



**WFP EVALUATION**



**World Food  
Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

# **Strategic evaluation of WFP's support to refugees, internally displaced persons and migrants**

Centralized evaluation report – Annexes

OEV/2023/021  
May 2025

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# Annex I. Summary Terms of Reference

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

## **Subject and focus of the evaluation**

Displaced persons – whether internally or across international borders, and whether for short or protracted periods, in acute or chronic situations – are often more vulnerable to hunger and malnutrition.

The current WFP's Strategic Plan (2022-2025) outlines how issues relating to displacement and migration pressure are closely linked to the drivers of hunger. It also reaffirms the organisation's commitment to achieve the Sustainable Development Goals in key policy areas targeting refugees, internally displaced persons (IDPs) and migrants among others. While WFP's engagement with IDPs and refugees – including in partnership with the UN Refugee Agency (UNHCR) – has been long established, its assistance in migration contexts is more recent. However, WFP's engagement in refugee, IDP, and irregular migration contexts, features only minimally in WFP's policy documents with no dedicated policy addressing any of the three groups.

## **Objectives and users of the evaluation**

The evaluation is expected to:

(i) assess and draw lessons from the performance of WFP's interventions and organisational arrangements (normative, programmatic and operational) to assist refugees, IDPs and irregular migrants;

(ii) reflect emerging learning around WFP's partnerships for advocacy and policy engagement on displacement and irregular migration issues; and

(iii) highlight any gaps or inconsistencies, particularly around Gender Equality and Women's Empowerment, protection, and any areas of emerging priority for WFP's engagement.

The aim is to generate evidence to inform WFP's policies, strategies, approaches in the areas of displacement and irregular migration moving forward.

Primary intended users include WFP's senior leadership and management, particularly within the Programme and Policy Development Department, the Partnership Department, and the WFP Offices in Geneva and New York; Regional Bureaux and country offices. Secondary stakeholders include partner agencies such as UNHCR, the International Organization on Migration (IOM) and other Inter-Agency Standing Committee members, the WFP Executive Board; partner governments, regional bodies, and International Financial Institutions.

Communities and people affected by displacement and irregular migration situations, including the refugees, internally displaced persons and migrants themselves but also the communities that host them, are central stakeholders in this evaluation.

## **Scope, methodology and ethical considerations**

The evaluation will focus on all types of WFP assistance and engagement including all activity types and transfer modalities to support refugees and IDPs, including in

situations of recent return. Irregular migrants are considered as a secondary focus. The evaluation will cover the period 2017 to mid-year 2023 to include (a) the current and previous WFP's Strategic Plans to assess any relevant shift in priorities and approaches; (b) the introduction of all components of WFP's Integrated Road Map, including CSPs; and (c) the introduction, in 2018, of the Global Compact on Refugees and the Global Compact for Migration. It will have a global scope and consider contexts of sudden-onset crisis; situations of protracted displacement, and return; and situations characterised by mixed movements.

### **Evaluation questions**

The evaluation will address the following five questions:

**QUESTION 1:** What effects has WFP's support had on refugees, IDPs and irregular migrants, in the short and long term, positive or negative, intended or unintended, for whom, with which gender differentials, and in which contexts?

**QUESTION 2:** Does WFP have an appropriate, internally and externally coherent, enabling environment to support refugees, IDPs and irregular migrants?

**QUESTION 3:** Does WFP have in place appropriate and adequately contextualized assistance modalities and programming approaches to support refugees, IDPs and irregular migrants on food security, nutrition, and, whenever possible, self-reliance and more sustainable solutions to displacement?

**QUESTION 4:** How effective are WFP partnerships to leverage resources, improve coordination, enhance the effectiveness and complementarity of its interventions, strengthen national systems and maximize contributions to inter-agency policy development and advocacy regarding refugees, IDPs and irregular migrants?

**QUESTION 5:** What other factors (e.g.,

staffing, funding levels) can explain WFP's current performance and results in its engagement in refugee, IDPs, and irregular migration settings?

### **Methodology and ethical considerations**

The evaluation will adopt an overarching theory-based approach, combined with elements of a system-based approach, and analysis of thematic cases. The methodology is expected to:

- adopt mixed methods (quantitative, qualitative) for data collection and analysis;
- demonstrate attention to impartiality and reduction of bias by relying on different primary and secondary data sources and stakeholders and adopting systematic triangulation;
- mitigate challenges to data availability and validity, and budget and timing constraints, further expanding and validating elements included in the initial evaluability assessment;
- include a desk-based summary of evaluation evidence, expanded with relevant research and evaluations commissioned by others; and
- ensure that the views of both targeted populations and host communities, disaggregated by age, gender, and other diversity considerations (including disability) are included in different data collection activities as much as possible.

The evaluation will cover and draw information from all six regions where WFP operates and feature a deeper analysis (through field visits or desk-based reviews) on a purposefully selected sample of ten countries to contribute to the overall evidence base.

The evaluation is expected to adhere to the 2020 UN Evaluation Group (UNEG) ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting personal data, confidentiality and anonymity of informants, ensuring cultural sensitivity, respecting the autonomy of participants,

ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation cause no harm to participants, their communities, and to WFP operations.

### **Roles and responsibilities**

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with proven capacity to conduct global evaluations of complex emergencies and/or protracted situations and have a strong thematic expertise in displacement and migration issues.

**OEV EVALUATION MANAGEMENT:** The evaluation will be managed by Michael Carbon, Senior Evaluation Officer with the support of Michele Gerli in a Research Analyst capacity. They will be the main interlocutors between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and adherence with OEV quality standards for evaluation process and deliverables.

An **INTERNAL REFERENCE GROUP** and an **EXTERNAL ADVISORY GROUP** will be established and asked to be available for

interviews with the evaluation team, review and comment on draft evaluation reports and provide feedback during evaluation debriefings.

The **DIRECTOR OF EVALUATION** will provide quality assurance and approve all evaluation products.

### **Communication**

All WFP strategic evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

### **Timing and key milestones**

Preparation phase: May-Oct 2023

Inception phase: Nov 2023-Apr 2024

Data collection: May-Aug 2024

Draft reporting stage: Sep – Dec 2024

Stakeholder workshop: Nov 2024

Reporting finalisation stage: Jan- Mar 2025

Executive Board presentation: June 2025



## Annex II. Evaluation timeline

Phase/activities		Responsible	Deadlines
1. Concept note phase			May-Jul 2023
	Scoping discussions with World Food Programme (WFP) stakeholders	Evaluation manager (EM)	
	Concept note shared with WFP stakeholders	EM	
	Evaluation design meetings with WFP stakeholders	EM	
2. Terms of reference (ToR) & contracting phase			Aug-Nov 2023
	Draft TORs shared with internal reference group (IRG)	EM	20 09 2023
	Draft TORs shared with long-term agreement (LTA) firms	EM	25 09 2023
	IRG comments on draft ToRs	EM	05 10 2023
	Revised ToRs shared with LTA firms	EM	12 10 2023
	Proposal deadline	LTA firms	19 10 2023
	Revised ToRs shared with IRG	EM	24 11 2023
	Contracting evaluation team/firm	EM	20 11 2023
3. Inception phase			Dec 2023-Apr 2024
	Team preparation prior to inception meetings (Office of Evaluation (OEV) briefing, desk review)	Team, EM	Jan 2024
	Inception briefings	Team, EM	Feb 2024
	Regional Bureau for Asia and the Pacific in Bangkok (RBB) and Bangladesh pilot country case study (field)	Team, EM, research assistant (RA)	15 to 22 02 2024
	Bangladesh country capacity strengthening (CCS) debrief	Team	25 03 2024
	Pilot country case study (desk - Djibouti)	Team	11 03 to 22 03 2024
	Djibouti CCS debrief	Team	03 04 2024

	Submit draft inception report (IR) to OEV (after LTA firm quality assurance review)	Team leader (TL)	17 03 2024
	OEV quality assurance and feedback	EM	20 03 2024
	Submit revised draft IR (D1) to OEV	TL	25 03 2024
	OEV quality assurance	Quality assurance 2 (QA2)	29 03 2024
	Share IR with IRG and evaluation advisory group (EAG) for their feedback (2 weeks for comments)	EM	08 04 2024
	IRG and EAG comments on IR received	IRG, Emergency Preparedness and Response Unit (AEP)	30 04 2024
	Submit revised IR (D2)	TL	08 05 2024
	Circulate final IR to WFP stakeholders. Post a copy on intranet.	EM	15 05 2024
4. Data collection & analysis			May–Aug 2024
	Preparation of field work	Team	03 05 2024
	In-depth desk review	Team	08 04 2024 onwards
	Headquarters (HQ) & regional bureau (RB) interviews	Team	20 05 2024 onwards
	Field and remote country case studies	Team	06 05 to 05 07 2024
	Democratic Republic of the Congo country case study (remote)	Team	06 05 to 17 05 2024
	Mozambique country case study (field visit)	Team	20 05 to 25 05 2024
	Kenya country case study (field visit)	Team	20 05 to 25 05 2024
	Regional Bureau for Eastern Africa in Nairobi (RBN) visit	Team	27 05 to 28 05 2024
	Egypt country case study (field visit)	Team	26 05 to 30 05 2024
	Regional Bureau for in the Middle East, North Africa and Eastern Europe in Cairo (RBC) visit	Team	28 05 2024

	Mauritania country case study (field visit)	Team	03 06 to 07 06 2024
	Regional Bureau for Latin America and the Caribbean in Panama (RBP) visit	Team	20 06 to 21 06 2024
	Colombia country case study (field visit)	Team	24 06 to 28 06 2024
	Myanmar country case study (remote)	Team	17 06 to 28 06 2024
	Chad country case study (remote)	Team	24 06 to 05 07 2024
	Debriefings with country office (CO) and the regional bureau (RB) (PowerPoint presentation) on country case studies	Team	Last one by 19 07 2024
	Data analysis	Team	08 07 to 02 08 2024
5. Report drafting & stakeholder workshop			Aug-Dec 2024
	Report drafting	Team	05 08 to 22 09 2024
	LTA firm quality assurance review	LTA firm	26 09 2024
	Submit draft (D0) evaluation report (ER) to OEV	TL	29 09 2024
	OEV comments sent to the team	EM	03 10 2024
	Submit revised draft ER to OEV	TL	13 10 2024
	OEV additional rounds of comments	EM	16 10 to 21 10 2024
	Submit revised draft ER (D1) to OEV based on OEV comments.	TL	22 10 2024
	OEV quality assurance	QA2	29 10 2024
	Submit revised draft ER to OEV		17 11 2024
	Additional OEV quality assurance comments		23 11 2024
	Submit revised draft ER to OEV		01 12 2024
	Director of Evaluation (DoE) review of draft ER		09 12 2024
	Submit revised draft ER (D2) to OEV	TL	12 12 2024
	DoE clearance for circulation to WFP stakeholders	DoE	13 12 2024
	Share draft ER with IRG and EAG (2 weeks for comments)	EM	16 12 2024



	IRG and EAG comments on ER received	EM	08 01 2025
	Stakeholders' workshop	IRG	13 01 to 15 01 2025
	Submit revised draft ER (D3)	TL	26/01/2025
	OEV final feedback on ER sent to the team	EM	02/02/2025
	Submit final ER to OEV	TL	09/02/2025
	Final clearance of D3 by DoE	DoE	14/02/2025
6. Summary evaluation report			Jan – Mar 2025
	Submit draft summary evaluation report (SER) to QA2	EM	19/01/2025
	QA2 review of draft SER	QA2	26/01/2025
	Submit revised SER to QA2 & TL	EM	02/02/2025
	QA2 & TL clearance of draft SER	QA2, TL	09/02/2025
	DoE clearance to send SER to Oversight and Policy Committee (OPC)	DoE	16/02/2025
	Share SER with OPC for comments (2 weeks for comments)	DoE	19/02/2025
	OPC comments on SER received	OPC	01/03/2025
	QA2 & TL clearance of revised SER	EM	15/03/2025
	Final approval of SER by DoE	DoE	22/03/2025
	Submit approved SER to the Executive Board (EB) Secretariat	EM	29/03/2025
7. Executive Board (EB) and follow-up			May - Jun 2025
	Informal consultations with EB	DoE + EM	May-25
	Presentation of summary evaluation report to the EB	DoE	Jun-25



conflict sensitivity and accountability to affected populations (AAP) feed across the framework into internal and external factors (teal).

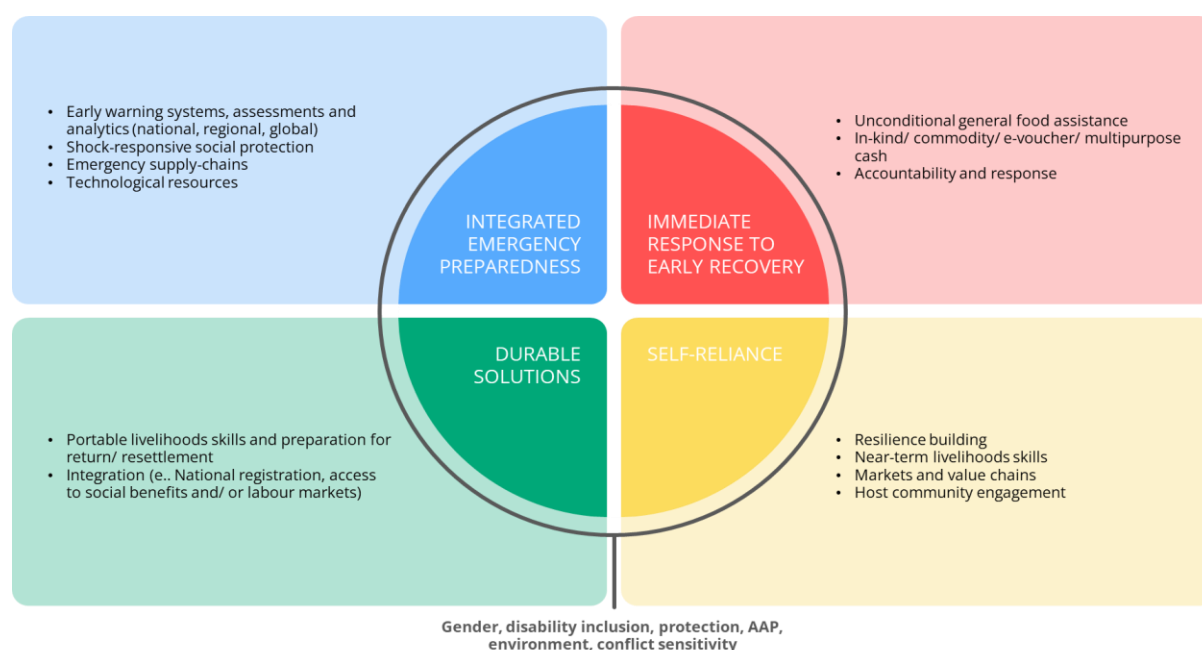
In line with its applicability across the global, regional and national levels, the analytical framework provided the basis for refining the evaluation questions into five areas. These comprise:

- the effectiveness of WFP in supporting displaced and migrant populations along the results chain;
- the relevance and coherence of WFP across its contexts of engagement and its alignment with normative arrangements in the external enabling environment;
- the creation by WFP of, and its adherence to, a coherent and appropriate internal enabling environment for its support to displaced populations and irregular migrants;
- the use by WFP of appropriate and contextualized assistance modalities and programming approaches to support refugees, IDPs and irregular migrants in different contexts and settings; and
- the effectiveness of WFP partnerships and coordination and its areas of added value.

Under this structure, the cross-cutting areas of gender and social inclusion, protection and accountability to affected populations are explored both in terms of the contributions by WFP across the results chain, and as part of the examination of WFP internal and external enabling environments and engagement with partners. This includes the challenges elderly and unaccompanied children face during displacement, and the protection concerns young men face during major (sometimes multiple) displacements and irregular migration.

Nested within the analytical framework is a programme transition map (Figure 2). This programme transition map was devised to enable a more detailed examination of WFP programming approaches and modalities, their relevance, and the adaptive capacity of WFP in responding to changes in the external context. The programme transition map illustrates the shift of the WFP programme approach from responding to immediate needs toward supporting self-reliance and durable solutions, taking advantage of its country presence and experience to build integrated preparedness capacities to enable governments and local actors to better respond, when necessary, to immediate needs in line with emergency preparedness and response (EPR) plans that may be triggered by early warning systems (EWS).

**Figure 2: Programme transition map**



Source: Evaluation team.

## Evaluation questions

Each of the five overarching areas of analysis is reflected in a specific evaluation question. The evaluation questions and subquestions are presented in the present tense to reflect the formative evaluative approach that was adopted by the evaluation team. The evaluation questions (EQs) align to the Organization for Economic Cooperation and Development Development Assistance Committee (OECD DAC) evaluation criteria and associated Active Learning Network for Accountability and Performance (ALNAP) guidance for relevance, effectiveness, coverage, coherence and appropriateness that were selected as the criteria most relevant to the evaluation's evidence and learning purpose.<sup>1</sup>

An evaluation matrix consolidating the evaluation questions, subquestions, lines of inquiry, indicators, data sources, data collection methods, dimensions of analysis and quality of evidence is provided in Annex IV.

**Table 1: Evaluation questions**

EQ	Evaluation questions	Evaluation criteria
1	In what ways, and to what extent, is WFP support to refugees, IDPs and irregular migrants coherent with the external environment?	Coherence Relevance

<sup>1</sup> OECD-DAC. 2024. [Evaluation criteria](#); ALNAP. 2024. [Evaluation of Humanitarian Action using the OECD-DAC Criteria](#).

<b>2</b>	How effective is WFP operational and advocacy support for refugees, IDPs, irregular migrants to meet their short- and long-term food security and nutrition needs?	Effectiveness Coverage
<b>3</b>	How appropriate and contextualized are WFP assistance modalities and programming approaches at supporting refugees, IDPs and irregular migrants in different contexts and settings?	Relevance
<b>4</b>	To what extent does WFP create an appropriate internal enabling environment for its support to refugees, IDPs and irregular migrants?	Appropriateness
<b>5</b>	How effectively does WFP leverage and add value to its partnerships and coordination arrangements in support of refugees, IDPs and irregular migrants?	Effectiveness Coherence

### Evaluation approach

In line with the analytical framework, the evaluation questions were addressed through a range of data collection and analysis methods tailored to the country, regional and corporate levels. At the core of the evaluation was the adoption of a case study approach. Key elements that justify this approach are provided in Box 1.

The evaluation team undertook ten country case studies based on six country visits and four remote, desk-based reviews. While the primary focus of country case studies was on EQs 2 and 3 (results chain) and EQ 4 (internal enabling environment), they also examined how WFP country offices navigated the external context (EQ 1) and their partnership engagement (EQ 5). Country case studies were based on evidence from document reviews, key informant interviews (KIIs), focus group discussions (FGDs) and direct observation. The findings from primary data, including variances, were triangulated against relevant country-level country strategic plans (CSP), decentralized and corporate evaluations and presented to the country office as a PowerPoint presentation using a standard template. This allowed country offices the opportunity to review and validate the findings and explore the implications for WFP corporate and country-level responses.

#### Box 1: Adoption of case study approach

1. Case study purpose:
  - Illustrative – adds realism and in-depth examination
  - Explanatory – builds understanding of the causal links across the analytical framework and levels of the organization
2. Opportunities for learning:
  - Investigates variances across different contexts
  - Explores if good practice and agile principles can be identified
  - Helps identify transferability while avoiding generalization
  - Integrates resource investments and constraints
  - Recognizes weak results as opportunities for learning
3. Responds to different units of analysis:
  - Population category – refugees, IDPs, irregular migrants, host communities
  - Organizational tier - field/country/regional/global
  - Settings – urban/rural, climate/security
  - Policy and strategic considerations
  - Programme approach and modality
  - Timeline - recent/protracted

Building on the ten country case studies, the evaluation developed three thematic studies at country, regional and corporate levels (see Table 2 below). The main focus of the thematic studies was to facilitate the analysis of evaluation questions across organizational structures and processes and build understanding of how the inter-relationships identified in the analytical framework operate across different contexts. Thematic studies are included in Annexes VIII to X.

The primary focus of the country thematic study covers WFP programming support, examining the targeting of displaced and migrant populations, including recent returnees, and explores the ways in which WFP short- and longer- term approaches have been integrated and applied. This focus corresponds with EQs 2, 3 and 4.

The main focus of the regional thematic study is to explore the coordination and support function provided by regional bureaux, particularly with respect to their use of cross-border analysis to inform planning and response strategies for displaced populations, irregular migrants, and returnees (EQs 3, 4 and 5). In addition to country and regional key informant interviews and focus group discussions and documentation, the regional thematic studies draw on emergency response evaluations and evidence summaries of the response of WFP to regional crises. This approach provides insights into how the regional structure acts as a bridge between the corporate and country levels; it also explores the role of regional bureaux in supporting country operations including their preparedness and response to cross-border movements.

The evaluation's global thematic study covers WFP policy integration of displaced and irregular migrant populations and process engagement within the external enabling environment (EQ 1), the associated development of its global partnerships (EQ 5), and the relevance and coherence of corporate guidance and support to regional bureaux and country offices (EQs 3 and 4).

**Table 2: Thematic study focus areas**

Thematic study		Focus area
<b>Country</b>	Programme targeting and transitioning (nexus)	What can WFP learn from its experiences of using different programming approaches and modalities to support refugees, internally displaced persons, returnees and irregular migrants?  Examples of good practice – e.g. changes in modality selection over time; supply chain and digital integration in WFP programming.
<b>Regional</b>	Regional analysis and cross-border coordination	What can WFP learn from its efforts to integrate regional analysis and coordination to provide effective strategic support to country offices affected by displacement and irregular migration?



		Examples of good practice – e.g. integrating displacement and migration flows analysis in regional emergency preparedness and response strategies.
<b>Corporate</b>	External policy alignment and internal integration of displacement in policy, strategy and guidance	<p>What can WFP learn from its efforts to ensure coherence and relevance to the external enabling environment through the integration of displacement in its corporate strategies, policies, systems and guidance?</p> <p>Examples of good practice – e.g. ensuring common understanding of definitions and clarifying WFP positioning over operational challenges such as targeting where other agencies have a different mandate.</p>

### **Integration of gender equality and women's empowerment (GEWE) and inclusion**

When exploring the evaluation questions, the evaluation team applied a gender lens and adopted an intersectional approach based on the structure of WFP Gender Policy (2022-2026),<sup>2</sup> Disability Inclusion Road Map (2020–2021)<sup>3</sup> and WFP evaluation quality assurance assessment system (EQAS) guidelines for integrating gender and disability into WFP evaluations.<sup>4</sup> Each of these resources have informed the integration of gender and disability inclusion considerations across the evaluation matrix (Annex IV) and supported the development of the methodology. The evaluation also mainstreamed consideration of how specific refugees, IDPs and irregular migrants (RIM) vulnerabilities intersect with other characteristics.

The evaluation used a mixed method approach that helped ensure participation and inclusion of a diverse range of stakeholders, including direct beneficiaries. This provision enabled the voices of the most marginalized groups, such as women, non-binary groups, registered and unregistered refugees, undocumented migrants and people with disabilities, to be heard and considered during the evaluation process and in the findings and recommendations – either

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<sup>2</sup> WFP. 2022. WFP Gender Policy 2022. (WFP/EB.1/2022/4-B/Rev.1). The three objectives comprise: (i) achieving equitable access to and control over food security and nutrition; (ii) addressing the root causes of gender inequalities that affect food security and nutrition; and, (iii) advancing the economic empowerment of women and girls in food security and nutrition.

<sup>3</sup> WFP. 2021. WFP Disability Inclusion Road Map (2020–2021).

