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WFP's Corporate Emergency Response in Ukraine: Corporate Emergency Evaluation

Centralized evaluation report – Volume II

OEV/2023/025
February 2025

Contents

Annex 1 – Terms of reference	1
Annex 2 – Evaluation timeline	2
Annex 3 – Evaluation matrix	4
Annex 4 – Evaluation methodological approach.....	17
4.1 Data collection methods	21
4.2 Data analysis.....	25
4.3 Ethical considerations	27
4.4 Risks and assumptions.....	28
4.5 Quality assurance	28
Annex 5 – Data collection tool.....	29
Annex 6 – Fieldwork agenda	69
Annex 7 – People interviewed.....	73
7.1 Inception mission (22-26 January 2024).....	73
7.2 Data collection mission (6-30 May 2024)	74
Annex 8 – Overview of LEO and T-ICSP budget revisions.....	77
Annex 9 – Performance measurement.....	78
9.1 Funding and budget-related tables	78
9.2 “Grain from Ukraine”-related figures.....	84
9.3 Output and outcome indicators.....	85
Annex 10 – Perception survey results.....	100
Section 0: General information.....	100
Section 1: WFP response design	102
Section 2: Partnerships	103
Section 3: Effectiveness	104
Section 4: Timeliness and protection	106
Section 5: Final remarks.....	107
Annex 11 – Findings	108
Annex 12 – Bibliography	110
Annex 13 – Acronyms and abbreviations	119

List of figures

Figure 1 – Theory of change	18
Figure 2 – Key informant interview sample disaggregated by gender and type of stakeholders	29
Figure 3 - Type of flexible funding instrument used per strategic plan (in USD)	81
Figure 4 – Donors to WFP T-ICSP Ukraine (2023-Feb 2024)	82
Figure 5 - Donors to WFP LEO Ukraine (Feb-Dec 2022).....	83
Figure 6 - Timeline of the exports from Ukraine, expressed in monthly average mt and USD.....	84
Figure 7 - Export quantity by recipient countries in mt and USD.....	85
Figure 8 - Output indicators (resource transferred)	86
Figure 9 - Beneficiaries as per modalities by gender.....	87

List of tables

Table 1 – Assumptions for the theory of change	19
Table 2 – Logical framework of WFP ability to scale resources	20
Table 3 – Scope of algorithmic review, by document type and evaluation line of enquiry.....	22
Table 4 – Key steps in the algorithmic document review process	23
Table 5 – Ethical standards	27
Table 6 – Response to potential ethical issues during the evaluation phases	28
Table 7 – Sample of perception survey respondents	63
Table 8 – In-country data collection timeline.....	69
Table 9 – Detailed mission schedule	69
Table 10 – Overview of Ukraine LEO and T-ICSP budget revisions (2022-2024) (in USD).....	77
Table 11 – Financial coverage of strategic plans per year.....	78
Table 12 – Execution rate per activity.....	79
Table 13 – Level of earmarking of funds channeled to Ukraine country office per strategic plan and for operations or planning cycle	80
Table 14 – Duration of funding allocated to WFP Ukraine.....	83
Table 15 – Output indicators as per strategic objective and activity under the T-ICSP 2023	89
Table 16 – Output indicators as per strategic objective and activity under the LEO 2022	91
Table 17 – Outcome indicators as per strategic objective and activity under T-ICSP 2023	93
Table 18 – Outcome indicators as per strategic objective and activity under LEO 2022	95
Table 19 – Cross cutting indicators as per T-ICSP 2023.....	96
Table 20 – Cross cutting indicators as per LEO 2022.....	98

List of boxes

Box 1 – Contribution analysis framework..... 26

Annex 1 –Terms of Reference

See [evaluation ToR](#).

Annex 2 – Evaluation timeline

Phase 2 – Inception			
Team preparation, literature review		Evaluation team (ET)	9-19 January 2024
Inception mission		ET/evaluation manager (EM)/research assistant (RA)	22-26 January 2024
Draft 0	Submit draft inception report	Team leader (TL)	7 March 2024
	Office of Evaluation (OEV) quality assurance and feedback	EM/RA	15 March 2024
Draft 1	Submit revised inception report (IR)	TL	21 March 2024
	Share draft IR with internal reference group (IRG) for comments	EM	1 April 2024
	Comments from IRG	IRG	12 April 2024
Draft 2	Submit revised draft IR	TL	19 April 2024
	IR review and final approval	Deputy Director of Evaluation (DDoE)	25 April 2024
Phase 3 – Data collection, including field work			
In-country data collection		ET	6-31 May 2024
Exit debrief (power point presentation (PPT))		ET	31 May 2024
Remote data collection		ET	3 – 7 June 2024
Analysis workshop		ET/EM/RA	19-20 June 2024
Preliminary finding debriefing with country office (CO) and IRG (half a day - remote)		ET/EM/RA	25 June 2024
Phase 4 – Reporting			
Draft 0	Submit draft evaluation report (0 evaluation report (ER)) to OEV	TL	2 September 2024
	OEV quality feedback sent to TL	EM/RA	3 - 10 September 2024
Draft 1	Submit revised draft evaluation (1 ER) to OEV	TL	18 September 2024
	OEV quality check	EM/RA	19 -23 September 2024
	Seek clearance prior to circulating the ER to IRG	DDoE	25 - 2 Oct 2024

	OEV shares draft evaluation report with IRG for feedback	IRG	3 – 30 October 2024
	Consolidate WFP comments and share with team	EM/RA	30 October 2024
	Submit revised draft (2 ER) to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	7 November 2024
Draft 2	Review draft (2 ER)	EM/RA	8 – 14 November 2024
	Submit final draft ER to OEV	TL	22 November 2024
Draft 3	Review draft (3 ER)	EM/RA	November- Dec 2024
	Seek approval by DDoE	DDoE	Jan 2025
	Learning and evaluation stakeholder workshops (in country)		28 – 30 Jan 2025
	Submit final draft (4 ER) to OEV	TL	Feb 2025
	Seek final approval of ER by DDoE	DDoE	March 2025
Draft Summary Evaluation Report		EM/RA	Feb/March 2025
Seek Director of Evaluation (DoE)/DDoE clearance of the summary evaluation report (SER)		DoE	11 March 2025
OEV circulates draft SER with IRG for comments		EM	14 March 2025
OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director		DoE	End March 2025
Phase 5 - Executive Board (EB) and follow-up			
Submit SER to Executive Board (EB) Secretariat for editing and translation		EM	4 April 2025
PPT and team presentations, etc.		EM	7 – 15 May 2025
Round table - presentation of summary evaluation report			22 – 23 May 2025
Presentation of summary evaluation report to the EB formal session		DoE	23 – 27 June 2025
Presentation of management response to the EB formal session		country office	June 2025

Annex 3 – Evaluation matrix

Evaluation question (EQ)1 – To what extent is the WFP response in Ukraine strategically focused on the needs of the most food insecure and aligned with other actors as well as humanitarian principles?					
Subquestion	Lines of enquiry	Indicators	Data sources	Data collection tools	Methods of analysis
1.1 To what extent are WFP interventions in Ukraine aligned to the needs of the most food insecure and changes in context?	Use of assessments to understand the needs of the affected people.	<ul style="list-style-type: none"> Frequency and coverage of needs assessments by WFP and other stakeholders – including areas under Russian control. Timeliness of assessments compared to changes in context. Active participation of beneficiaries in needs assessments. Evidence that the needs of vulnerable groups (male and female, elderly, minorities, others) have been assessed. Evidence that needs assessments have been used for planning purposes. Perceptions of international partners and cooperating partners on WFP understanding of the local context and needs. 	<ul style="list-style-type: none"> Documents: Internal and external needs assessments, LEO & budget revisions, T-ICSP & budget revisions, annual country reports (ACRs). Key informants: WFP country office and the regional bureau in Cairo (RBC) staff, United Nations (UN) agencies, donors, Government, cooperating partners, international non-governmental organizations (INGOs), civil society. Beneficiaries. 	<ul style="list-style-type: none"> Literature and data review. Semi-structured interviews. Perception survey. Beneficiary focus group discussions (FGDs) and interviews. 	<ul style="list-style-type: none"> Keyword search and in-depth analysis of documents. Content analysis. Survey analysis. Triangulation.

	Extent to which adjustments in the LEO and T-ICSP responded to the main shifts in the country context.	<ul style="list-style-type: none"> • Quality of WFP mechanisms to regularly monitor major shifts in the context (including political and security contexts, displacements). • Evidence that programmes adapted appropriately, and in a timely way, to the main contextual changes. • Perception of stakeholders on WFP ability to plan and adapt its work in a dynamic and rapidly changing environment. 	<ul style="list-style-type: none"> • Documents: Internal and external needs assessments, LEO & budget revisions. T-ICSP & budget revisions, ACR, accountability to affected people (APP), risk registers. • Humanitarian response plan (HRP), UN appeals. • Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. • Beneficiaries. 	<ul style="list-style-type: none"> • Literature review. • Semi-structured interviews. • Perception survey. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Content analysis. • Survey analysis. • Triangulation.
1.2 To what extent is WFP assistance in Ukraine aligned with the wider UN and humanitarian sector, and how has WFP developed appropriate and effective partnerships, including for joint implementation or collective operational action within the evolving humanitarian response?	Extent of alignment of WFP plans with the wider UN strategic framework for Ukraine, in line with WFP comparative strengths.	<ul style="list-style-type: none"> • Stakeholder views on level of WFP participation in UN planning (including HRPs) and monitoring processes. • Evidence of linkages between WFP plans, HRPs and other relevant UN strategies. • Perception of stakeholders on whether WFP is building on its comparative advantages. • Are there any examples of missed opportunities to develop complementary strategic approaches 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, ACR, humanitarian response plan, UN strategies, plans and reports. • Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. 	<ul style="list-style-type: none"> • Literature review. • Semi-structured interviews. • Perception survey. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Content analysis. • Triangulation.

		between WFP and other agencies?			
	Degree of programmatic coordination and joint implementation with other humanitarian and development agencies or partners.	<ul style="list-style-type: none"> • Level of participation in, and leadership of, humanitarian and sectoral coordination structures. • Level of harmonization of WFP programmes with other UN agencies and humanitarian actor programmes (eg. coordinated targeting). • Stakeholder perception of quality of coordination by, and with, WFP. • Examples of, and reasons for, overlaps between WFP and other agencies programmes. • Evidence of jointly planned, funded and implemented programmes with other actors. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, ACR, HRP, UN transitional plan, other UN plans and reports. • Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. • Beneficiaries. 	<ul style="list-style-type: none"> • Literature review. • Semi-structured interviews. • Perception survey. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Content analysis. • Survey analysis. • Triangulation.
	Evidence that WFP established appropriate strategic and operational partnerships.	<ul style="list-style-type: none"> • Numbers and categories of partnerships. • Stakeholder perception of quality of partnerships with WFP. • Evidence of added value from partnerships. • Examples and reasons for missed partnership opportunities with other agencies. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, ACR. • Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. 	<ul style="list-style-type: none"> • Literature and data review. • Semi-structured interviews. • Perception survey. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Data analysis. • Survey analysis. • Content analysis. • Triangulation.

1.3 To what extent are WFP interventions in Ukraine aligned and support the national development plans including the national social protection system, national wartime responses and recovery plans?	Degree of alignment with Government of Ukraine (GoU) national development policies and plans and thematic policies and plans.	<ul style="list-style-type: none"> • Extent of explicit cross-reference between LEO and T-ICSP objectives and those expressed in national development policies and plans. • Degree to which WFP involved the Government in T-ICSP design. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, ACR. • National development plan and other statements of overall national (sustainable) development policy and planning. • Government sectoral and thematic policies and plans, e.g. food and nutrition strategy and action plan, gender and development policy • Key informants: WFP country office and RBC staff, Government. 	<ul style="list-style-type: none"> • Document review. • Semi-structured interviews. • Perception survey. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Survey analysis. • Content analysis. • Triangulation.
1.4 To what extent are humanitarian principles as well as a “do no harm” commitment applied in all phases of WFP assistance?	<p>WFP adherence to humanitarian principles and management of the trade-offs between humanitarian principles.</p> <p>Security issues for staff.</p>	<ul style="list-style-type: none"> • Evidence that WFP strategy and programming respected the four humanitarian principles. • Efforts at negotiating access to entirety of Ukraine, or other measures to enable aid reached most vulnerable in front-line areas or Russian controlled areas. • Evidence of context-specific guidance and training on humanitarian principles. • Evidence of efforts made to ensure partners 	<ul style="list-style-type: none"> • Documents: WFP policies and strategies, LEO & budget revisions. T-ICSP & budget revisions, ACR, annual performance plan (APP), risk registers. • Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating 	<ul style="list-style-type: none"> • Literature review. • Semi-structured interviews. • Perception survey. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Adherence to policy standards and guidance. • Survey analysis. • Content analysis. • Triangulation.

		<p>understood and were supported in operationalizing key elements of the humanitarian principles.</p> <ul style="list-style-type: none"> • Use of humanitarian principles as criteria for partnership selection. • Context-specific tensions between principles identified and managed. • Evidence that the principles made a difference in WFP strategy, programming and activities. 	partners, INGOs, civil society.		
	WFP respect for the principle of “doing no harm” across all phases of its assistance.	<ul style="list-style-type: none"> • Measures taken by WFP in response to considerations of the principle of “do no harm” in the development, implementation and adaptation of plans. • Evidence that key potential harms were identified and monitored across all phases of assistance. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions, T-ICSP & budget revisions, ACR, APP, risk registers. • Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. 	<ul style="list-style-type: none"> • Literature review. • Semi-structured interviews. • Perception survey. 	<ul style="list-style-type: none"> • Content analysis. • Keyword search and in-depth analysis of documents. • Survey analysis. • Triangulation.
EQ2 – What is the extent and quality of WFP’s contribution to the emergency response in Ukraine? What difference did WFP make to the response?					
Subquestion	Lines of enquiry	Indicators	Data sources	Data collection tools	Methods of analysis
2.1 To what extent has WFP support contributed to the emergency response in Ukraine? Are there any unintended outcomes, positive or negative?	Level of attainment of planned outputs.	<ul style="list-style-type: none"> • Achievement of quantitative targets for the planned activities and outputs. • Quality of activities and outputs delivered. 	<ul style="list-style-type: none"> • Data: internal monitoring, workplans, ACRs, evaluations. • Key informants: WFP country office staff, 	<ul style="list-style-type: none"> • Secondary data review. • Literature review. • Semi-structured interviews. • Perception survey. 	<ul style="list-style-type: none"> • Data analysis. • Contribution analysis. • Content analysis. • Survey analysis. • Triangulation.

	Progress towards achieving strategic outcomes.	<ul style="list-style-type: none"> • Management of factors facilitating or constraining delivery of outputs. • Contribution of activities and outputs to intended outcomes. • Unintended outcomes, positive or negative. 	<p>UN agencies, Government, donors, cooperating partners, INGOs, civil society.</p> <ul style="list-style-type: none"> • Beneficiaries. 	<ul style="list-style-type: none"> • Beneficiary FGDs and interviews. 	
2.2 How well does WFP tailor its assistance to address the diverse needs of the most food insecure and vulnerable population groups (including during the targeting and delivery phases) and what was the depth and breadth of coverage of assistance compared to needs?	Efforts made in LEO and country strategic plan (CSP) design and implementation to ensure that interventions benefit the most vulnerable and socially marginalized, including the elderly, families headed by women and people with disabilities.	<ul style="list-style-type: none"> • Extent to which targeting criteria and delivery modalities were adapted to the needs of the most food and nutritionally vulnerable women, men, boys and girls. • Beneficiary views on WFP support for the most food insecure and nutritionally marginalized. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, assessments, reports, ACR, complaints and feedback mechanisms (CFM) data. • Key informants: WFP country office staff, UN agencies, Government, cooperating partners, UN agencies, donors, INGOs, civil society. • Beneficiaries. 	<ul style="list-style-type: none"> • Secondary data review. • Literature review. • Semi-structured interviews. • Perception survey. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Data analysis. • Keyword search and in-depth analysis of documents. • Content analysis. • Survey analysis. • Triangulation.
	Coverage and adequacy (breadth and depth) of assistance.	<ul style="list-style-type: none"> • Proportion of the total people in need covered by the WFP response. • Proportion of the overall humanitarian response delivered by WFP. • Geographically marginalized communities reached. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, workplans, assessments, ACR, other monitoring reports. • Key informants: WFP country office staff, UN agencies, Government, 	<ul style="list-style-type: none"> • Secondary data review. • Literature review. • Semi-structured interviews. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Data analysis. • Keyword search and in-depth analysis of documents. • Content analysis. • Triangulation.

		<ul style="list-style-type: none"> Extent to which WFP assistance met the gap in unmet needs of the families and people assisted. 	<p>cooperating partners, UN agencies, donors, INGOs, civil society.</p> <ul style="list-style-type: none"> Beneficiaries. 		
2.3 To what extent does WFP establish strategic linkages along the triple nexus between humanitarian action, recovery and contributions to social cohesion?	Extent to which emergency response evolved to a recovery-oriented response.	<ul style="list-style-type: none"> Consideration and identification of linkages to development opportunities in planning processes. Timing of the decision to shift towards a more developmental response. Contribution of assistance to re-establishing the livelihoods of displaced and war-affected peoples. 	<ul style="list-style-type: none"> Documents: LEO & budget revisions, T-ICSP & budget revisions, ACR, other monitoring data, national statistics. Key informants: WFP country office staff, UN agencies, Government, cooperating partners, UN agencies, donors, INGOs, civil society, private sector actors. Beneficiaries. 	<ul style="list-style-type: none"> Literature review. Semi-structured interviews. Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> Data analysis. Keyword search and in-depth analysis of documents. Content analysis. Triangulation.
	Inclusion of conflict sensitivity with the emergency response.	<ul style="list-style-type: none"> Conflict-related indicators included within assessments and context analyses. Conflict sensitivity integrated within programme design and implementation. Effects on intracommunity relations monitored. Positive and negative effects on social relations. 	<ul style="list-style-type: none"> Documents: LEO & budget revisions, T-ICSP & budget revisions, assessments, ACR, CFM data, risk registers, national statistics. Key informants: WFP country office staff, UN agencies, Government, cooperating partners, UN agencies, donors, 	<ul style="list-style-type: none"> Literature review. Semi-structured interviews. Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> Data analysis. Keyword search and in-depth analysis of documents. Content analysis. Triangulation.

			INGOs, civil society, private sector actors. • Beneficiaries.		
2.4 How well is WFP envisioning transition and exit, tailored to local capacities and context?	Extent to which WFP has agreed and implemented a transition or handover strategy with the Government of Ukraine.	<ul style="list-style-type: none"> Potential for transition to state-based social protection modalities has been assessed. Local or national-level agreements on when and how transition or handover will occur and activities will be sustained. WFP contribution to strengthening the capacities of the Government in line with the plans. 	<ul style="list-style-type: none"> Documents: LEO & budget revisions. T-ICSP & budget revisions, ACR, field-level agreements (FLA). Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. 	<ul style="list-style-type: none"> Literature review. Semi-structured interviews. Perception survey. 	<ul style="list-style-type: none"> Content analysis. Keyword search and in-depth analysis of documents. Triangulation.
	Contribution of WFP to localization and enhancing the capacities of civil society in Ukraine.	<ul style="list-style-type: none"> Extent to which local knowledge and partners informed the design of WFP strategy and programmes. Extent to which transition to non-state-based mechanisms has been assessed or promoted. WFP contribution to strengthening the capacities of cooperating partners. 	<ul style="list-style-type: none"> Documents: LEO & budget revisions. T-ICSP & budget revisions, ACR, FLAs Key informants: WFP country office and RBC staff, UN agencies, donors, Government, cooperating partners, INGOs, civil society. Beneficiaries. 	<ul style="list-style-type: none"> Literature review. Semi-structured interviews. Perception survey. 	<ul style="list-style-type: none"> Content analysis. Keyword search and in-depth analysis of documents. Triangulation.
EQ3 – How well has WFP response in Ukraine integrated issues related to protection, accountability to affected people, disability inclusion and gender equality?					
Subquestion	Lines of enquiry	Indicators	Data sources	Data collection tools	Methods of analysis
3.1 To what extent does WFP assistance in Ukraine integrate protection and	Identification and mitigation of the main protection	<ul style="list-style-type: none"> Evidence of a wide range of protection challenges being 	<ul style="list-style-type: none"> Documents: LEO & budget revisions. T-ICSP & budget 	<ul style="list-style-type: none"> Literature review. Semi-structured interviews. 	<ul style="list-style-type: none"> Data analysis.

accountability to crisis-affected people?	challenges faced by WFP target population groups and personnel (including prevention of sexual exploitation and abuse (PSEA) and data protection).	<p>accurately and regularly identified.</p> <ul style="list-style-type: none"> • PSEA mainstreaming including adequate reporting: main achievements under PSEA, if yes, which ones, if not, what is the challenge? • Adherence to WFP policies and guidelines. • Evidence of adaptation of the programme to address protection challenges. • Incidence of protection issues during implementation. 	<p>revisions, assessments, ACR, CFM data, risk registers.</p> <ul style="list-style-type: none"> • Key informants: WFP country office staff, UN agencies, Government, cooperating partners, UN agencies, donors, INGOs, civil society, private sector actors. • Beneficiaries. 	<ul style="list-style-type: none"> • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Adherence to policy standards and guidance. • Content analysis. • Triangulation.
	Quality of WFP approach to systematic community engagement.	<ul style="list-style-type: none"> • Extent to which communities informed the design of WFP strategy and programmes (e.g. choice of modality). • Complaints and feedback mechanism (CFM) established. • Awareness and use of CFM across all population groups to report on a range of issues. • Responsiveness of programme to CFM feedback. • Effectiveness of other measures used to promote community engagement. • Extent to which WFP can be and was held to account by the community. 	<ul style="list-style-type: none"> • Documents: LEO & budget revisions. T-ICSP & budget revisions, assessments, ACR, CFM data, risk registers, national statistics. • Key informants: WFP country office staff, UN agencies, Government, cooperating partners, UN agencies, donors, INGOs, civil society, private sector actors. • Beneficiaries. 	<ul style="list-style-type: none"> • Literature review. • Secondary data review. • Semi-structured interviews. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Keyword search and in-depth analysis of documents. • Data analysis. • Adherence to WFP policies and guidelines. • Content analysis. • Triangulation.

3.2 To what extent have gender equality elements been integrated into the WFP response? How have intersecting elements around disability, inclusion and diversity been taken into consideration?	<p>Extent to which gender equality and women empowerment and disability inclusion were considered during the targeting of beneficiaries and used to tailor activities to the needs of beneficiaries.</p> <p>Extent to which WFP brings the importance of gender mainstreaming forward with partners? Are partners held accountable? How successful? What are the challenges?</p>	<ul style="list-style-type: none"> Quality of the gender and vulnerability analyses (country level and for planned interventions) and use in programming. Evidence of gender-equal and inclusive targeting under various output and outcome areas. Evidence of gender-sensitive programming. Evidence of gender-transformative programming (including gender-based violence (GBV)). Evidence that cooperating partners are applying gender equality and women's empowerment (GEWE) principles and standards. 	<ul style="list-style-type: none"> Documents: LEO & budget revisions, T-ICSP & budget revisions, assessments, ACR, monitoring data, CFM data, risk registers. Key informants: WFP country office staff, UN agencies, Government, cooperating partners, UN agencies, donors, INGOs, civil society, private sector actors. Beneficiaries. 	<ul style="list-style-type: none"> Secondary data review. Literature review. Semi-structured interviews. Beneficiary FGDs and interviews. Perception survey. 	<ul style="list-style-type: none"> Data analysis. Keyword search and in-depth analysis of documents. Adherence to WFP policies and guidelines Content analysis. Triangulation. Survey analysis.
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EQ4: To what extent has the WFP response in Ukraine used its resources efficiently?

Subquestion	Lines of enquiry	Indicators	Data sources	Data collection tools	Methods of analysis
4.1 To what extent has the funding profile and timeliness supported or constrained the WFP response in Ukraine?	Ability of WFP to mobilize adequate, timely, predictable, and flexible resources to finance its evolving assistance in Ukraine.	<ul style="list-style-type: none"> Comparison of needs-based plan, implementation plan, available resources and expenditure per year. Availability of resources at times required for effective implementation of relevant operations. Availability of WFP advance finance mechanisms. 	<ul style="list-style-type: none"> Budget and expenditure data. Documents: ACR, APP and annual performance reviews (APRs). Key informants: WFP country office staff, donors, cooperating partners. 	<ul style="list-style-type: none"> Secondary data review. Literature review. Semi-structured interviews. 	<ul style="list-style-type: none"> Data analysis. Keyword search and in-depth analysis of documents. Content analysis. Triangulation.

