9 F33			
2c	How does WFP's human and financial	1. WFP has dedicated resources in place to support the implementation of a SEA	F14 F16	Compliance with mandatory training. (24)	<ul style="list-style-type: none"> -the UNSG WFP Entity Action Plans to 	<ul style="list-style-type: none"> -Finance officers RB CO. -CD, DCDs.

resourcing enable PSEA?	policy and/or action plan at headquarters and in programmes (covering safe reporting channels and procedures for access to sexual and gender-based violence services and other services as needed. (MOPAN 4.7 element 3)		PSEA sensitization included into core training and standard practices. SEA framework and zero tolerance applies to all WFP employees, including international professional staff members, general service staff members, consultants, interns, contract workers, external service providers, volunteers, locally recruited staff members, United Nations volunteers. All RB, CO and headquarters departments and divisions and non-operational offices are responsible for ensuring that robust mechanisms are in place to implement the programme's policy. All WFP managers must ensure that the following PSEA measures are in place:	Prevent and Respond to SEA. -Directives and circulars. -Minimum operational guidelines. -CO ACRs and APRs and RB reports. -CSP guidelines. -ETO reports to EB, including GAP corporate-level indicators. -Programme-level guidance and tools. -ETO and Rome-based agency (RBA) records of CSP assessments, including gender and age markers (GAMs). -Standard project reports for sampled CO programmes. -Country portfolio evaluations and decentralized evaluations. -Strategic and policy evaluations. -Staff surveys.	-CO programme lead. -CO focal points. -HR officers and managers.
	2.CO's have in place an appropriate percentage of PSEA budget allocation, expenditure and capacity in line with risk assessment and commensurate with that of peer agencies. (ET)	F15 F16	PSEA focal points are appointed and fully operational in each RB, CO or division; all staff are familiar with the standards of behaviour of United Nations personnel and		
	3.WFP has systems in place to rapidly respond to requests for PSEA funding, based on changing risks and needs, and evidence shows WFP <i>leading on advocacy</i> to donors on burden sharing for ensuring effective PSEA. (ET)	F16			
	4.WFP PSEA FPs and staff members dealing with PSEA have formalized responsibility and PSEA in their job description, performance appraisal or similar, and have received systematized training on PSEA. Time allocated to PSEA is commensurate with	F15 F23			

		the scale of implementation required. (MOS no 3)		know that they are responsible for reporting SEA; all partner organizations are informed of the expectation that they comply with the Secretary-General's bulletin (SGB) provisions and establish adequate mechanisms for receiving and responding to allegations from affected community members without delays; SEA risk and related mitigation measures are analysed by COs; PSEA checks are conducted during monitoring visits by field monitors; WFP country offices and cooperating partners inform all people requiring assistance or at risk of SEA of the commitment on prevention of SEA, the standards of behaviour of United Nations and partner personnel, and where and how to report any misconduct by staff of WFP or its partners.		
		5. Staff receive annual refresher training on the standards of conduct, and learn about the mechanism to file complaints and reports of misconduct and the implications of breaching these standards. (MOS no 7)	F13			
		6. Training on misconduct (specifically mentioning SEA) forms part of the induction process. (MOS no 7)	F13			
		7. Staff are informed on a regular basis of how to file a complaint/report and the procedures for handling these. (MOS no 8)	F28 F29			
		8. Uptake of the updated mandatory WeLearn on the prevention of fraud and SEA (projected for September 2023).	Not available			

3	How does WFP strengthen external COHERENCE on PSEA for improved implementation?
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3a	How well is WFP leading and engaging appropriately with inter-agency platforms/initiatives to address PSEA?	1.WFP can demonstrate its commitment to inter-agency efforts to prevent and respond to SEA and learn about PSEA at country level, and advance SEA policy/best practice coordination and learning at HQ level. (MOPAN 4.7 Element 6)	F17 F18	WFP will maintain and strengthen coordination with key stakeholders in the field, at HQ and at the inter-agency level to enable effective collaboration and to ensure a VCA to better prevent, respond to and mitigate the effects of SEA.	<ul style="list-style-type: none"> -PSEA planning documents. -Inter-agency meeting ToR/minutes, ToR, plans (HQ and CO levels). -Budget and expenditure tracking. -Examples of inter-agency actions and initiatives. 	<ul style="list-style-type: none"> -Operations/programme staff. -RB RGAs. -CD-DCDs. -CO programme leads. -IASC committee members (United Nations RC office). -Members of inter-agency initiatives and coordination. -Cluster and sector leaders.
		2.WFP plays a regular role in inter-agency PSEA initiatives at country level with appropriate staff and resources, which are commensurate with WFP programme scale in that country. (ET)	F18 F19			
		3. WFP supports joint SEA reporting and referral mechanisms and initiatives that are consistent with a VCA, such as development of coherent PSEA messaging and risk assessment. (ET)	F24 F29 F30			
3b	How well is WFP engaging appropriately in partnerships with governments and donors to strengthen PSEA?	1.Evidence of ongoing WFP advocacy, awareness raising, or PSEA activities and support to national governments either bilaterally, through United Nations or humanitarian country teams (UNCT/HCT) joint advocacy or	F20	SEA framework and zero tolerance applies to any project funded by WFP and any project implemented by WFP and any government agency.	<ul style="list-style-type: none"> -Memorandums of understanding (MoUs). -Field-level agreements (FLAs) and other shared agreements with WFP CO partners. 	<ul style="list-style-type: none"> -National government. -Major donors. -RB RGAs. -CD-DCDs.

		PSEA inter-agency awareness raising/training with government. (ET)		Maintain and enhance role as key stakeholder with donors and EB.	-Contracts and MoUs with donors at HQ, RB and CO level. -Budget and expenditure tracking.	
		2.Evidence that WFP has assessed that appropriate prevention mechanisms are in place at the local government level/ministry level (in line with its mandate with regard to government engagement). WFP supports and strengthens existing mechanisms where appropriate, including for reporting and referral of SEA, and/or puts additional mechanisms in place in response to assessed risk. (ET)	F20			
		3.WFP plays a leadership role among donors on PSEA, appropriate to the scale of its operations. (ET)	F21			
		4.Resources – financial or in-kind (technical assistance) – for PSEA are advocated for and provided by major donors. (ET)	F21			

		5.WFP actively supports PSEA initiatives, and advocates for strengthening of PSEA with donors. (ET)	F21			
		6.WFP actively engages with donors on PSEA learning and coherence on SEA reporting. (ET)	F21			
3c	How well is WFP supporting and engaging appropriately with cooperating partners to strengthen PSEA?	1.WFP has clear standards and due diligence processes in place to ensure that cooperating partners prevent and respond to SEA. (MOPAN 4.7 element 5)	F2 F22	SEA framework and zero tolerance applies to any project funded by WFP and any project implemented by WFP and any government agency and/or cooperating partner.	-MoUs. -FLAs. -FLAs and other shared agreements with WFP CO partners. -Budget and expenditure tracking. -Assessment processes and Partnership Platform engagement. -United Nations Partner Portal.	-RB RGAs. -CD-DCDs. -CO programme leads. -Partnerships. -Financial arrangements with cooperating partners. -Budget and expenditure. -Action plans and reporting on PSEA.
		2.Procedures are in place to receive written agreement from entities or individuals entering into cooperative arrangements with the agency that they are aware of and will abide by the standards of the PSEA policy. Codes of conduct are included in general contracting conditions. (MOS 2)	F22	Contractual arrangements with cooperating partners, suppliers or other parties shall also include information on the WFP Code of Conduct and standards of conduct listed in Section 3 of the circular. A copy of the circular must be attached to the agreements. Parties entering into contractual agreements with WFP shall require an undertaking accepting those standards, with agreement on		
		3.WFP partners and vendors (including FSPs) are systematically screened for track record and performance on PSEA, and for capacity to	F22			

		deliver. Contracts systematically contain SEA/PSEA provisions which are gender-responsive. (ET)		monitoring arrangements and consequences of breaches.		
		4.Partners and vendors (including FSPs) are provided with clear guidance and meaningful and customized training on PSEA. WFP is supporting learning on PSEA at CO level, particularly among national partners and vendors (including FSPs). (ET)	F22	Building diverse partnerships: Key to accelerating progress in gender equality.		
		5.WFP assesses and supports existing PSEA initiatives and mechanism for SEA reporting to avoid risk of duplication. (ET)	F22			
		6.Gender analysis guidelines are included in MoUs. Degree to which the United Nations implementing partner PSEA capacity assessment tool is gender-responsive. (This is an inter-agency tool that WFP uses, and whatever is included in this tool is based on inter-agency agreements.) (ET)	F22			
		7.Partners feel adequately supported and guided by WFP on PSEA capacity. (ET)	F22			

4	Is WFP programming DELIVERING on its PSEA commitments?					
4a	Are WFP's measures for PSEA effective in generating confidence among personnel?	<p>1. Effective PSEA indicators in monitoring and evaluation (M&E) systems and monitoring plan in place. Monitoring is routinely undertaken by trained personnel with the participation of programme participants. (ET)</p>	<p>F7 F22 F24</p>	<p>Generation of an evidence base, including through undertaking CSP, impact and gender-centred evaluations, disseminating lessons learned and producing associated knowledge products to inform future programming.</p>	<p>-CRF. -MEL. -Post-activity monitoring. -Reporting on PSEA activities at FO and CO level. -Reporting of activity outcomes and cross-cutting priorities.</p>	<p>-RB RGAs. -CD-DCDs. -CO programme leads. -Monitoring, evaluation and learning (MEL) staff.</p>
		<p>2. The number of SEA allegations, related basic information and actions taken are reported (for United Nations agencies: in line with United Nations standards for reporting and including implementing partner cases, nature of action). (MOPAN 1.9, 2.9)</p>	<p>F26</p>	<p>ETO analyse data to identify opportunities for mitigation and prevention actions across WFP.</p> <p>Joint management/Executive Board working groups established to address critical matters, including conduct issues such as sexual exploitation and harassment and abuse of power.</p>		
		<p>3. WFP management, programme and PSEA focal point staff are able to articulate confidence in community engagement and feedback mechanisms. (ET)</p>	<p>F27 F30</p>	<p>The Executive Board has the opportunity to review risks and mitigation</p>		

		4.Processes in place to track and analysis data on SEA reports and risk that inform management decisions. The use of CFMs for SEA and other confidential serious complaints by different groups in communities is monitored. (ET)	F10 F12	actions during the country strategy documentation approval process, as well as during operational briefings which consider the risks impacting large-scale emergencies.		
		5.Regular monitoring reports are received by management, discussed, and used to inform decision making and activity planning. (ET)	F34			
		6.MEL systems articulate the application of GRES. (ET)	F7			
4b	How do WFP personnel derive confidence that beneficiaries are aware and are making use of WFP procedures on PSEA?	1.All WFP programmes and operations include measures to protect affected populations and ensure that they can safely access WFP programmes without being subject to SEA by WFP employees, partners or vendors (including FSPs).	F25 F26 F27 F29 F30	WFP will take prompt action to protect beneficiaries and affected populations, imposing high standards on itself and its partners. All WFP employees contribute to the achievement of the WFP	-CO and FO level documentation. -IP agreements. -Risk assessments. -Activity plans.	-RB RGAs. -CD-DCDs. -CO programme leads. -CD-DCDs. -CO PSEA /gender focal points.

		2.HQ urges its field offices to participate in community-based complaint mechanisms that are jointly developed and implemented by the aid community adapted to the specific locations. (MOS 5)	F10 F30	vision and the duty to foster a safe environment, free from harassment, sexual harassment, abuse of authority and any form of discrimination. WFP will take decisive and timely action in response to SEA. Employees will speak up against wrongdoing and will promote respectful and inclusive working environments by demonstrating respect and embracing inclusivity in interactions with others. Employees will not engage in or condone inappropriate or abusive conduct, and will speak up through the reporting mechanism provided by WFP.		-Cooperating partners (including vendors/bank agents) will be included where appropriate.
		3.Multiple safe mechanisms are accessible for reporting of SEA, and are used. Community members participate in their design, and their preferences are taken into account in design. (ET)	F9 F30	VCA, including safe and accessible reporting mechanisms, investigations, referral and assistance that prioritize the rights and dignity of victims. ⁷⁹		
		4.The organization takes prompt action on SEA allegations. (ET)	F26	All employees will comply with the Code of Conduct and failure to do so may		
		5.Provision and utilization of accessible or appropriate services to protect and respond to survivors/victims of sexual harassment (SH) and SEA. (ET)	F26 F27			

		6.HQ has communicated in detail the expectations regarding beneficiary awareness-raising efforts on PSEA and has distributed examples of awareness-raising tools and materials. (MOS 4)	F9 F10 F13 F23	lead to administrative and/or disciplinary measures, in accordance with applicable procedures.		
		7. There is a consistent and appropriate understanding of zero tolerance throughout all levels in WFP, and this is clearly articulated in activity plans. (ET)	F32			
4c	To what extent is zero tolerance on inactivity to SEA evident in design and operational delivery?	1.Definitions of zero tolerance to inactivity are systematically shared, taken-up and understood by WFP and CP staff (ET) Staff members are aware of their obligation to report SEA/misconduct and are aware that there is a policy for protection from retaliation in place. (MOS no 7)	F32	a. Percentage of WFP and CP staff providing comprehensive understanding of zero tolerance to inaction. b. Types of activities or actions undertaken in response to complaints or case outcomes. c. Actions are timely, appropriate, and centred on the best interests of the victim/survivor, taking into account their specific safeguarding needs and vulnerabilities.		-CD-DCDs. -CO programme leads. -CD-DCDs. -CO PSEA/gender focal points. -Cooperating partners. -RBs. -Audit.
		2.CO staff agree that WFP routinely responds to SEA complaints according to an agreed process, taking a VCA, and in a timely manner. (ET)	F11 F29			

		3.Substantiated complaints have resulted in either disciplinary action or contractual consequences and, if not, the entity is able to justify why not. (ET)	F26			
		4.Communications on SEA provided to community members and affected populations. (MOS) (MOPAN 1.5)	F9 F10 F30			
		5.The above indicators (1-5) include sex-disaggregated and/or gender-disaggregated data that facilitates the different outcomes on PSEA achieved for men, women, girls and boys. (ET)	F22 F25 F27 F30			
		6.Existence of SOPs for actioning. SEAs uses 'inaction' language. (ET)	F26 F32			
		7.Evidence of community-facing staff are trained on implications of zero tolerance to inaction. (ET)	F27 F30			

4d	How does WFP adapt its PSEA approach according to the context and programmatic specific environment in which it operates?	1.Contextual analysis and programme design includes detailed analysis of and mitigation strategies for contextual and project-related risks in relation to sexual abuse and exploitation. This includes consideration of social norms that support/constrain effective PSEA. (MOPAN 2020)	F12 F25	Obligations of the SGB apply to all operational contexts, not just humanitarian contexts, to all activities and operations of WFP, including any project funded by WFP and any project implemented by WFP and any government agency and/or cooperating partner.	-CSP for different contexts. -PSEA activity reports. -Risk assessments. -Documentation of programme adaptation and decision making. -Example of rapid programme adaptation, such as in response to COVID-19.	-Deputy Executive Director. -ETO. -Enterprise risk management. -RB programme leads. -RB PSEA FPs. -CD-DCDs. -CO PSEA/gender DPs. -Programme and activity staff.
		2.Processes are in place for timely adaptation of PSEA approach when SEA risks and PSEA needs change. (ET)	F33 F9 F12	To addressing structural and contextual drivers and recognizing the importance of dismantling the root causes of gender inequalities that perpetuate negative behaviours such as GBV and sexual exploitation and abuse.	-WFP Protection and Accountability Handbook (2021).	-Cooperating partners (including vendors/bank agents) will be included where appropriate. -November 2023 Partnerships Meeting report.
		3.PSEA guidance, tools and capacity are available to support timely adaptation of PSEA activities for different context and programme modalities when required. (ET)	F33 F34			

		4. Strategic assessments on gender-specific vulnerabilities are conducted based on pre-existing situation analyses, either independently or as a visible part of inter-sectoral or inter-agency assessments. (ET)	F27			
		5. Where they already exist - in a given context - WFP supports and strengthens reporting channels for SEA. (ET)	F10 F30			
5	How is WFP PSEA capability positioned to be responsive to a CHANGING operational environment?					
5a	How well is WFP focusing on medium-term planning for PSEA and preparing to meet the needs of a changing environment?	1. Design of the strategic plan (SP) 2026-2030 and next corporate results framework will be informed by ongoing monitoring, evaluation and oversight exercises. (ET)	F35	Identifying and addressing its structural and contextual drivers remains at the forefront of WFP work. Recognizing the importance of dismantling the root causes of gender inequalities that perpetuate negative behaviours such as GBV and sexual exploitation and abuse, effective community feedback mechanisms will continue to play an essential role in detecting incidents of GBV		-Deputy Executive Director, Assistant Executive Directors, Director of Policy and Programme; Government Partnerships Director. -ETO. -OIG and OIGI. -RB programme leads. -RB PSEA FPs. -CD-DCDs. -CO PSEA/gender FPs.

				and sexual exploitation and abuse. Generation of an evidence base, including through undertaking CSP, impact and gender-centred evaluations, disseminating lessons learned and producing associated knowledge products to inform future programming.		-UNHCR and UNICEF PSEA focal points and DCD in 6 focus countries. -IASC Secretariat. -Office of the United Nations Victim Rights Advocate. -Office of the Special Coordinator on Improving the United Nations Response to SEA. -ICVA Secretariat/Interaction Secretariat.
		2.SEA is increasingly featured in country planning processes and evidence of contextual risk assessment, and WFP PSEA results at CO level are being distilled and used at RB and HQ levels for planning, training and advocacy purposes. (ET)	F4 F36			
		3.The above indicators (1-2) consider gender equity implications that potentially facilitate the differential outcomes on PSEA achieved for men, women, girls and boys. (ET)	No substantive medium to long-term planning in place - degree of gender and equity mainstreaming not ascertainable			

5b	How well is WFP accessing resources to cater for medium-term PSEA framework needs?	1.WFP is resourced to respond to a potential/expected increased number of cases (due to increased scale of delivery and potential increase in number of cases in response to effective PSEA). (ET)	F14	Preventing and mitigating GBV, including sexual exploitation and abuse, through identifying and addressing its structural and contextual drivers remains at the forefront of WFP work.		<ul style="list-style-type: none"> -Deputy Executive Director, Assistant Executive Directors, Director of Policy and Programme; Government Partnerships Director. -ETO, OIG and OIGI. -RB programme leads., RB PSEA FPs. -CD-DCDs., CO PSEA/gender FPs. -UNHCR and UNICEF PSEA focal points and DCD in 6 focus countries. -IASC Secretariat. -Office of the United Nations Victim Rights Advocate. -Office of the Special Coordinator on Improving the United Nations Response to SEA.
		2.WFP is leading dialogue with donors about the appropriate burden sharing of responsibilities for effective PSEA over the medium-term commensurate with its role in the sector.	F37	Recognizing the importance of dismantling the root causes of gender inequalities that perpetuate negative behaviours such as GBV and sexual exploitation and abuse.		
		3.WFP aims to develop sustainable PSEA programmes and infrastructure.	F37			

						-ICVA Secretariat/Interaction Secretariat
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Annex 6. Country Illustrations

37. This table presents an overview of the country illustrations that were a key part of the evaluation methodology, covering seven country visits chosen in coordination with the regional bureaux to compliment the context for the regional country visits.