<sup>4</sup> WFP. 2023. Evaluation Quality Assurance System (EQAS) Technical Note: Integrating Gender in WFP Evaluations.

directly or indirectly through carers, family members or members of the community.

Purposive sampling was applied during data collection to ensure adequate representation of subgroups of women and men. No children were included in data collection, and data on the experiences of boys and girls were collected through the experiences of their parents and carers. All focus group discussions with WFP beneficiaries were disaggregated by gender and status (refugee, IDP, migrant, host community), and the evaluation team aimed to create safe spaces for women and girls by having women-led interviews and focus group discussions whenever possible. During the data collection process, sampling sought to include women with disabilities, women with disabilities who are heads of household, elderly persons with disabilities and poor households with multiple members with disabilities. Data collection with persons with disabilities in each field mission was requested, but persons with disabilities did not participate in data collection directly and their experiences were relayed indirectly by participants in focus group discussions. Where possible, primary data collection was complemented with on-site observations of attitudes and environmental barriers along intersectional lines.

Data analysis was also guided by the four priorities of the WFP Gender Policy (2022),<sup>5</sup> including enhanced and equitable participation, strengthened leadership and decision making, strengthened protection to ensure safety, dignity and meaningful access and transformative action on social norms and structural barriers. These priorities helped the evaluation team to identify current gaps and strategic opportunities for WFP to respond to displaced and migrant populations.

The team undertook data analysis and coding along GEWE and inclusion lines; the coding structure incorporated cross-sectional categories. Evaluation data were also compared with wider contextual analyses, including social and cultural dynamics of the area of operation, barriers faced by women, non-binary groups, persons with disabilities, and where applicable, different categories of displaced and migrant populations, as well as the different needs, concerns and priorities of these various groups. Gender and disability inclusion were incorporated as cross-cutting themes in the evaluation's analytical framework to guide exploration of WFP integration and responsiveness to displacement- and migration-specific GEWE and inclusion considerations at the country, regional and corporate levels.

### **Data collection methods**

The evaluation used different resources and data collection methods, including a review of relevant global literature on displacement and migration, WFP global, regional, and country level documentation and data, country strategic plan evaluations (CSPEs) and primary data collected through key informant interviews and focus group discussions at the corporate, regional, country and field levels.

### **Global literature on displacement and migration**

A comprehensive understanding of key issues and evidence from the global literature on migration and displacement was important to understand the contexts across which WFP operates. The literature review covered the key global frameworks on RIMs and examined relevant research reports, policy and reference papers, as well as guidelines and frameworks of other United Nations (UN) agencies including the United Nations High Commissioner for

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<sup>5</sup> WFP. 2022. WFP Gender Policy 2022. (WFP/EB.1/2022/4-B/Rev.1).

Refugees (UNHCR) and the International Organization for Migration (IOM). The bibliography for the evaluation is included in Annex XIII.

### **WFP global, regional and country-level document and data review**

During the inception phase, the evaluation team undertook an in-depth document review to refine the evaluation scope, cross-reference emerging themes and build the evaluation matrix. The selected documentation provided the basis for reviewing WFP corporate policies, strategies, guidance and partnerships relevant to displacement and migration, alongside a review of strategic, policy, CSP, corporate emergency and synthesis evaluations, and global and regional studies. The evaluation findings were triangulated with WFP data derived from its corporate systems and platforms as well as annual reports, where possible.

### **Key informant interviews and focus group discussions**

The evaluation team used semi-structured key informant interviews and focus group discussions as the basis for primary data collection with internal and external stakeholders, including beneficiaries, at country, regional and global levels. The evaluation team adopted a standard protocol and format for recording and sharing responses among team members while respecting data protection and confidentiality. A compendium of key informant interview and focus group discussion questions was developed based on the evaluation questions and tested during the inception phase. Key informant interview and focus group discussion questions were tailored to each stakeholder in line with relevant evaluation questions and data sources as identified in the evaluation matrix. At the end of every key informant interview and focus group discussion, respondents' suggestions on follow-up, including additional contacts and documentation, were noted.

### **Country selection and data collection**

Six country missions and four desk reviews provided the basis for exploring WFP responses to a range of contexts including recent and protracted crises, and irregular and mixed migration flow examples. Desk studies allowed the evaluation team to explore additional country contexts through key informant interviews and secondary data and information sources. All country case studies drew on a range of documentation (Box 2). Findings were triangulated across key informant interview and focus group discussion responses from internal and external stakeholders, including beneficiaries and cooperating partners, to ensure credible, valid findings.

## Box 2: Country-level documentation

<ul style="list-style-type: none"> <li>• Country strategic plans (2017-2024)</li> <li>• Annual country reports (2017-2023)</li> <li>• Annual performance plans (2017-2024)</li> <li>• Budget and programming documentation</li> <li>• Distribution and operational maps (2017-2024)</li> <li>• Country briefs (2017-2024)</li> <li>• Evaluations &amp; management responses (2017-2024)</li> <li>• Human resources plans</li> <li>• Gender, disability and inclusion action plans and assessments (2017-2024)</li> <li>• Market monthly bulletins and updates (2017-2024) where relevant (e.g. local procurement)</li> <li>• WFP monitoring and complaints and feedback mechanism (CFM) (2017-2024) data and reports (the Country Office Tool for Managing Effectively (COMET); CFM-SUGAR)</li> <li>• WFP transfer management data (SCOPE; Building Blocks)</li> <li>• Supply chain documentation</li> </ul>	<p>Context</p> <ul style="list-style-type: none"> <li>• Governmental strategies, policies and legal framework (for RIMs)</li> <li>• United Nations Sustainable Development Cooperation Frameworks</li> <li>• UN Country Team (UNCT) contingency and humanitarian response plans</li> </ul> <p>Assessments</p> <ul style="list-style-type: none"> <li>• WFP and joint context assessments including UNHCR-WFP joint assessment mission reports (JAMs) (as relevant)</li> </ul> <p>Partnerships</p> <ul style="list-style-type: none"> <li>• WFP donor agreements and documentation (2017-2024)</li> <li>• WFP memorandums or letters of understanding with government and UN agencies</li> <li>• Field-level or technical agreements and reports (2017-2024) of cooperating partners and other entities</li> </ul>
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The selection of countries for case studies was based on the evaluation's strategic focus, recommendations by the regional bureaux and feedback from country offices that were invited to participate. Country sampling sought to include a range of country contexts that demonstrated different responses covering the categories of displaced and migrant populations of focus across the humanitarian-development-peace (HDP or triple) nexus, and opportunities for learning across each of WFP operational regions. However, the country sample was limited by the terms of reference prioritization of available resources to six visits and four desk reviews, and restrictions on travel imposed by the UK Foreign, Commonwealth and Development Office in terms of security and duty of care considerations. Country selection had to match the contextual considerations and sample limitations to the practicalities of fully engaging WFP country offices in the evaluation process. Key requirements of country offices included their leadership interest and support, existing operational and evaluation commitments, planning timelines, field accessibility and availability of WFP and partner representatives to engage with the evaluation process. The country list, as agreed with the Office of Evaluation, is provided in Table 3. The evaluation team considered that the sample selected was sufficiently representative and provided a wide enough range of contexts to address the evaluation questions. To mitigate gaps in the sample, such as the absence of countries engaged in the Syrian regional crisis response, relevant secondary documentation was reviewed as part of the regional thematic study.

**Table 3: Country mission selection for field missions and desk reviews**

Regional bureau	Visit country and interest (total = 6)	Desk country (total = 4)
<b>Bangkok</b>	<b>Bangladesh (inception)</b> Refugee displacements, country office preparedness and response in CSP staff Government policy unwelcoming to refugees Nutrition strategies	<b>Myanmar</b> Internal displacement Difficult political context Working through local partners or localization Forgotten crisis European Civil Protection and Humanitarian Aid Operations (ECHO) UNHCR conflict-climate intersection Exploration of regional response to refugee crisis with Bangladesh country office
<b>Cairo</b>	<b>Egypt</b> Inclusion of refugees in most national systems Contributions to regional refugee and resilience plan and “one refugee approach” Assistance to crisis-affected populations (e.g., 2023 Sudan refugee crisis) Transit migration	
<b>Dakar</b>	<b>Mauritania</b> Integration of refugees in national social protection system Early warning and response planning	<b>Chad</b> WFP country and regional preparedness and response – Sudan cross-border crisis Supply chain difficulties and how these affect WFP programming and modalities; limits of cash in remote areas United Nations Secretary-General (UNSG) Action Plan for Internal Displacement target country Transit migration

<b>Johannesburg</b>	<b>Mozambique</b> IDPs and crisis preparedness and response (conflict - north; climate - central and south); programme and modality shifts from immediate toward longer-term solutions UNHCR-WFP Joint Targeting Hub country UNSG Action Plan for Internal Displacement target country UNHCR conflict-climate intersection Nutrition integration in programmes	<b>The Democratic Republic of the Congo</b> Massive IDP and long-term refugee context Exploration of more sustainable programming options Multiple crises response Donor funding pressures Ongoing CSP evaluation
<b>Nairobi</b>	<b>Kenya</b> Integration of refugees into national systems Regional planning and responses Environmental considerations in RIM response	<b>Djibouti (inception)</b> UNCHR-WFP joint targeting hub Specialist nutritious foods, migration and immediate needs Forgotten crisis ECHO UNSG Action Plan for Internal Displacement target country Migration crisis
<b>Panama</b>	<b>Colombia</b> WFP country and regional coordination Support of cross-border migration Circular (pendular) migration IDP preparedness Response to immediate and in-passage mobility	

In line with the evaluation scope, the evaluation team additionally undertook in-person visits to selected regional bureaux that provided an appropriate sample of WFP regions affected by different forms of displacement and irregular migration: Bangkok, Panama, Cairo and Nairobi (affected by recent and protracted refugee crises and emergencies or significant increases in irregular migration). These visits were in addition to the visit to the regional bureau in Bangkok undertaken during the inception phase. Alongside desk reviews of the Dakar and Johannesburg regional bureaux, they provided important insights into the subject area of the regional thematic

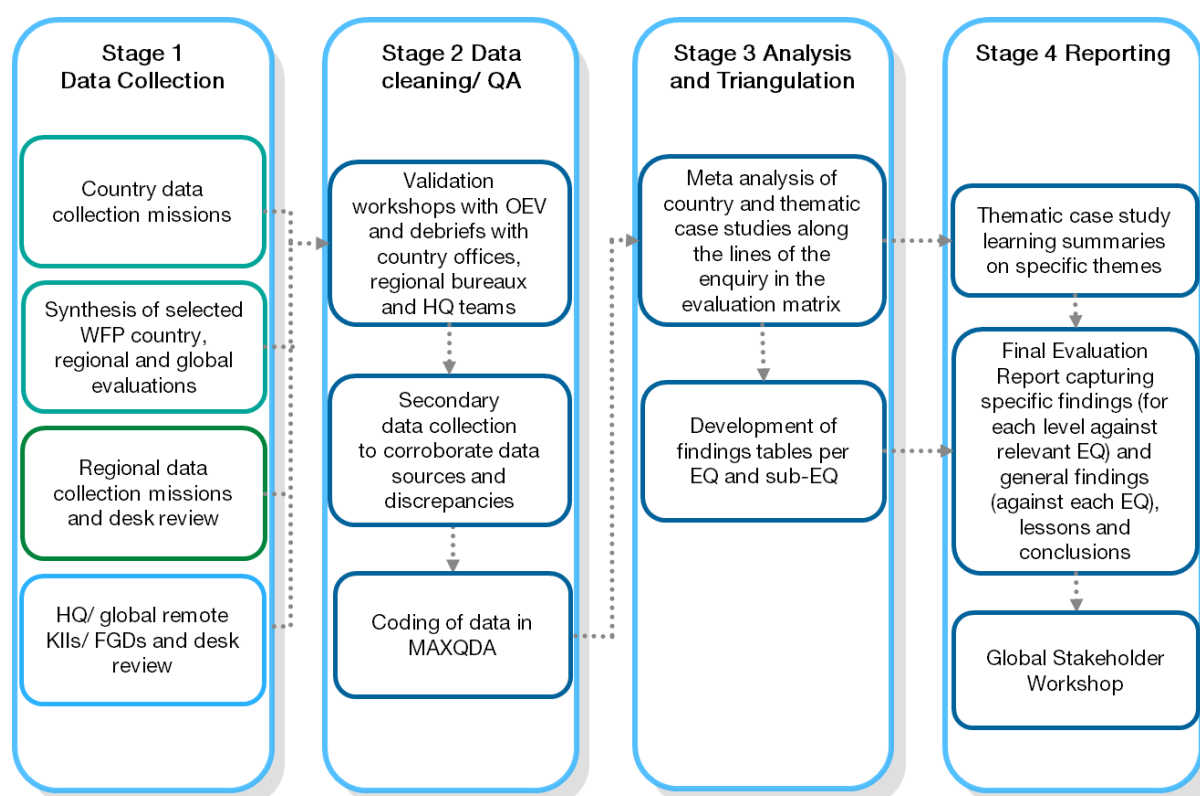


study that will focus on the role of regional bureaux on provision of analytical and coordination support to country offices when anticipating or responding to displacement and migration, including cross-border movements. Regional visits also allowed the evaluation team to better explore how effectively the interlinkages described by the analytical framework operate between the corporate, regional and country levels.

## Data analysis

The evaluation team adopted a systematic approach to collecting, tabulating and analysing evidence, to ensure that the findings fairly reflect the large volume of data collected. Its overall approach to data analysis was undertaken across the four stages as summarized in Figure 3.

**Figure 3: Data Analysis Strategy**



Source: Evaluation team.

The evaluation team used MAXQDA for logging data against evaluation questions and themes, to facilitate evidence-based judgments.

A range of data analysis methods were applied, and they include the following methods:

- MAXQDA coding of documents and key informant interview and focus group discussion notes based on a coding structure formulated in line with the evaluation matrix (relevant to all evaluation questions);
- analysis of programme results data (for example, COMET and annual country report (ACR) data on number of beneficiaries reached versus planned) at the country level to explore WFP contributions to short- and long-term food security and nutrition (EQs 2 and 3);
- policy mapping of the integration of key international refugee and migration-related

- conventions, compacts and principles in WFP global policy and strategies (EQ1);<sup>6</sup>
- preparation of ten individual country case studies supported by validation workshops with each of the country offices covered (all evaluation questions);
- preparation of the three (country, regional and corporate) thematic studies (all EQs);
- a review of WFP programme approaches and modalities that contribute to the results chain across different contexts against the analytical framework (provided in Figure 2 above);
- organizational analysis of WFP internal operating environment for its response including its country and regional strategies, use of evidence including assessments and monitoring data, application of digital technologies and platforms and integration of supply chain and human resource strategies (EQ4);
- budget analysis of funding related to the evaluation subject providing a perspective on the coherence and effectiveness of resource use (EQ4); and
- partnership analysis of the effectiveness of WFP engagement and quality and focus of its relationships with other organizations (EQ5).

The evaluation team assessed the quality of the evidence obtained from stage 1 of Figure 3 onwards. The triangulation of country mission and desk review findings with regional and global level data mitigated the risk of bias that might have emerged from reliance on a mission-only approach. Where examples of divergent data were identified, these were reviewed for any discrepancies or differences. Triangulation across the mixed data sources and analytical methods allowed the evaluation to validate and contrast responses for each of the subquestions and formulate the evaluation findings. Triangulation to corroborate findings and enhance the validity and reliability of the evaluation was done through:

- Data triangulation: Data from different sources and methods were compared and combined to corroborate findings. Quantitative data from WFP reporting systems were compared with qualitative information collected from document review, key informant interviews and focus group discussions.
- Investigator triangulation: The evaluation team members collected and analysed data, and then compared their findings to identify common themes or discrepancies, including through a dedicated two-day analysis session.
- Context triangulation: The evaluation was conducted in different settings and contexts to verify if findings held true across diverse environments, and to examine differences and similarities.
- Respondent triangulation: The evaluation team gathered data from stakeholders who have different perspectives or roles to provide a more comprehensive understanding of the issues and diversity of opinions.
- Triangulation of primary data findings against the findings of relevant corporate and country level evaluations supported the triangulation and generalization of case study findings.

Drawing on the subquestions, the evaluation team was able to conduct its analysis of the evaluation questions as the basis of the three levels addressed by the thematic country, regional

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<sup>6</sup>Including the 1951 Refugee Convention, the Kampala Convention (2009), The 2018 Global Compact on Refugees (GCR) and the related Comprehensive Refugee Response Framework, The 2018 Global Compact for Safe, Orderly and Regular Migration and the Guiding Principles on Internal Displacement (1998).

and global studies, which also draw on aggregated findings from the ten country case studies. This approach allowed the evaluation to capture considerations that are specific to different displaced and irregular migrant groups or contexts.

The evaluation applies specific processes to ensure findings presented in this report have been validated by stakeholders. Feedback sessions were held with each of the ten country offices; a presentation of preliminary findings was conducted with the evaluation's internal reference group and a stakeholder workshop will be conducted prior to finalization of the evaluation report. These feedback and validation sessions provided a structured process for stakeholders to support the distilling of the evidence base to a set of key insights, learning and recommendations, which were selected to maximize the utility and impact of the evaluation.

## Ethical considerations

All WFP evaluations must conform to the 2020 United Nations Evaluation Group (UNEG) Ethical Guidelines<sup>7</sup>. Accordingly, the evaluation team and the team leader, with the support of the evaluation manager, were responsible for ensuring the proper safeguarding and ethical conduct of the evaluation process. Integrity was upheld by the evaluation team's commitment to professionalism based on truthfulness, competence, independence, impartiality and incorruptibility in both its communications and actions. Accountability was recognized through the evaluation team's efforts to meet the evaluation purpose, by remaining responsive to suggestions or criticism, by exercising due care and by guaranteeing a fair and accurate account of the evaluation process and findings were provided to stakeholders. Respect was supported by meaningful engagement and fair treatment of all stakeholders, including the fair representation of different voices and perspectives. Beneficence was supported by a commitment to maximizing the positive effects and overall contribution of the evaluation process.

The evaluation adhered to WFP Code of Ethics (2023) and aligned with the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations as well as the minimum standards for consulting with children set by the Inter-Agency Working Group on Children's Participation (IAWGCP). The evaluation team ensured adherence to ethical standards in evaluation practice under the UNEG Code of Conduct for Evaluations in the United Nations System 2007 and the Economic and Social Research Council (ESRC) Framework Research Ethics Principles 2012.

## Risks and assumptions

Several risks and assumptions that applied to the evaluation process were identified during the inception phase along with proposed mitigation actions. Table 4 below outlines a summary of risks that materialized during the evaluation process and the actions applied to mitigate their impact.

**Table 4: Summary of risks encountered during the evaluation**

Risk category	Focus
Scope	Evaluation questions, subquestions and lines of enquiry were developed to ensure comprehensive coverage of the different components of the analytical

<sup>7</sup> [UNEG, 2020. UNEG Ethical Guidelines for Evaluation.](#)

	framework for the evaluation. As the analytical framework was designed as a system, with strong linkages between its components, there is a lot of overlap in the elements covered across EQs and sub-EQs. To minimize repetition throughout the report, the evaluation report structure was streamlined and references were included throughout to findings that overlap with particular lines of enquiry but are covered in other EQs.
	Due to the scope covered in the evaluation, and the identified need at inception to set boundaries on what was covered, the ET was unable to look at anticipatory action related to climate change.
<b>Security and duty of care</b>	Due to the security situation in locations in Mauritania where the WFP response to RIMs was located, the evaluation team was not able to collect data in person as originally envisaged. IOD PARC contracted a team locally based in Mberra camp and Bassikonou to undertake data collection there with beneficiaries and WFP field teams.
	During the data collection phase, a large number of beneficiaries in all countries recounted experiences of verbal and physical gender-based violence (GBV), sexual abuse and exploitation (SEA) and child protection concerns. The ET provided participants with information on WFP referral mechanisms available to them to report their experiences.

# Annex IV. Evaluation matrix

The evaluation matrix outlines the evaluation questions and subquestions, as well as the lines of enquiry against which findings are reported, dimensions of analysis and data sources.

Some of the lines of enquiry were refined during the evaluation report drafting process. These are indicated in teal text and the rationale for the changes made is the following:

- 2.2.2: This line of inquiry is now integrated under 2.1.2 on WFP contribution to the prevention of nutrition and 2.2.1 on WFP contribution to self-reliance.
- 2.2.4: This line of inquiry now includes reference to social cohesion and conflict with host communities in relation to long-term WFP contributions and local integration processes across the triple nexus. The exploration of social cohesion and conflict fits better here in relation to the triple nexus rather than where it was previously, namely under a line of enquiry related to positive and negative unintended consequences and risks of WFP interventions for RIMs.
- 2.5.1: This line of enquiry is now merged with 2.5.2, bringing together positive and negative consequences and associated risks of WFP support to RIMs under an overarching framing of “risks”, which is now also reflected in the wording of the subEQ. Consequences and risks were originally separate, but significant overlap was found between the two in the process of drafting.
- 3.4.1 and 3.4.2 on urban and rural programming and adaptation have been merged together.
- 4.2.2: This line of enquiry now integrates targeting in addition to assessments and analysis because targeting in WFP ties in with assessments and analysis. In the report, we have presented 4.2.2 before 4.2.1 to align with the WFP programme cycle.
- 4.2.4: This line of enquiry now includes reference to prioritization in relation to definitions and disaggregation for targeting, programming and decision making.
- 4.3.1, 4.3.2, and 4.3.3 have been tailored to address supply chain, digital services and human resources respectively, in relation to addressing both immediate and long-term needs of RIMs. Sub-EQ 4.3 previously had two lines of enquiry on immediate and long-term needs respectively.
- 4.4.3 now includes reference to understanding of donor interests in relation to resource mobilization. Reference to flexible funding, previously under this line of enquiry, is now addressed under 4.4.2 in relation to the evolving funding environment.

The evaluation report has been structured in a way that addresses overlaps between findings, particularly between EQ2 and EQ3, as well as to avoid duplication and consolidate the analysis of WFP programme contributions. The evaluation matrix includes a column where findings related to each line of inquiry can be found in the analysis.