		<ul style="list-style-type: none"> • Level to which funding agencies earmark resources within the LEO and T-ICSP (activities and geography). • Evidence that funding profile constrained the independence of WFP operations or impacted on its perceived impartiality. 			
4.2 How well is WFP managing staff capacity and wellness to efficiently deliver its assistance in Ukraine?	Coherence between the staffing arrangements, including security considerations and the needs of the programme.	<ul style="list-style-type: none"> • Timeliness in filling staffing needs, including effectiveness of surge support and rosters. • Problems in filling specific areas of expertise. • Promotion of gender equality in staffing. • Rates of staff turnover. • Staff satisfaction. • Measures taken to promote staff wellness. • Staffing reviews conducted. • Unanticipated impacts of rapid expansion of Ukraine country office staffing on other operations. 	<ul style="list-style-type: none"> • Human resource data. • Key informants: WFP country office staff, cooperating partners. • Documents: ACR, APP and APRs. 	<ul style="list-style-type: none"> • Secondary data review. • Literature review. • Semi-structured interviews. • Perception survey 	<ul style="list-style-type: none"> • Data analysis. • Keyword search and in-depth analysis of documents. • Content analysis. • Triangulation.
4.3 To what extent are WFP activities and outputs delivered to the crisis-affected people within the intended timeframe? What are the factors that explain the timeliness of the initial WFP emergency response	Extent to which WFP activities and outputs delivered within the intended timeframe factors that explain the timeliness of the emergency response.	<ul style="list-style-type: none"> • Proportion of operations carried out on schedule. • Perception of beneficiaries on the timeliness of assistance. • Speed of adaptation to changes in circumstances in operating context. • Factors affecting timeliness. 	<ul style="list-style-type: none"> • Documents: internal monitoring, workplans, ACRs, evaluations, FLAs. • Key informants: WFP country office staff, UN agencies, Government, cooperating partners. 	<ul style="list-style-type: none"> • Secondary data review. • Literature review. • Semi-structured interviews. • Perception survey. • Beneficiary FGDs and interviews. 	<ul style="list-style-type: none"> • Data analysis. • Content analysis. • Survey analysis. • Triangulation.

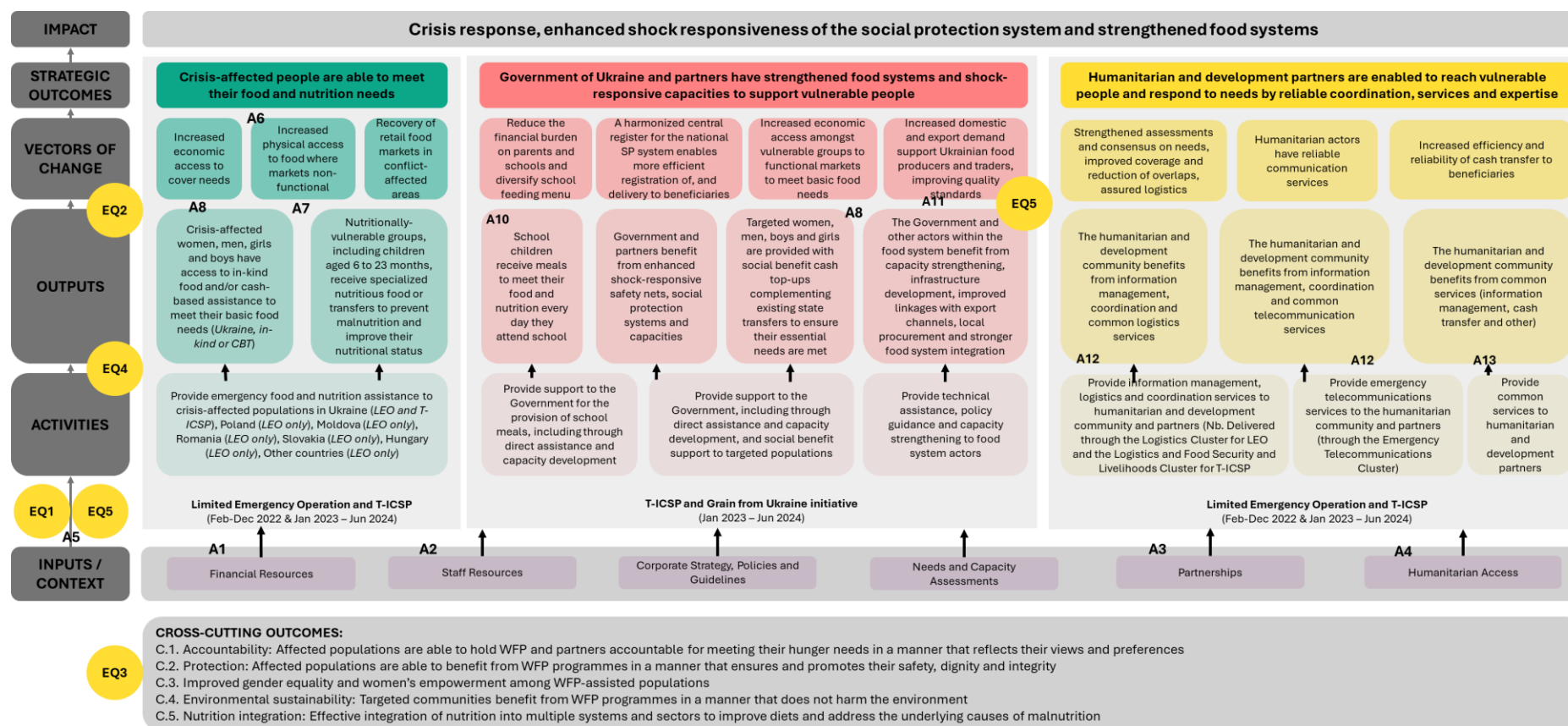
and subsequent assistance?		<ul style="list-style-type: none"> WFP corporate systems supported efficiently delivery. 	<ul style="list-style-type: none"> Beneficiaries. 		
4.4 How far are WFP activities cost-efficient in delivery of its assistance? What are the factors that explain the cost efficiency of WFP assistance?	<p>Relative costs of WFP operations</p> <p>Factors that explain the cost efficiency of WFP assistance</p>	<ul style="list-style-type: none"> Evidence of cost efficiency being considered (e.g. in modality selection). Change in unit costs over time. Evidence that efficiency is monitored. Contribution of corporate management systems (beneficiary targeting and identity management systems) to efficiency of the response. Appropriateness of how resources were used over time. 	<ul style="list-style-type: none"> WFP procurement and other expenditure data. Procurement and other expenditure data of similar organizations Key informants: WFP country office staff, UN agencies, Government, cooperating partners. 	<ul style="list-style-type: none"> Data review. Literature review. Semi-structured interviews. 	<ul style="list-style-type: none"> Comparative analysis of procurement and other expenditure data. Content analysis. Triangulation.
EQ5: What good practices, innovations and lessons learned emerged from the corporate emergency response to the Ukraine crisis?					
Subquestion	Lines of enquiry	Indicators	Data sources	Data collection tools	Methods of analysis
5.1 How well was WFP prepared to anticipate for, and respond to, the crisis in Ukraine?	WFP preparedness for working with an assertive, technically advanced middle-income country in a humanitarian context.	<ul style="list-style-type: none"> Systems in place to receive early warning on new crises. Evidence of adequacy of resources, procedures and mechanisms in place at regional bureau and headquarters level to rapidly respond to the new crises. Use and effectiveness of contingency plans. Adaptiveness of WFP to scale up (including 	<ul style="list-style-type: none"> Documents: contingency plans, corporate policies and guidelines, reports and memos. Key informants: WFP country office, RBC and headquarters staff, UN agencies, Government, donors. 	<ul style="list-style-type: none"> Document review. Semi-structured interviews. 	<ul style="list-style-type: none"> Keyword search and in-depth analysis of documents. Content analysis. Triangulation.

		<p>attitudes and skills) in the specific governance and technological context of Ukraine.</p> <ul style="list-style-type: none"> WFP knowledge and relationships from previous experience in-country maintained and drawn on in this response. 			
5.2 What can be learned from the WFP engagement with Ukrainian food systems, in relation to both exports and domestic production?	Contribution to securing Ukrainian food exports to support relief operations in other countries.	<ul style="list-style-type: none"> WFP contribution to the development of export agreements (specifically the “Grain from Ukraine” initiative). Benefits and disadvantages to WFP global operations from these agreements. Benefits and disadvantages to Ukrainian food producers. Unexpected positive and negative consequences. 	<ul style="list-style-type: none"> Documents: grain initiative plans and reports, memos. Key informants: WFP country office, RBC and headquarters staff, UN agencies, Government, donors, traders. 	<ul style="list-style-type: none"> Data review. Document review. Semi-structured interviews. 	<ul style="list-style-type: none"> Keyword search and in-depth analysis of documents. Content analysis. Triangulation.
	<p>Contribution of WFP operations to sustaining, recovery, and improvement of domestic food systems.</p> <p>The extent to which WFP integrated resilience-building efforts into their crisis response. Success and challenges?</p>	<ul style="list-style-type: none"> Effects on domestic wholesale food markets (local purchases, production). Effects on food quality (including food standards and fortification). Effects on retail networks (e.g. voucher schemes, bakeries). Unexpected consequences. 	<ul style="list-style-type: none"> Documents: grain initiative plans and reports, memos. Key informants: WFP country office, RBC and headquarters staff, UN agencies, Government, donors, retailers, traders. 	<ul style="list-style-type: none"> Data review. Document review. Semi-structured interviews. 	<ul style="list-style-type: none"> Keyword search and in-depth analysis of documents. Content analysis. Triangulation.

Annex 4 – Evaluation methodological approach

1. This annex presents the methodological approach used during this evaluation to collect, analyse data and draft findings, conclusions and recommendations.
2. The evaluation is framed around answering the evaluation questions (EQs) posed in the terms of reference (ToR). These evaluation questions were reviewed and refined in the inception phase. The team has developed an evaluation matrix to guide the evaluation process (see Annex 3). Lines of inquiry and indicators were developed for each evaluation question and tied to data sources, data collection tools and analysis methods. The evaluation matrix served as a key tool in the evaluation process by guiding the development of the data collection tools and ensuring a systematic approach to collecting and organizing information.
3. A retrospective theory of change was prepared with reference to the latest versions of the LEO and T-ICSP. The evaluation questions were mapped onto this theory of change to confirm their relevance to the operation and to identify any missing areas of enquiry for inclusion. The assumptions are formulated as hypotheses and helped to formulate the questions, which were assessed by the evaluation team during the data collection phase.

Figure 1 – Theory of change



Source: Evaluation team.

Table 1 – Assumptions for the theory of change

Assumptions	Priority	Link to EQ
Cross-cutting assumptions		
1. WFP secures adequate resources to deliver (funds are sufficient, timely and flexible).	Intermediate	EQ 4.1
2. WFP is able to mobilize staff to support the Ukraine operation in a timely way, with the right mix of skills.	Intermediate	EQ 4.2
3. The right mix of local and international partners are available and willing to partner with WFP in Ukraine and WFP coordinates effectively.	Intermediate	EQ 1.2
4. WFP is granted approval by the local controlling authorities for humanitarian access to vulnerable populations in all operational areas.	High	EQ 1.4
5. There is sufficient security to enable WFP operations to continue.	High	EQ 2.1 & 4.3
Emergency food assistance		
6. The assistance provided by WFP is people-centred, needed and used, to improve consumption and nutrition.	High	EQ 2.1
7. The security situation allows the procurement, transport and distribution of in-kind food assistance.	High	EQ 2.1 & 4.3
8. The necessary infrastructure to support cash transfers is functional, including banks and ATMs, electricity, internet connectivity and retail markets.	High	EQ 1.1
Strengthened food systems and shock responsive social protection		
9. The Government is interested in partnering with WFP to strengthen national social protection systems and is committed to institutionalizing new approaches.	High	EQ 1.3
10. School feeding contributes to reducing the financial burden on parents and schools, which have stretched budgets due to the war and inflation, and to diversify the school menu to improve nutrition.	High	EQ 1.1
11. WFP procurement of food in Ukraine positively supports the income of producers, while not negatively impacting on the purchasing power of consumers.	Intermediate	EQ 5.2
Services for humanitarian and development partners		
12. The humanitarian coordination system is appropriate and necessary within the Ukrainian context.	Intermediate	EQ 1.2
13. There is the demand, and ability to use the services, among partners for the common services provided by WFP.	Intermediate	EQ 1.2

Source: Evaluation team drawing on T-ICSP document.

4. While this theory of change addresses the operational aspects of the LEO and T-ISCP it did not explicitly address the notion of scaling-up and scaling-down the use of resources in emergency operations, which was central to a corporate emergency evaluation (CEE). A logical framework developed by WFP

auditors to analyse this process is shown in Table 2. The scope and linkages of expected actions, results and effects identified, constituted a useful framework that was used for evaluating the Ukrainian operations. The evaluation matrix was cross-checked against this framework to ensure that the issues identified in this framework were adequately explored, including through stakeholder interviews.

Table 2 – Logical framework of WFP ability to scale resources

Immediate aims	Operational aims	Strategic aims
<ul style="list-style-type: none"> • Collect information necessary to understand the situation; • Establish a sufficient roster of qualified personnel available for deployment in an emergency; • Raise awareness among donors upstream and have access to immediately mobilizable reserves of funds; • Establish regional logistics platforms and preposition commodities (forward purchase facility (FPF), global logistics cluster (GLC)); • Precontractualize with suppliers of IT and financial services; • Identify reliable, suitable partners; • Adapt internal procedures to the limited time frames; • Define roles in advance, simplify administrative procedures, and clarify delegations of authority; • Establish clear rules relating to detections and transmissions of cases of fraud; • Establish a system to secure WFP's staff and assets. 	<ul style="list-style-type: none"> • Quantify and qualify needs; • Target the beneficiaries (number, nature, and location); • Recruit/deploy the necessary employees (number and skills); • Reallocate employees during the reduction of the intervention; • Choose the intervention methods; • Define the post-emergency activities; • Use clusters and rely on offers of external assistance; • Establish new sub-offices if needed; • Collaborate with the relevant agencies and players; • Guarantee effective supervision and support by headquarters and the regional offices; • Monitor and report on operations; • Obtain and disseminate accurate, sufficient data and detect any abnormalities. 	<ul style="list-style-type: none"> • Ensure an immediate, appropriate response; • Manage the reduction of operations and the transition to resilience activities; • Guarantee the availability of resources (financial, human, procurement, and infrastructures); • Ensure access to healthy, nutritious food; • Create synergies through solid partnerships (leverage); • Facilitate communication and coordination (chain of command); • Preserve WFP's credibility and reputation; • Minimize financial losses and cases of fraud; • Maintain strong internal controls despite the emergency context; • Meet the obligations of accountability towards donors.
Actions	Results	Effect

Source: Report of the External Auditor on the scale-up and scale-down of resources in emergency operations. Executive Board, Annual session, Rome, 18–22 June 2018.

5. The CEE benefited from a close association with the concurrent evaluation of the WFP Emergency Preparedness Policy, with a common team member in both evaluations and the selection of Ukraine as a case study for the policy evaluation.

6. The evaluation also examined the relationship of the emergency response to Ukrainian food systems. As noted in the context analysis, Ukraine is a major food producer and exporter. The evaluation assessed whether the in-country response capitalized on this potential in ways that did no harm and supported national food production and retail systems. The focus was on examining whether a “do not harm approach” was used, to minimize negative consequences for Ukrainian producers. The evaluation also examined the role of WFP in supporting and facilitating the government-led “Grain from Ukraine” initiative and whether the risks and benefits were appropriately considered.

7. The evaluation team integrated gender and disability throughout the evaluation process to assess the extent to which WFP has identified opportunities for transformative gender¹ and inclusive² approaches, responded appropriately programmatically to these opportunities and the results generated accordingly

¹ As defined in the WFP 2022 Gender Policy “A gender transformative approach focuses on transforming (e.g. changing) unequal gender relations by challenging deeply entrenched gender norms, biases and stereotypes in order to promote shared power, control of resources, decision making and support for women's empowerment. Integral to a gender transformative approach is moving beyond the individual to address the root causes that perpetuate gender inequality, which include unequal power relations, discrimination based on sex and gender, social norms and structural barriers, as well as policies and practices.”

² Inclusion refers to a needs-based and rights-based approach to programming that seeks to ensure that all affected people have knowledge and agency on an equal basis, access to basic services and a voice in the design and implementation of those services. (ibid).

(both intended and unintended). A gender and inclusion lens was applied to each stage of the evaluation process, from recruiting a gender-balanced evaluation team (including dedicated gender and inclusion expertise), collecting gender and age disaggregated data, obtaining the views of women and people with disabilities and applying a gender and inclusion lens to consideration of evaluation questions.³

8. In addition to dedicated consideration of gender under EQ3 (and sub-EQ3.2), the evaluation matrix applied a gender lens to other (sub) EQs through relevant indicators – for instance, under EQ1.1 the evaluation team sought evidence as to whether and how the needs of vulnerable groups (male and female, elderly, minorities and others) have been assessed, whilst under EQ2.2 the evaluation team explored the extent to which targeting criteria and delivery modalities were adapted to the needs of the most food and nutritionally vulnerable women, men, boys and girls, and seek beneficiary views on WFP support for the most food insecure and nutritionally marginalized.

4.1 Data collection methods

9. The evaluation drew on the following main sources of evidence, which are elaborated further below: a document review; secondary quantitative data analysis; key informant interviews (KIIs); focus group discussions (FGDs); perception survey; and direct observation of activities. More details about data collection tools for key informant interviews, focus group discussions and the perception survey are presented in Annex 5. The evaluation matrix (see Annex 3) indicated the methods and tools the team will use when answering individual evaluation questions.

4.1.1 Document review

10. A document review has been a core part of the evaluation, starting during the inception phase and continuing in the lead up to the data collection mission. All documents were stored in the e-library on Microsoft Teams. The e-library was comprehensive and included WFP corporate policies and strategies, as well as country office documentation ranging from evaluations and audits to donor and project reports, as well as country-level planning and strategic documents. As additional relevant information became available in the course of the evaluation, regular contacts with the country office head of research and monitoring (RAM) ensured timely access to integrate these in the analysis, including the 2023 annual country report and latest post-distribution monitoring (PDM) reports available in summer 2024 together with other documents and assessments developed by the RAM unit over the evaluation process (see Annex 12 – Bibliography for full list of documents made available to the evaluation team).

11. A selection of external literature was also being compiled within the e-library, including national strategies and policies, United Nation strategies and policies, and assessments of needs and vulnerabilities. As defined in the evaluation matrix the literature review contributed to answering a range of evaluation questions.

Natural Language Processing (NLP)

12. The team used a directed data science methodology to identify, extract and contextualize data falling within the thematic and temporal scope of the evaluation. This involved using ZK Analytics' NLP engine to enable faster, more accurate processing and primary analysis of large quantities of qualitative data, decreasing the processing burden and freeing up evaluators' time to focus on secondary analysis and insights. This approach has previously been deployed to facilitate reviews and evaluations for government and development institutions, including complex portfolio evaluations.

13. Based on the team's review of the available documentation, this methodology was applied to three main types of documents:

- **Needs assessments:** both those carried out by WFP (internal) and other agencies (external). First, the data review identified content related to gender, inclusion of other vulnerable groups, conflict sensitivity and protection challenges in internal needs assessments. And second, how the content

³ WFP gender and evaluation guidance.

on these themes in needs assessments conducted by other agencies was aligned with, or differed from, that in WFP assessments.

- **WFP programme documents** (as listed in the table below): The data review identified content on gender and inclusion, conflict sensitivity and protection. In addition, it identified the references to capacity building for partners, and cost savings and efficiency.
- **Field-level agreements** with partners: The data review identified references to capacity building. This involved summarizing key elements of each partnership and categorizing partnerships by type.

14. Table 3 below outlines the document types that were reviewed using Natural Language Processing (NLP), the scope of their review and relevant lines of enquiry as articulated by the evaluation matrix.

Table 3 – Scope of algorithmic review, by document type and evaluation line of enquiry

Document type	Scope of algorithmic review	Relevant evaluation lines of enquiry
1. Needs assessments a) carried out by WFP b) carried out by other UN agencies	Identification and synthesis of content related to: - gender - inclusion of other vulnerable groups - conflict sensitivity - protection challenges Comparison of related content between needs assessments conducted by WFP and external agencies.	- Use of assessments to understand the needs of the affected people (EQ 1.1) - Inclusion of conflict sensitivity with the emergency response (EQ 2.3) - Identification and mitigation of the main protection challenges faced by WFP target populations groups and personnel. (EQ 3.1)
2. WFP programme documents (situation reports, operation narratives for LEO and T-ICSP, annual country reports x2, performance reporting, post-distribution monitoring reports, and complaints feedback monitoring reports)	Identification and synthesis of content related to: - gender - inclusion of other vulnerable groups - conflict sensitivity - protection challenges - capacity building for partners - cost savings / efficiency	- Efforts made in LEO and CSP design and implementation to ensure that interventions benefit the most vulnerable and socially marginalized, including the elderly, families headed by women and the disabled (EQ 2.2) - Inclusion of conflict sensitivity with the emergency response (EQ 2.3) - Contribution of WFP to localization and building the capacities of civil society in Ukraine (EQ 2.4) - Identification and mitigation of the main protection challenges faced by WFP target populations groups and personnel. (EQ 3.1) - Extent to which gender equality and disability inclusion were considered during the targeting of beneficiaries and used to tailor activities to the needs of beneficiaries. Progress towards gender equality and women's empowerment (EQ 3.2) - Relative costs of WFP operations Factors that explain the cost efficiency of WFP assistance (EQ 4.4)
3. Field-level agreements with partners	Identification and synthesis of content related to: - capacity building for partners Summary of main elements of each partnership. Categorization of partnerships.	- Evidence that WFP established appropriate strategic and operational partnerships (EQ 1.2) - Contribution of WFP to localization and building the capacities of civil society in Ukraine? (EQ 2.4)

15. Table 4 below outlines the main steps that were involved in the algorithmic document review process. The process offered a higher level of comprehensiveness, consistency and traceability than manual document review.

Table 4 – Key steps in the algorithmic document review process

Step	Description
1. Ingestion & processing	Documents are ingested, parsed, processed and stored in a bespoke format to ready them for analysis. This includes identifying the structure of each document, parsing into its components and cleaning.
2. Feature engineering	Text is encoded mathematically using machine learning models to obtain high dimensional numerical vectors that capture meaning.
3. Application of machine learning (ML) models or artificial intelligence (AI) agents	The text is subjected to analysis using the most suitable approach given the review focus and granular level of the issues under consideration. We have a multitude of models and agents that are deployed to solve particular 'tasks' and generate the required insights. This may involve building taxonomies that would include stems of relevant words, the development of which will be carried out early in the implementation phase. The main tasks to be carried out in this project relate to extracting thematic insights and drawing comparisons between sets of documents.
4. Analysis & integration	Results are generated in the form of narrative syntheses that integrate insights from different units of text, across sources. Specific examples are provided wherever appropriate.

16. Implementation of the process was supervised by the team's data scientists who iteratively sample processed documents for a manual revision by our qualitative expert researchers to assure the quality of the insight extracted, ensured that all relevant information was extracted, and optimized the process.

4.1.2 Quantitative secondary data analysis

17. WFP generates a significant amount of quantitative secondary data that was used to provide evidence for different evaluation questions. WFP data included monitoring and evaluation (M&E) (T-ICSP and LEO indicators), financial flows (grants and budget), pipeline, logistics operations, distribution reports, beneficiaries, country office human resources, complaints and feedback data and country office key performance indicators (KPIs). The team also drew on other agencies and national data, including assessments of needs. Data was disaggregated and analysed by gender, age and disability where possible. A cut-off date of 30 June for financial and M&E data was agreed for the evaluation report.

18. In addition to analysis done on quantitative secondary data analysis, the evaluation team proposed a specific methodology for analysing cost efficiency. This assessment generated the main evidence for responding to evaluation question 4.4: "How far are WFP's activities cost-efficient in delivery of its assistance? What are the factors that explain the cost efficiency of WFP assistance?". It also contributed to EQs 2.2 and 3.2 (equity) and 4.3 (timeliness). The final evaluation report included cross-references to reflect linkages between related concepts. The analysis generating evidence to respond to these questions was rooted in the Office of Evaluation's technical note on evaluating costefficiency, effectiveness and value for money in a country strategic plan evaluation (CSPE), and focus on the following dimensions:⁴

19. **Timeliness:** extent to which goods, activities and outputs are delivered within their intended timeframe, with attention to quality.

