



**WFP EVALUATION**



**World Food  
Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

# **Evaluation of WFP's Emergency Preparedness Policy**

Centralized evaluation report – Annexes (Volume II)

OEV/2023/018

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# Annex I. Summary Terms of Reference

1. Policy evaluations focus on a WFP policy and the guidance, arrangements, and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

## SUBJECT AND FOCUS OF THE EVALUATION

2. WFP's Mission Statement and General Regulations stipulate that anticipating, preparing for and taking pre-emptive action prior to an event and planning early emergency response is the central role of WFP's mandate in the world. WFP's work to prevent, mitigate and prepare emergency is central to its mandate to achieve hunger. This is also in line with global commitments to a shift from reactive crisis management to activities covering the entire emergency cycle (prevention, preparedness, response, and recovery), such as the WFP's Preparedness and Response Enhancement Programme (PREP).
3. The evaluation covers the WFP Policy on Emergency Preparedness approved by the Executive Board (EB) in November 2017. It outlines WFP actions related to anticipating, preparing for and taking pre-emptive action prior to an event (including natural hazards, human-made emergencies, economic crises, outbreaks and others) and planning early emergency response.

## OBJECTIVES AND USERS OF THE EVALUATION

4. WFP evaluations serve the dual objectives of accountability and learning.
  - **Accountability:** The evaluation will assess the quality of the policies and the results achieved. An assessment of the policy from a gender equality, women's empowerment (GEWE), inclusion and accountability to affected populations perspective will also be undertaken. A management response to the evaluation recommendations will be prepared and the actions taken in response will be tracked over time.
  - **Learning:** The evaluation will identify the reasons why expected changes have occurred or not, draw lessons and, as feasible, derive good practices and learning to inform WFP emergency preparedness approaches moving forward and any the eventual development of a new policy or strategy. Based on consultations with stakeholders, the evidence generated through this evaluation is expected to be useful to inform WFP policy approaches and engagement in emergency preparedness, including assessing the continued relevance of the policy and ways it could be strengthened to support the implementation of the new WFP Strategic Plan (2022-2025) and make continued contributions to international commitments.
5. The target users of the evaluation are: i) the Emergency Operations Division, and in particular the Early Warning, Preparedness and Analysis Unit (EMEP), ii) various WFP divisions at HQ, RB and country-levels with a role in the policy's discussion and implementation, iii) WFP senior management, iv) policy-makers and programme designers and implementers at HQ, regional bureau, and CO-level, v) WFP Partners including governments, NGOs/CSOs, private sector, UN agencies and IFIs, vi) key donors of WFP, vii) host governments of countries where WFP operates; viii) local community members/leaders where emergency preparedness initiatives are being implemented, as well as beneficiaries of these initiatives.

## KEY EVALUATION QUESTIONS

6. The evaluation will address the following three key questions:

### **QUESTION 1:** How good is the WFP Emergency Preparedness Policy?

The evaluation will assess the extent to which: i) the Emergency Preparedness Policy meets the criteria for policy quality in WFP; ii) the policy dealt with the elements required to ensure a high-quality design and ii) the policy dealt with the elements required to increase the likelihood of successful implementation.

### **QUESTION 2:** What results has WFP achieved in the area of Emergency Preparedness?

The evaluation will assess the extent to which: i) WFP processes, systems and tools have been strengthened to enhance emergency preparedness in WFP; ii) WFP contributed to enhance governments' and communities' emergency preparedness; iii) WFP contributed to consolidation and expansion of mutually beneficial partnerships in emergency preparedness; iv) WFP achieved to intended and unintended results in the area of emergency preparedness; v) WFP's investment in emergency preparedness (all relevant actions) helped support an efficient, effective and timely emergency response; vi) achieved results are sustainable; vii) WFP emergency preparedness actions have contributed to gender transformative results.

### **QUESTION 3:** What has enabled or hindered the achievement of results from the Emergency Preparedness Policy and related practices?

The evaluation will assess the extent to which: i) senior management prioritisation and support affect achievement of results, ii) financial resourcing affect achievement of results, iii) human resourcing affect achievement of results, iv) leadership and coordination between internal stakeholders affect achievement of results, v) innovation affect achievement of results, vi) organizational evolutions affect achievement of results, vii) other internal factors affect achievement of results, and viii) external factors affect achievement of results.

## SCOPE, METHODOLOGY AND ETHICAL CONSIDERATIONS

7. The scope of the evaluation is global in nature and will include an examination of WFP's policy on Emergency Preparedness. The evaluation will assess results achieved from 2017 (approval of WFP Policy) to mid- 2024. The evaluation focus is on addressing the policy's quality and implementation mechanisms. The methodology will adopt a mixed approach combining qualitative and quantitative data. Within this approach, the evaluation will employ multiple methods of data collection including:
  - literature review of Emergency Preparedness and review of internal documents;
  - synthesis of evaluations, audits and lessons learned;
  - analysis of WFP administrative data;
  - key-informant interviews; and
  - online survey.
8. Systematic data triangulation across different sources and methods will be carried out to validate findings and minimize bias in the evaluative judgement. While having a strategic, global outlook, the evaluation will zoom in to a purposefully selected number of countries that represent the wide spectrum of Emergency Preparedness activities being carried out by WFP. Country missions will offer evidence from different contexts that will be triangulated with other sources to present relevant and useful findings.
9. 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***

10. The evaluation will be conducted by a team of independent consultants with strong capacity in undertaking complex global, policy evaluations. Additionally, the team has familiarity with Emergency Preparedness concepts in both humanitarian and development contexts as well as experience with evaluations in the United Nations system.

### ***OEV Evaluation Manager***

11. The evaluation is managed by WFP Office of Evaluation (OEV) with Filippo Pompili as evaluation manager, and Arianna Spacca and Lia Carboni providing research and data analysis support. The OEV Senior Evaluation Officer, Anne Claire Luzot, will approve the final evaluation products and present the Summary Evaluation Report to the WFP Executive Board for consideration. An Internal Reference Group of a cross-section of WFP stakeholders from relevant business areas at different WFP levels has been established. The Internal Reference Group will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

## **COMMUNICATION**

12. The Evaluation Manager will consult with stakeholders during each of the evaluation phases. Preliminary findings will be shared with WFP stakeholders in Headquarters (HQ), the Regional Bureaux and the Country Offices, during a debriefing session at the end of the data collection phase in May 2024. A stakeholder workshop will be held in September 2024 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by stakeholders. Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

## **TIMING AND KEY MILESTONES**

***Inception Phase: November 2023 -March 2024***

***Data collection: March-May 2024***

***Debriefing: May 2024***

***Analysis and Reporting: June – December 2024***

***Stakeholder Workshop: September 2024***

***Executive Board (EB): January 2025***

# Annex II. Evaluation timeline

Key action		By whom	ToR timeline	Revised timeline
<b>Phase 1 – Preparation</b>			<b>June to Oct 2023</b>	
	Submission of draft ToR	EM	Late June 2023	
	Quality assurance (including reiterations)	DoE	July 2023	
	DoE clears ToR to send to stakeholders for comments	EM	1 August 2023	
	Draft ToR shared with LTAs to start preparing their proposals, and with the Internal Reference Group (IRG) for review and comments	EM	2 August 2023	
	Review of draft ToR by IRG	IRG	2 to 28 August 2023	
	Revise ToR following stakeholder comments	EM	29 August to 18 September 2023	
	ToR approval	DoE	25 September 2023	
	ToR shared with stakeholders and posted	EM	25 September 2023	
	Team selection and decision memo submitted	EM	Late September 2023	
	Purchase Order finalization	Procurement	mid-October 2023	
<b>Phase 2 – Inception</b>			<b>Oct 2023 to March 2024</b>	<b>Nov 2023 to March 2024</b>
	Team preparation prior to HQ briefing (reading docs)	ET	Mid-October 2023	Mid-October 2023
	HQ briefing	EM and team	Early November 2023	Early November 2023
	Inception phase desk review and missions (Burundi CO, Philippines CO)	EM and team	December 2023	December 2023 to January 2024
<b>IR D0</b>	<b>Submission of Draft 0 Inception Report (IR) to OEV</b>	<b>TL</b>	<b>12 January 2024</b>	<b>25 January 2024</b>
	Quality assurance and feedback on IR D0	EM/RA	21 January 2024	<b>31 January 2024</b>
<b>IR D1</b>	<b>Submission of Revised Draft 1 IR to OEV after OEV technical review</b>	<b>TL</b>	<b>28 January 2024</b>	<b>9 February 2024</b>
	Quality assurance and feedback on IR D1	EM/QA2	2 February 2024	<b>4 March 2024</b>
<b>IR D2</b>	<b>Submission of Draft 2 IR to OEV after OEV management's review</b>	<b>TL</b>	<b>9 February 2024</b>	<b>8 March 2024</b>
	Share revised draft IR (D3) to IRG for comments	DoE	15 February 2024	<b>13 March 2024</b>
	Review IR D2 by IRG	IRG	16 to 28 February 2024	<b>13 to 26 March 2024</b>
	Consolidate and share IRG comments	EM/RA	28 February 2024	<b>27 March 2024</b>
<b>IR D3</b>	<b>Submission of Draft 3 IR to OEV after IRG's review</b>	<b>TL</b>	<b>8 March 2024</b>	<b>3 April 2024</b>
	Quality assurance on IR D3	EM	11 to 12 March 2024	4 April 2024
	Seek clearance of final IR D3	DoE	13 to 18 March 2024	5 April 2024
	Circulate final IR to stakeholders; post a copy on intranet	EM	19 March 2024	6 April 2024
<b>Phase 3 – Evaluation data collection phase</b>			<b>March to June 2024</b>	<b>April to June 2024</b>
	Data collection, including missions/deep dives and desk review (eight weeks)	ET	March to May 2024	April to May 2024
	Overall debriefing with HQ, RB and COs (PPT) – online session	TL	Early/mid-June 2024	Early/mid-June 2024
<b>Phase 4 – Reporting</b>			<b>July to Oct 2024</b>	<b>July to Oct 2024</b>

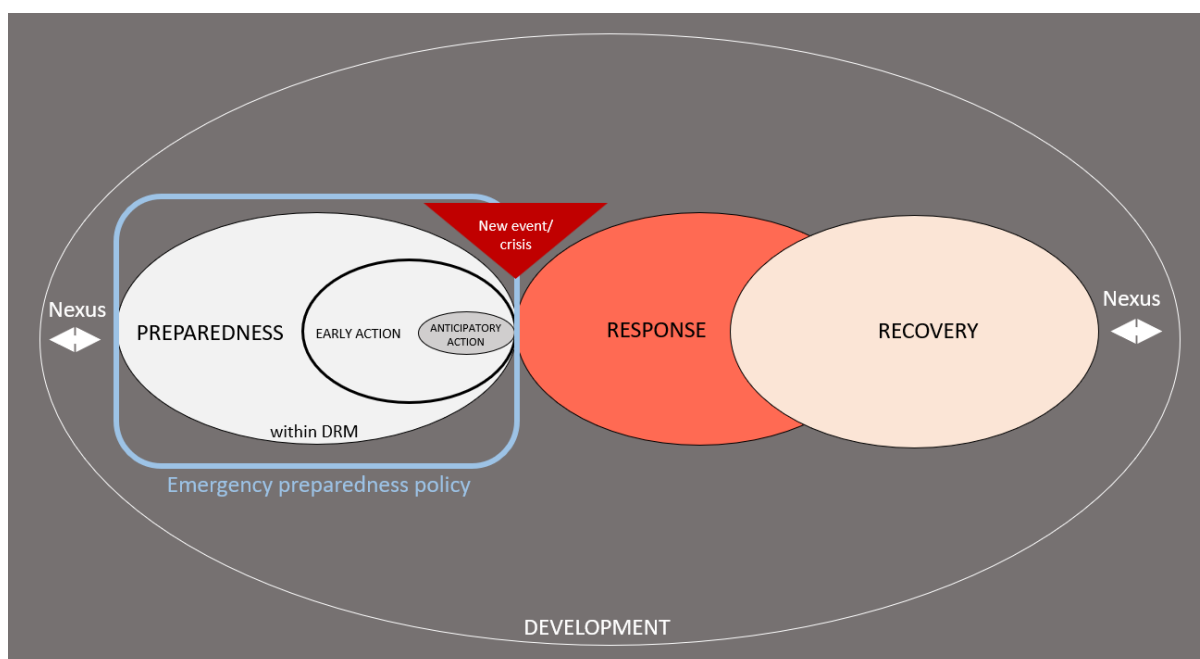
<b>ER D0</b>	<b>Submission of Draft 0 Evaluation Report (ER) to OEV</b>	<b>TL</b>	<b>12 July 2024</b>	<b>17 July 2024</b>
	Quality assurance and feedback on ER D0	EM/RA	19 July 2024	24 July 2024
<b>ER D1</b>	<b>Submission of Draft 1 ER to OEV after OEV technical review</b>	<b>TL</b>	<b>26 July 2024</b>	<b>29 July 2024</b>
	Quality assurance and feedback on ER D1	EM/QA2	2 August 2024	5 August 2024
<b>ER D2</b>	<b>Submission of Draft 2 ER to OEV after OEV management's review</b>	<b>TL</b>	<b>9 August 2024</b>	<b>9 August 2024</b>
	Review ER D2	DoE	10 to 26 August 2024	10-26 August 2024
	Clearance to circulate revised ER for IRG comments	EM/DoE	26 August 2024	26 August 2024
	Review of ER D2 by IRG	IRG	<b>27 August to 11 September 2024</b>	<b>27 August to 11 September 2024</b>
	Consolidate and share comments received	EM/RA	<b>11 September 2024</b>	<b>11 September 2024</b>
	<b>Stakeholder workshop</b>	IRG/TL/EM	<b>17 to 18 September 2024</b>	<b>17 to 18 September 2024</b>
<b>ER D3</b>	<b>Submission of Draft 3 ER to OEV</b>	<b>TL</b>		<b>22 September 2024</b>
	Quality assurance (including reiterations)	EM/QA2/DoE	24 September to 7 October 2024	24 September to 7 October 2024
	Clearance of ER to send to editing	DoE	10 October 2024	10 October 2024
	Begin SER preparation	EM	late September 2024	late September 2024
<b>SER D0</b>	<b>Validation of Draft Summary Evaluation Report (SER) by the team leader</b>	<b>TL</b>	<b>By mid-October 2024</b>	<b>By mid-October 2024</b>
	<b>Submission of Draft 0 SER</b>	<b>EM</b>	<b>17 October 2024</b>	<b>17 October 2024</b>
	Review D0 SER	DoE	24 October 2024	24 October 2024
<b>SER D1</b>	<b>Submission of Draft 1 SER for clearance to share with regional directors and directors of concerned HQ divisions</b>	<b>EM/DoE</b>	<b>31 October 2024</b>	<b>31 October 2024</b>
	Directors' comment window	OPC	13 to 22 November 2024	13 to 22 November 2024
<b>SER D2</b>	<b>Submission of Draft 2 SER + ER following directors' comments</b>	<b>EM</b>	<b>26 November 2024</b>	<b>26 November 2024</b>
<b>FINAL SER/ER</b>	<b>Final review and approval of ER + SER</b>	<b>DoE</b>	<b>8 December 2024</b>	<b>8 December 2024</b>
	Clarify last points as needed	EM + DoE	Early December 2024	Early December 2024
	Submission of SER to EB Secretariat + CPP	EM	Early December 2024	Early December 2024
<b>Phase 5 Executive Board (EB) and follow-up</b>			<b>From Jan 2025</b>	<b>From Jan 2025</b>
	Formatting and posting approved ER	EM/Comms	January to February 2025	January to February 2025
	Dissemination, OEV websites posting, EB round table, etc.	EM	January to February 2025	January to February 2025
	Presentation of SER to EB	DoE	February 2025	February 2025
	Presentation of management response to EB	CPP	February 2025	February 2025
	OPC discussion	OPC	March 2025	March 2025



## Annex III. Methodology

13. The evaluation was based on a conceptual framework illustrating the theoretical linkages of WFP's emergency preparedness work with other areas of activity. The proposed conceptual framework presented in Figure 1 considers:
- A) The **relationship** between preparedness, response, recovery and development (via the humanitarian–development–peace nexus), while acknowledging that preparedness is an element of disaster risk management.
  - B) The **linkages** between key concepts and practices within preparedness, namely early warning, and anticipatory action. Through overlapping spheres the framework also indicates the role of early action (spanning preparedness and response) and that early recovery starts during response.
  - C) The **scope** of the Emergency Preparedness Policy in relation to the emergency–development continuum and the types of events for which WFP prepares to respond, within its mandate and resources. It also highlights the directions and actions specified by the Emergency Preparedness Policy, and their respective objectives.

**Figure 1: Conceptual framework for the evaluation of WFP's Emergency Preparedness Policy**



Source: evaluation team, updated from proposal.

14. The methodology for this evaluation builds on the Theory of Change (ToC) as well as on the three main evaluation questions (EQs), aiming to capture: (i) How good is the WFP Emergency Preparedness Policy? (ii) What results has WFP achieved in the area of emergency preparedness? (iii) What has enabled or hindered the achievement of results from the Emergency Preparedness Policy and related practices? It acknowledges the complex nature of emergency preparedness policies as well as their changing internal and external context and makes note of the variability of those contexts across WFP's regions. In light of this, the methodology consisted of a mixed-methods sequential design and was guided by WFP's Centralized Evaluation Quality Assurance System (CEQAS) standards as well as the latest guidance and good practices from recent Office of Evaluation evaluations. It used mixed, participatory and innovative methods, combining qualitative and quantitative data in a sequential

explanatory design. In the inception phase, through inception meetings and a review of WFP strategy and audit reports, the evaluation team got a better understanding of the context of the evaluation in order to further define the scope of the evaluation. In the evaluation phase, two levels of analysis were covered to get input from all identified stakeholders: a global-level study and country deep dives. In the reporting phase, the findings were carefully compiled in the evaluation report, relying on the structure of the evaluation matrix to form a comprehensive assessment. During the entire evaluation process, the evaluation team was in regular contact with the evaluation manager and fostered appropriate stakeholders' engagement to ensure that each step met WFP expectations.

## **INCEPTION PHASE**

15. The inception phase holds significant importance in drafting a comprehensive road map for the evaluation process. In this phase, the evaluation team confirmed the relevance of the sub-questions as proposed in the ToR and unpacked those in a number of lines of enquiry (see the evaluation matrix in Annex IV). The evaluation team has thoroughly examined and appraised pertinent background documentation, mapped available data, conducted initial consultations, and executed two inception missions. The primary goals of this phase were: (i) to ensure the team possessed a solid understanding of the evaluation road map, incorporating a robust methodological approach; and (ii) to conclude and verify the preliminary country selection for in-depth assessments.
16. The inception phase consisted of a series of meetings and interviews with internal stakeholders at different levels of the organization (headquarters, regional bureau and country office levels). The team leader conducted an in-person headquarters briefing and was engaged in remote consultations with the most pertinent regional bureau focal points. The main goal was to get their own expectations and advice on how to conduct such a study. These meetings helped to further define the scope of the evaluation and gather information for the country selection strategy and stakeholder analysis. The meetings revolved around a set of questions prepared by the evaluation team, based on the ToR. Moreover, the inception phase included two country missions in Burundi and the Philippines, allowing the evaluation team to conduct interviews and to collect insights directly from the field.
17. In-depth review of the documentation was the second critical step during the inception period, leading the evaluation team to identify some relevant aspects, which will be further investigated through the global desk review, the key informant interviews (KIIs), the country studies and the comparative learning exercise. The desk review aimed to uncover key WFP documentation related to management and programme objectives specific to this evaluation. It specifically focused on identifying potential metrics and indicators. This phase involved analysing various documents, such as past evaluations, audit reports, syntheses, stakeholder consultations, and WFP-published reports. These documents serve to provide essential background information, shape the context, and guide the evaluation methodology and matrix. Given the anticipated large volume of documents, the team began structuring the e-library in the inception phase. The library, imported into MAXQDA, utilizes keyword search functionality to assign priority levels for different aspects of the desk review. This preparation aided the team in efficiently collecting evidence against the EQs during the data collection and analysis phase. The desk review also entailed revisiting pertinent grey and peer-reviewed literature. Artificial intelligence (AI) tools assisted experts in screening documents, extracting key ideas, and proposing related material. While using AI tools for efficiency gains, the team ensures the exclusion of confidential information, limiting the analysis to publicly available documents. Acknowledging the potential bias in AI-generated content, the team relies on AI tools solely for support and efficiency, avoiding information that cannot be directly traced back to the reviewed document.
18. Based on these exploratory activities and specific stakeholder consultations, the evaluation team has finetuned the evaluation matrix, which illustrates how data to respond to each sub-question will be gathered, including the lines of enquiry and/or indicators used, data sources and expected data collection techniques. The matrix represents the main analytical framework for the evaluation, and thus the design and validation of it have been carried out in consultation with the Office of Evaluation.
19. In parallel, a data availability tracker has been developed, incorporating insights from the evaluability assessment's data availability review and ongoing revision of incoming data, as shared by the Office of

Evaluation after liaising with the respective WFP data owners. It will help with identifying data gaps for primary data collection. Examples of tracked indicators include the Emergency Preparedness Capacity Index (EPCI), the percentage of tools developed or reviewed to enhance national capacities for forecast-based anticipatory action, and the number of countries where WFP supported the updating of government frameworks for preparedness and early/anticipatory action at national and local levels.

20. The evaluability assessment represented a focal aspect of this phase. The policy states that the monitoring of its implementation would be undertaken in accordance with WFP's corporate performance management systems, tools and processes, including the country strategic plans (CSPs) and country reports, management plans, annual performance reports and other reports. The status of Emergency Preparedness and Response Package (EPRP) implementation in each country office would be monitored through an online tracking system of minimum preparedness actions (launched in 2018, decommissioned in 2020, and being reviewed and revised as "Emergency Preparedness Checklists" as of 2023), and monitoring WFP's work with governments through the EPCI<sup>1</sup> (also revised in 2022 and renamed the Emergency Preparedness Capacity Indicator – a country-specific indicator used by country offices that consider it relevant to their context). In assessing the work of WFP with governments, the evaluation went beyond the consideration of the above-mentioned indicators and includes primary qualitative data collection and review of existing evidence from country-specific or global evaluations or deep dives.
21. The stakeholder mapping represents another activity implemented during the inception phase. It was based on the prior efforts of the Office of Evaluation to identify the primary users of the evaluation, delineate their interests and roles, and map the extent to which they were consulted and informed throughout the development of the evaluation. Specific country and regional actors, including those to be consulted during the inception phase, were identified for interviews or consultations throughout the evaluation. Key stakeholders, both internal (at the headquarters, regional and country levels) and external (including United Nations agencies, United Nations country offices, governments, donors, other key humanitarian agencies and diverse intended beneficiaries), were mapped.
22. The evaluation team shortlisted 12 countries to conduct deep dive analysis based on the criteria proposed in the ToR, meaning they should be a good representation of WFP regions (see details in paragraph 38). The countries were selected based on the criteria proposed in the ToR and related to: (i) the geographical coverage; (ii) the size of WFP interventions; (iii) the presence of specific programmes; and (iv) the emergency levels. The team also considered the country offices that WFP stakeholders suggested including during the inception phase. Country offices that have had two or more visits for global evaluations in recent times were excluded, and those with parallel evaluations and audits or currently scaling up for major responses were carefully considered to avoid overlaps.
23. The inception phase was concluded upon the final approval of the inception report by the Office of Evaluation.

## **DATA COLLECTION PHASE**

24. During the data collection and analysis phase, a mixed-methods approach based on complementary data collection tools, drawing on content analysis and elements of contribution analysis, was proposed to gather rigorous evidence to inform responses to the EQs. The evaluation team proposed five distinct data collection tools to be used at different levels of WFP: online survey, structured desk review, KIIs, secondary data analysis and comparative learning exercise. Data was collected in a staged approach, initially focusing on the desk review, comparative learning exercise and KIIs with WFP staff not in the countries targeted for the field missions. This stage helped the team build a robust understanding of the policy and its implementation, and was instrumental to define which assumptions and change pathways as laid out in the ToC were studied in depth during the country studies. This selection was made prioritizing a varied, but coherent and comparable, set of activities and processes across the countries studied. The evidence collected across countries was clustered

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

based on the relevant core activities and tools, while also considering influential contextual conditions, implying that evidence arising from a given country study might belong to one or more clusters of analysis. Results across clusters were compared at the end of data collection and triangulated against the evidence collected during the initial stage of data collection to derive answers to the EQs.

25. The team ensured that the approach was gender and equity sensitive, and appropriate to a diverse range of stakeholders as follows:
  - i) The evaluation matrix and data collection tools were gender and disability sensitive.
  - ii) Instruments (questionnaires, discussion guides) were designed to include gender, disability, displacement and broader diversity considerations as a specific area of inquiry; special attention was given to the representation of women, people with disabilities and individuals from diverse backgrounds among key informants and to the composition of focus group discussions.
  - iii) Stakeholders with strong commitments to gender equality, disability inclusion and broader diversity were consulted during the evaluation (country deep dives) to provide additional insights on gender equality and women's empowerment issues relevant to the evaluation.
  - iv) Whenever possible, data was disaggregated by sex and age.

### ***Online survey***

26. The evaluation team designed an online global questionnaire to be distributed to relevant WFP staff. The survey helped establish a global view of internal stakeholders' perceptions on any changes that might have taken place around WFP's emergency preparedness work. The survey was targeted at former Emergency Operations Division staff (or staff of the concerned divisions or units under the new structure), as well as IRG members, Economic Partnership Agreement programme staff and focal points at regional and country levels. It was also able to cover countries that were not selected for deep dives.
27. The global WFP staff survey consisted of a combination of multiple-choice questions to collect respondents' perceptions on statements related to: (i) roles and responsibilities; (ii) human resources; (iii) financial resources; (iv) partnerships; and (v) gender and inclusiveness. Each of the sections included one or two ranking questions to map which factors had played a role in the potential process of change. Optional open questions were also included to collect any narrative evidence on the topics that were most important to the respondents. The instrument was self-administered by participants, using an online platform. As for other data collection approaches, participants provided informed consent based on a standardized information sheet covering key elements (e.g. scope, confidentiality).
28. Because of the breadth of the evaluation and the nature of the enquiry, it was not possible, nor the intention, for every respondent to cover every relevant element of the evaluation matrix. However, the instrument was designed to ensure multiple topics were covered. These mainly related to how WFP's relevant processes, systems and tools have evolved since the approval of the policy, whether WFP's related activities have achieved (un)expected results, and what factors (including the quality of the policy) affected the achievement of these results. Although participation in self-administered online surveys can be low, it was anticipated that participants would be willing to devote an average of five to ten minutes to this exercise. A mapping of where the survey was expected to contribute to the indicators of the evaluation matrix can be found in the matrix itself (Annex IV) and in the draft survey (Annex V).
29. More details about the approach to the implementation of the survey, and the tools themselves, are provided in Annex V.

### ***Structured desk review***

30. The desk review was initiated during the inception phase. In this phase, the desk review sought to identify key WFP documentation, including information pertaining to management and programme objectives within the context of this evaluation, specifically to identify potential metrics and indicators.

It also analysed how key documents, including past evaluations, audit reports, syntheses, stakeholder consultations and reports published by WFP, can help form needed background and contextual information and inform the evaluation methodology and matrix.

31. The desk review continued during the data collection and analysis phase. The evaluation drew heavily from the range of WFP documentary evidence available, including the policies themselves and associated guidelines, strategic documents and evaluations relevant to emergency preparedness. A comprehensive e-library has been constructed by WFP and amended by the evaluation team, to manage key documentation.
32. The software used to support the qualitative analysis of the document review (and KII transcripts) is MAXQDA. This allows different team members to extract relevant information from the large volume of documents in the e-library, and structure it along the themes covered in the evaluation matrix. This structure, or coding tree, can then also be used to triangulate the qualitative evidence with other data sources. To ensure consistent coding across team members, the team organized an internal coding workshop where we agreed on coding principles and carried out an individual coding exercise of an inception KII, comparing and discussing results.
33. Besides traditional content analysis, MAXQDA functionalities were leveraged to perform quantitative text analysis to systematically retrieve textual evidence across key documents. The application of these methods facilitated information retrieval in an iterative and efficient manner, providing the team with contextual and descriptive information, as well as entry points for further investigation.
34. To complement the limited available quantitative data reported within WFP, the team built a series of “timelines” based on available data in specific crisis contexts. The team agreed on a selection of crises that took place in the selected deep dive countries and built a response timeline to measure indicators of response effectiveness in contexts that vary by intensity of preparedness. Data sources that fed into the timelines came primarily from the respective country offices, including situation reports, staffing data and supply chain data. The scope of the timelines covered the period just before the event (to observe any anticipatory/early action) and an appropriate period after the start of the event, allowing the team to observe evolutions in inputs (e.g. pledges, staffing, expenses) and outputs (e.g. number of beneficiaries, volumes transferred). Draft timelines were shared with country office focal points for feedback, and triangulated with evidence from KIIs and parallel global data collection efforts. The final timeline was part of the country debrief.

### ***Analysis of secondary (quantitative) data***

35. During the first weeks of the data collection phase, the evaluation team continued its analysis of WFP administrative and monitoring data, such as expenditures, supply chain data, performance indicators at corporate and country level, and human resource statistics. The analysis first attempted to establish a clear baseline and present changes over time, taking into account the split between strategic plans. It considered how the composition and size of the WFP emergency preparedness portfolio evolved, as well as its effectiveness and efficiency. An overview of the identified data sources is presented in Table 1.