**Table 5: Evaluation matrix**

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
(EQ 1). In what ways, and to what extent, is WFP support to refugees, IDPs and irregular migrants coherent with the external environment?				
1.1. To what extent are WFP policies, strategies, guidance and support to RIMs aligned with global compacts, legal instruments, humanitarian principles and agreed standards?	1.1.1. Extent of alignment with global compacts and legal instruments for the three RIM categories	<ul style="list-style-type: none"> <li>- Mention of global compacts and legal instruments in WFP policies, strategies and guidance</li> <li>- Integration of principles and commitments from global compacts and legal instruments in WFP policies, strategies and guidance</li> <li>- Gaps in WFP policies, strategies, guidance and support in relation to global compacts and legal instruments</li> </ul>	<p>Documentation</p> <p>1951 Refugee Convention</p> <p>Kampala Convention</p> <p>The 2018 Global Compact on Refugees (GCR) and the related Comprehensive Refugee Response Framework</p> <p>Guiding Principles on Internal Displacement (1998)</p> <p>The Global Compact for Safe, Orderly and Regular Migration</p> <p>Relevant WFP policies, strategies and guidance materials at global, regional and country-levels</p> <p>KIIs - WFP headquarters, regional and country level staff</p>	Finding 1
	1.1.2. Extent of alignment with humanitarian principles and agreed standards	<ul style="list-style-type: none"> <li>- Mention of humanitarian principles and standards in WFP policies, strategies and guidance related to RIMs</li> <li>- Integration of principles and</li> </ul>	<p>Documentation</p> <p>SPHERE standards</p> <p>Relevant WFP policies, strategies and</p>	Finding 2



Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		<p>commitments to humanitarian principles and standards in WFP policies, strategies and guidance related to RIMs</p> <p>- Gaps in WFP policies, strategies, guidance and support in relation to humanitarian principles and standards</p>	<p>guidance materials at global, regional and country levels</p> <p>KIIs - WFP headquarters, regional and country level staff</p>	
1.2. To what extent is WFP support to RIMs relevant and coherent with national and regional policies, strategies and programmes?	1.2.1. WFP coherence with national policy context, strategies and programmes for the three RIM categories	<p>- Alignment of WFP CSPs to national policy, strategies and programmes for different categories of RIMs</p> <p>- Alignment of WFP RIMs activities to national policy, strategies and programmes for different categories of RIMs</p> <p>- WFP participation in national policy coordination mechanisms</p>	<p>Documentation</p> <p>Relevant national policies and coordination arrangements</p> <p>Relevant WFP policies, strategies and guidance materials at the country level</p> <p>Evaluation interviews with WFP country level staff</p> <p>KIIs - WFP country level staff and national partners</p>	Finding 4
	1.2.2. WFP coherence with regional policy context for the three RIM categories	<p>- Alignment of WFP RIM strategies and response to regional policy for different categories of RIMs</p> <p>- WFP participation in regional policy coordination mechanisms</p>	<p>Documentation</p> <p>Relevant regional policies and coordination arrangements</p> <p>Relevant WFP policies, strategies and guidance materials at the regional level</p> <p>Evaluation interviews with WFP regional level staff</p>	Finding 3

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			KIIs - WFP regional and country level staff and regional partners	
(EQ 2). How effective is WFP operational and advocacy support for refugees, IDPs and irregular migrants (RIMs) to meet their short- and long-term food security and nutrition needs?				
2.1. To what extent does WFP contribute to meeting immediate food security and nutrition needs of RIM women, men, girls and boys?	2.1.1. WFP contributions to meeting the immediate food needs of RIM through unconditional food and cash transfers	<ul style="list-style-type: none"> <li>- Summary of overall provision of unconditional food assistance general food distributions (GFD) by status</li> <li>- Nature and focus of targeting of GFD by beneficiary type and status</li> <li>- Total GFD for RIMs per year (number of beneficiaries by status)</li> <li>- Total GFD by modality (# beneficiaries by status and modality)</li> <li>- Total value of WFP GFD per year by modality</li> <li>- Adequacy of GFD and likely contributions to food security outcomes by status</li> <li>- Assumptions and barriers to general food distribution (GFD) outcomes for RIMs (external drivers and factors)</li> </ul>	<p>Data:</p> <p>COMET Planned vs. Actual by Beneficiary data</p> <p>Indicator A for strategic outcomes 1 &amp; 2 in Annex II of the (revised) Corporate Results Framework (CRF) (2017-2021); and 1.2 in Annex III of the (new) Corporate Result Framework (2022-2025)</p> <p>Monthly data for the period 2017-2024 summarized on a quarterly basis to minimize double distribution months</p> <p>Disaggregation by regional bureau, country office activity, residence status, sex and modality.</p> <p>No disaggregation possible per age group or programme area</p> <p>This analysis will only be possible for WFP</p>	Finding 7

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		<p>affecting outcomes)</p> <ul style="list-style-type: none"> <li>- Timeliness of WFP provision of unconditional food assistance and cash transfers in relation to onset of crisis</li> <li>- Overarching trends in food security indicators for RIMs</li> <li>- Perception of improved food security by RIMs resulting from WFP assistance</li> </ul>	<p>CSP activities with a clear link to displacement and not for activities targeting both residents and displaced persons</p> <p>Documents:</p> <p>Strategic plans (corporate, country)</p> <p>ACRs</p> <p>WFP country reports to Integrated Food Security Phase Classification (IPC), Inter-Agency Standing Committee (IASC) and related coordination bodies</p> <p>Evaluations (CSPEs, decentralized, policy, corporate emergency response, strategic, impact)</p> <p>Evaluation syntheses and evidence summaries</p> <p>KIIs – beneficiaries, WFP field staff, cooperating partners, UN partners, government counterparts, WFP country office and regional staff</p> <p>FGDs – beneficiaries, WFP field staff, cooperating partners, WFP country office and regional staff</p>	

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	2.1.2. WFP contributions to the prevention and treatment of malnutrition among RIMs	<ul style="list-style-type: none"> <li>- Nature of nutrition prevention and treatment assistance provided by RIM category</li> <li>- Targeting of nutrition assistance by RIM category</li> <li>- Nutrition beneficiaries reached (corporate results framework (CRF) Output indicator A1: Number of women, men, boys and girls receiving food/ cash-based transfers/commodity vouchers/capacity strengthening transfers by sub-activity: prevention of acute malnutrition/treatment of acute malnutrition)</li> <li>- Adequacy of nutrition support and likely contributions to prevention/treatment by RIM status</li> <li>- Assumptions and barriers to nutrition outcomes for RIMs (external drivers and factors affecting outcomes)</li> <li>- Overarching trends in malnutrition indicators for RIMs</li> <li>- Perception of improved malnutrition by RIMs resulting from WFP assistance</li> </ul>	<p>Data:</p> <p>COMET Planned vs. Actual by nutrition Beneficiary data (monthly) v3.6</p> <p>Indicators A/B for strategic outcomes 1/2 in Annex II of the (revised) Corporate Results Framework (2017-2021); and 1.2 in Annex III of the (new) Corporate Result Framework (2022-2025).</p> <p>Summarized by quarter</p> <p>Disaggregation by regional bureau, country office, operation, strategic outcome, activity, activity tag, location (including settlement and distribution points).</p> <p>Limited disaggregation per sex, age groups and residence status (i.e. refugee residence status in percentage) available</p> <p>This analysis will only be possible for WFP CSP activities with a clear link to displacement and not clearly where activities target both residents and displaced persons</p> <p>Documents – as above</p>	Finding 8

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			KIIs – as above FGDs – as above	
	2.1.3. WFP contributions to the provision of school feeding for RIMs	<ul style="list-style-type: none"> <li>- Nature of school feeding assistance provided by RIM status</li> <li>- Targeting of school feeding assistance by RIM status</li> <li>- School feeding beneficiaries by RIM status</li> <li>- Adequacy of school feeding support and likely education and nutrition contributions by RIM status</li> <li>- Timeliness of school feeding support and likely education and nutrition contributions by RIM status</li> <li>- Assumptions and barriers to education and nutrition outcomes for RIMs (external drivers and factors affecting outcomes)</li> <li>- Perception of school feeding by RIMs resulting from WFP assistance</li> </ul>	<p>Data:</p> <p>COMET planned vs. actual by school feeding beneficiary data (monthly) v3.6</p> <p>Activity category “School Meal Activities”. CRF Indicator 2.3 (2022) Activity tags (on-site take-home rations) (alternative take-home rations)</p> <p>Summarized by year</p> <p>Disaggregation by regional bureau, country office, operation, strategic outcome, activity, activity tag, location (including settlement and distribution points).</p> <p>Limited disaggregation per sex, age groups and residence status (i.e. refugee residence status in percentage)</p> <p>This analysis will only be possible for WFP CSP activities with a clear link to displacement and not clearly for activities targeting both residents and displaced</p>	Finding 9

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			<p>persons</p> <p>Documents – as above</p> <p>KIIs – as above</p> <p>FGDs – as above</p>	
	2.1.4. WFP contributions to gender equality and social inclusion among RIMs through its immediate response	<ul style="list-style-type: none"> <li>- Extent to which activities and outputs are relevant to, and reach, women and girls, people with disabilities, older persons and other groups with specific vulnerabilities</li> <li>- Validity of assumptions (external drivers and factors affecting outcomes)</li> <li>- Likely contribution to gender equality, social inclusion and food security and nutrition (FSN) outcomes for groups with specific vulnerabilities</li> <li>- Perception of gender equality and social inclusion among RIMs resulting from WFP assistance</li> </ul>	<p>Data:</p> <p>Country gender and age marker (GAM) score uploaded in GAM system annually by the country office focal point and reported in the annual country reports</p> <p>Limited quantitative data available to measure this line of enquiry through COMET planned vs. actual cross-cutting indicators as selected by the country office under CRF (2017-2021) and CRF (2022-2025). Summarized by year</p> <p>Disaggregation by regional bureau, country office, operation, strategic outcome, activity, sex and residence status if available</p> <p>Documents – as above. Includes, for example, Gender Policy, Impact Evaluation of Cash Assistance in Bangladesh, Cash-based Transfers and Gender Impact</p>	Finding 19



Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			Evaluation Window KIIs – as above FGDs – as above	
	2.1.5. WFP integration of climate and environmental contributions in its immediate support to RIMs	<ul style="list-style-type: none"> <li>- Extent to which consideration for environmental and climate impacts (intended and unintended) included in immediate response for RIMs</li> <li>- Likely contributions to environmental outcomes and associated assumptions</li> <li>- Perception of climate and environment contributions among RIMs resulting from WFP assistance</li> </ul>	<p>Quantitative data available in the CRF cross-cutting indicators is not relevant to this enquiry. The enquiry does not include anticipatory climate action</p> <p>Documents – as above KIIs – as above FGDs – as above</p>	Finding 10
2.2. To what extent does WFP contribute to meeting the longer-term food security and nutrition needs of RIM women, men, girls and boys, by	2.2.1. WFP contributions to the self-reliance of RIMs in terms of access to food and their nutrition status	<ul style="list-style-type: none"> <li>- Nature of self-reliance assistance provided by WFP by RIM category</li> <li>- Targeting of self-reliance assistance, including host communities</li> <li>- Self-reliance RIMs beneficiaries reached</li> <li>- Adequacy of support and likely contributions to self-reliance of RIMs by status</li> <li>- Assumptions and barriers to self-</li> </ul>	<p>Data:</p> <p>COMET planned vs. actual self-reliance beneficiary data summarized by year</p> <p>CRF (2017-2021) output indicators 1.2 (markets) and 3.1, 3.2, 3.3 (livelihoods) only against CSP activities identifiably relevant to RIMs and with data linked to status. Likewise, CRF (2022-2025) output indicators 3.1, 3.2, 3.3 relating to</p>	Finding 11

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
supporting their self-reliance?		<p>reliance outcomes for RIMs (external drivers and factors affecting self-reliance outcomes)</p> <ul style="list-style-type: none"> <li>- Timeliness of contributions to self-reliance with consideration of transition from support to emergency needs to contribution to self-reliance</li> <li>- Perception of self-reliance among RIMs resulting from WFP assistance</li> </ul>	<p>planned/actual beneficiaries reached</p> <p>Documentation</p> <p>CSP document (s)</p> <p>Budget reviews</p> <p>CSP mid-term review</p> <p>Market assessment reports and bulletins, Food security and rapid assessments</p> <p>Emergency assessments</p> <p>Annual country reports</p> <p>Relevant evaluations (e.g. Refugee Self-Reliance, Building Resilience for Food Security and Nutrition, Humanitarian-Development Cooperation)</p> <p>KIIs – beneficiaries, WFP field staff, cooperating partners, UN partners, government counterparts, WFP country office and regional staff</p> <p>FGDs – beneficiaries, WFP field staff, cooperating partners, WFP country office and regional staff</p>	

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	2.2.2. WFP contributions to the resilience of RIMs to shocks that may affect their food security and nutrition status	<ul style="list-style-type: none"> <li>- Nature of resilience assistance provided by WFP by RIM category</li> <li>- Timeliness of resilience assistance provided by WFP and adaption to shocks</li> <li>- Targeting of resilience assistance, including host communities</li> <li>- Resilience RIMs beneficiaries reached</li> <li>- Adequacy of support and likely contributions to resilience of RIMs by status</li> <li>- Assumptions and barriers to resilience outcomes for RIMs (external drivers and factors affecting self-reliance outcomes)</li> <li>- Perception of resilience amongst RIMs resulting from WFP assistance</li> </ul>	As above	Findings 8 and 11
	2.2.3. WFP contributions to longer-term and potentially transformational gender and social inclusion outcomes among RIMs	<ul style="list-style-type: none"> <li>- Nature of gender-targeted assistance provided by WFP by RIM category</li> <li>- Targeting of gender-specific assistance, including host communities</li> <li>- Gender-targeted RIM beneficiaries reached</li> </ul>	As above	Finding 18

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		<ul style="list-style-type: none"> <li>- Adequacy of support and likely contributions to gender equality and women's empowerment (GEWE) among RIMs by status</li> <li>- Assumptions and barriers to GEWE outcomes for RIMs (external drivers and factors affecting self-reliance outcomes)</li> <li>- Perception of longer-term and potentially transformational gender and social inclusion outcomes among RIMs resulting from WFP assistance</li> </ul>		
	2.2.4. WFP contributions to longer-term food security and nutrition of RIMs in terms of local integration processes across the triple nexus, including with respect to social cohesion or conflict with host communities	<ul style="list-style-type: none"> <li>- Nature of longer-term and integration assistance provided by WFP by RIM category</li> <li>- Targeting of longer-term and integration assistance, including host communities</li> <li>- Longer-term and integration assistance and RIMs and host beneficiaries reached</li> <li>- Adequacy of longer-term and integration support and likely contributions to RIMs and host communities by status</li> <li>- Timeliness of longer-term and integration assistance relating to</li> </ul>	As above	Finding 12

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		<p>transition from support for immediate needs to longer-term and integration assistance</p> <ul style="list-style-type: none"> <li>- Assumptions and barriers to longer-term and integration outcomes for RIMs (external drivers and factors affecting self-reliance outcomes)</li> <li>- Perception of longer-term food security and nutrition among RIMs resulting from WFP assistance</li> </ul>		
2.3. How effective is WFP operational and advocacy support for refugees, IDPs, irregular migrants to meet their short- and long-term food security and nutrition needs?	2.3.1. WFP contributions to national policies addressing RIMs, and variances across RIM categories	<ul style="list-style-type: none"> <li>- Nature and focus of WFP activities to influence national policies including through joint advocacy</li> <li>- Validity of assumptions (regarding external drivers and factors affecting outcomes)</li> <li>- Likely contributions of WFP to policy enhancements and potential benefits for RIMs</li> </ul>	<p>KIIs – WFP field staff, cooperating partners, UN partners, government counterparts, WFP country office and regional staff</p> <p>Documentation</p> <p>National policies</p> <p>Memorandums of agreement or agreements with national counterparts.</p> <p>Monitoring and reporting documentation produced by country office (if available)</p> <p>Annual country reports</p> <p>Relevant evaluations (e.g. Refugee Self-Reliance, Building Resilience for Food Security and Nutrition, Humanitarian-</p>	Finding 13

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			Development Cooperation)	
	2.3.2. WFP contributions to national systems to incorporate RIMs, and variances between RIM categories	<ul style="list-style-type: none"> <li>- Nature and focus of WFP support to national systems supporting public food and nutrition security</li> <li>- Nature and focus of WFP activities to incorporate RIMs in national systems</li> <li>- Variances across RIM categories</li> <li>- Validity of assumptions (external drivers and factors affecting RIM access to national systems)</li> <li>- Likely contributions of WFP to systems enhancements, and who benefits</li> </ul>	As above	Finding 14
	2.3.3. WFP contributions to the design and implementation of interventions in support of durable solutions for the integration, resettlement and return of RIM groups	<ul style="list-style-type: none"> <li>- Nature and focus of WFP support to the integration, resettlement and return of RIMs</li> <li>- Nature and focus of WFP activities to influence the integration, resettlement and return of RIMs through joint advocacy</li> <li>- Variances across RIM categories</li> <li>- Validity of assumptions (external drivers</li> </ul>	As above	Finding 15

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		<p>and factors affecting the integration, resettlement and return of RIM groups)</p> <ul style="list-style-type: none"> <li>- Likely contributions of WFP to integration, resettlement and return of RIM groups, and who benefits</li> </ul>		
2.4. To what extent does WFP contribute to the protection of RIMs and ensure its accountability towards them?	2.4.1. WFP contributions to mainstreaming protection of RIMs in interventions	<ul style="list-style-type: none"> <li>- Extent to which WFP activities and outputs are relevant to the protection of women &amp; girls, people with disabilities, older people and other groups with specific vulnerabilities</li> <li>- Extent to which WFP activities and outputs are relevant to the protection of RIMs depending on their status and category</li> <li>- Extent of WFP reliance on partners and other groups to lead protection outcomes and the specific protection roles and responsibilities WFP</li> <li>- Validity of assumptions (external drivers and factors affecting protection outcomes)</li> <li>- Likely contribution to gender equality, social inclusion and FSN outcomes for groups with specific vulnerabilities</li> </ul>	<p>Data:</p> <p>Some limited quantitative data available to measure this line of enquiry through COMET planned vs. actual cross-cutting indicators for protection as selected by the country office under CRF (2017-2021) and CRF (2022-2025). Summarized by year</p> <p>Disaggregation by regional bureau, country office, operation, strategic outcome, activity, sex, age and residence status if available</p> <p>Data only relevant in cases where there is a direct or near-direct correlation between the CSP activity and RIM categories</p> <p>Documents – as above. Includes, protection policy</p> <p>KIIs – beneficiaries, WFP field staff, cooperating partners, UN partners, government counterparts, WFP country</p>	Finding 16

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			office and regional staff  FGDs – beneficiaries, WFP field staff, cooperating partners, WFP country office and regional staff	
	2.4.2. WFP accountability towards RIMs in planning and adapting services through feedback mechanisms	<ul style="list-style-type: none"> <li>- Extent to which WFP activities and outputs are relevant to WFP accountability to RIM beneficiaries including vulnerable groups</li> <li>- Extent to which the planning of WFP activities and outputs is responsive to the feedback received from beneficiaries</li> <li>- Extent to which WFP communicates with beneficiaries on the way feedback is used and contributes to planning and adaptation</li> <li>- Extent of WFP integration of partners and other groups (cooperating partners (CPs), independent private) to lead accountability to affected populations (AAP)</li> <li>- Validity of WFP assumptions (external drivers and factors affecting accountability outcomes) including integration of CFM data in decision</li> </ul>	<p>Data:</p> <p>Some limited quantitative data available to measure this line of enquiry through COMET planned vs. actual cross-cutting indicators for AAP as selected by the country office under CRF (2017-2021) and CRF (2022-2025). Summarized by year</p> <p>Disaggregation by regional bureau, country office, operation, strategic outcome, activity, sex and residence status if available.</p> <p>Complaints and feedback mechanism data over the SUGAR platform (annual summary)</p> <p>Data only relevant in cases where there is a direct or near-direct correlation between the CSP activity and RIM categories</p> <p>Documents – as above. Includes, AAP policy</p>	Finding 17



Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		making - Likely contribution to WFP accountability to affected populations (AAP)	KIIs – as above FGDs – as above	
2.5. What are the risks or unintended consequences, positive or negative, of WFP support to RIMs, including with respect to host communities, and how does WFP manage them?	2.5.1. Risks of WFP support to the different RIM categories	- Extent to which WFP activities and outputs lead to unexpected consequences - WFP response to build on positive and mitigate negative consequences as relevant to RIMs - Extent to which WFP activities and outputs lead to risks relevant to its preparedness, response and long-term support for RIMs - WFP risk mitigation response relevant to RIMs	Documentation - Annual risk registers of country offices - Annual performance plans - Audit reports - Risk management section of the annual country reports. - Evaluations KIIs – Senior management team (country office; regional bureau), beneficiaries, WFP field staff, cooperating partners, UN partners, government counterparts, WFP country office and regional staff FGDs – beneficiaries, WFP field staff, cooperating partners, WFP country office and regional staff	Finding 23
(EQ3) How appropriate and contextualized are WFP assistance modalities and programming approaches in supporting refugees, IDPs and irregular migrants in different contexts and settings?				

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
3.1. How appropriate and independent is WFP use and prioritization of resource allocations to meet the specific food security and nutrition needs of RIMs across different settings?	3.1.1. Appropriateness of WFP use and prioritization of resources relative to the immediate food security and nutrition needs of RIMs	<ul style="list-style-type: none"> <li>- Appropriateness of WFP resource use and prioritization choices regarding identified immediate needs</li> <li>- Appropriateness of prioritization or use to context</li> <li>- Appropriateness of prioritization or use to RIM category</li> </ul>	<p>Documentation</p> <p>CSPs and budget revisions</p> <p>ACRs</p> <p>WFP guidance and documentation related to resource prioritization</p> <p>Documentation surrounding the allocation and use of the changing lives transformation fund (CLTF), Immediate Response Account (IRA), Global Commodity Management Fund (GCMF) and other relevant multilateral and green funds</p> <p>KIIs – WFP staff at all levels.</p>	Findings 1-3
	3.1.2. Appropriateness of WFP use and prioritization of resources to promote longer-term food security and nutrition status of RIMs	<ul style="list-style-type: none"> <li>- Appropriateness of WFP resource use and prioritization choices regarding identified long-term needs</li> <li>- Appropriateness of prioritization or use to context</li> <li>- Appropriateness of prioritization or use to RIM category</li> </ul>	As above	Findings 7 to 9

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
3.2. How relevant are WFP activities and programming approaches to the food security and nutrition needs of RIMs, including the most vulnerable, across the humanitarian-development-peace nexus?	3.2.1. Relevance of WFP activities, modalities and programme approaches to building a nexus approach that responds to the food security and nutrition needs of RIMs across different settings	<ul style="list-style-type: none"> <li>- Extent of incorporation of conflict sensitivity in programming</li> <li>- Evidence of transition planning across nexus in programming</li> <li>- Appropriateness of activities, modalities and programme approaches to RIM categories and settings</li> <li>- Appropriateness of activities, modalities and programme approaches to respond to the needs of the most food-insecure and vulnerable RIMs</li> </ul>	<p>Documentation</p> <p>CSPs</p> <p>ACRs</p> <p>WFP global organizational policies, strategies and guidelines</p> <p>WFP country-level plans, strategies, reports, and evaluations</p> <p>KIIs - country stakeholders across the humanitarian-development-peace nexus</p>	Finding 12
	3.2.2. Relevance of WFP activities and programming approaches to the integration of RIMs in national food and nutrition security systems (e.g. registrations in social protection and nutrition systems, or integration in national emergency preparedness and	<ul style="list-style-type: none"> <li>- Evidence of WFP activities and programming that uses national systems</li> <li>- Input into national processes for the integration of RIMs</li> <li>- Appropriateness of activities, modalities and programme approaches to respond to the needs of the most food insecure and vulnerable RIMs</li> </ul>	As above	Findings 13-14

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	response plans and food value chains) in support of durable solutions (including integration, returns and resettlement)			
3.3. To what extent are gender, social inclusion, conflict sensitivity, social cohesion, humanitarian access, protection and AAP approaches relevant and effectively contextualized to address the different vulnerabilities and needs of refugees, IDPs and irregular migrants?	3.3.1. Depth of WFP understanding of, and relevance of its activities to, the promotion of gender equality and social (including disability) inclusion among RIMs in different contexts	<ul style="list-style-type: none"> <li>- Available guidance on gender equality and social (including disability) inclusion</li> <li>- Incorporation of guidance in programming and delivery</li> </ul>	<p>Documentation</p> <p>WFP global organizational policies, strategies and guidelines (e.g. (Refugee Assistance Guidance Manual, Institutional Programme on Internal Displacement, Strategic plans 2017-2021 and 2022-2025, Urban strategy, etc.)</p> <p>WFP country-level plans, strategies, reports, and evaluations</p> <p>WFP M&amp;E and data collection, analysis systems and frameworks</p> <p>KIIs – beneficiaries, WFP field staff, cooperating partners, UN partners, government counterparts, WFP country office and regional staff</p> <p>FGDs – beneficiaries, WFP field staff, cooperating partners, WFP country office and regional staff</p>	Findings 18, 19 and 20