20. **Economy:** extent to which inputs are acquired at the lowest possible cost and losses are kept under control, with attention to input quality; and

21. **Cost-efficiency:** extent to which activities are maximized at the lowest possible cost, with attention to quality of delivery and externalities.

22. During the inception mission, the team agreed with key country office stakeholders that a cost-po0effectiveness assessment would not fall within the scope of this evaluation. Effectiveness itself was assessed separately under EQ2. Moreover, relevant analyses covering cost-effectiveness were used by the evaluation team to tackle this dimension of analysis in this evaluation.

23. The question of timeliness was responded to by triangulating from an analysis of secondary data and evidence gathered from beneficiaries and cooperating partners. The team revised quantitative supply chain and output data to assess whether assistance was delivered in a timely manner, compared to the needs of affected people as well as the implementation plan. Information made available from the annual

⁴ WFP. 2021. Technical Note: Evaluation of Efficiency in Country Strategic Plan Evaluations.

performance plans and reports (APP/APRs) were also mobilized in the analysis when relevant. Perceptions of beneficiaries and cooperating partners was collected through focus group discussions, key informant interviews and an online perception survey.

24. The quantitative component of the analysis for economy was based on DOTS reports and datasets, as well as annual performance plans. Complementary qualitative data was collected in key informant interviews. The team primarily assessed the unit costs of the food assistance delivered over time, the main metric being the cost per ration and the cost per metric ton of a selection of food products.⁵

25. The cost efficiency analysis used country portfolio budget (CPB) data to establish costs for different vertical dimensions. The dimension that was primarily assessed within this evaluation was the activity level. This was preferred as it allowed for comparison of modalities across logframes; it was also the level at which transfer costs and implementation costs are reported separately. Cost data were combined with output indicators (disaggregated by activity in COMET reports) to establish metrics such as the cost per metric ton or USD delivered. The team revised budget revisions and other documentation to identify whether any temporal or geographical splits could add additional, relevant evidence for this component. The team conducted a time series analysis of the resulting cost ratios.

26. The team acknowledges that the country office was confronted with decisions on trade-offs between efficiency and other dimensions crucial to an emergency response, such as timeliness and equity of targeting, for example, as happened during the “no regrets” period. These circumstances were taken into account when assessing emerging evidence on cost efficiency. To this extent, key informant interviews with previous and current staff complemented the secondary data analysis and added more contextual information. This enabled the team to generate balanced findings that are relevant to the context of the WFP response in Ukraine.

4.1.3 Key informant interviews

27. Information from international, regional, national and district level stakeholders was collected through semi-structured key informant interviews (KIIs). A detailed checklist of questions for key informant interviews with different stakeholders is given in Annex 5, and a list of stakeholders consulted is presented in Annex 7. The checklist of questions is directly related to the questions and lines of enquiry specified in the evaluation matrix. Given time constraints, interviews focused on issues where each informant could add most value. All key informant interviews were treated as confidential, and they were written up using a standard template and shared through a confidential team-only e-library. International and regional-level interviews were conducted remotely, while most interviews in Ukraine were carried out in person. However, given that not all team members were able to travel to Ukraine some remote or hybrid interviews with in-country stakeholders were organized. The evidence from the key informant interviews were coded against the evaluation questions using MaxQDA.

28. During the data collection mission, the team spent one week in the regions to collect evidence from beneficiaries of WFP activities and from regional and district level stakeholders. The agenda of the whole data collection mission is presented in Annex 6. It was designed to cover the full range of ongoing WFP activities, including: in-kind distributions; sectoral cash assistance; pension top-ups; school feeding; institutional feeding; and agricultural demining. The team was divided into two groups of two team members. One team covered the front-line area under the supervision of the Dnipro field office, focusing on in-kind 30 day and rapid response, pension top-ups and agricultural de-mining interventions. The second team visited *oblasts* (regions) under the Kyiv and Odessa field offices and focused on sectoral cash beneficiaries, internally displaced people, school and institutional feeding. Five schools and four institutions were visited by the evaluation team, all located in different *raions* (regions) to maximize representativity of the sampling.

29. Given the significant logistical and security challenges, tradeoffs had to be taken in selecting the specific sites to be visited. For instance, due to especially high volatility of the security context in Kharkiv oblast, it was finally decided to resample the areas covered by the field visit to mitigate risks taken by the evaluation team and WFP staff accompanying them. This also implied that a random sampling of project

⁵ As reported in COMET report CM-R014: bread, bulgur, wheat, oat, pasta, rice, wheat flour, canned fish, canned meat, iodised salt, sugar, high energy biscuits, super cereal plus – infant cereal, vegetable oil, canned pulses, chickpeas, lentils and split peas.

sites was neither logistically feasible nor advisable. To ensure confidentiality and independence from WFP, WFP personnel were not present at interviews or group discussions.

4.1.4 Focus group discussions

30. Focus group discussions were organized with beneficiaries of WFP activities during the field visits, to gain insights into the views and perceptions of different groups of beneficiaries. The team held 15 focus group discussions, out of which six were conducted in food distribution points and sought to ensure the participation of women and vulnerable groups in all of them. As shown in Annex 7, up to 142 beneficiaries (24 men, 118 women across five oblasts) were gathered together through the focus group discussions. Annex 5 shows the tools used to collect data during focus group discussions.

4.1.5 Perception survey

31. A perception survey for cooperating partners aimed to collect external views on the role of WFP in the emergency response in Ukraine, contributing mainly to EQs 1 and 2. It targeted WFP implementing partners, both existing and previous. Multiple responses were sought among the staff of the 18 partner agencies including both international and national non-governmental organizations (NGOs). Efforts were made to minimize survey fatigue among respondents by keeping the survey concise (10-15 minutes), relevant and available in multiple languages. Confidentiality was ensured, and responses aggregated to maintain anonymity. The survey was administered online, and reminders sent periodically to improve the response rate. The results of the survey are presented in Annex 10.

32. A beneficiary phone survey was initially planned during the preparation phase but was adapted during the inception phase as data protection concerns prohibited sharing beneficiary contact with the evaluation team as well as poor connectivity and access to beneficiary people close to the front line. To ensure efficiency and a representative sample, the team drew on post-distribution monitoring (PDM) reports conducted by the country office, with risks and bias due to using WFP monitoring systems mitigated through triangulation with focus group discussions.

4.1.6 Gender sensitivity and cross-cutting issues

33. Gender was mainstreamed in all the data collection process to assess the extent to which gender and disability mainstreaming and targeted actions were put into practice throughout WFP functions and reflected in data collection, reporting, needs assessments and analysis.⁶ The evaluation team applied a gender-sensitive approach during the different steps of the evaluation process. The team ensured that all interviews and group discussions respected gender-related considerations by: (i) guaranteeing that, during consultations with stakeholders, a gender balance would be maintained in both the evaluation team and the interviewees involved; and (ii) ensuring that focus group discussions were conducted in safe, accessible and socially acceptable locations.

34. The evaluation team collected data on the extent to which WFP had incorporated cross-cutting issues, including protection, accountability to affected people and conflict sensitivity into its programme design, implementation, reporting and internal systems, including identifying intended and unintended consequences. Data were collected through focus group discussions with beneficiaries, key informant interviews with WFP staff, cooperating partners (CPs), government and United Nations partners and a review of WFP Ukraine strategies, designs and programme reporting.

4.2 Data analysis

35. The evaluation team collected data against each evaluation question and line of enquiry drawing on the proposed combination of data collection activities. The evaluation team met regularly throughout the data collection process to triangulate and review emerging findings, assess the strength of evidence collected against each evaluation question and identify gaps in evidence to focus on throughout the

⁶ WFP, 2021, Gender policy (2022-2026).

subsequent steps in the data collection process.

36. At the end of the data collection phase, the evaluation team carried out a triangulation exercise to interpret patterns across the evidence into main findings. The team conducted a content analysis of the data (key informant interviews, focus group discussions, document review, surveys, secondary data) collected during the data collection phase, and assessed and categorized the recurring themes and patterns to triangulate findings that were backed by solid evidence. During the triangulation phase of the data analysis, the evaluation team weighed up and assessed emerging findings.

37. The team applied a gender and disability lens to data analysis, ensuring that equal consideration was given to women, men, people with disabilities and their organizations. This involved gender disaggregation of data sources where appropriate (for example, survey responses), as well as careful indication of specific sources of data during triangulation sessions to ensure representation of the viewpoints of marginalized groups, as well as identification of any differentiation of findings by group. This triangulation analysis was carried out by the team members during multiple data analysis sessions after the completion of the in-country mission and remote key informant interviews.

38. The evaluation team assessed the evidence against a modified contribution analysis framework to seek to identify the extent to which WFP actions could plausibly have contributed to the strategic outcomes and strategic results in the reconstructed theory of change, and to identify other factors (internal or external) that could have impacted on the observed results (either positively or negatively). The team assessed the strength of evidence collected and sought to build a plausible contribution story. Where this could not be done, the evaluation team instead used content analysis and triangulation to identify key findings. Lastly, the evaluation team tested and refined these emerging findings and causal pathways through consultations with the country office and headquarters.

Box 1 – Contribution analysis framework

The general contribution analysis framework consists of six steps to facilitate critical reflections with the objective of assessing cause and effect by building and verifying a programme's "contribution story". The steps can be summarized as follows:

1. set out the problem to be addressed;
2. develop a theory of change and identify the risks for it;
3. gather the evidence on the theory of change;
4. assemble and assess the contribution story and challenges to it;
5. seek out additional evidence; and
6. revise and strengthen the contribution story.

Step 1 has been initiated by the Office of Evaluation in the terms of reference (ToR) during the preparation phase and has been finalized together with the evaluation team during the inception phase. Progress on steps one and two was made especially during the inception mission, in which the evaluation manager and evaluation team worked closely with the Ukraine country office to finalize the evaluation matrix and the theory of change.

Steps 3 and 4 were conducted during the data collection phase, with the presentation of the preliminary findings as a first step towards step 5. Throughout the reporting phase, an iterative process covering steps 5 and 6 ensures stakeholders at different organizational levels at WFP have the opportunity to share feedback on the emerging contribution story (which is translated by the evaluation team into findings and conclusions).

Source: Evaluation team based on Pasanen and Barnett. 2019. "Supporting adaptive management: monitoring and evaluation tools and approaches".

39. The draft evaluation report presents the main findings of the evaluation, structured around the evaluation questions, in accordance with the terms of reference. The report includes a gender and disability analysis, looking at the intended and unintended consequences of WFP Ukraine's approach on the lives of women, men and people with disability and uses gender and inclusion-sensitive language.

40. The report includes actionable and meaningful recommendations. Each recommendation visibly traces back to the overall conclusions, which in turn are traceable to evaluation findings per the evaluation

questions. Dialogue with key stakeholders throughout the study will enhance the phrasing and targeting of recommendations. In alignment with the utilization-focused principle of the evaluation, initial findings and conclusions generated by the evaluation team were shared with WFP at key stages of the evaluation process.

4.3 Ethical considerations

41. Evaluations must conform to 2020 United Nations Evaluation Group (UNEG) ethical guidelines. Accordingly, ADE s.a. is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of stakeholders. Evaluators have an obligation to safeguard sensitive information that stakeholders do not want to disclose to others.

42. No ethical issues were identified in carrying out this evaluation. The members of the evaluation team are committed to adhering to WFP ethical standards and norms on evaluation; as well as the 2020 UNEG Ethical Guidelines for Evaluation (integrity, accountability, respect and beneficence), and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. The evaluation team has signed pledges of ethical conduct in evaluation, as well as a statement ensuring confidentiality, internet and data security during the evaluation process. No members of the evaluation team were involved in the design, implementation, financial management or monitoring of related programming and have no vested interests or conflicts of interest in the findings, conclusions and recommendations of the evaluation. Any allegations of wrongdoing and misconduct uncovered during the evaluation will be reported on the appropriate channels.

43. Table 5 provides information on key ethical standards that were applied during the evaluation.

Table 5 – Ethical standards

Issue	Standards to be Applied
Honesty and integrity	Evaluation team members commit to adherence to the UNEG Code of Conduct for evaluators in the UN system, and to accurately presenting procedures, data and findings, including ensuring that the evaluation findings are transparently generated, have full integrity and are unbiased.
Rights of participants	Prospective interviewees and participants in telephone interviews will be given the time and information to decide whether or not they wish to participate. Informed verbal consent will be sought in all cases. Efforts will be made to ensure that marginalized or otherwise excluded groups are represented.
Anonymity and confidentiality	All those providing information for this evaluation – whether affected people or other stakeholders – will be informed how that information will be used and how their anonymity will be ensured so that sensitive information cannot be traced to its source. Evaluation team members will respect people's right to provide information in confidence.
Data protection	All data generated by the evaluation team, including that collected from beneficiaries, will remain internal to the evaluation, and will not be shared without the express consent of participants. Furthermore, the evaluation team are given access to confidential information by WFP and undertake not to use this for any purpose other than evaluation services and shall not disclose such information to any third parties.
Avoidance of harm	The evaluation team will seek to minimize risks to, and burdens on, those participating in the evaluation; for example, by ensuring that focus group attendees and cooperating partners do not face physical or other risks in agreeing to provide data for the evaluation.

Source: Evaluation team.

44. During the inception and data collection phase the following specific ethical issues, related risks, safeguards and measures have been considered:

Table 6 – Response to potential ethical issues during the evaluation phases

Phases	Ethical issues	Risks	Safeguards
Inception	Methodology ensures independence, confidentiality and data protection of evaluation	Undermined credibility of evaluation	Follow evaluability requirements
Data collection	Ensuring informed consent, protecting the privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring equal access to interviews and focus groups for participants from all genders and vulnerable categories, in disaggregated groups	Data collected are biased or incomplete, resulting in poor levels of evidence	Consistently apply all safeguards necessary to ensure confidentiality, respect cultures and collect data fairly and equally from all concerned categories of stakeholders. Informed verbal consent and right of withdrawal will apply
Reporting	Protecting confidentiality and anonymity of contributors to the report	Names of contributors are disclosed	Strict anonymity, no traceability of sources in the report
Dissemination	Evaluation report does not result in harm to participants or their communities	Participants are discriminated against or punished	Strict anonymity, no traceability of sources in report

Source: Evaluation team.

45. These issues were monitored and managed during the implementation of the evaluation.

4.4 Risks and assumptions

46. The evaluation team did not identify any potential conflict of interest. While a team member was also part of the emergency preparedness evaluation, any potential risks to confidentiality were minimal, especially as both evaluations were being conducted by the same consultancy company.

47. The evaluation team was gender-balanced and composed of a mix of local and international consultants. The gender, cultural and linguistic diversity within the team facilitated communication with both men and women who were consulted during data collection. Language was not a challenge for the evaluation team as there was at least one Ukrainian and Russian speaker from the team in each group discussion or local interviews.

48. The Ukraine country office has been highly cooperative, and its staff engaged actively with inception and data collection phase interviews, also supporting the evaluation team in building up an optimized agenda for the two missions.

4.5 Quality assurance

49. The evaluation team made sure that the evaluation process and deliverables complied with the provisions of the terms of reference. The evaluation matrix is an important element for guaranteeing quality and transparency of the evaluation. All information analysed was recorded according to this matrix, allowing for a clear picture of all information gathered, in line with the UNEG transparency principle. This matrix was an essential tool for triangulation and will support tracking of information sources.

50. Quality assurance (QA) was carried out by the following team members, covering several layers of control. Each team member conducted quality assurance for their own respective responsibilities and produced quality products. The team leader ensured supervision of the work and timely delivery of all quality evaluation products. The quality assurance expert ensured that the evaluation process and its outputs were aligned with the terms of reference. The ADE project manager was responsible for the general coordination and supported the implementation of the study which included ensuring timeliness, proper implementation of the quality system and adequate responses to major challenges arising.

Annex 5 – Data Collection Tool

5.1 Key informant interviews

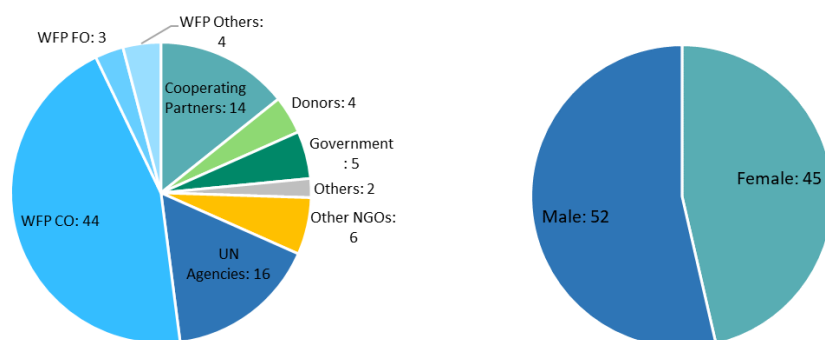
51. Key informant interviews (KIs) were one of a series of data collection methods that were used by the evaluation team to gather information to evaluate WFP response to the Ukraine crisis. The information presented below aimed to guide the consultants and WFP staff to prepare for and to conduct the key informant interviews with key interlocutors in Ukraine, ensuring a uniform and harmonized approach across different lines of enquiry, geographical areas and background of key informants.

Sample

52. During the data collection phase, the evaluation team conducted interviews with 97 key stakeholders in Kyiv and outside Ukraine (see Annex 7). Key stakeholder groups are detailed in the following list:

- A total of 40 people were interviewed from the WFP country office covering all the relevant units and functions.
- An additional ten staff from the regional bureau in Cairo, headquarters and other offices were consulted who either supported the Ukraine operations or were previously part of the Ukraine response.
- A total of three donor institutions were met. These were either the most important donors at the time in financial terms, or had a long-term commitment, or were particularly experienced and able to support the evaluation.
- A total of three government ministries were interviewed who were the most important partners of WFP, involving multiple staff per meeting.
- Staff from eight United Nation agencies were consulted to provide evaluation inputs on the overall strategic coordination and approach, partnership in areas of implementation and technical insights in particular areas of expertise (for example, gender, displacement). In some cases, multiple units within one agency were selected. Additional interviews with two non-United Nations international organizations were also organized.
- In total, 12 cooperating partners, from approximately 20 current and past field-level agreement holders were met. These were selected to cover a range of activities and geographical coverage with a focus on more experienced partners. While the aim was to include a mix of international and local NGOs – more local NGOs were interviewed as part of the fieldwork.
- Two key private sector partners and technical partners were included in consultations.

Figure 2 – Key informant interviews sample disaggregated by gender and type of stakeholders



Source: Evaluation team.

53. Additional interviews were conducted at the field level as part of the three field trips to the areas under the Kyiv, Odessa and Dnipro field offices (see annexes 6 and 7). These consultations included interviews with WFP field office staff, government ministries, cooperating partners, United Nations agencies at the field level, regional clusters, institutions benefiting from WFP assistance (institutional and school feeding programmes) and private sector representatives.

Approach

54. This evaluation used a mix of face-to-face, hybrid and remote interviews. The key informant interviews were conducted individually with each identified key informant. During the course of the evaluation, in specific instances, the consultants decided to interview two or three key informants at a time, in light of considerations around areas of expertise of respondents as well as logistic matters.

55. Depending on the stakeholder and his or her knowledge and degree of engagement with the country strategic plan, the interviews lasted 60–90 minutes. Depending on the preference of interviewees and the availability of translation capacity, interviews were conducted in English or Ukrainian.

56. To enable accurate record keeping, and with the agreement of participants, the interviews were recorded to complement paper meeting notes kept by the consultants. Both sources were then used to develop the final meeting notes.

57. All interviews were confidential, and the evaluation team took careful measures to ensure that notes on interviews – core data source for this exercise – were not seen outside the team. When quoting interviews, attribution was made to categories of stakeholders, not people or organizations.

58. All notes were recorded in a response matrix (coding sheet) and all responses for an evaluation matrix question were analysed in combination at the end of the field phase to determine emergent themes and patterns across the responses.

59. Key informant interviews were scrupulous in adhering to the following principles and standards:

- Transparency: When sharing with the participants the scope of the interviews (WFP corporate emergency evaluation (CEE)), they fully understood the purpose of the exercise, the types and intended uses of the data that were going to be collected. It is important to note that the information provided during the interviews were recorded and only used for the purpose of the evaluation.
- Right to withdraw: Participants were reassured that if they chose not to take part in the discussion there would be no repercussions.
- Context sensitivity: The evaluation team and WFP took the surroundings into consideration when planning for and conducting the interviews, including considerations around conflict sensitivity, cultural sensitivity and so forth.
- Confidentiality: Participants were reassured that their names were not recorded, to guarantee anonymity. In addition, data collected were rendered only at aggregated level or referenced in a generic way, to make it impossible to trace information to its individual source.
- Safety: Risk mitigation measures were carefully considered in order to reduce exposure to safety risks for interview participants.

Interview checklist

60. These guides identified the stakeholders consulted to collect qualitative information in a targeted manner. They were designed to be a semi-structured interview guide. A semi-structured interview guide is one that is intended to provide some guidance to a conversation, but it is not intended to be read word-for-word nor followed exactly such as a fixed-response questionnaire.

61. In semi-structured interviews, the interviewer has the discretion to rephrase the questions to make them appropriate for their audiences. The interviewer can also omit questions if they are not relevant to the group or if they do not seem to be generating good data and responses. Semi-structured interview guides should be seen as general skeletons. It is not possible, not relevant and not desirable to ask the entire list of questions to all the different respondents – however the more answers obtained for the same

question, the more the evaluation team is able to triangulate the information received and to build a well-argued answer to evaluation questions.

62. Each proposed question covered a different question or subquestion of the evaluation matrix. The interviewer should only have covered a particular evaluation question if the respondent had sufficient experience or insights to address it.

Questionnaire for use in key informant interviews

Standard introduction and closing for all key informant interviews (KIIs)

In order to ensure adherence to the key principles and standards described above, the introduction to all KIIs was standardized and it was delivered as per following script.

- Our name is [xx&xx] and we have been contracted by the World Food Programme to conduct this interview with you today.
- WFP has been responding to the Ukrainian crisis since 2022. WFP contracted us to help the organization understand through an evaluation process how its response in country has gone so far, what worked well and what could be adjusted in future.
- You have been identified and selected to participate in this interview today to collect part of the needed information to conduct the evaluation.
- During this time together we would like to hear your views, experiences and opinions about WFP's response in your sector or area of expertise. Information you provide will be solely used to evaluate WFP's response to Ukrainian crisis since 2022.
- The information you will be sharing with us will be rendered in the evaluation only at summary level or referenced in a generic way, to make it impossible to trace information to its individual source.
- Participation is voluntary and you are free to withdraw at any time, or to skip any question you may not want to respond to. There are no wrong or right responses. You could equally ask us not to report in our evaluation on a specific answer you gave during the discussion.
- Do you have any question before we begin?
- Do we have your permission to record the meeting for note taking purposes only?
- I have your permission to begin, please?

Similarly, at the conclusion of each KII, the evaluator(s) should close by delivering the following messages:

- Thank you for talking to us today – do you think there is something that we should have discussed today that may worth adding to our conversation?
- The final evaluation report will be publicly available and published on the WFP website.
- Do you have any questions for us?