**Table 1: Quantitative data sources**

<b>Topics covered</b>	<b>Data source</b>	<b>E-library document name</b>
Funding	Strategic Financing Branch Global Commodity Management Facility (GCMF) data	Immediate Response Account (IRA) and Internal Project Lending Facility (IPL) NOV_2023
Needs-based Plan, implementation plan, expenditures Contributions	PROM	Plan and actual comparison PRR weekly Flexible funding EV_CPB overview report

Emergency preparedness-related activity list, tags and descriptions Activities, planned and actual beneficiaries Output and outcome achievement Reported EPCI values by year and by country	COMET	Emergency preparedness beneficiaries, output and outcome data – Feb 2024 Annual ALL ACR data by country (2017–2022)
Context, requirements, funding and implementation of ongoing emergencies	Corporate Alert System (CAS) data	CAS – January_2024-key updates
Output/outcome achievement Effective and efficient emergency response	Management key performance indicators	Management key performance indicators performance data 2018–2022 Data for 2023 to be made available
WFP staffing and technical capacity Ukraine staffing surge (data collection for other countries ongoing)	Staffing data	Surge staff deployed and consolidated Surge staff Ukraine Surge applicants
Financial resources for emergency preparedness	WINGS	EV_CPB_Resources_Overview _EPR related activities
Supply chain and procurement data	DOTS	Food procurement-type progress, stock reports, procurement data for Cuba, Pakistan, Ukraine, Sudan, Zambia

Source: evaluation team.

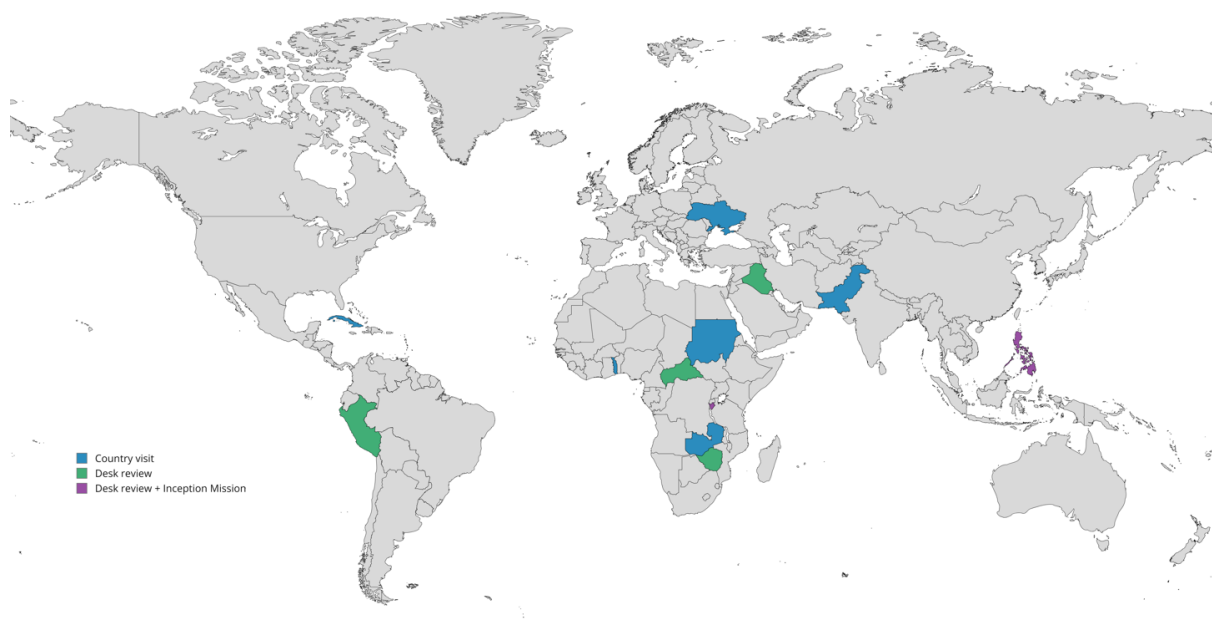
36. This analysis, alongside the desk review, informed the country deep dives and allowed the respective country-specific teams to identify probing questions to follow up on with country office stakeholders.

### **Country deep dives**

37. Through the deep dives, the team assessed and understood the extent to which the country office adopted emergency preparedness in its work, the success thereof, and the impact on affected populations and existing inequalities between them (EQs 2 and 3). Special consideration was given to groups vulnerable to food insecurity and malnutrition – such as women, boys and girls, older persons, and people with disabilities – through probing questions during interviews and the use of disaggregated data where available. The extent to which the policy has affected partnerships was also evaluated, as well as the extent to which actions taken by headquarters and regional bureau stakeholders enhanced the level of preparedness of country offices. Furthermore, data collection visits were critical to understand the extent to which the policy is appropriate to local contexts, and investigate what enabling factors and barriers exist, both within each country and across them. Field observations were conducted on a case-by-case basis as they provided a useful additional data source for certain types of activities. Finally, the deep dives helped the team with validating the preliminary findings from previous data collection efforts (including those in the inception phase – secondary data analysis, interviews, desk review), specifically as they pertain to outcomes of WFP affected populations, communities and partners.

38. The evaluation team selected 12 country deep dives in discussion with the Office of Evaluation during the inception phase. The selected countries were **Pakistan (visit), the Philippines (desk review), Ukraine (visit), Iraq (desk review), Togo (visit), the Central African Republic (desk review), Zambia (visit), Zimbabwe (desk review), Sudan (visit<sup>2</sup>), Burundi (desk review), Cuba (visit) and Peru (desk review)**.<sup>3</sup> As indicated, six of these included a country visit conducted by evaluation team members, and six others followed the “desk study plus” approach as described in the CEQAS. The former group included in-person KIIs with external and internal informants, while the latter group included only a limited number of remote KIIs and relied more heavily on a country-specific desk review. Both sets of deep dives sought to obtain in-depth insights around country office processes and results, and allowed the evaluation team to collect data in a range of countries that represent the wide spectrum of activities being carried out and supported by WFP in emergency preparedness.
39. Each deep dive was led by a senior evaluator, assigned based on their regional expertise and language skills, and supported by a national expert and one of the research analysts.<sup>4</sup> The three experts formed the respective deep dive teams. Each team took care of the organisation and preparation, KIIs, and summarizing the findings in a presentation. The duration of each country visit was one working week. Exact schedules were determined once the selection of country deep dives had been confirmed, and varied slightly across countries. The team also took note of and anticipated the different steps of the country visits as specified in the CEQAS process guide, including the security briefing, briefings with the most prevalent local stakeholders, and an exit debrief with senior management and all relevant staff. The selection of country deep dives is presented in Figure 2.

**Figure 2: Country deep dive selection**



Source: evaluation team (created with mapchart.net).

40. Country visits started with thorough preparation prior to the arrival in country. This included a desk review concentrating on country-specific data and preliminary survey results. During the visit, the lead expert and national expert conducted KIIs with stakeholders at the country office, and with local

<sup>2</sup> Due to the security situation in the Sudan, the field visit was cancelled and replaced by a remote visit.

<sup>3</sup> Burundi and the Philippines each hosted an inception mission during this evaluation, which maximized the learning value of their adoption as desk reviews at this stage.

<sup>4</sup> Recruitment of national experts started as countries were being confirmed. Their contributions focused on supporting the in-country data collection as well as the preliminary analysis, until the country debrief.

partners (including government stakeholders). If considered relevant by the country office, the country team was open to visiting a selection of sites where WFP interventions were taking place or had recently taken place to get a better understanding of operational and intended beneficiaries' contexts. At least four days per country visit were dedicated to conducting KIIs. The country team was able to conduct four to six KIIs per day, depending on the location of the meetings (i.e. a higher number of interviews were feasible when taking place at the country office itself, compared with external stakeholders' offices around the capital). Each country visit was able to cover around ten internal and eight external interviews (individual and group); this was slightly higher if there was no added value from a field visit to a nearby site. The detailed allocation of the country team's time between internal and external stakeholders was further determined during the preparation of the mission, in close consultation with the WFP country office and based on the specific local context and nature of the relevant interventions.

41. At the end of each country visit, emerging evidence was delivered during the in-country debrief, with key lessons and questions to be shared with country office and regional bureau staff. The debrief was also attended by the Office of Evaluation and an invitation was extended to the respective regional emergency preparedness advisers. An updated PPT was shared with country office stakeholders the week after the country visit for validation. The summary was then finalized based on the input and feedback received from these stakeholders to ensure buy-in at all levels, applying ADE's participatory evaluation principles.

### ***Comparative learning exercise***

42. During the data collection phase, the evaluation team investigated how WFP's Emergency Preparedness Policy and activities for implementation compare with similar policies/activities of other leading organizations in this field. The evaluation team did so through a review of documentation of a longlist of organizations with a strategy or policy on emergency preparedness, and through remote KIIs with stakeholders in a selection of three comparator organizations: the United Nations Children's Fund (UNICEF), the International Organization for Migration (IOM) and the International Federation of Red Cross and Red Crescent Societies (IFRC).
43. An analysis of emergency preparedness documentation and interventions available online of the longlist of organizations was conducted during the inception phase to make a well-informed selection for comparison during this exercise. Another important criterion for this selection was the organizations' respective activities in the selected countries, which allowed the evaluation team to give the comparison a country-level dimension.
44. Three organizations were selected for comparison with WFP from the longlist of countries based on the criteria provided below. Three comparative analyses for learning purposes were completed at the global level between February and May 2024. The dimensions of comparison were determined during the inception phase. The criteria for selecting the comparative organizations included:
  - policy or strategy that is explicit about preparedness within a wider disaster risk management framework;
  - guidance and systems to put preparedness into practice;
  - global coverage or reach of the organization; and
  - explicit intent/role to support national preparedness.Activities include:
  - risk analysis/early warning/forecasting;
  - anticipatory action;
  - staff surge pool/system;
  - supply chain mechanisms for in-kind and cash-based transfers (CBT);
  - Preparedness/Response Fund; and
  - monitoring and reporting framework for preparedness results.
45. The selected three comparator organizations were contacted to organize interviews with selected key informants in departments as diverse as Human Resources (HR), Finance, Logistics and Preparedness.



The comparative learning exercise was not intended to be a performance type of benchmarking, but rather a best practice and landscape analysis focused on learning from other organizations on how they are experiencing and dealing with similar challenges to WFP.

### ***Key Informant Interviews***

46. Consultations with key stakeholders continued during the data collection phase. They took place both as part of the in-country data collection missions and as standalone tools to learn from additional relevant stakeholders across WFP, specifically the members of the IRG. During the in-country visits the senior evaluators conducted in-person interviews with WFP stakeholders to complement and validate preliminary findings from the desk review, inception missions and evaluability assessment. These interviews were crucial to gather information regarding policy clarity and to accurately map the implementation processes within and across WFP levels and divisions.
47. KIIs were conducted using semi-structured interview protocols, a format in which the interviewers use open-ended questions that allow for a discussion with the interviewee rather than a straightforward question and answer format. To optimize the use of time during the interviews, the team prepared and maintained an interview guide. This guide was different for each stakeholder category, and formulations of the questions were adapted to the respective participants and to local contexts.
48. Interviews were scheduled towards the end of the data collection phase and served specifically to fill any evidence gaps identified after the inception interviews and other data collection activities. The evaluation team thereby optimized the level of effort required by WFP staff members.
49. During the reporting phase, the evaluation team elaborated the evaluation report, structured around the evaluation matrix. Inputs from the online survey, benchmark analysis, desk reviews, KIIs at WFP corporate level and preliminary findings debriefings were also used for the relevant EQs. Before drafting the final report, all team members participated in a workshop to brainstorm the main messages to extract from each input in order to answer each of the EQs. Once a first draft was available, another evaluation team internal workshop was organized to summarize conclusions and derive lessons learned and recommendations. The Office of Evaluation then organized a stakeholder workshop to present findings and make sure conclusions and recommendations were first brainstormed and discussed with the most concerned individuals.

# Annex IV. Evaluation matrix

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
<b>EQ1 How good is the WFP Emergency Preparedness Policy? (criteria: relevance, coherence, equity)</b>				
<p><b>EQ1.1 How consultative was the policy design process and to what extent is its content still conceptually and operationally valid today?</b></p>	<p>Evidence of a comprehensive, consultative process to design and agree the policy</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Documented evidence and/or perceptions that development of the policy was based on comprehensive consultation with internal and external stakeholders</i></li> </ul> <p>Evidence that the policy is relevant and coherent, including in response to changes in context</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Existence of a context analysis that draws on current debates, literature and evidence to establish a clear rationale and justification for the policy</i></li> <li>▪ <i>Clear definition of the scope of activities and priorities, while also remaining broad enough to be applicable in a range of contexts</i></li> <li>▪ <i>Inclusion of a clear vision and conceptual framework that highlights intended pathways of change, encompassing all elements of preparedness – including</i></li> </ul>	1, 5	<p>Document and academic literature review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Comparative learning exercise</p>	<p><b>DOCUMENTATION</b></p> <p>WFP Emergency Preparedness Policy</p> <p>WFP Strategic Plans (2017–2021; 2022–2025)</p> <p>Other key WFP policies (e.g. disaster risk reduction and management, climate change, resilience and environmental policies; gender policies; Policy on Humanitarian Principles; Policy on Humanitarian Protection; Policy on Enterprise Risk Management; Policy on CSPs; Cash Policy; Nutrition Policy; safety nets policies)</p> <p>WFP Emergency Activation Protocols</p> <p>WFP’s risk appetite statements</p> <p>Comparable policy and strategy documents of other actors involved in emergency preparedness</p> <p>IASC guidance and frameworks on emergency preparedness</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Senior management and Executive Board</p> <p>Regional and country offices</p> <p>International partners</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>definitions and links between related areas of work</i></p> <ul style="list-style-type: none"> <li>▪ <i>Alignment with WFP corporate strategic plans and other related policies, strategies and protocols (past and present)</i></li> <li>▪ <i>Coherence and complementarity with other agencies' work in the same area and consistency with international good practice, commitments and standards, including the Inter-Agency Standing Committee (IASC) Common Framework for Emergency Preparedness</i></li> <li>▪ <i>Perceptions that the policy remains conceptually and operationally relevant in the current context considering changes since its formulation</i></li> </ul> <p>Evidence that the policy adequately incorporates gender equality, protection and disability inclusion (and other equity and inclusion considerations), and ensures that WFP's approach to preparedness is accountable, safe and environmentally sound</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>References to inclusion, equity, accountability, safety and environmental issues within the policy</i></li> </ul>			
<p><b>EQ1.2 To what extent did the policy or an accompanying plan include provisions for policy implementation?</b></p>	<p>Evidence of efforts to ensure effective implementation of the policy</p> <p><i>Indicators/sub-lines of enquiry:</i></p>	<p>1, 2, 3, 4, 5</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p>	<p><b>DOCUMENTATION</b></p> <p>WFP Emergency Preparedness Policy</p> <p>WFP management plans</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<ul style="list-style-type: none"> <li>▪ <i>The policy outlines clear institutional arrangements and defines roles, responsibilities and accountabilities for coordination, oversight and leadership of policy implementation, including cross-cutting elements</i></li> <li>▪ <i>Evidence of an implementation plan/resourcing plan, identifying the financial and human resources required for its implementation, including the range of staff skills and expertise required</i></li> <li>▪ <i>Evidence of efforts to communicate the adoption of the policy throughout the organization and expectations regarding its implementation</i></li> <li>▪ <i>WFP staff awareness, ownership and accountability of the Emergency Preparedness Policy</i></li> <li>▪ <i>Articulation of the types of partnerships required to support its implementation and identifying opportunities for partnership expansion</i></li> </ul> <p>Evidence of follow-up to monitor the implementation of the policy</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Inclusion of a robust results framework with clear targets and milestones for implementation of the policy</i></li> <li>▪ <i>Evidence of use of that framework to keep track of progress and course correct</i></li> </ul>		Comparative learning exercise	<p>WFP functional reviews</p> <p>Past and current WFP organograms</p> <p>Annual Performance Plans of concerned headquarters divisions</p> <p>Annual performance reports</p> <p>Documents and tools for monitoring policy implementation, including preparedness tools linked to the support/enabling functions in WFP (e.g. EPC Checklist).</p> <p>Knowledge products resulting from policy implementation</p> <p>Comparable policy and strategy documents of other actors involved in emergency preparedness</p> <p>IASC guidance and frameworks on emergency preparedness</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Senior management and Executive Board</p> <p>Comparator organizations</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
<b>EQ2 What results has WFP achieved in the area of emergency preparedness (within and beyond the policy framework)? (criteria: effectiveness, equity, sustainability)</b>				
<p><b>EQ2.1 To what extent have WFP processes, systems and tools been strengthened to enhance emergency preparedness in WFP?</b></p> <p><i>(short-term outcomes)</i></p>	<p>Evidence of <b>improvements to infrastructure, distribution systems, technology and equipment</b> in place for early action and emergency response operations</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Extent to which WFP's processes, systems and tools for emergency preparedness are comparable with other sector leaders and consistent with international good practice and standards</i></li> <li>▪ <i>Degree of satisfaction of staff with EPRP tools (and subsequent evolutions of them), as well as broader corporate tools that include aspects of emergency preparedness and early action</i></li> <li>▪ <i>Extent to which WFP's preparedness-related processes, systems and tools are perceived to be inclusive (considering gender, disability and other equity aspects) and ensure that WFP's approach to preparedness is accountable, safe and environmentally sound</i></li> </ul> <p>Increases in <b>strategic pre-positioning of food stocks, funds and material resources</b> for emergency response operations</p> <p><i>Indicators/sub-lines of enquiry:</i></p>	3	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Online survey</p> <p>Analysis of secondary data</p> <p>Comparative learning exercise</p>	<p><b>DOCUMENTATION</b></p> <p>WFP emergency preparedness guidance, manuals and tools, including preparedness tools linked to the support/enabling functions in WFP (e.g. EPC Checklist)</p> <p>WFP policy evaluations</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSP evaluations</p> <p>Corporate Emergency Evaluations (CEEs)</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>Post-training lessons learned</p> <p>Annual performance reports</p> <p>Annual country reports</p> <p>WFP financial and administrative data</p> <p>Comparable documents from other organizations</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Senior management and Executive Board</p> <p>Regional and country offices</p> <p>International and national partners</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<ul style="list-style-type: none"> <li>▪ <i>Evolution of strategic financing/resourcing tools to facilitate emergency preparedness, early action and timely response</i></li> <li>▪ <i>Storage capacity</i></li> <li>▪ <i>GCMF stocks and allocations</i></li> <li>▪ <i>IRA allocations</i></li> </ul> <p>Increases in the <b>availability of specialist/ skilled gender-balanced surge capacity</b> deployable for early action and emergency response operations</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Number of staff registered in the roster over time (disaggregated by gender and skillsets)</i></li> <li>▪ <i>Number of staff deployed through the roster over time (disaggregated by gender and skillsets)</i></li> <li>▪ <i>Evidence of gender-sensitive staff wellness, safety and security measures for deployment of staff in emergency responses within staffing policies and practice</i></li> <li>▪ <i>Evidence of the use and improvement of existing staffing policies and mechanisms to deploy appropriate expertise to strengthen WFP's capacity for emergency preparedness, early action and timely response</i></li> <li>▪ <i>Degree of satisfaction of staff and partners with training in emergency preparedness, supply chain management and preparedness-related aspects within corporate systems</i></li> </ul>			<p>Donor representatives</p> <p><b>SECONDARY DATA</b></p> <p>COMET reports</p> <p>IRM analytics reports</p> <p>FACTory reports</p> <p>CAS data</p> <p>Other country office datasets received</p> <p>Datasets from Strategic Financing Branch</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p>Evidence of <b>risk analysis and early warning</b>, led or supported by WFP, that informs emergency preparedness and early action</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Changes to food security analysis tools, risk analysis and forecasting/early warning tools, conflict analysis processes and outputs, environmental and social safeguards and risk screening to permit earlier and more effective intervention</i></li> <li>▪ <i>Extent and effectiveness of internal cross-functional information-sharing and coordination on emerging crises</i></li> </ul> <p>Extent to which emergency preparedness is <b>integrated into WFP's broader corporate tools</b></p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Emergency preparedness integration into training and other corporate capacity development exercises (including FASTER and simulations) for WFP and partners</i></li> </ul> <p>Extent to which WFP's processes, systems and tools for emergency preparedness are <b>comparable with other sector leaders</b> and consistent with international good practice and standards</p>			
<p><b>2.2 To what extent has WFP contributed to enhance governments'</b></p>	<p>Evidence of <b>strengthened government capacities</b> for preparedness and response at regional, national and subnational levels</p>	<p>7, 8, 12</p>	<p>Document review Internal KIIs</p>	<p><b>DOCUMENTS</b> WFP (de)centralized evaluation reports</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
<p><b>and communities' emergency preparedness?</b> <i>(short-term outcomes)</i></p>	<p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Number of countries in which WFP has supported the updating of government frameworks for preparedness and/or early action at national and local levels</i></li> <li>▪ <i>Number of WFP country offices working with governments to develop a national baseline of emergency preparedness capacity using the EPCI and designing national action plans (outcome indicator in Corporate Results Framework 2022–2025)</i></li> <li>▪ <i>Increase in EPCI ratings against baselines (where ratings have been updated) for governments' preparedness and response capacities in select countries</i></li> <li>▪ <i>Range of other initiatives undertaken by WFP with the aim to strengthen government capacities</i></li> <li>▪ <i>Range of contributions to South–South cooperation and support to regional governmental bodies</i></li> <li>▪ <i>Degree of satisfaction of government staff with WFP strategic, technical and material support for strengthened preparedness</i></li> </ul> <p>Evidence of <b>changes in capacities for response in communities</b> where WFP supports/ed community-based preparedness</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Proportion of targeted communities where there is evidence of improved capacity to</i></li> </ul>		<p>External KIIs</p> <p>Online survey</p> <p>Analysis of secondary data</p> <p>Comparative learning exercise</p> <p>Application of tools during country deep dives</p>	<p>CSPs/CSPEs</p> <p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>EPCI action plans and updates</p> <p>Annual performance reports</p> <p>Annual country reports</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>Post-distribution monitoring reports following early/anticipatory distributions of cash and in-kind assistance</p> <p>Reports from community feedback/accountability mechanisms</p> <p>Comparable documents from other organizations</p> <p>Logistics Cluster Strategy 2016–2021</p> <p>Logistics Cluster Strategy 2021–2022</p> <p>Global Logistics Cluster emergency preparedness guidance documents</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Regional and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p>



Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>manage climatic shocks and risks (outcome indicator in CRF 2017–2021)</i></p> <p>Extent to which <b>WFP's contributions to enhance governments' and communities' emergency preparedness are comparable with other leading humanitarian agencies' work</b> in the same area and consistent with international good practice and standards</p>			<p>Donor representatives</p> <p><b>SECONDARY DATA</b></p> <p>COMET reports</p> <p>Additional EPCI data</p>
<p><b>2.3 To what extent has WFP consolidated and expanded mutually beneficial partnerships in emergency preparedness?</b></p> <p><i>(short-term outcomes)</i></p>	<p>Evidence of <b>WFP's engagement in and leadership of preparedness within the humanitarian clusters</b> (Food Security, Logistics, and Emergency Telecommunications) at global and country levels</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Internal and external perceptions of WFP's contributions to cross-functional information-sharing, coordination on emerging crises and common service provision</i></li> <li>▪ <i>Degree of satisfaction of cluster members with WFP's leadership of and engagement on preparedness within humanitarian clusters</i></li> </ul> <p>Evidence of <b>WFP's engagement in the IASC working groups</b> on early warning and emergency preparedness</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Internal and external perceptions of WFP's engagement in IASC working groups on early warning/emergency preparedness</i></li> </ul>	<p>6, 9, 12</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Online survey</p> <p>Comparative learning exercise</p> <p>Application of tools during country deep dives</p>	<p><b>DOCUMENTS</b></p> <p>IASC reports and guidance materials</p> <p>Preparedness plans and strategies from clusters led by WFP</p> <p>Humanitarian response plans</p> <p>Annual performance reports</p> <p>Annual country reports</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p> <p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>Comparable documents from other organizations</p> <p>Logistics Cluster Strategy 2016–2021</p> <p>Logistics Cluster Strategy 2021–2022</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p>Evidence of <b>other initiatives</b> between WFP and partners in emergency preparedness</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Examples of joint projects, advocacy and other initiatives between WFP and international, regional and national partners to build capacity and mobilize resources for preparedness</i></li> </ul> <p>Evidence of WFP's contribution to emergency preparedness through <b>common services provision</b></p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Internal and external perceptions of improvements in the emergency preparedness of WFP's common service provision</i></li> <li>▪ <i>Changes to WFP's supply chain systems and tools to streamline local, national and regional procurement, stockpiling and importation</i></li> </ul> <p>Extent to which <b>WFP's partnerships to strengthen emergency preparedness are comparable with other leading humanitarian agencies' work</b> in the same area and consistent with international good practice and standards</p>			<p>GLC EPR guidance documents</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Regional and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p>Donor representatives</p>
<p><b>2.4 To what extent have WFP's investments in emergency preparedness</b></p>	<p><b>TIMELINESS</b></p> <p>Evidence regarding the <b>improved timeliness of governments', communities and the</b></p>	<p>2, 3, 4, 6, 7, 8, 9, 10, 11, 12</p>	<p>Document review (including timelines)</p>	<p><b>DOCUMENTS</b></p> <p>Annual performance reports</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
<p><b>enabled efficient, effective and timely early actions and emergency responses by national and local governments and WFP?</b></p> <p><i>(medium-term outcomes)</i></p>	<p><b>humanitarian community's early actions and timely responses</b>, due at least in part to WFP's interventions</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Lead time for the provision of commodities and CBT by WFP and partners</i></li> <li>▪ <i>Lead time for deployment of WFP staff in emergency responses (disaggregated by gender and skillsets)</i></li> <li>▪ <i>Country examples of early action/timely response being triggered by risk analysis and early warning</i></li> </ul> <p><b>EFFECTIVENESS</b></p> <p>Evidence regarding the <b>strengthened effectiveness of governments', communities' and the humanitarian community's early actions and timely responses</b> due at least in part to WFP's interventions</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Country examples of improvements to infrastructure, distribution systems, technology and equipment in place for early action and emergency response operations</i></li> <li>▪ <i>Country examples of increases in strategic pre-positioning of food stocks, and material resources for emergency response operations</i></li> <li>▪ <i>Country examples of increases in available funding for emergency preparedness, early action and timely response from internal and external sources</i></li> </ul>		<p>Internal KIIs</p> <p>External KIIs</p> <p>Analysis of secondary data</p> <p>Application of tools during country deep dives</p>	<p>Annual country reports</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p> <p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>WFP financial and administrative data</p> <p>Logistics Cluster Strategy 2016–2021</p> <p>Logistics Cluster Strategy 2021–2022</p> <p>GLC EPR guidance documents</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Regional and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p><b>SECONDARY DATA</b></p> <p>COMET reports</p> <p>CAS data</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<ul style="list-style-type: none"> <li>▪ Country examples of increases in the availability of specialist/skilled gender-balanced surge capacity deployed for early action and emergency response operations</li> <li>▪ Country examples of increased collective capacity on emergency preparedness within the humanitarian community, due at least in part to WFP's efforts</li> <li>▪ Country data on targeted men and women receiving assistance from WFP and/or partners prior to or within the first month of a trigger/event/crisis</li> </ul> <p>Evidence of emergency preparedness initiatives by WFP and partners that are <b>inclusive (taking into account gender, disability and other aspects of inclusion)</b> and that are accountable, safe and cognizant of environmental concerns</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ Country examples of inclusive, accountable, safe and environmentally cognizant emergency preparedness interventions</li> <li>▪ Perceptions of the inclusiveness, accountability, safety and environmental impact of emergency preparedness interventions by WFP and partners</li> </ul> <p><b>EFFICIENCY</b></p> <p>Evidence of <b>efficiency gains from early action and timely response</b> from WFP and governments, including early/anticipatory CBT and in-kind distributions</p>			<p>Management results key performance indicators</p> <p>Supply chain data</p> <p>Country office procurement data</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Country examples of financial savings through the use of the GCMF and its procurement of commodities in the best market conditions, capitalizing on economies of scale, and support of local and regional procurement (pending confirmation of data availability)</i></li> <li>▪ <i>Country examples of efficiency gains from early action and timely response, including early/anticipatory CBT and in-kind distributions</i></li> </ul>			
<p><b>2.5 Beyond the policy framework, what other results has WFP achieved in the area of emergency preparedness? These may also include unintended results</b></p>	<p>Evidence of innovative approaches to emergency preparedness within WFP's programmes</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Country examples of innovative, locally led approaches to emergency preparedness</i></li> <li>▪ <i>Country, regional and global examples of other innovative approaches to emergency preparedness</i></li> <li>▪ <i>Perceptions of the contribution of innovations to WFP's work on emergency preparedness</i></li> </ul> <p>Evidence of increased commitments to and resources for preparedness, due at least in part to WFP's engagement</p> <p><i>Indicators/sub-lines of enquiry:</i></p>	<p>10, 11, 12</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Online survey</p> <p>Comparative learning exercise</p> <p>Application of tools during country deep dives</p>	<p><b>DOCUMENTS</b></p> <p>Annual performance reports (including supplementary reporting on top ten efficiency gains)</p> <p>Annual country reports</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p> <p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>HungerMap LIVE</p> <p>Comparable documents from other organizations</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<ul style="list-style-type: none"> <li>▪ <i>Global and country examples of multilateral institutional commitments to and funding for preparedness</i></li> </ul> <p>Increased evidence base on the value of investing in emergency preparedness, early action and timely response, due at least in part to WFP's engagement</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Global and country examples of research, data and advocacy products on emergency preparedness, early action and timely response</i></li> </ul>			<p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Regional and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p>Donor representatives</p>
<p><b>2.6 To what extent are the results achieved sustainable (e.g. institutionalization, community ownership)?</b></p>	<p>Evidence of positive and durable changes to institutional leadership, policy and budgeting for preparedness by governments targeted by WFP capacity strengthening and technical assistance</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Perceptions of local leadership by men and women within preparedness activities supported by WFP (from secondary data, where available)</i></li> <li>▪ <i>Perceptions of the level of participation, involvement and ownership of communities and governments in activities related to emergency preparedness (from secondary data, where available)</i></li> <li>▪ <i>Examples of ways in which WFP has supported governments to institutionalize emergency preparedness capacities,</i></li> </ul>	<p>7, 8, 12</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Analysis of secondary data</p> <p>Comparative learning exercise</p> <p>Application of tools during country deep dives</p>	<p><b>DOCUMENTS</b></p> <p>Annual country reports</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p> <p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>Comparable documents from other organizations</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>processes and deliverables (e.g. through improvements in EPCI ratings)</i></p> <ul style="list-style-type: none"> <li>▪ <i>Perceptions of the extent to which WFP preparedness activities have been replicated and/or scaled up by communities and governments</i></li> <li>▪ <i>Extent to which the sustainability of WFP's work to strengthen emergency preparedness is comparable with other leading humanitarian agencies' work in the same area and consistent with international good practice and standards</i></li> </ul>			<p>Regional and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p>Donor representatives</p> <p><b>SECONDARY DATA</b></p> <p>COMET reports</p>
<p><b>2.7 To what extent have WFP emergency preparedness actions contributed to gender equality and women's empowerment (including transformative actions)?</b></p>	<p>Evidence of efforts to integrate gender transformation into WFP's emergency preparedness work</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>References to gender-transformative objectives or processes within emergency preparedness-related activities in CSPs/CSPEs and annual country reports</i></li> <li>▪ <i>Extent to which gender is integrated into monitoring and reporting tools for emergency preparedness-related activities</i></li> <li>▪ <i>Evidence of a gender balance within WFP teams working on emergency preparedness</i></li> </ul> <p>Evidence of gender-transformative results achieved at least in part due to WFP's emergency preparedness actions</p> <p><i>Indicators/sub-lines of enquiry:</i></p>	<p>10, 11, 12</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Online survey</p> <p>Analysis of secondary data</p> <p>Comparative learning exercise</p> <p>Application of tools during country deep dives</p>	<p><b>DOCUMENTS</b></p> <p>CSPs/CSPEs</p> <p>Annual country reports</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p> <p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>PDM reports following early/anticipatory distributions of cash and in-kind assistance</p> <p>WFP financial and administrative data</p> <p>Comparable documents from other organizations</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<ul style="list-style-type: none"> <li>▪ Evidence of government policies, strategies and resources that promote gender-transformative results within emergency preparedness, supported at least in part by WFP</li> <li>▪ Evidence and perceptions of women's leadership of and active participation in community-level emergency preparedness activities supported by WFP</li> <li>▪ Extent to which the integration of gender into WFP's work to strengthen emergency preparedness is comparable with other leading humanitarian agencies' work in the same area and consistent with international good practice and standards</li> </ul>			<p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Regional and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p>Donor representatives</p> <p><b>SECONDARY DATA</b></p> <p>COMET reports</p>
<b>EQ3. What has enabled or hindered the achievement of results from the Emergency Preparedness Policy and related practices? (criteria: relevance, coherence, efficiency)</b>				
<p><b>EQ3.1 What internal factors have enabled or hindered the achievement of results from the policy and related practices?</b></p>	<p>Evidence that <b>senior management prioritized</b> and supported the achievement of emergency preparedness results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ Evidence of prioritization of emergency preparedness and related concepts in WFP's Strategic Plans (2017–2021; 2022–2025), WFP management plans and annual performance reports</li> <li>▪ References to emergency preparedness and related concepts in Executive Director assurance exercises</li> </ul>	<p>1, 2, 3, 4, 5, 10, 11, 12</p>	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Online survey</p> <p>Analysis of secondary data</p> <p>Application of tools during country deep dives</p>	<p><b>DOCUMENTS</b></p> <p>WFP Strategic Plans (2017–2021; 2022–2025)</p> <p>Other WFP policies approved since 2017</p> <p>WFP management plans</p> <p>Annual performance reports</p> <p>ED assurance exercise reports</p> <p>Internal advocacy and resource mobilization documentation</p> <p>WFP financial and administrative data</p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p>



Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<ul style="list-style-type: none"> <li>▪ <i>Examples of emergency preparedness initiatives led by senior management at headquarters and regional levels</i></li> <li>▪ <i>Perceptions of the extent to which senior management prioritizes emergency preparedness</i></li> </ul> <p>Evidence of <b>internal funding</b> affecting implementation of the Emergency Preparedness Policy and/or achievement of results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Evidence of the prioritization of internal WFP resources for emergency preparedness</i></li> <li>▪ <i>Perceptions of the prioritization of internal WFP resources for emergency preparedness</i></li> <li>▪ <i>Extent to which financial resources for implementing the policy are comparable with other agencies' work in the same area and consistent with international good practice and standards</i></li> </ul> <p>Evidence of <b>human resourcing</b> affecting implementation of the Emergency Preparedness Policy and/or achievement of results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Number of staff with explicit responsibility for preparedness at country office, regional bureau and headquarters levels (disaggregated by sex)</i></li> <li>▪ <i>Type, seniority and level of experience of staff with responsibility for preparedness at</i></li> </ul>			<p>CEEs</p> <p>WFP audits</p> <p>After-action reviews</p> <p>Donor reporting on specific emergency preparedness activities</p> <p>WFP functional reviews</p> <p>Tools and guidance on emergency preparedness and related concepts</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Senior management and Executive Board</p> <p>Regional bureaux and country offices</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p>Donor representatives</p> <p><b>SECONDARY DATA</b></p> <p>COMET reports</p> <p>IRA and IPL data</p> <p>Office for the Coordination of Humanitarian Affairs (OCHA)</p> <p>Financial Tracking Service</p> <p>Country portfolio budget data</p> <p>Staffing data</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>country office, regional bureau and headquarters levels (disaggregated by sex)</i></p> <ul style="list-style-type: none"> <li>▪ <i>Number and status of WFP surge staff on rosters (disaggregated by sex)</i></li> <li>▪ <i>Perceptions of the adequacy of human resources for emergency preparedness</i></li> <li>▪ <i>Extent to which human resources for implementing the policy are comparable with other agencies' work in the same area and consistent with international good practice and standards</i></li> </ul> <p>Evidence of <b>coordination and leadership</b> affecting implementation of the Emergency Preparedness Policy and/or achievement of results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Degree of satisfaction with coordination and leadership between internal stakeholders and delegation of authorities on key preparedness initiatives</i></li> </ul> <p>Evidence that <b>organizational evolutions and changes</b> affected implementation of the Emergency Preparedness Policy and/or achievement of results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Evidence and perceptions of changes to the integration of emergency preparedness within WFP's strategic plans</i></li> <li>▪ <i>Evidence of changes to corporate indicators on emergency preparedness in WFP corporate results frameworks and</i></li> </ul>			

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>perceptions of WFP staff on the impact of those changes</i></p> <ul style="list-style-type: none"> <li>▪ <i>Evidence of changes to structural responsibilities for preparedness within the organization and perceptions of WFP staff on the impact of those changes</i></li> <li>▪ <i>Perceptions of the evolution of thinking on emergency preparedness within WFP and links with related concepts</i></li> <li>▪ <i>Perceptions of the evolution of work on cross-cutting themes (gender, disability, inclusion, accountability, environment/climate concerns) and their integration within WFP's emergency preparedness work</i></li> </ul> <p>Evidence that other internal factors significantly affected implementation of the Emergency Preparedness Policy and/or achievement of results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Evidence and perceptions of other internal circumstances that affected the emergency preparedness of WFP and/or WFP's partners</i></li> </ul>			
<p><b>EQ3.2 What external factors have enabled or hindered the achievement of results from the policy and related practices?</b></p>	<p>Evidence of adequate <b>external resources</b> for WFP's and its partners' work on emergency preparedness</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Availability of global, regional and national funding for WFP's emergency preparedness-</i></li> </ul>	12	<p>Document review</p> <p>Internal KIIs</p> <p>External KIIs</p> <p>Online survey</p>	<p><b>DOCUMENTS</b></p> <p>WFP policy evaluations</p> <p><i>Evaluation of the WFP Response to the COVID-19 Pandemic</i></p> <p>WFP (de)centralized evaluation reports</p> <p>CSPs/CSPEs</p>

Evaluation sub-questions	Lines of enquiry	Relevant assumptions from ToC	Data collection tools	Data sources
	<p><i>related initiatives and capacities and those of host governments</i></p> <ul style="list-style-type: none"> <li>▪ <i>Evidence of funding gaps for emergency preparedness, quantified as the difference between the Needs-Based Plan and contributions for the Emergency Preparedness activity category over time</i></li> <li>▪ <i>Perceptions of the adequacy of financial resources for emergency preparedness</i></li> <li>▪ <i>Evidence of specific initiatives and funding streams for emergency preparedness-related initiatives, and evidence and perceptions of WFP's efforts to access them</i></li> <li>▪ <i>Evidence and perceptions of WFP's efforts to highlight funding gaps for emergency preparedness and mobilize dedicated resources</i></li> <li>▪ <i>Evidence and perceptions of WFP's engagement with international, regional and national partners to highlight funding gaps and mobilize resources for collective emergency preparedness initiatives and capacities</i></li> </ul> <p>Evidence that other external factors significantly affected implementation of the Emergency Preparedness Policy and/or achievement of results</p> <p><i>Indicators/sub-lines of enquiry:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Evidence and perceptions of circumstances external to WFP that affected emergency preparedness of WFP and/or WFP's partners</i></li> </ul>		<p>Analysis of secondary data</p> <p>Application of tools during country deep dives</p>	<p>CEEs</p> <p>WFP audits</p> <p>Operational reviews</p> <p>After-action reviews</p> <p><b>STAKEHOLDERS</b></p> <p>Headquarters divisions</p> <p>Regional and country offices</p> <p>Senior management and Executive Board</p> <p>International and national partners</p> <p>Government representatives at national and subnational levels</p> <p>Donor representatives</p>

# Annex V. Data collection tools

50. This annex presents the data collection tools that were used to collect evidence against the evaluation matrix across different data collection activities.

## ONLINE SURVEY

51. The online perception survey aimed at collecting insights and perceptions from WFP staff involved in its emergency preparedness work. The survey aimed to assess how WFP's relevant processes, systems and tools have evolved since the approval of the policy; whether WFP's related activities have achieved (un)expected results; and what factors (including the quality of the policy) affected the achievement of these results. The evidence collected fed into the triangulation exercise and thus contributed directly to responding to each of the sub-EQs.
52. The survey was designed for internal stakeholders with at least some knowledge of WFP's emergency preparedness work. This included WFP staff at headquarters, regional bureaux, country offices and field offices. An overview of the targeted respondents for the online survey is provided in Table 2.

**Table 2: Online survey respondents**

WFP organizational level	Respondents	Final count
Headquarters	IRG members, previous former Emergency Operations Division staff	20
Regional bureau	IRG members Emergency preparedness focal points	6
Country office/field office	Emergency preparedness focal points	30

Source: Evaluation matrix as developed by the evaluation team.

53. Table 3 shows the extract of the survey questions as coded in KoboToolbox, while Table 4 shows the survey response choices.

**Table 3: Survey questions**

Type	Name	Label: English (en)	Label: French (fr)	Label: Spanish (es)
<b>start</b>	start			
<b>end</b>	end			
<b>today</b>	today			
<b>begin_group</b>	introduction_survey	Introduction to the survey	Introduction de l'enquête	Introducción a la encuesta
<b>note</b>	intro_survey	<p>This survey is part of the evaluation of WFP's Emergency Preparedness Policy commissioned by the Office of Evaluation.</p> <p>It aims to establish an understanding of how some dimensions of WFP's emergency preparedness work have evolved over the past years. The temporal scope of the evaluation covers 2017 to 2024; however, you can speak to the changes that you may have observed during your engagement with WFP, if you haven't been with the organization since 2017.</p>	<p>Cette enquête fait partie de l'évaluation de la politique de préparation aux situations d'urgence du PAM commandée par le Bureau de l'évaluation.</p> <p>Elle vise à comprendre comment certaines dimensions du travail de préparation aux situations d'urgence du PAM ont évolué au cours des dernières années. La portée temporelle de l'évaluation couvre 2017-2024, mais vous pouvez parler des changements que vous avez pu observer au cours de votre engagement avec le PAM,</p>	<p>Esta encuesta forma parte de la Evaluación de la política del PMA en materia de preparación para emergencias, encargada por la Oficina de Evaluación.</p> <p>Su objetivo es comprender cómo han evolucionado algunas dimensiones de la labor del PMA en materia de preparación para emergencias a lo largo de los últimos años. El alcance temporal de la evaluación abarca 2017-2024, sin embargo, usted puede hablar de los cambios que puede haber observado durante su compromiso</p>

		<p>The survey is expected to take 10–15 minutes, and consists of six short sections. These respectively collect information about: (i) governance and coordination; (ii) human resources; (iii) financial resources; (iv) capacity strengthening; (v) partnerships and (vi) gender and inclusion.</p> <p>Your views and responses to these questions are crucial in helping to better understand these aspects at WFP’s organizational level, beyond the 12 country deep dives that make up another important part of this evaluation. Your time and consideration are greatly appreciated.</p> <p>Your participation in this survey is confidential. Questions are designed to respect anonymity,</p>	<p>si vous n’avez pas travaillé avec l’organisation depuis 2017.</p> <p>L’enquête devrait prendre de 10 à 15 minutes et se compose de six sections courtes. Celles-ci recueillent respectivement des informations sur : (i) la gouvernance et la coordination, (ii) les ressources humaines, (iii) les ressources financières, (iv) les partenariats, et (v) la parité hommes-femmes et l’inclusion.</p> <p>Vos opinions et vos réponses à ces questions sont cruciales pour aider à mieux comprendre ces aspects au niveau de l’organisation du PAM, au-delà des 12 études approfondies par pays qui constituent une autre partie importante de cette évaluation.</p> <p>Votre temps et votre attention sont grandement</p>	<p>con el PMA, si no ha estado con la organización desde 2017.</p> <p>Se espera que la encuesta dure entre 10 y 15 minutos, y consta de seis secciones breves. Estas recogen respectivamente información sobre: (i) funciones y responsabilidades, (ii) recursos humanos, (iii) recursos financieros, (iv) refuerzo de capacidades, (v) asociaciones, y (vi) género e inclusión.</p> <p>Sus opiniones y respuestas a estas preguntas son cruciales para ayudar a comprender mejor estos aspectos a nivel de la organización del PMA, más allá de las 12 inmersiones en profundidad en los países que constituyen otra parte importante de esta evaluación. Agradecemos enormemente su tiempo y consideración.</p>
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		ensuring your privacy and data security.	appréciés. Votre participation à cette enquête est confidentielle. Les questions sont conçues de manière à respecter l'anonymat, à garantir votre vie privée et à assurer la sécurité des données.	Su participación en esta encuesta es confidencial. Las preguntas están diseñadas para respetar el anonimato, garantizando su privacidad y la seguridad de los datos.
<b>end_group</b>				
<b>begin_group</b>	Section_0_general_information	Section 0: General information	Section 0 : Informations générales	Sección 0 : Información general
<b>note</b>	intro_section_0	The following questions are designed to help us better understand your role within the World Food Programme (WFP). The responses to this section will be used to assess responses by sub-groups of respondents, and the final report will ensure anonymity and not include statements referring to specific respondents.	Les questions suivantes sont conçues pour nous aider à mieux comprendre votre rôle au sein du Programme alimentaire mondial (PAM). Les réponses à cette section seront utilisées pour évaluer les réponses des sous-groupes de personnes interrogées. Le rapport final garantira l'anonymat et ne contiendra pas de déclarations provenant de personnes interrogées en particulier.	Las siguientes preguntas están diseñadas para ayudarnos a comprender mejor su papel dentro del Programa Mundial de Alimentos (PMA). Las respuestas a esta sección se utilizarán para evaluar las respuestas por subgrupos de encuestados; el informe final garantizará el anonimato y no incluirá afirmaciones referidas a encuestados concretos.



<b>text</b>	A.1_current_position	0.1 What is your current position within WFP? [Open-ended]	0.1 Quel est votre poste actuel au sein du PAM ? [Question ouverte]	0.1 ¿Cuál es su puesto actual en el PMA? [pregunta abierta]
<b>select_one year</b>	A.2_year	0.2 How long have you been associated with WFP? [MCQ – Select one]	0.2 Depuis combien de temps êtes-vous associé.e au PAM ? [QCM – Sélectionnez une réponse]	0.2 ¿Cuánto tiempo lleva asociado.a al PMA? [Cuestionario tipo test – Seleccione una opción]
<b>select_multiple level_WFP</b>	A.3_operate_level	0.3 At which levels have you operated since you joined WFP? [MCQ – Select multiple]	0.3 A quels niveaux avez-vous travaillé depuis que vous avez rejoint le PAM ? [QCM – Sélectionnez plusieurs]	0.3 ¿En qué niveles ha operado desde que se incorporó al PMA? [P+M – Seleccione varios]
<b>select_one level</b>	A.4_operate_level	0.4 At which level do you currently primarily operate? [MCQ – Select one]	0.4 À quel niveau principalement travaillez-vous actuellement ? [QCM – Sélectionnez une réponse]	0.4 ¿A qué nivel trabaja principalmente en este momento?
<b>select_one geographical</b>	A.5_operate_geographical_region	0.5 In which geographical region do you primarily operate? [MCQ – Select one]	0.5 Dans quelle région géographique travaillez-vous principalement ? [QCM – Sélectionnez une réponse]	0.5 ¿En qué región geográfica opera principalmente? [Cuestionario tipo test – Seleccione una opción]
<b>select_one gender</b>	A.6_gender	0.6 What is your gender? [MCQ – Select one]	0.6 Quel est votre genre ? [QCM – Sélectionnez-en un]	0.6 ¿Cuál es su sexo? [MCQ – Seleccione uno]
<b>select_one knowledge</b>	A.7_rate_knowledge-content	0.7 Please select the response that best describes your awareness of WFP's Emergency Preparedness Policy and its content. [MCQ – Select one]	0.7 Veuillez sélectionner la réponse qui décrit le mieux votre connaissance de la politique du PAM en matière de préparation aux situations d'urgence et de son contenu. [QCM – Sélectionnez une réponse]	0.7 Por favor, seleccione la respuesta que mejor describa su conciencia de la Política de Preparación ante Emergencias del PMA. [MCQ – Seleccione una]

<b>text</b>	autre_precisez2	Please specify your answer	Merci de précisez votre réponse	Por favor, especifique su respuesta
<b>select_one participation</b>	A.8_participation	0.8 Have you actively participated in the development of WFP's Emergency Preparedness Policy? [MCQ – Select one]	0.8 Avez-vous participé activement à l'élaboration de la politique du PAM en matière de préparation aux situations d'urgence ? [QCM – Sélectionnez une réponse]	0.8 ¿Ha participado usted activamente en el desarrollo de la política del PMA de preparación ante emergencias? [MCQ – Seleccione una]
<b>end_group</b>				
<b>begin_group</b>	Section_1_rolés_and_responsibilities	Section 1: Governance and coordination	Section 1 : Gouvernance et coordination	Sección 1 : Gobernanza y coordinación
<b>note</b>	intro_section_1	<p>The following questions aim to assess changes to, and satisfaction with, roles and responsibilities, coordination and information sharing related to emergency preparedness and ongoing responses.</p> <p>The questions refer to the period from 2017 until the headquarters restructuring. They do not refer to the structural changes currently being implemented (from February 2024 onwards).</p>	<p>Les questions suivantes visent à évaluer les changements et la satisfaction concernant les rôles et les responsabilités, la coordination et le partage d'informations liés à la préparation aux situations d'urgence ainsi qu'aux réponses en cours.</p> <p>Les questions se rapportent à la période allant de 2017 à la restructuration du siège. Elles ne réfèrent pas aux changements structurels actuellement mis en oeuvre (à partir de février</p>	<p>Las siguientes preguntas pretenden evaluar los cambios y la satisfacción con las funciones y responsabilidades, la coordinación y el intercambio de información en relación con la preparación ante emergencias y las respuestas en curso.</p> <p>Las preguntas se refieren al periodo comprendido entre 2017 y la reestructuración de la sede. No se refieren a los cambios estructurales que se están aplicando actualmente (a partir de</p>

		Under the open question at the end of the section, you can share any issues (positive or negative) that you consider important to the global learning on this topic.	2024).  Dans la question ouverte à la fin de la section, vous pourrez faire part de toute question (positive ou négative) que vous considérez comme importante pour l'apprentissage global sur ce sujet.	febrero de 2024).  En la pregunta abierta al final de la sección, puede compartir cualquier cuestión (positiva o negativa) que considere importante para el aprendizaje global sobre este tema.
<b>select_one roles_and_responsibilities</b>	B.1_roles_and_responsibilities	1.1 Roles and responsibilities in emergency preparedness work across WFP levels are clear. [MCQ – Select one]	1.1 Les rôles et responsabilités dans le travail de préparation aux situations d'urgence à tous les niveaux du PAM sont clairs. [QCM – Sélectionnez une réponse]	1.1 Las funciones y responsabilidades en la labor de preparación para emergencias a todos los niveles del PMA están claras. [MCQ – Seleccione una]
<b>select_one increase_emerging</b>	B.2_increase_emerging_crisis	1.2 Internal cross-functional information sharing and coordination on emerging crises has improved since I joined WFP. [MCQ – Select one]	1.2 L'échange d'informations et la coordination interfonctionnelle interne sur les crises émergentes se sont améliorés depuis que j'ai rejoint le PAM. [QCM – Sélectionnez une réponse]	1.2 El intercambio de información y la coordinación interfuncional interna sobre crisis emergentes han mejorado desde que me uní al PMA. [MCQ – Seleccione una]
<b>select_one satisfaction_leadership</b>	B.3_satisfaction	1.3 I am satisfied with the current governance and coordination across WFP with regard to its	1.3 Je suis satisfait.e de la coordination et du leadership actuels au sein du PAM en ce qui concerne son travail de préparation	1.3 Estoy satisfecho.a con la coordinación y el liderazgo actuales dentro del PMA con respecto a su labor de preparación para

		emergency preparedness work. [MCQ – Select one]	aux situations d’urgence. [QCM – Sélectionnez une réponse]	emergencias. [MCQ – Seleccione una]
<b>select_one increase_preparedness</b>	B.4_increase_emergency_preparedness	1.4 Senior management prioritization of WFP’s emergency preparedness work has improved since I joined WFP. [MCQ – Select one]	1.4 La priorité accordée par la haute direction aux activités de préparation aux situations d’urgence du PAM s’est améliorée depuis mon arrivée au PAM. [QCM – Sélectionnez une réponse]	1.4 La priorización de la labor de preparación para emergencias del PMA por parte de la alta dirección ha mejorado desde que me uní al PMA. [MCQ – Seleccione una]
<b>text</b>	B.5_additional_information	1.5 Please share any additional information about roles and responsibilities for WFP’s emergency preparedness work here, or continue to the next section. [Open-ended]	1.5 Veuillez fournir ici toute information supplémentaire sur les rôles et les responsabilités dans le cadre des activités de préparation aux situations d’urgence du PAM, ou passez à la section suivante. [Question ouverte]	1.5 Por favor, comparta aquí cualquier información adicional sobre las funciones y responsabilidades en las actividades del PMA en materia de preparación ante emergencias, o continúe en la sección siguiente. [Pregunta abierta]
<b>end_group</b>				
<b>begin_group</b>	Section_2_human_resources	Section 2: Human resources	Section 2 : Ressources humaines	Sección 2 : Recursos humanos
<b>note</b>	intro_section_2	The following questions relate to human resources and technical capacity for emergency preparedness within WFP.	Les questions suivantes concernent les ressources humaines (RH) et les capacités techniques en matière de préparation aux situations d’urgence au	Las siguientes preguntas están relacionadas con los recursos humanos (RH) y la capacidad técnica para la preparación ante emergencias dentro del

		In the open-ended question at the end of the section, you can share any issues (positive or negative) that you consider important for the overall learning of this topic.	sein du PAM.  Dans la question ouverte à la fin de la section, vous pouvez faire part de toute question (positive ou négative) que vous considérez comme importante pour l'apprentissage global de ce sujet.	PMA.  En la pregunta abierta al final de la sección, puede compartir cualquier cuestión (positiva o negativa) que considere importante para el aprendizaje general de este tema.
<b>select_one increase_technical</b>	C.1_increase_technical_capacity	2.1 Human resource mechanisms aiming at responding more efficiently to emergencies (including rosters, surge deployment) have improved since I joined WFP. [MCQ – Select one]	2.1 Les mécanismes de ressources humaines visant à répondre plus efficacement aux situations d'urgence (y compris les listes, le déploiement rapide) se sont améliorés depuis que j'ai rejoint le PAM. [QCM – Sélectionnez une réponse]	2.1 Los mecanismos de recursos humanos destinados a fortalecer la capacidad técnica en materia de preparación ante emergencias han mejorado desde que me uní a la organización. [MCQ – Seleccione una]
<b>select_one increase_insure</b>	C.2_increase_insure_technical_capacity	2.2 The current human resource mechanisms aiming at responding more efficiently to emergencies (including rosters, surge deployment) are sufficient. [MCQ – Select one]	2.2 Les mécanismes RH actuellement en place sont suffisants pour garantir une capacité technique suffisante à la préparation aux urgences. [QCM – Sélectionnez une réponse]	2.2 Los actuales mecanismos de recursos humanos destinados a responder más eficazmente a las emergencias (incluidas las listas de turnos y el despliegue rápido) son suficientes. [MCQ – Seleccione una]

<b>select_one satisfaction</b>	C.3_training_satisfaction	2.3 I am satisfied with the training (and other internal capacity building) WFP provides with respect to its emergency preparedness work. [MCQ – Select one]	2.3 Je suis satisfait(e) de la formation (et des autres activités de renforcement des capacités internes) que le PAM dispense dans le cadre de ses activités de préparation aux situations d'urgence. [QCM – Sélectionnez une réponse]	2.3 Estoy satisfecho.a con la formación (y otras actividades de fomento de la capacidad interna) que imparte el PMA con respecto a su labor en materia de preparación ante emergencias. [MCQ – Seleccione una]
<b>text</b>	C.4_additional_information	2.4 Please share any additional information about human resources and internal capacity for WFP's emergency preparedness work here, or continue to the next section. [Open-ended]	2.4 Veuillez fournir toute information supplémentaire sur les ressources humaines et les capacités internes du PAM en matière de préparation aux situations d'urgence ici, ou passez à la section suivante. [Question ouverte]	2.4 Por favor, comparta aquí cualquier información adicional sobre los recursos humanos y la capacidad interna para la labor del PMA en materia de preparación ante emergencias, o continúe en la sección siguiente. [Pregunta abierta]
<b>end_group</b>				
<b>begin_group</b>	Section_3_financial_resources	Section 3: Financial resources	Section 3 : Ressources financières	Sección 3 : Recursos financieros
<b>note</b>	intro_section_3	This section aims at assessing the effectiveness of internal financial mechanisms, the adequacy of current resources and their impact on global emergency preparedness commitments, and how they may have changed in	Cette section vise à évaluer l'efficacité des mécanismes financiers internes, l'adéquation des ressources actuelles et leur impact sur les engagements globaux de préparation aux urgences, ainsi que la manière dont ils ont pu évoluer au cours	Esta sección pretende evaluar la eficacia de los mecanismos financieros internos, la adecuación de los recursos actuales y su impacto en los compromisos globales de la preparación ante emergencias, y cómo pueden haber cambiado

		<p>the past years.</p> <p>Under the open question at the end of the section, you can share any issues (positive or negative) that you consider important to the global learning on this topic.</p>	<p>des dernières années.</p> <p>Dans la question ouverte à la fin de la section, vous pouvez faire part de toute question (positive ou négative) que vous considérez comme importante pour l'apprentissage global de ce sujet.</p>	<p>en los últimos años.</p> <p>En la pregunta abierta al final de la sección, puede compartir cualquier cuestión (positiva o negativa) que considere importante para el aprendizaje global sobre este tema.</p>
<b>select_one increase_work</b>	D.1_increase_EP_work	<p>3.1 Changes to advance financing and pre-positioning mechanisms (including IRA, GCMF) have improved WFP's ability to act quickly and respond in a timely manner since I joined WFP. [MCQ – Select one]</p>	<p>3.1 Les changements apportés aux mécanismes de financement anticipé et de prépositionnement (y compris IRA, GCMF) ont amélioré la capacité du PAM à agir rapidement et à réagir en temps voulu depuis mon arrivée au PAM. [QCM – Sélectionnez une réponse]</p>	<p>3.1 Los cambios introducidos en los mecanismos de financiación anticipada y de preposicionamiento (incluidas la CRI y la GCMF) han mejorado la capacidad del PMA para actuar con rapidez y responder oportunamente desde que me incorporé al PMA. [MCQ – Seleccione una]</p>
<b>select_one match</b>	D.2_match_financing_mechanisms	<p>3.2 The funding mechanisms, advance financing and pre-positioning mechanisms (including IRA, GCMF) are adequate. [MCQ – Select one]</p>	<p>3.2 Les mécanismes de financement mécanismes de financement anticipé et de prépositionnement (y compris IRA, GCMF) sont adéquats. [QCM – Sélectionnez une réponse]</p>	<p>3.2 Los mecanismos de financiación anticipada y de preposicionamiento (incluidos la CRI, el GCMF) son adecuados. [MCQ – Seleccione una]</p>