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	3.3.2. Depth of WFP understanding of RIM protection issues, and relevance of WFP measures to promote protection of, and accountability towards, RIM in different contexts	<ul style="list-style-type: none"> <li>- Available guidance on protection specific to RIM categories</li> <li>- Incorporation of guidance in programming and delivery</li> </ul>	As above	Findings 16 and 17
	3.3.3. Depth of WFP understanding of differences in vulnerabilities and needs between RIM categories.	<ul style="list-style-type: none"> <li>- Available guidance on vulnerabilities specific to RIM categories</li> <li>- Incorporation of guidance in programming and delivery</li> </ul>	As above	Finding 21
3.4. To what extent has WFP adapted its approaches, and leveraged new opportunities to work with refugees, IDPs, returnees, and irregular migrants in urban, as	3.4.1. Balance of WFP programming for RIMs in rural and urban settings	<ul style="list-style-type: none"> <li>- Volume rural vs. urban programming for RIMs</li> <li>- Resourcing of rural vs. urban interventions for RIMs</li> </ul>	As above	Finding 22
	3.4.2. Extent of WFP programmatic adaptation to respond to the contextual differences of working	<ul style="list-style-type: none"> <li>- Evidence of tailoring to needs of RIMs in rural vs. urban settings</li> <li>- Appropriateness of approaches to rural vs. urban settings</li> </ul>	As above	Finding 22

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
compared to rural settings?	with RIM populations in urban vs. rural settings.			
(EQ 4). To what extent does WFP create an appropriate internal enabling environment for its support to refugees, IDPs and irregular migrants?				
4.1. How appropriate are WFP strategies and decision making structures and processes to ensure preparedness and responsiveness to the immediate and changing needs of RIM in the different contexts across which it operates?	4.1.1. Integration of RIMs in WFP national strategies	<ul style="list-style-type: none"> <li>- Extent of prioritization and integration of RIMs in CSPs</li> <li>- Adjustments and adaptations of CSPs to integrate new RIM developments and movements</li> </ul>	Documentation: WFP CSPs and other relevant country-level strategies Planning guidance/manuals for CSPs ACRs CSPEs and other evaluations KIIs - WFP headquarters, regional and country level staff	Finding 5
	4.1.2. Integration of RIMs in WFP regional strategies	<ul style="list-style-type: none"> <li>- Extent of prioritization and integration of RIMs in regional strategies</li> <li>- Adjustments and adaptations of regional strategies to integrate new RIM developments and movements</li> </ul>	Documentation: WFP regional strategies Regional reports Regional evaluations KIIs - WFP headquarters, regional and country level staff	Finding 34
	4.1.3. Integration of RIMs in corporate strategies	<ul style="list-style-type: none"> <li>- Extent of prioritization and integration of RIMs in corporate strategies</li> </ul>	Documentation: WFP corporate strategies	Finding 6

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		- Adjustments and adaptations of corporate strategies to integrate new RIM developments and movements	Corporate reports Corporate evaluations KIIs - WFP headquarters, regional and country level staff	
4.2. To what extent does WFP generate and use appropriate evidence, including context analyses, to inform its strategic and operational decision making, in order to target and prioritize the most vulnerable RIMs and make appropriate and timely programme adjustments?	4.2.1. Integration of RIMs into WFP monitoring systems	- Inclusion of different RIM categories in WFP monitoring and CFM systems at country level  - Aggregation of RIM monitoring data at regional and corporate level	WFP systems:  COMET (Country Office Tool for Managing Effectively) is WFP corporate tool for programme design, implementation, monitoring, reporting and performance management. It is the main repository for recording planned and actual output and outcome values  Community feedback mechanisms, a centralized system for receiving and managing feedback and complaints about WFP programmes in the field. It is designed to give beneficiaries and other community members additional avenues for accessing information about WFP programmes and raising issues of concern in a safe and confidential way  Documentation:  Post distribution monitoring reports	Finding 26

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			Food security and monitoring surveys (FSNMSs) Evaluations and other monitoring reports CSPs and ACRs KIIs – WFP vulnerability analysis and mapping (VAM) units and other staff at all levels	
	4.2.2. Integration of RIMs in assessments, analyses and targeting	- Integration of different RIM categories in country, regional and headquarters assessments and analyses - Utility of WFP assessments and analyses to understand RIM categories	Documentation: Refugee influx emergency vulnerability assessment joint assessments Food security assessments Nutrition assessments Market assessments KIIs - WFP headquarters, regional and country level staff	Finding 24 and 25
	4.2.3. Use of beneficiary feedback to support strategic and operational decision making	- Integration of CFM and CRF data in operational decision making - Extent of adaptations to strategies, programmes and activities	As for 3.2.1	Finding 17



Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	4.2.4. Adequacy of RIM definitions and disaggregation to support targeting, programming and decision making, including prioritization	- Extent of use of disaggregation of targeting	As above	Finding 21 and 24
4.3. To what extent does WFP use of technologies and supply chains support its strategic and operational capacities to target and support RIMs in the immediate and longer term, and to make appropriate and timely adjustments in an evolving	4.3.1. Adequacy of WFP supply chain services to address the immediate needs of different RIM groups and facilitate transitioning to respond to their longer-term needs	<ul style="list-style-type: none"> <li>- Integration of WFP corporate, regional and national supply chains to support RIM groups</li> <li>- Integration of WFP corporate, regional and national supply chains to support timeliness of response to RIM groups</li> <li>- Extent to which digital technologies and platforms allow WFP to support RIMs</li> </ul>	Documentation: Relevant WFP evaluations and assessments and reports. ACRs Country office organigramme Strategic workforce realignment exercises (if conducted) Review of WFP digital platforms and datasets as applied to support for RIMs Building Blocks CODA (Conditional On-Demand Assistance) COMET Farm2Go	Finding 27
	4.3.2. Adequacy of WFP integration of digital services to address the immediate needs of different RIM groups, and facilitate transitioning that responds to their longer-term needs	<ul style="list-style-type: none"> <li>- Extent to which WFP digital platforms support interoperability and data sharing with other UN agency and government platforms</li> <li>- Gaps and weaknesses in WFP digital technologies and platforms to support RIMs</li> <li>- Structuring of WFP country offices,</li> </ul>		Finding 28

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
context?	4.3.3. Adequacy of WFP human resources to address the immediate needs of different RIM groups and facilitate transitioning that responds to their longer-term needs	regional bureaux and headquarters to respond to displacement needs - Use of local supply chains for response to RIM groups	plugPAY Resource Management Analytics Platform SCOPE KIIs - WFP staff at all levels	Finding 29
4.4. How well funded is WFP support to RIMs, and how relevant and effective is the WFP response to the evolving funding environment?	4.4.1. Overall funding of WFP support to RIMs (local to global, immediate needs to self-reliance and durable solutions)	- Percentage of actual resources compared to needs-based plan for RIM specific strategic outcomes and activities in CSPs - Level of earmarked vs. flexible funds for WFP support to RIMs - Adequacy of funding to implement programme approaches for different categories of RIMs	IRM Analytics Data available per needs-based plan; current implementation plan; original implementation plan; available resources and expenditures. Caveat: Data are reported only at strategic outcome (SO) and activity level with no references to beneficiaries or residence status. However, it is possible to trace CSP activities with a clear link to displacement and provide a broad picture or estimate of the resources allocated and available for displaced people.  Annual Report on Flexible Funding and the Immediate Response Account Funding.  The report on the utilization of WFP strategic financing mechanisms (2019, 2020, 2021, 2022)	Finding 30

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
			Update on the implementation of the Changing Lives Transformation Fund (2023, 2024)	
	4.4.2. Adequacy of WFP strategic response to the evolving funding environment across different setting, including the use of flexible funds	<ul style="list-style-type: none"> <li>- Adequacy of flexible funds to support WFP approaches for RIMs</li> <li>- WFP use of technologies, modalities and targeting to navigate funding shortfalls and shifts</li> </ul>	<p>As above</p> <p>For earmarking of funds of WFP transitional interim country strategic plans (T-ICSPs): Factory: Distribution contribution and forecast stats</p> <p>For the main donors of a T-ICSP: Factory resource situation</p>	Finding 31
	4.4.3. Adequacy of WFP resource mobilization and understanding of donor interests in response to the evolving funding environment	<ul style="list-style-type: none"> <li>- Relevance of WFP resource mobilization for RIM support</li> <li>- Levels of joint fundraising for RIM support</li> <li>- Extent of headquarters and regional support for resource mobilization for RIMs</li> <li>- Extent of integration and adaptation of resource mobilization strategies for different RIM categories</li> </ul>	<p>As above</p> <p>Country partnership action plans</p> <p>KIIs – WFP resource mobilization, partnerships and fundraising staff and relevant WFP donors at global, regional, and country levels.</p>	Finding 32

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
		- WFP adjustment and strategic corporate response to funding shortfalls and shifts		
(EQ5) How effectively does WFP leverage and add value to its partnerships in support of refugees, IDPs and irregular migrants?				
5.1. How effectively does WFP engage in international and regional partnerships to support and influence the development of appropriate policies, processes and standards concerning refugees, IDPs and irregular migrants?	5.1.2. Range and focus of WFP engagement in global partnerships to support RIMs	<ul style="list-style-type: none"> <li>- Types of partnerships at the global level (formal, informal; frequency of engagement)</li> <li>- WFP inputs to global partnership (policies, processes, standards)</li> <li>- Areas of inputs and expertise provided by WFP</li> </ul>	Documentation: MoUs, partnership agreements, joint strategies and other WFP regional and country-level partnership documents WFP global coordination frameworks (UNHCR, UNICEF, etc.) KIIs – WFP field staff, cooperating partners, UN partners, government counterparts, WFP country office and regional staff	Finding 33
	5.1.2. Range and focus of WFP engagement in regional partnerships to support RIMs	<ul style="list-style-type: none"> <li>- Types of partnerships at the regional level (formal, informal; frequency of engagement)</li> <li>WFP inputs to regional partnership (policies, processes, standards)</li> <li>- Areas of inputs and expertise provided by WFP</li> </ul>	As above	Finding 34
	5.1.3. Areas of WFP added value to global	<ul style="list-style-type: none"> <li>- Recognized expertise provided by WFP</li> <li>- Comparative advantage of WFP in</li> </ul>	As above	Finding 37

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	and regional partnerships to support RIMs	regards to other actors working on RIMs		
5.2. To what extent is WFP aligned and engaged with its regional-, country- and field-based partners in the coordination of support for refugees, IDPs and irregular migrants?	5.2.1. WFP engagement and coordination with partners at the regional level to support RIMs, including differences between RIM categories	<ul style="list-style-type: none"> <li>- Level of engagement of WFP in regional forums</li> <li>- Areas of input and expertise provided by WFP</li> </ul>	As above	Finding 34
	5.2.2. WFP engagement and coordination with partners at the national level to support RIMs, including differences between RIM categories	<ul style="list-style-type: none"> <li>- Types of coordination forums WFP participates in</li> <li>- Level of for engagement and role of WFP in regional forums</li> <li>- Areas of input and expertise provided by WFP</li> <li>- Perception of WFP neutrality among stakeholder groups in support of RIMs</li> <li>- Perception of independence in provision of support to RIMs</li> </ul>	As above	Finding 35
	5.2.3. WFP engagement and coordination with field-level partners (including other	<ul style="list-style-type: none"> <li>- Extent of coordination at strategic and planning levels with field-level partners</li> <li>- Extent of operational coordination with</li> </ul>	As above	Finding 36

Evaluation question / Subquestion	Lines of enquiry	Dimension of analysis	Data sources	Finding no. in evaluation report
	humanitarian actors, WFP cooperating partners and representatives of displaced and host communities) and support for localization	field-level partners - Extent of inclusion and engagement of local partners (nexus programming and localization)		

# Annex V. Data collection tools

Table 6 provides a compendium of the key informant interviews and focus group discussion questions used during the data collection process for this strategic evaluation.

**Table 6: Compendium of key informant interview and focus group discussion questions**

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
(EQ1). In what ways, and to what extent, is WFP aligned to the external enabling environment surrounding its support to refugees, IDPs and irregular migrants?											
What has been the process for WFP to align with relevant global compacts and legal instruments for the three RIM categories? Are there any challenges in this respect?	X	X					X				
What has been the process for applying humanitarian principles and agreed	X	X					X				

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
standards to RIMs?											
Is WFP work on RIMs coherent with national and regional policy contexts? Is it the same for all three RIM categories?	X	X					X	X			
(EQ2). How effective is WFP support and advocacy for refugees, IDPs, irregular migrants to meet their short- and long-term food security and nutrition needs?											
How effective is WFP support to meet refugees, IDPs and migrants' needs, both immediate and long-term?	X	X		X		X	X	X	X	X	X
Where do you see the challenges? How do you respond to these challenges?	X	X		X		X	X	X	X	X	X



KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
Are there any particular considerations related to tailoring interventions based on the needs of different RIM categories?		X				x					
What are the gender, age and disability considerations for WFP interventions?		X	X	X		X					X
Can you provide concrete examples of where WFP has contributed to RIMs inclusion in national systems? Are there differences between RIMs groups?  [Prompts: advocacy at country or regional/ global level, capacity-building]		X					X	X		X	

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
In your opinion, has WFP mainstreamed protection of RIMs into its relevant interventions?	X	X	X	X		X	X			X	X
What are the mechanisms by which WFP engages beneficiaries to elicit their feedback on their needs, services and assistance received?		X	X			X					X
Do you think there are any risks involved in WFP providing support to RIMs? If so, how do you manage them?	X	X									
Have there been any unintended consequences of WFP support to RIMs, whether negative or	X	X		X		X					X

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP - gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
positive? How have you managed these?											
(EQ3) How appropriate and contextualized are WFP assistance modalities and programming approaches at supporting refugees, IDPs and irregular migrants in different contexts and settings?											
Has WFP appropriately adopted nexus approaches in its work on RIMs? If so, can you tell us how?	X	X				X	X		X	X	X
In your opinion, are WFP activities and programming consistent with support of durable solutions (including integration, returns and/ or resettlement)? If so, how?	X	X					X	X	X	X	X
Can you provide examples of how WFP incorporates gender equality and social (including disability)		X				X				X	X

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
inclusion amongst RIMs in different contexts? Are there any challenges?											
Can you provide examples of how RIM protection issues and accountability towards these populations is ensured in different contexts? Are there any challenges?		X				X				X	X
What are the main differences in vulnerabilities and needs between RIM categories that WFP encounters in its interventions?		X	X			X				X	X
Is WFP adapting its work on RIMs to differences in rural and urban contexts? [Prompt: distinction]		X	X			X				X	X

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
between RIMs and integration of host communities]											
(EQ4). To what extent does WFP create an appropriate internal enabling environment for its support to refugees, IDPs and irregular migrants?											
Can you talk us through how RIMs are included in <u>national/ regional/ corporate</u> [choose as relevant to stakeholder] strategies, processes and decision-making?	X	X									
Is data on RIMs adequately captured in monitoring systems?		X	X			X					
How are RIMs integrated in assessments and analyses?		X	X			X					

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
Is beneficiary feedback used to support strategic and operational decision-making? Is it used systematically?		X	X								
Are the current RIM definitions and disaggregation adequate to support targeting, programming and decision-making? If not, what are the gaps?		X	X			X	X				
Are WFP digital technologies and platforms adequate to support strategic and operational capacities on RIMs? If not, what are the gaps? (e.g., gathering and using evidence for targeting,			X				X				

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
programming and decision-making)											
Are evidence and data on RIMs interoperable between within WFP [national, regional and global levels]? If not, where are the gaps?	X	X	X								
Is data on RIMs shared and inter-operable with other UN agency and government platforms? If so, what works well? If not where are the gaps?	X	X	X	X			X	X			
Are WFP supply chains for immediate response to different RIMs groups appropriate?		X		X							

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
Are WFP supply chain arrangements adaptive to transitioning towards longer-term needs of RIMs?		X		X							
Are current human resourcing arrangements sufficient for absorbing work on RIMs?	X	X		X	X						
Does WFP have adequate surge capacity to respond to human resource needs for RIMs engagement?		X		X	X						
Is WFP adequately realigning human resources (where needed) to support programme transitioning adjustments to longer-term needs?	X	X			X						



KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
How would you describe overall funding adequacy at WFP to support RIMs? (Prompt: tailor from local to global, immediate needs to self-reliance and durable solutions)	X	X			X						
Are WFP resource allocations adaptable to the evolving funding environment? [Prompt: Any differences between RIM categories]	X	X			X				X		
How do decisions on the use and prioritization of resources for RIMs differ between immediate and longer-term needs?	X	X			X						
(EQ5) How effectively does WFP leverage and add value to its partnerships in support of refugees, IDPs and irregular migrants?											

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
What types of partnerships does WFP have at a global and regional levels relevant to RIMs?	X						X		X		
Is WFP engagement and coordination with partners at regional level effective? If so, how? And are there differences between RIM categories?	X						X				
Is WFP engagement and coordination with partners at national and field levels to support RIMs effective? And are there differences between RIM categories? [Prompt: Ask about localization]		X					X	X		X	
Is WFP perceived to be	X	X					X	X	X	X	X

KII/ FGD question areas	WFP - HQ and RB	WFP - CO	WFP - VAM, RAM, M&E, IT staff	WFP - supply chain and logistics staff	WFP - fin and admin staff	WFP – gender, disability, and protection staff	UN and coord groups	Gov't	Donors	Coop partners	RIMs and host comm
neutral and independent in its support to RIMs across different settings? If so, how? Or why not?											
What is WFP comparative advantage [global/ regional/ country/ field]?	X	X				X	X	X	X	X	

# Annex VI. Fieldwork agenda

Table 7: Field visits conducted for the evaluation

Visit	Locations	Dates
<b>Regional Bureau for Asia and the Pacific in Bangkok (RBB)</b>	Bangkok	15-16 Feb 2024
<b>Bangladesh</b>	Dhaka	18-22 Feb 2024
	Cox's Bazar	19-22 Feb 2024
<b>Mozambique</b>	Maputo	20-24 May 2024
	Nampula	21-23 May 2024
<b>Kenya</b>	Nairobi	20-24 May 2024
	Kalobeyei and Kakuma	20-22 May 2024
<b>Regional Bureau for Eastern Africa in Nairobi (RBN)</b>	Nairobi	27-28 May 2024
<b>Egypt</b>	Cairo	27-31 May 2024
	Aswan	28-29 May 2024
	Alexandria	8 June 2024
<b>Regional Bureau for the Middle East, North Africa and Eastern Europe in Cairo (RBC)</b>	Cairo	28-31 May 2024
<b>Mauritania</b>	Nouakchott	3-7 June 2024
	Bassikonou and Mbera camp	21 June 2024
<b>Regional Bureau for Latin America and the Caribbean in Panama (RBP)</b>	Panama	20-21 June 2024
<b>Colombia</b>	Bogota	24-28 June 2024
	Cucuta	24-27 June 2024
	Cali	24-27 June 2024
	Armenia	

# Annex VII. Definitions of key terms and instruments

Table 8 provides an overview of the definitions of relevance adopted for this strategic evaluation, as well as linking the various categories of displaced and migrant populations to relevant legally and non-legally binding instruments.

**Table 8: Definitions of target groups and relevant instruments**

Term	Definition	Legally binding instruments	Non-legally binding instruments
<b>Refugee</b>	An individual who has been forcibly displaced and who is outside their country of origin or habitual residence and who is unwilling or unable to return due to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinion; or serious and indiscriminate threats to life, physical integrity or freedom resulting from generalized violence or events seriously disturbing public order. <sup>8</sup>	Refugees are protected under international law. States that are signatories to the 1951 Refugee Convention and 1967 Protocol must provide protection to refugees within their territory according to internationally recognized standards.	Global Compact on Refugees and Comprehensive Refugee Response Framework
<b>Asylum-seekers</b>	An asylum-seeker is a person whose request for sanctuary has not yet been granted by the country they submitted it to. <sup>9</sup>	The right to asylum is enshrined in the 1951 Refugee Convention. According to international law, persons have a right to apply for asylum in any state that is a signatory to the 1951 Convention and remain in the state until their claim has been assessed.	Global Compact on Refugees and Comprehensive Refugee Response Framework
<b>Internally</b>	An individual who has been forced to	There is no legally	UN Guiding

<sup>8</sup> United Nations. 1951. Convention Relating to the Status of Refugees.

<sup>9</sup> UNHCR UK. 2024. Asylum-Seekers.

<b>displaced person</b>	flee or to leave their place of habitual residence as a result of, or to avoid the effects of, armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters but have not crossed an internationally recognized state border. <sup>10</sup>	binding instrument for the protection of IDP. However, internally displaced civilians in situations of conflict do fall under the protection of international humanitarian law.	Principles on Internal Displacement
<b>Returnee</b>	Either: a) a former refugee who has returned from a host country to his or her country of origin or former habitual residence spontaneously or in an organized fashion with the intention of remaining there permanently and who is not yet fully integrated; or b) An IDP who has returned to his or her previous place of residence. <sup>11</sup> Irregular migrants can also be referred to as returnees when they return to their country of origin voluntarily and with the aim of reintegrating. <sup>12</sup>	No legally binding international instrument to support the protection of returnees.	Global Compact on Refugees and Comprehensive Refugee Response Framework  UN Guiding Principles on Internal Displacement
<b>Migrant</b>	A migrant is an individual who is moving or has moved across an international border or within a state, either voluntarily or otherwise, for different reasons, not necessarily for fear of persecution. <sup>13</sup>	Migrants are subject to the national laws of the country within which they reside and are protected by core human rights treaties. Migrants also continue to enjoy the protection of their government when they are abroad and upon their return.	The Global Compact for Safe, Orderly and Regular Migration
<b>Host communities</b>	A national or local community in which displaced people temporarily reside. <sup>14</sup>	Subject to the law of their country of residence.	N/A

Source: Reference documents and evaluation team analysis.

<sup>10</sup> United Nations. 1998. Guiding Principles on Internal Displacement.

<sup>11</sup> UNHCR. 2008. Policy Framework and Implementation Strategy: UNHCR's Role in Support of the Return and Reintegration of Displaced Populations.

<sup>12</sup> IOM. 2024. Return and Reintegration.

<sup>13</sup> IOM Definition of 'Migrant'.

<sup>14</sup> IOM. 2019. Glossary on Migration.

**Table 9: Additional definitions**

Term	Definition
<b>Self-reliance</b>	The social and economic ability of an individual, a household, or a community to meet essential needs (including food, water, shelter, personal safety, health and education) in a sustainable manner and with dignity – developing and strengthening livelihoods of persons of concern and reducing their vulnerability and long-term reliance on humanitarian assistance. <sup>15</sup> In WFP, self-reliance is categorized under resilience building.
<b>Resilience</b>	The capacity of individuals, households, communities, institutions and systems to prepare, anticipate, absorb, recover, adapt and transform in the face of shocks and stressors in a timely, efficient and sustainable manner. <sup>16</sup>
<b>Durable solutions</b>	For refugees, this term refers to lasting solutions through local integration in the country of asylum, voluntary repatriation to the country of origin or resettlement in a third country. <sup>17</sup> For IDPs, durable solutions refer to sustainable reintegration, local integration and relocation or resettlement. <sup>18</sup> For irregular migrants, durable solutions can refer to assisted voluntary return and reintegration (AVRR), sustainable local integration in the transit or host country and sustainable settlement elsewhere. <sup>19</sup>
<b>Social protection</b>	Policies and programmes aimed at preventing, and protecting people against, poverty, vulnerability and social exclusion throughout their life with a particular emphasis on vulnerable groups. Programmes typically cover a range of cash or in-kind transfers; they may also include some fee waivers, active labour market schemes, targeted subsidies and social care services.
<b>Protection</b>	The WFP Protection Policy principles focus on: safety and dignity and avoiding causing harm; meaningful access; accountability; and participation and empowerment. The theory of change focuses on WFP contributions to understanding what protection means for affected populations within different contexts, applying protection understanding in WFP programmes and operations, being accountable to affected populations, and applying the highest standards of due diligence. <sup>20</sup> The evaluation applies this definition of protection, which is narrower than the UNHCR definition of

<sup>15</sup> UNHCR. 2006. Handbook for Self-reliance.