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
1	EQ1 – To what extent is the WFP response in Ukraine strategically focused on the needs of the most food insecure and aligned with other actors and humanitarian principles?						
1.1	1.1 To what extent are WFP interventions in Ukraine aligned to the needs of the most food insecure and changes in context?						
1.1.1	Was there sufficient information and understanding of beneficiary needs to support the programme design? [Use of assessments to understand the needs of the affected population]	How did the understanding of needs develop over time? What facilitated / impeded improvements in assessments?	x	x	x	x	x
		What efforts were made to assess needs in areas undercontrolled by the Russian Federation?	x	x	x	x	x
		How did WFP collaborate with or complement other agencies in needs assessments? What were the advantages and disadvantages of collaborative and/or joint assessments?	x	x	x	x	x
		How well were the disaggregated needs of vulnerable groups assessed and understood (women, elderly, children, disabled, others)? Were all categories of affected populations consulted and involved in the assessment process?	x	x	x	x	x
		Were there any compromises made in the approach due to a lack of contextual analysis? How did this change over time?	x	x	x	x	x
1.1.2	Was WFP able to adapt its operations in a timely way to respond to changes in context? [Extent to which	What were the main contextual changes in context over the evaluation period?	x		x	x	x
		How were the impact of these changes on the food security of vulnerable populations monitored and assessed? Was this done in a timely way?	x		x	x	x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	adjustments in the LEO and T-ICSP responded to the main shifts in the country context].	Did WFP make timely and appropriate adjustments in its programme design to reflect these contextual changes?	x		x	x	x
1.2	1.2 To what extent is WFP assistance in Ukraine aligned with the wider UN and humanitarian sector, and how has WFP developed appropriate and effective partnerships, including for joint implementation or collective operational action within the evolving humanitarian response?						
1.2.1	Was WFP well aligned with the UN strategic plan for Ukraine? [Extent of alignment of WFP plans with the wider UN strategic framework for Ukraine, in line with WFP's comparative strengths]	What role has WFP played in the UN Humanitarian strategic coordination structures and processes? What was the contribution to developing UN plans and of monitoring progress?	x		x		
		How is WFP linking its plans to the relevant UN strategies? Provide examples and identify any missed opportunities.	x		x		
		What do you see as the areas of comparative advantage for WFP in Ukraine? How does this compare to the other UN agencies?	x	x	x	x	x
1.2.2	How well does WFP coordinate operationally with other actors? [Degree of programmatic coordination and joint implementation with other]	What is the level of participation in, and leadership of, humanitarian and sectoral coordination structures (FSC, Logs, ETC). What is the level of satisfaction of cluster participants in WFP leadership?	x		x		x
		What is the level of harmonization of WFP programmes with other UN agencies and humanitarian actor programmes (eg. coordinated targeting, coordinated transfer values). What are the enablers and barriers to coordination at this level?	x		x		x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	humanitarian and development agencies]	Are there examples of overlaps between WFP and other agencies programmes? What are the reasons?	x		x		x
		Are there examples of jointly planned, funded and implemented programmes with other actors? What are the enablers and barriers/ Would joint programming have been desirable?	x		x	x	x
1.2.3	Has WFP established the right partnerships in Ukraine? [Evidence that WFP established appropriate strategic and operational partnerships]	Do you think WFP has been able to establish appropriate implementation partnerships (UN, NGO, private sector)? If not, why?	x	x	x	x	x
		Did the choice of partnerships consider the understanding or experience in the use of humanitarian principles?	x				x
		How have partnerships evolved over time? Was there adequate attention to localization?	x				x
		To what extent has WFP engaged in the right partnerships that have contributed to capacity strengthening, gender, equity, inclusion, environmental priorities, protection and accountability? What has facilitated partnerships?	x	x	x	x	x
		Did WFP miss partnership opportunities?	x	x	x	x	x
1.3	1.3 To what extent are WFP interventions in Ukraine: aligned/ and support the national development plans including the national social protection system; national wartime responses and recovery plans.						
1.3.1	Was WFP well aligned with national strategies	How did national strategic priorities influence WFP plans and strategy?	x	x			

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	and programmes? [Degree of alignment with GOU national development policies and plans and thematic policies and plans]	To what degree was the Government was involved in the T-ICSP and ICSP design?	x	x			
		To what extent are the LEO and T-ICSP objectives aligned to strengthening and sustaining national systems?	x	x			
		Were Government capacities assessed and appropriately considered in the design of the WFP programmes (including the social protection system)?	x	x			
1.4	1.4 To what extent are humanitarian principles as well as a “Do No Harm” commitment applied in all phases of WFP assistance?						
1.4.1	Did WFP respect and promote its commitment to humanitarian principles in the Ukraine response? [WFP adherence to humanitarian principles and management of trade-offs between humanitarian principles]	How are the humanitarian principles understood and interpreted by WFP in Ukraine?	x	x	x	x	x
		What internal and external challenges were there to maintaining a principled approach to the response? How successfully were these identified and mitigated?	x	x	x	x	x
		Were context specific tensions between principles identified and managed?	x	x	x	x	x
		Were the CivMil guidelines applied in WFP operational relationships?	x	x	x	x	x
		Are there examples of WFP promoting the understanding and respect of humanitarian principles, such as for example trainings for staff and partners?	x	x	x	x	x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
1.4.2	What measures did WFP take to "do no harm" in Ukraine? [WFP respect for the principle of "doing no harm" across all phases of its assistance]	How does WFP analyze its programs and partnership in light of the do no harm principle?	x			x	x
		What measures have been taken by WFP in response to considerations of the principle of "do no harm" in the development, implementation and adaptation of plans?	x			x	x
2	EQ2 – What is the extent and quality of WFP's contribution to the emergency response in Ukraine? What difference did WFP make to the response?						
2.1	2.1 To what extent has WFP support contributed to the emergency response in Ukraine? Are there any unintended outcomes, positive or negative ?						
2.1.1	How successful did WFP deliver the planned outputs? [Level of attainment of planned outputs]	What were the main achievements in the key areas of: crisis response (cash transfers, vouchers, in-kind food, complementary feeding); social protection and food systems (pension top-ups, school feeding, institutional feeding, capacity strengthening, food exports); and cluster services (FSC, ETC Logistics)?	x				x
		Was the quality of outputs satisfactory? If not why not?	x				x
		What were the main enabling or constraining factors in delivery?	x				x
2.1.2	Wht was the contribution towards the anticipated	What was the contribution of these outputs to the intended strategic outcomes?	x				x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	outcomes? [Progress towards achieving strategic outcomes]	To what extent do the M&E systems allow WFP to track and evaluate progress towards strategic outcomes?	x				x
		Can you give any examples of unexpected or unintended outcomes from WFP T-ICSP and/or CSP activities (positive or negative)?	x				x
2.2	2.2 How well does WFP tailor its assistance to address the diverse needs of the most food insecure and vulnerable population groups (including during the targeting and delivery phases) and what was the depth and breadth of coverage of assistance compared to needs?						
2.2.1	Was assistance targeted and adapted to the needs of women and other vulnerable and marginalized groups? [Efforts made in LEO and CSP design and implementation to ensure that interventions benefit the most vulnerable and socially marginalized, including the elderly, female-headed households and the disabled]	Did WFP target the most food and nutritionally vulnerable women, men, boys, and girls? Are you aware of any inclusion or exclusion errors? Please provide examples.	x				x
		Were the delivery mechanisms appropriately adapted to the needs of the most food and nutritionally vulnerable women, men, boys, and girls? How?	x				x
2.2.2	Did WFP's assistance cover the most food insecure	Do you think WFP response is reaching those most in need in all areas of the country?	x		x		x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	populations with an appropriate level of assistance?	What efforts were made to ensure that interventions reached geographically marginalized communities? Is there any particularly challenging area? Why so?	x		x		x
	[Coverage and adequacy (breadth and depth) of assistance]	How appropriate has the level of assistance provided by WFP to beneficiary households been in relation to the objectives?	x	x	x	x	x
2.3	2.3 To what extent does WFP establish strategic linkages along the triple nexus between humanitarian action, recovery and contributions to social cohesion?						
2.3.1	Did the response work across the humanitarian - development nexus?	Did the WFP emergency response planning and activities consider the transition to recovery and development work? Did this approach evolve over time?	x	x			x
	[Extent to which emergency response evolved to a recovery-oriented response]	How effective was the response in contributing to resilience and recovery? Please provide examples. What are the main enablers/barriers to this outcome?	x	x			x
		What other entry points could the emergency response provide to enhance linkages across the humanitarian-development nexus and enhance self-reliance?	x	x			x
		What are the main lessons WFP has learnt about how humanitarian action can help to enhance humanitarian-recovery-development linkages? Any success stories or failures?	x	x			x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
2.3.2	Did the response contribute to improved social cohesion? [Inclusion of social cohesion with the emergency response]	How is social cohesion defined by WFP in Ukraine? Does it account for potential inequalities existing within communities, or marginalization of specific groups?	x				
		How well has WFP been able to identify and mitigate risks to social cohesion?	x		x		x
		Did WFP include social cohesion in regular monitoring?	x		x		x
		What have been the enablers/inhibitors of progress?	x		x		x
		In what other ways could WFP activities contribute to improving social cohesion?	x	x	x	x	x
2.4	2.4 How well is WFP envisioning transition and exit, tailored to local capacities and context?						
2.4.1	What are the prospects for Government sustaining activities at the conclusion of the WFP operation? [Extent to which WFP has agreed and implemented a transition/ handover strategy with GOU]	Are regional or national-level agreements with Government on when and how transition/ handover will occur and activities be sustained in place? Examples?	x	x			x
		Has this transition been assessed in terms of medium-long term sustainability?	x	x			
		Are there training plans in place for GOU in support to transition strategies? Have these been acted upon?	x	x			
		Can you comment on the level of current national ownership of T-I CSP activities?	x	x			

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
2.4.2	Has the capacity of civil society to sustain assistance at the conclusion of the operation been enhanced? [Contribution of WFP to localization and building the capacities of civil society in Ukraine]	Were there any local agreements with Civil Society are in place on when and how transition/ handover will occur and activities will be sustained? Examples?	x				x
		Do you have any comment on the contribution of WFP's to strengthening the capacities of cooperating partners?	x				x
		Are adequate resources made available by WFP to cooperating partners and civil society to strengthen the longer-term capacities?	x				x
3	EQ3 – How well has WFP response in Ukraine integrated issues related to protection, accountability to affected populations, disability inclusion and gender equality?						
3.1	3.1 To what extent does WFP's assistance in Ukraine integrate protection and accountability to crisis affected populations?						
3.1.1	Have protection challenges been identified and mitigated? [Identification and mitigation of the main protection challenges faced by WFP target populations groups and personnel]	What are the main protection challenges identified during the period of reference by WFP and its partners?	x		x		x
		Has WFP identified mitigation strategies, policies and controls for the assessed protection risks? PSEA mainstreaming including adequate reporting; main achievements under PSEA, if yes, which ones, if not, what is the challenge? Other examples?	x				x
		Are communities involved in the identification and monitoring of protection challenges?	x				x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
		To what extent does WFP mobilize other actors within and beyond the humanitarian system to contribute to collective protection outcomes?	x		x		x
3.1.2	Is WFP accountable to affected populations? [Quality of WFP's approach to systematic community engagement]	How are affected people able to shape the decisions that impact their lives and otherwise participate in WFP programming? Have these processes been effective?	x				x
		How has WFP exchanged information with affected communities and to what extent were these methods developed with the diverse groups within communities?	x				x
		Has WFP established complaints and feedback mechanisms that is accessible for the target group? How well used is it?	x				x
		Are issues reported resolved, including bringing serious issues to the attention of senior management in WFP?	x				x
3.2	3.2 To what extent have gender equality elements been integrated in WFP's response? How have intersecting elements around disability, inclusion and diversity have been taken into consideration?						
3.2.1	Is gender and inclusion considered in programme design and implementation? [Extent to which gender	Do you have any comments on the quality of the WFP's gender and inclusion analysis? At country level? At more localized level?	x		x		x
		Do programme teams have adequate understanding of gender or inclusion issues?	x		x		x

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	equality and disability inclusion were considered during the targeting of beneficiaries and used to tailor activities to the needs of beneficiaries]	To what extent are cooperating partners applying gender equality and women's empowerment (GEWE) principles and standards?	x		x		x
		Do you have examples of gender sensitive programming	x		x		x
3.2.2	Has the programme contributed to gender equality and women's empowerment? [Progress towards gender equality and women's empowerment]	Has there been progress towards gender equality and women's empowerment during the reference period thanks to WFP programming?	x		x		x
		Are there gender and inclusion sensitive indicators routinely monitored?	x		x		x
4	EQ4: To what extent has the WFP response in Ukraine used its resources efficiently?						
4.1	4.1 To what extent has the funding profile and timeliness supported or constrained WFP's response in Ukraine?						
4.1.1	Has financing constrained the ability to deliver the Ukraine response? [Ability of WFP to mobilize adequate, timely, predictable, and flexible resources to finance its	Has implementation been constrained by the sufficiency of budget resources?	x			x	
		Did WFP develop a resource mobilization strategy based on contextual analysis? Is it being implemented?	x			x	
		Have donors' resources been available at the right time? If not, have internal financing mechanisms helped to smooth resource flows?	x			x	

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	evolving assistance in Ukraine]	Has donor earmarking constrained the flexibility and adaptability of the WFP response?	x			x	
		Did the WFP Country Office have sufficient capacity to execute the budget?	x			x	
4.2	4.2 How well is WFP managing staff capacity and wellness to efficiently deliver its assistance in Ukraine?						
4.2.1	Were human resources a constraint to the delivery of the operations?	Did WFP have enough staff to meet the needs of the programme? Any particular gap in terms of areas of expertise? Any particular gap in terms of areas of expertise?	x				
	[Coherence between the staffing arrangements and the needs of the programme]	Does WFP staff have the right capacity/skills? Any gaps in terms of capacity/skills?	x	x	x	x	x
		Do you think staff needed any additional tools/ training or support? In what specific areas?	x				
		To what extent was WFP successful in retaining key staff and minimizing turnover?	x				
		Are gender equality and women's empowerment applied within WFP workspace?	x				
		How well is WFP promoting wellness in the workplace?	x				
		Have there been unanticipated impacts of the rapid expansion of Ukraine CO staffing on other WFP country operations?	x				

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
4.3	4.3 To what extent are WFP activities and outputs delivered to the crisis affected people within the intended timeframe? What are the factors that explain the timeliness of the initial WFP emergency response and subsequent assistance?						
4.3.1	Was the delivery of the operation timely? [Extent to which WFP activities and outputs delivered within the intended timeframe factors that explain the timeliness of the emergency response]	Were planned activities delivered on time? Were there any delays? What was the cause?	x	x	x		x
		Were mitigating activities put in place to resolve any delays or adapt to changed circumstances? Did these activities improve the timeliness of performance and achievement of output targets?	x	x	x		x
		Did WFP corporate systems (specifically management information systems) impact on the timeliness of delivery?	x	x	x		x
4.4	4.4 How far are WFP's activities cost-efficient in delivery of its assistance? What are the factors that explain the cost-efficiency of WFP assistance?						
4.4.1	Was the response cost efficient? Relative costs of WFP operations and factors that explain the cost efficiency of WFP assistance]	What are the main drivers of the cost efficiency of the Ukraine response?	x			x	x
		What measures have been taken to monitor and improve cost efficiency? With what effect?	x			x	x
		Has a comparative analysis been performed on cost efficiency and effectiveness of different assistance modalities (cash transfers, food vouchers and food distribution)?	x			x	x
		What else could be done to improve cost efficiency?	x			x	x
5	EQ5: What good practices, innovations and lessons learned emerged from the corporate emergency response to the Ukraine crisis?						

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
5.1	5.1 How well was WFP prepared to anticipate for, and respond to, the crisis in Ukraine?						
5.1.1	How well prepared was WFP for responding to the crisis in Ukraine? [WFP preparedness for working with an assertive, technically advanced middle-income country]	What contingency plans were in place in Ukraine? How useful did these prove to be in practice? How could they have been improved?	x	x	x	x	
		Were WFP's knowledge and relationships from previous in-country operations maintained and capitalized on by this response? If not, how could it have been retained?	x	x	x	x	
		Did WFP draw on the support of other UN agencies that had been present in the country prior to 2022 (including for the legal basis for operations)?	x	x	x	x	
		How effective were the WFP corporate systems in supporting the scale-up of the response (logistics, HR, partnerships)? What needed to be adapted for the specific context of Ukraine?	x	x	x	x	
5.2	5.2 What can be learnt from the WFP engagement with Ukrainian food systems, in relation to both exports and domestic production?						
5.2.1	Did the WFP response contribute to maintaining global food systems and food security? [Contribution to securing Ukrainian food exports to	Do you have any evidence about the effectiveness of the WFP contribution to facilitate grain exports, including the Grain from Ukraine Initiative?	x	x		x	x
		What are the impacts on Ukrainian food producers of these exports? Or on relief operations in other low-income countries?					

Code	Interview topics / Lead Questions	Probes	WFP staff	Govt	UN	Donors	IPs and CSOs
	support relief operations in other countries]	Do you have any comment on whether export agreements have caused unexpected or unintended consequences (positive or negative)?					
5.2.2	Did the WFP response contribute to maintaining the national food systems? [Contribution of WFP operations to sustaining, recovery of, and improvement of domestic food systems]	Is the choice of modalities (cash, vouchers, in-kind) being optimized to maximize benefits to food systems?	x	x	x		x
		Has WFP procurement in Ukraine benefited domestic producers? Have cash or vouchers supported retail networks?	x	x	x		x
		Are the demining activities in collaboration with Fondation Suisse de Déminage (FSD) releasing land back to agriculture and food production?	x	x	x		x
		How appropriate and effective is the support to food fortification in Ukraine?	x	x	x		x
		Are there other ways in which WFP is supporting existing local capacities to strengthen the resilience of domestic food system (including the wholesale and retail networks, transporters, millers)?	x	x	x		x
		Can you give any examples of unexpected or unintended consequences from WFP domestic food system intervention?	x	x	x		x

Reporting Template

Name of consultant:

Location:

Type of participant:

Date:

WFP Staff ☐ Government ☐ UN Agencies ☐

Donors ☐

Implementing partners and civil-society ☐

Time:

Involved in WFP work since:

[date_____]

Note: when posing a question whose answer is either yes or no, make sure you answer that, before delving into the probes. Probes are there to support consultants to guide the discussion. Whenever there are Probes suggesting a 'Yes/No' answer, please take note of the answer as well.

Please record memorable quotes and specific examples.

Summary of main Points:

-
-
-

Questions and Responses:

5.1.1 Focus group discussions

63. Focus group discussions (FGDs) were one of a series of data collection methods that were used by the evaluation team to gather information to evaluate the WFP response to Ukraine crisis. The information presented below aimed to guide the consultants and WFP staff to prepare for and to conduct the focus group discussions with conflict-affected people in Ukraine, ensuring a uniform and harmonized approach across different communities.

Practical guidance to prepare for the focus group discussions

64. The focus group discussions were led by the national consultants, Luba Margolina and Larysa Pylgun. These consultants were supported by the international consultants, Nick Maunder and Anna Cervi.

65. Focus group discussions were targeted primarily at recipients of WFP aid, supported either directly by WFP or through third parties (partners, governmental bodies). These discussions were organized according to the different types of activities present in the different locations visited during the field trips. These included in-kind transfers (both 30 day and rapid response rations), cash-based transfers (sectoral cash), complementary social benefits (including pension top-ups) and school feeding. The number of beneficiaries of some activities, including multi-purpose cash assistance and vouchers, were considered too low to justify focus group discussions.

66. The context for conducting the focus group discussions involved travel to insecure areas with precise locations arranged at short notice. In addition, movements of both the evaluation team and beneficiaries were anticipated to be restricted. Consequently, it was not feasible to attempt to randomly sample focus group discussion participants from beneficiary lists. Instead, the cooperating partners responsible for distributions in a specific location were requested to gather participants that met specific criteria:

- each focus group discussion was organized around a specific activity;
- focus group discussions included a maximum of 12 participants;
- participants were selected to be representative, following the key criteria of diversity and inclusion. Over half of the participants in each group discussion should have included vulnerable groups including families headed by women, the elderly and people with disabilities; and
- given the cultural context of Ukraine, it was not considered necessary to conduct women-only focus group discussions.

67. Focus group discussions were held in venues that were:

- culturally appropriate;
- conducive to the discussion (private, easily accessible and non-threatening); and
- spatially confined, also to avoid additional people joining during the exercise. Examples include: a classroom in a school, a dedicated space in a community centre, and so forth.

68. Venues selected for the focus group discussions should have been accessible to the consultants at least one hour before the scheduled focus group discussion.

69. Focus group discussions were conducted at a time that was appropriate to the participants' needs and schedules and they lasted between one and two hours maximum.

70. To maximize the efficiency and flow of the focus group discussions, they were conducted in Ukrainian. The international team members participated as observers rather than leading the discussions.

Safeguards and contingencies

71. During the identification phase of participants to the focus group discussions, attention was given to group homogeneity depending on context, to ensure, to the extent possible, openness of the discussion

and uphold the do no harm principle.

72. Should the venue or the context be as such to suggest or encourage higher participation in the focus group discussions, the evaluation team ensured to preserve representativeness of the group (for example, in terms of gender and age balance), homogeneity (when applicable) and the inclusiveness of the discussion.

73. Participants of the focus group discussions have been exposed to prolonged and significant physical and psychological stress and trauma, including the loss of loved ones, loss of livelihoods and resources, fear, uncertainty for the future and loss of social networks and support. People may have been reluctant to recollect facts or events connected to the difficult experiences they went through. Before the discussions took place, the evaluation team and WFP staff explored whether psychosocial support was available in the area, to be able to refer people to them if needed.

74. The focus group discussions were scrupulous in adhering to the following principles and standards:

- **Transparency:** When sharing with the participants the scope of the discussions (WFP CEE evaluation), they fully understood the purpose of the exercise, the types and intended uses of the data that are going to be collected. It is important to note that the information provided during the discussion was used only for the purpose of the evaluation.
- **Right to withdraw:** Participants were reassured that if they chose not to take part in the discussion there would have been no repercussions.
- **Context sensitivity:** The evaluation team and WFP took the surroundings into consideration when planning for and conducting the discussions, including considerations around conflict sensitivity, cultural sensitivity and so forth.
- **Confidentiality:** Participants were reassured that their names were not recorded, to guarantee anonymity. In addition, data collected were rendered only at aggregated level or referenced in a generic way, to make it impossible to trace information to its individual source.
- **Safety:** Risk mitigation measures were carefully considered in order to reduce exposure to safety risks for discussion participants.

Standard introduction for all focus group discussions

In order to ensure adherence to the key principles and standards described above, the introduction to all focus group discussions was standardized and it should have been delivered as per following script.

- *Our name is [xx&xx] and we have been contracted by the World Food Programme to conduct this group discussion with you today.*
- *In Ukraine, WFP has been responding to the humanitarian crisis resulting from the war since 2022. WFP contracted us to help the organisation understand through an evaluation process how its response in country has gone so far, what worked well and what could be adjusted in future.*
- *You have been identified and selected by WFP to participate in this group discussion today to collect part of the needed information to conduct the evaluation.*
- *During this time together we would like to hear your views, experiences and opinions about WFP's response in your area since the war started in 2022. Information you provide will be solely used to evaluate WFP's response in Ukraine..*
- *Participation in this exercise is not remunerated in any way by us or WFP and it will not affect your current or future entitlements to receive humanitarian aid from WFP or others.*
- *The information you will be sharing with us will be rendered in the evaluation only at summary level or referenced in a generic way, to make it impossible to trace information to its individual source. In this conversation we will not record your names or other personal information, to further guarantee your anonymity.*

- *Participation is voluntary and you are free to withdraw at any time, or to skip any question you may not want to respond to. There are no wrong or right responses. You could equally ask us not to report in our evaluation on a specific answer you gave during the discussion.*
- *Do you have any question before we begin?*
- *Do we have your permission to record the meeting for note taking purposes only?*
- *I have your permission to begin, please?*

Questionnaire for use in focus group discussions with in-kind and cash-based transfer beneficiaries

Name of consultant:	Location:
Number of participants:	Date:
Description of participants: No. Women/Men No. Elderly/Retired No. Disabled No. Displaced / Not Displaced	
Time:	Receiving WFP assistance since: [date_____]

[Standard Introduction by consultants and explicit consent from participants to proceed obtained]

Note: when posing a question whose answer is either yes or no, take some time to understand what the majority of the group is thinking. Annotate the general 'Yes/No' answer accordingly, before delving into the probes. Probes are there to support consultants to guide the discussion. Whenever there are Probes suggesting a 'Yes/No' answer, please take note of what is the majority of the group thinking.

Can you please describe the assistance that you are receiving from WFP? What is the amount you received and how often?