<b>select_one change_ep_resources</b>	D.3_increase_global_efforts	3.3 How have the financial resources allocated to emergency preparedness within WFP changed since you joined WFP? [MCQ – Select one]	3.3 Comment les ressources financières allouées à la préparation aux situations d'urgence au sein du PAM ont-elles évolué depuis votre arrivée au PAM ? [QCM – Sélectionnez une réponse]	3.3 ¿Cómo han cambiado los recursos financieros asignados a la preparación para emergencias en el PMA desde que usted se incorporó al PMA? [MCQ – Seleccione una]
<b>select_one ao8nj43_2</b>	_1st_choice_D31	3.4 Please select the top three enabling and hindering factors, respectively, that affected changes in the advance financing and pre-positioning mechanisms (including IRA, GCMF) that support WFP's emergency preparedness work. [Ranking question]  Enabling factors/drivers:  1st choice	3.4 Veuillez sélectionner les trois principaux facteurs favorables et défavorables, respectivement, qui ont affecté les changements dans les mécanismes de financement anticipé et de prépositionnement (y compris IRA, GCMF) qui soutiennent le travail de préparation aux situations d'urgence du PAM. [Question de classement]  Facteurs favorables / moteurs :  1er choix	3.4 Por favor, seleccione los tres principales factores favorables y obstaculizadores, respectivamente, que influyeron en los cambios en los mecanismos de financiación anticipada y preposicionamiento (incluyendo IRA, GCMF) que apoyan el trabajo de preparación ante emergencias del PMA. [Pregunta de clasificación]  Factores facilitadores/impulsores :  1ª opción
<b>text</b>	autre_precisez3	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_2</b>	_2nd_choice_D31	2nd choice	2ème choix	2ª opción
<b>text</b>	autre_precisez4	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_2</b>	_3rd_choice_D31	3rd choice	3ème choix	3ª opción
<b>text</b>	autre_precisez5	Please specify your answer	Précisez votre réponse	Especifique su respuesta



<b>select_one ao8nj43_22</b>	_1st_choice_D312	Hindering factors/barriers:  1st choice	Facteurs défavorables :  1er choix	Factores obstaculizadores :  1ª opción
<b>text</b>	autre_precisez6	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_22</b>	_2nd_choice_D312	2nd choice	2ème choix	2ª opción
<b>text</b>	autre_precisez7	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_22</b>	_3rd_choice_D312	3rd choice	3ème choix	3ª opción
<b>text</b>	autre_precisez8	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>text</b>	D.5_additional_information	3.5 Please share any additional information about financial mechanisms and sources for emergency preparedness work here, or continue to the next section. [Open-ended]	3.5 Veuillez partager ici toute information supplémentaire sur les mécanismes et les sources de financement des activités de préparation aux situations d'urgence, ou passez à la section suivante. [Question ouverte]	3.4 Por favor, comparta aquí cualquier información adicional sobre los recursos financieros para el trabajo del preparación ante emergencias, o continúe con la siguiente sección. [Pregunta abierta]
<b>end_group</b>				
<b>begin_group</b>	Section_4_CCS	Section 4: Capacity strengthening	Section 4 : Renforcement des capacités	Sección 4 : Refuerzo de capacidades
<b>note</b>	intro_section_4	The following questions seek to identify potential results of WFP capacity strengthening activities with governments and communities.  Under the open question at the end of the section, you can share any issues (positive or negative) that	Les questions suivantes visent à identifier les résultats potentiels des activités de renforcement des capacités du PAM avec les gouvernements et les communautés.  Dans la question ouverte à la fin de la section, vous pourrez faire part de toute	Las siguientes preguntas pretenden identificar los posibles resultados de las actividades de fortalecimiento de la capacidad del PMA con los gobiernos y las comunidades.  En la pregunta abierta al final de la sección, puede

		you consider important to the global learning on this topic.	question (positive ou négative) que vous considérez comme importante pour l'apprentissage global de ce sujet.	compartir cualquier cuestión (positiva o negativa) que considere importante para el aprendizaje global sobre este tema.
<b>select_one increase_improvements</b>	E.1_increase_improvements_	4.1 WFP's work has contributed to strengthened emergency preparedness capacities <u>of governments</u> . [MCQ – Select one]	4.1 Le travail du PAM a contribué à renforcer les capacités de préparation aux situations d'urgence <u>des gouvernements</u> . [QCM – Sélectionnez une réponse]	4.1 Las actividades del PMA han contribuido a reforzar la capacidad de preparación para emergencias <u>de los gobiernos</u> . [MCQ – Seleccione una]
<b>select_one increase_effectiveness</b>	E.2_increase_effectiveness_	4.2 WFP's work has contributed to strengthened emergency preparedness capacities <u>of communities</u> . [MCQ – Select one]	4.2 Le travail du PAM a contribué à renforcer les capacités de préparation aux situations d'urgence <u>des communautés</u> . [QCM – Sélectionnez une réponse]	4.2 Las actividades del PMA han contribuido a reforzar la capacidad de preparación para emergencias <u>de las comunidades</u> . [MCQ – Seleccione una]
<b>select_one ao8nj43_4</b>	_1st_choice_D42	4.3 Please select the top three enabling and hindering factors, respectively, that contributed to results achieved in terms of WFP's government and community capacity strengthening. [Ranking question]  Enabling factors/drivers:	4.3 Veuillez sélectionner les trois principaux facteurs favorables et défavorables, respectivement, qui ont contribué aux résultats obtenus en termes de renforcement des capacités gouvernementales et communautaires du PAM. [Question de classement]	4.3 Por favor, seleccione los tres principales factores facilitadores y obstaculizadores, respectivamente, que contribuyeron a los resultados alcanzados en cuanto al fortalecimiento de las capacidades de los gobiernos y las comunidades que lleva a cabo el PMA. [Pregunta de

		1st choice	Facteurs favorables / moteurs :  1er choix	clasificación]  Factores facilitadores/impulsores :  1ª opción
<b>text</b>	autre_precisez9	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_4</b>	_2nd_choice_D42	2nd choice	2ème choix	2ª opción
<b>text</b>	autre_precisez10	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_4</b>	_3rd_choice_D42	3rd choice	3ème choix	3ª opción
<b>text</b>	autre_precisez11	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_42</b>	_1st_choice_D422	Hindering factors/barriers:  1st choice	Facteurs défavorables :  1er choix	Factores obstaculizadores :  1ª opción
<b>text</b>	autre_precisez12	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_42</b>	_2nd_choice_D422	2nd choice	2ème choix	2ª opción
<b>text</b>	autre_precisez13	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_42</b>	_3rd_choice_D422	3rd choice	3ème choix	3ª opción
<b>text</b>	autre_precisez14	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>text</b>	E.5_additional_information	4.4 Please share any additional information about results in capacity strengthening in emergency preparedness here, or continue to the next section. [Open-ended]	4.4 Veuillez partager toute information supplémentaire sur les résultats du renforcement des capacités en matière de préparation aux situations d'urgence ici, ou passez à la section suivante. [Question ouverte]	4.4 Por favor, comparta aquí cualquier información adicional sobre los resultados en el refuerzo de capacidades en Preparación ante Emergencias, o continúe en la siguiente sección. [Pregunta abierta]

<b>end_group</b>				
<b>begin_group</b>	Section_5_partnerships	Section 5: Partnerships	Section 5 : Partenariats	Sección 5 : Asociaciones
<b>note</b>	intro_section_5	<p>The following questions focus on assessing WFP's engagement and leadership in emergency preparedness, as well as its contributions to the evidence base.</p> <p>Under the open question at the end of the section, you can share any issues (positive or negative) that you consider important to the global learning on this topic.</p>	<p>Les questions suivantes portent sur l'évaluation de l'engagement et du leadership du PAM en matière de préparation aux situations d'urgence, ainsi que sur ses contributions à la base de données probantes.</p> <p>Dans la question ouverte à la fin de la section, vous pouvez faire part de toute question (positive ou négative) que vous considérez comme importante pour l'apprentissage global sur ce sujet.</p>	<p>Las siguientes preguntas se centran en evaluar el compromiso y el liderazgo del PMA en la preparación para emergencias, así como sus contribuciones a la base de pruebas.</p> <p>En la pregunta abierta al final de la sección, puede compartir cualquier cuestión (positiva o negativa) que considere importante para el aprendizaje global sobre este tema.</p>
<b>select_one increase_improvements_IASC</b>	H.1_increase_improvements_IASC	5.1 WFP's engagement in and leadership of emergency preparedness within IASC groups and clusters at global and country levels has contributed to improvements in global emergency preparedness efforts. [MCQ – Select one]	5.1 L'engagement du PAM dans la préparation aux situations d'urgence et son rôle de chef de file dans ce domaine au sein des groupes du CPI aux niveaux mondial et national ont contribué à améliorer les efforts de préparation aux situations d'urgence à l'échelle	5.1 La participación y el liderazgo del PMA en materia de preparación ante emergencias dentro de los grupos y clusters del IASC a nivel mundial y nacional han contribuido a mejorar las actividades mundiales de preparación para emergencias. [MCQ – Seleccione una]

			mondiale. [QCM – Sélectionnez une réponse]	
<b>select_one increase_improvements_common_services</b>	H.2_increase_common_services	5.2 WFP’s common services provision at global and country levels has contributed to improvements in emergency preparedness. [MCQ – Select one]	5.2 La fourniture de services communs par le PAM aux niveaux mondial et national a contribué à améliorer la préparation aux situations d’urgence. [QCM – Sélectionnez une réponse]	5.2 La prestación de servicios comunes por parte del PMA a nivel mundial y nacional ha contribuido a mejorar la preparación ante emergencias. [MCQ – Seleccione una]
<b>select_one increase_effectiveness_work</b>	H.3_increase_effectiveness_work	5.3 WFP has contributed to the increased evidence base on the effectiveness of emergency preparedness work. [MCQ – Select one]	5.3 Le PAM a contribué à l’accroissement des données factuelles sur l’efficacité des activités de préparation aux situations d’urgence. [MCQ – Sélectionnez une réponse ]	5.3 El PMA ha contribuido a aumentar la base de datos empíricos sobre la eficacia de la labor de preparación ante emergencias. [MCQ – Seleccione una]
<b>select_one ao8nj43_5</b>	_1st_choice_D52	5.4 Please select the top three enabling and hindering factors, respectively, that effected changes in WFP’s contributions to the evidence base on emergency preparedness work. [Ranking question]  Enabling factors/drivers:  1st choice	5.4 Veuillez sélectionner les trois principaux facteurs favorables et défavorables, respectivement, qui ont affecté l’évolution des contributions du PAM à la base de données factuelles sur la préparation aux situations d’urgence. [Question de classement]  Facteurs favorables / moteurs :	5.4 Por favor, seleccione los tres principales factores facilitadores y obstaculizadores, respectivamente, que afectaron los cambios en las contribuciones del PMA a la base de datos empíricos sobre la labor de preparación para emergencias. [Pregunta de clasificación]

			1er choix	Factores facilitadores/impulsores :  1ª opción
<b>text</b>	autre_precisez15	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_5</b>	_2nd_choice_D52	2nd choice	2ème choix	2ª opción
<b>text</b>	autre_precisez16	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_5</b>	_3rd_choice_D52	3rd choice	3ème choix	3ª opción
<b>text</b>	autre_precisez17	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_52</b>	_1st_choice_D522	Hindering factors/barriers:  1st choice	Facteurs défavorables :  1er choix	Factores obstaculizadores :  1ª opción
<b>text</b>	autre_precisez18	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_52</b>	_2nd_choice_D522	2nd choice	2ème choix	2ª opción
<b>text</b>	autre_precisez19	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>select_one ao8nj43_52</b>	_3rd_choice_D522	3rd choice	3ème choix	3ª opción
<b>text</b>	autre_precisez20	Please specify your answer	Précisez votre réponse	Especifique su respuesta
<b>text</b>	H.5_additional_information	5.5 Please share any additional information about partnerships for emergency preparedness work here, or continue to the next section. [Open-ended]	4.3 Veuillez partager toute information supplémentaire sur les partenariats dédiés au travail de préparation aux urgences ici, ou passez à la section suivante. [Question ouverte]	5.5 Sírvase compartir aquí cualquier información adicional sobre las asociaciones para el trabajo en materia de PE, o continúe en la sección siguiente. [Pregunta abierta]
<b>end_group</b>				

<b>begin_group</b>	Section_6_gender_and_incl usivity	Section 6: Gender and inclusivity	Section 6 : Genre et inclusion	Sección 6 : Género e inclusión
<b>note</b>	intro_section_5	<p>These final questions aim at better understanding the integration of gender and inclusivity into WFP's processes, systems and tools related to emergency preparedness, and the impact on its ability to respond to the needs of different vulnerable groups (considering gender, disability and other equity aspects).</p> <p>We invite you to select all the processes, systems and tools you can think of when answering these questions.</p> <p>Under the open question at the end of the section, you can share any issues (positive or negative) that you consider important to the global learning on this topic.</p>	<p>Ces dernières questions visent à mieux comprendre l'intégration des questions de genre et d'inclusion dans les processus, systèmes et outils du PAM liés à la préparation aux situations d'urgence, ainsi que l'impact sur sa capacité à répondre aux besoins des différents groupes vulnérables (en tenant compte des questions de genre, de handicap et d'autres aspects liés à l'équité).</p> <p>Nous vous invitons à sélectionner tous les processus, systèmes et outils auxquels vous pensez pour répondre à ces questions.</p> <p>Dans la question ouverte à la fin de la section, vous pouvez faire part de toute question (positive ou négative) que vous considérez comme</p>	<p>Estas preguntas finales pretenden comprender mejor la integración de la inclusión en los procesos, sistemas y herramientas del PMA, y el impacto en su capacidad para responder a las necesidades de los diferentes grupos vulnerables (teniendo en cuenta el género, la discapacidad y otros aspectos de equidad).</p> <p>Le invitamos a seleccionar todos los procesos, sistemas y herramientas que se le ocurran al responder a estas preguntas.</p> <p>En la pregunta abierta al final de la sección, puede compartir cualquier cuestión (positiva o negativa) que considere importante para el aprendizaje global sobre este tema.</p>

			importante pour l'apprentissage global sur ce sujet.	
<b>select_one inclusion</b>	F.1_inclusion	6.1 WFP processes, systems and tools related to emergency preparedness sufficiently incorporate gender and inclusivity. [MCQ – Select one]	6.1 Les processus, systèmes et outils du PAM liés à la préparation aux situations d'urgence intègrent suffisamment les questions de parité hommes-femmes et d'inclusion. [QCM – Sélectionnez une réponse]	6.1 Los procesos, sistemas y herramientas en materia de preparación ante emergencias del PMA incorporan suficientemente la inclusión. [MCQ – Seleccione una]
<b>select_one improve</b>	F.2_improve	6.2 Incorporation of gender and inclusivity in WFP's processes, systems and tools related to emergency preparedness has improved its ability to meet the needs of different vulnerable groups. [MCQ – Select one]	6.2 L'intégration de la problématique hommes-femmes et de l'inclusivité dans les processus, systèmes et outils du PAM liés à la préparation aux situations d'urgence a amélioré sa capacité à répondre aux besoins des différents groupes vulnérables. [QCM – Sélectionnez une réponse]	6.2 La incorporación de la inclusión en los procesos, sistemas y herramientas en materia de preparación ante emergencias del PMA ha mejorado nuestra capacidad para satisfacer las necesidades de los distintos grupos vulnerables. [MCQ – Seleccione una]



<b>text</b>	AA	6.3 Please mention below all the processes, systems and tools that you had in mind when responding to questions 6.1 and 6.2. [Open-ended]	6.3 Veuillez mentionner ci-dessous tous les processus, systèmes et outils auxquels vous avez pensé en répondant aux questions 6.1 et 6.2. [Question ouverte]	6.3 Mencione a continuación todos los procesos, sistemas y herramientas que tenía en mente al responder a las preguntas 6.1 y 6.2. [Pregunta abierta]
<b>text</b>	F.3_additional_information	6.4 Please share any additional information about gender and inclusivity related to WFP's emergency preparedness work here, or go to the end of the survey. [Open-ended]	6.4 Veuillez partager toute information supplémentaire sur le genre et l'inclusion en rapport avec le travail du PAM sur la préparation aux urgences ici, ou allez à la fin de l'enquête. [Question ouverte]	6.4 Por favor, comparta aquí cualquier información adicional sobre género e inclusión relacionada con el trabajo del PMA en materia de PE, o vaya al final de la encuesta. [Pregunta abierta]
<b>end_group</b>				
<b>begin_group</b>	Section_6_acknowledgement	Acknowledgement	Remerciement	Agradecimiento
<b>note</b>	G.1_acknowledgement	Thank you for completing this questionnaire. Your time and consideration are greatly appreciated. In the next phase of this evaluation, the results of this survey will be analysed alongside the evidence collected from other data collection activities, such as the country visits and document review.	Nous vous remercions d'avoir rempli ce questionnaire. Votre temps et votre attention sont grandement appréciés. Lors de la prochaine phase de l'évaluation, les résultats de cette enquête seront analysés en conjonction avec les éléments recueillis dans le cadre d'autres activités de collecte de données, telles que les	Gracias por participar en este cuestionario. Agradecemos enormemente su tiempo y consideración. En la siguiente fase de esta evaluación, los resultados de esta encuesta se analizarán junto con las pruebas recogidas en otras actividades de recopilación de datos, como las visitas a los países y la revisión de

		A stakeholder workshop will take place in September to collect feedback on the draft conclusions and recommendations from all IRG members.	visites dans les pays et la révision des documents.  Un atelier des parties prenantes aura lieu en septembre afin de recueillir les réactions de tous les membres du groupe de référence interne sur le projet de conclusions et de recommandations.	documentos.  En septiembre se organizará un taller para recabar las opiniones de todos los miembros del Grupo de Referencia Interno sobre el borrador de conclusiones y recomendaciones.
<b>end_group</b>				

Source: evaluation team.

**Table 4: Survey response choices**

<b>List_name</b>	<b>Name</b>	<b>Label: English (en)</b>	<b>Label: French (fr)</b>	<b>Label: Spanish (es)</b>
year	Less than 1 year	Less than 1 year	Moins d'un an	Menos de 1 año
year	1-3 years	1-3 years	1 à 3 ans	1-3 años
year	4-6 years	4-6 years	4 à 6 ans	4-6 años
year	7-10 years	7-10 years	7 à 10 ans	7-10 años
year	More than 10 years	More than 10 years	Plus de 10 ans	Más de 10 años
level	Global	Global	Mondial	Global

level	Regional	Regional	Régional	Regional
level	National	National	National	Nacional
level	Subnational	Subnational	Infranational	Subnacional
level_WFP	Global	Global	Mondial	Global
level_WFP	Regional	Regional	Régional	Regional
level_WFP	National	National	National	Nacional
level_WFP	Subnational	Subnational	Infranational	Subnacional
geographical	RB Bangkok	RB Bangkok	RB Bangkok	RB Bangkok
geographical	RB Cairo	RB Cairo	RB Cairo	RB Cairo
geographical	RB Dakar	RB Dakar	RB Dakar	RB Dakar
geographical	RB Johannesburg	RB Johannesburg	RB Johannesburg	RB Johannesburg
geographical	RB Nairobi	RB Nairobi	RB Nairobi	RB Nairobi
geographical	RB Panama City	RB Panama City	RB Panama City	RB Panama City
gender	1	Male	Homme	Hombre
gender	2	Female	Femme	Mujer

gender	70	Prefer not to say	Préfère ne pas se prononcer	Prefiero no decirlo
gender	88	Other	Autre	Otros
knowledge	1	I know the content well and/or often refer to it in my work.	Je connais bien le contenu et/ou j'y fais souvent référence dans mon travail.	Conozco bien el contenido y/o suelo referirme a él en mi trabajo.
knowledge	2	I have read the policy and contribute (in)directly to its implementation.	J'ai lu la politique et je contribue (in)directement à sa mise en œuvre.	He leído la política y contribuyo (in)directamente a su aplicación.
knowledge	3	I don't know the content of the policy, but there is sufficient guidance on EP available from other WFP sources.	Je ne connais pas le contenu de la politique, mais d'autres sources du PAM fournissent des orientations suffisantes sur l'EP.	No conozco el contenido de la política, pero hay suficiente orientación sobre la PE disponible en otras fuentes del PMA.
knowledge	4	I don't know the content of the policy and have missed guidance to implement	Je ne connais pas le contenu de la politique et j'ai manqué de conseils pour mettre en	No conozco el contenido de la política y he echado en falta orientaciones para

		preparedness work at WFP.	œuvre le travail de préparation au PAM.	llevar a cabo la labor de preparación en el PMA.
knowledge	autre	Other, please specify	Autre, veuillez préciser	Otros, sírvase especificar
participation	1	No, I haven't been involved	Non, je n'ai pas été impliqué	No, no he participado
participation	2	Yes, to some extent	Oui, dans une certaine mesure	Sí, en cierta medida
participation	3	Yes, extensively	Oui, dans une large mesure	Sí, ampliamente
participation	4	Not applicable (I was not working in EP at WFP at the time)	Sans objet (je ne travaillais pas au PU au PAM à l'époque)	No procede (no trabajaba en el PE en el PMA en ese momento)
roles_and_responsibilities	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
roles_and_responsibilities	2	Disagree	Pas d'accord	En desacuerdo
roles_and_responsibilities	3	Agree	D'accord	De acuerdo
roles_and_responsibilities	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
roles_and_responsibilities	5	Don't know	Je ne sais pas	No lo sé

increase_emerging	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_emerging	2	Disagree	Pas d'accord	En desacuerdo
increase_emerging	3	Agree	D'accord	De acuerdo
increase_emerging	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_emerging	5	Don't know	Je ne sais pas	No lo sé
satisfaction_leadership	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
satisfaction_leadership	2	Disagree	Pas d'accord	En desacuerdo
satisfaction_leadership	3	Agree	D'accord	De acuerdo
satisfaction_leadership	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
satisfaction_leadership	5	Don't know	Je ne sais pas	No lo sé
increase_preparedness	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_preparedness	2	Disagree	Pas d'accord	En desacuerdo
increase_preparedness	3	Agree	D'accord	De acuerdo
increase_preparedness	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_preparedness	5	Don't know	Je ne sais pas	No lo sé
increase_technical	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo

increase_technical	2	Disagree	Pas d'accord	En desacuerdo
increase_technical	3	Agree	D'accord	De acuerdo
increase_technical	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_technical	5	Don't know	Je ne sais pas	No lo sé
increase_insure	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_insure	2	Disagree	Pas d'accord	En desacuerdo
increase_insure	3	Agree	D'accord	De acuerdo
increase_insure	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_insure	5	Don't know	Je ne sais pas	No lo sé
satisfaction	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
satisfaction	2	Disagree	Pas d'accord	En desacuerdo
satisfaction	3	Agree	D'accord	De acuerdo
satisfaction	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
satisfaction	5	Don't know	Je ne sais pas	No lo sé
increase_work	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_work	2	Disagree	Pas d'accord	En desacuerdo

increase_work	3	Agree	D'accord	De acuerdo
increase_work	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_work	5	Don't know	Je ne sais pas	No lo sé
match	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
match	2	Disagree	Pas d'accord	En desacuerdo
match	3	Agree	D'accord	De acuerdo
match	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
match	5	Don't know	Je ne sais pas	No lo sé
change_ep_resources	1	Decreased substantially	Diminution substantielle	Disminuyó sustancialmente
change_ep_resources	2	Decreased somewhat	Légère diminution	Disminuyó algo
change_ep_resources	3	Remained stable	Resté stable	Se mantiene estable
change_ep_resources	4	Increased somewhat	A augmenté quelque peu	Aumentó algo
change_ep_resources	5	Increased substantially	Augmentation substantielle	Aumentó considerablemente
change_ep_resources	6	Don't know	Je ne sais pas	No lo sé



ao8nj43_2	internal_ep_capacity	Skilled/dedicated workforce (qualified EPR staff)	Main d'œuvre qualifiée/dédiée (personnel qualifié en REP)	Mano de obra cualificada/dedicada (personal cualificado de RPE)
ao8nj43_2	financial_resources_ext	Change in donor prioritization of EP	Changement dans la priorité accordée par les donateurs à la PU	Cambio en la priorización del PE por parte de los donantes
ao8nj43_2	ep_policy	WFP's EP policy and its direct implementation	Politique du PAM en matière de PU et sa mise en œuvre directe	Política del PMA en materia de PE y su aplicación directa
ao8nj43_2	wfp_s_ep_work	WFP's past results in the EP area	Résultats antérieurs du PAM dans le domaine de la PU	Resultados anteriores del PMA en el ámbito de la PE
ao8nj43_2	senior_management_prioritization	Senior management prioritization	Priorité accordée par la haute direction	Priorización del personal directivo superior
ao8nj43_2	existing_evidence_base	Existing evidence base	Base factuelle existante	Base empírica existente
ao8nj43_2	wfp_innovations	Innovations (including data-driven technology)	Innovations (y compris les technologies)	Innovaciones (incluida la tecnología basada en datos)

			fondées sur les données)	
ao8nj43_2	comm_leadership_in_wfp_s_ep_work	Community leadership in WFP's EP work	Leadership communautaire dans le travail du PAM sur le PE	Liderazgo comunitario en la labor del PMA en materia de PE
ao8nj43_2	government_ownership_of_wfp_ep_work	Government ownership of WFP EP work	Appropriation par le gouvernement de l'action du PAM en matière de PU	Apropiación gubernamental de la labor del PMA en materia de PE
ao8nj43_2	partnerships_with_the_private_sector	Partnerships with the private sector	Partenariats avec le secteur privé	Asociaciones con el sector privado
ao8nj43_2	partnerships_with_research_institutes	Partnerships with research institutes	Partenariats avec des instituts de recherche	Asociaciones con institutos de investigación
ao8nj43_2	autre	Other (please specify)	Autre (veuillez préciser)	Otros (sírvase especificar)
ao8nj43_2	vide	No other factors to add	Aucun autre facteur à ajouter	No hay otros factores que añadir
ao8nj43_22	internal_ep_capacity	Skilled/dedicated workforce (qualified EPR staff)	Main d'œuvre qualifiée/dédiée (personnel qualifié en REP)	Mano de obra cualificada/dedicada (personal cualificado de RPE)

ao8nj43_22	financial_resources_ext	Change in donor prioritization of EP	Changement dans la priorité accordée par les donateurs à la PU	Cambio en la priorización del PE por parte de los donantes
ao8nj43_22	ep_policy	WFP's EP policy and its direct implementation	Politique du PAM en matière de PU et sa mise en œuvre directe	Política del PMA en materia de PE y su aplicación directa
ao8nj43_22	wfp_s_ep_work	WFP's past results in the EP area	Résultats antérieurs du PAM dans le domaine de la PU	Resultados anteriores del PMA en el ámbito de la PE
ao8nj43_22	senior_management_prioritization	Senior management prioritization	Priorité accordée par la haute direction	Priorización del personal directivo superior
ao8nj43_22	existing_evidence_base	Existing evidence base	Base factuelle existante	Base empírica existente
ao8nj43_22	wfp_innovations	Innovations (including data-driven technology)	Innovations (y compris les technologies fondées sur les données)	Innovaciones (incluida la tecnología basada en datos)
ao8nj43_22	comm_leadership_in_wfp_s_ep_work	Community leadership in WFP's EP work	Leadership communautaire	Liderazgo comunitario en la

			dans le travail du PAM sur la PU	labor del PMA en materia de PE
ao8nj43_22	government_ownership_of_wfp_ep_work	Government ownership of WFP EP work	Appropriation par le gouvernement de l'action du PAM en matière de PU	Apropiación gubernamental de la labor del PMA en materia de PE
ao8nj43_22	partnerships_with_the_private_sector	Partnerships with the private sector	Partenariats avec le secteur privé	Asociaciones con el sector privado
ao8nj43_22	partnerships_with_research_institutes	Partnerships with research institutes	Partenariats avec des instituts de recherche	Asociaciones con institutos de investigación
ao8nj43_22	autre	Other (please specify)	Autre (veuillez préciser)	Otros (sírvase especificar)
ao8nj43_22	vide	No other factors to add	Aucun autre facteur à ajouter	No hay otros factores que añadir
increase_improvements	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_improvements	2	Disagree	Pas d'accord	En desacuerdo
increase_improvements	3	Agree	D'accord	De acuerdo
increase_improvements	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_improvements	5	Don't know	Je ne sais pas	No lo sé

increase_effectiveness	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_effectiveness	2	Disagree	Pas d'accord	En desacuerdo
increase_effectiveness	3	Agree	D'accord	De acuerdo
increase_effectiveness	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_effectiveness	5	Don't know	Je ne sais pas	No lo sé
ao8nj43_4	internal_ep_capacity	Internal technical EP capacity	Capacité technique interne en matière de PU	Capacidad técnica interna en materia de PE
ao8nj43_4	ep_policy	WFP's EP policy and its direct implementation	La politique du PAM en matière de PU et sa mise en œuvre directe	La política del PMA en materia de PE y su aplicación directa
ao8nj43_4	wfp_s_ep_work	WFP's past results in the EP area	Résultats passés du PAM dans le domaine de la PU	Resultados anteriores del PMA en el ámbito del PE
ao8nj43_4	senior_management_prioritization	Senior management prioritization	Priorité accordée par la haute direction	Prioridades de la dirección
ao8nj43_4	existing_evidence_base	Internal coordination	Coordination interne	Coordinación interna

ao8nj43_4	internal_coordination	Innovations by WFP	Innovations du PAM	Innovaciones del PMA
ao8nj43_4	wfp_innovations	COVID-19 pandemic	Pandémie de Covid-19	Covid-19 pandemia
ao8nj43_4	covid_19_pandemic	Local leadership in WFP's EP work	Leadership local dans les activités du PAM dans le domaine de la PU	Liderazgo local en la labor del PMA en el ámbito del PE
ao8nj43_4	local_leadership_in_wfp_s_ep_work	Government ownership of WFP EP work	Appropriation par le gouvernement de l'action du PAM en matière de protection de l'environnement	Apropiación gubernamental de la labor del PMA en materia de PE
ao8nj43_4	government_ownership_of_wfp_ep_work	Partnerships with the private sector	Partenariats avec le secteur privé	Asociaciones con el sector privado
ao8nj43_4	partnerships_with_the_private_sector	Partnerships with research institutes	Partenariats avec des instituts de recherche	Asociaciones con institutos de investigación
ao8nj43_4	autre	Other (please specify)	Autres (à préciser)	Otros (especifíquese)
ao8nj43_4	vide	No other factors to add	Aucun autre facteur à ajouter	No hay otros factores que añadir