38. The evaluation team reviewed 27 indicators to develop a shortlist of country case studies, including current emergency status, number of cooperating partners, number of cash-based transfer (CBT) providers, total beneficiaries, share of beneficiaries who are refugees, presence of school meals programme, substantive access challenges and more. A summary of foundational rationale and unique takeaways (relative to other contexts) is provided in the table below.

Country	Action plans ⁷	PSEA budget	Context for country selection ⁸	Programming and operational context
Ecuador Country visit	None	Yes	N/A	Unique takeaways: Noteworthy, good practice include the integration of cooperating partners (CPs) into the WFP automated CFM reporting systems, which allows for frequent feedback on beneficiary reports and complaints, and the development of joint SOPs for CFMs with key partners. The allocation of a budget to smaller-size CPs for implementing gender/protection/PSEA mitigation actions has also been assessed as instrumental in ensuring protection mechanisms are in place in organizations with reduced capacities. The emergent school feeding programme in Ecuador is not sufficiently responding to the high risk of SEA in the school setting and has demonstrated to be poorly prepared to prevent and respond to SEA
Pakistan Country visit	Inter-agency (IA)	No	Corporate attention	Unique takeaways: The CSP focuses on alignment with the Government but there is uncertainty on implications for PSEA commitments. The Pakistan Government is both the largest partner and a major donor, posing challenges around the conditionalities applied to MoUs if they are not related to WFP making resource transfers to partners. The Pakistan country office has a significant dependency on very few individuals to deliver PSEA

⁷ (WFP CO) vs inter-agency (IA).

⁸ ToR Strategic Evaluation of WFP's PSEA.

				<p>commitments. Further, PSEA mainstreaming is not yet in place. As such, there is a need for PSEA obligations to appear in job descriptions across programme staff to ensure a continuous focus on PSEA. Language and descriptions of PSEA obligations needs to be clearer so leaders and staff can understand the importance of mainstreaming and burden sharing on PSEA. While staff are required to sign a code of conduct which forms part of their contract, this only covers their individual behaviour. By clearly including PSEA obligations in job descriptions, this would extend this behaviour to a wider responsibility of ensuring PSEA obligations are being fulfilled.</p> <p>There was clear appreciation from national partners (NGOs) for WFP encouragement to spend a portion of budgets on PSEA/gender as this has forced these NGOs to prioritize PSEA. Logistics vendors (and other vendors do not receive PSEA orientation beyond clauses in contracts. The Pakistan country office has a strong focus on persons With disability and PSEA (possible learning opportunity). WFP are leading the inter-agency PSEA network at the area level in two area offices, with an intention to focus on the Government (learning opportunity with other WFP country offices). There is a lack of certainty around the functionality of the hotline for SEA, but the CFM hotline is considered to be a useful mechanism for SEA reporting. There is a heavy reliance on the CFM hotline to report SEA including recent directions to CPs to solely promote the WFP hotline for all complaints. However, staff feel there is a need for a greater presence of PSEA mobilizers in the field, and also a need to build communities' trust in existing PSEA mechanisms. Staff and communities feel PSEA messaging is too cautious and WFP could afford to be more direct in its approach to developing context-specific content, especially in local languages, for SEA</p>
<p>Nigeria Country visit</p>	<p>None</p>	<p>No</p>	<p>Corporate attention</p>	<p>Unique takeaways: The Protection Unit and PSEA focal points have undertaken active learning exercises with the Gender Results Network to determine where and how PSEA can employ the measures used by the Gender Unit to secure adequate ring-fenced funding on PSEA. While gender mainstreaming has been supported by the Gender Transformation Programme (GTP), PSEA focal points suggest a similar graduation scheme can be applied via headquarters. The Partnerships Unit provided useful insight on improving and developing responsiveness to donor enquiries on PSEA, but also for developing inroads on conversations to obtain additional funding and technical support for PSEA in-line with donor interests.</p>

				Examples include obtaining and presenting robust evidence in donor reports to demonstrate the added-value of WFP in the PSEA space.
Mozambique Country visit	IA	Yes	Corporate attention	Unique takeaways: Mozambique demonstrates promising practice in terms of engaging the government on a humanitarian code of conduct level – which includes a focused emphasis on PSEA, especially in relation to community leaders – that has historically been a key demographic in terms of SEA perpetration. The focal points’ network has engaged with government prosecutors intensively to develop a shared understanding of how to undertake case management. The focal points have also been proactive in upgrading partner PSEA capacity assessments - investing in the process with new staff to re-energize the process. The Research, Assessment and Monitoring (RAM) Unit is also focused on a vulnerability-based targeting initiative, which includes levelling power imbalances at the community level by targeting committees in parallel to community leaders.
Türkiye Country visit	IA	No	Corporate attention	Unique takeaways: WFP PSEA models are appropriate for partnership with non-government organizations (NGOs), but guidance and support are not provided for adaptation for middle income countries with employment-oriented livelihoods and resilience programmes and where the government is the preferred partner. There is evidence of past reliance on peers conducting assessments both of context risk and also of capacity of mutual partners. WFP has provided leadership to the inter-agency network in previous years, however, the momentum had slowed more recently and the network was revitalized in 2023. WFP is now leading on the inter-agency PSEA network government workstream, which is a possible organizational learning opportunity (similar at the local level in Pakistan). Türkiye also demonstrates significant long term CBT programming with limited consideration of SEA risk. No additional WFP PSEA capacity was put in place to support a major emergency response. The country office experienced major budget cuts over recent years but this does not trigger any corporate concerns about SEA risk.
North-West Syria Additional country visit	IA	No	Early action and emergency response	Unique takeaways: WFP risk exposure in northwest Syria is extremely high given the remote access and high reliance on private sector partners and third party monitoring. Many orientations and trainings have been provided in the past by the inter-agency network but this had not been retained or institutionalized by the programme. the key position of WFP regarding the cluster mechanism provides WFP with opportunities to influence PSEA operationalization more widely. WFP is investing in a hotline to address concerns about inter-

				agency CFM but it is unclear how this will be customized to address the challenges of 'sensitive' complaints.
Uganda Inception phase country visit	IA	No	Early action and emergency response	Unique takeaways: Discussions on budgeting processes regarding PSEA are particularly rich – with engagement from the PSEA focal point. There is a lack of PSEA-specific risk assessment for CBTs and school feeding, requiring a more comprehensive approach to address PSEA risks in this modality – but orientation with banking agents is starting. Uganda demonstrates good use of the risk registers as a tracker for PSEA issue-raising and associated mitigations – including the tailoring of responses to high-risk stakeholders (private security vendors).
Haiti Desk review	IA	No	Corporate scale-up	Unique takeaways: There is no institutional memory on PSEA efforts/structures. Prevention is strongly reliant on messaging with efforts to produce customized messages, opportunities for other community engagement is limited. The country office is working hard to ensure gender parity in field-based positions for protection reasons. The CD takes personal responsibility to ensure all staff know about PSEA obligations and implications for conduct. Leadership in the country office is leading essential conversations about the change required. Security training for women staff provided an opportunity to discuss and better understand contextual risks, more such events are encouraged. Monitoring change is not an option so the emphasis is on prevention. Country offices that are resource-constrained will struggle to find the staffing/capacity to meet PSEA obligations. CDs and managers need more knowledge and support on PSEA.
Cameroon Desk review	WFP country office	Yes	Early action and emergency response	Unique takeaways: WFP Cameroon co-led an innovative approach in awareness-raising by developing and adapting PSEA training materials to be distributed to humanitarian workers on in-country UNHAS flights. This was done in coordination with the in-country PSEA network as part of its action plan. It provides an opportunity to raise awareness with humanitarian workers including those newly contracted and deploying to their locations. (Note this has also been done by the inter-agency network in contexts such as Haiti following the 2021 earthquake.) It was also one of a few case study countries to partly ring-fence the budget for PSEA (together with gender and AAP). However, there was a missed opportunity in that the SEA hotline, 'the green line' ⁹ , which forms part of the CFM, is not used for SEA reporting.

⁹ Hotline

South Sudan Desk review	WFP country office	Yes	Corporate attention	Unique takeaways: South Sudan is the only country office with a full time PSEA adviser in post, this capacity is considered essential to meet PSEA commitments. Repeated dialogue and discussion with staff on PSEA obligations and culture is starting to resonate. The South Sudan country office takes the clear approach that the CFM can only be part of the answer and all those working on PSEA require customized training, and messaging needs to be clearer and more robust. To be effective, all PSEA activity needs to be informed by context and regularly reviewed as contexts change. Managers need customized training and lessons being shared on how other agencies do PSEA.
Bangladesh Desk review	IA	Yes	N/A	Unique takeaways: A consistency of approach and continuity of personnel working on PSEA since 2017 has delivered positive results in the Cox's Bazaar refugee context in Bangladesh. Working within programmes has been intentional and effective. WFP Bangladesh has strongly relied on engagement with the Ethics Office. As a result, 'We Learn' training is now significantly improved. Country office leadership was proactive and strongly engaged. A self-assessment has been conducted every year since 2018 and helps to prioritize and assess progress. The Bangladesh annual plan includes a budget. PSEA is separated in the risk register. The country office has learned that PSEA capacity building is a continuous activity. The country office and inter-agency network are seeking to apply PSEA learning in the development context.
Zimbabwe Desk review	IA	Yes	Corporate attention	Unique takeaways: PSEA focal points created an online analytical dashboard providing a critical visual display of hotline feedback data with the intention of providing information at-a-glance in various ways. They developed innovative terms of reference for community champions to lead on sexual exploitation and abuse messaging at the local level. There are concerns that the hotline is not appropriate for SEA reporting as only 1.63 percent of calls were categorized under gender and protection. Several trainings on PSEA have been provided to multiple stakeholders – including The Government and private sector actors, prior to rollout of urban social assistance.
Iraq Desk review	IA	No	Early action and emergency response	Unique takeaways: The Iraq country office describes itself as being clear on the responsibility but is requesting more support on how to deliver. It is recommending integration of PSEA into existing policies such as CBT. The focus should be on support for management. In Iraq's context, it can sometimes be challenging to discuss WFP gender

commitments, leading to concerns about raising PSEA. A further challenge is ensuring resources for the delivery of cross-cutting priorities.

Annex 7: Fieldwork Agenda

Case Study Country	Fieldwork Agenda																		
Pakistan	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9
Kick-off meeting																			
Desk review																			
Country visit																			
CO KIIs																			
Field visit KIIs																			
Focus group discussions																			
CO debrief																			
Reporting																			
Nigeria	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9
Kick-off meeting																			
Desk review																			
Country visit																			
CO KIIs																			

Field visit KIIs																				
Focus group discussions																				
CO debrief																				
Reporting																				
Mozambique	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9	
Kick-off meeting																				
Desk review																				
Country visit																				
CO KIIs																				
Field visit KIIs																				
Focus group discussions																				
CO debrief																				
Reporting																				
Ecuador	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Nov 16	
Kick-off meeting																				

Desk review																			
Country visit																			
CO KIIs																			
Field visit KIIs																			
Focus group discussions																			
CO debrief																			
Reporting																			
Turkiye	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9
Kick-off meeting																			
Desk review																			
Country visit																			
CO KIIs																			
Field visit KIIs																			
Focus group discussions																			

CO debrief																				
Reporting																				
North-West Syria	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9	
Kick-off meeting																				
Desk review																				
Country visit																				
CO KIIs																				
Field visit KIIs																				
CO debrief																				
Reporting																				
Regional bureau in Bangkok	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9	
Data collection (KIIs)																				
Regional bureau in Johannesburg	Jun 5	Jun 12	Jun 19	Jun 26	Jul 3	Jul 10	Jul 17	Jul 24	Jul 31	Aug 7	Aug 14	Aug 21	Aug 28	Sep 4	Sep 11	Sep 18	Sep 25	Oct 2	Oct 9	
Data collection (KIIs)																				

Annex 8: Data Collection Tools

39. This annex includes the following data collection tools: a) Survey for Executive Board members; and b) Survey tool for WFP focal points. All other tools used during the evaluation are referenced in Annex 5 of the inception report and are not included in this annex as they have remained unchanged.¹⁰

Executive Board Membership Survey

1. The Executive Director has issued a series of circulars on PSEA obligations over the last 20 years (most recently in May 2023[1]) which set out roles and responsibilities on PSEA. WFP also require...
2. On financing for PSEA, how much would you expect to be committed and expended on PSEA at a country level, and how would you expect that it be determined?
3. The 2023 Executive Director's Circular introduced the edict of Zero Tolerance to inaction on PSEA.
4. In your view, what change would you expect to occur in WFP's approach to PSEA in light of this?
5. Please indicate whether you would like to participate in either of the following at the end of September.
6. Member state.
7. Your name and designation.
8. Your e-mail address.
9. Alternate contact name (if applicable).
10. Alternate contact e-mail address (if applicable).

Survey tool for global network of WFP PSEA Focal Points (FPs)

Please complete the attached online survey by 3rd October 2023.

WFP's Office of Evaluation in Rome has contracted a team of independent evaluation consultants through Itad Ltd. to evaluate the organization's efforts on protection against sexual exploitation and abuse (PSEA). The objectives of the evaluation are to understand WFP's approach to PSEA across its work and to support WFP's learning. The evaluation will examine how WFP's policies and practices, capacities, systems, and partnerships for PSEA have been embedded in programming, and why and under which conditions these have been effective.

The Terms of Reference and inception report for this evaluation are available on WFPgo: [Evaluation of WFP's Protection from Sexual Exploitation and Abuse | WFPgo](#) . For any further information, feel free to write to your colleagues Judith Friedman (evaluation manager) or Sanela Muharemovic (research analyst), who will be happy to answer your questions about the evaluation.

This 10-minute survey is intended for WFP's focal points for PSEA worldwide and forms part of data collection for the evaluation. If you are not a focal point for PSEA, you are welcome to exit the survey at this point. The survey is confidential and anonymous, and the collected data will not be shared with Office Of Evaluation or anyone else in WFP; the raw data will be stored only on Itad's secure server and will not be transferred to WFP. The results will be aggregated and presented in the evaluation report only if anonymity can be preserved.

For any further information on the survey, or if you require any accommodations to be able to take the survey, please contact: pseaevaluation@itad.com

What is your job title/role?

Text box

¹⁰ All questions regarding Investigations and Case Management were removed from KII guides.

Where do you work? Tick boxes:- Headquarters, Regional Bureau, Global Offices/Centre of Excellence, Country Office (Main/Capital), Country Office (Area Office or sub-office), Country Office (Field office, other), Other...

How long have you been a PSEA Focal Point? Tick boxes:- less than 1 year, 1-2 years, 3-4 years, 5 years +...

How much of your time is allocated to fulfilling your WFP PSEA Focal Point responsibilities each week?

Tick boxes: less than 1 hour, 1-5 hours, 5-10 hours, 10-25 hours,....

Please describe your main tasks as PSEA Focal Point? What makes up the majority of your work related to PSEA? Text box

Which do you feel best describes your PSEA experience? Tick as many boxes as appropriate.

Tick boxes: New to PSEA and still learning, don't feel confident enough to do the role, need more support, need more training, No previous PSEA experience prior to focal point role, feel confident in what I am doing, previous WFP PSEA experience, previous PSEA experience with another United Nations agency, previous PSEA experience with another NGO, Other (please specify - text box)

How would you rate the support you have received so far by WFP in your role as PSEA focal point?

Please rank each line. Scale: Adequate / Not adequate, but I manage / Inadequate, I need more / None.

Training from WFP in person (adequate, not adequate but OK, inadequate I need more)

Online training from WFP (adequate, not adequate but OK, inadequate I need more)

Training from outside of WFP (e.g. inter-agency PSEA network) (adequate, not adequate but OK, inadequate I need more)

Written, tools or manuals guidance from WFP (adequate, not adequate but OK, inadequate I need more)

Provision of other written guidance from United Nations inter-agency mechanisms? (adequate, not adequate but OK, inadequate I need more)

Provision of other written guidance from other organisations? (adequate, not adequate but OK, inadequate I need more)

WFP mentoring? (adequate, not adequate but OK, inadequate I need more)

If possible, please provide more detail e.g. Good practice online course names, guidance/ document names, training programmes etc. (text box)

In your role as PSEA Focal Point are you involved in Inter-agency PSEA activities and initiatives?

Tick box: yes/no

If yes, what type? Tick as many boxes as appropriate: PSEA meetings, Accountability to Affected Populations (AAP) meetings, Cluster meetings, Support to Cooperating Partners (CPs), Community Feedback Mechanisms (CFMs), Referring complaints/SEA reports, training and workshops, development of PSEA messaging, development of PSEA materials, community awareness, implementing partner (IP) assessments, capacity building, mentoring, monitoring, communication/awareness raising.

Please describe the frequency and role contribution of your involvement with each of the activities you have indicated above. (Text box)

In your time as WFP PSEA Focal Point, has WFP made any financial contribution to inter-agency PSEA activity? (tick box: yes/no/I don't know)

In your role as PSEA Focal Point, have you supported cooperating partners by raising awareness of WFP's zero tolerance for SEA? (Tick box: yes/no)

In your role as PSEA Focal Point, have you supported cooperating partners by building the cooperating partner's capacity to protect community members from SEA? (tick box: yes/no)

Have you ever been involved in the provision of assistance to a victim of SEA, either in your role as PSEA Focal Point or any other role?