Codes	FGDs questions	Majority Answer	Probes	Answers
1.1.1	Have you ever been involved by WFP staff to identify your specific needs and to collect basic data about your community, characteristics of the area, resources situation and other relevant facts?	Yes / No	If yes, with what kind of methodology? (working group, FGDs, interviews, others) If yes, are your needs/preferences considered in the resulting WFP assistance? If no, is the assistance you receive addressing your main needs? Are you aware of any consultation by WFP staff with women's networks, organizations of persons with disabilities, and networks of relevant marginalized groups to plan the WFP response? Yes/No	
2.1.1 & 4.4.1	How would you describe the level and quality of the assistance you received from WFP?		How would you rate the responsiveness and quality of the WFP's assistance? Are the food-commodities you need the most included in WFP aid package? Yes/No What is it the right type of assistance in relation to your (eating) habits? (cash transfer or food distribution or vouchers, as applicable) Has WFP assistance reduced your difficulties in accessing food-commodities? Yes/No If yes, are the food packages provided by WFP through different modalities, adequate in size and variety to meet your nutritional needs?	
4.3.1	Have you experienced any challenges or delays in receiving WFP assistance?	Yes / No	Are there challenges in receiving your entitlements (receipt of cash transfers, how far did you travel to receive the food parcels) Do you have problems in accessing shops to spend money in? If delays, has WFP been able to put in place solutions to deal with the inconvenience caused by the delay? If so which ones?	
2.2.1 & 3.2.1 & 3.2.2	In your community, what groups of people needed WFP assistance the most?		Are they specific groups struggling in accessing food or cash assistance? If so, which ones? (most vulnerable and socially marginalized including the elderly, the female-headed households and the disabled) What assistance required for them to meet their needs?	
1.4.1	In your view, is WFP assistance distributed to all people in need in your community, regardless of	Yes / No	If yes or no, could you please give us some examples? If any episode of exclusion, discrimination, misappropriation, or abuse is described in relation to the assistance provided decide whether to clarify (By whom? Against whom? What? Where?) in plenary or separately, if at all.	

Codes	FGDs questions	Majority Answer	Probes	Answers
	age, gender, area in which they are living, and so forth?		Have you noticed any significant differences in the assistance provided on the basis of gender, disability or any other form of diversity? Yes/No If yes, please specify (What? Where? By whom?) Have women been able to access WFP services on an equal basis with men? Did you notice any specific safeguard for women to access WFP services?	
2.1.1	How do you feel about the safety and security of access to humanitarian aid?		Could you please give us some examples of access barriers, if any?	
1.4.2 & 2.3.2	Has aid distributed by WFP created any issue for you and your family, or within your community?	Yes / No	If yes or no, please describe. The potential issue was related to quantity or quality of aid, or both? Any protection risk? Do you perceive or experience inequalities and discrimination in your community? Yes/No If yes due to what? In your opinion does WFP assistance benefit different communities equally? Yes/No Could you give us some examples? Are there underlying tensions in the different target communities? Have these tensions been exacerbated by WFP assistance? Yes/No	
3.1.1	Are you aware of any concerns regarding women, children, youth safety and dignity?	Yes / No	If yes could you please give us some examples? Have you ever been asked by WFP staff to identify these issues? Yes/No	
1.2.2	Are there other providers of food, vouchers or cash aid in your area other than WFP?	Yes / No	If so, do you feel they are coordinated among themselves? Are other organizations referring people in need to WFP? Yes/No Have you experienced any duplication of assistance? Yes/No Could you please give us examples?	
1.1.2	In your opinion, has WFP assistance changed overtime?	Yes / No	If yes, when and how? Is it still capable to meet your needs? Yes/No And the needs of those most vulnerable? Yes/No If yes, there still adherence to the fulfilment of your needs? If no, do you think it should have changed at any point in time?	

Codes	FGDs questions	Majority Answer	Probes	Answers
2.2.2, 2.3.1	What have been the benefits or good points about WFP's assistance to you and your community?		<p>Has it helped you to meet your immediate needs?</p> <p>How was WFP assistance helped you and your family, or more broadly your community , to cope with the longer-term effects of the crisis that resulted from the war in Ukraine?</p> <p>Please explain</p> <p>Has your family managed to maintain or restore activities such as education for children and youth or other activities you were carrying out before the war? Yes/No</p> <p>Has your family been able to secure sources of income in addition to the support received by WFP? Yes/No</p> <p>Could you explain?</p> <p>And what have been the difficult points or problems?</p>	
5.2.2	Are food commodities readily available and affordable to buy in your local market?	Yes / No	<p>If yes, are the food-commodities you need the most, available in the local market?</p> <p>Can you afford them?</p> <p>What food-commodities are easier to secure from the market? Can you afford them?</p> <p>Are there food-commodities not available anymore or hard to find in the market?</p> <p>What do you do to access them?</p> <p>What are the main obstacles, if any, to the functioning of the local markets?</p> <p>Are there contracted retailers by WFP in the market? Yes/No</p> <p>Do you know if they received trainings or other types of support? Yes/No</p>	
3.1.2	What did you do when you needed information about or had a problem with your assistance?		<p>Have you ever been approached by WFP staff for feedback on WFP processes and programmes?</p> <p>If yes were you informed about the communication channels available to provide feedback and how to provide feedback through these channels?</p> <p>How often were you given a chance to provide a feedback?</p>	

Thank you for talking to us today – do you have any questions for us?

Questionnaire for use in focus group discussions with pension top-up beneficiaries

Name of consultant:	Location:
Number of participants:	Date:
Description of participants: No. Women/Men No. Disabled No. Displaced / Not Displaced	
Time:	Receiving WFP assistance since: [date_____]

[Standard Introduction by consultants and explicit consent from participants to proceed obtained]

Note: when posing a question whose answer is either yes or no, take some time to understand what is the majority of the group thinking. Annotate the general 'Yes/No' answer accordingly, before delving into the probes. Probes are there to support consultants to guide the discussion. Whenever there are Probes suggesting a 'Yes/No' answer, please take note of what is the majority of the group thinking.

Can you please describe the pension that you are receiving from the Government? How has this changed recently (amount etc.).

Codes	FGDs questions	Majority Answer	Probes	Answers
2.1.1	Have you experienced any challenges or delays in receiving pensions?	Yes / No	Are there challenges in receiving your entitlements (receipt of cash transfers)? Could you please give us some examples of access barriers, if any?	

Codes	FGDs questions	Majority Answer	Probes	Answers
			<p>Are there delays in the pensions being issued?</p> <p>Do you have problems in accessing shops to spend money in?</p> <p>How do you resolve this issue?</p> <p>Is the pension sufficient to meet your needs? Your food needs? How has this changed over time?</p>	
2.1.1 & 4.4.1	What has changed with increased pension		<p>How have you used the pension top-up?</p> <p>To meet food needs? Other basic needs?</p> <p>Are you now able to meet all your food needs?</p> <p>How many family members does your pension help to support?</p> <p>What are the negative points (if any)?</p>	
2.2.1 & 3.2.1 & 3.2.2	In your community, aside from pension top up, what other ways are there to reach vulnerable people?		<p>Are all elderly in receipt of a pension? If not, who is excluded and why?</p> <p>If so, which ones?</p> <p>[most vulnerable and socially marginalized, including the elderly, female-headed households and the disabled]</p> <p>Is additional assistance required for them to meet their needs?</p> <p>How might it be best delivered?</p>	
1.4.2 & 2.3.2	Has the increased pension top-up created any issue for you and your family, or within your community?	Yes / No	<p>If yes or no, please describe.</p> <p>Any protection risk?</p> <p>Do you perceive or experience inequalities and discrimination in your community? Yes/No</p> <p>If yes due to what?</p> <p>In your opinion does pension assistance benefit different communities equally? Yes/No</p> <p>Could you give us some examples?</p>	

Codes	FGDs questions	Majority Answer	Probes	Answers
			Are there underlying tensions in the different target communities? Have these tensions been exacerbated by the pension top-up? Yes/No	
1.2.2	Are there other providers of food, vouchers or cash aid in your area?	Yes / No	If so, do you feel they are coordinated among themselves? Are other organizations referring people in need to WFP? Yes/No Have you experienced any duplication of assistance? Yes/No Could you please give us examples?	
2.2.2	Do you think that the people in your community are generally able to meet their urgent needs for food and nutrition?	Yes / No	If yes, how important has the increased pension assistance been? If no, please specify what other income sources are important.	
5.2.2	Are food commodities readily available to buy in your local market?	Yes / No	If yes, are the food-commodities you need the most, available in the local market? Are the prices affordable? Yes/No What are the main obstacles, if any, to the functioning of the local markets? Are there retailers in the market? Yes/No	
3.1.2	What did you do when you needed information about or had a problem with your assistance?		Have you ever been approached by WFP staff for feedback on the pension top-up? If yes were you informed about the communication channels available to provide feedback and how to provide feedback through these channels? How often were you given a chance to provide a feedback?	

Thank you for talking to us today – do you have any questions for us?

Questionnaire for use in focus group discussions with parents of school children (Parent Committee)

Name of consultant:	Location:
Number of participants:	Date:
Description of participants: No. Women/Men No. Disabled No. Displaced / Not Displaced	
Time:	Receiving WFP assistance since: [date_____]

[Standard Introduction by consultants and explicit consent from participants to proceed obtained]

Note 1: when posing a question whose answer is either yes or no, take some time to understand what is the majority of the group thinking. Annotate the general 'Yes/No' answer accordingly, before delving into the probes. Probes are there to support consultants to guide the discussion. Whenever there are Probes suggesting a 'Yes/No' answer, please take note of what is the majority of the group thinking.

Note 2: The FGD will be complemented by KIIs with school staff members.

Framing questions:

- Can you please describe the type of assistance received by WFP in relation to the school feeding program?
- How has this changed recently (amount, type etc.): Yes/No, describe
- Do you children attend school? Yes/No
- Do they attend in-person? [n. _ over total number of participants equal to n.]
- Do they attend online? [n. _ over total number of participants equal to n.]
- Do they attend through a mix? [n. _ over total number of participants equal to n.]

Codes	FGDs questions	Majority Answer	Probes	Answers
2.1.1 & 4.4.1	Are your children receiving food at school?	Yes / No	<p>If no, could you please explain why? (They are not attending school, they are attending on-line, food is not provided, others)</p> <p>If yes, are they satisfied with the quality and quantity of food received? Yes/No</p> <p>If yes or no, could you please give us some reasons?</p> <p>If yes, do they like the food?</p> <p>If yes or no, could you please give us some reasons?</p> <p>If yes, do they eat the food at school or take it home?</p> <p>Do you know what kind of food they get? Yes/No</p> <p>Do your children eat breakfast before going to school? Yes/No</p> <p>Does the school food replace a meal they would normally eat at home? Yes/No</p> <p>Or is it additional food for them? Yes/No</p> <p>In your opinion, is the food provided in school adequate in size and variety to meet your children nutritional needs? Yes/No</p>	
4.3.1	Have there been any challenges or disruptions to the school feeding programme that affected your children	Yes / No	<p>Do your children have problems in receiving food at school? Yes/No</p> <p>If yes, could you please specify?</p> <p>If disruptions, have school managers been able to put in place solutions to deal with the inconvenience caused by the disruption? Yes/No</p> <p>If so which ones?</p> <p>Are there any other problems regarding the school feeding programme? Yes/No</p> <p>If yes, which ones?</p>	

Codes	FGDs questions	Majority Answer	Probes	Answers
			What would you do if there was no food for them at school?	
2.2.1 & 3.2.1 & 3.2.2	Do you think that in your community school feeding reached the most vulnerable?	Yes / No	<p>Could you please explain why?</p> <p>If yes, is additional assistance required for them to meet their nutritional needs? Yes/No</p> <p>How so?</p> <p>Are specific groups of children struggling in accessing food at school?</p> <p>If so, which ones?</p> <p>[most vulnerable and socially marginalized, including the disabled]</p> <p>Have you noticed any significant differences in the school feeding provided on the basis of gender, disability or any other form of diversity? Yes/No</p> <p>If yes please specify (What? Where? By whom?)</p> <p>Have girls been able to access school feeding on an equal basis with boys? Yes/No</p> <p>Are there any selection criteria specifically targeted at girls?</p> <p>If so, what are they?</p>	
1.4.1	In your view, is school feeding distributed to all children in your community, regardless of age, gender, area in which they are living, and so forth?	Yes / No	<p>Is every child at that school supported? Yes/No</p> <p>If no, what are the selection criteria?</p> <p>If any episode of exclusion, discrimination or abuse is described in relation to the assistance provided decide whether to clarify (By whom? Against whom? What? Where?) in plenary or separately, if at all.</p>	
2.1.1	How do you feel about the safety and security of access to school?		<p>Do your children have any problems in getting safe access to school? Yes/No</p> <p>Could you please give us some examples of access barriers, if any?</p>	

Codes	FGDs questions	Majority Answer	Probes	Answers
1.4.2 & 2.3.2	Has school feeding programme created any issue for you and your family, or within your community?	Yes / No	<p>If yes or no, please describe.</p> <p>The potential issue was related to selection criteria, if any?</p> <p>Do your children perceive or experience inequalities and discrimination in accessing school feeding? Yes/No</p> <p>If yes due to what?</p> <p>In your opinion does school feeding benefit different communities equally? Yes/No</p> <p>Could you give us some examples?</p> <p>Are there underlying tensions in the different target communities? Yes/No</p> <p>Have these tensions been exacerbated by school feeding programme? Yes/No</p>	
1.1.2	In your opinion, has school feeding changed overtime?	Yes / No	<p>If yes, when and how?</p> <p>Is it still capable to meet your children nutritional needs? Yes/No</p> <p>And the nutritional needs of those most vulnerable? Yes/No</p> <p>If no, do you think it should have changed at any point in time?</p> <p>Do you think the school feeding programme can be improved? Yes/No</p> <p>If yes, how so?</p>	
2.2.2	Do you think that the people in your community are in a better position to meet their urgent needs for food and nutrition?	Yes / No	<p>If yes, is this also due to the food provided at school to your children?</p> <p>How does this food contribute to your household's food security?</p> <p>Is your household more food secure now than it was before? Yes/No</p>	
2.3.1	How has school feeding contributing to help you and your family, or more broadly your community, to cope with the longer-term effects of the crisis?	Yes / No	<p>Please explain</p> <p>In your opinion, has the school feeding programme had an impact on reducing students' drop out? Yes/No</p> <p>Do you think the school feeding programme has helped to increase the students' enrolment? Yes/No</p> <p>Do you know children who are not attending school? Yes/No</p>	

Codes	FGDs questions	Majority Answer	Probes	Answers
			<p>Why don't they come?</p> <p>What are they doing instead?</p> <p>Has school feeding helped to reduce your overall household expenditure?</p> <p>How significant has this assistance been?</p>	

Thank you for talking to us today – do you have any questions for us?

5.1.2 Perception survey

75. This section presents the methodology used to implement the perception survey. Results gathered through this data collection tool can be consulted in Annex 10.

Sample

76. The perception survey targeted all cooperating partners with which WFP has implemented activities since the start of its response in Ukraine. Table 7 presents each of these partners. The team relied on the country office for the identification of focal points at each of the organizations. To capture a diversity of views and increase the sample size, the respondent organization was encouraged to provide between three to four responses including a range of individual staff involved in the WFP partnership at both national headquarters and field levels.

Table 7 – Sample of perception survey respondents

	Organisation	Years of partnership
1	ADRA	2022-2024
2	CO Network	2022-2024
3	Ukrainian Red Cross	2022-2024
4	Tarilka	2022-2024
5	Samaritan's Purse	2022-2024
6	AICM	2022
7	Spivdiia	2023-2024
8	AVSI	2022
9	Angels of Salvation	2023-2024
10	Team4UA	2022-2023
11	Nasha Sprava	2024
12	PAH	2022-2023
13	Peaceful Heaven of Kharkiv	2024
14	Zakarpattia Regional Development Agency	2024
15	Lviv Agrarian Chamber	2024
16	Caritas	2024
17	Posmishka	2024
18	Children New Generation	2024

Approach

77. The perception survey for cooperating partners aimed to collect external views on the role of WFP in the emergency response in Ukraine, it therefore contributed mainly to EQs 1 and 2.

78. The table summarized the questions that were included. The list does not cover all sections of the evaluation matrix where cooperating partners' views could be valuable for the evaluation, but prioritizes those areas where coverage of other data collection activities was lower. As such, the learning value of the survey was maximized, while limiting the risk of a reduced response rate due to respondents' expected level of effort.

79. The survey was implemented with regard to any factors that may have affected the response rate, quality of the data, and relevance of the evidence. To this extent, the team's approach was based on the following considerations:

- **Time commitment:** The team recognized a high risk for survey fatigue among development and humanitarian actors in Ukraine. Therefore, the survey was designed to be concise, taking 10-15 minutes to complete. While the survey could have potentially contributed to most of the dimensions of analysis as defined in the evaluation matrix, a priority list was established to optimize the trade-off between the survey's length and the scope of its contributions to the triangulation.
- **Relevance:** Skipping patterns were used to tailor the presented questions to the respondent based on the responses in the first section (general information), this ensured that questions were relevant to the respondent (and therefore responses to the evaluation). This also contributed to keeping the survey concise and focused on those indicators where the respondent had the highest added value.
- **Language:** To increase the reach and response rate of the survey, the team ensured a quality translation in Ukrainian and English.
- **Confidentiality:** All responses were treated confidentially. Data were aggregated and reported in a way that ensured anonymity, protecting the identity of individual respondents. The survey was administered through an online platform, ensuring ease of access for participants. Responses were anonymous, and participants were encouraged to provide honest and constructive feedback. Only authorized members of the evaluation team had access to the raw data.
- **Dissemination:** The team sought to work closely with the Office of Evaluation and country offices to distribute the survey, ensuring a high response rate. Reminders were sent weekly to external stakeholders.

80. Efforts to improve the response rate included the following:

- a detailed assessment of the type of respondents who can be reliably reached and from whom a reasonable response rate can be expected;
- explicit assessment of data quality-quantity trade-off (amount and complexity of questions);
- providing respondents with an adequate explanation of the aim and relevance of the survey;
- pilot testing to assess adequacy; and
- efficient implementation, running the survey over five weeks including periodic reminders.

81. The table below shows the list of questions that were asked to the survey respondents, coded in a survey software (KoboToolbox).

Section	Question	Response
Introduction	<p>This survey is part of the Evaluation of WFP's Corporate Emergency Evaluation – Ukraine commissioned by the Office of Evaluation. It seeks to learn about WFP's response to the full-scale war in Ukraine and draw lessons for any future interventions.</p> <p>The survey is expected to take around 15 minutes, and consists of 4 sections. These respectively collect information about: (i) the design of WFP's response in Ukraine, (ii) WFP partnerships, (iii) effectiveness, (iv) timeliness and protection. The survey starts with some general questions to help understand the context of your responses, and an open question at the end offers the possibility to share any additional information about your partnership with WFP.</p> <p>Your views and responses to these questions are crucial in helping to better understand these aspects from an external perspective. Please note that we are looking to learn about your opinion, The information you share will not be considered as the point of view of your organization. Your time and consideration are greatly appreciated.</p> <p>Your participation in this survey is strictly confidential. Questions are designed to respect anonymity, ensuring your privacy and data security.</p>	
General Info	Which organization do you work for?	Open-ended
	What is your current position at this organization?	Open-ended

	In which regions (past and present) has your organization cooperated with WFP?	MCQ – Select multiple
	Which activities (past and present) has your organization collaborated on WFP? Please choose all that apply	MCQ – Select multiple <ul style="list-style-type: none"> - Food boxes - Vouchers - Cash transfers - School feeding - Institutional feeding - Demining activities - Sector coordination/facilitation - Others
	What is your gender?	MCQ – Select one <ul style="list-style-type: none"> - Male - Female - Prefer not to say - Others
	Have you actively interacted with WFP for the activities under the partnership?	MCQ – Select one <ul style="list-style-type: none"> - No I haven't been involved - Yes, to some extent - Yes, extensively - Not applicable/I'm not sure
WFP response design	WFP understands the local context and needs	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP sufficiently consulted affected populations during the planning of the response	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP is able to plan and adapt its work in a rapidly changing environment	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP demonstrated a commitment to upholding the dignity and well-being of affected populations in its response	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP's public positioning and emergency response in Ukraine did not support one side over another in the conflict	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP's assistance is targeted primarily based on the needs of affected communities and individuals, without discrimination or favouritism, prioritizing to reach the most food insecure and vulnerable u groups	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP's action and decisions in the emergency response were free from external political (including governmental or donor), economic or other non-humanitarian influences	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree

		<ul style="list-style-type: none"> - Agree - Strongly agree - Don't know
	Has your organization been consulted during the design of WFP's response in Ukraine?	MCQ – Select one <ul style="list-style-type: none"> - Yes, extensively - Yes, somewhat - No
	Has your organization been involved in conversations with WFP about WFP's exit strategy?	MCQ – Select one <ul style="list-style-type: none"> - Yes, extensively - Yes, somewhat - No
	Has your collaboration with WFP improved your capacity to continue assisting populations in need after WFP's exit?	MCQ – Select one <ul style="list-style-type: none"> - Yes, extensively - Yes, somewhat - No
Partnerships	WFP's response in Ukraine is well coordinated with the work of the Ukrainian government (for example, avoiding overlaps and building complementarities)	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP's response in Ukraine is well coordinated with the work of other international humanitarian actors (for example, avoiding overlaps and building complementarities)	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP's response in Ukraine is well coordinated with the work of other national humanitarian actors, building on existing local capacities	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	How often do you use the services of the FSC cluster?	MCQ – Select one <ul style="list-style-type: none"> - Frequently - Sometimes - Rarely - Never
	How often do you use the services of the ETC cluster?	MCQ – Select one <ul style="list-style-type: none"> - Frequently - Sometimes - Rarely - Never
	How highly do you rate the services provided by the ETC cluster?	MCQ – Select one <ul style="list-style-type: none"> - Very low - Low - Neutral - High - Very high - Don't know
	How often do you use the services of the logistics cluster?	MCQ – Select one <ul style="list-style-type: none"> - Frequently - Sometimes - Rarely - Never
	How often do you use the services of the Cash working group?	MCQ – Select one <ul style="list-style-type: none"> - Frequently - Sometimes - Rarely - Never
	How highly do you rate the services provided by the Cash working group?	MCQ – Select one <ul style="list-style-type: none"> - Very low - Low

		<ul style="list-style-type: none"> - Neutral - High - Very high - Don't know
Effectiveness	WFP assistance reaches geographically hard-to-reach communities	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP assistance has been necessary to maintaining the food security of the people it serves	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	WFP assistance is adapted to meet the diverse needs of a broad range of affected populations, including women, the elderly, people with disabilities, marginalized communities etc	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	Please share any example of instances where WFP assistance did or did not help reach diverse affected communities and individuals, to clarify your response to the previous questions	Open question
	How has WFP's assistance contributed to the affected populations' capacity to re-establish livelihoods?	MCQ – Select one <ul style="list-style-type: none"> - Very positively - Positively - Not at all - Negatively - Very negatively - Don't know
	How has WFP's assistance affected intra-community relationships and cohesion?	MCQ – Select one <ul style="list-style-type: none"> - Very positively - Positively - Not at all - Negatively - Very negatively - Don't know
	How has WFP's assistance contributed to gender equality and women's empowerment?	MCQ – Select one <ul style="list-style-type: none"> - Very positively - Positively - Not at all - Negatively - Very negatively - Don't know
	WFP made effective efforts to ensure that our organisation understood, adapted and applied the humanitarian principles in our activities	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know
	Could you kindly share an example of WFP's contributions to one of the dimensions under questions above, or in any other areas you may have observed? You can briefly describe a specific situation or WFP approach to better help us understand any additional contributions to unintended outcomes	Open question
Timeliness and protection	WFP has been able to rapidly set up its delivery of assistance upon identifying the needs of affected populations	MCQ – Select one <ul style="list-style-type: none"> - Strongly disagree - Disagree - Agree - Strongly agree - Don't know

	Could you give an example of a situation where WFP was not able to meet the needs of an affected population? Please specify whose needs were not met, and what may have caused this	Open question
	What are the main factors that have affected the timeliness and regularity of your delivery of WFP-supported assistance?	MCQ – Select up to 3 <ul style="list-style-type: none"> - Challenges in developing FLAs - Delays in payment - Delays in supply chain - Security/accessibility constraints - Communication with WFP - Communication with other actors - Others, please specify
	Have people your organization serves been confronted with protection issues during the implementation of activities implemented with WFP?	MCQ – Select one <ul style="list-style-type: none"> - Yes, regularly - Yes, once or twice - No
	Following up on your previous response, could you be able to provide an example to help us understand the specific issues that you and affected populations have been confronted with	Open question
Final remarks	Do you have any further feedback about your partnership with WFP, positive or negative, that could contribute to this learning exercise?	Open question
Acknowledgement	Thank you very much for completing this survey and contributing to WFP's learning exercise. We wish you all the best.	

5.1.3 Beneficiary survey

82. A phone survey was initially envisaged to collect primary data directly from WFP beneficiaries. This approach was adapted based on discussions during the inception phase. The WFP post-distribution monitoring data already covered the majority of the indicators that would have been collected through the post-distribution monitoring surveys. Furthermore, data privacy restrictions meant that the country office was not able to share contact information with the evaluation team.