<sup>16</sup> WFP. 2024. [Resilience Policy Update](#), p. 6.

<sup>17</sup> UNHCR. 2006. Handbook for Self-reliance.

<sup>18</sup> IOM. 2024. Durable Solutions.

<sup>19</sup> IOM. 2024. Sustainable Solutions.

<sup>20</sup>WFP. 2021. WFP Protection and Accountability Policy. WFP/EB.2/2020/4-A/1/Rev.2.

	protection (and international protection). <sup>21</sup>
<b>Irregular migration</b>	The movement of persons that takes place outside the laws, regulations, or international agreements governing the entry into or exit from the state of origin, transit or destination. Irregular migrants do not have a formal status when crossing international borders. <sup>22</sup>
<b>Mixed movements and mixed flows</b>	Cross-border movements of different groups of people with different profiles and needs, which may include asylum-seekers, refugees, trafficked people, unaccompanied and separated minors, stateless persons, irregular migrants and others. <sup>23</sup>
<b>Circular (or pendular) migration</b>	A form of migration in which people repeatedly move back and forth between two or more countries. <sup>24</sup> In the context of Latin America, this type of migration is sometimes referred to as pendular migration.

Source: Reference documents and evaluation team analysis.

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<sup>21</sup> According to the UNHCR master glossary of terms, protection refers to “All activities aimed at achieving full respect for the rights of the individual in accordance with the letter and spirit of international human rights, refugee and humanitarian law. Protection involves creating an environment conducive to respect for human beings, preventing and/or alleviating the immediate effects of a specific pattern of abuse, and restoring dignified conditions of life through reparation, restitution and rehabilitation”.

<sup>22</sup> IOM. 2019. Glossary on Migration, Geneva, IOM.

<sup>23</sup> WFP. 2023. Strategic Evaluation on WFP Support to Refugees, Internally Displaced Persons and Migrants.

<sup>24</sup> IOM. 2019. Glossary on Migration, Geneva, IOM.



# Annex VIII. Headquarters thematic study

## Introduction

The headquarters thematic study provides an overview of the WFP corporate strategic prioritization and response to the external policy environment. It reviews the incorporation of forced displacement and migration considerations in WFP internal policies, standards and guidelines, including corporate prioritization and support to regional bureaux and country offices. The case study then provides insight into how this trickles down into WFP corporate-level systems, which are monitoring, digital systems and human resourcing. The case study aims to answer the following question: **what can WFP learn from its efforts to ensure coherence and relevance to the external enabling environment through the integration of displacement and migration in its corporate strategies, policies, systems and guidance?**

## Data collection summary

The thematic study draws from the analysis of key WFP policies, strategies, guidance and tools to map out the extent to which the different categories of RIMs are integrated into the documents. The policies, strategies, guidance and tools were selected by the evaluation team based on their perceived relevance to RIMs. These are documents in which the evaluation team expected that RIMs may be integrated. The team sampled a total of 34 corporate policies and strategies and 16 key corporate guidance, standards or tools. For this study, the evaluation team also conducted interviews with stakeholders from headquarters and regional bureaux and drew from evidence collected for the ten country case studies conducted as part of this evaluation.

## WFP definitions of RIMs

The WFP definitions for RIMs in the evaluation terms of reference draw from key United Nations definitions.<sup>25</sup> While in principle these definitions are adequate, the evaluation found that there was a lack of reflection in WFP strategies and policies on the different intersecting vulnerabilities that these groups face.<sup>26</sup> There is an identified need for WFP to understand why refugees, IDPs and irregular migrants merit corporate attention. While many stakeholders argue they are not so different from other food insecure and malnourished people, this perspective lacks understanding of how their legal status differs from resident communities, why this should be a matter of concern for WFP, and why this may require more specific tailored support that sits within the broader political and economic environment. A greater reflection on the vulnerabilities faced by these groups could help support vulnerability analysis, targeting, effective programming and strategic relevance in displacement contexts involving, for example, circular migration patterns, household strategies, urbanization, irregular migration and returnees.

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<sup>25</sup> United Nations. 1951. Convention relating to the Status of Refugees. 28 July 1951; United Nations. 1998. Guiding Principles on Internal Displacement (E/CN.4/1998/53/Add.2); IOM Definition of "Migrant". 7 UNHCR Master Glossary of Key Terms; International Organization for Migration (2011). Glossary on Migration: 2nd Edition. Geneva: IOM.

<sup>26</sup> See analysis for Finding 21 in the Evaluation Report for a more detailed discussion.

## Integration of RIMs in WFP corporate strategies and policies

WFP has committed to a series of international agreements, corporate and country-level pledges under the Global Refugee Forum,<sup>27</sup> and the UN Secretary-General's Action Agenda on Internal Displacement.<sup>28</sup> WFP has also supported other UN-wide initiatives for RIMs such as the Joint Statement on Social Protection for Forced Displacement in 2022.<sup>29</sup> Although WFP has a significant policy framework to support the implementation of the WFP Strategic Plan (2022-2025) as well as the above commitments, there is no dedicated corporate-level policy specifically targeting refugees or irregular migrants. However, WFP has developed the following:

- UNHCR-WFP. 2016. Joint Strategy: Enhancing Self Reliance in Food Security and Nutrition in Protracted Refugee Situations; and
- WFP. 2023. Institutional Plan and Programme Offer on Internal Displacement.<sup>30</sup>

The primary focus of these documents is on implementing more durable solutions for refugees and IDPs. In terms of other WFP global policies and strategies, the evaluation team found that overall, there was highly varied integration of RIMs (see **Error! Reference source not found.**).

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<sup>27</sup> Global Compact Refugees. 2024. Pledges and Contributions. <https://globalcompactrefugees.org/pledges-contributions>.

<sup>28</sup> United Nations. 2022. The United Nations Secretary-General's Action Agenda on Internal Displacement.

<sup>29</sup> Social Protection Interagency Cooperation Board (SPIAC-B). 2022. SPIAC-B Joint Statement: Strengthen linkages between Humanitarian Assistance and National Social Protection Systems for Effective Responses to Forced Displacements.

<sup>30</sup> The document identifies a set of capabilities by which it aims to contribute to the Secretary-General's ambitions and goals. These include:

A network of offices, staff, and partners in over 80 countries including all but one of the UNSG 16 priority countries.

Analytical capacities and evidence generation on food insecurity and multidimensional vulnerability drivers. Combination of modalities that can be adapted to the local context including multipurpose cash, voucher, food and specialized nutritious food transfers, alongside anticipatory risk transfer models and support for emergency preparedness and response that can be deployed directly, or through national partners.

An expanding engagement with affected communities to understand and respond to their needs, and capabilities.

Long-term relationship building with governments to strengthen local capacities for emergency preparedness and response, delivery of last-mile services, expansion of national social protection systems and safety-nets.

**Table 10: Mapping of RIMs integration in sampled WFP corporate policies and strategies**

Legend					
	No mention of RIM category		Some mention of RIMs but not fully integrated		Strong integration of RIM category <sup>31</sup>

WFP Policy/ Strategy	Year	Refugees	IDPs	Migrants	Host
Policy on Humanitarian Principles	2004				
Document on the definition of emergencies	2005				
Exiting emergencies	2005				
Policy on Humanitarian Access and its Implications	2006				
Policy on Capacity Development	2009				
Human immunodeficiency viruses (HIV) and acquired immune deficiency syndrome (AIDS) policy	2010				
Policy on Disaster Risk Reduction and Management	2011				
Humanitarian Protection Policy	2012				
Update of WFP's Safety Nets Policy	2012				
Revised School Feeding Policy	2013				
Corporate Partnership Strategy	2014				
Peacebuilding Policy (update)	2014				
Enterprise Risk Management Policy	2018				

<sup>31</sup> The evaluation team defined strong integration as RIMs being noted as a key criteria/framework/definition in the strategy/policy, as a key element in analysis required for the policy, potential partnerships/collaborations suggested and/or RIMs being included in key outcomes.

Policy Building Resilience for Food Security & Nutrition	2015				
South-South and Triangular Cooperation Policy	2015				
Policy on Country Strategic Plans	2016				
Climate Change Policy	2017				
Environmental Policy	2017				
Food Assistance for Assets	2017				
Nutrition Policy	2017				
Emergency Preparedness Policy	2018				
WFP's approach to the HDPN	2018				
Local and Regional Food Procurement Policy	2019				
Cash-based transfers	2023				
Disability Inclusion Roadmap	2020				
Protection and Accountability Policy	2020				
Community Engagement Strategy for AAP (2021-2026)	2021				
Strategy for Support to Social Protection	2021				
Gender Policy	2022				
Policy on Country Capacity Strengthening	2022				
Urban Strategy	2023				
Information and Technology Strategy (2023-2026)	2023				
Conflict Sensitivity Mainstreaming Strategy	2023				
Food and Agriculture Organization (FAO)-WFP Anticipatory Action Strategy	2023				

Source: Policy documents and evaluation team analysis.

The policy mapping exercise highlights that there are references to refugees, IDPs and returnees in over half of WFP policies and corporate strategies. Overall, refugees are better integrated into WFP corporate policies and strategies but are still missing from several documents, for example, the Emergency Preparedness Policy (2018) and Country Capacity Strengthening Policy (2022). IDPs are integrated to a lesser extent than refugees, and migrants and host communities are integrated in just 8 out of 34 sampled policies and strategies, and WFP is behind in its corporate alignment with the Global Compact on Migration. However, several recent strategies and policies do provide strong examples of where refugees, IDPs and migrants (including irregular migrants) are incorporated, including the Strategy for Support to Social Protection (2021) and the Urban Strategy (2023).

A key gap is that WFP policies and strategies do not signal a need to analyse the influences of existing or potential displacement or migratory movements on the outcomes of WFP policies or strategies; such as in their effects on gender equality or disability inclusion. Nor do policies capture the effects of multiple displacements (layered crises), pendular movements (for example, transhumance, pastoral or seasonal migration) or migration pathways and their potential impacts upon WFP programming.<sup>32</sup> While these kinds of migratory movements generally have a regional aspect, WFP CSP policy and guidance do not push regional bureaux or individual country offices towards a joint regional analysis involving multiple country offices in the development of CSPs (see regional thematic study in Annex IX).

### **Integration of RIMs into WFP guidance and standards**

Overall, RIMs are included to a greater extent in WFP guidance and standards compared to corporate strategies and policies, reflecting greater consideration of different population types at the operational level. Several WFP guidance and standards documents address the needs of refugees directly. These include:

- Refugee Assistance Guidance Manual (2017); and
- UNHCR-WFP Joint Guidance: Targeting of Assistance to Meet Basic Needs (2019)

Regarding IDPs, the 2024 the Multilateral Organization Performance Assessment Network (MOPAN) assessment highlighted how WFP “does not have a particular focus on IDPs, or systems in place specifically related to their rights and participation”.<sup>33</sup> There is no specific guidance on developing responses for IDPs although 13 out of 16 guidance or standards sampled included reference to strongly integrated IDPs.

Consistent with the gap in policy, there is also no clear corporate guidance or training on how to develop a response for irregular migrants, despite high levels of vulnerability often affecting this group, as illustrated by the evaluation’s ten country case studies. Nevertheless, irregular migrants are integrated into 10 out of the 16 guidance or standards sampled (Table 11).

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<sup>32</sup> See, WFP. 2018. Strategic Evaluation of WFP Support for Enhanced Resilience. Vol I. p. 60. A notable exception is the Urban Strategy (and associated guidance), which reflects on the impacts of migration on the design of urban responses.

<sup>33</sup> Multilateral Organization Performance Assessment Network (MOPAN). 2024. MOPAN Assessment of World Food Programme (WFP) – Part 2 Technical Analysis, Paris, p.143.

**Table 11: Integration of RIMS into selected WFP corporate guidance, tools and standards**

Legend					
	No mention of RIMS category		Some mention of RIMS but not fully integrated		Strong integration of RIMS category

WFP Tool/Guidance	Year	Refugees	IDPs	Migrants	Host
Refugee Assistance Guidance Manual	2017				
Humanitarian Access: Operational Guidance Manual	2017				
UNHCR-WFP Joint Guidance: Targeting of Assistance to Meet Basic Needs	2019				
Protection and Accountability Handbook	2021				
How to Mainstream Child Protection into Programme and Operations, Step by Step Guidance	2021				
Conflict Analysis and Conflict Sensitivity Risk Assessment Guidance Note	2021				
Targeting & Prioritization - Operational Guidance Note	2021				
Global Food Crisis - Key Messages on and Standards for Targeting and Prioritization	2022				
Integrated Cross-Cutting Context Analysis and Risk Assessment - Analysis Framework	2023				
Navigating Humanitarian Scale-Downs: Strategies for Managing Deprioritized Beneficiaries and Enhancing Food Security Outcomes	2023				
Scaling down operations - Key RAM considerations when prioritizing assistance	2023				
Protection and AAP Analysis Guidance Note	2023				
Community Engagement for AAP Action Plan Guidance	2023				

Essential Needs Assessment Guidance Note	2023				
CSP Guidance on Integrating People-Centred Approaches	2024				
Toolkit for Cooperating Partners: Operationalizing People-Centred Guiding Principles in WFP Programmes	2024				

Source: Evaluation team.

The most conspicuous absence in terms of RIMs is in the two guidance documents sampled on navigating humanitarian scale-downs, which make no mention of RIMs. Evidence also points towards the need for guidance on navigating the humanitarian principles in displacement situations, for example, how to maintain principles while working with governments.<sup>34</sup> The country case studies conducted in this evaluation highlighted multiple cases where country offices struggled with implementing humanitarian principles in challenging political environments.

Although there is a joint UNHCR-WFP strategy on “Enhancing Self Reliance in Food Security and Nutrition in Protracted Refugee Situations” (2024), no associated guidance or standards have been developed to help WFP programme staff explore options for self-reliance or durable solutions among RIM populations in alignment with the sociopolitical context.<sup>35</sup> While the Refugee Assistance Guidance Manual (2017) emphasizes the importance of government engagement it does not go beyond this. There were suggestions that this gap contributes to a lack of capacity and accountability regarding ending situations of protracted dependence on WFP support among RIM populations. For example, the 2021 Bangladesh CSPE pointed towards a lack of WFP staff capacity for country capacity strengthening.<sup>36</sup> In addition, the country studies and review of CSPEs highlighted that the separation of SO1 and SO3 can create structural difficulties in transitioning to longer-term solutions.<sup>37</sup>

There is also no clear guidance on WFP nexus support for RIM populations that fall outside of established programme approaches, such as when nomadic or pastoralist populations move into existing programme areas due to climate or security drivers, migrant routes cross territories, or vulnerable irregular migrant populations arrive in urban areas. This is particularly critical and difficult for WFP when these groups fall outside government support or where tensions exist with local communities, such as is the case with nomadic populations in Djibouti and pastoral communities in Chad and Mauritania.<sup>38</sup> WFP guidance for longer-term programming focuses largely on resilience building, is largely designed for rural geographies

<sup>34</sup> WFP. 2018. Evaluation of WFP Policies on Humanitarian Principles.

<sup>35</sup> For a more detailed discussion, see Finding 6 of the Evaluation Report.

<sup>36</sup> WFP. 2021. Bangladesh CSPE.

<sup>37</sup> WFP. 2021. Bangladesh CSPE; WFP. 2023. Kenya CSPE; WFP. 2022. Tanzania CSPE; WFP. 2023. Ghana CSPE; WFP. 2022. Pakistan CSPE; WFP. 2022. South Sudan; WFP. 2022. Sudan CSPE; and country case studies on DRC, Colombia, Egypt and Mauritania.

<sup>38</sup> Country case studies on Djibouti, Chad and Mauritania.

where populations remain static and free from conflict, and needs more reflection.<sup>39</sup> As noted in the evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition, food assistance for assets guidance describes how to consider pastoralist mobility within planning processes, but recognizes that its interventions have limited applicability in contexts of pastoralist mobility or displacement. There is no guidance on resilience building for groups who have been forcibly displaced and have no social or historic experience of mobility and are likely to be the most food insecure.<sup>40</sup>

Nevertheless, the more recent CSP Guidance Note on Integrating People-Centred Approaches (2024) does provide examples of integrating refugees, IDPs, and to a lesser extent migrants and host communities, in WFP CSPs.<sup>41</sup> It also calls for the disaggregation of data by population type to allow for more contextualized responses.<sup>42</sup> The shift to the integrated context and resilience analysis (ICARA) also represents progress towards better risk preparedness based on context analysis that integrates gender, protection, accountability and the movement of people. However, climate risks linked to migration are missing from context analysis guidance. Box 3 provides a summary of the key opportunities to better integrate RIMs into WFP corporate guidance.

### **Box 3: Key opportunities to better integrate RIMs into WFP corporate guidance**

Guidance on how to work with different groups with potential solutions for different contexts would be highly appreciated by WFP stakeholders. This would involve developing a more coherent framework for WFP to work across different contexts of displacement. Such a framework would be useful due to the important differences in identifying and targeting specific groups of RIMs. The framework (see country thematic study in Annex X) would support country offices in analysing the legal framework in-country and assessing the options for potential nexus programming available, for example. Such an analysis could help break down RIM populations into different caseloads. WFP could consider providing guidance that supports country offices to work through these different caseloads and provide examples of support applied to these groups successfully in other contexts.

As shown above, the evaluation found a strong need for guidance on navigating humanitarian scale-downs and transitioning to more durable solutions for RIMs. This could include different options for programming that provide pathways towards greater self-reliance and options available for engaging with governments, for example, providing governments with strong business cases for integration of different categories of RIMs into national social protection systems (for example, see the WFP Moldova ICSP 2024-2026).

The evaluation also found a need for further guidance on adherence to cross-cutting principles, for example, protection, accountability and adherence to humanitarian principles within displacement settings. As found in the 2018 Evaluation of WFP's Policies on

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<sup>39</sup> WFP. 2019. Strategic Evaluation of WFP Support for Enhanced Resilience; and, WFP. 2023. Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition.

<sup>40</sup> WFP. 2023. Evaluation of WFP's Policy on Building Resilience for Food Security and Nutrition.

<sup>41</sup> WFP. 2024. Integrating People-Centred Approaches in the CSP Guidance Note for CSP Development. January 2024.

<sup>42</sup> This is also the case for the Protection and AAP Analysis Guidance Note.



Humanitarian Principles and Access in Humanitarian Contexts “increasingly complex operational contexts can make the adherence to cross-cutting principles challenging and their full understanding and implementation is still uneven across WFP operations... the policy (humanitarian principles) does not distinguish between different contexts, such as emergency and development interventions and conflict and natural disaster settings. Neither policy acknowledges certain tensions and trade-offs that are evident in considering their application”(pg.22). This evaluation concurs that there is a gap in the development of guidance to support country offices in the application of these various principles in displacement settings.

Despite these recent examples of promising practice, it should be noted that previous evaluations have pointed towards difficulties in building “field-level awareness and consistent use of guidance... [where] guidance is often hard to locate, lengthy and in some cases quite theoretical. Difficulties in applying guidance and other tools can contribute to shortcomings in the quality of responses. The most valuable guidance for the field is technical expertise but it is not always available due to individuals’ skills gaps”.<sup>43</sup> Therefore, any updates to guidance need to be accompanied by effective follow-up support from both headquarters and regional bureaux.

### **Corporate oversight and support for its response to RIMs**

In terms of the headquarters-level support provided by WFP for the application of these policies and guidance, there is no formally established displacement team although one or more experts have been working together in the same unit or service over the years. The primary internal body that engaged with WFP responses for RIMs was the PRO-P Emergencies and Transition Service, which focused on scale downs and transitions, including increasing emphasis on investing in social protection systems for eventual referrals, resettlement and integration.

Following the recent headquarters restructuring in early 2024, staff working on RIMs are now dispersed across different services of the Programme Policy and Guidance Division. Staff working on policy and guidance related to emergency preparedness and responses to displacement (including the WFP-UNHCR Joint Programme Excellence and Targeting Hub (Joint Hub)) are now located in the Emergency Preparedness and Response Service (PPGE), colleagues working on self-reliance of displaced populations in the Climate and Resilience Service (PPGR), and staff working on access to school feeding for RIMs and their integration into national social protection systems in the School Meals and Social Protection Service (PPGS). The WFP Geneva Global Office supports common engagement on displacement between WFP headquarters and other IASC members.

Despite these pockets of displacement-focused staff at the headquarters level, interviews note that greater support from headquarters is required in several areas. Stakeholders also noted that there is less technical support available for designing responses for irregular migrants. This is reflected throughout the organization from headquarters to country level. Key informant interviews also suggest that discussions on transition to more durable solutions to RIMs are relatively new and that WFP need to reflect on the support required to implement solutions in line with its global commitments: “we need to think through our strategic commitments and capacities, and recognize the skills and experience of CPs and the displaced if we are to

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<sup>43</sup> WFP. 2020. Strategic Evaluation of WFP’s Capacity to Respond to Emergencies, pg.iv.

successfully shift our operating model".<sup>44</sup> While stakeholders did identify examples of good practice, for example, the WFP-UNHCR Joint Programme Excellence and Targeting Hub, support needs to be extended to other contexts.

The Joint Hub was established in April 2020 to support country offices and regional bureaux to operationalize WFP and UNHCR global commitments on targeting, data sharing and accountability to affected populations, and to enhance joint programming to meet basic needs and promote self-reliance. The evaluation concurs with the recent review of the Joint Targeting Hub (2024) that the hub has been a useful means of corporate support that has improved UNHCR-WFP joint responses to refugees.<sup>45</sup> The evaluation team would recommend that WFP build on this model and put the resources required to support the expansion to other countries. Currently, the primary limiting factor identified by stakeholders is the resourcing put behind the Joint Hub. The evaluation team also believes that the hub could serve as a vehicle for enhancing collaboration with IOM, particularly concerning IDPs, given the joint response often required from the three agencies when developing responses for IDPs. As a mature initiative, the Joint Hub could provide a valuable basis for learning from tripartite collaboration.

### **Integration of RIMs into WFP monitoring, assessments and analyses**

Although WFP monitoring systems generally provide data by the status of beneficiary, the evaluation found that current corporate monitoring systems are designed to feed into corporate-level outcomes and do not provide the detail needed at the country office level to help monitor the outcomes of interventions and targeting and prioritization decisions. For example, the evaluation team were unable to disaggregate beneficiary data by activity and status. The corporate-level guidance does call for disaggregation of data by population type in several documents but does not go beyond this to track user journeys. With this level of disaggregation not provided in COMET, the evaluation found that many country offices keep a separate Excel spreadsheet with more disaggregated data to produce reports for donors and government. As a result, many processes are conducted manually, which affects efficiency and potentially accuracy.