ao8nj43_42	internal_ep_capacity	Internal technical EP capacity	Capacité technique interne en matière de PU	Capacidad técnica interna en materia de PE
ao8nj43_42	ep_policy	WFP's EP policy and its direct implementation	La politique du PAM en matière de PU et sa mise en œuvre directe	La política del PMA en materia de PE y su aplicación directa
ao8nj43_42	wfp_s_ep_work	WFP's past results in the EP area	Résultats passés du PAM dans le domaine de la PU	Resultados anteriores del PMA en el ámbito del PE
ao8nj43_42	senior_management_prioritization	Senior management prioritization	Priorité accordée par la haute direction	Prioridades de la dirección
ao8nj43_42	existing_evidence_base	Internal coordination	Coordination interne	Coordinación interna
ao8nj43_42	internal_coordination	Innovations by WFP	Innovations du PAM	Innovaciones del PMA
ao8nj43_42	wfp_innovations	COVID-19 pandemic	Pandémie de Covid-19	Covid-19 pandemia
ao8nj43_42	covid_19_pandemic	Local leadership in WFP's EP work	Leadership local dans les activités du PAM dans le domaine de la PU	Liderazgo local en la labor del PMA en el ámbito del PE

ao8nj43_42	local_leadership_in_wfp_s_ep_work	Government ownership of WFP EP work	Appropriation par le gouvernement de l'action du PAM en matière de protection de l'environnement	Apropiación gubernamental de la labor del PMA en materia de PE
ao8nj43_42	government_ownership_of_wfp_ep_work	Partnerships with the private sector	Partenariats avec le secteur privé	Asociaciones con el sector privado
ao8nj43_42	partnerships_with_the_private_sector	Partnerships with research institutes	Partenariats avec des instituts de recherche	Asociaciones con institutos de investigación
ao8nj43_42	autre	Other (please specify)	Autres (à préciser)	Otros (especifíquese)
ao8nj43_42	vide	No other factors to add	Aucun autre facteur à ajouter	No hay otros factores que añadir
increase_improvements_IASC	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_improvements_IASC	2	Disagree	Pas d'accord	En desacuerdo
increase_improvements_IASC	3	Agree	D'accord	De acuerdo
increase_improvements_IASC	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_improvements_IASC	5	Don't know	Je ne sais pas	No lo sé



increase_improvements_common_services	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_improvements_common_services	2	Disagree	Pas d'accord	En desacuerdo
increase_improvements_common_services	3	Agree	D'accord	De acuerdo
increase_improvements_common_services	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_improvements_common_services	5	Don't know	Je ne sais pas	No lo sé
increase_effectiveness_work	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
increase_effectiveness_work	2	Disagree	Pas d'accord	En desacuerdo
increase_effectiveness_work	3	Agree	D'accord	De acuerdo
increase_effectiveness_work	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
increase_effectiveness_work	5	Don't know	Je ne sais pas	No lo sé
ao8nj43_5	internal_ep_capacity	Internal technical EP capacity	Capacité technique interne en matière de PU	Capacidad técnica interna en materia de PE

ao8nj43_5	ep_policy	WFP's EP policy and its direct implementation	La politique du PAM en matière de PU et sa mise en œuvre directe	La política del PMA en materia de PE y su aplicación directa
ao8nj43_5	wfp_s_ep_work	WFP's past results in the EP area	Résultats passés du PAM dans le domaine de la PU	Resultados anteriores del PMA en el ámbito del PE
ao8nj43_5	senior_management_prioritization	Senior management prioritization	Priorité accordée par la haute direction	Prioridades de la dirección
ao8nj43_5	existing_evidence_base	Internal coordination	Coordination interne	Coordinación interna
ao8nj43_5	internal_coordination	Innovations by WFP	Innovations du PAM	Innovaciones del PMA
ao8nj43_5	wfp_innovations	COVID-19 pandemic	Pandémie de Covid-19	Covid-19 pandemia
ao8nj43_5	covid_19_pandemic	Local leadership in WFP's EP work	Leadership local dans les activités du PAM dans le domaine de la PU	Liderazgo local en la labor del PMA en el ámbito del PE
ao8nj43_5	local_leadership_in_wfp_s_ep_work	Government ownership of WFP EP work	Appropriation par le gouvernement de l'action du PAM en matière de	Apropiación gubernamental de la

			protection de l'environnement	labor del PMA en materia de PE
ao8nj43_5	government_ownership_of_wfp_ep_work	Partnerships with the private sector	Partenariats avec le secteur privé	Asociaciones con el sector privado
ao8nj43_5	partnerships_with_the_private_sector	Partnerships with research institutes	Partenariats avec des instituts de recherche	Asociaciones con institutos de investigación
ao8nj43_5	autre	Other (please specify)	Autres (à préciser)	Otros (especificíquese)
ao8nj43_5	vide	No other factors to add	Aucun autre facteur à ajouter	No hay otros factores que añadir
ao8nj43_52	internal_ep_capacity	Internal technical EP capacity	Capacité technique interne en matière de PU	Capacidad técnica interna en materia de PE
ao8nj43_52	ep_policy	WFP's EP policy and its direct implementation	La politique du PAM en matière de PU et sa mise en œuvre directe	La política del PMA en materia de PE y su aplicación directa
ao8nj43_52	wfp_s_ep_work	WFP's past results in the EP area	Résultats passés du PAM dans le domaine de la PU	Resultados anteriores del PMA en el ámbito del PE

ao8nj43_52	senior_management_prioritization	Senior management prioritization	Priorité accordée par la haute direction	Prioridades de la dirección
ao8nj43_52	existing_evidence_base	Internal coordination	Coordination interne	Coordinación interna
ao8nj43_52	internal_coordination	Innovations by WFP	Innovations du PAM	Innovaciones del PMA
ao8nj43_52	wfp_innovations	COVID-19 pandemic	Pandémie de Covid-19	Covid-19 pandemia
ao8nj43_52	covid_19_pandemic	Local leadership in WFP's EP work	Leadership local dans les activités du PAM dans le domaine de la PU	Liderazgo local en la labor del PMA en el ámbito del PE
ao8nj43_52	local_leadership_in_wfp_s_ep_work	Government ownership of WFP EP work	Appropriation par le gouvernement de l'action du PAM en matière de protection de l'environnement	Apropiación gubernamental de la labor del PMA en materia de PE
ao8nj43_52	government_ownership_of_wfp_ep_work	Partnerships with the private sector	Partenariats avec le secteur privé	Asociaciones con el sector privado

ao8nj43_52	partnerships_with_the_private_sector	Partnerships with research institutes	Partenariats avec des instituts de recherche	Asociaciones con institutos de investigación
ao8nj43_52	autre	Other (please specify)	Autres (à préciser)	Otros (especifíquese)
ao8nj43_52	vide	No other factors to add	Aucun autre facteur à ajouter	No hay otros factores que añadir
inclusion	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
inclusion	2	Disagree	Pas d'accord	En desacuerdo
inclusion	3	Agree	D'accord	De acuerdo
inclusion	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
inclusion	5	Don't know	Je ne sais pas	No lo sé
improve	1	Strongly disagree	Pas du tout d'accord	Muy en desacuerdo
improve	2	Disagree	Pas d'accord	En desacuerdo
improve	3	Agree	D'accord	De acuerdo
improve	4	Strongly agree	Tout à fait d'accord	Muy de acuerdo
improve	5	Don't know	Je ne sais pas	No lo sé

Source: evaluation team.

## **KEY INFORMANT INTERVIEWS**

54. KIs were conducted using semi-structured interview protocols, a format in which the interviewers use open-ended questions that allow for a discussion with the interviewee rather than a straightforward question and answer format. A list of questions was provided to guide the discussion but may not be followed sequentially or be read word by word. The preparatory desk review would give an idea of the points that needed further “probing” during specific interviews.
55. Prior to each interview, the interviewer obtained a verbal informed consent covering information about the scope of the interview, the confidential and anonymized nature of the information collected, the voluntary nature of participation and the ability to refuse to answer any question. The evaluation team also outlined the content of the interview and provided the participants with opportunities to ask questions.
56. A list of questions from which each interview protocol drew is presented in Table 5. This was updated as more information was gathered and the relative importance and relevance of certain themes changed. Interview protocols were prepared to draw on those dimensions of analysis that were most relevant to the stakeholder. Formulations of the questions was adapted to the respective participants and to local contexts.

**Table 5: Key Informant Interview discussion guide**

Questions (12 maximum per profile)	All internal	Additional internal	Governments	Other partners
1. How relevant is WFP’s approach to emergency preparedness to the needs and challenges in the world/this country/region today? <i>Probe hazard/crisis type, frequency, CC, Hum Reform, GB, other.</i> What has enabled/prevented this?	x		x	x
2. Which WFP processes, systems and tools for emergency preparedness have grown stronger (since 2017) and in what ways? What has enabled this? What gaps or needs for stronger processes, systems and tools still exist? Why?	x			x
3. How well is WFP enhancing governments’ preparedness at the national level? Please share examples. <i>Probe information management/early warning systems, analytical capacities, laws/plans/strategies/policies/social protection systems, supply chain, telecoms, coordination, learning.</i> What has enabled/prevented this?	x		x	x
4. How well is WFP enhancing “last mile” preparedness (in local government and communities). Please share examples. <i>Probe capacity building, resources, pre-positioning, information management/early warning systems, decision making/leadership, learning, other.</i> What has enabled/prevented this?	x		x	x
5. To what extent does WFP’s support ensure that governments and communities stay prepared? What has enabled/prevented this?	x		x	x
6. In what ways does WFP lead and influence others on preparedness? Please share examples. <i>Probe global/national clusters, other groups, partners/donors, innovations) and what they achieved.</i> What enables/prevents this?	x		x	x
7. Please share a specific example of when WFP’s investments in emergency preparedness resulted in a more efficient and effective response. What enabled this? What were the challenges?	x		x	x
8. What internal resources and sources of support and guidance are most important for your team’s emergency preparedness? What are they useful for? What gaps exist in terms of internal resources, support and guidance?	x		x	
9. To your knowledge, has WFP helped to advance evidence and learning on the value of emergency preparedness and early action? Can you please provide specific examples? What has enabled/prevented this?	x		x	x

10. What has WFP achieved in terms of ensuring emergency preparedness is gender transformative? And inclusive? What has prevented it from doing/achieving more?	x		x	x
11. What changes would you like to see in WFP in relation to preparedness? What difference would they make? How could they be achieved?	x		x	x
12. What types of engagement are you aware of between WFP and the private sector, academia, think tanks and data/analysis service providers? How effective have these been? What has facilitated/prevented this?		x		x
13. How important are WFP's common services for others' preparedness? Please share specific examples of how these have enabled others to respond efficiently and effectively. What are the challenges?		x	x	x
14. To your knowledge, has WFP contributed to any major multilateral commitments to preparedness? Please share specific examples. What enabled/prevented this? What else/more should WFP do?		x		
15. How well is WFP doing in terms of enhancing regional governmental preparedness? And South-South cooperation? Please share examples. What enabled/prevented this? What else/more could WFP do?		x		
16. Do WFP's processes, systems and tools for emergency preparedness include preparedness for recovery? How? How could they be enhanced in this respect?		x		
17. Do WFP's processes, systems and tools for emergency preparedness ensure staff wellness, safety and security? How? <i>Probe gender sensitivity</i> . Please share examples. What has helped to ensure/prevented this?		x		
18. What could WFP learn from other United Nations agencies' and peers' approaches to emergency preparedness? What difference would this make?		x	x	x

Source: evaluation team.



## COMPARATIVE LEARNING EXERCISE

57. Three organizations were identified to serve as comparators to WFP: the International Federation of Red Cross and Red Crescent Societies (IFRC), the United Nations Children’s Fund (UNICEF) and the International Organization for Migration (IOM).
58. The aim in selecting comparator organizations was to identify those that provide the greatest learning for WFP. To foster learning, it was important to identify organizations that have a modus operandi similar to that of WFP (i.e. a dual-mandated entity with strong field operations). This is important because it critically anchored the comparisons in feasibility (i.e. to the extent possible, comparing like with like).
59. IOM, UNICEF and IFRC have historically had preparedness policies, guidelines or strategies. IFRC has integrated previous policies on Disaster Preparedness (1999), Emergency Response (1997), Post-emergency Rehabilitation (1999) and Linking Relief, Rehabilitation and Development (2001) into a Disaster Risk Management Policy (2020), enabling consideration of all components as part of the continuum of disaster risk management.<sup>5</sup> Other organizations such as UNICEF retain policies addressing preparedness and response.
60. As part of the comparative learning exercise, key staff were interviewed from each organization and a systematic document review compared WFP’s Emergency Preparedness Policy with the most salient policy-level documents from the three organizations.
61. It is critical to note that the aim here is to provide only a high-level review and not an evaluation of comparators and their policies. It is also important to consider that such a comparison often contrasts dissimilar elements. For example, many of the documents explored as flagship reports for each organization were not policies per se but rather the highest-level positions found and/or those suggested by key informants. Many are referred to as strategies, guidance, plans or charters.
62. An interview framework and questions used to guide the discussions with the three organizations are presented below. They are organized around the themes of concepts/design, architecture and results. Interviews were conducted remotely, transcribed, coded and triangulated as pertinent with the wider dataset.

**Table 6: Comparative learning exercise interview protocol**

Themes	Interview questions
A. Concepts and design	<ol style="list-style-type: none"> <li>1. How does your organization distinguish between emergency preparedness, DRR and climate change adaptation?</li> <li>2. What is the history of the organizational position (i.e. policy, strategy, guidance or other): impetus, since when?</li> <li>3. What are the objectives and profiles targeted by that policy/approach?</li> <li>4. How would you compare your position to other similar organizations?</li> <li>5. What if any gaps exist in your organization’s policy/strategy/guidance?</li> </ol>
B. Implementation architecture	<ol style="list-style-type: none"> <li>6. What resources do you make available to deliver the emergency preparedness approach? <ul style="list-style-type: none"> <li>• organizational unit structures</li> <li>• human resources and capacity building</li> <li>• financial, including explicit budgets</li> <li>• accountability, data/monitoring</li> <li>• public awareness and visibility</li> </ul> </li> </ol>
C. Results	<ol style="list-style-type: none"> <li>7. What results do you feel your organization achieves through the emergency preparedness approach?</li> <li>8. What are the strengths/weaknesses of the approach and architecture (and driving factors)?</li> </ol>

<sup>5</sup> IFRC, 2020. Disaster Risk Management Policy: From Prevention to Response and Recovery.

	<p>9. What is missing for your organization to produce greater impacts in emergency preparedness?</p> <p>10. How does your organization monitor and report on the implementation of emergency preparedness measures?</p>
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Source: evaluation team.

# Annex VI. Detailed findings on policy quality criteria (EQ1)

**Table 7: Conformity to criteria for policy quality**

<b>Criterion 1. Presence of a vision and conceptual framework</b> <i>Source: 2020 Synthesis of Evidence and Lessons from WFP's Policy Evaluations</i>	
<b>EMERGENCY PREPAREDNESS POLICY score:</b> Moderate	
<p><b>Rationale:</b> The Emergency Preparedness Policy clearly includes pertinent definitions of preparedness and readiness, and mentions disaster risk reduction and management, climate change, building resilience and capacity strengthening policies. It does not provide a conceptual framework that highlights intended pathways of change, and does not illustrate in detail scope and synergies. The IASC Common Framework for Preparedness (2013) supports the development of preparedness capacity using a systematic country-level approach and both the vision and set of objectives largely align with the purpose and key stakeholders of preparedness in the IASC definition presented in the WFP policy. However, the policy does not include a ToC to illustrate how WFP's efforts will achieve the vision.</p>	
<b>Criterion 2. Presence of a context analysis and external coherence</b> <i>Source: 2018 Top 10 Lessons for Policy Quality</i>	
<b>EMERGENCY PREPAREDNESS POLICY score:</b> Moderate	
<p><b>Rationale:</b> The "rationale" of the Emergency Preparedness Policy (page 4) describes the global commitments for emergency preparedness and includes WFP's policy as part of a broader shift in the United Nations system. The policy is based on analysis of key milestones and evolutions in external context (including the IASC Common Framework for Emergency Preparedness, the Sendai Framework for Disaster Risk Reduction and the Humanitarian Reform Agenda) and rationale/justification. The policy remains relevant for different contexts and sizes of emergencies, and multi-hazard environments, but recent evolutions are missing (e.g. anticipatory action, nexus approach). The Emergency Preparedness Policy adequately analyses its external context, focusing on key international agreements and changes in the humanitarian and development sectors. It provides strong context analysis and demonstrates alignment with the Transformative Agenda launched by IASC in December 2011, the IASC 2008 policy statement Gender Equality in Humanitarian Action, the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the Sendai Framework for Disaster Risk Reduction and deliberations at the World Humanitarian Summit. However, there are some gaps in the policy. It is silent on how preparedness contributes to nexus programming. It also barely touches on preparedness for recovery, and integration of preparedness into risk-informed recovery.</p>	
<b>Criterion 3. The policy is based on reliable evidence</b> <i>Source: 2018 Top 10 Lessons for Policy Quality</i>	
<b>EMERGENCY PREPAREDNESS POLICY score:</b> Moderate	
<p><b>Rationale:</b> The policy highlights WFP's commitment to working with other United Nations agencies and drew on the IASC Common Framework for Preparedness, but without providing a detailed analysis of the specific contributions. It also draws on evidence from the PREP evaluation and the return on investment study, but does not give specific examples and does not refer to research in this field. The policy would benefit from incorporating research on preparedness that is not connected to WFP.</p>	

Criterion 4. The policy ensures internal coherence

Source: 2018 Top 10 Lessons for Policy Quality

**EMERGENCY PREPAREDNESS POLICY score:** Moderate



**Rationale:** Overall, the Emergency Preparedness Policy reflects WFP’s mandate to build resilience that includes preparedness, response, recovery and development, using the SDGs to guide long-term action. The policy is primarily rooted in Strategic Objective (SO) 2 of the Strategic Plan (2008–2013), “Prevent acute hunger and invest in disaster preparedness and mitigation measures”. It is also more remotely related to the other four SOs.

The Emergency Preparedness Policy reflects increased corporate attention to preparedness in the Strategic Plans 2017–2021 and 2022–2025, even though these more recent documents do not provide a direct reference to it.

In the Strategic Plan 2014–2017, SO1 (“End hunger by protecting access to food”), SO3 (“Reduce risk and enable people, communities and countries to meet their own food and nutrition needs”) and SO5 (“Partner for SDG results”) indirectly refer to activities that may be disaster preparedness.

Outcome 1 (“People are better able to meet their urgent food and nutrition needs”) and outcome 4 (“National programmes and systems are strengthened”) in the Strategic Plan 2022–2025 provide a broader overview that also partially covers emergency preparedness activities.

However, as the Emergency Preparedness Policy includes aspects of WFP’s work that are also present in the organization’s policies for disaster risk reduction and management, climate change and building resilience, but does not explain how it complements them, some confusion has arisen about issues ranging from terminology to internal leadership on preparedness.

Criterion 5. The policy defines its scope of activities and priorities

Source: 2018 Top 10 Lessons for Policy Quality

**EMERGENCY PREPAREDNESS POLICY score:** Strong



**Rationale:** The Emergency Preparedness Policy outlines priorities and actions for its implementation (page 5). The EPRP Simulation Guidance Manual and Toolkit (2016) has been specifically designed to help WFP country offices run their own scenario-based simulations, with the aim of identifying gaps in preparedness and the measures needed to address them. In addition, the EPRP guides WFP country offices in progressively matching their emergency preparedness and response capacity against the risks identified in countries.

Criterion 6. The policy incorporates equity considerations into the design

Source: 2018 Top 10 Lessons for Policy Quality

**EMERGENCY PREPAREDNESS POLICY score:** Moderate



**Rationale:** the Emergency Preparedness Policy is coherent with WFP’s Gender Policy (2015–2020) and the IASC 2008 policy statement Gender Equality in Humanitarian Action. One of the policy’s overarching principles is accountability to affected populations, including in providing sustainable and gender-transformative food assistance. In its preparedness actions, WFP must be accountable to the women, men, boys and girls whom it assists and must involve them in the decisions that affect their lives (page 3). The policy expresses gender-transformative and gender-sensitive objectives, but it is not explicit about how preparedness can contribute to these.

Criterion 9. Policy development is based on internal consultations

Source: 2018 *Top 10 Lessons for Policy Quality*

**EMERGENCY PREPAREDNESS POLICY score:** Strong



**Rationale:** The Emergency Preparedness Policy refers to close consultation with the Executive Board and involving internal and external stakeholders through Executive Board briefings, field missions, and NGO consultations and reviews of drafts, from 2014/15 to 2017. The CSP process provides opportunities to forge long-term multi-stakeholder partnerships and create mutually beneficial preparedness actions (page 10).

## Conformity to criteria for policy uptake/implementation

Criterion 8. The policy outlines clear institutional arrangements and defines accountabilities and responsibilities

Source: 2020 *Synthesis of Evidence and Lessons from WFP's Policy Evaluations*

**EMERGENCY PREPAREDNESS POLICY score:** Moderate



**Rationale:** The policy describes the responsibilities of WFP country offices, regional bureaux and headquarters and highlights the crucial role of CSP for implementation (aligning with local humanitarian leadership commitments). The following is stated in the Executive Summary on page 1: "Internally the policy will be rolled out through implementation of an EPRP that establishes a baseline of preparedness actions. These actions will be facilitated by the preparedness tools currently available in WFP. The CSPs provide the strategic tool for linking preparedness actions within WFP to government plans and priorities." The policy has a strong focus on building/consolidating partnerships, in line with the Corporate Partnership Strategy (2017), EPRP-included tools for contingency planning and simulations, and new CCS tools. However, the description of roles and responsibilities is incomplete, considering that "all of WFP is responsible for preparedness". It could potentially contribute to inconsistent implementation.

The policy states that accountability for preparedness also lies at country, regional and global levels and makes the Emergency Preparedness and Support Response Division at headquarters the focal point for the policy. However, it does not describe how the policy focal point and other roles will provide oversight, be held to account, what for, and how. These weaknesses set the organization up for inconsistent implementation. The policy outlines some clear principles that WFP intends to apply in its work as a list of past and ongoing activities, but without putting these in perspective next to a selection of other international agencies.

Criterion 9. The policy identifies the financial and human resources required for its implementation

Source: 2020 *Synthesis of Evidence and Lessons from WFP's Policy Evaluations*

**EMERGENCY PREPAREDNESS POLICY score:** Low



**Rationale:** The policy states that the current funding model for preparedness will need to adapt and follow the multi-year planning that is being introduced with CSPs. It mentions the need for a sustained funding model (pages 5–6) but does not elaborate on necessary steps to access more appropriate funding for preparedness: "WFP's continued preparedness to respond to a multitude of emergencies will largely depend on the investments that it makes in preparedness." In addition, it elaborates on needed investments and states that the shift in preparedness investments will require access to longer-term funding.

The policy also elaborates on changes to staffing, based on a dedicated return on investment study (2016) (pre-dating current changes). Investing in staff is one of the "way forward" pillars, but the policy only mentions that an integrated approach to human resource management is needed. It emphasizes the need for changes to staffing but does not state the level of human resourcing required, nor the range of skills and expertise needed to ensure WFP is prepared to respond to emergencies and support partners'

preparedness to respond. Obviously, recent changes to the organizational structure post-date the policy and will require its updating.

**Criterion 10. Presence of partnership arrangements**

Source: 2020 *Synthesis of Evidence and Lessons from WFP's Policy Evaluations*

**EMERGENCY PREPAREDNESS POLICY score:** Moderate



**Rationale:** The third policy objective is to consolidate and expand mutually beneficial partnerships, including with international and national civil society entities and the private sector, to reduce the need for operational inputs from WFP and other actors. Engagement in multi-stakeholder partnerships ensures that WFP is able to mobilize and share knowledge, expertise, technologies and financial resources as articulated in SDG 17.

The policy's accompanying Emergency Preparedness and Response toolkit includes tools to be implemented with preparedness and response partners at country and regional levels, for contingency planning, simulations and country capacity strengthening.

**Criterion 11. Presence of robust results framework (targets, milestones)**

Source: 2020 *Synthesis of Evidence and Lessons from WFP's Policy Evaluations*

**EMERGENCY PREPAREDNESS POLICY score:** Moderate



**Rationale:** The policy offers instructions on monitoring and indicators, including the EPRP online tracker, but offers country offices freedom to select their own indicators, leading to difficulty in monitoring global progress. For WFP's work with governments, the EPCI can be used to establish a baseline and measure results over time. Country-specific indexes are developed jointly with national governments, setting national standards for preparedness and response in a given country (page 11).

**Criterion 12. Implementation plan and communication/dissemination**

Source: 2020 *Synthesis of Evidence and Lessons from WFP's Policy Evaluations*

**EMERGENCY PREPAREDNESS POLICY score:** Low

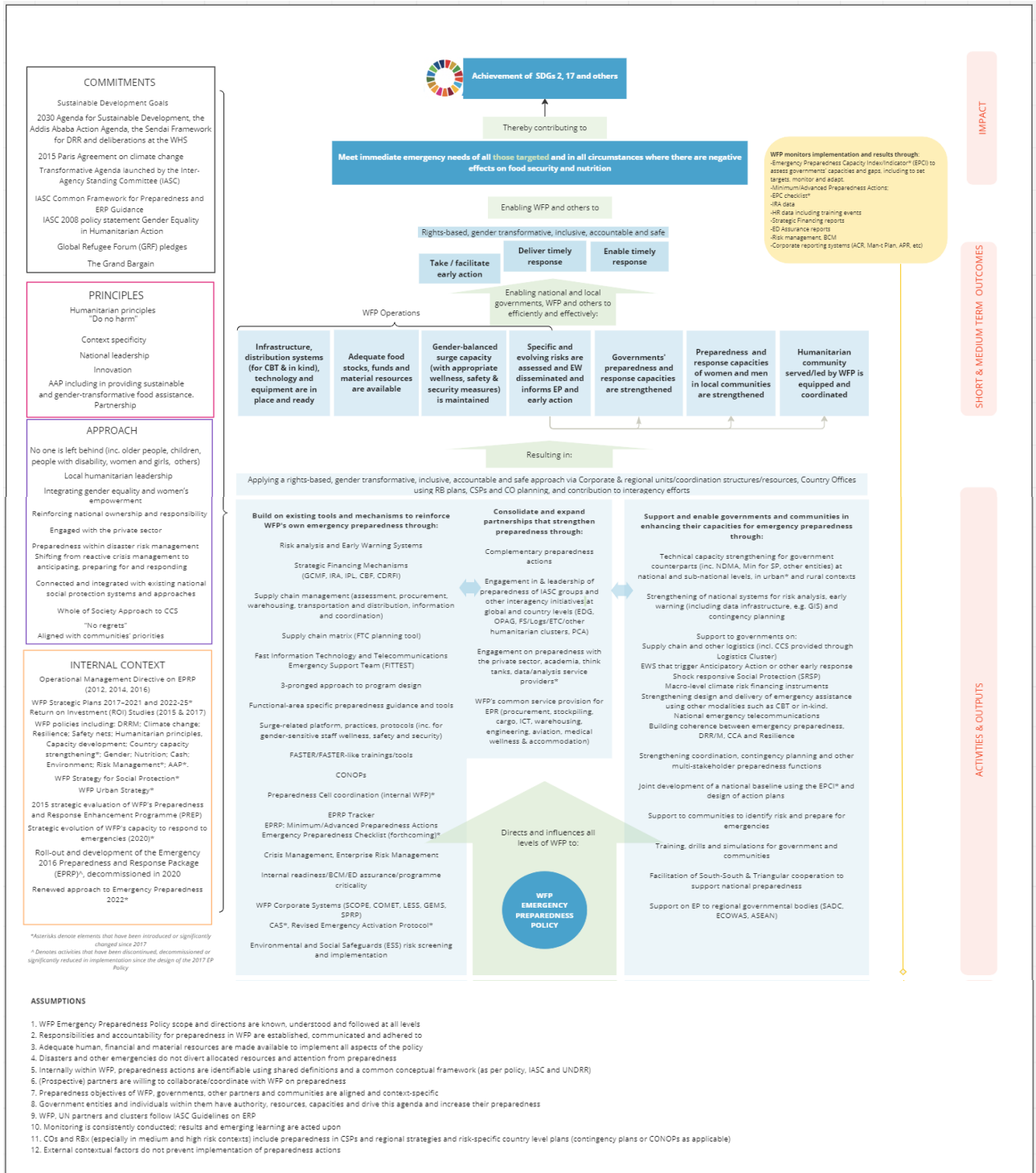


**Rationale:** The policy identifies the essential role of CSPs in implementation and stresses the need for long-term planning and local leadership, but lacks an overarching strategy, leading to gaps in coordinated approaches, resource commitments and communication, exacerbated by the withdrawal of the EPRP in 2020.

# Annex VII. Fieldwork agenda

Country deep dives		8 to 12 Apr	15 to 19 Apr	22 to 26 Apr	29 Apr to 3 May	6 to 10 May	13 to 17 May	20 to 24 May	27 to 31 May	3 to 7 June
<b>Cuba</b>										
	Desk review									
	In-country data collection									
	(Remote) debrief									
<b>Pakistan</b>										
	Desk review									
	In-country data collection									
	(Remote) debrief									
<b>Togo</b>										
	Desk review									
	In-country data collection									
	(Remote) debrief									
<b>Ukraine</b>										
	Desk review									
	In-country data collection									
	Remote debrief									
<b>Zambia</b>										
	Desk review									
	In-country data collection									
	Remote debrief									

# Annex VIII. Theory of Change





The methodology builds on a reconstructed ToC and a thorough evaluability assessment to respond to the three main EQs as per the evaluation matrix. The table below shows the corresponding ToC assumptions for each of the EQs, which allowed the evaluation team to assess the extent to which the assumptions materialized or not.