83. Consequently, to improve efficiency and ensure a representative sample of the people served by WFP in Ukraine, the team relied on post-distribution monitoring reports based on the post-distribution monitoring survey conducted by the country office.

Annex 6 – Fieldwork agenda

84. The data collection mission took place from 6 May to 30 May 2024. Five evaluation team members conducted the in-country data collection. In addition, other evaluation team members supported the team during remote interviews conducted in parallel with the mission.

85. Remote interviews with Ukraine-based stakeholders took place either at the same time as the in-country mission, or immediately after its completion.

Table 8 – In-country data collection timeline

<i>Confirmed mission dates</i>	<i>Participants</i>
Arrival in Kyiv (from Poland) on Sunday 5 May First day of the mission: Monday 6 May Last day of the mission: Thursday 30 May	Team Leader: NICK MAUNDER International Expert 1: ANNA CERVI International Expert 2 : CHARLOTTE LATTIMER National Expert 1 : LARYSA PYLGUN National Expert 2: LYUBOV MARGOLINA

Table 9 – Detailed mission schedule

Sunday 5 May	Nick Maunder and Anna Cervi arrives in Kyiv / internal team meeting with Larysa Pylgun and Lyubov Margolina
Week 1 – Introductory meetings and SSAFE training The purpose of the first week of data collection was to conduct preliminary meetings with key WFP country office staff to kick off the mission, and then to complete the SSAFE and IFAK trainings, compulsory to let the evaluation team conduct field visits later on.	
Monday 6 May	KIs with WFP country office staff, including introductory meeting with Head of Programme and Head of RAM
Tuesday 7 May	SSAFE and IFAK trainings (international consultants only) / National consultants completed both trainings before the data collection mission started
Wednesday 8 May	
Thursday 9 May	
Friday 10 May	
Saturday 11 May	Rest day
Sunday 12 May	Rest day / Charlotte Lattimer arrives in Kyiv
Week 2 – Country office-level meetings in Kyiv The purpose of the second week of data collection was to conduct national-level interviews focusing on relevant themes such as school feeding, supply chain, cross-cutting issues such as humanitarian principles, gender and protection, WFP organizational processes.	

Monday 13 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Tuesday 14 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Wednesday 15 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Thursday 16 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Friday 17 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Saturday 18 May	Rest day / Charlotte Lattimer leaves Ukraine through Poland	
Sunday 19 May	Anna Cervi and Larysa Pylgun travel to Odessa	Nick Maunder and Lyubov Margolina travel to Dnipro
Week 3 – Field visits The purpose of the third week of data collection was to conduct field visits outside of Kyiv, to engage with regional/local level internal and external relevant stakeholders as well as with beneficiaries of WFP assistance. To ensure wider geographical coverage, the evaluation team was divided into two sub-teams (Team 1: Anna Cervi and Larysa Pylgun / Team 2: Nick Maunder and Lyubov Margolina)		
Monday 20 May	Mykolaiv city and oblast <i>08:30 Departure from Odesa</i> <i>Drive to Mykolaiv (2.5 hours)</i> Mykolaiv city <ul style="list-style-type: none"> Meetings with Mykolaiv city and oblast administration (one meeting, city hall) Luch village, Shevchenkivska hromada Mykolaivska raion <ul style="list-style-type: none"> Food distribution visit FGD with beneficiaries (in-kind). CP ADRA Meeting with CP ADRA <i>17:30 Arrival to Mykolaiv</i> Optional: Meeting with Caritas Overnight in Mykolaiv city	Dnipro city <i>09:30 arrival WFP field office</i> Morning: <ul style="list-style-type: none"> Interviews with Dnipro FO staff (Head of FO, Head of Programme, RAM, others) Afternoon: <ul style="list-style-type: none"> Meeting with Privat Bank (financial service provider) Meeting with CP Angels of Salvation Meeting with key actors in the Humanitarian Operations Planning Cell (HOPC) Overnight in Dnipro city
Tuesday 21 May	Mykolaiv oblast <i>09:00 Departure from Mykolaiv</i> <i>Drive to Snihurivka (1 hour)</i> Snihurivka town, Snihurivka hromada, Bashtanskyi raion <ul style="list-style-type: none"> Meeting with local administration and CP Schedryk Yevhenivka village, Snihurivka hromada, Bashtanka raion	Zapo oblast <i>07:00 Departure from Dnipro</i> <i>Drive to Novonikolaevka village (2.5 hours)</i> Novonikolaevka village, Novonikolaevka hromada, Zapo raion <ul style="list-style-type: none"> Food distribution visit FGD with beneficiaries (in-kind). CP Poshmishka Zaporizhzhya city <ul style="list-style-type: none"> Meeting in Zapo with city/oblast authorities Institutional feeding in Zapo city. CP country office Network

	<ul style="list-style-type: none"> FGD with beneficiaries (sectorial cash, previously IK). CP Tariilka <p>Voskresenska Hromada, Mykolaivska raion</p> <ul style="list-style-type: none"> FGD with beneficiaries (top-ups) <p>19:00 Arrival to Odesa</p> <p>Overnight train Odesa -> Kyiv</p>	<ol style="list-style-type: none"> Zaporizhzhya Regional infection clinic hospital, Hvardiyskyi ave., 142 Zaporizhzhya Regional psychiatric hospital, Orehovske shosse, 246 <ul style="list-style-type: none"> Visit contracted bakeries <ol style="list-style-type: none"> Urogai. Antennaya 11, Zaporizhzhya FOP Geleznyakov, Novobudov 5, Zaporizhzhya <p>18:00 arrival to Dnipro city</p> <p>Overnight in Dnipro city</p>
Wednesday 22 May	<p>Chernihiv oblast</p> <p>09:00 Departure from Kyiv</p> <p>Drive to Chernihiv city (3 hours)</p> <p>Chernihiv city</p> <ul style="list-style-type: none"> Meeting with Chernihivska oblast regional state administration Meeting with Chernihivska oblast Education department <p>Overnight in Chernihiv city</p>	<p>Dnipro oblast</p> <p>08:00 Departure from Dnipro</p> <p>Drive to Nyva Trudova village (2.5 hours)</p> <p>Nyva Trudova village, Nyvo Trudova hromada, Kryvorizkiy raion</p> <ul style="list-style-type: none"> Visit to food distribution point. CP Spivdiia FGD beneficiaries (IK) <p>Zelenodolsk town, Zelenodolsk hromada, Kryvyih Rih raion</p> <ul style="list-style-type: none"> FGD with complementary beneficiaries (pension top-ups). CP Spivdiia FGD with beneficiaries (sectorial cash, prev. recipients of IK) <p>17:00 arrival to Dnipro city</p> <p>Overnight in Dnipro city</p>
Thursday 23 May	<p>Chernihiv oblast</p> <p>08:00 Departure Chernihiv</p> <p>Horodnianska hromada, Chernihivskyi raion</p> <ul style="list-style-type: none"> Meeting with hromada authorities/city council FGD/interviews with beneficiaries (prev. IK receivers/sectorial cash) School visit. Horodnia lyceum №1 School visit. Horodnia lyceum №2 <p>Overnight in Chernihiv city</p>	<p>Dnipro oblast</p> <p>Kharkiv city</p> <ul style="list-style-type: none"> Interview with Kharkiv field office Interview with FSD (demining partner) Interview with FSL cluster lead Interview with Kharkiv field office M&E lead <p>Overnight in Dnipro city</p>
Friday 24 May	<p>Chernihiv oblast</p> <p>08:00 Departure Chernihiv</p> <p>Drive to Pryluky town</p> <p>Pryluky, Pryluky hromada, Chernihiv raion</p> <ul style="list-style-type: none"> School visit. Pryluky school 1 Institutional feeding visit (hospital) <p>Novyi Bukiv, Novobasanska hromada, Nizhyn raion</p> <ul style="list-style-type: none"> School visit <p>Return to Kyiv</p>	<p>Kharkiv oblast</p> <p>06:00 Departure Dnipro</p> <p>Drive to Velyka Kamushyvakha village (3 hours)</p> <p>Mala Komushyvakha, Kamenka hromada Izuim raion</p> <ul style="list-style-type: none"> Non-technical survey (NTS) <p>Kamenka village, Kamenka hromada Izuim raion</p> <ul style="list-style-type: none"> Visit polygon <p>Balakliya city, Balakliya hromada, Izuim raion</p> <ul style="list-style-type: none"> FGD with beneficiaries (sectorial cash). CP ADRA FGD with beneficiaries (top ups) Meeting with local authorities

		19.00 arrival Dnipro Overnight in Dnipro city
Saturday 25 May	Rest day	Travel back to Kyiv
Sunday 27 May	Rest day	
Week 4 – Final national-level meetings in Kyiv and exit debriefing The purpose of the fourth and last week of data collection was to: (i) consult the remaining Kyiv-based stakeholders that could not be met during the first two weeks of mission; and (ii) organize the exit debriefing with WFP country office staff		
Monday 28 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Tuesday 29 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs	
Wednesday 30 May	KIs with WFP country office staff and external Kyiv-based stakeholders, including UN agencies, donors, national authorities, and CPs + Exit debriefing presentation with WFP country office staff	
Thursday 31 May	Nick Maunder and Anna Cervi leaves Ukraine through Poland	

Annex 7 – People interviewed

7.1 Inception mission (22-26 January 2024)

Organization	Division of staff interviewed	Men	Women
WFP field offices	Lviv/Odessa/Dnipro/Kyiv field offices	3	1
WFP country office	Programme Unit	1	0
	Budget and Programming Unit	0	2
	In-kind	1	0
	Country Direction	0	1
	Supply Chain Unit	1	1
	Donor Relations Unit	0	1
	CBT	0	1
	OIM	0	1
	School feeding	1	0
	RAM/M&E Units	0	2
	Compliance Unit	1	0
	Partnerships Unit	1	0
	Human Resources	0	1
United Nations Resident Coordinator's Office		0	1
Food and Agriculture Organization (FAO) Ukraine		2	0
European Civil Protection and Humanitarian Aid Operations (ECHO) Ukraine		1	0
Ukraine Ministry of Social Planning		2	4
TOTAL		14	16

7.2 Data Collection mission (6-30 May 2024)

7.2.1 Kyiv-based and internationally-based stakeholders

Organization		Division of staff interviewed	Men	Women
WFP country office	Senior Management		1	1
	Programme Unit		2	0
	Programme – School Feeding		1	0
	Programme – In-kind		2	0
	Programme – CBT Unit		1	3
	Programme – Others		1	1
	RAM/M&E Units		0	2
	Cluster Coordination		1	2
	Security Unit		2	0
	Compliance Unit		1	0
	Budget and Programming Unit		0	3
	Supply Chain Unit		7	2
	Donors Relations Unit		0	1
	Management Services Unit		0	1
	Human Resources Unit		0	1
	Protection, Gender and Accountability to Affected People (PGAAP) Unit		1	3
WFP others	WFP HQ/RBC/others		2	3
	WFP field offices		3	1
United Nations agencies	United Nations Children's Fund (UNICEF)		3	0
	FAO		2	2
	International Organization for Migrants (IOM)		2	0
	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)		0	1
	United Nations Development Programme (UNDP)		1	0
	United Nations High Commissioner for Refugees (UNHCR)		0	2
	United Nations Resident Coordinator (UNRCO)		0	2
	United Nations Population Fund (UNFPA)		1	0
	World Bank		0	1

Other international organizations	International Committee of the Red Cross (ICRC)	1	0
Donors	United States Agency for International Development Bureau for Humanitarian Assistance (BHA)	0	1
	ECHO	2	0
	Canadian International Development Agency (CIDA)	0	2
National authorities	Ukraine Ministry of Social Planning	3	1
	Ukraine Ministry of Agrarian Policy and Food	0	1
	Ukraine Ministry of Education and Science	1	0
Cooperating partners	URC	0	1
	ADRA	1	0
	100% Life	0	1
	REACH	0	2
	SpiivDia	0	1
	NRC	1	0
	Samaritan's Purse	0	1
	Caritas	0	1
	Ground Truth Solution	0	1
	CARE	0	1
	Angels of Salvation	1	1
	FSD	1	0
	PrivatBank	1	0
Other NGOs		3	1
TOTAL		49	48

7.2.2 Stakeholders met during field visits

Oblast	Organization	Men	Women
Chirnihiiv	WFP field staff	2	0
	School staff	2	6
	Local authorities	6	11
	Institutions receiving international funding	0	6
Dnipro	WFP field staff	7	1
	Local authorities	2	0

	Cooperating partners	5	2
	United Nations agencies	1	0
Kharkiv	Cooperating partners	4	4
Mykolaiev	Local authorities	4	1
	Cooperating partners	2	3
	Institutions receiving international funding	1	0
	Others	0	3
Odessa	WFP field staff	1	1
Zaporizhzhia	Local authorities	0	3
	Cooperating partners	1	1
	Institutions receiving international funding	2	6
	Others	1	0
TOTAL		41	48

7.2.3 Beneficiaries met during focus group discussions

Oblast	Type of beneficiary	Men	Women
Chernihiv	Cash beneficiaries (sectoral and multi-purpose cash assistance (MPCA))	1	8
	In-kind beneficiaries	0	2
	Parents of school feeding beneficiaries	1	10
Dnipro	Cash beneficiaries (sectoral and MPCA)	3	33
	In-kind beneficiaries	2	3
Kharkiv	Cash beneficiaries (sectoral)	3	8
Mykolaiev	Cash beneficiaries (sectoral and MPCA)	9	40
	In-kind beneficiaries	0	6
Zaporizhzhia	Cash beneficiaries (sectoral)	0	2
	In-kind beneficiaries	5	6
TOTAL		24	118

Annex 8 – Overview of LEO and T-ICSP budget revisions

Table 10 – Overview of Ukraine LEO and T-ICSP budget revisions (2022-2024) (in USD)

Needs-based plan (NBP) version	2022	2023	2024	Changes introduced by the budget revision
LEO NBP	49,998,646			
LEO BR 01 NBP	590,302,351			<ul style="list-style-type: none"> - 6 new activities to provide food assistance to Ukrainian refugees in neighbouring countries, - Total beneficiary caseload under unconditional food transfer from 200,000 to 3,150,000 planned beneficiaries - LEO duration extended until June 2022
LEO BR 02 NBP	590,302,351			<ul style="list-style-type: none"> - In-kind food assistance introduced to deliver resources to beneficiaries located outside Ukraine
LEO BR 03 NBP	1,238,520,152			<ul style="list-style-type: none"> - Total beneficiary caseload under unconditional food transfer increased up to 4,713,850, - Total beneficiary caseload covered by Activity 6 targeting Ukrainian refugees located in Moldova increased - LEO duration extended until August 2022
LEO BR 04 NBP	1,946,462,396			<ul style="list-style-type: none"> - LEO duration extended until December 2022 - Total beneficiary caseload for unconditional resources transfers in Ukraine reduced to 288,850 - Size of general food distribution food baskets and cash-based transfers (CBT) value reduced - Pilot school feeding programme introduced under Activity 1
T-ICSP NBP		1,904,078,061		
T-ICSP BR 01 NBP		2,079,056,768		<ul style="list-style-type: none"> - T-ICSP duration extended until December 2024. - Total beneficiary caseload under strategic outcome 1 decreased and parallelly increased under strategic outcome 2. - Activity 8 under strategic outcome 1 introduced on demining operations. - Transfer value for multi-purpose cash assistance increased and composition of the in-kind food basket revised.
T-ICSP BR 02 NBP			2,070,751,416	<ul style="list-style-type: none"> - CBT added as a transfer modality under Activity 4 - Alignment of Activity 4 with most recent needs assessment - Minor operational adjustments on planned beneficiaries numbers and transfer values under Activities 1 and 4, resulting in an increase of 7,100 beneficiary caseload and reduction of NBP of USD 8,305,352.

Source: LEO and T-ICSP budget revisions.

Annex 9 – Performance measurement

86. This annex presents tables and figures produced by the evaluation team during the data collection and secondary data analysis in complement to those presented in the response to evaluations questions (see Volume I).

9.1 Funding- and Budget-related tables

87. The following tables show the financial coverage and execution rate of both LEO and T-ICSP, disaggregated per year and activity.

Table 11 – Financial coverage of strategic plans per year

Strategic Plan	Year	Current NBP (in USD)	Allocated resources (in USD)	Expenditure (in USD)	Coverage rate (Allocated resources as % of current NBP)	Expenditure as % of allocated resources
LEO	2022	1,946,462,396	805,454,555	755,876,506	41%	94%
T-ICSP	2023	1,135,745,443	644,603,840	450,766,750	56%	57%
	2024 ⁷	935,652,748	186,182,013	190,677,323	20%	102%

Source: FACTory, extracted on 24 June 2024.

⁷ Data from 2024 is preliminary covering only until June 2024.

Table 12 – Execution rate per activity

CPB	Activity	Expenditures as % of allocated resources		
		2022	2023	2024
LEO	Activity 1	100%		
	Activity 2	100%		
	Activity 3	100%		
	Activity 4	100%		
	Activity 5	N/A		
	Activity 6	100%		
	Activity 7	N/A		
	Activity 8	N/A		
	Activity 9	N/A		
	Activity 10	N/A		
	Direct and Indirect support costs	22%		
T-ICSP	Activity 1		81%	106%
	Activity 2		9%	N/A
	Activity 3		34%	95%
	Activity 4		45%	76%
	Activity 5		64%	110%
	Activity 6		37%	N/A
	Activity 7		96%	109%
	Activity 8		0%	490%
	Direct and Indirect support costs		31%	49%

Source: FACTory, extracted on 24 June 2024.

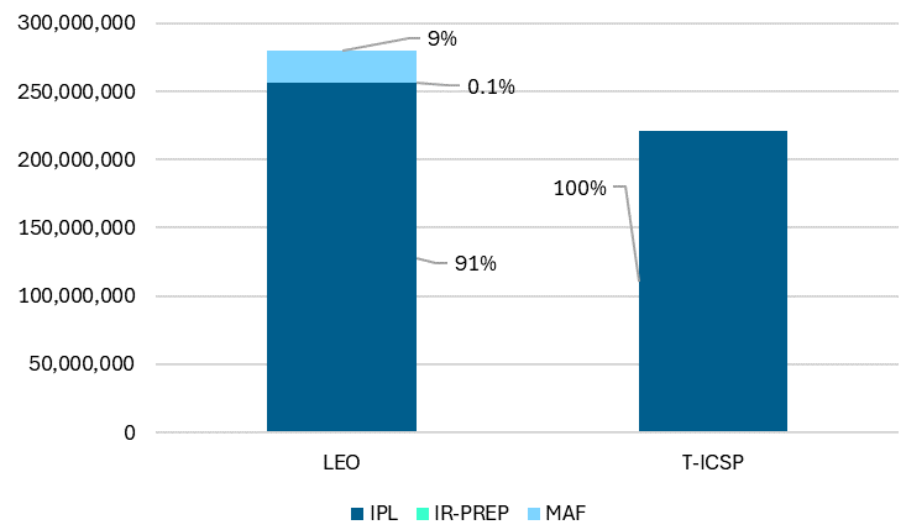
88. The following tables and graphs show where, and to what extent, the funds received by WFP were earmarked to specific strategic objectives or activities, as well as the extent to which the country office relied on flexible funding to channel resources to the LEO and T-ICSP implementation.

Table 13 – Level of earmarking of funds channeled to Ukraine country office per strategic plan and for operations or planning cycle

					Amount earmarked (in USD)	As % of total received per Strategic Plan
LEO					374,580,245	46%
	SO1				428,806,312	53%
		Act 1			1,936,405	0%
		Act 6 (URT Moldova)				
	SO2					
		Act 2			5,749,473	1%
		Act 3			1,969,236	0%
		Act 4				
	Direct Costs				714,278	0%
T-ICSP					133,587,008	17%
	SO1				97,949,335	13%
		Act 1			445,820,393	57%
		Act 8			9,515,147	1%
	SO2				37,115,589	5%
		Act 2			8,907,323	1%
		Act 3			14,443,958	2%
		Act 4			29,008,903	4%
	SO3					
		Act 5			1,892,898	0%
		Act 6			4,840,299	1%
		Act 7				
	Direct Costs				18,692	0%

Source: FACTory, extracted on 24 June 2024.

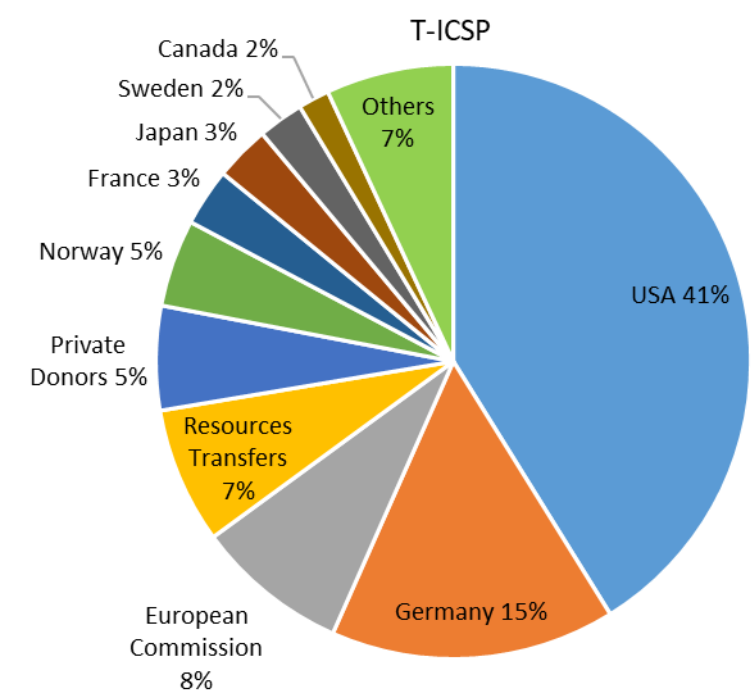
Figure 3 - Type of flexible funding instrument used per strategic plan (in USD)



Source: WFP, 'IRA and IPL' dataset.

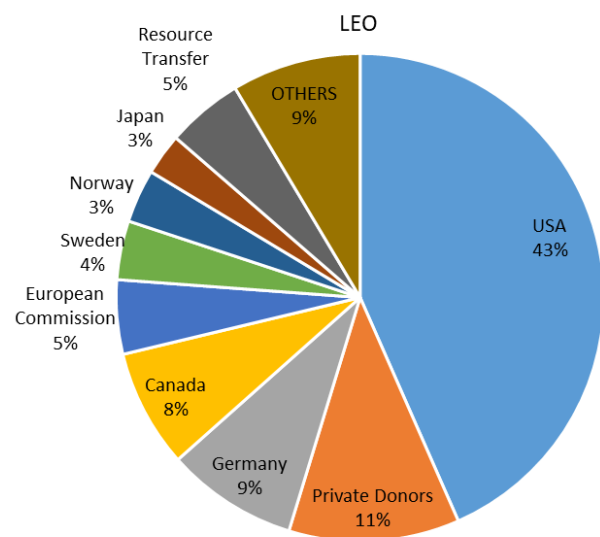
89. The following graphs show the proportion of funds received per donor for both the LEO and the T-ICSP

Figure 4 – Donors to WFP T-ICSP Ukraine (2023-Feb 2024)



Source: WFP, Resource Situation, extracted 24th June 2024.

Figure 5 - Donors to WFP LEO Ukraine (Feb-Dec 2022)



Source: WFP, Resource Situation, extracted 24th June 2024.