Tick box: yes/no

If yes, please specify whether during your role as a PSEA Focal Point or other role: (text box)

What type of assistance? Tick as many boxes as appropriate... : financial support, Gender-based violence (GBV) services of WFP, other WFP services, United Nations Gender-based violence (GBV) services, other United Nations services, Non-governmental organization (NGO)/Civil Society Organisation (CSO) Gender-based violence (GBV) service, other NGO/CSO service, government Gender-based violence (GBV) services, other government services.

Please detail the nature and frequency of your involvement with each of the activities you have indicated above. (text box)

How was the referral/complaint from the SEA victim received? (tick boxes): Through a WFP complaints mechanism, Through another WFP staff member, Through a Cooperating Partner (CP), Through an interagency mechanism, Through a press report, Other (please specify – text box)

Community Feedback Mechanisms

Based upon your experience and knowledge, how accessible do you believe that CFM systems are to WFP beneficiaries for reporting of all kinds? (slider – from *very accessible* to *somewhat accessible* to *not accessible*)

Please add details to justify your rating: (text box)

Based upon your experience and knowledge, how safe do you believe that CFM systems are to WFP beneficiaries for reporting of all kinds? (slider – from *very safe* to *somewhat safe* to *not safe*)

Please add details to justify your rating: (text box)

Based upon your experience and knowledge, how appropriate are CFM systems to receive reports on SEA? (slider – from *very appropriate* to *somewhat appropriate* to *not appropriate*)

Please add details to justify your rating: (text box)

How often do you hear about SEA related issues through CFMs? (tick boxes: less than once a year/once a year/once every 6 months/once every 3 months/once a month/more than once a month)

In terms of good practice, what is the most important and successful action that WFP does in your country programme to prevent and respond to SEA?

Text box

What could WFP do better to support you as a PSEA Focal Point?

Text box

Annex 9: Focal Point PSEA Survey

Purpose, methodology and limitations

40. As part of this strategic evaluation, the evaluation team conducted an online survey for WFP PSEA focal points (FPs), with the purpose of assessing the contributions of PSEA focal points to the delivery of the WFP PSEA commitments and ambitions.

41. The evaluation team developed a ten-minute survey tool through the platform SurveyMonkey in English, French and Spanish, which was shared with the WFP global network of PSEA focal points. The survey contained 41 questions; 28 closed (single and multi-choice) questions, and 13 open-ended questions. Questions were focused on gaining information around experience of PSEA focal points in their roles, support received, as well as focal point experiences of inter-agency initiatives, victim assistance and community feedback mechanisms.

42. The WFP Office of Evaluation facilitated dissemination of the survey to a list of PSEA focal points, which is owned and updated by the Ethics Office.¹¹ In total, the evaluation team distributed the survey to 532 focal points through a dedicated email address. The survey was kept open for three weeks and a reminder to all focal points was sent at the halfway point. A total of 234 responses were received (44 percent response rate), with the majority of respondents using the English version of the survey (68 percent), followed by French (29 percent) and Spanish (3 percent). It is important to note that the evaluation team does not have oversight regarding the potential forwarding of the survey to other WFP staff members who may not act as PSEA focal points. While this is a noteworthy limitation to consider, the results from the survey show that this would be a negligible amount of respondents who do not act as focal points.

43. Results of the survey are confidential, and responses have been anonymized and stored in an Itad secure server.

44. Quantitative responses have been analysed using frequencies and comparisons among groups of respondents. Qualitative information has been grouped and coded based on the strategic evaluation's evaluation questions. Open-ended responses (anonymized) will be quoted in the main report where appropriate.

45. There was an average of 60 blank responses per question. Blank responses for open-ended questions were significantly higher (ca. 120 blank responses per question) than multiple choice questions (ca. 50 blank responses per question), hence potentially skewing the overall average as the target focal points may have been reached but did not have sufficient time to fill out all questions in detail. Despite these considerations, due to the total number of responses and the distribution of the profiles, the sample is considered sufficient. The findings were triangulated with the findings from country studies, key informant interviews, and documentation which reinforced survey findings.

Results

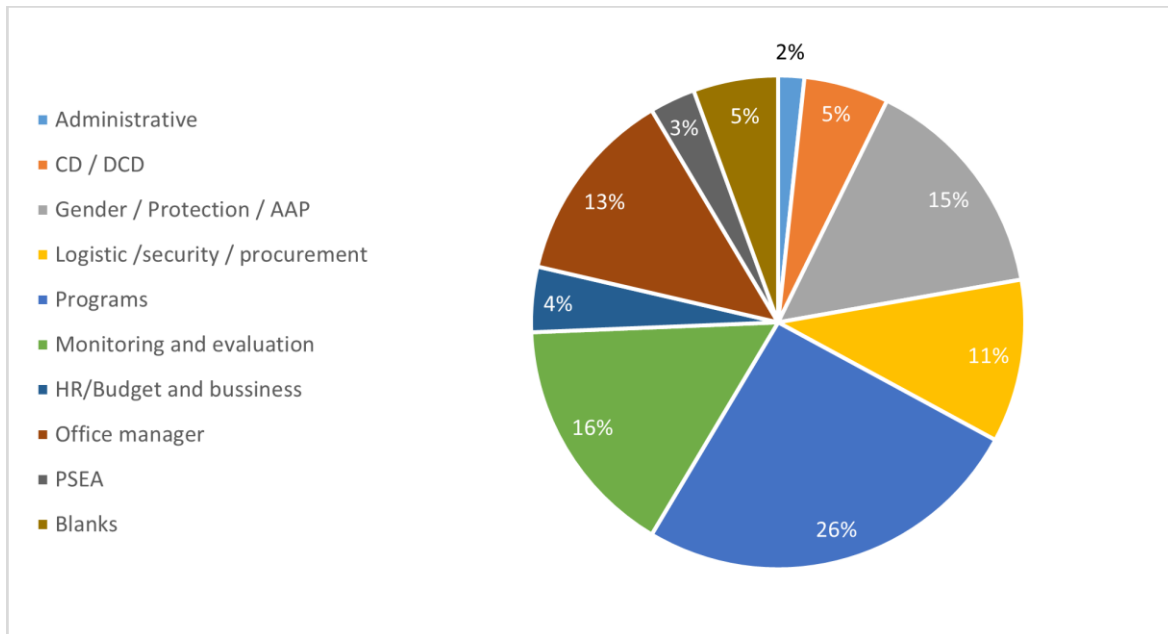
Profile of respondents

46. Most of the respondents worked in the 'programmes'¹² job category (26 percent; n=60), followed by the 'monitoring and evaluation' job category (16 percent ; n=37) and the 'gender/protection/AAP' job category (15 percent ; n=35). Six percent (6 percent ; n=13) of the respondents didn't report their job title within WFP (blank responses).

¹¹ List up-to-date as of 12 September 2023.

¹² The subcategories under 'job title' were built with the purpose to facilitate the analysis of the data. The subcategory of 'programmes' includes job titles such as 'Programme Policy Officer', 'Head of Programme', 'Programme Assistant' and 'Programme Officer'.

Figure 3: Distribution of respondents by job category (n = 234 respondents)



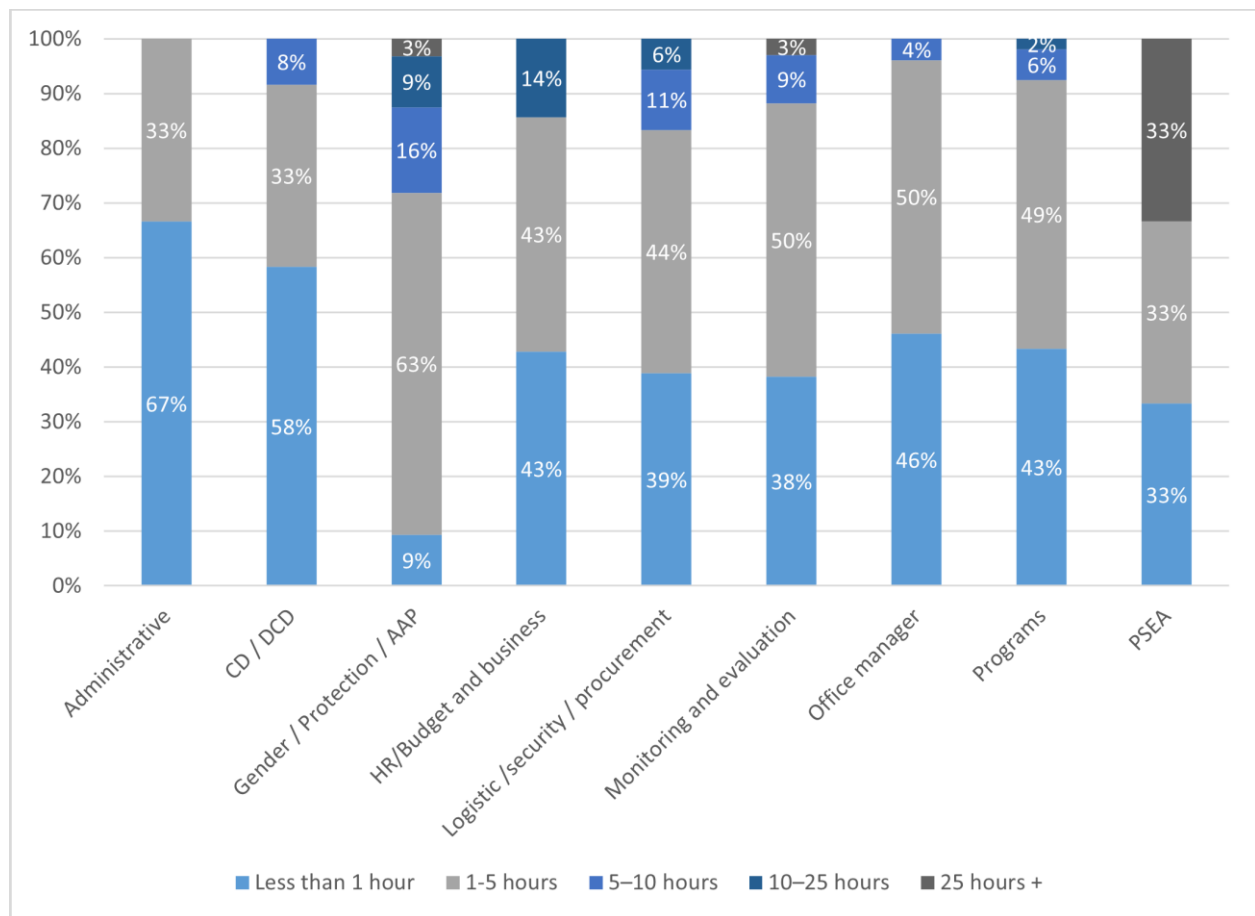
Source: Itad evaluation team analysis of respondent data

47. Concerning the distribution of respondents by **location**, most respondents were located either in the 'main/capital' (36 percent), 'field office' (28 percent) or 'area-office/suboffice' (34 percent). Only 3 percent of respondents were located at the regional bureau level. As there are no focal points based at headquarters the survey does not have headquarters input.

48. In terms of **length of time working as focal points**, 32 percent of respondents reported having worked as PSEA focal points between one and two years, 29 percent report less than one year and 25 percent report between three to four years. Only 11 percent of respondents have been working as a focal point for more than five years.

49. Most respondents (49 percent) reported spending from one to five hours weekly in their capacity as focal point, followed by those who reported spending less than one hour (38 percent). **Only 0.3 percent of respondents spend from 10 to 25 hours per week on focal point duties.** For a breakdown of time spent on focal point work relative to the different job profiles of the respondents, see Figure 4 below.

Figure 4: Distribution of responses on time spent on PSEA activities by job profile (n=191)



Source: Itad evaluation team analysis of respondent data

50. Further, the survey also asked about the various tasks that focal points carry out within their role. When looking at these responses in relation to seniority, senior respondents tend to be involved in tasks that entail ensuring coordination of teams and sharing key messages on: PSEA; advocacy; monitoring CFM issues; establishing referral pathways; awareness to staff; and creation of service pathways for survivors. Less senior focal points reported carrying out tasks such as receiving complaints, producing training materials, raising awareness with beneficiaries and staff and inter-agency coordination, support to the inter-agency coordinator, inductions, support to field offices.

Focal points experience and support needed

51. When asked about their level of confidence as PSEA focal points, the lowest levels of confidence were reported by those with the least amount of focal point experience. Of the respondents who had been in their role for less than a year 50 percent reported they 'don't feel confident enough to do the role'. In contrast, no respondent (0 percent) who had been in the role for 5+ years identified this statement as part of their experience as focal point. Focal points who have carried out the role for one to two years had the highest levels of support and training needs (38 percent of focal points who had worked for one to two years).

52. In terms of the support received, less than half of the respondents (41 percent) considered the support they had received thus far as 'adequate'. Meanwhile, 24 percent of respondents (n=43) stated they had received no support whatsoever when asked about overall support. However, when looking at specific types of support, these answers did not always reflect the claim that no support was received. For example, out of 43 people who claimed no support was received, when asked about 'training from WFP in person', more than half of these respondents (n=23) claimed that this type of support was adequate. For 'written

tools or manuals guidance from WFP', 10 out of the 43 respondents claimed that this support was also adequate. Thus, the claim that no support is received needs to be caveated with this further breakdown of types of support.

53. Analysis of data by the type of support received showed that respondents are more satisfied with 'online training from WFP' (75 percent perceiving this type of support as 'adequate') and 'written tools or manuals guidance from WFP' (62 percent). Respondents also appreciated the networking opportunities with colleagues in country office, regional bureau, and headquarters and value face-to-face training as complementary to online training. However, some senior-level officials considered the WFP online training course to be inadequate:

"The WFP online course for PSEA focal points was only available after 2 years I got the role. No other training was provided during that time." (Focal point survey respondent).

54. Training and other written guidance from outside of WFP (for example, inter-agency PSEA networks) was less valued by focal point respondents, with only about 25 percent of respondents considering these 'adequate'.

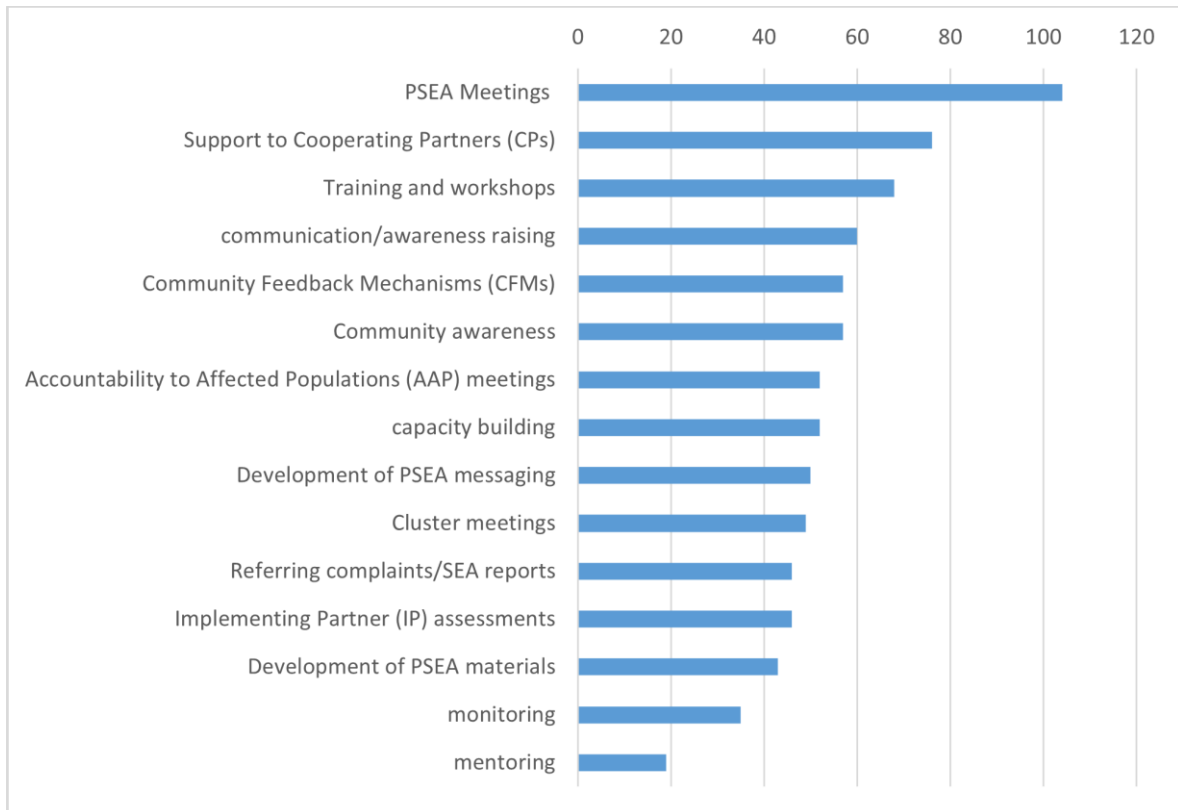
55. The main suggestions on how WFP could better support PSEA focal points include, but are not limited to: increasing the regularity of training and capacity building activities, increasing the in-person training alongside clearer guidance and terms of references; ensuring formal training for both main and alternate focal points to ensure plans of action and knowledge consistency; mentoring support alongside sharing general information on PSEA across the different levels of WFP action; further financing and resource allocation for PSEA across WFP; giving psycho-social support for PSEA focal points; promoting and creating forums for experience exchange and learning sharing between PSEA focal points and country offices; establishing a PSEA focal point as a position in each field office so there is a specific person for PSEA at all time; bringing local and international context to the understanding of PSEA; increasing the availability of tools to promote collaboration among partners; nominating higher level PSEA focal points at the field offices mixed with national staff for accountability; and raising beneficiaries awareness round PSEA.

Inter-agency activities

56. While 63 percent of the respondents said they had been involved in inter-agency PSEA activities and initiatives, among the different profiles of respondents, those working in 'programmes' (17%) and 'gender/ protection/AAP' (16 percent) appear to be the predominant roles involved in inter-agency activities.

57. The types of inter-agency activities focal points are involved in do not vary significantly across location, level of seniority or job type. Across all respondents, PSEA inter-agency meetings are the most common type of focal point involvement in inter-agency activities. For a further breakdown of types of activities carried out by focal points under inter-agency involvement, see Figure 5 below.