**Table 8: Evaluation questions and corresponding ToC assumptions**

EQ1. How good is the WFP Emergency Preparedness Policy? (criteria: relevance, coherence, equity)	A1, A3
EQ2. What results has WFP achieved in the area of emergency preparedness (within and beyond the policy framework)? (criteria: effectiveness, equity, sustainability)	A9, A10, A11, A12
EQ3. What has enabled or hindered the achievement of results from the Emergency Preparedness Policy and related practices? (criteria: relevance, coherence, efficiency)	A2, A3, A4, A5, A6, A7, A8

## Annex IX. Analytical framework

64. The analytical framework was designed with the dual purpose of ensuring that all collected data fed into the results, and that it was properly taken into consideration during the triangulation. The first step in the framework was to synthesize the collected data into a matrix with all the data sources on one axis and the lines of enquiry from the evaluation matrix on the other. The purpose of this was to ensure that enough evidence was gathered for each line of enquiry, and that no information gaps hindered the analysis. It also allowed analysis both at the level of the line of enquiry and the level of the data collection activity.
65. The evaluation team then conducted an internal workshop to discuss and align internally on the general findings of the evaluation. During this stage, the team went through the evaluation matrix and discussed sub-questions and lines of enquiry to agree on preliminary conclusions, summarizing the findings and results in a global debrief presentation.
66. The global debrief presentation was made to an array of stakeholders from WFP. The session included preliminary answers to the key sub-questions of the evaluation, and the floor was opened for discussion and feedback on each EQ, with the purpose of enhancing and validating preliminary findings. After that, the evaluation team synthesized the findings to respond to the EQs and formulated conclusions and recommendations. This process was participatory and consisted of regular meetings to ensure validity across data collection activities carried out by different team members, hence forming the basis of Draft 0 of the report.

## Annex X. Preparedness and early response timelines

67. This Annex presents timelines for six specific crises faced by countries selected for deep dives over the period under review, namely: (i) the Afghan refugee crisis and floods in Pakistan; (ii) Hurricane Ian in Cuba; (iii) droughts in Zambia; (iv) cyclical floods and increased terrorist activities in Togo; (v) the start of civil war in Sudan; and (vi) the escalation of the war in Ukraine.
68. These timelines aim at presenting the context in which WFP operated before and during selected large-scale crises, together with the key milestone of WFP operations in the country regarding preparedness and early response. They were informed by several data sources including: (i) review of internal and external documentation; (ii) key informant interviews conducted as part of the different country deep dives; and (iii) secondary data analysis.
69. These timelines have been used by the evaluation team as a tool to identify key actions undertaken by WFP to be prepared for scaling up its assistance and their timeliness, to better frame WFP strategic decisions concerning preparedness and early response within the broader humanitarian country team and national authorities' actions and assess the timeliness of WFP early response following the starting of the selected crises.

# PAKISTAN

LEGEND

KEY MILESTONES FLOODS

KEY MILESTONES AFGHAN INFLUX

EMERGENCY

RESPONSE

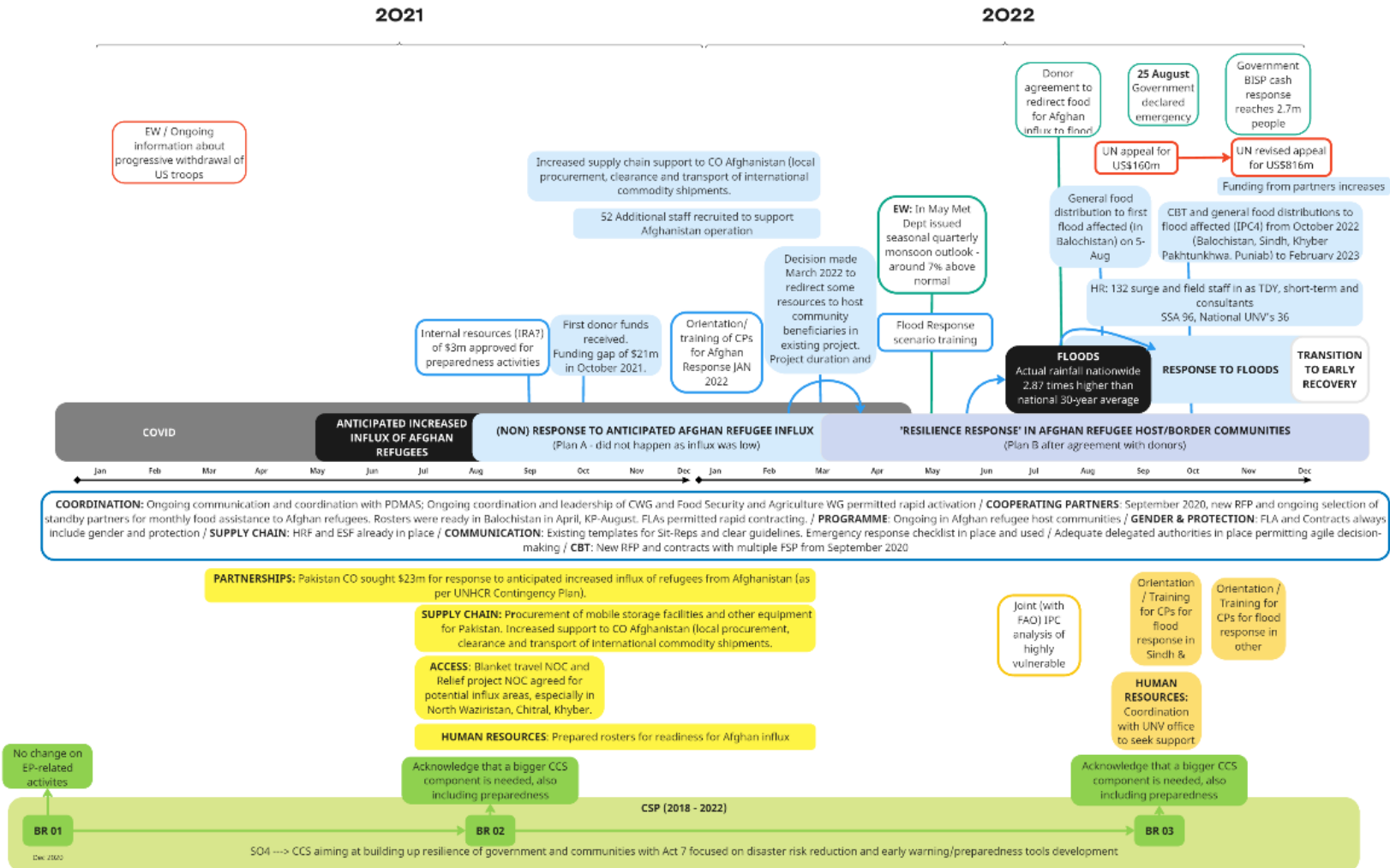
RECOVERY

KEY WFP PREPAREDNESS MILESTONES (OVERALL)

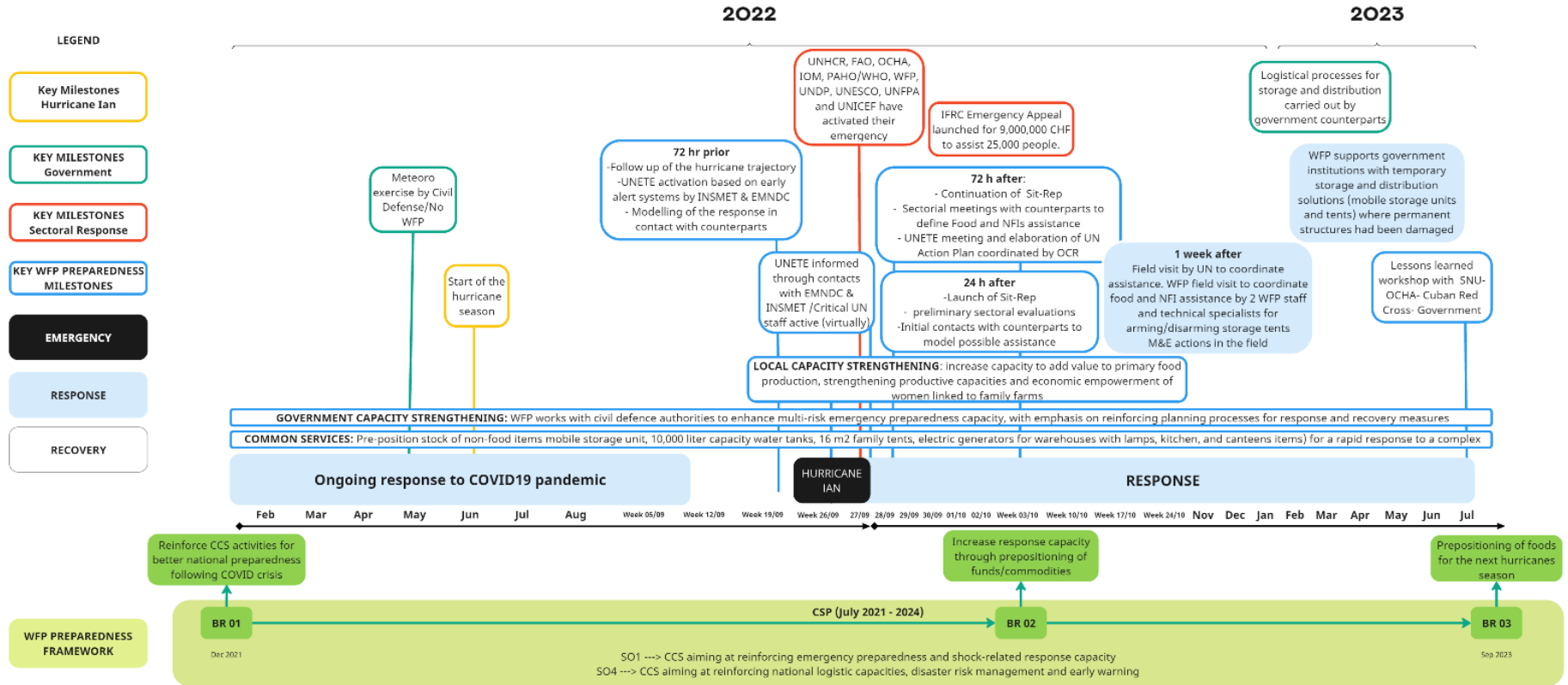
AFGHAN REFUGEE INFLUX PREPAREDNESS & READINESS ACTIVITIES

FLOOD PREPAREDNESS & READINESS ACTIVITIES

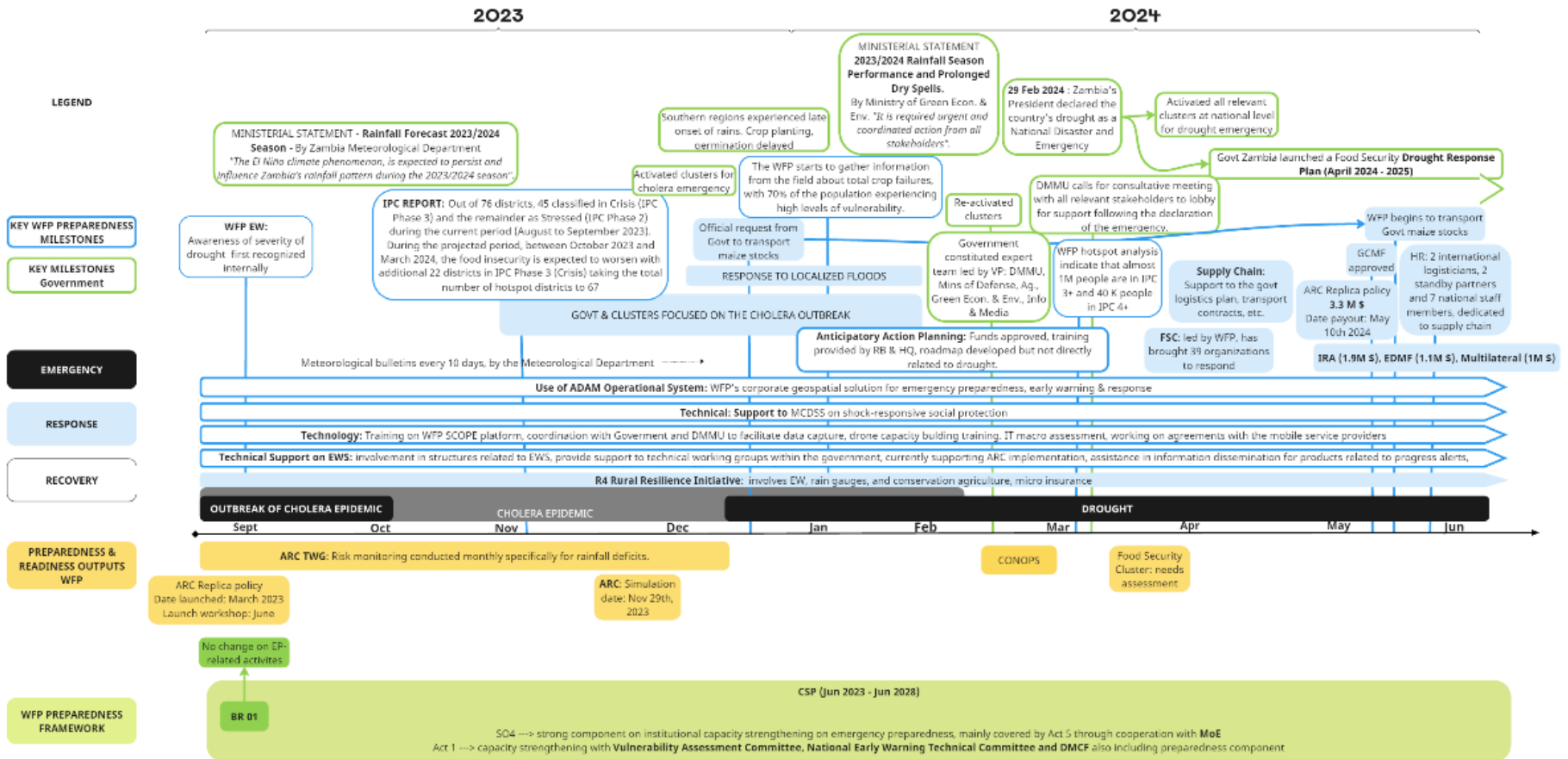
ONGOING/ GENERAL PREPAREDNESS & READINESS ACTIVITIES



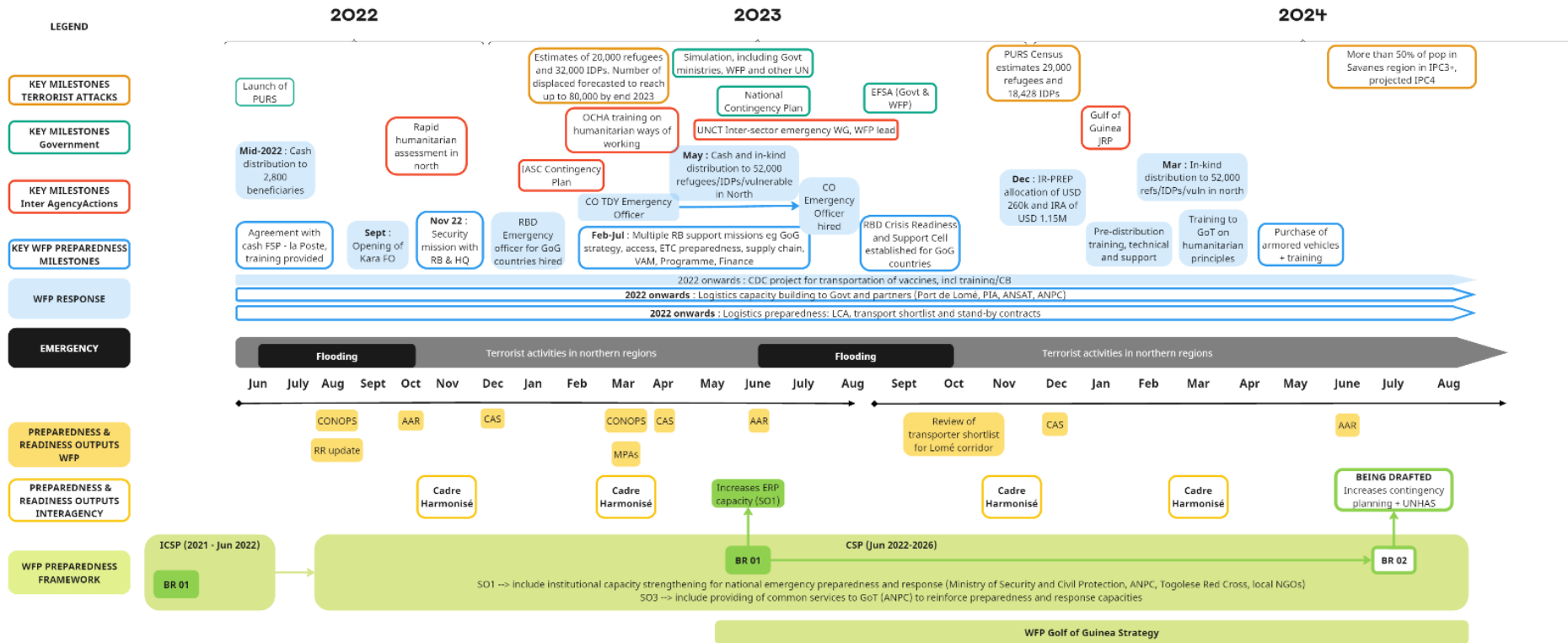
# CUBA



# ZAMBIA

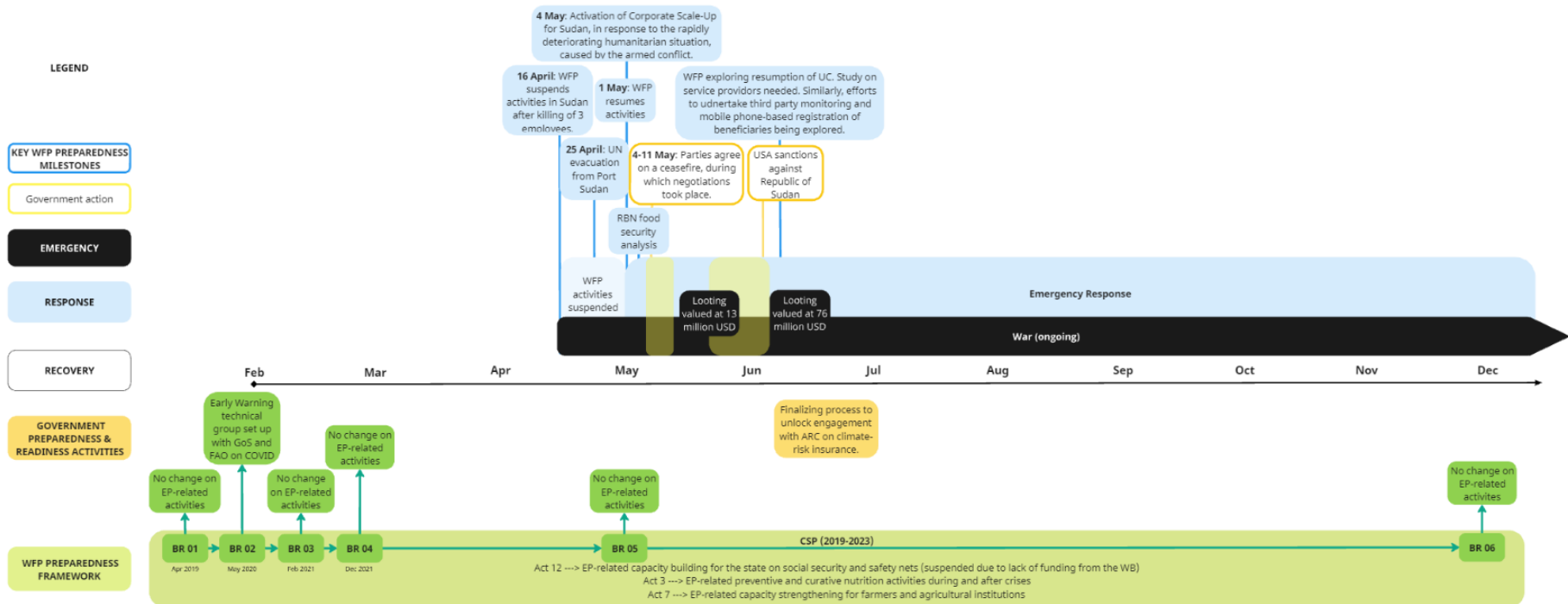


# TOGO



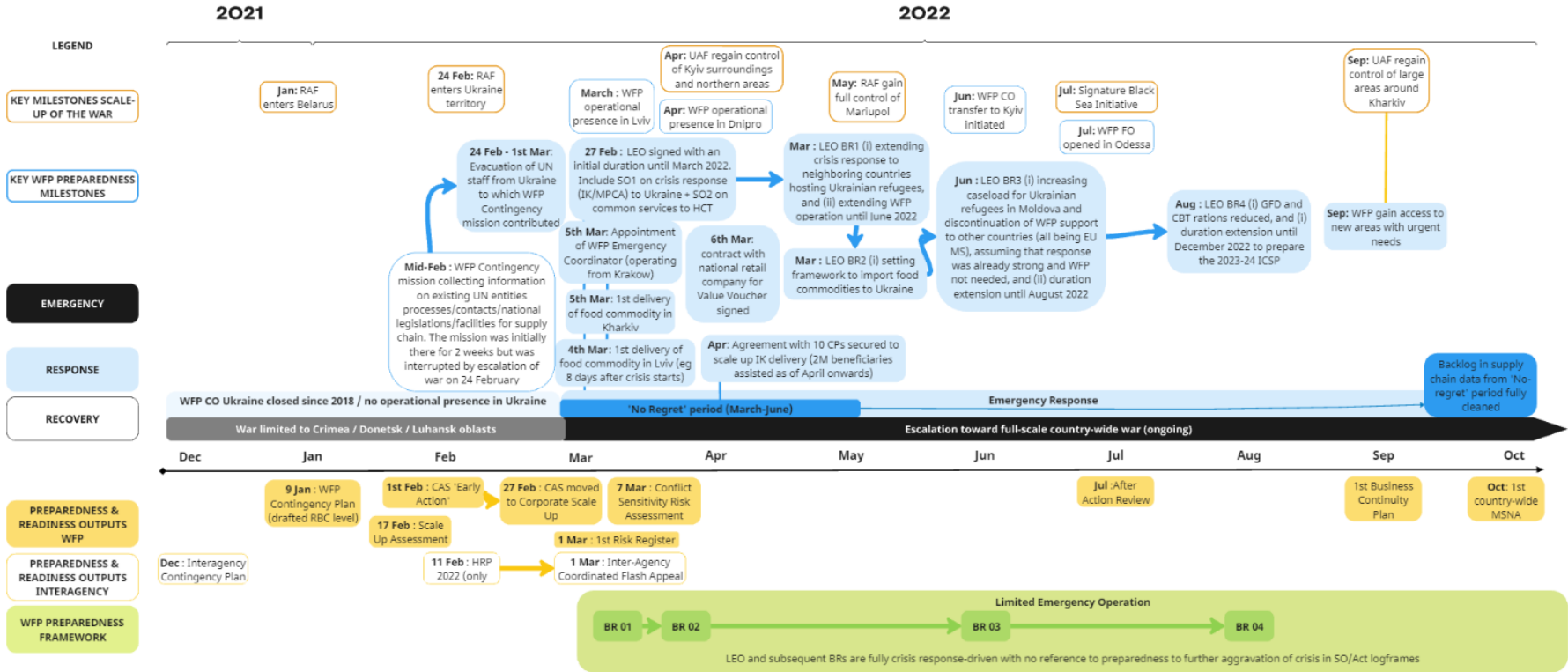
# SUDAN

2023





# UKRAINE



# Annex XI. Mapping of findings, conclusions and recommendations

Recommendation	Conclusions	Findings
<p><b>Recommendation 1: Policy Revision &amp; Implementation</b></p> <p>Conduct a participatory revision process with engagement of a wide range of relevant stakeholders, to update the policy and produce a strategy for implementation with partners. Include a theory of change, develop a comprehensive toolkit, a plan to establish an evidence base, and assign clear organization-wide responsibilities for emergency preparedness (EP)</p>	<p>Conclusion 1 – Policy quality</p>	<p>Findings 1-2</p>
<p><b>Recommendation 2: Financial Resources</b></p> <p>Maximize available financial resources to increase overall access to funding and supplies for emergency preparedness.</p>	<p>Conclusion 2 – Responsibilities and leadership</p>	<p>Findings: 2, 4, 21, 22</p>
<p><b>Recommendation 3: Staffing</b></p> <p>Optimise emergency staffing through enhancing existing surge mechanisms and addressing needs for sustainable emergency preparedness-related staff capacity development.</p>	<p>Conclusion 3 – Resources</p>	<p>Findings: 6-8, 23, 25</p>

<p><b>Recommendation 4:</b> <b>Country Capacity Strengthening and Support</b></p> <p><b>Support RBx and COs in strengthening government and national stakeholder capacities for emergency preparedness through effective engagement with key entities, increasing potential for sustainability by leveraging partnerships and combining downstream and upstream interventions and appropriate transition strategies.</b></p>	<p>Conclusion 4 – Capacity strengthening</p> <p>Conclusion 7 – Inclusiveness</p> <p>Conclusion 8 – Partnerships</p>	<p>Findings: 4, 10–15, 19, 20, 26</p>
<p><b>Recommendation 5:</b> <b>Increase Effectiveness through Learning</b></p> <p><b>Continue to apply WFP’s strengths and comparative advantages to emergency preparedness, seeking out and maximising opportunities for learning, identifying, and addressing gaps in the evidence base, generating new evidence and increasing effectiveness.</b></p>	<p>Conclusion 5 – WFP Comparative advantage</p> <p>Conclusion 6 – Efficiency &amp; Effectiveness</p>	<p>Findings: 3, 5–9, 16–18, 23–24</p>

**Table 9: Summary of the findings**

**EQ1: HOW GOOD IS THE WFP EMERGENCY PREPAREDNESS POLICY? (CRITERIA: RELEVANCE, COHERENCE, EQUITY)**

**Finding 1. The Emergency Preparedness Policy was based on a good context analysis and a broad consultation process, ensuring its coherence with WFP’s Corporate Strategic Plan. It clearly defines and scopes preparedness; however, it lacks an explanation of synergies and differences with WFP’s DRR, management and resilience, and climate change policies and practices. The policy has remained largely relevant but has not been updated since its inception in 2017 and does not reflect the growth of anticipatory action or persistent calls to work across the humanitarian–development–peace nexus.**

**Finding 2. The Emergency Preparedness Policy does not provide adequate or specific provisions for implementation. The absence of an accompanying overarching strategy is a major gap. While shared responsibility for preparedness is conveyed, lack of guidance on coordination is missing and accountability mechanisms are not clear. Global capacity to monitor progress is hampered**

by the absence of contextually adaptable indicators. Without a ToC, the extent of changes from output to outcome and impact is more difficult to assess.

## EQ2: WHAT RESULTS HAS WFP ACHIEVED IN THE AREA OF EMERGENCY PREPAREDNESS (WITHIN AND BEYOND THE POLICY FRAMEWORK)? (CRITERIA: EFFECTIVENESS, EQUITY, SUSTAINABILITY)

**Finding 3.** Significant growth in WFP's supply chain infrastructure and distribution systems has contributed indirectly and directly to emergency preparedness, complementing corporate investments in field-based logistics preparedness through the Logistics Cluster that benefit emergency response operations.

**Finding 4.** WFP's current corporate toolkit for preparedness supports country office strategic planning for emergency preparedness but lacks critical guidance, and resources for application of key tools. The EPRP, the main corporate tool for strengthening country office-level preparedness, has been under revision since 2020, leaving an important gap. Concept of Operations (CONOPS) and Business Continuity Management (BCM) are widely used by country offices and considered useful. The recently updated Emergency Preparedness Capacity Index (EPCI) appears promising but requires significant and sustained investment by country offices. WFP also has tools for cash-based transfer preparedness, developing anticipatory action and shock-responsive social protection, but their application depends on country office priorities and access to resources, including technical support.

**Finding 5.** Investment by WFP in digital transformation and technology is gradually enhancing preparedness to enable more agile, efficient, effective and accountable emergency responses. However, challenges remain as new tools are implemented. Recent plans to improve information technology (IT) preparedness support are promising.

**Finding 6.** Overall amounts from Immediate Response Account (IRA) and Internal Project Lending (IPL) advances have increased since 2017. This has enabled country offices to initiate more timely emergency responses ahead of contributions from donors, averting or minimizing pipeline breaks. However, advance financing specifically dedicated to emergency preparedness has decreased since 2021 and is too low to encourage and enable country offices to adequately invest in emergency preparedness initiatives at scale.

**Finding 7.** WFP's emergency preparedness has been enhanced through increased pre-positioned food stocks using the Global Commodity Management Facility (GCMF), with potential for more strategic pre-positioning in the future. Non-GCMF pre-positioning of food stocks at national or subnational levels appears to be decreasing, replaced to some extent by pre-emergency agreements with local food suppliers and financial service providers, in support of the organization's preparedness and local markets.

**Finding 8.** WFP has increased its standing and deployable staff capacity for emergency preparedness, early action and response, though gaps still exist. There is a lack of oversight and management of WFP's different rosters, and international deployments were not gender balanced. Short-term deployments have enabled WFP to scale up quickly when needed, but building a stable workforce with emergency expertise at country level is preferable. Many different training resources exist on emergencies, including on preparedness, but they are disjointed. Preparedness is not visible as a strong organizational priority within different training resources on emergencies, and an overall strategic approach to developing staff capacity in this area is lacking. Other than improved attention to staff wellness in emergency contexts, staffing policies and practices overall have not paid sufficient attention to emergency preparedness.