Table 14 - Duration of funding allocated to WFP Ukraine

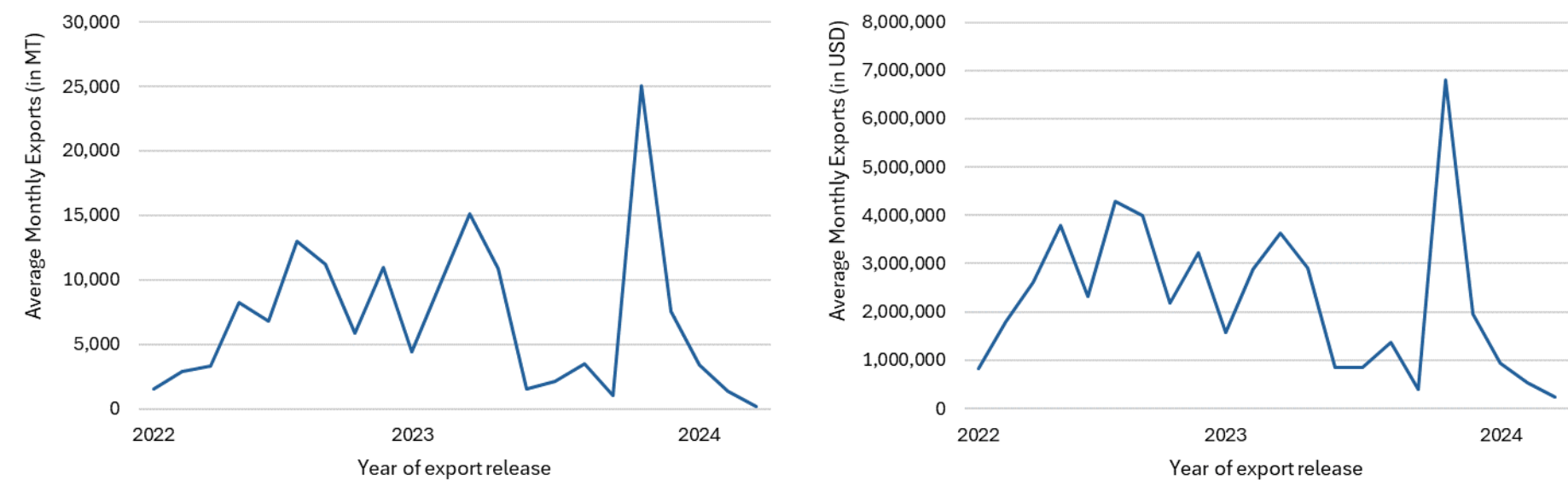
	Multi-year funding	Single-year funding	N/A	Total
LEO	235,448.13	761,503,521.1	1,621,626.2	763,360,595.5
T-ICSP	6,890,000	689,913,959.4	10,693,511.15	707,497,470.6
Total	7,125,448.13	1,451,417,480.57	12,315,137.35	1,470,858,066.05
as % of total	0%	99%	1%	

Source: FACTory, extracted on 24 June 2024.

9.2 Commodities exported outside Ukraine including Grain from Ukraine and black sea initiatives

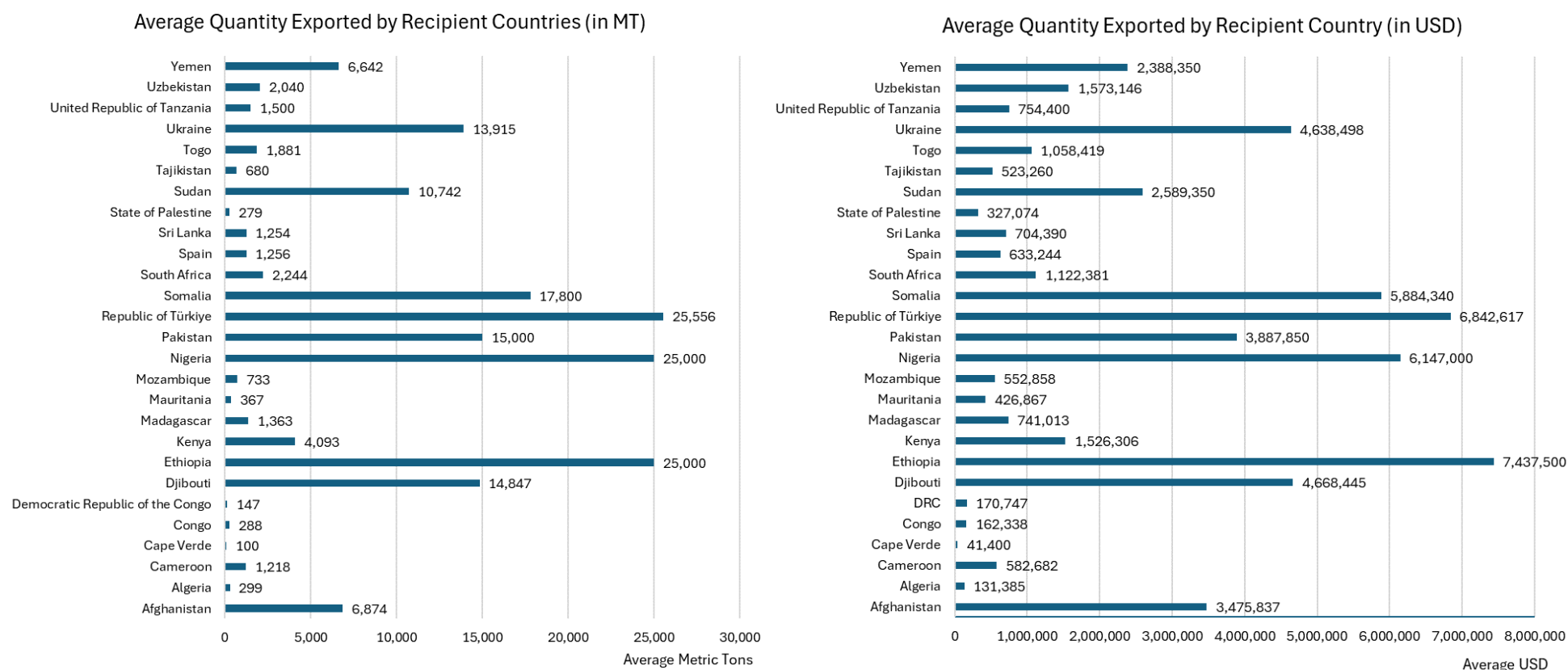
90. The following graphs display several data on the Grain from Ukraine and Black Sea initiatives, including volume of commodities exported over time and to different countries.

Figure 6 – Timeline of the exports from Ukraine, expressed in monthly average metric tons and USD



Source: WFP, PO for WFP Exports, extracted on 24 June 2024.

Figure 7 - Export quantity by recipient countries in metric ton and USD

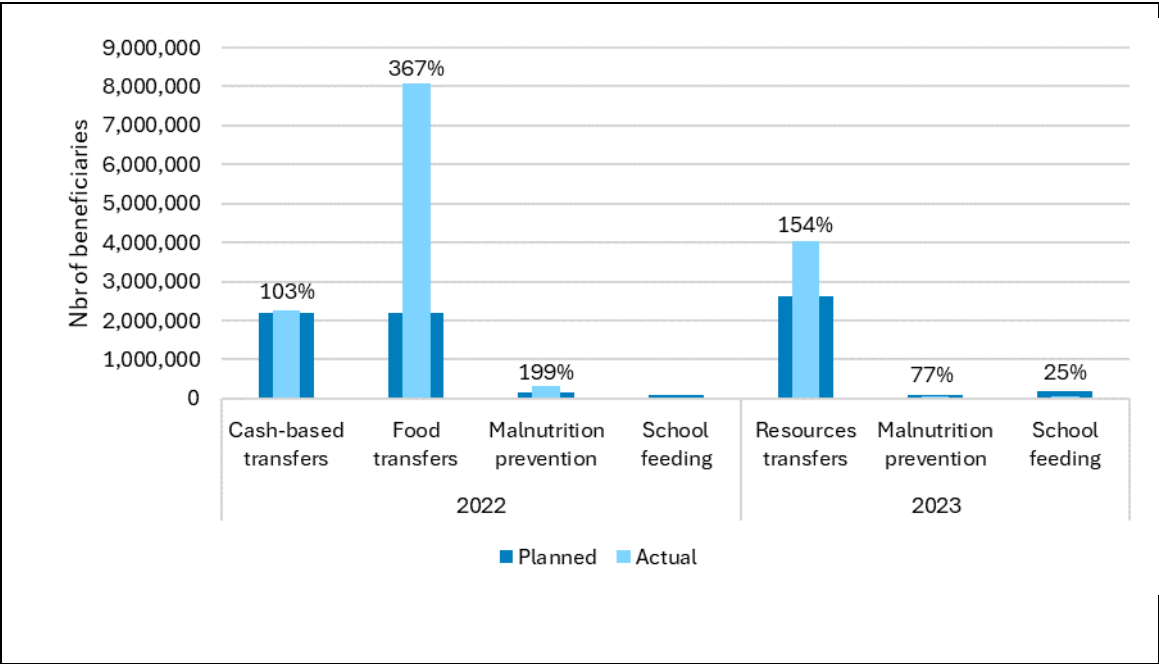


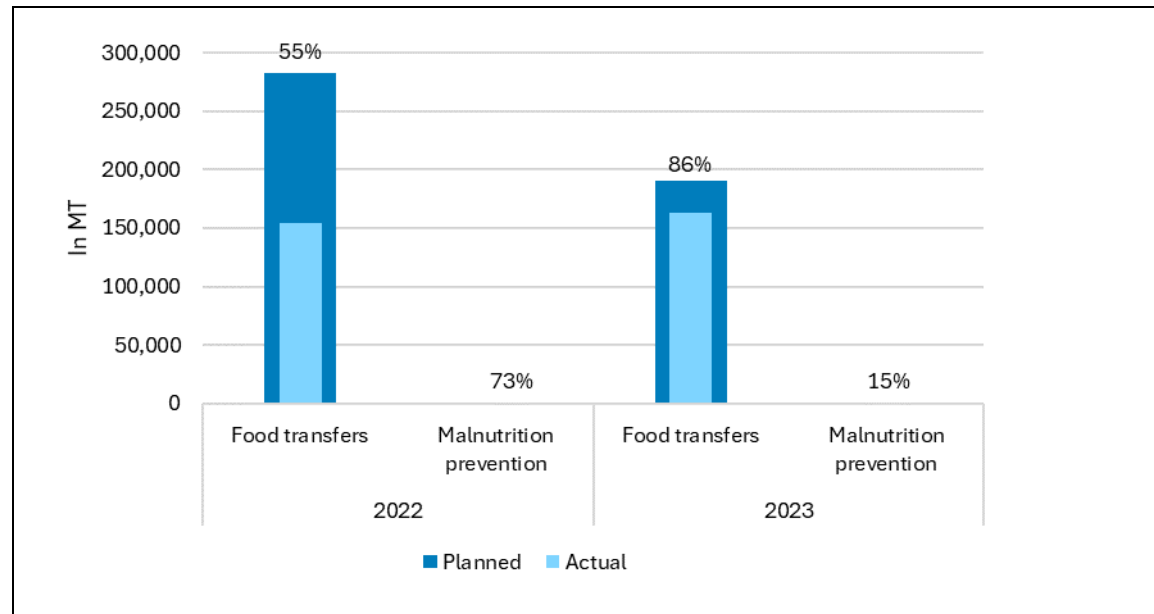
Source: WFP, PO for WFP Exports, extracted on 24 June 2024.

9.3 Output and Outcome Indicators

91. The following tables and graphs highlight the level of achievement of output and outcome indicators reported by WFP through the annual country reports. The first graphs show level of achievement for output related to resource transfers, while the following ones show the level of achievement of food consumption score outcomes. All the other indicators reported by WFP country office are shown in the following tables.

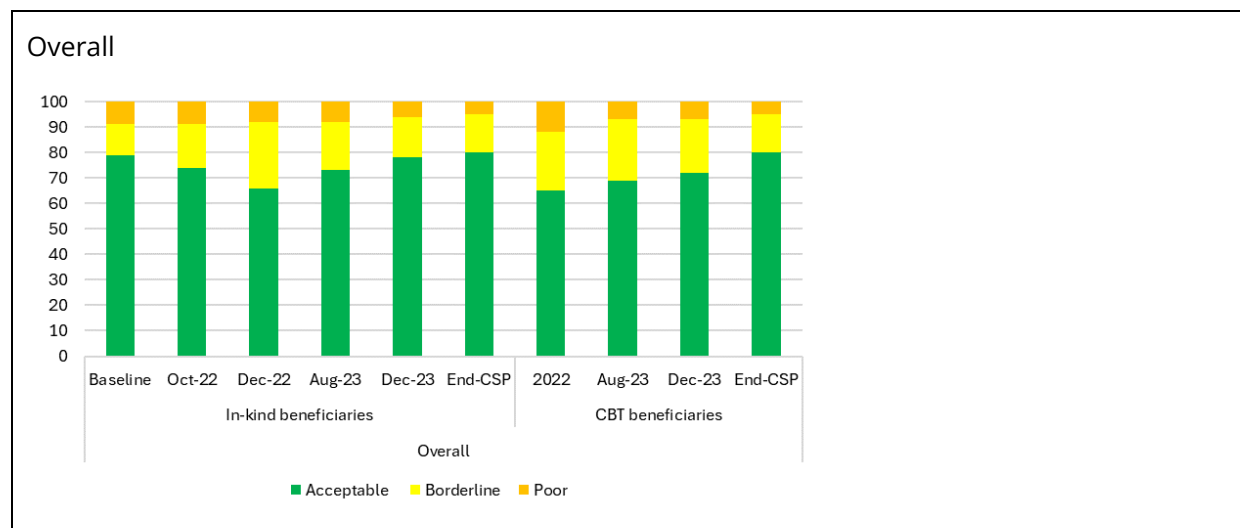
Figure 8 - Output indicators (resource transferred)



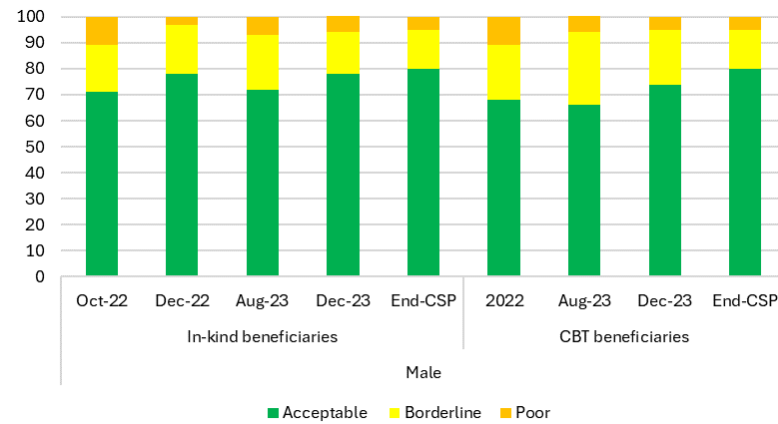


Source: ACRs 2022-2023.

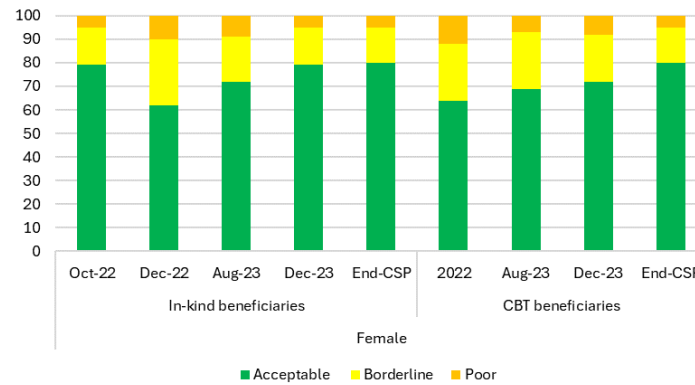
Figure 9 - Beneficiaries as per modalities by gender



Male



Female



Source: ACRs 2022-2023, post-distribution monitoring reports 2022-2023.

Table 15 – Output Indicators as per strategic objective and activity under the T-iCSP 2023

Output Indicator	Target value			Actual value			Achieved %		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
SO 1 – Crisis-affected people in Ukraine, including internally displaced people (IDPs), are able to meet their food and nutrition needs during and in the aftermath of a crisis									
Activity 1 - Provide food and nutrition to crisis-affected people									
General distribution									
Number of people in emergency contexts receiving assistance unconditionally or to restore infrastructure and community assets (complementary with UNICEF, UNHCR, WFP)	698,763	1,923,237	2,622,000	1,579,119	2,451,240	4,030,359	226%	127%	154%
Total value of cash transferred to people (USD)			347,580,000			175,575,034			51%
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher) (USD)			107,398,409			6,948,310			6%
Quantity of food provided unconditionally or to restore infrastructure and community assets (mt)			190,555			163,250.25			86%
Prevention of micronutrient deficiencies									
Number of nutritionally vulnerable people receiving food/cash-based transfers/commodity voucher/capacity strengthening transfers through malnutrition treatment and prevention programmes (complementary with UNICEF, FAO, World Health Organization (WHO))	41,600	38,400	80,000	27,600	33,733	61,333	66%	88%	77%
Quantity of food provided to nutritionally vulnerable people through malnutrition treatment and prevention programmes (mt)			980			149,24			15%
Quantity of specialized nutritious foods provided to treat or prevent malnutrition (mt)			980			149,24			15%
SO 2 – Government of Ukraine and partners enhanced food systems and shock-responsive capacities to support vulnerable people									
Activity 2 – Provide support to the Government for the provision of school meals, including through direct assistance and capacity development									
Capacity training and technical assistance provided									
Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels			1			2			200%
Resources transferred									
Number of schools or institutional sites reached through school-based programming			420			421			100%
School feeding (on-site)									

Number of girls and boys receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers through school-based programmes	102,992	97,008	200,000	26,037	22,964	49,001	25%	24%	25%
Total value of cash transferred to family members of girls and boys benefiting from school-based programmes (USD)			23,998,000			260,733			1%
Activity 3 – Provide support to the Government, including through direct assistance and social benefit support to targeted population									
General distribution									
Number of people receiving assistance unconditionally or conditionally (complementary with UNICEF, FAO, WHO)	219,864	605,136	825,000	145,570	255,765	401,335	66%	42%	49%
Total value of cash transferred to people (USD)			134,461,011			23,522,306			17%
Capacity development and technical support provided									
Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to zero hunger and other strategic development goals (SDGs)			2			3			150%
Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening			1			1			100%
Activity 4 – Provide technical assistance, policy guidance and capacity strengthening to food systems actors									
Capacity development and technical support provided									
Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to zero hunger and other SDGs			1			1			100%
Smallholder farmers supported									
Number of contracts/commercial agreements facilitated			5			5			100%
Number of meetings, workshops, fairs, events organized to facilitate market linkages			1			1			100%

Source: WFP Ukraine ACR.

Colour coding: dark green = annual target overpassed; green = annual target achieved; yellow = annual target achievement between 50%–100%; orange = annual target achievement between 0%–50%; red = annual target achievement 0%.

Table 16 – Output Indicators as per strategic objective and activity under the LEO 2022

Output indicator	Target value			Actual value			Achieved %		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
SO 1 – Crisis-affected people are able to meet their basic food needs									
Activity 1 - Provide food and nutrition to crisis affected people									
General distribution									
Number of beneficiaries receiving cash-based transfers	875,653	1,324,347	2,200,000	780,385	1,489,739	2,270,124	89%	112%	103%
Number of beneficiaries receiving food transfers	821,810	1,378,190	2,200,000	3,216,136	4,862,876	8,079,012	391%	353%	367%
Food transfers (mt)			282,763			154,113			55%
Cash-based transfers (USD)			1,007,813,941			378,800,333			38%
Resources transferred									
Number of retailers participating in cash-based transfer programmes			1			1			100%
Number of retailers participating in cash-based transfer programmes			1			1			100%
Activity 6 - Provide emergency telecommunication services to the humanitarian community and partners									
General distribution									
Beneficiaries receiving cash-based transfers	134,988	145,012	280,000	17,377	19,067	36,444	13%	13%	13%
Beneficiaries receiving food transfers	7,560	20,440	28,000	1,473	2,871	4,344	19%	14%	16%
Cash-based transfers (USD)			15,514,684			1,015,486			7%
Commodity vouchers transfers (USD)			4,410,000			490,585			11%
Resources transferred									
Number of retailers participating in cash-based transfer programmes			1			1			100%
SO 2 – Humanitarian partners have access to reliable coordination and services including support in logistics coordination, emergency telecommunications and on-demand services to enable effective humanitarian response									
Activity 2 - Provide support to the Government for the provision of school meals, including through direct assistance and capacity development									
Shared services and platforms provided									
Number of cluster coordination meetings conducted			60			64			107%
Number of information management products produced and shared, including bulletins, maps, guidance documents, and other logistics information			120			121			101%

Number of partner organizations participating in the cluster system nationally			200			202			101%
Number of service request forms (SRFs) executed			550			705			128%
Number of additional storage facilities established			4			4			100%
Number of WFP-led clusters operational			1			1			100%
Metric tons of cargo transported (mt)			8,000			8,422			105%
Volume of cargo handled through storage services (m³)			43,000			43,177			100%
Activity 3 – Provide technical assistance through the emergency telecommunications cluster (ETC) to counterparts and partners to improve emergency communication infrastructure and coordination mechanisms									
Shared services and platforms provided									
Number of humanitarian partners benefited from ETC services			275			285			104%
Number of web-based information-sharing and collaboration platforms established/updated			1			1			100%
Total number of common operational areas provided with security communications services			4			4			100%
Total number of common operational areas with access to Internet connectivity services, facilitated through national providers			2			2			100%
Number of WFP-led clusters operational			1			1			100%
Activity 4 - Provide technical assistance, policy guidance and capacity strengthening to food system actors									
Number of emergencies supported			1			1			100%

Source: WFP Ukraine ACR.

Colour coding: dark green = annual target overpassed; green = annual target achieved; yellow = annual target achievement between 50%–100%; orange = annual target achievement between 0%–50%; red = annual target achievement 0%.

Table 17 – Outcome Indicators as per strategic objective and activity under T-ICSP (2023)

Outcome indicator		Follow up value			Year end target			CSP end target		
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
SO 1 – Crisis-affected people in Ukraine, including internally displaced people, are able to meet their food and nutrition needs during and in the aftermath of a crisis										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										
Target group: CBT beneficiaries - Location: Ukraine - Modality: Cash - Subactivity: General distribution	Consumption-based Coping Strategy Index (Average)	8.55	7.67	7.98	<9	<9	<9	<7	<7	<7
	Economic capacity to meet essential needs	36	27	30	>30	>30	>30	>30	>30	>30
	Food consumption score: Percentage of households with acceptable food consumption score	74	72	72	>80	>80	>80	>80	>80	>80
	Food consumption score: Percentage of households with borderline food consumption score	21	20	21	<15	<15	<15	<15	<15	<15
	Food consumption score: Percentage of households with poor food consumption score	5	8	7	<5	<5	<5	<5	<5	<5
	Livelihood coping strategies for essential needs: Percentage of households using crisis coping strategies	46	49	48	<60	<54	<54	<60	<58	<58
	Livelihood coping strategies for essential needs: Percentage of households using emergency coping strategies	10	4	6	<8	<16	<11	<8	<16	<11
	Livelihood coping strategies for essential needs: Percentage of households using stress coping strategies	35	33	34	<23	<23	<23	<23	<23	<23
	Livelihood coping strategies for essential needs: Percentage of households not using livelihood based coping strategies	9	13	12	>9	>7	>8	>9	>7	>8
Target group: In-kind beneficiaries - Location: Ukraine - Modality: In-kind - Subactivity: General distribution	Consumption-based Coping Strategy Index (Average)	11	13.9	13.1	<9	<9	<9	<7	<7	<7
	Food consumption score: Percentage of households with acceptable food consumption score	78	62	66	>80	>80	>80	>80	>80	>80
	Food consumption score: Percentage of households with borderline food consumption score	19	28	26	<15	<15	<15	<15	<15	<15
	Food consumption score: Percentage of households with poor food consumption score	3	10	6	<5	<5	<5	<5	<5	<5
	Livelihood coping strategies for essential needs: Percentage of households using crisis coping strategies	48	52	51	<50	<50	<50	<50	<50	<50
	Livelihood coping strategies for essential needs: Percentage of households using emergency coping strategies	4	5	5	<5	<5	<5	<5	<5	<5
	Livelihood coping strategies for essential needs: Percentage of households using stress coping strategies	29	27	27	<27	<27	<27	<25	<25	<25
	Livelihood coping strategies for essential needs: Percentage of households not using livelihood based coping strategies	19	16	17	>18	>18	>18	>20	>20	>20

Activity 8 - Provide crisis-affected communities with support to restore and recover productive assets										
Target Group: Mine action beneficiaries - Location: Ukraine - Subactivity: Community and household asset creation (country capacity strengthening (CCS))	Percentage of the people in targeted communities reporting benefits from an enhanced livelihood asset base	0	0	0	=0	=0	=0	=0	=0	=0
SO 2 - Government of Ukraine and partners have enhanced food systems and shock-responsive capacities to support vulnerable people by 2024										
Activity 2 - Provide support to the Government for the provision of school meals, including through direct assistance and capacity development										
Target group: School feeding beneficiaries - Location: Ukraine - Modality: Cash - Subactivity: School feeding (on-site)	Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP: Mean number of complementary interventions provided to at least one school in your country office			1			>1			=1
	Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP: Minimum number of complementary interventions provided to at least one school in your country office			1			=1			=1
	Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP: Maximum number of complementary interventions provided to at least one school in your country office			1			=1			=1
Activity 3 - Provide support to the Government, including through direct assistance and capacity development, and social benefit support to target people										
Target group: Government of Ukraine - Location: Ukraine - Subactivity: Unconditional resource transfer (CCS)	Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support			1			=1			>2
SO 3 - Humanitarian and development partners in Ukraine have access to reliable common services and expertise to reach vulnerable people and respond to needs, throughout the year										
Activity 5 - Provide mandated information management, logistics and coordination services to the humanitarian and development community and partners through the logistics cluster and food security and livelihoods cluster										
Target: Logistics cluster users - Location: Ukraine - Subactivity: Service delivery	Percentage of users satisfied with services provided			87			>80			>80
Activity 6 - Provide emergency telecommunications services to the humanitarian community and partners										

Target: ETC cluster users - Location: Ukraine - Subactivity: Service delivery	Percentage of users satisfied with services provided			99			>80			>80
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Source: ACR 2023.