Figure 5: Distribution of responses on the type of focal point involvement in inter-agency activities (n=147)



Source: Itad evaluation team analysis of respondent data

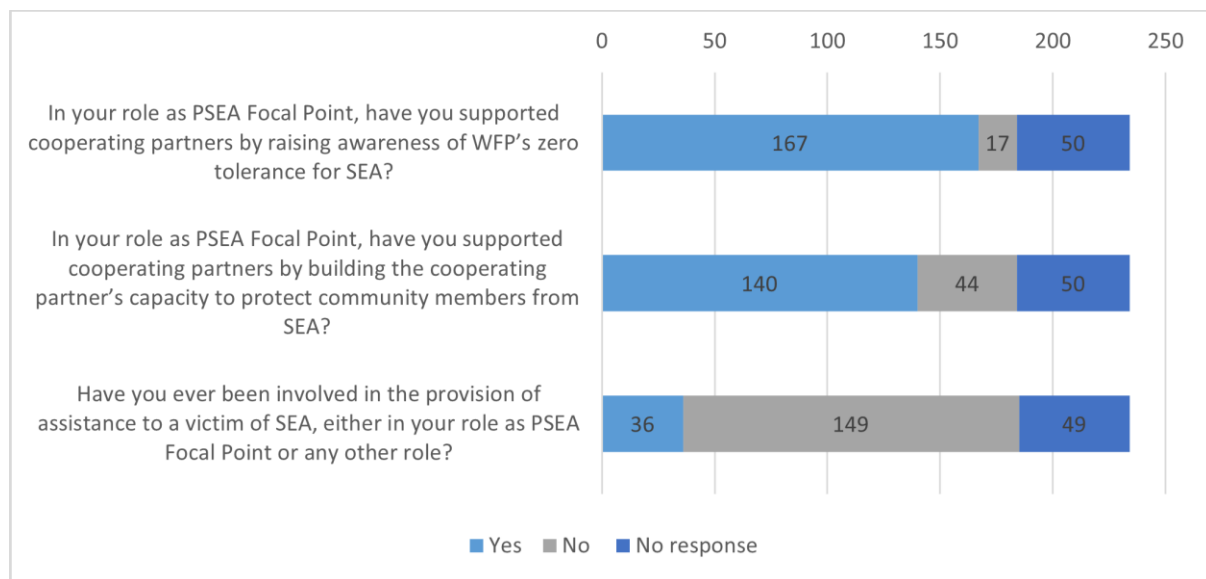
58. The survey also included a question asking focal points whether they were aware of any financial contributions WFP had made to inter-agency PSEA activity during their time as focal points. Only 49 percent of participants (n=115) responded to this question. Out of these, 115 respondents, 39 focal points were aware of financial contributions to inter-agency activity made by WFP, which equals 17 percent of total survey respondents. The other 76 respondents who answered this question either did not know or said they were not aware of any financial contributions (32 percent of total survey respondents).

Support to cooperating partners (CPs) and victim assistance

59. In terms of support that focal points provide to cooperating partnerers, 71 percent (n=167) of respondents stated that they had done so in the form of raising awareness of the WFP zero tolerance for sexual exploitation and abuse. A slightly lower number of respondents (60 percent; n=140) reported providing support to cooperating partners through building their capacity to protect community members from sexual exploitation and abuse.

60. Regarding the provision of victim assistance, only 16 percent (n=36) of focal points responded they had provided assistance at some point in the past. For a more detailed breakdown of these three questions, see Figure 6 below.

Figure 6: Focal Point responses on support provided to cooperating partners and victim assistance (n=234)



Source: Itad evaluation team analysis of respondent data

61. Among those who had provided assistance, 15 percent said they provided access to 'United Nations gender-based violence (GBV) services'. Another 15 percent had provided access to 'non-governmental organization (NGO)/civil society organization (CSO) gender-based violence (GBV) services', 12 percent said that they provided 'other WFP services' and 11 percent said they provided 'gender-based violence (GBV) services of WFP'. While provision of support was focused on referring victims to services, none of the focal points mentioned providing support in the form of accompaniment to the victims or follow-up on cases.

62. Regarding the most common referral mechanism used to receive the complaint, 36 respondents provided answers to this question (corresponding to the 16 percent of overall focal point survey respondents who reported having provided any type of victim assistance). Among these 36 respondents, 36 percent reported referrals were received through a WFP complaints mechanism, 19 percent said they received the complaint through another WFP staff member, 17 percent through an inter-agency mechanism and 14 percent through a cooperating partner or another channel.

PSEA reporting - community feedback mechanisms

63. Survey responses demonstrated the wide range of how developed community feedback mechanisms are in country offices - some community feedback mechanism systems have been embedded in the country office for many years, while others are still in the design phase or early implementation stages.

64. Focal points were split when asked about the levels of accessibility of the community feedback mechanism systems to WFP beneficiaries for reporting of all kinds. Out of 182 respondents who answered this question, 40 percent (n=73) reported that they find community feedback mechanisms accessible, while 48 percent (n=87) reported finding community feedback mechanisms 'somewhat accessible'. Only 12 percent of respondents (n=22) stated they did not feel that community feedback mechanisms are accessible to WFP beneficiaries for reporting.

65. The accessibility of these systems is affected by several factors: lack of awareness from communities; accessibility disparities due to context and geography (rural vs urban access); and the need for further staff training in community feedback mechanisms. Women and people with disabilities are more likely to face barriers in accessing the community feedback mechanism systems, rooted in stigmatization

and lack of empowerment. Another challenge brought up by respondents is the willingness of community members to report sexual exploitation and abuse issues due to fear of reprisals, not believing in its efficiency, or not recognizing the importance of reporting sexual exploitation and abuse.

66. There is a general understanding among focal point respondents that the community feedback mechanism systems are anonymous and confidential. Nevertheless, respondents also reported challenges around levels of safety of community feedback mechanisms, which can be grouped into two main concerns:

- These systems may be perceived by WFP as safe for the respondents **but may not be seen as safe by beneficiaries**. Gaps in the reporting channels may affect the safety perceptions of the communities, including lack of confidential channels (such as the suggestion boxes placed in public spaces), lack of follow-up mechanisms and lack of awareness among the community.
- Safety and trust can be further negatively affected as **community-based actors or leaders managing the reporting channels may be perceived as the potential perpetrators**, which can jeopardize how effective and discreet the follow-up may be.

67. There is a distinction between country office focal points at the senior level or in the capital city who see community feedback mechanisms as safe and those more junior or at the field level who reported lower perceptions of safety regarding the community feedback mechanisms.

68. Regarding the reporting of PSEA issues through community feedback mechanisms, 44 percent of respondents stated that this occurs less than once a year. Building on this, the survey also asked about the appropriateness of community feedback mechanisms for reporting instances of sexual exploitation and abuse.

69. Of the three assessment levels (accessibility, safety, appropriateness), appropriateness is the topic with the highest negative perceptions. Some respondents mention that while the phone lines (“hotlines” or “green lines”) may work, other community feedback mechanisms, for example the community feedback boxes, may present challenges involving safeguarding and referral limitations. The frequency with which the feedback given through the boxes is assessed may constitute a problem when it comes to sexual exploitation and abuse reporting.

70. Context nuances are also another factor that may limit the appropriateness of the community feedback mechanisms due to political factors such as: lack of rule of law; security reasons in conflict zones; discrimination and stigmatization resulting from social rules; and access disparities when it comes to rural versus urban areas. While only about 16 percent of respondents deemed community feedback mechanisms as entirely inappropriate for receiving sexual exploitation and abuse complaints, a wider number of survey respondents feel the systems should be refined and improved alongside community awareness and capacity building of partners and community feedback mechanism personnel on sexual exploitation and abuse.

Annex 10. Key Informant Interviews

71. At the inception phase, the team interviewed relevant stakeholders both remotely and during the field mission. The evaluation team travelled to Uganda for the inception mission from 20 until 25 February 2023. At data collection, the evaluation team travelled to six countries for the fieldwork from July to October 2023 and conducted interviews with the national consultants. Further detail on the country reviews can be found in annex 6 Country Illustrations and annex 7 Fieldwork Agenda. Beneficiaries have been listened to through field interviews and focus group discussions.

Table 4 Inception phase – overview key informant interviews

Organization	F	M
Office of the Resident Coordinator	1	
UNHCR		1
UNICEF		1
WFP country offices	16	12
WFP headquarters	12	10
Grand total	29	24

Table 5. Data collection phase – overview key informant interviews

Organization	F	M	Overall
ADRA		1	1
Alcaldia Ibarra	2		2
ASAM	2		2
Asociacion de pequeños productores Ibarra	1		1
Australian High Commission		1	1
CIDA	1		1
Cooperating partners (national)		2	4
District Service of Planning and Infrastructure			1
ECHO	4		4
Employment Agency Ankara			1
Gaziantep Chamber of Industry		1	1
HIAS	2		2
IASC Secretariat		1	1
Independent prosecutor	1		1
Independent vendor	1		1
INGD	2	2	4
IOM	2		2
IRC			1
IYD - International Humanitarian Relief Association		1	1
Local government of Imambura		1	1
MERF			1
Ministry of Economic and Social Inclusion Ecuador	1		1

Municipal government of Montufar	1		1
OCHA	1		1
Plan International	2	1	3
Prefecture of Carchi	1		1
Presidency of Migration Management		1	1
Save the Children		1	1
Sahinbey Municipality of Gaziantep	4	2	6
Shafak	1		1
Supermercados La Favorita	1		1
Support to Life		1	1
Takaful Al Sham (TAS)	1		1
The CALP Network	1		1
UN Area Coordination Office	1	1	2
UN RCO	1		1
UN Women	1		1
UNFPA	2		3
UNHCR	4	4	9
UNICEF	5	1	8
USAID	1	1	2
WFP	135	64	216
FGD. Beneficiaries Albergue Ibarra			x
FGD. HIAS Quito			x
FGD Tulcan			x
FGD PEMBA livelihood project participants	x		
FGD Metuge Nutrition FP and Programme			x
FGD Nutrition Program's Mobile Brigade CP staff			x
FGD Metuge participants in WFP livelihoods	x		
FGD PSEA network			x
FGD Malakariri - older men		x	
FGD Malakariri - younger men		x	
Grand total	182	87	296

Annex 11. Timeline of Sector-Wide and WFP PSEA Commitments

Year	United Nations/Sector-wide	WFP
2002	Adoption by IASC of the Six Core Principles Relating to Sexual Exploitation and Abuse (revised in 2019)	
2003	Release of the Secretary-General's bulletin on "Special measures for protection from sexual exploitation and sexual abuse" (ST/SGB/2003/13), incorporating the 2002 Six Core Principles Relating to Sexual Exploitation and Abuse	
		WFP ED circular ²² on PSEA was issued to communicate the SGB intent and obligations as well as the Core Principles
2005		Second ED circular was issued in 2005 which established that the ED held CDs responsible for implementation of a range of PSEA measures
2006	2006 DEC Issuance of the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by United Nations and Non-United Nations Personnel	
2007	Adoption by the General Assembly of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (A/RES/62/214)	
2008	The Statement of Commitment on Eliminating Sexual Exploitation and Abuse, by UN and Non-UN Personnel	
2010	Publication of the first IASC Global Review of Protection from Sexual Exploitation and Abuse by United Nations, NGO, IOM and IFRC Personnel following endorsement by IASC Principals	
	Establishment of the IASC Championship on Protection from Sexual Exploitation and Abuse	WFP participated in the 2010 IASC Review and was one of 14 United Nations and

		partner organizations that participated in a benchmarking exercise
2011	Establishment of the IASC Task Force on Protection from Sexual Exploitation and Abuse ¹³	
2012	IASC Minimum Operating Standards on PSEA (MOS-PSEA) issued, based on (i) the 2008 Statement of Commitment, (ii) the 2010 Review and (iii) the 2002 Core Commitments	
2013	Publication of the Core Humanitarian Standard on Quality and Accountability by CHS Alliance, Group URD and the Sphere Project, containing standards on protection from sexual exploitation and abuse and sexual harassment	2013 ED circular issued which stresses the importance of all WFP staff fulfilling their PSEA obligations, reflects the language in the 2012 MOS-PSEA, repeats and has more detail about the responsibility of all WFP managers at all levels; strong emphasis on duty of care for communities and beneficiaries
2014	Creation by United Nations Secretary-General of the Trust Fund in Support of Victims of Sexual Exploitation and Abuse	WFP Code of Conduct issued through ED circular OED2014/016, including commitment not to commit acts of SEA and to report SEA
2016	Endorsement by the IASC Principals of a full-time, independent inter-agency PSEA network coordinator role ¹⁴	
	Appointment by the United Nations Secretary-General of a special coordinator on improving the United Nations response to sexual exploitation and abuse	
	Endorsement by the IASC Principals of the Inter-Agency Community-Based Complaints Mechanisms (CBCMs) Best Practice Guide (work on CBCMs began in 2013)	
	United Nations Secretary-General establishes Task Force on the United Nations response to sexual exploitation and abuse	
	Issuance of a report by the United Nations Secretary-General on "special measures for	

¹³ The task force merged with the IASC Task Team on Accountability to Affected Populations (AAP) to become the AAP/PSEA Task Team in 2014, and was later integrated into IASC Results Group 2 on Accountability and Inclusion. In 2022 (following the 2021 IASC External Review on PSEAH), PSEA was made the responsibility of the IASC Deputies Group.

¹⁴ Status, basic rights and duties of United Nations staff members (ST/SBG/2016/9).

	protection from sexual exploitation and abuse” (report subsequently becomes annual) ¹⁵	
2017	Endorsement by the IASC Principals of standard terms of reference for humanitarian country teams ¹⁶	
	Appointment of the first victims’ rights advocate	
	Establishment by the United Nations System Chief Executives Board for Coordination (CEB) of the CEB Task Force on addressing sexual harassment within the organizations of the United Nations system	
	Issuance by the IASC Principals of a statement on the IASC commitments on accountability to affected people and protection from sexual exploitation and abuse	
		ED circular on Protection From Harassment, Sexual Harassment, Abuse Of Authority, And Discrimination issued
	Secretary-General’s bulletin: Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigation ¹⁷	
2018	Establishment of the Office of the Victims’ Rights Advocate (OVRA)	
	United Nations adopts Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners	
	Inclusion of Sexual Harassment in the IASC Championship – from hereon IASC Championship on Protection from Sexual Exploitation and Abuse and Sexual Harassment	
	Publication of the IASC paper Preventing Transgressors Moving through the Humanitarian System (Revision 1)	Ethics Office took on the administration of the PSEA focal point network as part of its role as organizational focal point for PSEA

¹⁵ Special measures for protection from sexual exploitation and abuse: a new approach Report of the Secretary-General (A/71/818).

¹⁶ These TOR make PSEA a mandatory responsibility that requires a collective mechanism and approach.

¹⁷Secretary-General’s bulletin Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigation (ST/SGB/2017/2).

	Establishment of a PSEA inter-agency working group to facilitate resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse and other responses	
	Endorsement by IASC Principals of the IASC Champion on Sexual Exploitation, Abuse and Harassment Strategy	
	Launch of the United Nations ClearCheck online database	
	Issuance of revised IASC Commitments on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse, 2017 (including Guidance Note and Resource List)	
	UK Government Safeguarding Summit: Putting people first: tackling sexual exploitation, sexual abuse, and sexual harassment in the aid sector	
	Launch of the Inter-Agency Misconduct Disclosure Scheme	
	Establishment of OCHA investigations fund	
		WFP establishes PSEA advisory position(s) in the Ethics Office
2019	Endorsement by IASC Principals of the Summary of IASC Good Practices Preventing Sexual Exploitation and Abuse and Sexual Harassment and Abuse of Aid Workers	
	Global Implementation by IASC of the PSEA in Humanitarian Response Global Dashboard	
	Adoption of Recommendation of the Organisation for Economic Co-operation and Development's Development Assistance Committee on Ending Sexual Exploitation, Abuse and Harassment in Development Co-operation and Humanitarian Assistance: Key Pillars of Prevention and Response (OECD/LEGAL/5020)	
	Generic terms of reference for In-Country PSEA Coordinator for use by Humanitarian Coordinators and humanitarian country teams issued	

	Update of the IASC Six Core Principles Relating to Sexual Exploitation and Abuse	
	Issuance of the United Nations Secretary-General's special bulletin on "Addressing discrimination, harassment, including sexual harassment, and abuse of authority"	
	Endorsement by the United Nations High-Level Steering Group on Sexual Exploitation and Abuse of the United Nations Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse	WFP developed and launched an online training tailored to PSEA focal points
	Development by the IASC and others of the Interim Technical Note on Protection from Sexual Exploitation and Abuse (PSEA) during COVID-19 Response (checklist for the interim guidance note released in June 2020)	WFP partnered with International Organization for Migration (IOM) to launch IASC-branded learning package on SEA and SH for CPs
	New Humanitarian article re allegations of SEA by WHO workers in the Democratic Republic of the Congo (DRC)	WFP Executive Board approves the WFP protection and accountability policy which includes a statement on SEA
2020	Launch of United Nations Implementing Partner PSEA Capacity Assessment (endorsed by IASC Operational Policy and Advocacy Group)	WFP, together with UNFPA, UNICEF and UNHCR, led on the development and launch of the IP PSEA Capacity Assessment Tool
	Publication by CHS Alliance of an updated CHS PSEAH Index	
	Issuance of IASC guidance note on the Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse	
	Issuance by IASC of PSEA Accountabilities - United Nations Leadership Resident Coordinator/Humanitarian Coordinator Infographic (related to 2021 country-level action plans)	WFP's Ethics Office develops strategy for PSEA35 which outlines the vision for WFP's PSEA and lists five objectives to deliver on this vision
	Issuance by IASC of a country-level checklist on the minimum actions required for PSEA	
2021	Publication of a report by the Independent Commission on allegations of sexual exploitation and abuse during the response to the 10th Ebola outbreak in the DRC	

	MOPAN 3.1 Methodology endorsed which includes indicators on SEAH for the first time	
	IASC External Review on PSEAH endorsed by IASC Principals	
	IASC Vision and Strategy 2022-2026 endorsed by Principals and workplan agreed	
	Policy on Integrating a Human Rights-Based Approach to United Nations efforts to Prevent and Respond to Sexual Exploitation and Abuse	
	Internal oversight: proposed programme budget for 2021. Report of the Independent Audit Advisory Committee ¹⁸	
2022		WFP Strategic Plan (2022-2025) recognizes SEA as a serious form of GBV committed by WFP employees or partners against those served
		The updated WFP corporate results framework establishes indicators related to PSEA for the first time
	IASC Principals' statement on Definition & Principles of a Victim/Survivor-Centred Approach	
2023	Secretary-General's bulletin Staff Regulations and Staff Rules, including provisional Staff Rules, of the United Nations ¹⁹ ST/SGB/2023/1. Contains amendment on child marriage.	<p>New ED circular:</p> <ul style="list-style-type: none"> • Updated roles and responsibilities for WFP employees and stakeholders; • clarified WFP obligations toward cooperating partners, vendors, etc.; • provided provisions regarding assistance and support for victims

¹⁸ Internal oversight: proposed programme budget for the biennium 2021: Report of the Independent Audit Advisory Committee (A/75/87).