**Finding 9.** WFP has made significant progress in supporting risk analysis and early warning systems that inform preparedness and early action in relation to climatic hazards, internally and for governments, clusters and other partners. Analysis and early warning systems for conflict have been less effective but are improving as a result of recent efforts.

**Finding 10.** WFP has contributed to the enhancement of governments' and regional governmental bodies' emergency preparedness through a diverse range of activities and South-South triangular cooperation, achieving results at output level. However, there is less robust evidence of outcome-level results. Inconsistent use of the EPCI by country offices, as the corporate tool for measuring progress on capacity strengthening of government emergency preparedness, has prevented an overall assessment of WFP contributions.

**Finding 11.** WFP efforts to enhance community emergency preparedness were observed in 8 out of 12 countries studied. Often such efforts were part of resilience programming and focused on early warning, advisory information and community elements of anticipatory action.

**Finding 12.** Global, WFP-led clusters have contributed to emergency preparedness and WFP's leadership has been instrumental in catalysing collective preparedness in some instances, particularly within the Global Logistics Cluster and ETC. However, the clusters have not always been consistent in developing emergency preparedness due to unclear responsibilities for inter-agency preparedness – particularly when clusters have not been (re)activated at country level – lack of resources, and inconsistent oversight and accountability.

**Finding 13.** There is evidence of WFP's engagement in IASC working groups on early warning and emergency preparedness, but few demonstrable results as yet.

**Finding 14.** WFP's partnerships with other organizations on emergency preparedness at country-level are disparate and country-driven. A deliberate overall strategy on strengthening preparedness within existing partnerships, or seeking out new partnerships, is lacking.

**Finding 15.** WFP's common services and on-demand services are highly appreciated both internally and externally, and are seen as a valuable contribution to collective emergency preparedness – globally and at the country level.

**Finding 16.** WFP's investments in emergency preparedness at corporate, regional, national and subnational levels have enabled timely responses and early action, both in its own operations and by governments. Most responses, however, still experience delays due to critical gaps in preparedness at one or more levels.

**Finding 17.** Evidence is in line with the findings of previous studies, further supporting the claims that preparedness investments reduce costs during subsequent emergency responses. However, limited quantitative evidence beyond the effects of the GCMF prevents clear findings on efficiency in WFP's broader work in emergency preparedness.

**Finding 18.** There was limited empirical evidence of the effectiveness of WFP preparedness investments. However, qualitative evidence suggested the effectiveness of WFP's preparedness measures in responses to diverse types of emergencies. Recent studies on WFP's support for anticipatory action and shock-responsive social protection found these to be effective preparedness interventions.

**Finding 19.** WFP achieved mixed results in terms of institutionalization and community ownership of emergency preparedness efforts. More successful efforts combined upstream policy and strategy support with interventions in government-led initiatives. However, at times efforts were hampered by contextual factors, including the lack of dedicated government finances and recurrent turnover in government personnel in many countries.

**Finding 20.** WFP's Emergency Preparedness Policy calls for a gender-transformative approach to preparedness in line with the concept introduced in the 2015 Gender Policy and further developed in the 2022 Gender Policy. However, WFP has made limited efforts to systematically integrate gender into emergency preparedness. There is even more limited effort to integrate disability inclusion.

### **EQ3: WHAT HAS ENABLED OR HINDERED THE ACHIEVEMENT OF RESULTS FROM THE EMERGENCY PREPAREDNESS POLICY AND RELATED PRACTICES? (CRITERIA: RELEVANCE, COHERENCE, EFFICIENCY)**

**Finding 21.** Emergency preparedness has consistently featured among the strategic priorities established by senior management at headquarters, albeit with greater emphasis on improving WFP's own preparedness. However, senior management oversight and accountability for results have been weak, and evidence that WFP needs to do much more on preparedness has not yet been acted upon.

**Finding 22.** A gap in the leadership and management of WFP's emergency preparedness at headquarters, during a restructuring process between 2021 and 2023, is likely to have constrained progress in the implementation of the Emergency Preparedness Policy. Coordination in headquarters has improved since the introduction of the Preparedness Cell.

**Finding 23.** WFP has contributed to the evidence base on the benefits of emergency preparedness, but not significantly. More robust evidence would strengthen the case for greater internal and external investments in emergency preparedness and early action.

**Finding 24.** Other internal factors have influenced WFP's achievement of results. Key determining factors have been WFP's expertise in specific technical areas, its in-country experience and relationships, and a strong and committed cadre of personnel.

**Finding 25.** Both the amount and quality of financial resources for WFP and its partners have been perceived as insufficient to enable effective implementation of the Emergency Preparedness Policy. There are limited dedicated bilateral and multilateral sources of funding for preparedness, and WFP has not yet invested significant effort in mobilizing additional dedicated support. The current funding climate, with a decreasing budget for WFP, is likely to

further impact on the organization's ability to mobilize additional resources for emergency preparedness.

**Finding 26. Partnerships, particularly with governments, have been key to initiating and sustaining joint actions on preparedness. Co-design and cost-sharing with other United Nations agencies and other organizations have also enabled progress on preparedness.**

## Annex XII. List of people interviewed

70. As per WFP's guidance on data protection, all names and positions have been erased. The tables below report the final count male/female, broken down by organization (and by headquarters/regional bureau/country office for WFP).

71. The following table contains WFP staff interviewed by the evaluation team at headquarters and regional bureau level for the inception phase.

WFP		
	Male	Female
Headquarters	21	24
Regional bureaux	5	4
Burundi Inception Mission		
	Male	Female
WFP country offices	6	9
OCHA	0	1
IOM	1	0
Government	1	0
NRC	2	1
UNDRR	1	0
UNDP	1	0
World Bank	1	1
Philippines Inception Mission		
	Male	Female
WFP country offices	20	17
OCHA, UNICEF, IOM	2	2
IFRC, PRC	0	3
Government	6	2
DFAT	1	1

72. The following table contains WFP staff interviewed by the evaluation team at headquarters and regional bureau level for the data collection phase.

WFP		
	Male	Female
Headquarters	3	6



IFRC	
Male	Female
1	3
IOM	
Male	Female
1	1
UNICEF	
Male	Female
5	2

73. The following table includes staff and stakeholders interviewed at the country level.

WFP		
Cuba	Male	Female
Country office	15	11
Government	7	14
UN and other partners	7	9
Pakistan		
Country office	7	8
Government	3	1
FAO, IOM	4	0
Other	0	1
Togo		
Country office	11	8
Government	7	0
IOM, UNICEF, UNHCR and other partners	7	3
Ukraine		
Country office	15*	3*
Government	0*	0*
UN and other partners	3*	6*
Zambia		
Country office	10	5
Government	3	0
Other	3	0

\* As the country visit for the Ukraine deep dive coincided with the data collection mission for the WFP Corporate Emergency Evaluation (CEE) Ukraine, one evaluation team member who was involved in both evaluations conducted interviews that covered the scope of both. Meanwhile, other team members addressed topics related to emergency preparedness during additional consultations with stakeholders as part of the WFP CEE Ukraine data collection. Thus, the figures presented above indicate the number of stakeholders present at interviews conducted by the Emergency Preparedness team member in Ukraine. However, the evaluation also benefited from additional information gathered during other consultations, particularly those involving the Ukraine Government.

## Annex XIII. Glossary of terms

Term	Definition
<b>Anticipatory action</b>	Acting ahead of predicted hazards to prevent or reduce acute humanitarian impacts before they fully unfold. This requires pre-agreed plans that identify partners and activities, reliable early warning information, and pre-agreed financing, released predictably and rapidly when an agreed trigger-point is reached.
<b>Disaster risk management</b>	The application of disaster risk reduction policies and strategies to prevent new disaster risk, reduce existing disaster risk and manage residual risk, contributing to the strengthening of resilience and reduction of disaster losses.
<b>Disaster risk reduction (DRR)</b>	Disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.
<b>Early action</b>	A set of actions to prevent or reduce the impacts of a hazardous event before they fully unfold predicated on a forecast or credible risk analysis of when and where a hazardous event will occur.
<b>Early warning</b>	Information provided in advance of a specific hazardous event, disaster or conflict to enable stakeholders to take timely action to reduce disaster risks.
<b>Forecast-based finance/financing</b>	An anticipatory action approach that releases pre-agreed finance for pre-agreed activities to prevent or mitigate the impact of an imminent hazardous event or shock when forecast triggers are reached
<b>Hazard</b>	A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption or environmental degradation
<b>No regret/low regret actions</b>	Disaster risk management actions taken in advance of a hazardous event that provide benefits to the receiving population irrespective of how or whether a disaster occurs.
<b>Pre-arranged financing</b>	Pre-arranged financing is a specific form of disaster risk financing that has been approved in advance of a crisis and that is guaranteed to be released to a specific implementer when a specific pre-identified trigger condition is met.
<b>Preparedness</b>	The knowledge and capacities developed by governments, response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters.
<b>Resilience</b>	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management.

<b>Risk</b>	The potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined probabilistically as a function of hazard, exposure, vulnerability and capacity.
<b>Trigger</b>	A trigger is a predetermined criterion that, when met, is used to initiate actions.

Source: Paul Knox Clarke & Risk-informed Early Action Partnership. 2022. Glossary of early action terms and G7 definition from <https://reliefweb.int/report/world/g7-foreign-ministers-statement-strengthening-anticipatory-action-humanitarian>.

# Annex XIV. Procurement strategies – local vs international procurement

74. The table summarizes the efficiency gains, challenges and country cases for two types of procurement – local and international – used by WFP. Local procurement is perceived as beneficial, such as enhanced support for small-scale farmers, reduced transport times and costs, and increased cost-efficiency but faces challenges like limited food quantity and quality, poor local transport infrastructure, and resource shortages. Country examples include the Central African Republic, Ukraine, Zambia, Sudan, Iraq, Zimbabwe and Yemen, covering diverse disaster types such as conflict, food insecurity, drought, flood and cholera outbreak. International procurement can negatively impact local markets and still faces challenges with local competitiveness and delays in customs clearance, as seen in the Central African Republic, Ukraine and Pakistan during conflicts and floods.

Procurement type	Efficiency gains	Challenges	Country case(s)	Disaster type
Local procurement	- Enhanced capacity of small-scale farmers and suppliers	- Limited quantity and low-quality food; poor availability of local transporters and road conditions; inflation	Central African Republic	IDPs, food insecurity
	- Reduced transport times and costs - Increased cost-efficiency - Cost saving for CBT through earlier scoping FSPs - Economies of scale - Support small-scale procurement and bakeries to compete with internationals	- Lack of prepared vendors/supplier roster at early stage of response due to lack of WFP prior presence - Lack of confidence of local suppliers at early stage - Delays in food quality inception checks due to the lack of lab at early response	Ukraine	Conflict
	- Enhanced support for local suppliers - Pre-positioning stocks in advance through access to GCMF at country office - Reduced lead time due to local supplier relations	- Resource shortage	Zambia	Drought, flood, cholera outbreak
	- Enhanced support for small-scale farmers due to local availability of certain food items such as maize and beans - Advance purchase from national grain reserve - Increased local volume purchases by 36%	- Limited local storage and transportation capacity - Low-quality food falling short of WFP standards - Tension between WFP commitment to low costs and efficient performance	Sudan	Conflict
	- Efficiency in responses - Reduced lead time in custom clearance	NA	Iraq	Earthquake
	- Enhanced support for local small-scale farmers	NA	Zimbabwe	Drought

Procurement type	Efficiency gains	Challenges	Country case(s)	Disaster type
	- Collaboration with ministries is perceived to increase WFP local market access			
	- Combined effect of use of IPL and GCMF leads to rapid distribution of 650,000 MT food in only 24 days - Timely distribution due to increased pre-positioned wheat flour	NA	Yemen	Conflict
International procurement	- More competitive than local procurement - Enhanced support from regional procurement (90% of food stocks imported to the country)	- Negative impact on local producers and market	Central African Republic	IDPs, food insecurity
	- Rapid centralized support from headquarters and then shift to regional and local procurement (transition from response to recovery)	- Local suppliers are not always competitive compared with international ones - Delays to import of parts for damaged vehicles from outside Ukraine (3–5 months' procurement process)	Ukraine	Conflict
	- Get access to enough quantity and quality for certain food items	- Custom clearance and deliverance cause delays	Pakistan	Flood

Source: Country Deep Dive KIIs, Country CSP reports, Country/Region EPR reports, WFP Strategic Documents, Report on the Utilisation of WFP's Advance Financing Mechanism.

## Annex XV. Examples of WFP investment in capacity strengthening of government personnel

Type of training	Examples
Simulations	<p>WFP conducted simulation exercises in <b>Afghanistan</b> in November 2019 to increase capacity of national staff on the emergency preparedness and response plan and on early warning.<sup>6</sup></p> <p>In <b>Jordan</b>, WFP supported the Government through simulation exercises based on a plan of action agreed with the National Center for Security and Crises Management in 2021.<sup>7</sup></p> <p>In Cox's Bazar, <b>Bangladesh</b>, WFP supported the coordination of inter-agency emergency preparedness and response activities across various sectors. Emergency simulation exercises were conducted to strengthen the capacity of government counterparts, particularly the Ministry of Disaster Management and Relief.<sup>8</sup></p> <ul style="list-style-type: none"> <li>• Field Logistics Emergency Exercise (FLEX) was organized in the <b>Philippines</b>.</li> </ul>
Assessment capacities	<p>WFP has engaged in extensive capacity-building activities to create a lasting food security assessment capacity in the <b>Democratic Republic of the Congo</b>. Throughout 2019, WFP provided training and technical assistance to 555 government stakeholders on food security and emergency preparedness.<sup>9</sup></p> <ul style="list-style-type: none"> <li>• In <b>Zambia</b>, training workshops on IPC classification were provided.</li> <li>• In <b>Togo</b>, WFP trained government staff on needs assessment, including the Kobo tool.</li> </ul>

<sup>6</sup> WFP 2022. Evaluation of Afghanistan Country Strategic Plan.

<sup>7</sup> WFP 2022. Evaluation of Jordan Country Strategic Plan.

<sup>8</sup> WFP 2021. Evaluation of Bangladesh Country Strategic Plan.

<sup>9</sup> WFP 2023. Evaluation of Democratic Republic of Congo Country Strategic Plan.

Type of training	Examples
Emergency preparedness and response	<p>WFP provided a comprehensive package of training, mentoring and advisory services in <b>Nepal</b> to first responders (security forces, armed police forces, Nepal police and Nepal army) at national and subnational levels, with the aim to strengthen their emergency preparedness and response capacity.<sup>10</sup></p> <ul style="list-style-type: none"> <li>• In Pakistan and Madagascar, WFP provided national logistics response training.</li> </ul>
Early warning and forecast-based training	<p>In the <b>Dominican Republic</b>, WFP's training and technical assistance on early warning and forecast-based drought and flood alerts contributed to enhancing the capacity of regional and local partners to assess and manage climate risks in support of vulnerable communities.<sup>11</sup></p>

<sup>10</sup> WFP 2023. Evaluation of Nepal Country Strategic Plan.

<sup>11</sup> WFP 2023. Evaluation of Dominican Republic Country Strategic Plan.



# Annex XVI. Summary of EPCI scores for deep dive countries

Table 6: Summary of EPCI scores for deep dive countries

Country	Region	Activity tag	2017	2018		2019		2020		2021		2022	
				Baseline	Follow up	Baseline	Follow up	Baseline	Follow up	Baseline	Follow up	Baseline	Follow up
Cuba	Communities from Villa Clara province and from municipalities of the five eastern provinces	Climate adaptation and risk management activities	3							3	0		4
Central African Republic	Activity supporters	Institutional capacity strengthening activities		1				1	2	1	0		
Burundi	National institutions	Institutional capacity strengthening activities								2.2			

Country	Region	Activity tag	2017	2018		2019		2020		2021		2022	
				Baseline	Follow up	Baseline	Follow up	Baseline	Follow up	Baseline	Follow up	Baseline	Follow up
Ecuador	Provincias de Pichincha-Manabi y Guayas	Climate adaptation and risk management activities				2.9	3			2.62			2.99
Iraq	Government officials and partners	Emergency preparedness activities								1	2	1	2
		Emergency preparedness activities (CCS)								6	7		
Pakistan	All	Emergency preparedness activities								2.15			
Philippines	Government	Other climate adaptation and risk management activities (CCS)		2.7					2				
		Emergency preparedness activities (CCS)		2.7					3				

Country	Region	Activity tag	2017	2018		2019		2020		2021		2022	
				Baseline	Follow up	Baseline	Follow up	Baseline	Follow up	Baseline	Follow up	Baseline	Follow up
		Institutional capacity strengthening activities		2.7					3				
		Institutional capacity strengthening activities		2.7					2				
Peru	Regional government level	Capacity development – emergency preparedness		2.33			2.91		3			3.23	3.23
Togo	People affected by a crisis	Emergency preparedness activities (CCS)										83	

Source: COMET CM-R010b

## Annex XVII. CLE organisational positions on good practices and standards for emergency preparedness

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
<b>Governance and accountability</b>	Alignment with national legislative frameworks and national plans. Lead and coordinate: locally lead or at minimum include local authorities, civil society and communities. Support formal and informal leadership in locally led preparedness efforts. Systematically coordinate disaster preparedness within and across	EQ 1.1 Relevant and coherent  EQ 2.2 Strengthened government capacity  EQ 2.3 WFP leadership EP clusters  EQ 2.3 WFP engagement IASC	<b>UNICEF's Core Commitments for Children (CCCs) are realized through close collaboration among partners, host governments, civil society organizations, non-governmental organizations (NGOs) – both national and international – UN agencies and donors, and the private sector, mobilizing both national and international resources.</b> The CCCs reflect actions taken throughout the preparedness and response phases, including actions for early recovery, with emphasis on results and benchmarks. The CCCs include explicit strategies to reduce disaster risk and develop local capacity at all	<b>IOM is working globally on preparedness through support and capacity building of communities and governments.</b> For instance, in line with the Sendai Framework, IOM works on disaster risk reduction with more than 100 DRR-related projects in 65 countries. IOM also contributes to the Humanitarian–Development–Peace nexus efforts and work on building community and government resilience before, during and after an emergency.  IOM operations support efforts that build the capacity of national and	<b>IFRC has developed a Disaster Risk Management Policy that integrates emergency preparedness, disaster reduction and climate change.</b> In addition, the National Society Preparedness Framework – Preparedness for Effective Response (PER) – was developed over a two-year period with the participation of over 200 contributors, including 50 National Societies, and generated cross-departmental cross-thematic discussions.  <b>PER also outlines how preparedness is aligned with and complements other federation and movement frameworks, standards and commitments, and builds on and supports global initiatives</b>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	sectors at all levels, with clear coordination mechanisms at each level and between levels, as well as with other organizations.		<p>stages of humanitarian action, including preparedness.</p> <p><b>UNICEF leads the clusters on Nutrition, Education and Water, Sanitation and Hygiene</b> and is therefore involved in leading inter-agency preparedness efforts as well as participating in other clusters.</p> <p><b>UNICEF's early warning work connects with that of IASC's Early Warning Early Action Group.</b> Doing so provides regional offices with a voice in the IASC process, enables UNICEF to benefit from risk insights from partners, supports alignment with inter-agency preparedness priorities, and ensures that UNICEF's own priorities are visible.</p>	<p>local responders and build sustainable and efficient response mechanisms, systems and processes. IOM also fosters national ownership, where possible, laying the foundations for inclusive development.</p> <p><b>IOM has supported several regional and continental-wide policy frameworks</b>, including the Kampala Ministerial Declaration on Migration, Environment and Climate Change, that recognizes the impact that climate change is having on human mobility and cascades through a whole different series of policy areas, including peace and security considerations and how those things influence different workstreams.</p> <p>There is also a regional Pacific human security framework. In addition, IOM has recently provided</p>	<p><b>and processes</b> such as the Sendai Framework, Paris Agreement, SDGs, Grand Bargain, Global Preparedness Partnership and Core Humanitarian Standards.</p> <p><b>IFRC is a standing invitee to IASC and co-leads the Shelter Cluster with the United Nations High Commissioner for Refugees (UNHCR).</b> It is also engaged in the work of IASC on climate change and environment.</p> <p><b>The National Society PER approach has been developed to enable National Societies to fulfil their auxiliary role to authorities</b> by strengthening local preparedness capacities. A well-prepared National Society with response capacity will be able to implement quality, efficient operations at scale.</p> <p>IFRC also works with National Societies to integrate PER learning into their emergency</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
				<p>expert testimony to the Human Rights Court in South America on the impacts of climate change on human mobility.</p> <p>IOM has a state-driven initiative by the Philippine and US Governments <b>whereby IOM carries out state capacity development for ministries of foreign affairs, but also for municipal officials that are working with migrants in countries when a crisis arises</b> (that can be a conflict or a disaster) and they may need translation services, health services, evacuation services or other types of planning.</p> <p><b>IOM is the Camp Coordination and Camp Management cluster lead agency</b> and works closely with other cluster leads. It is also the UN agency</p>	<p>operations. Their state of readiness can be improved through quick, short-term actions to identify seasonal and readiness actions, address operational bottlenecks, improve operational efficiency and collect critical evidence-based learning against a standard framework.</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
				<p>addressing movement and migration issues, particularly with regard to the mobility dimensions of crises.</p> <p>IOM contributes to clusters and attends clusters led by WFP, e.g. the Logistics Cluster, where it is the consignee for non-food items.</p>	
<b>Risk analysis and monitoring</b>	Identify, assess and monitor all risk: by analyses of hazards, exposure, vulnerability and capacities using sex- and age-disaggregated data (e.g. for hydrometeorological, geophysical, biological and technological hazards, conflict	EQ 2.1 Risk analysis	<b>The UNICEF Horizon Scan coordinates emergency preparedness support from headquarters to regional office efforts to ensure readiness in country offices with a near future high likelihood of significant new or increased humanitarian needs, or severe operational challenges.</b> Its workstream connects UNICEF's early warning work with that of IASC's Early Warning Early Action Group. Doing so provides regional offices with a	<b>IOM's Displacement Tracking Matrix is widely used in the sector.</b> The Displacement Tracking Matrix is active in over 100 crisis contexts. It provides baseline data to approximately 90 percent of global humanitarian response plans and IOM has over 9,000 primary enumerators that are collecting primary data on population mobility trends.	<p><b>IFRC incorporates hazard, context and risk analysis, monitoring and early warning as part of its PER.</b> The National Society network, through its presence at community level, is able to identify crises otherwise not responded to due to the smaller-scale nature of the emergency.</p> <p><b>The Enhanced Vulnerability and Capacity Assessment (EVCA) is an integral part of the IFRC network's disaster risk reduction approach.</b> The</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	<p>and displacement). Put early warning systems in place: ensure the participation and needs of all, including local capacities to anticipate and prepare for emergencies. Assess and collect needs of all: manage and disseminate information, including sex- and age-disaggregated data and data on disability, accessibility and functional needs (requires needs assessment and information management).</p>		<p>voice in the IASC process, enables UNICEF to benefit from risk insights from partners, and supports alignment with inter-agency preparedness priorities.</p> <p>UNICEF also works on data readiness, where country offices have data clean and ready to use for baselines.</p> <p>UNICEF is currently working with country offices to develop a geo-spatial repository tool in collaboration with WFP.</p>	<p>In addition, IOM collects data through return intention surveys as well as data on climate vulnerability.</p> <p><b>IOM’s humanitarian communications projects have been crucial in promoting awareness,</b> contributing to, for example, post-tsunami natural disaster preparedness programmes in Indonesia, cyclone preparedness campaigns in Bangladesh and information campaigns on disaster-resistant buildings in Pakistan.</p>	<p>EVCA is a community risk assessment process that uses participatory tools to gauge people’s exposure, vulnerabilities and capacities to cope with hazards, and to identify local priorities and appropriate action to reduce disaster risk.</p> <p><b>The Solferino Academy is an operational think tank led by IFRC and supported by the Italian Red Cross and other National Societies.</b> It helps the movement anticipate and understand the future of vulnerability and risk, and to develop innovative strategies to tackle both new and persistent challenges. The Solferino Academy provides workshops, research, analysis and other services to help the IFRC network better prepare for the possibilities that lay ahead.</p>



Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
<b>Planning</b>	<p>Assess operational and human capacities: identify who knows and does what where, and what is needed where, across sectors and communities. Formulate risk-informed emergency response, contingency and business continuity plans: ensure plans are based on risk assessments of multi-hazard, specific hazard, conflict and displacement scenarios, and identification of accountabilities for maintaining relevance of the plans.</p>	<p>EQ 2.1 Pre-positioning/availability of funds</p> <p>EQ 2.1 Pre-positioning of food</p> <p>EQ 2.1 Availability of specialists</p>	<p>One aspect that emerged quite often is the lack of familiarity with preparedness activities in country offices.</p> <p>UNICEF helps to develop contingency plans, but internally there is still more focus on emergency. It is facing this issue as it seems that preparedness is not culturally embedded. Another problem is that UNICEF specializes in many different things without a specific focus.</p> <p><b>UNICEF has a roster for supply logistics staff where it can check for specialized logistics staff to be deployed for up to two or three months to support a response.</b> It wants to include colleagues from the regional offices in this roster in the future.</p>	<p><b>IOM's Emergency Preparedness Toolkit provides step-by-step guidance to develop and implement emergency preparedness plans.</b></p> <p>Pre-grant activities: to be ready to respond to emergencies as quickly as possible, the Recovery and Resilience Facility works to raise awareness, coordinate and engage with potential partners (including assessing their capacity to implement project activities) and manage funds prior to an emergency occurring.</p> <p><b>IOM country offices develop contingency plans.</b> Having a contingency plan in place will facilitate the speed, volume and quality of the emergency response.</p>	<p>IFRC also has different modalities for anticipatory action: early action protocols, simplified and imminent. In response IFRC has the longer-term and standard responses.</p> <p>New functionality will be added to the GO platform focusing on risk and early warning, including enabling automated and National Society early warning alerts, risk-informed preparedness planning, and development and monitoring of forecast-based action triggers.</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	Plan for external assistance and support: consider subnational, national, regional and international levels.			Once a humanitarian emergency is declared, depending on its scale and magnitude, an IOM corporate emergency activation and/or an inter-agency one may be required.	
<b>Resourcing</b>	Prepare to make funding and alternative relief arrangements: understand available mechanisms for disaster preparedness and contingency funds for emergency response. Stockpile relief supplies: ensure a reserve of required supplies and/or establish arrangements (including for financial service providers) for	EQ 2.1 Pre-positioning/availability of funds EQ 2.1 Pre-positioning of food EQ 2.3 Other partnership-related initiatives	<p><b>UNICEF raised concerns about lack of funding for preparedness.</b> For example, 88 percent of the Health Financing Strategy is for emergency response and only 12 percent for preparedness. Investments are unbalanced towards emergency response.</p> <p>UNICEF has different funds supporting emergency preparedness and response. <b>Global humanitarian thematic funding provides seed funding to get started with a response</b>, which has to be refunded after the emergency.</p>	<p><b>IOM reported that a limiting factor is that it is very difficult to get funding for preparedness.</b> Things like storage and security have costs and it is difficult to budget for these or get funding for them. IOM is heavily reliant on donor funding and the scale of its efforts depends on political decisions.</p> <p><b>For preparedness, there is the Internal Early Action Fund, which works as an anticipatory action fund and is in line with other similar funding types.</b> IOM allocations were capped at USD 20,000 but the cap has increased</p>	<p><b>IFRC reported that the investment in preparedness is not sufficient and is disparate, as there are many preparedness efforts under different teams within the organization.</b> For example, the Cash Team coordinates cash preparedness.</p> <p><b>IFRC has the Disaster Response Emergency Fund (DREF):</b> this is one fund with two pillars (anticipatory action and response). There are more linkages between anticipation and response.</p> <p>There is an increased ceiling of disbursement for emergencies (now USD 1 million after the</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	<p>timely acquisition of relief supplies. Consider joint approaches to procurement, transport, storage and delivery of goods, for example the provision of common services (for instance by standardizing them or by signing standard pre-agreements with potential service providers) and/or the pooling of assets.</p>		<p><b>UNICEF has two dedicated funding initiatives for emergency preparedness: the First Action Initiative (FAI) and the Co-funding Initiative (CFI).</b> These initiatives are managed by UNICEF's Office of Emergency Programmes and have enabled key investments in the preparedness capacity of country offices, regional offices and partners. In 2021 and 2022 (as of June), the Office of Emergency Programmes made USD 7.1 million in preparedness funding allocations (FAI and CFI), matched by USD 3 million from regional/country offices (CFI), providing support to 31 country offices.</p> <p>FAI is very focused on preparedness for life-saving assistance, pre-positioning supply. It is a grant and does not have to be paid back; the only conditionality is that states have to demonstrate carbon deductions. CFI is very</p>	<p>to USD 40,000. This funding can be used to leverage other funding.</p> <p><b>Another available fund is the Emergency Surge Fund, which is used mainly for response.</b></p> <p><b>The Migration Emergency Fund, which is a loan mechanism,</b> is a predictable and flexible internal funding mechanism to facilitate quick access to funding in order to provide rapid assistance during emergencies. It is normally capped at USD 1 million but can be higher.</p> <p><b>There are also other capacity building funds which are not specific to preparedness,</b> but for example supported the Emergency Preparedness</p>	<p>recent Türkiye and Syria earthquakes). The total for Palestine is also USD 1 million.</p> <p>There are new modalities for the use of the funding, such as simplified early action protocols, and DREF for assessment with a specific timeframe and maximum amount.</p> <p>There are new extended timeframes for the implementation of operations focusing on drought-induced crises (slow onset) and/or orange-level emergencies, which can now be implemented for a nine-month maximum operational timeframe. In the same vein, operations launched for anticipation of drought for which the strategy also includes a response component can have an overall 12-month operational timeframe. There are also new ceilings for allocations of grants and loans, with an increase in the maximum amount for an orange-level emergency to CHF 1 million, and an increase of</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
			<p>flexible and used for capacity building and preparedness, with a budget of USD 0.5 million for country offices. The two preparedness funds total about USD 10 million.</p> <p>UNICEF does more temperature-controlled transportation (e.g. for vaccines) than WFP, meaning they are implementing different but complementary supply chains.</p> <p>In terms of pre-positioning in UNICEF, initially there was a standing capacity whereby each country office had a mandatory number of benchmarks to meet. This was not feasible and so <b>UNICEF now has supply chain hubs at regional and headquarters levels in Copenhagen, Dubai and Panama.</b> Each country office now has responsibility for making funds available to use the pre-positioned supplies in</p>	<p>Toolkit that was developed by IOM.</p> <p><b>IOM is projectized, so uses existing in-country supplies from ongoing projects for emergencies.</b> These are then repaid through new projects as donors fund the emergency.</p> <p><b>Depending on the country in question, IOM frequently manages common supply chains and pipelines, so there is a lot of engagement on humanitarian crisis response.</b> It is also a major provider of primary data on internal displacement and collaborates extensively with WFP. In Libya, WFP closed programmes and gave them to IOM.</p>	<p>the maximum loan amount for red-level emergencies to CHF 2 million.</p> <p>As part of its 2021–2025 Plan and Budget, IFRC has set out a target to triple the size of its Disaster Response Emergency Fund to CHF 100 million, out of which 25 percent is aimed at financing anticipatory action.</p> <p><b>The plan is that regular resources will enable IFRC to engage more National Societies in the PER process,</b> directly improving the quality of the humanitarian services that it offers to communities in need. There are currently 84 National Societies engaged in the process, and IFRC aims to have 100 by 2025.</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
			these locations and to establish different supply- and logistics-related agreements at country office level that should be in place to be ready to respond.		
<b>Capacity Strengthening</b>	Communicate, educate and train: ensure plans are developed with stakeholders, communicated, and capacity and understanding built among all actors. Conduct simulations: "stress-test" plans to ensure individuals and organizations understand their	EQ 2.1 Availability of specialist skilled surge	<p><b>Within UNICEF there is a Risk Analysis and Preparedness Section staffed by three people, with a newer Anticipatory Action Section with one person.</b></p> <p><b>UNICEF does not have dedicated staff in countries specifically for emergency preparedness.</b> There is usually a focal point within the emergency team. This creates burdens in small country offices where there is no emergency unit. This is the reason why UNICEF is using geo-spatial tools to provide country profiles and create risk</p>	<p><b>IOM does have relatively recently dedicated staff at headquarters working on emergency preparedness and disaster risk reduction.</b></p> <p><b>IOM does have a roster for deployments.</b> For supply chain issues, IOM noted that it does not have a lot of staff that have experience or skills in airport cargo management and Customs clearance, but it is working to increase supply chain expertise for the roster, which has a</p>	<p><b>In IFRC, while there are dedicated positions on preparedness, they are present across a number of different departments.</b></p> <p><b>Since 2015, IFRC has restructured its deployment capacity and mechanism.</b> Currently there is only one rapid response personnel mechanism – previously there were distinctions made between <b>global-level tools such as Field Assessment and Coordination Teams and Regional Disaster Response Teams.</b> Since 2019, there has been a <b>competency framework (core framework plus different competency</b></p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	roles and the roles of others.		<p>analysis and data, in order to reduce the workload.</p> <p><b>UNICEF identified the need to have more human resources, not only in numbers but also with strong skills in capacity building.</b> Capacity building is a key element and with the number of crises increasing this becomes ever more important.</p> <p><b>There are a high number of people that can be deployed, but WFP is faster in deploying people on the ground.</b> UNICEF uses rosters to identify people to deploy, in addition to internal deployment. To be part of the roster, UNICEF colleagues have to get approval from their manager.</p> <p>UNICEF is interested in learning about and perhaps adapting training such as the</p>	<p>diverse range of expertise within it.</p> <p>Talking to UNICEF and UNHCR, they discovered that in IOM there is risk analysis and capacity building, but UNICEF and the Food and Agriculture Organization have a Preparedness Unit and capacity development. Last year the Executive Office put a lot of financial effort into decentralizing preparedness and suggested using staff from regional offices; they did this for three regions (Latin America, Middle East and North Africa, and West Africa).</p> <p><b>IOM has two institutional training courses: the emergency response induction training (for junior and national staff), and the senior emergency leadership and coordination</b></p>	<p><b>frameworks for technical areas) for assessing people and learning (staff development), but also for calls for applications.</b> In this way, IFRC is building job descriptions according to competencies.</p> <p><b>Learning and development are more and more connected with competences, and training is linked to the current reality.</b> The need assessments include three different types of training (assessment coordination, information analyst and primary or secondary data collectors). IFRC uses deployment platforms, and <b>every person deployed has to go through mandatory training. There is a surge learning site to build training, and catalogues on how to support a remote activity and facilitate training.</b> IFRC developed a rapid response management system with databases where people can update their profile and all</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
			<p>WFP FASTER training to institutional needs.</p>	<p><b>training.</b> Once people are trained, they are put on the roster (similar to the Senior Emergency Leadership and Coordination roster for coordinators and chiefs of mission). For the people who have done the training, there is no vetting process.</p> <p><b>IOM is developing a simulation exercise this year.</b> Inspired by WFP, it is trying to develop a learning pathway. The roster is open to staff who apply and then those who pass the training. IOM wants to introduce a test after training as part of the vetting process to join the roster.</p> <p>IOM has an institutional deployment roster which is managed centrally in headquarters.</p>	<p>information is centralized. There are also cross-cutting themes (e.g. environmental sustainability).</p> <p><b>Most training is based on scenarios and how people need to react.</b> There is a learning pathway on how to build competences, but being accurate is very difficult and IFRC can build patterns for role profiles but backgrounds are different. <b>People have the tendency to focus too much on training when experience is important too.</b></p> <p>There is training for national response teams; for contingency planning IFRC is revising materials, but there are some resources and guidelines. The international teams have different levels of training. Both aspects need to be developed, as there should not be the same level for National Societies and international teams.</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
				<p><b>Deployment of especially technical staff from headquarters to support country-level scale-up is embedded in the culture in IOM.</b></p> <p><b>IOM is also trying to bring about much closer institutional cultures between different organizations</b> to allow for things like staff exchange, including with WFP.</p>	<p><b>IFRC does not have a centralized budget to support and pay for this capacity strengthening.</b></p>
<p><b>Inclusive and people centred</b></p>	<p>Support local ownership of resources and decision making. Substantive participation of women from emergency-prone communities. Engaging local grassroots organizations and women's groups.</p>	<p>EQ 2.4 Equitable, accountable and safe</p> <p>EQ 2.7 Gender-responsive and transformative results</p>	<p><b>A 2021 independent review of 15 emergency preparedness plans noted a variance in how country offices integrate gender into the four steps of the emergency preparedness planning process.</b> However, consultations with leadership and staff at country offices, regional offices and UNICEF headquarters highlighted the need to: (i) refrain from highlighting gaps in descriptive narratives; (ii) identify meaningful and monitorable</p>	<p><b>The Migrants In Countries In Crisis Initiative developed a series of <a href="#">principles, guidelines and practices</a> to strengthen local, national, regional and international action to better protect migrants in countries experiencing conflicts or natural disasters.</b> The guidelines provide recommendations on how migration can contribute to resilience, recovery and the well-being</p>	<p><b>Many of IFRC's strategies and guidelines promote people-centred and inclusive approaches,</b> recognizing that affected communities and people are the best informed of their own situation and key agents in strengthening their resilience and responding to disasters.</p> <p>Disasters have a different impact on men and women, as well as on different individuals and groups based on age, disability, nationality and other</p>



Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	<p>Preparedness must be based on equal access through effective communication (considering multilingual translation and interpretation needs), physical accessibility and equal opportunity.</p>		<p>preparedness actions; and (iii) ensure direct alignment of priority actions with the minimum preparedness standards.</p> <p><b>Six priorities that advance gender-responsive emergency preparedness were developed through a consultative prioritization process.</b> These were: (i) integrate a list of local civil society organizations advancing the rights of women and girls; (ii) assess gender staffing gaps and needs; (iii) ensure the supply plan includes essential supplies for women and girls; (iv) ensure the plan reflects gender-based violence risks, advances risk mitigation and protection from sexual exploitation and abuse and addresses key gender-related barriers to services; (v) upload the latest summary assessment of the gender-based violence referral network; and (vi) upload the latest assessment of</p>	<p>of affected communities and societies. They include practices for implementation, such as migrant-to-migrant learning, regional and cross-border contingency plans, and crisis alert systems.</p>	<p>social, cultural and ethnic differences. As such, assessments, activities and programmes should incorporate a gender and diversity analysis and should be designed and implemented in a culturally sensitive, participatory, inclusive and accessible way that respects and protects dignity and human rights.</p> <p>Medium- and longer-term recovery and reconstruction design and actions will be built on local knowledge and skills and will be appropriate to local conditions.</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
			community complaints mechanisms, advancing the prevention of sexual exploitation and abuse.		
<b>Environmentally aware</b>	The choice of modality, transport with a reduced carbon footprint and optimized and reduced packaging, preference for procurement of locally produced sustainable products, improving fleet management planning, using renewable energy sources in warehouses, and environmentally sound waste management practices are all to be considered with the aim of reducing the	EQ2.4 Equitable environment	UNICEF's programmes for survival, health and well-being elevate action on climate change and environmental degradation for and with young people, in response to the local burden of disease and risk factors. Our <a href="#">Healthy Environments for Healthy Children Global Programme Framework</a> outlines five major actions intended to guide UNICEF country programmes: <b>1. Mobilizing collective action</b> <b>2. Enhancing primary health care</b> <b>3. Improving resilience in health care facilities</b> <b>4. Integrating climate and environmental education into school programmes</b> <b>5. Empowering children and young people to be agents of change</b>	<b>At the beginning of 2015, a dedicated Migration, Environment and Climate Change Division was created to address the migration-environment-climate nexus.</b> This institutional change has formalized IOM's engagement in this thematic area, making IOM the first international organization to have established an institutional unit fully devoted to this topic. Through this Division within the Department of Peace and Development Coordination, IOM oversees, supports and coordinates the development of policy guidance for activities with a migration, environment and climate change dimension.	<b>IFRC has committed to continual improvement of performance to protect the environment and prevent pollution, applying a "do no harm" approach. IFRC led the way in development and adoption of the Climate and Environment Charter for Humanitarian Organizations.</b>  IFRC has committed to taking a systematic approach to improving its environmental performance to help protect the environment, reduce greenhouse gas emissions and prevent pollution. This involves working proactively to establish cost-efficient, effective, equitable and environmentally sustainable solutions to address humanitarian needs. IFRC refers to this continuous and targeted effort to improve the environmental outcomes of life-

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
	environmental impact across supply chains.		UNICEF, in collaboration with the United Nations Environment Programme and the World Bank, has founded the <a href="#">Children's Environmental Health Collaborative</a> . The mission of the collaborative is to mobilize international action to protect child health and development from the impact of climate change and environmental degradation.		saving operations as the Green Response.

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
<p><b>Policy development process</b></p>	<p>Policy is internally coherent: strategy and related policies on DRR, climate and social protection. Externally coherent: alignment to global frameworks (e.g. Sendai Framework, Paris Agreement on Climate Change, IASC frameworks). Policy development based on internal consultations. Policy has a robust results framework with targets and milestones. External dissemination took place.</p>	<p>EQ 1.1 Relevant and coherent EQ 1.1 Consultative EQ 1.2 Monitor</p>	<p><b>UNICEF does not have an emergency preparedness policy. Instead it has a procedure published in 2020 which details the principles of preparedness</b>, including: (i) building national capacities for preparedness and response; (ii) ensuring country offices’ preparedness to respond; (iii) developing headquarters’ and regional offices’ capacity to support country offices; and (iv) contributing to inter-agency preparedness.</p> <p>UNICEF also has a reference guide for emergency preparedness and response as well as guidance for risk-informed programming, but this is very little known by country offices.</p> <p>The 2030 Agenda for Sustainable Development and the <b>SDGs</b> are central to UNICEF’s work. They set a global vision and priorities for the next 15 years, along with the outcomes from the</p>	<p><b>IOM does not have an emergency preparedness policy.</b> Institutionally, the Migration Crisis Operational Framework is the key IOM framework for preparedness and response to crisis.</p> <p>In 2020 IOM developed a guidance note on preparedness and there is also an internal strategy which is to be updated to focus on a more institutionalized approach, including security, supply chain issues and human resources.</p> <p>Work is ongoing to understand how to mainstream preparedness. An approach being explored currently is disaster risk management, which includes preparedness and recovery.</p> <p>However, preparedness for emergency response is not</p>	<p><b>IFRC has developed a Disaster Risk Management Policy that integrates emergency preparedness, disaster reduction and climate change.</b> In addition, the National Society Preparedness Framework was developed over a two-year period with the participation of over 200 contributors (including 50 National Societies) and generated cross-departmental cross-thematic discussions.</p> <p><b>The framework also outlines how preparedness is aligned with and complements other federation and movement frameworks, standards and commitments, and builds on and supports global initiatives and processes</b> such as the Sendai Framework, Paris Agreement, SDGs, Grand Bargain, Global Preparedness Partnership and Core Humanitarian Standards.</p> <p><b>IFRC completed an operation toolkit and catalogue of emergency services.</b> The catalogue was well received by</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
			<p>Financing for Development Conference in Addis Ababa (July 2015); COP 21 in Paris (December 2015); the Sendai Conference on Disaster Risk Reduction (March 2015); the World Humanitarian Summit (September 2016) and the New Urban Agenda (October 2016).</p> <p>UNICEF has already developed a Sustainability and Climate Action Plan to set out how climate change will be considered.</p> <p>Concerns have been raised about commitment from management to preparedness.</p>	<p>addressed at length in the “BEFORE” phase of the Migration Crisis Operational Framework. In the same way, the IOM projectization process includes risk analysis and mitigation steps (as part of PRIMA submission), but it is specific to the project level, which often varies (e.g. subnational, national). This could leave a gap for a comprehensive overview at country level or for some risks that are not yet covered by an IOM project.</p> <p>IOM’s crisis-related work aligns with normative frameworks, including human rights and humanitarian law conventions and standards. These include the Guiding Principles on Internal Displacement and relevant standards and practices endorsed by IASC, including the IASC Commitments on Accountability to Affected</p>	<p>National Societies, who now have a visual picture of services provided.</p>

Dimensions of analysis	Actions	Evaluation Matrix reference	UNICEF	IOM	IFRC
				<p>Populations and Protection from Sexual Exploitation and Abuse, the IASC Framework on Durable Solutions for Internally Displaced Persons, and the Statement by the IASC Principals on the Centrality of Protection in Humanitarian Action and the related policy.</p>	

# Annex XVIII. External context – trends in anticipatory action and disaster-related funding and timeline of discussed framework

75. Since the WFP Emergency Policy was introduced, there has been a marked global trend to invest in anticipatory action, an element of preparedness that is defined as acting ahead of predicted hazards to prevent or reduce acute humanitarian impacts before they fully unfold, requiring pre-agreed plans that identify partners and activities, reliable early warning information, and pre-agreed financing, released predictably and rapidly when an agreed trigger-point is reached.<sup>12</sup> Global investment in early warning systems has also risen over the past five years, which has enabled anticipatory and other types of early action. To contribute to addressing the persistent gaps in early warning systems,<sup>13</sup> the United Nations recently launched Early Warnings for All (EW4ALL), a global preparedness initiative to ensure that every man, woman and child is covered by an early warning system. According to UNDRR, spending USD 800 million on early warning systems in developing countries would avoid economic losses of between USD 3 billion and USD 16 billion per year.<sup>14</sup>
76. Recent studies confirm that disaster-related funding is a small proportion of overall official development assistance (ODA). Of USD 1.17 trillion of overall aid from 2010 to 2019 cumulatively, only 11 per cent (USD 133 billion) was related to disasters, and of this, just USD 5.5 billion (0.5 percent of total ODA) was allocated for disaster prevention and preparedness. This reflects only a minuscule improvement since the previous analysis (for 1991–2010), which was 0.4 percent.<sup>15</sup> Most recent studies covering the years from 2020 to 2022 show that the percentage of funds allocated for disaster prevention and preparedness increased to 2 percent of total ODA.<sup>16</sup>
77. Figure 3 presents a timeline of the frameworks, agreements and policies discussed in section 1.1.1.

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<sup>12</sup> G7 definition from <https://reliefweb.int/report/world/g7-foreign-ministers-statement-strengthening-anticipatory-action-humanitarian>.

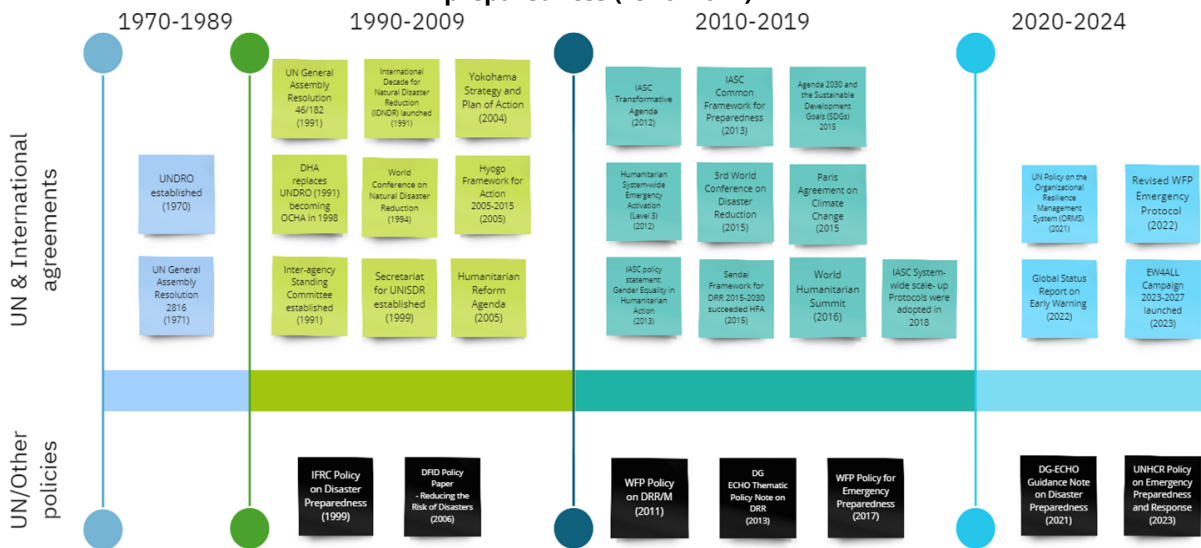
<sup>13</sup> Only half of the 193 Members of the World Meteorological Organisation (WMO) have modern multi-hazard early warning systems.

<sup>14</sup> WMO. Early Warnings for All. 2022.

<sup>15</sup> UNDRR, International Cooperation in Disaster Risk Reduction: Target F, 2021

<sup>16</sup> OCHA. Global Humanitarian Overview. 2024. May Update.

**Figure 3: Timeline of international frameworks, agreements and policies related to emergency preparedness (1970-2024)**



Source: Evaluation team, based on context narrative.



# Annex XIX. Supporting evidence of slow new digital tools development

78. This annex shows a list of examples of cases in which the benefits of new digital tools have been slow to materialise.<sup>17</sup> All tools are intended to increase efficiency and effectiveness of responses and are considered preparedness-related when implemented/rolled out with the purpose of improving future or ongoing emergency responses.

- Implementing COMET, an online database tool for designing and monitoring programmes to improve performance, was rated ‘partially satisfactory but requiring major improvements’ in a 2019 audit, which noted the use of parallel shadow systems. However, observations and interviews during country visits indicated that this issue has been resolved. For example, staff in Zambia appreciated the efficiency and integration COMET provides to programme management, finance, supply chain and partnership teams. They highlighted how it facilitates quicker CSP budget revisions for new emergencies or scale-ups.
- The roll out of the Logistics Execution Support System (LESS), a digital commodity movement tracking tool, was considered partially satisfactory but in need of improvement by a 2021 audit.<sup>18</sup> While the audit noted reduced delays in entry of receipts for goods among country offices piloting the tool, funding constraints and competing priorities led to low uptake. LESS was trialled by the Pakistan Country Office during WFP’s response to the 2022 flood and used in Togo for distributing assistance to populations displaced by the Sahel crisis. In both instances, it was perceived as not user friendly and requiring intensive training.
- SCOPE, a cloud-based platform for beneficiary information and transfer management, was used in several deep dive countries. Users valued its benefits in terms of accountability and potential for monitoring equity and inclusion but found it inflexible for mixed modality responses. Consequently, the Pakistan Country Office reverted to Excel after attempting to use SCOPE for the 2022 flood response. In contrast, in Zambia, in response to the drought and food security crisis, the Country Office will use SCOPE for African Risk Capacity’s early action cash distributions due to the lack of a secure digital system from the Government that can protect beneficiary data.
- Limited information was available on DOTS, a data integration platform that automates and synchronizes data flow, and Optimus, an automated system for sourcing efficiencies. Studies show they have, at the country office level, generated significant time and cost savings in large and complex operations, like those in South Sudan, Ethiopia, Ukraine and Yemen. Still, their effectiveness for smaller country offices remains unclear. Initiatives like the Ukraine Country Office’s ‘Control Tower’ – a dashboard combining supply chain data from LESS and partner-related data from COMET – could be valuable for preparedness.
- Through its Building Blocks initiative, WFP is testing and developing blockchain technology to streamline assistance delivery from multiple organisations.<sup>19</sup> Pilots in Jordan and Bangladesh, and current use in Ukraine, show promise. However, for WFP to fully integrate blockchain into its

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<sup>17</sup> Information about some tools listed in the reconstructed ToC did not surface during data collection, hence they are not discussed in the findings. Other notable efforts by the Logistics Cluster include the Logistics Information Exchange (LogIE); Logistics Capacity Assessment (LCA); Relief Item Tracking Application (RITA); Logistics Operational Guide (LOG); Emergency Dashboard Utility for Airfreight Resource & Delivery Options (EDUARDO).

<sup>18</sup> Internal Audit of LESS Functionalities and Application Controls (2021)

<sup>19</sup> <https://sway.cloud.microsoft/03wqpaSpBpokJ3ZR?ref=Link>

preparedness planning, substantial investment is needed, including innovative solutions for overcoming digital inclusion and data protection challenges.

# Annex XX. Selected examples of good practice at country level by WFP-led clusters

**Table 11: Contributions to emergency preparedness by WFP-led clusters**

Cluster	Selected examples of good practice at country level by WFP-led cluster
Logistics Cluster	<p>Development and sharing of Logistics Capacity Assessment (LCA) and shortlist of transporters with Logistics Working Group members in <b>Togo</b>. Support for the Ministry of Agriculture and National Grain Reserve through the provision of equipment, trainings and simulations.</p> <p>Training, coordination and facilitation of common services, including in <b>Iraq, Ukraine, Zambia, Cuba and the Central African Republic</b>.</p> <p>Multiple examples of strengthened emergency preparedness through the Global Field-based Preparedness Project, including in <b>Kenya, Tajikistan, Madagascar, Bhutan, Peru, Malawi, the Philippines and Zimbabwe</b>.</p> <p>Identification of actions to strengthen logistical capabilities to support preparedness and response to extreme disaster scenarios: High-intensity earthquake in Santiago de Cuba and Category V hurricane in Havana, <b>Cuba</b>.</p>
Emergency Telecommunications Cluster (ETC)	<p>Training for humanitarian staff on basic radio use in <b>Iraq</b> and detailed technical training for specialized information and communications technology personnel, with an emphasis on local staff.</p> <p>Data connectivity for humanitarian personnel in anticipation of and during data blackouts in <b>Ukraine</b>.</p> <p>Data connectivity emergency preparedness planning for United Nations staff in <b>Sudan</b>.</p>
Food Security Cluster (FSC)	<p>Hunger hotspot analysis and rapid food security assessments by the FSC were highlighted as a contribution to collective national and inter-agency preparedness in <b>Zambia</b>.</p> <p>Adaptation of the Food Security Assessment Guidance (EFSA-72 hours) to the Cuban context (<b>Cuba</b>).</p> <p>Contingency planning led by the FSC in <b>the Central African Republic</b> in relation to flooding in 2020.<sup>20</sup></p> <p>A recent survey and mapping of FSC preparedness actions highlighted FSC-led contingency planning and resource mapping in several countries, including <b>Pakistan, the Bolivarian Republic of Venezuela, Mozambique, Colombia,</b></p>

<sup>20</sup> The contingency plan was referenced in an interview but not shared with the evaluation team.

Cluster	Selected examples of good practice at country level by WFP-led cluster
	<p><b>Chad, Guatemala and Ethiopia.</b> In <b>Haiti</b>, in preparation for the cyclone season, the FSC organised meteorological and earthquake analysis, mapping of partner presence and capacities, and repositioning in high-risk sites.</p> <p>Food pre-positioning strategy (rice, grains and oil) for rapid emergency response for 275,000 people affected in the first two months following a disaster, NFI and modelling of food assistance in extreme scenarios in <b>Cuba</b>: Category V hurricane in Havana and high-intensity earthquake in Santiago de Cuba.</p>

# Annex XXI. Examples of effects of preparedness on response timeliness and early action

Emergency	Corporate	National	Subnational
Cuba (Storm)	CERF, IRA and other funds mobilized immediately and were used to replenish the pre-positioning of food and NFIs, thereby avoiding embargo-related delays post-emergency.	<p>Meteo exercise ensured coordination of pre-positioning and readiness measures, contributing to timely reactions by partners.</p> <p>Coordination with key government counterparts (MINCIN- DC) made it possible to design the response strategy based on targeting the most affected territories.</p>	NFIs moved from Santiago to Pinar del Rio in 3 days. Limited number of trained staff on assembling and disassembling warehouses slowed the response and distributions.
		Limited access to fuel slowed distributions.	
Burundi (recurrent flooding)	IRA funding used in 2020 to avert pipeline breaks.	Early warning systems enabled prediction of where floods would occur and their impacts, thereby facilitating early action.	Forecast-based financing work with communities in collaboration with Burundi Red Cross triggered anticipatory cash payments to vulnerable populations.
Togo (conflict)	<p>Regional bureau support for Gulf of Guinea preparedness enabled access to internal advance financing and headquarters/regional bureau technical support.</p> <p>TDY EPR staff enabled country office to build up preparedness capacity in</p>	<p>No pre-positioning of commodities, but mapping of warehouses for pre-positioning of food stocks, allowing for their rapid use when needed.</p> <p>When government banned cash, lack of food stocks temporarily slowed down response.</p>	Training and field simulations of cash distributions ahead of time made actual distributions more time-efficient and effective. After action reviews enhanced subsequent distributions.

Emergency	Corporate	National	Subnational
	time for emergency response to violent conflict and displacement.		
Pakistan floods (2022)	Use of surge filled key supply chain, technical and management roles rapidly after emergency was declared.	Pre-selection of FSPs and partners saved time for assessments and aid delivery set-up.	Inadequate last mile distribution mechanisms (boats) reduced timeliness of food distribution.
Philippines (storm)	TDY enabled WFP to assemble team and conduct assessment rapidly after Typhoon Rai.	Support to government supply chain system enabled transport of food to affected areas to start immediately.	Lack of capacity for food storage by local governments and inaccurate national lists used for targeting held up delivery.
Zambia (drought)	Requirement of collateral/payback slowed IRA application	Periodic activation/ deactivation of FSC prevented early coordination.	TBD

Source: Country examples from evaluation team's evidence base (green – enabling timeliness, orange – disabling timeliness).

# Annex XXII. Bibliography

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# Annex XXIII. Acronyms and abbreviations

<b>AA</b>	Anticipatory action
<b>BCM</b>	Business Continuity Management
<b>CBT</b>	cash-based transfers
<b>CEQAS</b>	Centralized Evaluation Quality Assurance System
<b>CO</b>	country office
<b>CPP</b>	Corporate Planning and Performance Division
<b>CSP</b>	Country strategic plan
<b>CSPE</b>	country strategic plan evaluation
<b>DoE</b>	Director of Evaluation
<b>DRR</b>	Disaster risk reduction
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation manager
<b>EME</b>	Emergency Operations Division
<b>EMEP</b>	Early Warning, Preparedness and Analysis Unit
<b>EP</b>	Emergency preparedness
<b>EPCI</b>	Emergency Preparedness Capacity Index
<b>EPRP</b>	Emergency Preparedness and Response Package
<b>EQ</b>	Evaluation question
<b>ER</b>	Evaluation report
<b>ESS</b>	Environmental and Social Standards
<b>ESSF</b>	Environmental and Social Standards Framework
<b>ET</b>	Evaluation team
<b>ETC</b>	Emergency Telecommunications Cluster
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GEDSI</b>	Gender, Equality, Disability, and Social Inclusion
<b>GCMF</b>	Global Commodity Management Facility

<b>HQ</b>	Headquarters
<b>HR</b>	Human Resources
<b>IASC</b>	Inter-Agency Standing Committee
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>IOM</b>	International Organization for Migration
<b>IPL</b>	Internal Project Lending Facility
<b>IR</b>	Inception Report
<b>IRA</b>	Immediate Response Account
<b>IRG</b>	Internal Reference Group
<b>IR-PREP</b>	Immediate Response Account for Preparedness Facility
<b>IT</b>	information technology
<b>NGO</b>	Non-governmental organization
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>ODA</b>	Official Development Assistance
<b>OEV</b>	Office of Evaluation
<b>OPC</b>	Oversight and Policy Committee
<b>PER</b>	Preparedness for Effective Response
<b>QA</b>	Quality Assurance
<b>RB</b>	Regional bureau
<b>SDG</b>	Sustainable Development Goal
<b>ToC</b>	Theory of Change
<b>TL</b>	Team leader
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDRR</b>	United Nations Office for Disaster Risk Reduction
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>WFP</b>	World Food Programme
<b>WMO</b>	World Meteorological Organization

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