Dark green: Follow up value overpasses both end-CSP and yearly targets, Green: Follow up value overpasses yearly target, Yellow: Follow up value is <10% below yearly target, Orange: Follow up value is >10% below yearly target.

Table 18 – Outcome Indicators as per strategic objective and activity under LEO (2022)

Outcome indicator		Follow up value			Year end target			CSP end target		
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
SO 1 – Crisis-affected people are able to meet their food needs										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Consumption-based Coping Strategy Index (Average)	11	13.9	13.1			<12			<12
	Food consumption score: Percentage of households with acceptable food consumption score	78	62	66			>80			>80
	Food consumption score: Percentage of households with borderline food consumption score	19	28	26			<15			<15
	Food consumption score: Percentage of households with poor food consumption score	3	10	8			<5			<5
SO 2 - Humanitarian partners have access to reliable coordination and services including support in logistics coordination, emergency telecommunications, and on-demand services to enable humanitarian response										
Activity 2 - Provide technical assistance through the logistics cluster to counterparts and partners to improve emergency logistics coordination and supply chain management										
Target group: Cluster members - Location: Ukraine - Subactivity: Logistics cluster	User satisfaction rate			89.8			>80			>80

Source: ACR 2022.

Dark green: Follow up value overpasses both end-CSP and yearly targets, Green: Follow up value overpasses yearly target, Yellow: Follow up value is <10% below yearly target, Orange: Follow up value is >10% below yearly target.

Table 19 – Cross-cutting indicators as per T-ICSP 2023

Cross-cutting indicator		Follow up value			Year end target			CSP end target		
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Nutrition integration indicator										
Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component		22.84	22.84	22.84				>23	>23	>23
Environmental sustainability activity										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Proportion of field-level agreements (FLAs)/memorandums of understanding (MoUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks			0			=0			=100
Gender equality and women's empowerment										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										
Target group: CBT beneficiaries - Location: Ukraine - Modality: Cash - Subactivity: General distribution	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision jointly made by women and men			47			>46			>46
	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision made by men			8			<9			<9

	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision made by women			45			<45			<45
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision jointly made by women and men			37			>32			>32
	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision made by men			9			<15			<15
	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision made by women			53			<53			<53
Protection indicators										
Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes		94.97	97.31	96.74	>98	>98	>98	>98	>98	>98
Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes		100	98.92	99.32	>99	>99	>99	>99	>99	>99

Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance	88.83	86.92	87.38	>95	>95	>95	>95	>95	>95
Accountability to affected people									
Country office has a functioning community feedback mechanism			Yes			Yes			Yes
Activity 1 - Provide food and nutrition assistance to crisis-affected people									
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA	56.98	61.47	60.38	>60	>60	>60	>60	>60

Source: ACR 2023.

Dark green: Follow up value overpasses both end-CSP and yearly targets, Green: Follow up value overpasses yearly target, Yellow: Follow up value is <10% below yearly target, Orange: Follow up value is >10% below yearly target.

Table 20 – Cross-cutting indicators as per LEO 2022

Cross-cutting indicator		Follow up value			Year end target			CSP end target		
		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Improved gender equality and women's empowerment among WFP-assisted people										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Proportion of food assistance decision-making entity - committees, boards, teams, etc. - members who are women			0			>0			>0
	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision jointly made by women and men			32			>30			>30
	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision made by men			15			<16			<16
	Percentage of households where women, men or both women and men make decision on the use of food/cash/vouchers, disaggregated by transfer modality - Decision made by women			53			<54			<54
Affected people are able to benefit from WFP programmes in a manner that ensure and promotes their safety, dignity and integrity										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										

Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Proportion of targeted people having unhindered access to WFP programmes	98.3	93.6	94			>99.4			>99.4
	Proportion of targeted people receiving assistance without safety challenges	98.3	97.4	97.7			>98.4			>98.4
	Proportion of targeted people who report that WFP programmes are dignified	94.9	92.3	93			>94			>94
Affected people are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences										
Target Group: All beneficiaries - Location: Ukraine	Proportion of projected activities for which beneficiary feedback is documented, analysed and integrated into programme improvements			100			=100			=100
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	53	58	56			=80			=80
Targeted communities benefit from WFP programmes in a manner that does not harm the environment										
Activity 1 - Provide food and nutrition assistance to crisis-affected people										
Target group: In-kind beneficiaries - Location: Ukraine - Modality: Food - Subactivity: General distribution	Proportion of FLAs/MoUs/CCs for CSP activities screened for environmental and social risk			0			>0			>0

Source: ACR 2022.

Dark green: Follow up value overpasses both end-CSP and yearly targets, Green: Follow up value overpasses yearly target, Yellow: Follow up value is <10% below yearly target, Orange: Follow up value is >10% below yearly target.

Annex 10 – Perception survey results

Section 0: General information

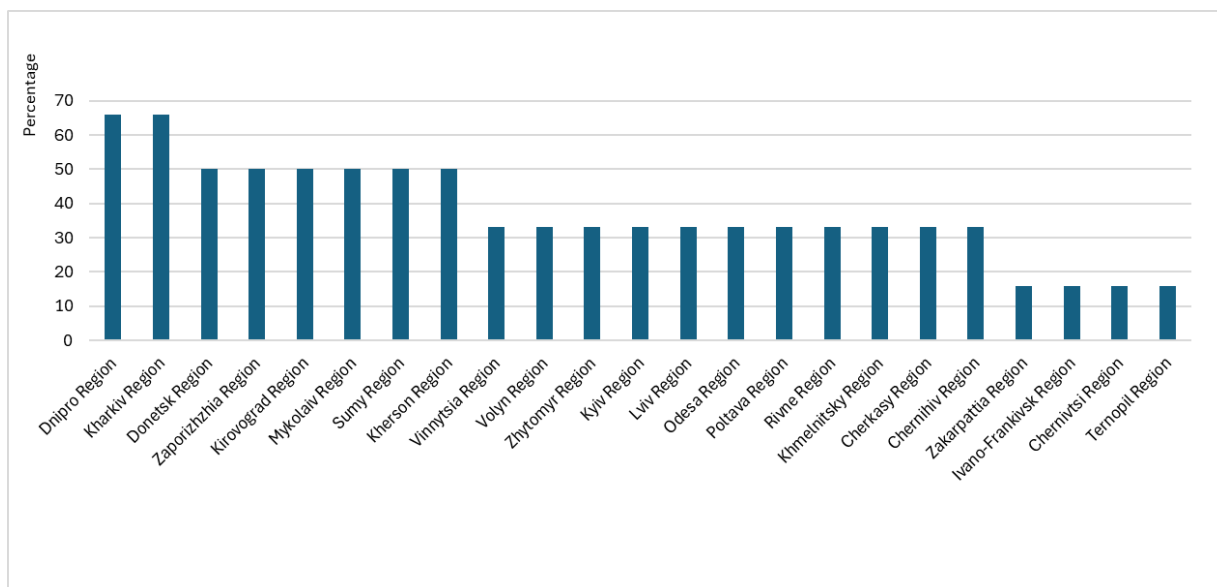
0.1 Which CP do you work for?

Value	Frequency	Percentage
CO Network	1	16.67
Samaritan's Purse	1	16.67
FSD	1	16.67
Мирне Небо Харкова	1	16.67
Angels of Salvation	1	16.67
Caritas Ukraine	1	16.67

0.2 What is your current position at this CP?

Value	Frequency	Percentage
project manager	2	33.33
Protection manager	1	16.67
Senior Programs Manager	1	16.67
PM	1	16.67
Менеджер проектів	1	16.67

0.3 In which regions (past and present) has your CP cooperated with WFP?



Value	Frequency	Percentage
Dnipro Region	4	66.67
Kharkiv Region	4	66.67
Donetsk Region	3	50
Zaporizhzhia Region	3	50
Kirovograd Region	3	50
Mykolaiv Region	3	50
Sumy Region	3	50
Kherson Region	3	50
Vinnytsia Region	2	33.33
Volyn Region	2	33.33
Zhytomyr Region	2	33.33
Kyiv Region	2	33.33
Lviv Region	2	33.33
Odesa Region	2	33.33
Poltava Region	2	33.33
Rivne Region	2	33.33
Khmelnytsky Region	2	33.33
Cherkasy Region	2	33.33
Chernihiv Region	2	33.33
Zakarpattia Region	1	16.67
Ivano-Frankivsk Region	1	16.67
Chernivtsi Region	1	16.67
Ternopil Region	1	16.67

0.4 Which activities (past and present) has your CP collaborated on with WFP?

Value	Frequency	Percentage
Food boxes	5	83.33
Institutional feeding	3	50
Cash transfers	2	33.33
Vouchers	1	16.67
De-mining activities	1	16.67

0.5 What is your gender?

Value	Frequency	Percentage
Female	3	50
Male	2	33.33
Prefer not to say	1	16.67

0.6 Have you actively interacted with WFP for the activities under the partnership?

Value	Frequency	Percentage
Yes, extensively	6	100

Section 1: WFP response design

1.1 WFP understands the local context and needs.

Value	Frequency	Percentage
Agree	3	50
Strongly agree	3	50

1.2 WFP sufficiently consulted affected populations during the planning of the response.

Value	Frequency	Percentage
Agree	3	50
Strongly agree	2	33.33
Disagree	1	16.67

1.3 WFP is able to plan and adapt its work in a rapidly changing environment.

Value	Frequency	Percentage
Agree	3	50
Disagree	2	33.33
Strongly agree	1	16.67

1.4 WFP demonstrated a commitment to upholding the dignity and well-being of affected populations in its response.

Value	Frequency	Percentage
Agree	3	50
Disagree	2	33.33
Strongly agree	1	16.67

1.5 WFP's public positioning and emergency response in Ukraine did not support one side over another in the conflict.

Value	Frequency	Percentage
Strongly agree	4	66.67
Agree	2	33.33

1.6 WFP's assistance is targeted primarily based on the needs of affected communities and individuals, without discrimination or favouritism, prioritizing to reach the most food insecure and vulnerable population groups.

Value	Frequency	Percentage
Strongly agree	6	100

1.7 WFP's actions and decisions in the emergency response were free from external political (including governmental or donor), economic, or other non-humanitarian influences.

Value	Frequency	Percentage
Strongly agree	3	50
Agree	2	33.33
Disagree	1	16.67

1.8 Has your CP been consulted during the design of WFP's response in Ukraine?

Value	Frequency	Percentage
Yes, somewhat	3	50
Yes, extensively	2	33.33
No	1	16.67

1.9 Has your CP been involved in conversations with WFP about WFP's exit strategy?

Value	Frequency	Percentage
No	3	50
Yes, somewhat	3	50

1.10 Has your collaboration with WFP improved your capacity to continue assisting populations in need after WFP's exit?

Value	Frequency	Percentage
Yes, somewhat	5	83.33
No	1	16.67

Section 2: Partnerships

2.1 WFP's response in Ukraine is well-coordinated with the work of the Ukrainian government (for example, avoiding overlaps and building complementarities).

Value	Frequency	Percentage
Agree	4	66.67
Strongly agree	1	16.67
Don't know	1	16.67

2.2 WFP's response in Ukraine is well-coordinated with the work of other international humanitarian actors (for example, avoiding overlaps and building complementarities).

Value	Frequency	Percentage
Agree	4	66.67
Strongly agree	2	33.33

2.3 WFP's response in Ukraine is well-coordinated with the work of other national humanitarian actors, building on existing local capacities.

Value	Frequency	Percentage
Strongly agree	3	50
Agree	2	33.33
Disagree	1	16.67

2.4a How often do you use the services of the FSC cluster?

Value	Frequency	Percentage
Frequently	4	66.67
Sometimes	1	16.67
Never	1	16.67

2.5a How highly do you rate the services provided by the FSC cluster?

Value	Frequency	Percentage
High	3	50
Low	1	16.67
Very high	1	16.67

2.4b How often do you use the services of the ETC cluster?

Value	Frequency	Percentage
Sometimes	3	50
Rarely	1	16.67
Never	1	16.67
Frequently	1	16.67

2.5b How highly do you rate the services provided by the ETC cluster?

Value	Frequency	Percentage
High	3	50
Neutral	2	33.33

2.4c How often do you use the services of the logistics cluster?

Value	Frequency	Percentage
Sometimes	3	50
Frequently	2	33.33
Rarely	1	16.67

2.5c How highly do you rate the services provided by the logistics cluster?

Value	Frequency	Percentage
Neutral	4	66.67
High	1	16.67
Don't know	1	16.67

2.5d How highly do you rate the services provided by the Cash working group?

Value	Frequency	Percentage
High	3	50
Neutral	2	33.33

Section 3: Effectiveness

3.1 WFP assistance reaches geographically hard-to-reach communities.

Value	Frequency	Percentage
Strongly agree	4	66.67
Agree	2	33.33

3.2 WFP assistance has been necessary to maintain the food security of the people it serves.

Value	Frequency	Percentage
Strongly agree	4	66.67
Agree	2	33.33

3.3 WFP assistance is adapted to meet the diverse needs of a broad range of affected populations, including women, the elderly, people with disabilities, marginalized communities, etc.

Value	Frequency	Percentage
Disagree	2	33.33
Strongly agree	2	33.33
Agree	2	33.33

3.4 Please share any examples of instances where WFP assistance did or did not help reach diverse affected communities and individuals, to clarify your response to the previous questions.

-Newly Accessible Areas were targeted for WFP GFD assistance within 24 hours of liberation thanks to the national implementing partners on the ground.

-WFPs regular on the ground engagement helps with this

-WFP assistance covers all the needs of vulnerable people regardless of age and gender

3.5 How has WFP's assistance contributed to the affected populations' capacity to re-establish livelihoods?

Value	Frequency	Percentage
Positively	6	100

3.6 How has WFP's assistance affected intra-community relationships and cohesion?

Value	Frequency	Percentage
Positively	5	83.33
Not at all	1	16.67

3.7 How has WFP's assistance contributed to gender equality and women's empowerment?

Value	Frequency	Percentage
Positively	4	66.67
Don't know	1	16.67
Very positively	1	16.67

3.8 WFP made effective efforts to ensure that our organization understood, adapted and applied the humanitarian principles in our activities

Value	Frequency	Percentage
Agree	5	83.33
Strongly agree	1	16.67

3.9 Could you kindly share an example of WFP's contributions to one of the dimensions under questions 3.4 to 3.7, or in any other area you may have observed?

-Engagement with Local Authorities in the areas of responsibility was crucial to the success of implementation and strengthened touch points between communities and local governments.

-Strong female leadership within WFP

-WFP constantly conducts trainings and webinars on the rules of assistance, compliance with all rules and regulations of assistance. Adherence to the principles of assistance. Developing mechanisms to improve communication and assistance.

Section 4: Timeliness and protection

4.1 WFP has been able to rapidly set up its delivery of assistance upon identifying the needs of affected populations.

Value	Frequency	Percentage
Agree	2	33.33
Strongly agree	2	33.33
Disagree	1	16.67
Don't know	1	16.67

4.2 Could you give an example of a situation where WFP was not able to meet the needs of an affected population? Please specify whose needs were not met, and what may have caused this.

Value	Frequency	Percentage
At the onset of the response (May 2022), the food kits were about 17kg per person and primarily consisted of rice. The kits were difficult for elderly persons to manage, and beneficiary feedback indicated that rice was not commonly found within the Ukrainian diet. Eventually, WFP responded by reducing the overall weight of the GFD ration and integrated Ukrainian dietary staples.	1	16.67
Slow to make decisions	1	16.67
There were no situations.	1	16.67

4.3 What are the main factors that have affected the timeliness and regularity of your delivery of WFP-supported assistance?

Value	Frequency	Percentage
Challenges in developing FLAs	2	33.33
Communication with WFP	2	33.33
Delays in supply chain	2	33.33
Security/accessibility constraints,	2	33.33
Communication with other actors	2	33.33
Other, please specify	2	33.33

4.4 Have people your CP serves been confronted with protection issues during the implementation of activities implemented with WFP?

Value	Frequency	Percentage
No	6	100

4.5 Following up on your response to question 4.4, could you be able to provide an example to help us understand the specific issues that you and affected populations have been confronted with?

Value	Frequency	Percentage
no issues here	1	16.67
No problem	1	16.67

Section 5: Final remarks

5.1 Do you have any further feedback about your partnership with WFP, positive or negative, that could contribute to this learning exercise? (open question)

- There are no negative comments. WFP is very helpful to us as a partner in resolving any issues or difficult situations. Communication is always at a high level, as is the assistance provided.
- Decisive and efficient decision making that is formally recorded is a real area of weakness that needs to be improved. Responsibility for project direction needs to increase. Junior level admin staff are fantastic, middle level accountability needs to step up.
- WFP is always in communication, helps with coordination, and responds quickly. We have no objections.

Annex 11 –

Findings – Conclusions –

Recommendations Mapping

Conclusion	Findings
C1 – Despite a very challenging context, WFP rapidly implemented a large-scale response, demonstrating a unique comparative advantage, although key lessons emerged on improving preparedness, and response to future crises. Given the ongoing war, and uncertain context, the flexibility and capacity of WFP to rapidly scale-up remain critical to the humanitarian response in Ukraine.	F18 – F1 – F19 – F21
C2 – WFP has been conscious of minimizing perceptions of politicization of humanitarian assistance and advocated for adopting a principled humanitarian approach. However, a more explicit and earlier acknowledgement of the specific trade-offs and compromises necessitated by the context would have been helpful.	F4
C3 – WFP contributed to leading coordination efforts and forged important partnerships, which were key contributors to enabling an effective humanitarian response. However, significant gaps in the coordination system remained and WFP maintained a degree of independence from collective coordination on the use of multi-purpose cash assistance.	F2 – F8 – F11
C4 – The contextual advantages of using a cash transfer modality across response activities were only partially realized. Understanding the full range of factors that contributed to this outcome can help to promote a more appropriate use of modalities in future crises.	F1 – F5
C5 – While WFP demonstrated a commitment to inclusion and protection, there was insufficient attention to adapting programmes to the needs of women and men and to extending beneficiary participation in core programming decisions.	F15 – F16 – F10
C6 – The evolving context in Ukraine is uncertain, both in the course of the war, the level of needs and prospects for future humanitarian funding. This has implications for adjusting ongoing interventions, pursuing innovative opportunities and planning for transition and exit.	F17 – F12 – F22 – F13 – F14
C7 – Better evidence of results is important in supporting fundraising efforts. However, monitoring and reporting struggled to present compelling evidence of results. The core food security indicators lack sufficient sensitivity to the context and made the contribution of WFP to food security hard to demonstrate. The objectives of WFP support to food and social protection systems lacked clarity, with limited monitoring and reporting of outcomes.	F5 – F6 – F7

Recommendation	Conclusions
R1 – To support implementation of the recommendations of the evaluation of WFP's Emergency Preparedness Policy (2024), WFP should draw lessons from Ukraine to strengthen preparedness for future corporate emergencies.	C1 – C2
R2 – Drawing on its experience in Ukraine, WFP should utilize existing global platforms of engagement to strengthen coordinated approaches to the provision of food assistance.	C2 – C3
R3 – WFP should enhance the relevance and utility of its assessment, targeting and measurement of results in Ukraine.	C1 – C3 – C4 – C6 – C7
R4 – WFP should further explore and develop support to recovery activities in Ukraine alongside a primary focus on emergency assistance.	C1 – C3 – C5 – C6
R5 – WFP should adapt its programme in Ukraine to facilitate the transition and exit from Ukraine at an appropriate time.	C6

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WFP Organigram.

Annex 13 – Acronyms and abbreviations

AAP	Accountability to Affected Populations
ACR	Annual Country Report
AI	Artificial Intelligence
APP	Annual Performance Plan
APR	Annual Performance Review
BHA	US Agency for International Development Bureau for Humanitarian Assistance
BR	Budget Revision
BSAFE	Basic Security in the Field
CARI	Consolidated Approach for Reporting Indicators
CAS	Corporate Alert System
CBT	Cash-Based Transfer
CEE	Corporate Emergency Evaluation
CFM	Complains and Feedback Mechanism
CIDA	Canadian International Development Agency
CO	WFP Country Office
CONOPS	Concept of Operations
CPB	Country Portfolio Budget
CPs	Cooperating Partners
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CSOs	Civil Society Organizations
CWG	Cash Working Group
DAC	Development Assistance Committee

(D)DoE	(Deputy-)Director of Evaluation
EB	WFP Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
EQs	Evaluation Questions
EM	Evaluation Manager
ER	Evaluation Report
ET	Evaluation Team
ETC	Emergency Telecommunications Cluster
EU	European Union
FAO	Food and Agriculture Organization
FGDs	Focus Group Discussions
FDP	Food Distribution Point
FLA	Field-Level Agreement
FO	Field Office
FSD	Fondation suisse de déminage
FSIN	Food Security Information Network
FSL	Food Security and Livelihood
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEM	Global Empowerment Mission
GEWE	Gender Equality and Women's Empowerment
GFU	Grain From Ukraine
GNA	Gaps and Needs Analysis
GoU	Government of Ukraine
HCT	Humanitarian Country Team
HNO	Humanitarian Needs Overview
HQ	WFP Headquarters

HR	Human Resources
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
ICARA	Internal Capital And Risk Assessment
ICRC	International Committee of the Red Cross
ICSP	Interim Country Strategic Plan
IDPs	Internally Displaced Persons
INGOs	International Non-Governmental Organizations
IOM	International Organization for Migrants
IPC	Integrated Food Security Phase Classification
IPL	Internal Project Lending
IR	Inception Report
IRG	Internal Reference Group
KII	Key Informant Interview
LEO	Limited Emergency Operation
MoAPF	Ukraine Ministry of Agrarian Policy and Food
MoES	Ukraine Ministry of Education and Science
MoSP	Ukraine Ministry of Social Policy
MoU	Memorandum of Understanding
MPCA	Multi-Purpose Cash Assistance
MSNA	Multi-Sectoral Need Assessment
M&E	Monitoring and Evaluation
NBP	Need-Based Plan
NGOs	Non-Governmental Organizations
NLP	Natural Language Processing
OCHA	UN Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development

OEV	WFP Office of Evaluation
PDMs	Post-Distribution Monitoring
PFU	Pension Fund Ukraine
PGAAP	Protection, Gender and Accountability to Affected Populations
PRISMA	Preferred Reporting Items for Systematic review and Meta-Analysis
PSEA	Prevention of Sexual Exploitation and Abuse
QA	Quality Assurance
RA	Research Assistant
RBC	WFP Regional Bureau in Cairo
REACH	Renewed Efforts Against Child Hunger
RtE	Ready-to-Eat
SDG	Strategic Development Goal
SER	Summary Evaluation Report
SO	Strategic Objective
SSAFE	Safe and Secure Approaches in Field Environments
T-ICSP	Transitional Interim Country Strategic Plan
TL	Team Leader
ToC	Theory of Change
ToR	Terms of Reference
UAH	Ukrainian Hryvnia
UISSS	Unified Information System of the Social Sphere
UN	United Nations
UNCT	UN Country Team
UNDP	UN Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	UN Evaluation Group
UNHCR	UN High Committee for Refugees

UNFPA	UN Population Fund
UNICEF	UN International Children's Emergency Fund
UN RC	United Nations Resident Coordinator
USA	United States of America
USD	United States Dollar
WCK	World Central Kitchen
WFP	World Food Programme
WHO	World Health Organization

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