¹⁹ [Staff Regulations and Staff Rules, including provisional Staff Rules, of the United Nations | Policy Portal.](#)

Annex 12. EQ1: WFP Referenced Policies, Strategies and Evaluations

72. Annex 12 contains examples of current WFP policies reviewed by the evaluation team to understand how commitments to PSEA have been explained and the guidance that has been presented. The policies outlined below²⁰ are the 32 policies that relate to WFP's strategic plan.²¹ The findings are detailed in the main body of report under EQ1b. Please see below a breakdown of some of the reviewed policies, strategies and evaluations.

Year	WFP Policy	Reference to PSEA
2000	Participatory Approaches	Does not reference PSEA, SEA, exploitation or sexual abuse.
2002	Urban Food Insecurity: Strategies for WFP: Food Assistance to Urban Areas	Does not reference PSEA, SEA, exploitation or sexual abuse.
2003	Food Aid and Livelihoods in Emergencies: Strategies for WFP	Does not reference PSEA, SEA, or exploitation. References women at risk of sexual abuse or prostitution to protect their families' lives and livelihoods in emergencies in one instance.
2004	Humanitarian Principles	In relation to the Standards of Accountability and Professionalism it highlights WFP will maintain the highest standards of professionalism and integrity to ensure its programmes are carried out efficiently, effectively, ethically and safely in adherence to the Standard Code of Conduct for the International Civil Service and the Secretary-General's bulletin on Sexual Abuse and Exploitation in Humanitarian Crises and Other Operations.
	Emergency Needs Assessments	Does not reference PSEA, SEA, exploitation or sexual abuse.
2005	Definition of Emergencies	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Exiting Emergencies: Programme Options for Transition from Emergency Response	Does not reference PSEA, SEA, exploitation or sexual abuse.
2006	The Role and Application of Economic Analysis in WFP	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Note on Humanitarian Access and its Implications for WFP	Does not reference PSEA, SEA, exploitation or sexual abuse. References women and children at risk of harm that can be caused by a lack of access, including threats of sexual and gender-based violence.
	Targeting in Emergencies	Does not reference PSEA, SEA, exploitation or sexual abuse. References the Gender Policy 2003-2007 in relation to WFP policy statements related to targeting in emergencies.
2009	WFP Policy on Capacity Development: An Update on Implementation	Does not reference PSEA, SEA, exploitation or sexual abuse.

²⁰ Other WFP policies that also name or reference PSEA in a non-standardized manner include the aviation policy.

²¹ WFP. 2022. Executive Board. Compendium of policies relating to the strategic plan (WFP/EB.1/2022/4-D). [Compendium of policies relating to the strategic plan \(wfp.org\)](https://www.wfp.org/publications/compendium-of-policies-relating-to-the-strategic-plan).

2010	WFP HIV and AIDS Policy	Does not reference PSEA, SEA, exploitation or sexual abuse. The 2023 update on the WFP response to HIV and AIDS also does not mention the previous terms.
2011	WFP Policy on Disaster Risk Reduction and Management: Building Food Security and Resilience	Does not reference PSEA, SEA, exploitation or sexual abuse.
2012	Social Protection and Safety Nets	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Humanitarian Protection Policy	References PSEA multiple times. Was superseded in 2020 by the WFP Protection and Accountability Policy.
2013	WFP'S Role in Peacebuilding in Transition Settings	Does not reference PSEA, SEA, exploitation or sexual abuse.
	School Feeding Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
2015	Policy on Building Resilience for Food Security and Nutrition	Does not reference PSEA, SEA, exploitation or sexual abuse. Makes some references to the Gender Policy.
2016	Country strategic plans	Do not reference PSEA, SEA, exploitation or sexual abuse.
2017	Climate Change Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Emergency Preparedness Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Nutrition Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Environment	It references the Sexual Exploitation and Abuse of Authority Policy.
2018	Oversight	References the changes made to governance and oversight since 2011, including: updating the policy on protection from harassment, sexual harassment, abuse of authority and discrimination and instituting special measures for protection from sexual exploitation and abuse.
	Enterprise Risk Management Policy	Within risk escalation and reporting it references that "Joint Management/Executive Board working groups are also established as needed to address critical matters, including conduct issues such as sexual exploitation and harassment, and abuse of power."
2019	Local and Regional Food Procurement Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
2020	WFP Protection and Accountability Policy	Includes and refers to sexual exploitation and abuse within its WFP cross-departmental policy coherence section. This policy supersedes WFP's Humanitarian Protection Policy (2012).
2021	WFP Workforce Management: People Policy	The People Policy refers to sexual exploitation and abuse in various mentions within its commitments and zero tolerance towards SEA. It also includes the abbreviation PSEA.
	Revised Fraud and Corruption Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
2022	The WFP Gender Policy	The 2022 WFP Gender Policy explains that PSEA is a form of GBV and that WFP has a zero tolerance to SEA. It explains that the Gender Policy is in alignment with corporate documents which "lay out accountabilities for the safeguarding of beneficiaries and

		employees as essential to meeting the duty of care while promoting gender parity and safe and inclusive workplaces.” ¹¹ The gender policy states the importance of meaningful consultations with affected people (particularly women and girls) in prevention of GBV/PSEA and the importance of understanding the structural and contextual drivers of GBV and PSEA. In referencing PSEA when discussing GBV, the policy communicates that it is necessary to consider the roleFP in contributing to such structural and contextual drivers; however, this could be stated more clearly.
	The WFP Evaluation Policy	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Inter-agency PSEA IP Protocol Resource Package for Partners	Module on ‘Working with UN System: Key Information for UN Implementing Partners on Completing the PSEA Capacity Assessment’
	‘Together we say NO’ campaign materials	Campaign materials that raise awareness on PSEA to multiple key stakeholders – inc. cleaners, drivers, mobile money agents and several more –while catering for 30 languages
2023	Cash Policy	Refers to 2003 Secretary General’s bulletin: Special measures for protection from sexual exploitation and sexual abuse and states that WFP takes measure to protect people from SEA across its cash operations and the WFP cash assurance framework.
	South-South and Triangular Cooperation	Does not reference PSEA, SEA, exploitation or sexual abuse.
	Aviation Policy	Refers to upholding a zero tolerance policy in relation to SEA as part of the continued efforts of all humanitarian, development and peacekeeping missions of the United Nations and non-governmental organizations. Reference to Six Core Principles Relating to SEA and adherence to principles of the UN Charter

In addition the 2018 emergency preparedness policy, Strengthening WFP emergency preparedness for effective response, does not reference PSEA or indicate how WFP should address PSEA preparedness.

Year	WFP strategy	Reference to PSEA
2020-2030	School Feeding Strategy	The WFP School Feeding Strategy does not reference SEA or PSEA, ¹⁰ although under 'Workstream 4' it is noted that "A robust conflict/context analysis needs to underpin WFP programs to ensure that assistance is conflict-sensitive and does not result in protection risks for children".
2023	Urban Strategy	The WFP Urban Strategy, achieving zero hunger in an urbanizing world, provides space to consider how ensuring PSEA – alongside other cross-cutting issues – may meet additional challenges in the urban context. The strategy commits that WFP will use context analysis to assess and analyze risks related to PSEA, will put in place appropriate prevention, response and mitigation strategies, and will capacitate and raise awareness on PSEA-related issues with both cooperating partners and non-traditional partners. This appears to be the most substantive reference to the operationalization of PSEA commitments in a relevant strategy to date.
	Conflict Sensitivity Mainstreaming Strategy	The October WFP Conflict Sensitivity (CS) Mainstreaming Strategy ²² references PSEA once. This is while explaining that PSEA is one of a list of risks and cross-cutting issues for which the new Integrated Cross-Cutting Context Analysis and Risk Assessment (I-CARA) corporate tool kit can be used to screen and prompt country offices to undertake additional analysis. The intention is to reinforce primary data collection from affected communities and to add value to the existing food security and vulnerability assessments to address identified risks including those risks already known and understood in targeting. Case study work will be undertaken to inform targeting practice, but there is no additional information on how PSEA practice will be incorporated. The approach is said to be rooted in the UNHCR-WFP Hub's Joint Analytical Framework, ¹³ for which the baseline work is a study in South Sudan. ¹⁴ The South Sudan study does not reference PSEA, despite South Sudan being considered a 'high-risk' context for PSEA.

There has been no consistent approach to ensuring that PSEA is systematically included in evaluations at both global and country levels. Terms of reference issued in September and October 2023 for CSP evaluations in Ukraine and the Democratic Republic of the Congo (both high-risk contexts for SEA) do not reference PSEA.

²² WFP. 2023. Conflict Sensitivity Mainstreaming Strategy

Year	WFP Evaluation	Reference to PSEA
2018	Evaluation of the WFP Protection Policy	The evaluation found that there was a 'broad alignment' of the protection policy and the WFP approach to PSEA.
2023	Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition	The evaluation had no mention of PSEA/SEA/protection although it did include a gender analysis.

Annex 13. OECD-DAC Criteria and Linkages to the Evaluation Questions

73. The table below sets out the linkages of the evaluation questions to the OECD-DAC criteria, including the evaluation team’s interpretation of the criteria.

Criteria	OECD-DAC	Adaptation for the SE PSEA	Alignment of EQs
Relevance	The extent to which the intervention objectives and design respond to beneficiaries, global, country and partner/institution needs, policies and priorities, and the extent to which they continue to do so if circumstances change.	Alignment of WFP normative framework for PSEA responds to international standards and to WFP and stakeholder needs, policies and priorities, is designed to respond to specific beneficiary needs in different contexts and is adapted to meet new needs emerging.	EQ1/EQ5
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.	WFP fulfilled its role in PSEA to the best of its capacities, adhering to humanitarian principles and working in coordination with relevant partners at country, regional and global levels.	EQ3
Effectiveness	The extent to which the intervention achieved or is expected to achieve its objectives and its results, including any differential results across groups.	Progress made toward implementing WFP PSEA commitments.	EQ4
Efficiency	The extent to which the intervention delivers or is likely to deliver results in an economic and timely way.	WFP delivers PSEA making best use of mechanisms, structures, guidance, manuals, tools and resources (financial, human, learning and knowledge).	EQ2

Impact	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended higher-level effects.	The WFP response contributed to higher-level or longer-term changes for beneficiaries, both at country/regional level and/or across the organization.	Not explicitly addressed in the evaluation
Sustainability	The extent to which the net benefits of the intervention continue or are likely to continue.	The extent to which relevant aspects of WFP PSEA are planned and delivered with a view to ensuring improvements, adaptation and continuation in the future. Note: an exit strategy is not applicable for PSEA; this will continue to be an organizational obligation.	EQ5
Integrating gender, disability, protection and accountability			All EQs

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Annex 14. Status of CRF PSEA-Related Indicators

CRF INDICATORS (2018-2021) ²³	2022 value	2022 number of countries reporting
C.1.1 - Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	Not reported	74
C.1.2 - Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	Not reported	63
C.1.3 - Proportion of assisted people who do not experience safety problems traveling to, traveling from and/or at WFP programme site	Not reported	Not reported
C.2.1 - Proportion of targeted people accessing assistance without protection challenges	Not reported	Not reported
C.2.2 - Proportion of targeted people receiving assistance without safety challenges (new)	Not reported	72
C.2.3 - Proportion of targeted people who report that WFP programmes are dignified (new)	Not reported	66
C.2.4 - Proportion of targeted people having unhindered access to WFP programmes (new)	Not reported	60
CRF INDICATORS (2022-2025) ²⁴		
CC.1.1 - Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes	New Indicator	
CC.1.2 - Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance	New Indicator	

²³ [Master - 2022-2025 Indicator Compendium - Aug 2022.pdf](#).

1. ²⁴The three newly introduced CRF indicators for 2022–2025 (numbers 2, 3 and 4 outlined in the main body of the report) align with the set of 18 IASC PSEA Core Indicators: *IASC. PSEA CORE Indicators. Guidance Note*. These have been introduced for Inter-Agency PSEA networks to report against and are an important tool in monitoring overall humanitarian system progress in PSEA.:

CC.1.3 - Percentage of beneficiaries who report being treated with respect as a result of their engagement in programs	New Indicator	
CC.1.4 - Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services	New Indicator	
CC.1.5 Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) entity accountability framework standards concerning accessibility (QCPR)	New Indicator	
CC.2.1 - Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA	New Indicator	
CC.2.2 Country office meets or exceeds UNDIS standards on consulting organizations of persons with disabilities (QCPR)	New Indicator	
CC.2.3 - Country office has a functioning community feedback mechanism	73%	73
CC.2.4 - Percentage of country offices that have a community engagement (CE) action plan	New Indicator	
CC.2.5 - Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations	New Indicator	
b.NGO.3 - Percentage of WFP CPs registered in the United Nations Partner Portal which have been assessed using the United Nations Implementing Partner PSEA Capacity Assessment	New Indicator	
KPI INDICATORS		
a.ETO.1 - Percentage of country offices that have implemented corporate SEA prevention and outreach tools aimed at employees, CPs and frontline workers	New Indicator	
a.ETO.2 - Percentage of country offices with designated PSEA focal points who have successfully completed the ETO PSEA WeLearn Course for Focal Points on prevention and response to sexual exploitation and abuse	New Indicator	
e.LEA.6 - Percentage of employees completing mandatory training on both "Prevention of Fraud, Corruption and SEA at WFP (PSEA)" and "Preventing and responding to abusive conduct at WFP"	91%	Unknown
e.HRM.1 - Percentage of offices that have implemented corporate prevention of abusive conduct (harassment, sexual harassment, abuse of authority and discrimination) and outreach tools aimed at employees	New Indicator	

Annex 15. Ethics Office Human Resources²⁵

2018 (from March 2018, when WFP ETO was appointed organizational focal point for PSEA)

- P4 level consultant
- Junior Consultant (50 percent of the consultant's time dedicated to PSEA)
- A minimum percentage of the time of the ETO Director (D1 level)

2019

- P4 level consultant
- When Actually Employed Level II consultant (January–May 2019)
- Level I consultant (50 percent of the consultant's time dedicated to PSEA)
- A minimum percentage of the time of the ETO Director (D1 level)

2020

- P4
- P3 short-term professional (50 percent of the time dedicated to PSEA)
- Level II consultant (September–December 2020)
- A minimum percentage of the time of the ETO Director (D1 level)

2021

- P4
- P3 short-term professional (50 percent of the time dedicated to PSEA)
- Level II consultant (January–September 2021)
- When Actually Employed Level II consultant (March–October 2021; from December 2021 this position became a Level II consultancy)
- A minimum percentage of the time of the ETO Director (D1 level)

2022

- P4
- P3 short-term professional (50 percent of the time dedicated to PSEA)
- Level II consultant
- Level I consultant dedicated to PSEA and partnerships (March–November 2022; from November 2022, the position became a level II consultancy)
- Level II consultant (May–December 2022)

2023

- P4
- P3 short-term professional (50 percent of the time dedicated to PSEA)
- Level II consultant dedicated to PSEA and partnerships
- Level I consultant dedicated to PSEA and partnerships (from May 2023)
- Level II consultant (January–September 2023); this position has been converted to a P3 fixed term and is currently under recruitment

²⁵ Summary as of 30th Sept 2023.

- Level II consultant
- A minimum percentage of the time of the ETO Director (D1 level)

As of February 2024, the Ethics Office is operating with less human resources as two consultants left the Ethics Office: One is the consultancy position that will be converted into a P3 position, the other is the Level II consultant dedicated to PSEA and partnerships.

Annex 16: CSPs Referencing PSEA

Country	Board date approval	Explicit reference to PSEA	Text in reference to PSEA
Afghanistan	Jun-18	No	None
Armenia	May-19	No	None
Bangladesh	Nov-23	No	None
Benin	Nov-23	Yes	To address risks of sexual exploitation and abuse, WFP will provide training to employees and partners, sensitize beneficiaries to this issue and strengthen internal reporting procedures.
Bhutan	Feb-19	No	None
Bolivia	Nov-22	Yes	None
Burkina Faso	Feb-18	No	None
Burundi	Feb-24	Yes	Extensive evaluation work is planned under this CSP, including a mid-term review and a CSP evaluation; two decentralized evaluations under activity 4; a mid-term review specific to donor reporting requirements, an impact evaluation (ongoing) and a research study for activity 5; and a mid-term review of activity 7. Studies and reviews will help to generate evidence to improve programme delivery, such as value-for-money studies and a developmental evaluation for the fortification programme. Assessments on gender, protection and the prevention of sexual exploitation and abuse will be conducted to better understand the operating environment and ensure that programmes address specific needs.
Cambodia	Nov-23	Yes	WFP is committed to protection in all aspects of its operations and implementation. In line with its policy of zero tolerance for sexual exploitation and abuse, WFP will strive to strengthen internal reporting and referral procedures, training and sensitization for its own and partners' staff. It will also contribute to inter-agency efforts aimed at enhancing accountability and strengthening timely and safe prevention and response mechanisms.
Cameroon	Nov-23	Yes	Drawing on the lessons learned from past challenges concerning the diversion of food assistance and risk of fraud and corruption, such as the manipulation of beneficiary lists, as well as that of sexual exploitation and abuse, the country office will continue to sensitize stakeholders, including staff, cooperating partners, financial service providers and beneficiaries, to measures to prevent fraud and corruption and protect individuals from sexual exploitation and abuse; closely monitor activities and control system transactions through the CFM; and conduct regular training courses in – and information campaigns on – anti-fraud and corruption measures and protection from sexual exploitation and abuse.
Caribbean	Feb-22	No	None
Central African Republic	Feb-23	Yes	The country office will be active in United Nations networks on protection from sexual exploitation and abuse. Awareness training in

			protection from sexual exploitation and abuse, with annual assessments, is mandatory for all staff and cooperating partners. WFP will nominate protection from sexual exploitation and abuse focal points in the country office and with cooperating partners.
China	Jun-22	No	None
Colombia	Feb-21	No	None
Congo	Feb-19	Yes	WFP has zero tolerance for sexual harassment, exploitation or abuse and will work to protect its employees and beneficiaries.
Cote d'Ivoire	Feb-19	Yes	Assistance is designed to meet targeted beneficiaries' immediate food and nutrition requirements and ensure that their rights are understood and respected. It includes measures to prevent gender-based violence and sexual exploitation and abuse. A beneficiary feedback and complaint mechanism will be established as part of WFP commitment to ensuring accountability to crisis-affected populations.
Cuba	Jun-21	No	None
The Democratic Republic of the Congo	Nov-20	Yes	Targeted populations benefit from a comprehensive package of crisis-response services, including a social and behaviour change communication (SBCC) framework for raising awareness on issues such as peacebuilding, protection, protection from sexual exploitation and abuse, nutrition, environmental management measures and conflict mitigation.
Djibouti	Nov-19	Yes	Accountability to affected populations, gender equality and protection are cross-cutting issues. The WFP zero-tolerance approach to sexual exploitation and abuse will be enforced and activities will integrate gender-responsive and nutrition-sensitive social behaviour change communication (SBCC) and environmental and social considerations.
Dominican Republic	Nov-23	Yes	To ensure accountability to affected populations, WFP has a community feedback mechanism that allows fluid communication about the programme and the identification of any adjustments necessary for its improvement; cases requiring protection from sexual exploitation and abuse are treated confidentially.
Ecuador	Nov-22	Yes	WFP will promote the use and strengthening of mechanisms for receiving feedback and complaints from beneficiaries (community feedback mechanisms), including through anti-fraud campaigns, provisions set out in the gender policy and the adoption of a policy of zero tolerance of cases of sexual abuse or exploitation, in accordance with corporate guidelines.
Egypt	Jun-23	Yes	Partners to ensure that they are aware of their obligations related to humanitarian principles, anti-fraud and anti-corruption policies, protection from sexual exploitation and abuse and the use of child labour.
El Salvador	Jun-22	No	None
Eswatini	Nov-19	Yes	End all forms of discrimination against all women and girls everywhere (SDG target 5.1), and eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation (SDG target 5.2).