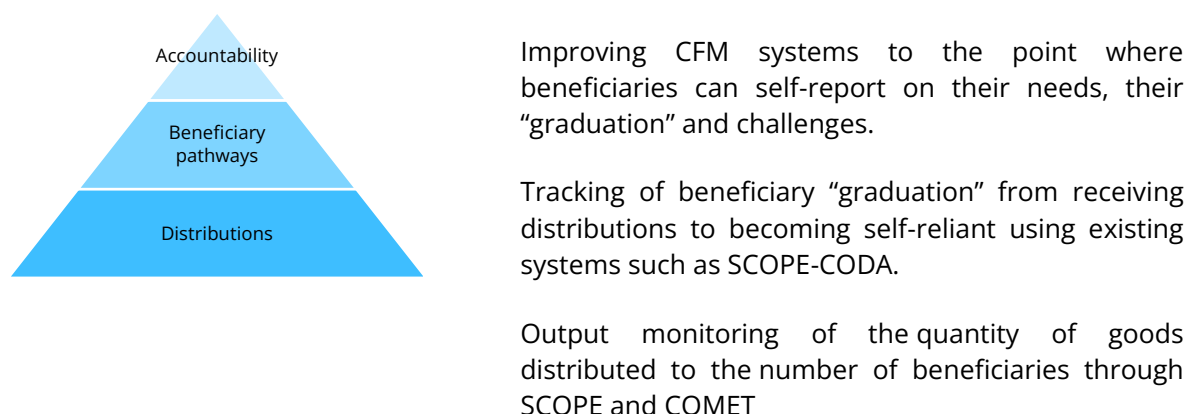
Although viewpoints differed on the need to track beneficiaries by status, the evaluation team found WFP cannot currently link beneficiary status (as with cross-cutting questions of sex, age and disability) to the associated activity, cost to the donor and the resulting changes to households and individuals. However, there is currently little corporate drive to make this change with "WFP's Monitoring Function: Strategic Roadmap (2024-2025)" making no mention of displacement or status-related monitoring. **Error! Reference source not found.** below presents a visualization of what WFP already monitor and how, through the enhanced use of existing data systems, it might achieve a broader analysis of the outcomes of its activities for RIMs.

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<sup>44</sup>Headquarters level interview.

<sup>45</sup> Mokoro (Commissioned by UNHCR and WFP). 2024. External Review of the UNHCR-WFP Joint Programme Excellence and Targeting Hub.

**Figure 4: Options for greater outcomes specificity for RIMs**



Source: Evaluation team.

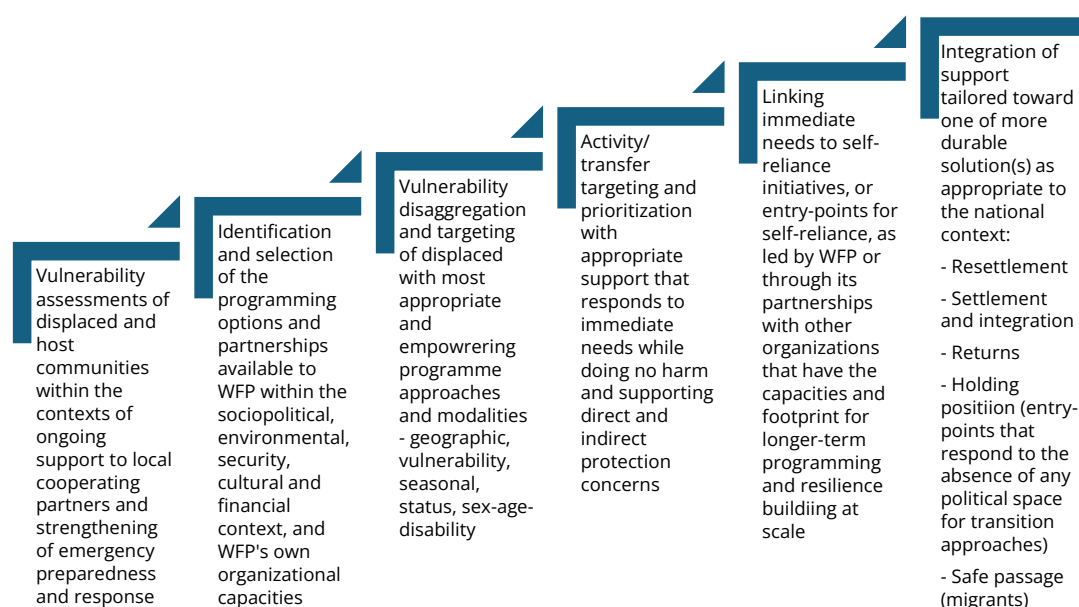
Many stakeholders emphasized the importance of improving the clarity of change pathways in WFP CSPs before considering tailored monitoring approaches or indicators. For example, how it plans to incorporate and understand the effectiveness of transitions from emergency distributions to cash transfers and self-reliance programming. New metrics are often overly simplistic without clarity on the change process. WFP should consider building on the increasing prevalence of programme-level theories of change developed as part of the CSP design process, and the recommendation of several evaluations, that they are further mainstreamed in local change pathways that link immediate needs to longer-term approaches and durable solutions for both displacement and non-displacement settings.<sup>46</sup>

One way to explore these pathways is to place much greater emphasis on the development of theories of change based on beneficiary aspirations during CSP design. If WFP lacks knowledge about the contexts from which displaced populations come from, reasons for their displacement, what their aspirations are, whether they may be planning to stay or go, how and why this differs within and between households, this may affect the effectiveness and efficiency of assistance. **Error! Reference source not found.** below provides a potential framework for how WFP can assess and monitor the journeys and dynamic vulnerability of displaced populations to a greater extent.

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<sup>46</sup> UNHCR – WFP (Lebanon). 2023. Evaluation of the UNHCR/WFP Joint Action for Multipurpose Cash Assistance in Lebanon (2019–2021); WFP. 2021. Decentralized Evaluation: General Food Assistance and School Feeding Programmes, Libya; and WFP. 2021. Lebanon CSPE.

**Figure 5: Framework for assessing and monitoring intended progression of the WFP response to RIMs**



Source: Evaluation team.

WFP considers that the focus on essential needs will likely be the same, regardless of status. However, this assessment is not accurate. Being able to describe numbers by status is of little benefit to WFP learning, without it being able to link that status to the associated activity, cost to the donor and the resulting changes to households and individuals. WFP needs better disaggregation and profiling of RIMs if it seeks to play a leading role in the field in relation to short- and long-term outcomes.

### Digital systems

The wider suite of WFP digital, monitoring and analysis tools also needs to be reviewed from a displacement perspective in order to clearly determine its commitments, identify and assess solutions, and support staff to understand the barriers displaced people face, as well as the influences political systems have on WFP decisions and contributions to short- and longer-term outcomes. For example, while digital systems such as SCOPE and Building Blocks do allow for individual-level tracking, including movements, digital systems are not linked to shifts between immediate needs, self-reliance and durable solutions or related beneficiary pathways and are not interoperable with the WFP CRF or COMET database. This undermines the capacity of WFP to monitor trends and develop a response based on forecasts.

Overall, as found in the evaluation of WFP's use of technology in constrained environments, WFP lacks strategic clarity in its digital transformation and positioning on humanitarian technology issues such as biometrics, open-source solutions, public-private partnerships and digital services to governments. This lack of clarity, coupled with fragmented governance, unresolved tensions between centralized services and country needs, and insufficient human resource investment, hampers progress. Additionally, rapid digital expansion risks shifting technological burdens onto vulnerable communities. The evaluation recommended prioritizing protection and people in the

roll-out of these tools and engaging more meaningfully with communities in their development.<sup>47</sup>

The evaluation found that WFP is capable of developing tailored tools for target groups. Precedents have been set where WFP monitoring has responded to specific people-centred approaches and target groups such as for school children (school feeding), pregnant and lactating women and girls, and children 6 to 59 months of age (specialist nutrition foods). These could serve as examples for a more comprehensive approach to assessments and monitoring across the different categories of displaced people.

### **Summary of lessons from the corporate case study**

WFP strategies and policies lack sufficient reflection on the intersecting vulnerabilities faced by RIMs. While over half of the policies sampled provide reference to refugees and IDPs, WFP is further behind in aligning with the Global Compact for Migration and there is no corporate-level support, guidance or training on responding to irregular migrants or internal displacement. Greater inclusion of RIMs is seen at the operational level, yet gaps remain in developing durable solutions, addressing unique populations (for example, pastoral communities) and analysing the impact of displacement on WFP programmes and outcomes. Improved integration into existing policy, disaggregation of data and use of programme-level theories of change that are based upon change pathways and beneficiary aspirations, are needed for effective support. Strengthening WFP digital and monitoring tools to consider displacement contexts and expanding the successful Joint Targeting Hub model are recommended steps forward.

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<sup>47</sup> WFP. 2022. Strategic evaluation of WFP's use of technology in constrained environments.

# Annex IX. Regional thematic study

## Introduction

The regional thematic study presents an overview of regional bureaux (RBs) roles and responsibilities in responding to migration and displacement, particularly through their support to country offices. It reviews the importance of regional bureaux in providing operational and technical guidance, strengthening partnerships and coordination around RIMs, facilitating emergency preparedness and response and providing guidance. The case study offers insight into regional bureaux-level capacity and funding as key underlining factors. The case study aims to answer the following question: **what can WFP learn from its efforts to provide regional support to country offices affected by displacement and migration?**

## Data collection summary

The case study draws from interview data from stakeholders at the headquarters and regional levels, the ten country studies conducted as part of this evaluation and the document review. The regional thematic study focuses on four WFP regional bureaux with which primary data collection was conducted. Where there were no direct interviews with regional bureau staff (for example, Regional Bureau for Southern Africa in Johannesburg (RBJ)), the evaluation team triangulated data from other sources, including headquarters and country-level interviews and documents across the six regional bureaux.

The evaluation team conducted further analysis of key WFP regional guidance, frameworks and analyses to map out regional bureaux areas of support. Additionally, the thematic study draws from a sample of evaluation reports and project documents on regional responses to RIMs, particularly the three coordinated responses that WFP have been part of, namely the Regional Refugee and Resilience Plan (3RP) to the Syrian Crisis launched in 2018,<sup>48</sup> the Sudan Emergency Regional Refugee Response Plan launched in 2023<sup>49</sup> and the Inter-Agency Coordination Platform for Refugees and Migrants (R4V) that coordinate efforts under Venezuela's Refugee and Migrant Response Plan (RMRP) launched in 2018.<sup>50</sup>

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<sup>48</sup> UNHCR, 2018. UN and partners launch plan to support Syrian refugees and countries hosting them as number of Syrian refugee new-borns reaches one million mark, <https://www.unhcr.org/news/news-releases/un-and-partners-launch-plan-support-syrian-refugees-and-countries-hosting-them>, (accessed on 17 September 2024).

<sup>49</sup> UNHCR, 2024. Sudan Regional Refugee Response 2024, <https://data.unhcr.org/en/documents/details/108854>, (access on 17 September 2024).

<sup>50</sup> R4V, 2024. Regional Inter-Agency Coordination Platform, [Regional Platform 2.0 | R4V](#), (accessed on 19 September 2024).

**Table 12: Key informant interviews conducted with regional bureau staff**

RB	Region	Country case study	Number of interviews with RB staff
RBB	Regional Bureau for Asia and the Pacific in Bangkok	Myanmar, Bangladesh	12
RBC	Regional Bureau for Middle East, North Africa, Central Asia and Eastern Europe in Cairo	Egypt	17
RBN	Regional Bureau for Eastern Africa in Nairobi	Djibouti, Kenya	13
RBP	Regional Bureau for Latin American and the Caribbean in Panama	Colombia	10
RBD	Regional Bureau for Western Africa in Dakar	Chad, Mauritania	3

### The regional context of displacement

WFP support to RIMs is set against the backdrop of increasingly complex displacement and migration dynamics at both national and regional levels. According to UNHCR, at the end of 2023, an estimated 117.3 million people worldwide were forcibly displaced, both internally and across the borders, a rise of 8 percent compared to the end of 2022.<sup>51</sup> Complex crises, particularly those that are the result of conflicts in Syria and Sudan – the two largest WFP RIM operations<sup>52</sup> – have destabilized the regions and required coordinated responses. This is evident in coordinated response plans including the 3RP and Sudan Emergency Regional Refugee Response Plan. Additionally, while it remains difficult to accurately estimate the number of irregular and undocumented migrants, global reports suggest that their numbers are rising.<sup>53</sup> Given the cross-border nature of displacement and migration, along with transnational challenges such as climate change, these issues are typically addressed from a regional perspective.

### The role of regional bureaux within WFP in supporting country offices to assist RIMs

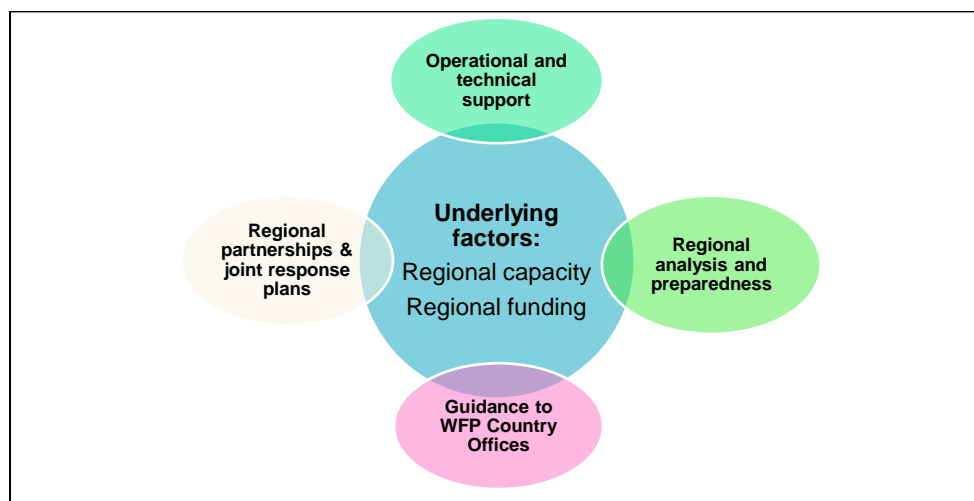
The role of regional bureaux in supporting country offices with assisting RIMs is determined by a number of underlying factors. Interview data suggests that regional capacity and funding are the key determinants that affect the level of support that country offices received from regional bureaux. This case study will explore the key functions of regional bureaux by analysing these factors.

<sup>51</sup> UNHCR, 2023. Global Trends report 2023, <https://www.unhcr.org/global-trends-report-2023>, (accessed on 17 September 2024).

<sup>52</sup> WFP, CM-R001b\_-\_Annual Country Beneficiaries\_(CSP)\_v1.5\_08.07.2024, (accessed on 09 July 2024).

<sup>53</sup> Migration Data Portal, 2022. Irregular migration. <https://www.migrationdataportal.org/themes/irregular-migration>, (accessed on 17 September 2024).

**Figure 6: Underlying factors for regional bureaux performance in supporting country offices with assisting RIMs**



Source: Evaluation team.

### Operational and technical support

In recent years, WFP has produced numerous technical reports on RIM responses with a regional focus; however, regional bureaux could have played a stronger role in utilizing this regional knowledge to inform programming and approach. The organization has increased efforts to better understand the drivers of migration and displacement and how these impact its operations, as demonstrated by several regional analyses and publications.<sup>54</sup> One example is the report “Addressing Irregular Migration through Principled Programmatic Approaches: Examining the West Africa Route and WFP Operations”, which highlights strategies to tackle the root causes of migration through targeted programmes and regional partnerships.<sup>55</sup> Additionally, external publications like the “Global Report on Food Crises” offer regional perspectives on food insecurity, helping to guide humanitarian and development efforts.<sup>56</sup> However, knowledge on cross-border and regional displacement crises is uneven across regional bureaux. Interview data also suggests that this knowledge is often under-utilized and does not significantly influence regional programming, responses, approaches or partnerships.

Regional bureaux are often valued for their vital expertise and support for cross-cutting and emerging priorities, including gender, accountability to affected populations, disability inclusion, and protection. RBP, for example, has led work on exploring the gender dimension of displacement, including the issue of LGBTQI+ which is important in the Venezuela crisis. Similarly, the RBC Gender Policy Implementation Plan (2016-2020) and its Protection Needs Analysis Framework offer an in-depth look at gender challenges for country offices in the region, including Lebanon, Jordan, and the Syrian Arab Republic, while responding to the Syrian refugee crisis. Meanwhile, RBB is leading a disability inclusion initiative within WFP, providing both

<sup>54</sup> WFP. 2017. At the Root of Exodus: Food security, conflict and international migration; WFP. 2023. The challenge of coordination and inclusion: use of social registries and broader social protection information systems for capturing multiple vulnerabilities in West Africa – Regional Synthesis Report 2023.

<sup>55</sup> WFP. 2023. Addressing Irregular Migration through Principled Programmatic Approaches.

<sup>56</sup> FSIN and Global Network Against Food Crises. 2024. GRFC 2024.



lessons learned<sup>57</sup> and programmatic guide for WFP country offices to address intersectionality issues, including the intersection between disability and refugee and migrant status.<sup>58</sup> However, interviews with country office staff suggested that some offices faced challenges in operationalizing these regional frameworks, resulting in inconsistent analyses and inputs at the country level.

Vulnerability analysis and monitoring (VAM) and system management are other areas of regional bureau technical support. For instance, RBC provided assistance for Algeria to conduct non-refugee programme analyses and led monitoring and evaluation reviews. In terms of system management, under regional service support, some regional bureaux provide country offices with technical assistance related to digital tools. RBB, for instance, assists the Bangladesh country office in integrating the SCOPE platform with other financial services (for example, Plug Pay). RBB also provides expertise in managing Building Blocks, a blockchain-based cash distribution system that supports country office operations in the Cox's Bazar refugee camps. However, evidence from interviews suggest that support from regional bureaux can be reactive as opposed to being more strategic and pre-emptive in their planning and anticipatory responses.

### Engaging regional partners and promoting best practices in the region

Regional coordination between WFP, other United Nations agencies and key development and humanitarian partners primarily takes place through a range of coordination mechanisms, which exist in all regions and cover themes including those related to RIMs. WFP co-chairs the basic needs and cash working groups in some countries and is engaged in subregional coordination mechanisms such as the 3RP process and inter-agency forums operating from the Amman regional hub. In humanitarian settings, WFP leads the telecommunications and logistics clusters and co-leads the food security cluster with the Food and Agriculture Organization (FAO). WFP also participates in other clusters, such as camp management, where UNHCR oversees operations, while WFP manages food distribution.

Some WFP regional bureaux are making efforts to strengthen relationships with UNHCR, as encouraged by global-level initiatives, but these efforts have shown limited results so far. The memorandum of understanding between WFP and UNHCR (article 4.2) reflects the intention to improve coordination by ensuring that joint assessment missions (JAMs) and joint programme assessments at the country level are communicated to regional coordination structures annually. It also assigns responsibility to regional bureaux for engaging with regional entities like the African Union, the Arab League, the Asian Development Bank and the Organization of American States, as well as coordinating at the regional level where appropriate.<sup>59</sup>

#### **Box 4: Example of good practice in regional coordination – R4V**

The Response to Venezuela or “R4V” platform was created by the Secretary-General in 2018 to ensure a coordinated regional response and is seen as a good practice for a more structured approach to regional response that can serve as model to be replicated. It is co-led by IOM and UNHCR and includes participation of multiple stakeholders including UN agencies, funds

<sup>57</sup> WFP. 2022. Learning from the RBB DI Initiative.

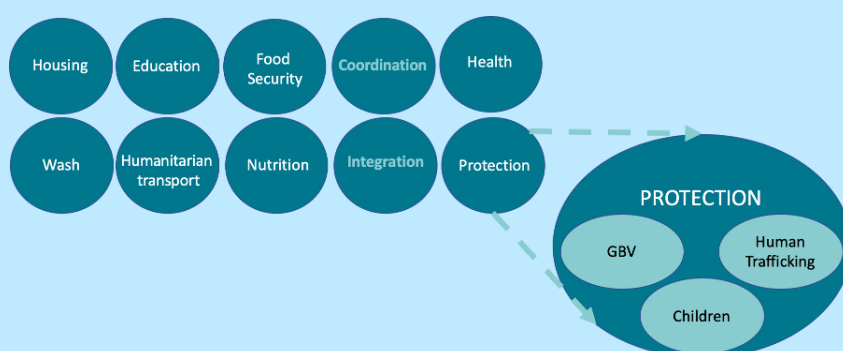
<sup>58</sup> WFP. 2023. Disability Inclusive School Feeding Practice Guide - Regional Bureau for Asia and the Pacific.

<sup>59</sup> WFP. 2016. WFP-UNHCR Joint Strategy on Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations.

and programmes, international and national non-government organizations (NGOs), civil society organizations, the International Red Cross and Red Crescent Movement, the World Bank, academic institutions and faith-based organizations, as well as national governments, whose participation is formalized under the Quito process forum, which encompasses representatives from the 13 top receiving nations.

Overall R4V covers 17 countries in the region and includes three subregional platforms integrating the response of over 248 partners. The structure moves away from the traditional United Nations Office for the Coordination of Humanitarian Affairs (OCHA)-led structure granting leadership to those agencies whose mandates are most focused on RIMs. The R4V sectors are similar to those under the cluster system but with increased focus on RIMs. For example, the logistics cluster is replaced by humanitarian transport, and it is also better geared to better reflect the characteristics of the region. The shelter and camp management clusters are merged into “housing” as there are no camps in the region. Of note is that the R4V sectors include an integration cluster, specific to the needs of RIMs.

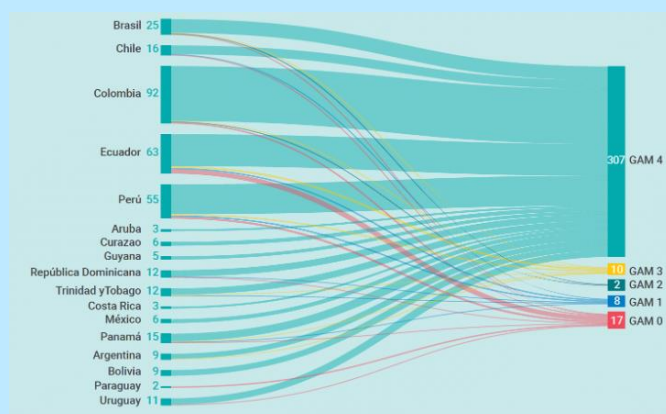
**Figure 7: R4V sectors**



R4V also provides a common information management approach, which allows for joint needs assessments, monitoring, mapping of partners’ activities and monitoring exercises, as well as monitoring of common financing, all publicly available through an online dashboard.<sup>60</sup> While this does not overcome all barriers to data sharing, it is an important example of transparency and data sharing. It also allows for a regional analysis of cross-sectoral themes, for example, gender. Beyond being able to reflect the Gender and Age Marker (GAM) at a general level, the report indicates analysis by area, including, for example, percentage of programme designs that address LGBTIQ+ needs. More significantly there is an agreed annual response plan, which specifically captures RIM data reflecting the realities of the region, for instance, identifying the types of RIMs in the region including: in transit, pendular, host communities and returnees; and provides an overview of the regional situation and also looks at population movements from a regional perspective, in line with the “all-of-route” approach now being preferred by UNHCR. The R4V led the first ever regional needs assessment for the Venezuela crisis.

<sup>60</sup> R4V. 2024. Data and information in the RMRP, <https://www.r4v.info/en/data>, (accessed on 19 September 2024).

**Figure 8: Overview of regional GAM results by country**



**Figure 9: Percentage of RIMs that received support for food security during 2023**



Sources: Key informant interview data, RMRP 23-24 ii (maps) and evaluation team analysis.

### Facilitating emergency preparedness and response

Interview data indicate that analytics, such as up-to-date political developments and security information, are available at the regional level, particularly in West Africa and Asia and the Pacific. However, it is unclear how much of this information is incorporated into country-level emergency preparedness and response plans, as this often depends on the experience of and communication between regional bureau and country office staff. Some interviews suggested that country offices may have quicker access to analytics for emergency preparedness and response than regional bureaux. For example, in East Africa, country offices have reportedly obtained faster security updates, such as the number of newly arrived migrants, and at times have had to remind RBN to include them in security forecasts.