Ethiopia	Jun-20	Yes	There is zero tolerance for sexual exploitation and abuse committed by and against WFP employees.
Ghana	Nov-23	No	None
Guatemala	Nov-20	No	None
Guinea-bissau	Nov-22	No	None
Haiti	Nov-23	Yes	To address risks of sexual exploitation and abuse within the operational context, WFP will work with key stakeholders to train WFP and partner staff, sensitize affected communities and strengthen internal reporting and referral procedures.
Honduras	Nov-22	Yes	WFP will avoid any negative impacts on beneficiaries, putting into practice its humanitarian protection policy, including protection against sexual exploitation and abuse and the spread of COVID-19. All programmes will protect beneficiary data, reflect targeting strategies that avoid discrimination and include programme sites accessible to people with disabilities. WFP will provide safety and security training to relevant actors and ensure transparency and accountability in its operations.
India	Nov-22	No	None
Indonesia	Nov-20	Yes	WFP will promote a human rights-based approach and will ensure that accountability and protection mechanisms are incorporated into its support for nutrition-sensitive and adaptive social protection, including through the promotion and advocacy of social inclusion and beneficiary data protection for government-administered programmes. WFP will screen activities for their impact on gender relations and support advocacy for the prevention of gender-based violence and sexual exploitation and abuse.
Iran	Feb-23	Yes	WFP has a zero tolerance policy towards sexual exploitation and abuse and will mitigate related risks by contributing to inter-agency efforts to strengthen protection against sexual exploitation and abuse (PSEA) mechanisms and systems.
Iraq	Jun-19	No	None
Jordan	Nov-22	Yes	WFP programmes will be designed with a “do no harm” approach, prioritizing the safety, non-discrimination, inclusive participation, dignity and respect of assisted communities and individuals. Policies, guidelines and protocols regarding protection against sexual exploitation and abuse will be mainstreamed. AAP will be strengthened through improved community consultation processes. WFP will guarantee efficient two-way communication mechanisms through in-house helplines, help desks and social media platforms.
Kenya	Jun-23	Yes	Protection from sexual exploitation and abuse (PSEA) is an integral part of WFP work culture. In Kenya, WFP is part of the inter-agency PSEA network and has PSEA focal points across all its offices, with a key role in identification, documentation and reporting of any PSEA-related issues for further redress through a well-established and functional corporate PSEA reporting and response mechanism. To ensure that programmes are delivered in line with PSEA standards, PSEA focal points, jointly with the gender and protection team, further provide routine support through regular refresher training and sensitization of fellow staff.

Kyrgyz republic	Nov-22	Yes	WFP will promote a human rights-based approach and conduct peace and conflict-sensitivity analyses for asset creation projects in accordance with the “do no harm” principle. Accountability and protection mechanisms are incorporated into WFP support for nutrition-sensitive social protection, including through its advocacy of financial inclusion and beneficiary data protection for government-administered programmes. WFP will screen and train cooperating partners, continue its gender-transformative work and support advocacy on the prevention of gender-based violence and sexual exploitation and abuse.
Laos	Nov-21	No	None
Lebanon	Nov-22	Yes	WFP is an active member of the United Nations country team and the humanitarian country team and co-chairs the food security and agriculture sector with FAO. It also contributes to the livelihoods, protection and education sectors, the basic assistance, gender and social stability working groups and the core group of the prevention of sexual exploitation and abuse network. WFP co-chairs the cash working group with UNHCR, the United Nations Resident Coordinator’s Office and UNICEF.
Lesotho	Jun-19	No	None
Liberia	Jun-19	No	None
Libya	Feb-23	Yes	WFP maintains a zero tolerance policy towards sexual exploitation and abuse and will mitigate the related risks by contributing to inter-agency efforts to strengthen protection from sexual exploitation and abuse mechanisms and systems, training staff and cooperating partners and ensuring that the CFM can efficiently respond to any issues.
Madagascar	Jun-19	Yes	Measures will also be taken to reinforce the policy of zero tolerance for sexual exploitation and abuse; Joint vulnerability assessments, targeting and monitoring undertaken with UNICEF, UN Women and UNFPA will support gender analysis, help identify and address the drivers of social exclusion, ensure that protection standards are respected and support the prevention of sexual exploitation and sexual and gender-based violence.
Malawi	Nov-23	Yes	WFP interventions will involve host communities and pay attention to conflict sensitivity to promote social cohesion and peaceful coexistence between refugee and host communities. Protection concerns will be addressed through the continuous assessment of risks, the training of WFP and partner staff and the sensitization of all partners and beneficiaries regarding the prevention of sexual exploitation and abuse.
Mali	Jun-19	No	None
Morocco	Jun-19	No	None
Mozambique	Jun-22	Yes	WFP will continue to implement beneficiary protection measures to ensure site safety and protection from sexual exploitation and abuse, detect misappropriation of resources, and mitigate other risks that might exacerbate tensions within and between communities. Gender-transformative interventions are mainstreamed throughout the CSP with the aim of mitigating the risks that gender inequalities pose to successful implementation. All partners are assessed according to their operational capacities with regard to gender issues, protection,

			accountability to affected populations and protection from sexual exploitation and abuse, and improvement plans are put in place as required, in addition to the contractual obligations regarding human rights set out in field-level agreements. WFP is committed to integrating gender-based violence and protection from sexual exploitation and abuse awareness across all community engagement initiatives.
Namibia	Jun-17	No	None
Nepal	Nov-23	Yes	WFP will continue to operate a community feedback mechanism as a two-way communication channel through which beneficiaries and community members can contact WFP directly with confidential feedback, complaints or requests for information. The mechanism will also receive reports of sexual exploitation and abuse if they occur, which will be referred as appropriate. The community feedback mechanism includes a toll-free hotline number, helpdesks at distribution points and a reporting mechanism that operates through cooperating partners. It is supported through a corporate tool that allows WFP to track, refer and manage feedback
Nicaragua	Feb-19	Yes	WFP's specific commitment to protection is outlined in its policy on humanitarian protection and other policy frameworks and corporate commitments such as its policies on humanitarian principles, peacebuilding and gender, the Inter-Agency Standing Committee commitments on ensuring accountability to affected populations, and measures for protection from sexual exploitation and abuse. WFP integrates protection into all its operations to enhance programme results and to help avoid potential negative impacts for the women, men, boys and girls assisted by ensuring that food assistance is provided in a safe, dignified and appropriate way, with respect for people's needs, rights and capacities. Programme sites are safe for beneficiaries; adequate facilities are available to protect people's well-being and dignity; activities are organized to minimize travel and waiting time and take into account the safety of beneficiaries when travelling to food distribution points; targeting and assistance modalities pay attention to differences in ability to access programme sites; and programmes do not increase discrimination or stigmatization.
Niger	Nov-19	No	None
Nigeria	Feb-23	No	Referenced in cross-cutting indicators.
Pacific	Jun-23	No	None
Pakistan	Nov-22	Yes	To ensure accountability to affected populations, a CFM is supported through a database tool (called SugarCRM). WFP will seek to enable vulnerable people to use the CFM to inform WFP programme adjustments. The CFM also supports confidential reporting of sexual exploitation and abuse. The country office also engages with formal and informal social networks including the United Nations, protection groups and women's rights organizations to address gender-based violence.
Palestine	Nov-23	Yes	Protection, including the imperative to "do no harm", accountability to affected populations and protection from sexual exploitation and abuse, will continue to be central to WFP operations, and all staff and partners will be trained in the core principles of protection from WFP/EB.1/2023/6-A/5 10 sexual exploitation and abuse.

Peru	Nov-22	Yes	To boost the sustainability of its emergency interventions, WFP will seek to identify and build referral pathways with local civil society actors and non-governmental organizations (NGOs), including for the prevention of sexual exploitation and abuse and for beneficiaries who are victims of gender-based violence.
Rwanda	Jun-18		
Sao Tome and Principe	Nov-23	Yes	Gender inequalities and protection risks may hinder WFP delivery on the commitments made under the CSP. Activities are designed to address the diverse needs of women, men, girls and boys of various ages and to ensure that gender equality and women’s empowerment are mainstreamed and no one is left behind. Preventative measures will be taken to ensure protection from sexual exploitation and abuse and from the use of child labour.
Sierra Leone	Nov-19	No	None
Somalia	Nov-21	No	Drawing lessons from the challenges faced over the ICSP period, WFP will continue to improve the effectiveness of internal systems. WFP will invest in logistics infrastructure that enables safe management of commodities throughout Somalia and the upper Horn of Africa corridors. WFP will also continue to implement beneficiary protection measures to ensure site safety, prevent sexual exploitation and abuse, and harassment, detect misappropriation of resources and mitigate other risks that might exacerbate tensions within and between communities. WFP will also invest in staff training and awareness-raising on beneficiary data management to ensure that data protection standards are observed.
South Sudan	Nov-22	Yes	Protection from sexual exploitation and abuse will be enforced and systematically integrated into WFP operations and engagement with partners to safeguard beneficiaries. This includes engaging personnel and partners as allies and agents of change to prevent, respond to and mitigate these risks.
Sri Lanka	Nov-22	Yes	None
Sudan	Jun-18	No	None
Syria	Nov-21	Yes	WFP coordinates with the protection cluster at both the national and subnational levels and actively participates in the established network for protection from sexual exploitation and abuse, contributing to relevant initiatives and discussions. WFP will continue to lead the AAP task force, mandated by the United Nations country team to coordinate and provide technical support aimed at increasing access to response-related information for crisis-affected populations and strengthening a responsive system for providing feedback; WFP will work with other agencies to strengthen and support existing protection from sexual exploitation and abuse referral mechanisms and will advocate more effective coordination mechanisms at the inter-agency level.
Tajikistan	Nov-22	Yes	WFP coordinates the work of its NGO partners through the United Nations Partner Portal, conducting a thorough due-diligence process to ensure that potential partners have the capacity to implement WFP projects in compliance with “do-no-harm” principles and ensuring full financial security. WFP will promote a rights-based approach and advocate social inclusion and beneficiary data protection in government-administered programmes. WFP will screen activities for their impact on gender relations and will support

			advocacy on the prevention of gender-based violence and sexual exploitation and abuse.
Tanzania	Jun-21	Yes	The country office will continue to participate in United Nations networks for the protection from sexual exploitation and abuse (PSEA). In order to mitigate protection risks for beneficiaries, PSEA awareness training and annual assessment are mandatory for all staff and cooperating partners.
Timor Leste	Nov-22	Yes	None
Togo	Nov-20	No	None
Tunisia	Nov-21	No	None
Turkiye	Nov-22	No	Referenced in cross-cutting indicators.
Uganda	Nov-17	No	None
Venezuela	Feb-23	Yes	None
Yemen	Nov-22	Yes	Integrity policies. WFP trains staff and cooperating partners on integrity policies in order to ensure that they are aware of their obligations, including those related to the humanitarian principles, anti-fraud and anti-corruption, the prevention of sexual exploitation and abuse and the use of child labour. WFP will refine its framework for the prevention of sexual exploitation and abuse during the ICSP period. The WFP community feedback mechanism is equipped to handle various types of feedback and complaint, including those related to gender-based violence and sexual exploitation and abuse committed by WFP personnel, cooperating partners or contractors. WFP is an active member of the prevention of sexual exploitation and abuse network. It routinely conducts privacy impact assessments as an integral part of the country office's beneficiary identity management process.
Zambia	Jun-23	Yes	Lessons learned from past WFP implementation of its urban cash-based transfers (CBTs) response include the use of mobile-based CFM to document and address beneficiary complaints about sexual exploitation and abuse (SEA). These mechanisms will be complemented by joint United Nations engagement on protection from sexual exploitation and abuse (PSEA) using the existing inter-agency platform.
Zimbabwe	Jun-22	Yes	All interventions will be designed to meet the standards of non-discrimination, integrity, safety, dignity and respect, the prevention of further harm and adherence to policies, guidelines and protocols for the prevention of sexual exploitation and abuse.

Annex 17: Comparative Exercise

UNHCR/UNICEF Comparative Exercise on SEA and PSEA			
MOPAN 3.1 Indicators and additional areas of consideration	UNHCR	UNICEF	WFP
<p>1. Organization-specific dedicated policy statement(s) action plan to address SEA in place and regularly updated. Aligned to international standards. Monitoring in place with formalised reporting to governance mechanism and leadership</p>	<ul style="list-style-type: none"> In 2018, UNHCR adopted a new approach in addressing sexual exploitation and abuse and sexual harassment, establishing a dedicated team to lead and coordinate these efforts, and addressing the underlying causes of sexual misconduct. The same year an emergency task force comprising director-level personnel was convened to oversee reforms on SEA and sexual harassment. The task force is chaired by the Deputy High Commissioner. A technical 	<ul style="list-style-type: none"> UNICEF developed a 2019 PSEAH strategy.²⁸ After the initial strategy, PSEA commitments were embedded in the current UNICEF strategic plan and in the updated Core Commitments for Children, aligning with international standards and outlined in a comprehensive theory of change, which is regularly monitored upon through this monitoring framework.²⁹ UNICEF submits annual organizational PSEA action plans to the UN Secretary-General, aligning with the system-wide approach taken in the strategy.³⁰ Furthermore, in 2023 UNICEF developed an entity-level action plan, to take place within 2023,³¹ outlining 	<ul style="list-style-type: none"> The WFP 2023 ED circular on Protection from Sexual Exploitation and Abuse³² is an update of the 2014 ED circular, led by the Ethics Office. The 2023 ED circular emphasizes the responsibilities of WFP and its commitments in delivering PSEA in line with the IASC commitments, strategies and action plans. The WFP Strategic Plan (2022-2025) references PSEA integration into programming for the first time. The previous WFP Strategic Plan (2017-2021) briefly mentions SEA and SH. During the period considered by the evaluation (2018-2023) there was increasing referencing of PSEA commitments through the suite of policies which sit under the strategic plan. These are detailed in Annex 12.

²⁸UNICEF. 2019. [Strategy to Prevent and Respond to Sexual Exploitation, Abuse and Sexual Harassment](#).

²⁹UNICEF. 2022. [PSEA ToC Monitoring Framework](#).

³⁰UNICEF. 2022. Data Driven Acceleration of PSEA.

³¹UNICEF. 2023. [PSEA Action Plan](#).

³² OED2023/01.

	<p>level working group²⁶ was also convened.</p> <ul style="list-style-type: none"> • Since then, UNHCR has had a series of dedicated policy statements, strategies, and action plans that address SEA and SH. • The current and latest is The UNHCR Strategy and Action Plan 2023-2025 on Tackling Sexual Exploitation and Abuse and Sexual Harassment,²⁷ which builds upon the work of the UNCHR in the past five years to further strengthen PSEA and capacity to address SH at the operational level. • The UNHCR Strategy and Action Plan 2023-2025 on Tackling Sexual Exploitation and Abuse and Sexual Harassment outlines concrete actions to strengthen UNHCR prevention, response, and accountability mechanisms for SEA/SH across all UNHCR operations. 	<p>steps to prevent and respond to sexual exploitation and abuse. The plan outlines actions to operationalize the Safeguarding Policy and further strengthen SEA prevention, response and accountability mechanisms.</p>	
<p>2. Mechanisms are in place to regularly</p>	<ul style="list-style-type: none"> • There is regular monitoring and reporting to the task force as well as to the 	<ul style="list-style-type: none"> • PSEA is holistically included as an 'enabler' in the current strategic plan. There is regular monitoring and 	

²⁶ Division of External Relations, Division of Human Resources, Division of International Protection, Division of Strategic Planning and Results, Enterprise Risk Management, Ethics Office, Field Security Service, Innovation Service, Inspector General's Office, Legal Affairs Service and Ombudsman's Office.

²⁷UNHCR. 2023-2025. [Strategy and Action Plan on Tackling Sexual Exploitation and Abuse and Sexual Harassment](#).