Funding was raised as a key barrier in terms of anticipatory analysis to prepare responses to crises and also to decide when to transition to long term solutions. As a result, some interviewees felt that WFP “stayed in responsive/reactive mode as opposed to strategic mode”. Regional bureaux also reportedly lack sufficient capacity to support contingency planning in-country with other agencies, despite some good examples of preparedness to natural disasters, such as in Myanmar.

Nevertheless, regional bureaux have shown efforts to conduct joint analysis, share information and raise resources for emergency preparedness and response. The Corporate Alert System, for example, brings together regional bureaux, country offices, and various WFP functional areas – such as early warning, food security, risk management and nutrition – to assess evolving risks.<sup>61</sup> This collaborative approach enables WFP to develop a common understanding at the corporate, regional and country levels about the most critical concerns and define early actions to mitigate those risks. The evaluation of WFP's emergency response in the Sahel region also supports the strong role of the regional office in managing organizational risks, as well as strengthening verification and reconciliation systems to refocus priorities in high-risk country offices.<sup>62</sup>

In terms of emergency responses, some country offices have received support from regional bureaux for surge operations. Regional bureau support is usually provided for a limited duration of time, which is a drawback in managing complex, protracted crises that need longer-term consistent support.

#### Providing guidance

Interviews at all levels indicate the fundamental role of regional bureaux in linking and supporting the implementation of corporate policies at the country level. Regional bureaux can play an important role in ensuring relevant decisions and guidance from headquarters-level are brought to the attention of the countries in their region and adapted to the context. Document reviews show many examples of this, notably the Migration Strategy recently developed in RBP and the revised Regional Migration Framework and Global Migration Agreement/Action Plan with IOM developed in RBC. However, there is a lack of consistency in regional guidance on migration and displacement. RBP's strategy remains a standalone example although other regional contexts could benefit from similar strategies.

Additionally, there is no dedicated displacement team or staff focused on displacement issues at the regional level. This is particularly challenging in complex displacement contexts, such as Myanmar where displacement has remained dynamic and required the right expertise at both country and regional levels to understand how it affects WFP operations. Data from key informant interviews suggests that Myanmar is also a context where RBB has little oversight of country office and field-level activities.

### Underlying factors

#### Regional funding

Funding has been identified as a barrier to a more coordinated response, and especially in regard to cross-border analysis and response. This barrier is two-fold. On the one hand, the current WFP funding structure – whereby country and regional offices receive separate funding –

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<sup>61</sup> WFP. 2018. Corporate Alert System - Linking early warning to early action in the Sahel.

<sup>62</sup> WFP. 2024. Évaluation de la réponse d'urgence du PAM aux crises prolongées au Sahel et dans d'autres pays d'Afrique de l'Ouest et centrale 2018-2023.

limits a coordinated approach and can even create competition for resources between country offices and regional bureaux. Despite this, regional funding is not a new phenomenon with examples from the Sahel, Chad Basin or the Horn of Africa, where bilateral and multilateral donors provided regional envelopes. These, however, were difficult to manage as WFP is not always set up for cross-country collaboration. For example, on one occasion it was reported that donors had to make separate grants or contracts for a regional response, which adds to costs and administrative burden. This can hinder WFP crisis response capabilities, as seen in the Horn of Africa, where changes in benefits for displaced individuals in one camp led to displacement to or from another country or camp. The current administrative setup does not consistently allow for a comprehensive approach to accommodate the reality of cross-border impact of WFP operations.

On the other hand, it was reported that some donors resist funding cross-country solutions for fear that these may incentivize movement. For instance, WFP has an agreement with VISA in Latin America that allows displaced individuals to use the card along migration routes, providing both critical assistance and valuable data on spending and movement patterns. Despite its potential to address RIM needs, WFP struggles to find donor support for this initiative, reportedly in part because it allows crossing of borders. Advocacy for regional response funding is sometimes hampered by lack of evidence. For example, there is still insufficient data to show donors how cash-based assistance can contribute to long-term, durable solutions for migrants and displaced persons.<sup>63</sup>

Strengthening WFP relations with donors will be key for its transition into the nexus and the changing lives sphere. There is evidence that points to increased awareness of the need for a more strategic and coherent approach to fundraising, observed in the strengthening of both RBB and RBP partnership units. In RBP there are regular bilateral meetings and meetings of all regional fundraising teams to discuss fundraising strategies, which are very much appreciated by the country office. However, in other regions such as RBC this area has suffered cuts.

### Regional capacity

Regional bureaux face significant capacity constraints. Interview data reveal that regional bureau staff often lack the specialized expertise and capacity required to support country offices in complex, multi-country displacement settings. In Mozambique, for example, country office staff noted that the human resource support from RBJ could have been stronger. Similarly, in Egypt, country office staff suggested ensuring adequate staffing levels to facilitate support from RBC is crucial for responding effectively to evolving demands and high-pressure situations in the country and the region.

### Summary of lessons across different regional displacement contexts

Regional bureaux face significant challenges in using their expertise and analysis to drive cohesive strategic responses and preparedness actions. Depending on the regional context, this can lead to country portfolios that respond to the same displacement or migration context but don't interconnect in any clear shared programme or partnership approach, or gaps in the WFP overall programme response or advocacy position (for example, to irregular migration). A more structured approach to regional collaboration, joint analysis and political economy insights will help overcome these gaps and create more responsive strategies, particularly in addressing

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<sup>63</sup> See Findings 29 and 30 in Evaluation Report for funding analysis.

cross-border displacements and cross-cutting priorities like protection and gender.

Effective coordination with other agencies in the region is increasingly critical, especially as WFP shifts towards a changing lives mandate, where partnerships will enhance its credibility and capacity for new interventions amid shrinking funding. The R4V platform in Latin America and WFP advocacy efforts with the African Union serve as examples of regional approaches that should be assessed and possibly expanded across regions.

WFP needs to consider a coherent regional framework that supports its cross-country planning and response to migration and displacement. This includes improving the visibility of RIMs in its regional plans, leveraging its partnerships and inter-agency role and ensuring consistent support to country offices. By shifting from reactive to proactive strategies, regional bureaux can better position themselves to address displacement challenges and deliver effective humanitarian interventions across diverse contexts.

# Annex X. Country thematic study

## Introduction

This thematic study focuses on WFP programming in support of refugees, IDPs and irregular migrations (RIMs) and response to the humanitarian-development-peace (HDP or triple) nexus. It examines how WFP has supported RIMs across the ten countries covered by the strategic evaluation and zooms in on the different approaches and modalities used in each displacement or migration setting. The case study aims to answer the following question: **what can WFP learn from its experiences of using different programming approaches and modalities to support refugees, internally displaced persons and irregular migrants?**

The study's aim is to provide WFP with a deeper analysis of findings already covered in the evaluation report, offering a comparison of how WFP interventions have evolved and adapted to the distinct needs of each group. It highlights key lessons learned, challenges faced and opportunities for refining WFP programming to better contribute to long-term solutions, resilience building and social cohesion, especially in protracted displacement contexts. By integrating evidence from additional countries, the study seeks to provide a comprehensive understanding of the efforts of WFP to implement appropriate, tailored, HDP nexus approaches and contribute to the graduation of RIMs from dependence on assistance to meet immediate needs toward greater self-reliance and durable solutions.

## Country selection and data collection summary

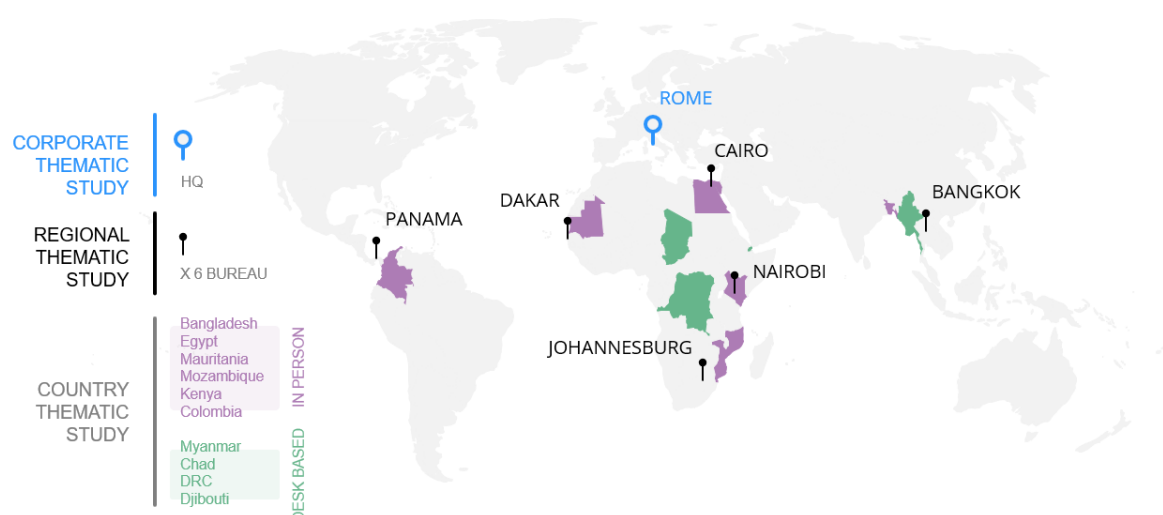
The criteria for country selection for the evaluation ensured diversity by considering factors such as the context of displacement (for example, conflict, climate, economic crises), affected population groups (refugees, IDPs, irregular migrants), and national policy environments (see Methodology in Annex III). The countries selected offered different insights into WFP work in supporting displaced populations. For example:

- **Bangladesh** focused on the Rohingya refugee response, resource mobilization and the WFP nutrition strategy;
- **Egypt** explored the inclusion of refugees into national systems through the nexus approach;
- **Mauritania** examined the inclusion of refugees in national social protection systems;
- **Mozambique** analysed the WFP response to conflict-driven internal displacement, refugee camps, IDPs and climate-related crises, assessing shifts towards sustainable programming;
- **Kenya** focused on refugee integration and environmental considerations in migration responses;
- **Colombia** focused on responses to internal displacement, migrants passing through and refugees; and
- The desk reviews of **Chad, the Democratic Republic of the Congo (DRC), Djibouti and Myanmar** provided a broader perspective on WFP preparedness and response, particularly in complex political or cross-border migration scenarios.

The evaluation's data collection process across the selected countries involved a combination of interviews, focus group discussions, and document reviews, providing a comprehensive picture of WFP operations in different settings (Figure 10).



**Figure 10: Data collection per country**



Source: Evaluation team.

### The HDP nexus and internal policies

The concept of the HDP nexus was coined in 2016 following the World Humanitarian Summit. The concept emerged from the “new way of working” and the twin resolutions on Sustaining Peace in the General Assembly and the United Nations Security Council.<sup>64</sup> The HDP nexus aims to improve coherence and cooperation across humanitarian, development and peacebuilding actors and operations with the aim of improving collective outcomes. Achieving concrete and measurable joint results across humanitarian, development and peacebuilding sectors is a widely recognized priority by international actors and central to initiatives like the Grand Bargain, OECD recommendations and the HDP Initiative.

The HDP nexus is recognized as integral to approaches to support displaced populations. The importance of HDP partnerships and interventions are included in both the Global Compact on Refugees (GCR) and the Global Compact for Safe, Orderly and Regular Migration (GCM).<sup>65</sup> Due to the protracted nature of many displacement contexts, displaced populations, including all three RIM categories, have longer-term needs that require development approaches. These include building self-reliance through support for livelihoods and income-generating opportunities, resilience to shocks and recurring crises, supporting integration into national systems and identifying opportunities for return and resettlement. Finally, forced displacement and migration also reflects a strong need for peacebuilding approaches. Forced displacement and irregular migration can place a strain on the relationship between refugees, IDPs, irregular migrants and host communities, particularly in contexts with constrained resources, where there can be a perception that displaced populations receive support over and above that provided to the host community, or where there are over-burdened health, education and social protection services

<sup>64</sup> United Nations (2018) Resolution adopted by the General Assembly on 26 April 2018 A/RES/72/276; United Nations (2018) Resolution 2413 Adopted by the Security Council at its 8245th meeting on 26 April 2018 S/RES/2413.

<sup>65</sup> United Nations (2018) Global Compact on Refugees A/73/12; United Nations (2019) Global Compact for Safe, Orderly and Regular Migration A/RES/73/195.



which may be unable to absorb additional populations. As such, there is a need for ongoing investment in promoting social cohesion between these groups as well as addressing the root causes of migration and displacement.

WFP recognizes the HDP nexus as the framework through which dependence on humanitarian assistance can be decreased and through which the root causes of conflict and insecurity can be addressed.<sup>66</sup> The impetus for WFP focus on the nexus stems from three factors. “Changing needs” recognizes that since 2010, there has been a two-fold increase in crises because of armed conflict and a growth in protracted crises in which affected populations have substantial humanitarian and development needs.<sup>67</sup> “Changing requirements” recognizes the significant increase in needs and the expanding gap between these needs and the funds and resources required to meet them, necessitating a change in approaches from humanitarian to development solutions.<sup>68</sup> Finally, “Changing enabling environment” recognizes the international commitments and guidance on nexus approaches, including commitments by the Secretary-General, Member States, and United Nations organizations, to work in a more integrated and coherent manner to provide HDP nexus responses for populations in situations of protracted crisis.<sup>69</sup>

Despite an institutional commitment to the HDP nexus, WFP has limited policies and guidance to drive the operationalization of the nexus in situations of displacement (see discussion of incorporation of RIMs into corporate policies and guidance in Annex VIII). While there are some instances of corporate strategies including the HDP nexus for refugees, notably the 2016 UNHCR and WFP Joint Strategy on Enhancing Self-Reliance in Protracted Refugee Situations,<sup>70</sup> there is no corresponding strategies, policies or guidance focusing on IDPs or irregular migrants. Furthermore, available guidance predominantly focuses on a humanitarian-development nexus approach accompanied by a focus on “do no harm” in the form of conflict- and protection-sensitivity. The peace dimension of the nexus is recognized by ensuring that interventions are conflict- and protection-sensitive and promote social cohesion between refugee and host communities.<sup>71</sup> This provides a limited framework to guide operationalization, despite the backing of the UNHCR-WFP Joint Hub, which, among other things, provides country offices with guidance on shifting from status- to needs-based targeting through evidence generation, robust data and accountability to affected populations.

### **Overview of WFP programme focus areas by displacement category across countries and changes over time**

The focus of WFP interventions for different RIM categories, as shown in Table 12, varies across contexts. It is important to note that in some cases, although a RIM category may have a high level of need, for example, irregular migrants in Egypt and Djibouti, the political environment and donor funding focus do not enable WFP to support a particular RIM category despite the presence of a significant and vulnerable population in the country.

The extent to which WFP can apply a range of immediate response, self-reliance and resilience

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<sup>66</sup> WFP (2019) Why is WFP Engaged on the Nexus?

<sup>67</sup> Ibid.

<sup>68</sup> Ibid.

<sup>69</sup> Ibid.

<sup>70</sup> UNHCR and WFP (2016).

<sup>71</sup> WFP (2017) WFP Refugee Assistance Manual.

interventions for RIMs consistent with HDP approaches varies by RIM category and by context. How far WFP can provide self-reliance and resilience building interventions varies according to RIM rights within each country and the extent to which the government is open to their inclusion in national systems. Figure 11 provides a rubric for considering the types of interventions that WFP can provide depending on the extent of RIM rights and the openness of the government to inclusion into national systems. There is no one-size-fits-all approach that can be applied to WFP RIM programming. Consequently, the rubric can help WFP identify options for tailoring interventions for each RIM category, noting that refugees, IDPs and irregular migrants have different legal status and rights within each country.

**Figure 11: Inclusion and rights interventions rubric**



Source: Evaluation team.

12The rubric is most applicable to refugee responses as refugees’ rights and degree of inclusion vary the most drastically depending on context. For example, in Mauritania the Government recognizes the need to better include refugees into national systems as the country transitions from a humanitarian to a development context. Whereas in Bangladesh, refugees have extremely limited rights to registration, movement and services and are confined to camps. In contexts in the top-right quadrant of the framework, WFP can consider implementing activities that contribute towards durable solutions, such as inclusion in national social protection systems. In the bottom-left quadrant, WFP intervention options are constrained to improving prospects for self-reliance within displacement settings.

The situation of IDPs and the options available to WFP are more complex. In theory, IDPs, as citizens of a country, are the responsibility of the government and should enjoy full rights and inclusion in national systems. However, while national governments are responsible for protecting and supporting IDPs, they are not always willing or able to do so. In Mozambique, the government has limited financial and technical capacity to support displaced populations in the north of the country. In Colombia, the Government faces issues in accessing IDPs.

The evaluation did not find evidence that WFP supports irregular migrants through self-reliance or resilience programming, although constraints faced within specific contexts would be

applicable (for example, lack of access to national systems or to the labour market).

### **Key learnings from across the humanitarian-development-peace nexus across contexts**

In many contexts, WFP implements a selection of interventions that correspond to the dimensions of the nexus. However, these are rarely implemented in an integrated nexus approach, and this results in a gap in integrated and coherent change pathways to progress refugees, IDPs and migrants from a humanitarian to a development response. A major identified barrier is that in most WFP programmes, different components of assistance are structured under separate strategic outcomes, each with its own team, with challenges in working across them. The efforts of WFP on development (self-reliance, resilience and contribution towards durable solutions) are on a smaller scale for RIMs compared with the substantial humanitarian responses by WFP for these groups.<sup>72</sup> In comparison to humanitarian and development interventions, WFP efforts on social cohesion are nascent. As such, the evaluation found little evidence that WFP implements an integrated nexus response for RIMs.

#### **Integrated emergency preparedness**

The capacity of WFP for emergency preparedness is critical in displacement contexts, particularly in countries prone to conflict and climate-induced disasters. WFP employs a variety of tools, including early warning systems, shock-responsive social protection and emergency supply chains to ensure that displaced populations receive timely and efficient assistance.

In Mozambique, WFP has been at the forefront of anticipatory disaster risk management through the use of reliable forecasting for climate-related emergencies such as cyclones and droughts. By pre-positioning supplies and mobilizing resources in advance of disasters, WFP has tried to mitigate the impact of displacement and provide rapid assistance to affected populations. This proactive approach represents a good example of disaster risk reduction that can be replicated in other contexts.

In contexts where humanitarian access and data sharing are restricted due to political sensitivities, emergency preparedness tends to be more difficult. In Myanmar, for instance, political obstacles have made anticipatory action particularly challenging, especially in the case of man-made disasters. However, WFP has navigated access issues through its wide geographical presence, strong supply chains, logistics and resource mobilization capabilities, enabling quick responses to sudden crises, as seen during Cyclone Mocha.

#### **Immediate response and early recovery**

In addressing immediate humanitarian needs among displaced populations, a WFP response typically includes unconditional general food assistance through a variety of modalities, including in-kind food assistance, commodity vouchers, e-vouchers and multipurpose cash transfers. The modality of choice is shaped in large part by the local market conditions, security environment and the feasibility of cash-based interventions, among other considerations.

In Bangladesh, the initial response to the Rohingya refugee crisis in Cox's Bazar centred on large-scale in-kind general food assistance, which was essential in addressing the acute food insecurity following the mass influx in 2017. Over time, WFP adapted its approach by shifting toward e-vouchers, which are now widely used. E-vouchers for fresh foods are integrated into the local economy through the establishment of fresh food corners within the retail shops inside the

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<sup>72</sup> See Findings under section 2.2 in the evaluation report for a detailed discussion.

camps.<sup>73</sup> This model allows refugees to access a more diverse diet, while also benefiting local producers and fostering a sense of autonomy among beneficiaries. Similarly, in Kenya, refugees in the Dadaab and Kakuma camps receive unconditional food assistance through a mix of in-kind and cash transfers through the “*Bamba Chakula*” system (a digital cash solution<sup>74</sup>). However, funding constraints have caused fluctuations in the proportion of in-kind to cash assistance, impacting food security for vulnerable groups. The immediate response in Mauritania and Egypt also incorporates cash-based transfers as a central component of food assistance. However, inflation and economic challenges in Egypt have reduced the purchasing power of cash transfers, highlighting the importance of adjusting programming based on local economic conditions.

For IDPs, the nature of immediate response varies based on the displacement drivers. In Mozambique, where conflict has caused massive displacement in the Cabo Delgado province that was further exacerbated by climate crises, WFP has provided both in-kind and cash-based assistance, adjusting modalities depending on market functionality, government flexibility and security concerns. In Myanmar, where insecurity restricts access to many areas, WFP continues to deliver in-kind assistance to IDPs, supplemented by cash transfers where feasible.

For irregular migrants, particularly in Djibouti, WFP assistance is limited but vital. Irregular migrants transiting through Djibouti receive high-energy biscuits from WFP at IOM migrant centres and through mobile clinics. However, the scale of this support remains small relative to the needs, reflecting the challenges of operating in politically sensitive environments with limited funding for migrant-specific interventions.

### Self-reliance

The WFP self-reliance programming is designed to reduce dependence on humanitarian aid by enhancing RIM capacity to manage shocks and stressors, livelihoods development and market integration. The degree to which self-reliance can be fostered varies considerably by country, depending on local political contexts, funding availability and the duration of displacement.

In Bangladesh, while political constraints prevent the Rohingya refugees from formally integrating into the labour market, WFP has developed innovative solutions to foster resilience among the host community. The use of local procurement and the creation of fresh food corners in the refugee camps (as mentioned above) are important examples of how WFP integrates refugees and host populations into shared market systems. Additionally, although refugees’ formal integration into the local labour market is impossible due to legal barriers, WFP leverages activities within the camps to help refugees generate income. This includes opportunities to earn income through working at fishponds or environmental services such as cleaning drainage canals and tree planting and by contributing to road improvements and maintenance.

In contrast, Kenya country office has made strides in promoting self-reliance among refugees in Dadaab and Kakuma through a range of agriculture-based livelihoods activities. Although interventions remain relatively small-scale in relation to the size of the overall refugee populations, WFP supports hydroponics, horticulture, fish farming and other agricultural initiatives, which provide refugees with opportunities to earn income and contribute to the local

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<sup>73</sup> However, non-perishables are mostly not locally produced.

<sup>74</sup> In 2015, WFP introduced electronic cash transfers via mobile phones to replace part of the food distributed to refugees. This allows refugees to choose from a wider variety of food available in and around refugee camps.

economy. Despite this progress, the sustainability of these activities is challenged by issues such as water scarcity, crop pests and the limited scalability of programmes. Nonetheless, WFP Kenya's approach represents a comprehensive effort to promote market-driven self-reliance within refugee settings, setting a strong example for other countries.

In Mauritania, WFP efforts to foster self-reliance are still developing. While refugees in Mbera camp have access to cash transfers and are increasingly being linked to local value chains through market-based interventions, broader livelihoods programmes are limited. The lack of self-reliance programming could create a dependency for immediate needs aid. The integration of host communities and camp residents into local supply chains for fresh produce, however, offers a promising pathway for expanding self-reliance initiatives in the future.

In Mozambique, WFP complements life-saving food assistance with early recovery and livelihoods activities, particularly in areas with access to arable land. In 2024, WFP supported approximately 8,000 families with vocational training, self-employment kits, seeds and tools. Furthermore, WFP Mozambique is involved in key transitional initiatives including the IDP Durable Solutions and the Refugee Call to Action workstreams.

In Myanmar, the ability of WFP to promote self-reliance for IDPs and other groups, is constrained by ongoing conflict, but localized efforts to engage with community-based partners and community members are important steps in this direction. Similarly, in the Democratic Republic of the Congo there were several pilot projects but an overall lack of a clear strategic framework for transitioning IDPs and refugees to more self-reliance approaches. In Egypt, WFP vocational training programmes for entrepreneurship are focused on refugees and host communities and success has been limited; most beneficiaries work in the informal economy, the programme does not lead to formal jobs and the costs of start-ups are high.