<p>track the status of implementation of the SEA policy at HQ and at field levels</p>	<p>Executive Committee on the implementation of PSEAH strategy and action plans.</p> <ul style="list-style-type: none"> • The authority to issue mandatory instructions and guidance regarding SEA rests with the Senior Coordinator (SEA/SH) and the Division of International Protection (DIP). • All UNHCR country operations should conduct a comprehensive risk assessment, including a situation risk assessment of the operational context during the planning phase, and conduct periodic sectoral risk assessments as detailed in the Risk Management Tool.³³ This tool intends to primarily assess risks of SEA faced by persons of concern. • The most senior UNHCR post on PSEAH is the senior coordinator at D1 level, who reports directly to the Deputy High Commissioner. • UNHCR conducted an external evaluation of their PSEAH progress in 2019.³⁴ 	<p>reporting to the Executive Office and the Board on the implementation of the theory of change.</p> <ul style="list-style-type: none"> • UNICEF monitors under Strategic Plan 2022-2025 Goal Area 3, Result Area 1 indicator 8 (# with access to safe/accessible reporting channel), Enabler 3, indicator 4 (% of offices meeting safeguarding risk benchmarks), 5 (% of country offices with PSEA systems). <ul style="list-style-type: none"> • UNICEF instituted mandatory requirements for COs to develop comprehensive PSEA action plans. These must cover management, human resources, partner capacity building, programmes, and inter-agency coordination. Progress must be regularly monitored by senior country leadership. • Promoting a zero tolerance culture is included as specific accountability of all managers within the UNICEF competency framework. • For L2 and L3 humanitarian responses, emergency procedures require dedicated PSEA action plans with targets and assigned responsibilities.³⁵ • UNICEF conducted an external evaluation of their PSEAH progress in 	
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³³UNHCR. [Risk management tool: Tackling Sexual Exploitation and Abuse.](#)

³⁴UNHCR. 2019. [Evaluative review of UNHCR's policies and procedures on the prevention of and response to sexual exploitation and abuse.](#)

³⁵ UNICEF. Emergency Procedure on PSEA; IASC Plan for Accelerating PSEA in Humanitarian Response at Country-Level.

		2018. ³⁶	
<p>3. Dedicated resources and structures are in place to support implementation of policy/actions plan</p>	<ul style="list-style-type: none"> • PSEA activities are incorporated into broader protection work budgets. This makes it challenging to quantify overall PSEA resources since they are mainstreamed across operations. However, UNHCR has introduced an organizational PSEA marker to help identify relevant outputs and priorities within their planning and budgeting framework. New guidance on applying this marker has been disseminated to operations. The marker is intended to facilitate budgeting for key PSEA activities despite the lack of distinct PSEA budgets. • In response to war in Ukraine, capacity building for regional national actors in the Ukraine crisis on SEA investigations was noted as a 2023 priority. • Guidance also encourages promptly addressing SEA complaints and providing 	<ul style="list-style-type: none"> • UNICEF has PSEA mechanisms for deployment and releases corporate funds for PSEA scale-up for L2 and L3. UNICEF has established dedicated PSEA capacities at multiple levels of the organization. PSEA specialist positions have been created at the P4 level in all regional offices to provide dedicated expertise and full time specialist roles created in selected country offices. PSEA focal point capacity is in place in every country office. • Additionally, UNICEF emergency response procedures at levels L1, L2 and L3 include specific mandates for PSEA implementation. For humanitarian responses, emergency procedures require dedicated PSEA action plans with targets and assigned responsibilities.³⁷ • New emergency procedures include requirements to establish safe and accessible reporting channels. • UNICEF developed a PSEA digital innovations technical package for country office support to scale up access to safe and accessible SEA 	<ul style="list-style-type: none"> • The full human resources of the Ethics Office are outlined in Annex 15. The size and designations of the team are updated from March 2018, when the WFP Ethics Office was appointed organizational focal point for PSEA, to 2023. • Another significant layer of accountability for PSEA lies with the PSEA focal points. A network of 532 focal points operates at regional bureau, country office and field office levels. PSEA focal points hold responsibility for a variety of PSEA-related tasks at these levels, including ensuring coordination of teams and sharing key messages on PSEA; advocacy; monitoring CFM issues; establishing referral pathways, creation of service pathways for survivors; producing training materials; raising awareness with beneficiaries and staff; inter-agency coordination; and support to field offices. Focal points also receive SEA reports directly from victims and are required to report these to OIGI.

³⁶UNICEF. 2018. [Independent panel review of the UNICEF response to protection from sexual exploitation and abuse.](#)

³⁷UNICEF. Emergency Procedure on PSEA; IASC Plan for Accelerating PSEA in Humanitarian Response at Country-Level.

	timely feedback to complainants.	reporting channels and community engagement on PSEA, and will continue to roll it out.	
4. Quality training of personnel/awareness raising on SEA policies is conducted with adequate frequency	<ul style="list-style-type: none"> All staff participate in mandatory onboarding PSEAH training since the establishment of the task force in 2018.³⁸ UNHCR staff are obligated to complete the updated on-line UN PSEA training module every three years. All staff convene in annual Code of Conduct discussions and refreshers. Other PSEAH trainings include an array of online courses, in-person training packages, tools integrated into core organizational learning programmes and experience based using case studies. <p>In addition:</p> <ul style="list-style-type: none"> PSEAH is integrated into workshops on Emergency Management. 	<ul style="list-style-type: none"> Mandatory training in place for all staff. The target for 2023 is that 100 percent of personnel have completed mandatory training, noting that Lesson 4 describes reporting requirements. Continued training/refresher on PSEA conducted at regional and country levels with headquarters support as required. Shortcomings or issues emerging from the 2022 UN PSEA staff perception survey is effectively followed up. UNICEF developed guidance and technical resources to integrate training across programming and assistance delivery. For example: Training to equip staff and partners to implement the PSEA indicators and action plans. Training for inter-agency tools as well as technical support.⁴⁰ 	<ul style="list-style-type: none"> All staff participate in mandatory online onboarding training on PSEA, which should be renewed every three years. The focal point network has had regular webinars and meetings. In 2023 regional learning events of focal points were trialled. PSEA focal points at inter-agency level have access to a wide range of PSEA-related tools, including training packages such as the 'Addressing Sexual Misconduct at WFP: Say no to sexual misconduct training package' and participate in network in country trainings.

³⁸UNHCR. 2021. Administrative Instruction on [Implementing Partner PSEA Capacity Assessment](#).

⁴⁰ UNICEF. 2022. Data Driven Acceleration of PSEA; IASC. 2018-2019. UNICEF Championship Report.

	<ul style="list-style-type: none"> • PSEAH is integrated into the Senior Leadership Programme. • PSEAH is integrated into the Women’s Security Awareness Training.³⁹ • Training on attitudes and unconscious bias has been conducted through the Reflective Leadership Dialogues engaging managers on their role in preventing misconduct. • Guidelines facilitate sharing of IASC materials on improving workplace culture. 	<ul style="list-style-type: none"> • Online training to support use of the IASC Implementation Quick Reference Handbook on VCA training.⁴¹ • Training and support on implementation of the UN Victim Assistance Protocol to humanitarian coordinators and PSEA coordinators/ networks in priority countries. Available in multiple languages.⁴² <ul style="list-style-type: none"> ◦ UNICEF Voice Series training: aims to empower staff to speak up on misconduct and discrimination.⁴³ ◦ UNICEF has also piloted innovative mobile training delivery. <p>PSEA Programming Community of Practice meets regularly (i.e., monthly) to share good practices and lessons learned.</p>	
<p>5. Clear standards and due diligence in place to ensure that IPs can deliver on PSEA</p>	<ul style="list-style-type: none"> • Partnership agreements with integrated standard PSEA clauses are mandatory for all IPs, suppliers and service providers⁴⁴ as well as the staff Code of Conduct. • All newly recruited local staff and members of the affiliate workforce are cleared by the 	<ul style="list-style-type: none"> • Partnership agreements integrated standard PSEA clauses for all IPs, suppliers and service providers. • UNICEF has PSEA clauses in partnership agreements requiring partners to agree to take actions to prevent, report and investigate the SEA Programme Cooperation 	<ul style="list-style-type: none"> • Partnership agreements integrated standard PSEA clauses for all IPs, suppliers and service providers. • In 2022, following WFP’s contribution to piloting and developing the final tool, WFP has adopted the UN IP capacity assessment tool, a unified screening tool for partners.

³⁹ UNHCR. 2022. PSEA/SH Learning – Annual Summary; UNHCR. 2022. Entity Action Plan.

⁴¹ UNICEF. 2022. Data Driven Acceleration of PSEA; IASC. 2018-2019. UNICEF Championship Report.

⁴² UNICEF.2022. Update on UN Victim Assistance Protocol Rollout.

⁴³ IASC. Promising Practices on Organisational Culture Change.

⁴⁴ UNHCR. 2022. Factsheet on PSEA and Planning.

	<p>UN Clear Check database before they are issued a contract or letter of offer.</p> <ul style="list-style-type: none"> • Non-UN partners can make use of the Misconduct Disclosure Scheme for vetting to prevent perpetrators of sexual misconduct from moving between organizations.⁴⁵ • To further the commitment of due diligence of IPs and to ensure they can deliver on their PSEA commitments, the Risk Management Tool⁴⁶ highlights and adopts the UN framework on SEA allegations involving implementing partners.⁴⁷ The tool also considers key risk events, with examples of causes, consequences and treatments that may apply to any operation. The tool is an advisory resource to ensure country offices, IPs, can deliver on PSEA. 	<p>Agreement (PCA) and the Small Scale Funding Agreement (SSFA).</p> <ul style="list-style-type: none"> • Contracts with institutional contractors include reference to the prohibitions of the SGB • All active partners are assessed under the UN IP Capacity Assessment tool • The PSEA assessment and capacity strengthening plans are registered in the PSEA module of the UN Partner Portal. • Coordinates with the Implementing Partner Protocol Task Force to strengthen the harmonised approach to SEA risk management, including capacity building. • Guidance on Performance Benchmarks and PSEA Assessment included in UNICEF Programme implementation Handbook of March 2023 (page 123). • Guidance for conducting monitoring visits of implementing partners for PSEA has been developed. • PSEA risk assessment evaluates if partners have a system to refer victims to qualified service providers. 	<ul style="list-style-type: none"> • IT, the Ethics Office and the NGO Unit jointly organized a session to introduce this tool to field colleagues, attracting a participation of over 150 attendees from across WFP.
<p>6. Demonstration of contribution to inter-agency efforts on PSEA</p>	<ul style="list-style-type: none"> • UNHCR was the IASC PSEAH Champion of 2019-2020. UNHCR policies, standards on SEA/SH continue the effort to 	<ul style="list-style-type: none"> • UNICEF was the IASC PSEAH Champion 2018-2019. • UNICEF is a member of the IASC and participates in the IASC Principals' meetings. 	<ul style="list-style-type: none"> • WFP is set to take over the IASC PSEAH Championship in 2024. • WFP is a member of the IASC and participates in the IASC Principals' meetings.

⁴⁵ UNHCR. 2023. [Protection from Sexual Exploitation and Abuse](#).

⁴⁶ UNHCR. [Risk management tool: Tackling Sexual Exploitation and Abuse](#).

⁴⁷IASC. 2018-2019. [New Branded Procedure Template](#).

	<p>remain aligned with international standards.</p> <ul style="list-style-type: none"> • UNHCR is a member of the IASC and participates in the IASC Principals' meetings. • UNHCR is also a member of the UN High-Level Steering Group on SEA. • UNHCR has been active at the technical advisory group at the global level, participating in all IASC technical-level workstreams. <p>Multiple recent examples of support at the global level include:</p> <ul style="list-style-type: none"> • Since 2020 UNHCR supports the PSEA Community Outreach and Communications Fund to support local NGOs in developing PSEA communication & community engagement (CCE) materials, supporting a total of 49 projects since 2020. A total of 15 local NGOs, across all regions, were selected in 2022. The projects strengthen the work of local NGOs in preventing SEA and raise awareness on how and where to safely report allegations of SEA. 	<ul style="list-style-type: none"> • UNICEF is also a member of the UN High-Level Steering Group on SEA. • UNICEF has been active at the technical advisory group at global level, participating in all IASC technical-level workstreams. • UNICEF has consistently supported the development and rollout of inter-agency planning and reporting mechanisms including the IASC country level inter-agency action plan⁵⁰ and is playing a lead role in supporting the inter-agency system to generate data and evidence to track and monitor results and inform PSEA interventions over time.⁵¹ • Through the SEARO tool, which has developed indicators for measurement of risk and progress, risk ranking and prioritization can take place. • UNICEF leads on behalf of the UN system and the IASC development of a Global Cooperation Framework with Governments on PSEA. 	<ul style="list-style-type: none"> • WFP is also a member of the UN High-Level Steering Group on SEA. • Since 2018, and the establishment of PSEA in the Ethics Office, WFP has been active at the technical advisory group at the global level, participating in all IASC technical-level workstreams. • WFP contributions to inter-agency PSEA activity have been notably increased every year since 2018, including partnerships with the IOM and UNHCR. • WFP played an important role in the development of the IASC Strategy and Action Plan, the IASC PSEA principles - revised language: Principle 4, the UN system-wide incident reporting form and the UN implementing partner capacity assessment tool.
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⁵⁰ IASC. 2021. [PSEA Country Level Action Plan](#).

⁵¹ UNICEF. 2022. Data Driven Acceleration of PSEA.

	<ul style="list-style-type: none"> • UNHCR has jointly worked for the establishment and operationalization of the inter-agency PSEA network to ensure the inter-agency coordination on PSEA. Furthermore, in line with the UNHCR mandate; for refugee emergencies, UNHCR has the role to take the lead to establish (if one does not exist already) and coordinate the PSEA network in the refugee response in accordance with the Refugee Coordination Model.⁴⁸ • Also see, the 'A collective responsibility: Inter-agency coordination on PSEA'⁴⁹ for UNHCR engagement, responsibility and accountability in inter-agency PSEA efforts. 		
<p>7. Adoption of a VCA approach to SEA and a victim support function in place.</p>	<ul style="list-style-type: none"> • In 2020 UNHCR issued the first UN entity policy on a VCA.⁵² This has been cascaded through the organization, leading to the creation of SOPs for all internal entities that may interact with victims. There is a strong emphasis on 	<ul style="list-style-type: none"> • UNICEF has led on the development, piloting, and rollout of the 2022 Technical Note on the Implementation of the UN Protocol on the Provision of Assistance to Victims of SEA.⁵⁵ • Global indicators to track VAP rollout progress integrated into IASC 	<ul style="list-style-type: none"> • WFP has committed to a VCA in line with the IASC definition. This commitment is outlined in the May 2023 ED circular. • WFP commitment to a VCA is also reinforced by the Ethics Office strategy for PSEA "ii) to enhance policies, processes and procedures and ensure accountability and a VCA."

⁴⁸UNHCR. 2023. [Coordination on Protection from Sexual Exploitation and Abuse.](#)

⁴⁹UNHCR. [A collective responsibility: Inter-agency coordination on PSEA.](#)

⁵²UNHCR. 2020. [Policy on a Victim-Centred Approach in UNHCR's response to Sexual Misconduct.](#)

⁵⁵ IASC. 2021. Technical Note on the Implementation of the UN Protocol on the Provision of Assistance to Victims of SEA.

	<p>the protection of victims, for example, in the past UNHCR has adopted measures such as the relocation of victims. The VCA policy will be reviewed and updated in 2025.</p> <ul style="list-style-type: none"> • UNHCR emphasises implementing a victim-centred approach in addressing sexual exploitation and abuse, as outlined in its SEA Risk Management Tool and a report on its 2022 Entity Action Plan.⁵³ The 2023-2025 Strategy on Tackling SEA and SH sets out to strengthen and systematize disclosure and reporting channels to ensure that an end-to-end victim-centred approach is streamlined in all UNHCR practices and procedures concerning sexual misconduct. • The Office of Senior Coordinator on Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment (PSEA/SH) 	<p>Mapping Exercise (UNICEF leading on behalf of the IASC).</p> <ul style="list-style-type: none"> • UNICEF is the provider of last resort for child victims and UNFPA for adults 18 and older. • Child and adult victims are offered immediate, quality assistance' is a priority outcome that is being tracked in UNICEF's PSEA Results Monitoring Framework and in the IASC PSEA Country-Level Framework. 	<ul style="list-style-type: none"> • The VCA is mentioned for the first time in the WFP organizational policy,⁵⁶ and it is described as "one for which the victim's dignity, experiences, considerations, needs, and resiliencies are placed at the centre of the process to respond to an allegation of SEA" in line with the 2019 protocol from which the circular's definition of 'victim is also taken'. • Through the WFP Strategic Plan (2022-2025) WFP makes the commitment within its strategies to "enhancing coordination with key stakeholders at all levels to prevent, respond to, and mitigate SEA effects through a VCA".
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⁵³UNHCR. 2023. Risk management tool: Tackling Sexual Exploitation And Abuse.; UNHCR. 2022. Entity Action Plan to Prevent and Respond to Sexual Exploitation and Abuse.; UNHCR. 2020. Policy on a Victim-Centred Approach in UNHCR's response to Sexual Misconduct.

⁵⁶ The 2021 Ethics Office Strategy on Prevention and Protection from Sexual Exploitation and Abuse 2021–2023, which was approved in June 2021 included in their vision that 'if an act of SEA is committed or attempted WFP will respond swiftly with a VCA'. The strategy also commits to 'apply a victim-centred lens to our activities...displaying care and empathy to those we serve'. However, 'VCA' is not included in the 'key definitions' section of the Ethics Office Strategy.

	<p>supports regional bureaux and country operations in emergency preparedness and response efforts, including the Division of International Protection, working closely with the senior coordinator (SEA/SH), who is specifically responsible for guiding and supporting field-based colleagues on the operationalization and implementation of the UNHCR Policy on the Victim-Centred Approach⁵⁴ in the context of sexual exploitation and/or abuse.</p>		
<p>8. Evidence of Clear Check use</p>	<ul style="list-style-type: none"> • UNHCR is part of the UN CEB Taskforce and actively participates in ClearCheck use. • As of June 2022, UNHCR had identified 46 potential new hires through ClearCheck screening (25 for SH and 21 for SEA).⁵⁷ • In November 2021 UNHCR, together with OneHR and SCHR, embarked on the first phase of piloting the 	<ul style="list-style-type: none"> • UNICEF is a part of UN CEB Taskforce and a participator in ClearCheck use. • As of June 2022, UNICEF had identified 14 potential new hires through Clear Check screening (11 for SH and 3 for SEA).⁵⁹ 	<ul style="list-style-type: none"> • WFP is part of the UN CEB Taskforce and participates in 'ClearCheck'. • As of June 2022, WFP had identified 23 potential new hires through Clear Check screening (19 for SH and 4 for SEA).⁶⁰

⁵⁴ UNHCR. 2023. Policy on Emergency Preparedness and Response.

⁵⁷ UN. 2022. Briefing Note: Clear Check.

⁵⁹ UN. 2022. Briefing Note: Clear Check.

⁶⁰ UN. 2022. Briefing Note: Clear Check.

	Misconduct Disclosure Scheme. ⁵⁸		
9. Learning Products	<ul style="list-style-type: none"> As one of their Championship commitments to lead cultural change and address underlying causes of sexual misconduct, UNHCR published a booklet discussing initiatives undertaken by humanitarian and development actors to address organizational culture and the underlying causes of SEAH.⁶¹ UNHCR has produce multiple learning products including guidance, manuals and tools to train and equip all staff, partners and other stakeholders in PSEA and take specific steps to prevent it.⁶² Some examples are outlined below, however, this is not an exhaustive list. Online courses <ul style="list-style-type: none"> Learning and Resources under the PSEA/SH intranet page.⁶³ 	<ul style="list-style-type: none"> UNICEF has developed a PSEA toolkit primarily for use by its partners but also for all practitioners.⁶⁹ It is designed to complement the UNICEF AAP handbook. 	<ul style="list-style-type: none"> Together with IOM and UNHCR, WFP supported the development of the Saying No to Sexual Misconduct Learning Package. Together with Translators Without Borders, WFP has developed the PSEA at the Frontline learning package: WFP, IOM and Translators Without Borders partner to raise awareness on protection from sexual exploitation and abuse (PSEA) World Food Programme.

⁵⁸UNHCR. 2023. Tackling Sexual Exploitation, Abuse and Harassment: Accountability. <https://www.unhcr.org/what-we-do/how-we-work/tackling-sexual-exploitation-abuse-and-harassment/accountability>.

⁶¹ UNHCR. 2023. 10 promising practices from the Protection from Sexual Exploitation and Abuse (PSEA) in Europe.

⁶² UNHCR. 2023. Protection Principles: Protection from Sexual Exploitation and Abuse (PSEA). <https://emergency.unhcr.org/protection/protection-principles/protection-sexual-exploitation-and-abuse-psea#2>.

⁶³ UNHCR. [Learning and Resources under the PSEA/SH Intranet page](#) – available only to UNHCR staff.

⁶⁹ UNICEF. 2020. Tool 10.1 PSEA Practical Guide and Toolkit. [Tool 10.1 PSEA Practical Guide and Toolkit \(unicef.org\)](https://www.unicef.org/aap/toolkit).

	<ul style="list-style-type: none"> • Face-to-face and virtual training. • Discussing PSEA action plans during office meetings. • Organizing capacity building sessions with staff, partners, authorities, contractors, and other actors involved in the delivery of humanitarian assistance etc. • UNHCR launched the internal PSEA/SH Learning Package in 2021, an interactive and innovative programme that aims to develop the skills of all UNHCR personnel to define, detect, prevent and respond to sexual misconduct. The package contains two face-to-face courses, as well as an adapted version for virtual delivery. • Other additional resources: for training partners and external audiences, the IASC Saying No to Sexual Misconduct package;⁶⁴ the e-learning on Investigating Allegations of SEA⁶⁵ and accompanying resource toolkit;⁶⁶ and the Gouta Case 		
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⁶⁴IASC. 2020. Learning Package on Protection from Sexual Misconduct for UN partner organizations. <https://interagencystandingcommittee.org/iasc-learning-package-protection-sexual-misconduct-un-partner-organizations>.

⁶⁵ Ready. [Ready Platform](#).

⁶⁶ UNHCR. 2023. Investigating allegations of sexual exploitation and abuse in humanitarian settings toolkit.

	<p>Conference⁶⁷ (a case study tool to facilitate peer-to-peer exchange among PSEA Focal Points) are also available..</p> <ul style="list-style-type: none"> • UNHCR PSEA focal points and other colleagues involved in PSEA work participate in a community of practice forum called the PSEA community network. It provides the space to exchange, access resources and see good practice examples. It includes a discussion board and a resources library. It can only be accessed by UNHCR staff.⁶⁸ 		
<p>10.CFM and Reporting channels</p>		<ul style="list-style-type: none"> • The UNICEF definition of ‘Safe and Accessible Reporting Channel’:⁷⁰ “Safe and accessible” reporting channels should adhere to the principles of confidentiality, safety, accessibility and transparency, should be adapted for age and gender, should include considerations for literacy and local language, and should have procedures in place to safely handle SEA complaints in timely manner; and communities should be informed of them. • “Channel to report” refers to a channel for reporting SEA allegations 	<p>WFP standards for CFM functionality include:</p> <ul style="list-style-type: none"> • Reach and accessibility. Be accessible to everyone everywhere, to include all locations, activities and people in all their diversity. • Minimum data collection. Collect only what is needed to resolve issues and learn about people’s feedback and changing trends. • Case handling procedures. Facilitate timely, transparent and consistent responses through documented and corporately compliant procedures. • Information management system. Centralize, digitize and systematize

⁶⁷ IASC. 2021. UNHCR Case Conference for PSEA Focal Points/Practitioners.

⁶⁸ UNHCR. 2023. Protection Principles: Protection from Sexual Exploitation and Abuse (PSEA). <https://emergency.unhcr.org/protection/protection-principles/protection-sexual-exploitation-and-abuse-psea#2>

⁷⁰ UNICEF Guidance, HAC PSEA Indicator Methodological Note.

		<p>that is supported by UNICEF, whether as integrated within existing programming or as a specific intervention. Channels include face-to-face reporting through trained PSEA focal points or other community-based protection workers, hotlines, SMS or other messaging (e.g. U-Report), etc. Where the reporting channels are set up for issues broader than SEA, such as those used for reporting broader issues of violence (e.g. child helplines) or CFMs or AAP mechanisms, they must be appropriately adapted for SEA in order to be considered. This includes the training of staff to appropriately handle and refer SEA allegations in accordance with established UNICEF and inter-agency procedures (where relevant). Ideally, all UNICEF supported sites should have a SEA reporting channel in place.</p>	<p>feedback from all channels in compliance with data privacy.</p> <ul style="list-style-type: none"> • Analysis, reporting and tracking of feedback. Generate data that gives insight into trends and informs decision making. • Quality assurance procedures. Ensure reliability of data and accountability of procedures through quality assurance checks. <p>CFM guidance was updated across 2023 and finalized in 2024 to include direction on:</p> <ul style="list-style-type: none"> • Community sensitization for CFM • Evaluate CFM accessibility in individual contexts • Tips on setting up a CFM workspace for operators • How to run help desks • Guidance on case documentation • Guidance on case categorization • Case management guidance • Guidance on CFM standard messages • Guidance on referral framework • Mainstreaming data protection and privacy • CFM reporting guidance • Analytic framework • CFM quality assurance guidance • CFM partnership model.
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Annex 18. Mapping of Findings, Conclusions and Recommendations

No.	Recommendation	Rationale	Conclusions [by number(s)]	Findings (by number)
1	<p>CROSS-ORGANIZATIONAL ACCOUNTABILITY AND ACTION FOR PSEA: Urgently invigorate and strengthen the commitments to, and accountability for, PSEA across WFP by appointing a cross-organizational task force to operationalize the 2023 ED circular through an implementation plan for 2024-2026..</p>	<p>The evaluation has concluded that WFP, and those it serves, have significant exposure to SEA risk. There is an urgent operational priority for senior management to oversee an implementation plan to actively manage the identified risk exposure. As the level of risk to which vulnerable persons and WFP are exposed will increase throughout 2024, given the changed operating environment and significantly reduced budgets, this implementation cannot wait until the evaluation is considered by the EB in June 2024. This action plan should encompass the period 2024-2026 and should drive a step change that will deliver upon the ambition and intent in the 2023 circular. It should contextualize the commitments in the 2023 ED circular, cross reference these imperatives to operational policies and CSPs, and provide a baseline for the visible inclusion of PSEA in the next WFP strategic plan. Regardless of budget constraints, this change must be appropriately supported and resourced.</p> <p>Implementation of this recommendation will be a critical element in ensuring that donor confidence is sustained and that any potential reputational risk in the event of an increase in cases is mitigated as WFP will be able to demonstrate appropriate action was taken to mitigate risk. Managing reputational risk and demonstrating proactive corporate attention to PSEA will be critical to protecting and retaining operational funding in the future.</p> <p>Leadership of the task force should be provided by the Chief of Staff or the Deputy Executive Director. They should ensure that the</p>	<p>Conclusion 2, 3, 5, 6, 7, 8, 9, 10</p>	<p>F1; F2; F3; F5; F6; F20; F21; F22; F23; F24; F25; F31; F32; F33</p>

No.	Recommendation	Rationale	Conclusions [by number(s)]	Findings (by number)
		<p>implementation, resourcing and monitoring of the plan is a shared responsibility and not a responsibility fully delegated to Ethics.</p> <p>Mainstream PSEA. Promote awareness and ensure that SEA risk and PSEA prevention is considered and addressed when protection activities and gender/GBV mitigation design and implementation is occurring.</p> <p>In addition, it will be important that WFP more clearly delineates roles and responsibilities related to the communication and delivery of a VCA at headquarters, most particularly between OIGI and Ethics (and therefore the PSEA FP network which Ethics coordinates).</p>		
2	<p>CAPACITY AND RESOURCING: In line with international obligations on PSEA, and within the resourcing available, commit sufficient capacity and resourcing at headquarters, regional bureaux and country offices for effective PSEA</p>	<p>PSEA activity is cost effective, but it is not cost free – an estimated minimum resource of at least 0.04 percent per country office over the period 2024-2026 is required to ensure that country offices will have the technical capacity to deliver on PSEA commitments. This would be for activity not for staff or consultancy time.</p> <p>A major limitation currently is the amount of time managers and focal points can commit to PSEA. This is compounded by staff perceptions that work on delivering PSEA commitments is not recognized or valued by the organization. Including PSEA responsibilities in PACE will ensure that this work is recognized. The cross-functional taskforce for the implementation plan (Recommendation 1) is required to ensure that sufficient staffing and staff time is allocated to delivery of the implementation plan.</p> <p>Given current expectations that budgets will decrease while need and vulnerability increase over the coming years, WFP should ensure that PSEA is included in the reassurance planning and should consider that any diversions of food or significant fraud raise a red flag for a manager to consider if PSEA measures are adequate.</p>	Conclusion 1, 2, 3, 10	F1, F2, F4, F6, F17, F18, F19, F35,
3	<p>LEADERSHIP AND CULTURE CHANGE: Build on the opportunity presented by the IASC Championship to</p>	<p>WFP leaders and managers should clearly, and repeatedly, explain the implications of PSEA commitments for all staff by leading discussions as well as issuing instructions. Leaders and managers should ensure that they are confident in addressing the subject of organizational culture and</p>	Conclusion 2, 3, 4, 5, 6, 7, 9, 10	F1, F3, F4, F11, F19, F26, F31, F32, F35,

No.	Recommendation	Rationale	Conclusions [by number(s)]	Findings (by number)
	enhance the visibility, priority and clarity of PSEA for WFP.	<p>how WFP plans to activity confront sectoral cultural norms related to the inherent power imbalance enjoyed by aid workers.</p> <p>Accept that reports issued on the progress that WFP believes it is making, particularly regarding timelines and outcomes on SEA investigations, has not been widely read or trusted among WFP staff. This is a critical issue to build staff confidence in WFP leadership commitment to change and consideration should be given to how this can be better communicated while still respecting confidentiality. Staff need this to believe that PSEA action and investments are being effective. It will be central to trust and culture change.</p>		
4	POLICY DEVELOPMENT: Develop a PSEA policy and accompanying strategy by 2026 to formally affirm and elevate WFP commitment to PSEA and ensure that PSEA considerations fully inform the next strategic plan	<p>The mechanism of the ED circular is not appropriate to provide the level of definition or direction required to fully place WFP policy framework on PSEA into alignment with international standards and good practice or to bring it into alignment with peer agencies.</p> <p>The ED circular is also not the medium for reflection on the underlying causes of SEA, or where the implications of power, and cultural change can be addressed. However, such a reflection at a policy level will be critical to begin a process of cultural change.</p> <p>The level of risk exposure that has been identified and the necessary actions to be taken also require consistent engagement - and support - from governance as well as senior leadership and management. Elevation of the policy framework to the Executive Board is required.</p> <p>The evaluation team is concerned that the adoption of this recommendation may distract from the immediate action recommended in Recommendation 1, or that commitment to deliver on a new PSEA policy by 2026 may be viewed as a legitimate reason for delaying the delivery of components listed in the implementation plan.</p> <p>Both Recommendation 1 and Recommendation 2 must be addressed to manage both current and medium-term risk. The ability to consider longer-term risk management and change will only be possible when</p>	Conclusion 2, 3, 5, 6, 9, 10	F33, F36, F37

No.	Recommendation	Rationale	Conclusions [by number(s)]	Findings (by number)
		management has confidence that the fundamentals of PSEA are more firmly in place. Development of the policy should not be a primary responsibility of the cross-functional taskforce in 2024-2025 although of course cross fertilization and sharing of experience will be vital to policy and strategy development.		
5	PROGRAMMING AND OPERATIONS: Enhance the links between SEA risk assessment, programme design and implementation.	To empower CDs and RDs to better monitor, understand and contextually address SEA risk and to ensure that the necessary step change takes place, WFP staff need to accept that SEA may be occurring in every operational context, and that all programmes should be designed with SEA risk mitigation mainstreamed throughout. Managers should be encouraged to believe that they will not be penalized if SEA complaints are received. An absence of SEA complaints should be a warning sign for managers and for the organization.	Conclusion 2, 4, 5, 6, 7, 8, 9, 10	F3, F4, F5, F6, F7, F8, F9, F10, F12, F15, F23, F24, F25, F30, F33, F34
6	UN-LED INTER-AGENCY EFFORTS: Ensure that the role and contributions of WFP to inter-agency efforts are commensurate with the organization's operational size and strength, to support the development of global goods on PSEA.	Make strategic decisions about where WFP can best leverage its knowledge, experience and relationships and lead in mainstreaming PSEA across food security and livelihood and logistics clusters while also enabling all CBT actors to be more active on PSEA. Retain an overview of the commitments being made to monitor if WFP is playing a commensurate role. Align this implementation with the WFP IASC Championship objectives.	Conclusion 1	F1, F17, F18, F19, F20, F21, F22, F35,F37

Annex 19. Acronyms and Abbreviations

AAP	Accountability to affected populations
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
AoR	Area of Responsibility
APP	Annual Performance Plan
APR	Annual Performance Report
CAM	Communications, Advocacy and Marketing
CBCM	Community-Based Complaint Mechanism
CBO	Community-based organization
CBT	Cash-based transfer
CD	Country Director
CE	Community engagement
CEB	United Nations System Chief Executives Board for Coordination
CEQAS	Centralized Evaluation Quality Assurance System
CFM	Community feedback mechanism
CHS	Core Humanitarian Standard on Quality and Accountability
CP	Cooperating partner
CPC	Cooperating partner committee
CRF	Corporate Results Framework
CS	Conflict sensitivity
CSO	Civil society organization
CSP	Country Strategic Plan
DAC	Development Assistance Committee
DCD	Deputy Country Director
DHC	Deputy High Commissioner
DRC	The Democratic Republic of the Congo
DRD	Deputy Regional Director

EA	Evaluability assessment
EAG	External Advisory Group
EAP	External Advisory Panel
EB	Executive Board
ED	Executive Director
EQ	Evaluation Question
ET	Evaluation team
ETO	Ethics Office
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCDO	UK Foreign, Commonwealth & Development Office
FGD	Focus group discussion
FLA	Field-level agreement
FO	Field office
FP	Focal point
FSC	Food security cluster
FSL	Food security and livelihoods
FSOM	Food Security Outcome Mapping
FSP	Financial Service Provider
GAM	Gender with Age Marker
GBV	Gender-based violence
GDPR	General Data Protection Regulation
GEWE	Gender equity and women's empowerment
GRES	Gender Results Effectiveness Scale
HCT	Humanitarian Country Team
HoP	Head of Programme
HR	Human Resources
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
I-CARA	Integrated Cross-Cutting Context Analysis and Risk Assessment
IEO	Independent Evaluation Office
IKM	Innovation and knowledge management
INGO	International non-governmental organization
IOM	International Organization for Migration

IP	Implementing partner
IR	Inception report
IRF	Incident reporting form
IRG	Internal Reference Group
KII	Key informant interview
KPI	Key performance indicator
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation and learning
MOPAN	Multilateral Organisation Performance Assessment Network
MOS	Minimum operating standards
MoU	Memorandum of understanding
MSC	Most significant change
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
OH	Outcome harvesting
OIG	Office of Inspector General
OIGA	Office of Internal Audit
OIGI	Office of Inspections and Investigations
OHCHR	Office of the United Nations High Commissioner for Human Rights
OVRA	Office of the Victims' Rights Advocate
PDM	Post-distribution monitoring
PoC	Person of concern
PPF	Private partnerships and fundraising
PPR	Public partnerships and resourcing
PSEA	Protection from sexual exploitation and abuse
PSEAH	Protection from sexual exploitation and abuse and sexual harassment
QA	Quality assurance
RAG	Red, amber, green
RAM	Research, assessment and monitoring
RB	Regional bureau
RBA	Rome-based agency
RBB	Regional Bureau in Bangkok
RBC	Regional Bureau in Cairo

RBD	Regional Bureau in Dakar
RBJ	Regional Bureau in Johannesburg
RBN	Regional Bureau in Nairobi
RBP	Regional Bureau in Panama
RCO	Resident Coordinator Office
RG	Results group
SARC	Syrian Arab Red Crescent
SBCC	Social and behaviour change communication
SC	Service contract
SE	Strategic Evaluation
SEA	Sexual exploitation and abuse
SEAH	Sexual exploitation, abuse and harassment
SEARO	Sexual Exploitation and Abuse Risk Overview
SEDC	Safeguarding, Ethics and Data Committee
SER	Summary Evaluation Report
SG	Secretary-General
SGB	Secretary-General's Bulletin
SH	Sexual harassment
SOP	Standard operating procedure
SSA	Special Service Agreement
ToC	Theory of change
ToR	Terms of reference
UK	United Kingdom
UN	United Nations
UNCT	United Nations Country Team
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNDPO	United Nations Department of Peacekeeping Operations
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USA	United States of America

USAID	United States Agency for International Development
VCA	Victim-centred approach
WFP	World Food Programme
WHO	World Health Organization

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