Self-reliance programming for irregular migrants is absent from WFP responses, reflecting the complex political sensitivities and lack of funding for this group.

### Durable Solutions

The efforts of WFP to support durable solutions focus on helping displaced populations access national social protection systems and labour markets, while also providing portable livelihoods skills that prepare them for eventual return, relocation, or local integration.

In Mauritania, WFP has made progress by integrating refugees into the national social protection system. This initiative allows refugees to access national safety nets, providing a pathway toward more sustainable and durable solutions. However, the scale of integration is still limited. In Djibouti, a similar small-scale pilot for urban refugees was well received but there are concerns on sustainability as it partially relied on external funding.

Kenya's durable solutions for refugees focus on long-term integration through the Shirika Plan, launched in 2024. This plan aims to transform camps into integrated settlements, providing refugees access to socioeconomic opportunities. WFP supports social protection initiatives, including school feeding programmes and capacity building efforts, as well as gender-transformative programmes and sustainable agriculture practices.

WFP Colombia's efforts toward durable solutions focus on enhancing social protection, strengthening country capacity and addressing nutrition challenges for migrants. Key initiatives, and a best practice to highlight, include the registration of 900,000 migrants into the single registry. WFP is working on employability, entrepreneurship and piloting inclusive social protection programmes to mitigate xenophobia.

In Chad, there are emerging efforts on durable solutions for refugee and host communities via

the WFP Changing Lives Transformation Fund. WFP has outline plans to significantly expand its integrated resilience programme, the Haguina Initiatives, which supports both Chadians and refugees. In partnership with the Government of Chad and UNHCR, the initiative will support 500,000 farmers and herders from refugee and host communities in eastern and southern Chad to rehabilitate 100,000 hectares of land. Although the initiative is at a very early stage, these resilience-focused partnerships with the Government and UNHCR are a key priority in the new WFP Country Strategic Plan (March 2024-December 2028) and demonstrate a commitment to seeking durable solutions in collaboration with host governments, supporting sustainability of solutions.

For IDPs, particularly in Colombia and Myanmar, durable solutions are more challenging to achieve due to ongoing conflict and displacement dynamics. In Colombia, while WFP works to ensure IDPs are included in national registries, the government maintains primary responsibility for providing social protection. In Myanmar, the volatile security situation has limited opportunities for the full implementation of durable solutions, though WFP continues to focus on providing livelihoods skills and facilitating localized integration where possible. In Mozambique, despite a strong WFP engagement with national social protection systems, it has been challenging to connect this with support for RIMs.

Despite the positive examples above, a large number of stakeholders in countries including the Democratic Republic of the Congo, Mozambique and others underlined how the investment in biometric registration for emergency assistance (SCOPE and other systems) offer a major potential for leveraging across the HDP nexus to also strengthen national social protection programming. Unfortunately, in many countries technical, operational and structural barriers have not enabled this potential synergy to be realized on the ground.<sup>75</sup>

### **Peacebuilding and social cohesion**

There are limits to the extent to which WFP can engage in peacebuilding in a political sense. In a small number of cases, WFP has developed formal partnerships with organizations doing peacebuilding work (such as those working with returnees in the Tanganyika province of the Democratic Republic of the Congo, or in South Sudan) and this was mentioned as a potential area for further strengthening. Nevertheless, numerous examples were found as to how WFP support contributed to increased social cohesion and conflict reduction, thereby contributing to peace efforts.

In virtually all of the countries reviewed, WFP provides significant support for host communities, often employing a similar vulnerability-based targeting approach as is done for RIMs. This support plays a critical role in defusing tensions that may be caused by an influx of RIMs due to resource constraints (land, government services), underlying conflict dynamics and potential competition for livelihood opportunities. Examples of this were referenced in responses to the Syrian and Venezuelan crises, Bangladesh, the Democratic Republic of the Congo, Mozambique, South Sudan and many others. Conflict sensitivity assessments have informed the design of WFP interventions in the Democratic Republic of the Congo, Myanmar and South Sudan, while in other contexts there have been limits in its application (for example, Cameroon). In some cases, assistance was deliberately designed in order to foster greater linkages between RIMs and host communities. For example, in the Kalobeyei integrated settlement in Kenya, refugees and host community members are involved in agriculture projects including hydroponics for horticulture

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<sup>75</sup> For examples of some of these barriers, please see analysis under Finding 12 in the evaluation report.

farms, fish farming and beekeeping. These activities enable refugees and host communities to produce some of their own goods and access income-generating opportunities through trading their produce in local markets, as discussed above. In Chad, WFP drew on its logistics capacity to support the “ResiTchad Initiative”, a government project targeting host and refugee communities funded by the World Bank aimed at developing basic infrastructure in health, education, transport, water and the environment.<sup>76</sup>

School feeding programmes are another example where, when provided jointly to RIM children and host community members, WFP support has contributed to improved social cohesion. This was observed in the context of the Democratic Republic of the Congo, Kenya, Jordan and Mozambique. It was noted that, while WFP has a formal agreement with UNHCR for school feeding programmes targeting refugees, no such formal agreement currently exists with IOM.

Finally, there are some indications from Bangladesh and Kenya that cash-based transfers (CBTs) can also play a role in promoting social cohesion as they serve to stimulate the local economy; this may also be the case with vouchers in areas where use of cash is subject to government constraints (Mozambique, Syrian crisis response). The benefits of cash-based transfers for host communities could be better documented as a tool to further advocate for the appropriate adoption of cash in relation to governments who currently restrict it.

### **Constraining factors to implementing HDP nexus approaches**

Despite the examples identified above of HDP nexus approaches implemented by WFP, there remain profound weaknesses in much of WFP self-reliance and resilience programming for refugees and IDPs. There is limited evidence from across the countries that WFP programming in this area is meaningfully contributing to transition from dependence to self-reliance for refugees and IDPs, or that it is contributing to longer-term durable solutions. The reasons for this are both internally and externally driven. These constraining factors are broadly applicable to interventions for both refugees and IDPs:

- **Short-term training and lack of assets:** Programme beneficiaries, particularly those in Egypt, highlighted that technical and vocational training is too short-term to develop the skills required to establish businesses and that their ability to become entrepreneurs following training is limited due to a lack of assets for business or resource to purchase assets. Consequently, the benefits and sustainability of the training programmes are lost and refugees do not become self-reliant following the interventions.
- **Challenges in delivering self-reliance and resilience-building activities at scale:** While WFP does provide small scale self-reliance and resilience programming in Kenya, the Democratic Republic of the Congo and Mozambique, this is only reaching a very small number of the refugee and IDP population. It is notoriously challenging to do this type of programming at scale, in particular due to the intensive funding investment requirements. Other limitations, such as lack of access to financial instruments and land as well as freedom of movement, are additional barriers. Furthermore, many WFP donors do not perceive WFP to provide added value in this area compared with other international actors.
- **Challenges in delivering self-reliance and resilience programmes to populations on the move and in contexts of multi-layered crisis:** Programming in this area requires

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<sup>76</sup> [Chad Territorial Development and Resilience Project.](#)



long-term investment, which can only come when populations remain stable in one place. This makes it highly challenging to implement effective and sustainable activities in contexts such as Chad, the Democratic Republic of the Congo and Myanmar, where populations are highly mobile or affected by recurrent and multi-level crises. It is also a factor that makes it challenging to establish self-reliance and resilience programming for irregular migrants in contexts such as Colombia, where populations are highly mobile and do not intend to settle. It is highly complicated to establish development interventions in transient displacement contexts.

- **WFP has a limited range of self-reliance and resilience programming options, which cannot be implemented in every context:** Activities such as training in agriculture and horticulture farming are intended to support refugees and IDPs in producing their own food, contributing to their self-reliance and improving their nutrition status. However, these activities are not practical in every context. In arid and semi-arid regions of Djibouti and Kenya where refugees reside, the agroecological context is not able to support farming at scale, undermining the potential for refugees to become self-reliant by producing their own food for consumption and trade. These activities may also be of lower relevance to RIMs in urban settings.
- **Self-reliance and resilience-building activities have limited effectiveness in contexts where RIMs lack the right to work, the right to free movement and the right to own land:** Programming is strongly constrained or undermined in contexts where refugees have a lack of rights. For example, in Egypt, although refugees received vocational training, they do not have a right to work and can only operationalize their training in the informal economy where they may face barriers to entry due to a lack of resources or be subject to indecent working conditions. This is further complicated in contexts such as Kenya and Bangladesh, where refugees cannot leave camps; the efficacy of training is undermined by an inability to access formal and informal labour markets. In Mozambique, although WFP has provided self-reliance programming for IDPs, this is undermined by challenges in IDPs owning land. Consequently, in addition to focusing on programming opportunities, there is a clear need for WFP to further engage with other United Nations organizations in advocacy to national government for improved rights for refugees and IDPs.
- **Governments have limited capacity to absorb refugee and IDP populations into national systems:** Across all contexts there are examples where WFP tries to promote the inclusion of refugees and IDPs into local and national services. In most contexts WFP implements school feeding programmes aligned with national school feeding programmes. In Chad, Djibouti and Mauritania, WFP supports the governments on the integration of refugees into social protection systems. In Egypt and Kenya, WFP is conducting research and advocacy for the inclusion of refugees in national systems. However, these efforts are undermined by the limited capacity of host national governments to financially and structurally enable the inclusion of refugees. Although governments are responsible for the inclusion of IDPs, there are also barriers in communities where services are over-subscribed by host populations. Therefore, there is a need for WFP to engage in advocacy to donors to support financial burden sharing for refugee and IDP support, in line with commitments of the Global Compact on Refugees and the Global Refugee Forum.

### Summary of lessons on HDP nexus approaches

Significant challenges remain in transitioning RIM programming toward the HDP. Funding constraints are a major obstacle to implementing nexus programmes for RIMs in many



countries. In addition, different countries present specific contextual barriers that impact on the implementation of HDP approaches for these populations: inflation and economic instability, environmental factors, market constraints and the political landscape are some of them. Furthermore, the lack of integration between humanitarian and development programming, particularly in areas like nutrition and livelihoods, limits the potential impact of these interventions on the target populations.

More focus is needed on aligning efforts with the HDP nexus to create more sustainable and cohesive programming for RIMs. This includes ensuring that programming transitions smoothly from emergency response to long-term resilience and securing longer-term funding that supports sustainable development initiatives. The lessons learned across countries underscore the importance of linking humanitarian efforts to development and social protection frameworks from the outset of interventions and ensuring that displaced populations and host communities alike are supported in their journeys toward durable solutions. As WFP continues to refine its approach, it is well positioned to leverage its strengths in logistics, community engagement and capacity building to drive this transition forward.

# Annex XI. Mapping of findings, conclusions and recommendations

The table below maps the six recommendations drawn from this strategic evaluation against the conclusions sections and the findings numbers.

**Table 13: Mapping of findings, conclusions and recommendations**

Recommendation	Conclusions	Findings
<b>Formulate a clear vision and corporate position on WFP's support for food-insecure and nutritionally vulnerable refugees, internally displaced persons and irregular migrants, and systematically embed this position in relevant WFP strategic and normative frameworks.</b>	Conclusion section 3.1.1	1 – policy alignment, 2 – humanitarian principles, 3 – regional coherence, 4 – national coherence, 5 – CSPs, 6 – corporate strategies
<b>Recommendation 2: Specify WFP's programme offer and the partnerships it needs in order to adequately integrate refugees, internally displaced persons and irregular migrants into interventions for emergency preparedness, addressing immediate needs, building self-reliance and implementing durable solutions, and foster the introduction of transition pathways from the outset of the crisis response.</b>	Conclusion section 3.1.2	7 – immediate food security and nutrition needs, 8 – malnutrition prevention and treatment, 9 – school feeding, 10 – climate and environment, 11 – self-reliance, 12 – local integration across HDP nexus, 13-14 – contribution to national policies and systems, 15 – support for durable solutions
<b>Recommendation 3: Strengthen WFP's data systems and analytical capacity to improve the organization's understanding of the intersecting vulnerabilities of refugees, internally displaced persons and irregular migrants, inform programming, facilitate inter-agency coordination, and enable principled data-sharing on refugees, internally displaced persons and irregular</b>	Conclusion section 3.1.3	24 – assessment and analysis, 25 – needs-based targeting, 26 – monitoring systems

migrants.		
<b>Recommendation 4: Ensure that all of WFP's support for refugees, internally displaced persons and irregular migrants is based on comprehensive analysis of status in relation to the risks faced by women, girls, men and boys, and risks arising from protection on contextual issues, and that it includes robust mechanisms for ensuring accountability to affected people.</b>	Conclusion section 3.1.3	19 – normative gender and social inclusion, 18 – gender and social inclusion in programming, 20 – gender transformative approaches, 16 – protection mainstreaming, 17 – AAP, 21 – RIM vulnerabilities
	Conclusion section 3.1.4	27 – supply chain, 28 – digital services
<b>Recommendation 5: Strengthen strategic and operational partnerships with agencies that have displacement and migration mandates, and address gaps in analysis, data and information sharing, and the coordination of assistance and solutions for refugees, internally displaced persons and irregular migrants.</b>	Conclusion section 3.1.4	33 – global partnerships, 34 – regional partnerships, 35 – WFP value addition, 36-37 – national and field-level coordination
<b>Recommendation 6: Strengthen WFP's focus on resource mobilization during rapid-onset and protracted crises in order to more effectively meet the immediate humanitarian needs of refugees, internally displaced persons, irregular migrants and host populations, and better support the transition towards longer-term solutions from the outset of crisis responses.</b>	Conclusions section 3.1.2	30 – response to funding environment, 31 – resource mobilization, 32 – human resources
	Conclusions section 3.1.4	33 – global partnerships, 34 – regional partnerships

# Annex XII. Key informants overview

The following sections give an overview of the key informants interviewed at headquarters, regional and country levels for this strategic evaluation on WFP support to refugees, IDPs and migrants.

## Headquarters key informants

No	KII	Organization	Department / Role
1	KII	WFP	Operations Department – Assistant Executive Director
2	KII	WFP	Programme – Humanitarian and Development Division
3	KII	WFP	PRO-P Emergencies & Transition Service
4	KII	WFP	Gender Equality Office
5	KII	WFP	Cash Based Transfers
6	KII	WFP	Nutrition Division
7	KII	WFP	School-Based Programmes
8	KII	WFP	Supply Chain Division
9	KII	WFP	Emergency Operations Division
10	KII	WFP	GVA – Geneva Office
11	KII	WFP	Innovation / Partnerships
12	KII	WFP	OEV Director
13	KII	WFP/UNHCR	Joint Hub
14	KII	University of Oxford	External Reference Group
15	KII	WFP	Director of Emergency Coordination, Strategic Analysis, Regional Bureaux Coordination (Deputy Executive Director & Chief Operating Office)

<b>16</b>	KII	WFP	Deputy Director & Emergency Coordination
<b>17</b>	KII	WFP	Multilateral and Programme Country Partnerships
<b>18</b>	KII	WFP	Africa Union Global Office
<b>19</b>	KII	WFP	Geneva Global Office
<b>20</b>	KII	WFP	New York Global Office
<b>21</b>		WFP	Digital Services
<b>22</b>	KII	WFP	Global Data Office
<b>23</b>	KII	WFP	Security
<b>24</b>	KII	WFP	Assistant Executive Director Programme Operations
<b>25</b>	KII	WFP	Programme Policy & Guidance Division
<b>26</b>	KII	WFP	Humanitarian Programme Personnel - Policy
<b>27</b>	KII	WFP	HPP - Operational Support - Targeting
<b>28</b>	KII	WFP	Social Protection
<b>29</b>	KII	WFP	School meals
<b>30</b>	KII	WFP	Climate & Resilience (Anticipatory Action and Early Warning System)
<b>31</b>	KII	WFP	Supply Chain and Delivery Division (Delivery Assurance Service)
<b>32</b>	KII	UNHCR	Chief of Self-Reliance and Inclusion Section
<b>33</b>	KII	IOM	Senior Migration Policy Advisor
<b>34</b>	KII	United Nations Population Fund (UNFPA)	Humanitarian Data Adviser at Humanitarian Response Division

35	KII	Private foundations - Howard G. Buffet Foundation	Senior Advisor
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### Regional Bureau Bangkok key informants

No	KII/	Organization	Department/Role
1	KII	WFP	Regional Director
2	KII	WFP	Head of Programmes
3	KII	WFP	Finance and Budgeting
4	KII	WFP	Cash-Based Transfers Team
5	KII	WFP	Gender
6	KII	WFP	Security Briefing
7	KII	WFP	Supply Chain Team
8	KII	WFP	Monitoring Team
9	KII	WFP	Emergency Preparedness and Response Team
10	KII	WFP	Cross-Cutting
11	KII	WFP	Partnerships
12	KII	WFP	Information Technology

### Regional Bureau Cairo key informants

No	KII	Organization	Department / Role
1	KII	WFP	Emergency Preparedness and Response
2	KII	IOM	Syria Response, Emergency Preparedness and Disaster Risk Reduction, Information Management, Regional Data Hub
3	KII	WFP	Head of Resilience and Climate

<b>4</b>	KII	WFP	Resilience Regional Advisor
<b>5</b>	KII	WFP	Cooperating Partner Engagement
<b>6</b>	KII	WFP	Donor Partnership
<b>7</b>	KII	WFP	Head of Monitoring
<b>8</b>	KII	WFP	Head of VAM
<b>9</b>	KII	WFP	Head of Programme Cycle
<b>10</b>	KII	WFP	Head of Social Protection Unit
<b>11</b>	KII	WFP	Social Protection Officer
<b>12</b>	KII	UNHCR	Senior Protection Coordinator
<b>13</b>	KII	UNHCR	Senior Cash-based Interventions Officer
<b>14</b>	KII	UNHCR	Operations Officer, North Africa
<b>15</b>	KII	UNHCR	Partnerships and Coordination Officer
<b>16</b>	KII	UNDP	Head of Sub-Regional Response Facility
<b>17</b>	KII	UNDP	Policy and Resilience

### Regional Bureau Dakar key informants

<b>No</b>	<b>KII</b>	<b>Organization</b>	<b>Department / Role</b>
<b>1</b>	KII	WFP	Emergency Preparedness and Response – Regional Humanitarian Advisor
<b>2</b>	KII	WFP	Emergency Preparedness and Response – Regional EPR Officer
<b>3</b>	KII	WFP	Protection and Accountability to Affected Populations Advisor

## Regional Bureau Nairobi key informants

No	KII	Organization	Department / Role
1	KII	WFP	Regional Targeting Officer
2	KII	WFP	Deputy Team Lead for Food Systems
3	KII	WFP	Risk and Compliance
4	KII	WFP	Social Protection Advisor, Government Systems Strengthening
5	KII	WFP	Regional Head of Programme
6	KII	WFP	Regional Protection and Accountability Officer
7	KII	WFP	Deputy Director, Emergency Preparedness
8	KII	WFP	Resilience
9	KII	WFP	Nutrition
10	KII	WFP	Human Assistance Officers
11	KII	WFP	Head of Social Protection and Cash Based Transfers and Identity Management
12	KII	WFP	Programme Advisor Forced Displacement
13	KII	UNHCR	Cooperating Partners
14	KII	WFP	Vulnerability Analysis and Monitoring, Research, Assessment and Monitoring, Monitoring & Evaluation and Information Technology
15	KII	WFP African Union	Country Representative

## Regional Bureau Panama key informants

No	KII/	Organization	Role
1	KII	WFP	Deputy Regional Director
2	KII	WFP	Head of Emergency and Preparedness
3	KII	WFP	Head of Gender
4	KII	WFP	Regional Partnership Officer



5	KII	WFP	Regional Officer Social Protection
6	KII	WFP	Supply Chain and Procurement
7	KII	IOM	Monitoring & Evaluation Regional Officer
8	KII	WFP	Head of Programme, Vulnerability Analysis and Monitoring, Gender and Protection, and Emergency Preparedness and Response

## Bangladesh key informants

No	KII	Organization	Department/Role
1	KII	WFP	Country Director
2	KII	WFP	Head of Programmes
3	KII	Department for Women Affairs	Additional Director, Mothers and Child Benefit Programme; Deputy Director, Vulnerable Women Benefit Programme
4	KII	Ministry of Disaster Management and Relief	Secretary and Deputy Secretary
5	KII	WFP	Social Protection Team
6	KII	WB	Lead Economist and Programme Leader; Senior Economist, Social Protection and Jobs; Operation Consultant, Social Protection and Jobs
7	KII	WFP	Monitoring & Evaluation Team
8	KII	WFP	Partnership Team
9	KII	WFP	Cross-Cutting Team
10	KII	UNHCR	Deputy Representative
11	KII	The Ministry of Disaster Management and Relief	Director of the Multisector Rohingya Response Programme
12	KII	WFP	Human Resources Team
13	KII	WFP	Technology Team

14	KII	WFP	Security Officer – Cox's Bazar
15	KII	Office of the Refugee Relief and Repatriation Commissioner (RRRC)	Deputy Secretary – Additional RRRC, Cox's Bazar
16	KII	Local authorities - Cox's Bazar	Additional District Commissioner
17	KII	Inter-Sector Coordination Group (ISCG)	ISCG Coordinator
18	KII	UNHCR – Cox's Bazar	Senior Public Health Officer, Senior Operations Coordinator
19	KII	United Nations International Children's Emergency Fund (UNICEF) – Cox's Bazar	Nutrition Specialist
20	KII	FAO – Cox's Bazar	Head of Cox's Bazar Office
21	KII	IOM	Programme Manager (Shelter/NFI)
22	KII	WFP	Head of Area Office – Cox's Bazar, Deputy Head of Office – Bhasan Char
23	KII	WFP	Monitoring & Evaluation Team
24	KII	WFP	Programme Policy Officer (Gender and Inclusion)
25	KII	WFP	Admin and Finance teams

### Chad key informants

No.	KII	Organization	Role / Position
1	KII	WFP	Deputy Country Manager - Operations and Support
2	KII	WFP	Deputy Head of Programmes; Head of Non-Governmental Organization (NGO) Capacity Building; Programme Policy Officer of Field-Level

			Agreements (FLAs) and Partnerships
<b>3</b>	KII	WFP	Responsible Protection & Inclusion & Accountability to Affected Populations
<b>4</b>	KII	WFP	Research Assessment and Monitoring Officer
<b>5</b>	KII	WFP	Chef de Sous Bureau Abéché
<b>6</b>	KII	Point Focal, SISAAP	SISAAP - système d'Information sur la Sécurité Alimentaire et d'Alerte Précoce
<b>7</b>	KII	Point Focal, Resident Coordination	Resident Coordination
<b>8</b>	KII	Point Focal, USA	USA
<b>9</b>	KII	Point Focal, Germany	Germany
<b>10</b>	KII	Point Focal, ACTED	ACTED - Agency for Technical Cooperation and Development
<b>11</b>	KII	Point Focal, AIHDL	Association Initiative Hum Dev Loca

### Colombia key informants

No	KII	Organization	Role
<b>1</b>	KII	WFP	Country Director
<b>2</b>	KII	WFP	Programme Leads
<b>3</b>	KII	WFP	Unidad para la Atención y Reparación Integral a las Víctimas (UARIV) Officer
<b>4</b>	KII	WFP	School Feeding Officer
<b>5</b>	KII	WFP	Social Protection and Shock-Responsive Social Protection Systems (SRSP) Capacity Strengthening Officer
<b>6</b>	KII	WFP	Cash-Based Transfers, Modalities and External Coordination
<b>7</b>	KII	WFP	Vulnerability Analysis and Monitoring Officer

<b>8</b>	KII	WFP	Monitoring & Evaluation and Complaints and Feedback Mechanism
<b>9</b>	KII	WFP	Mobile Units Officer
<b>10</b>	KII	WFP	Supply Chain Officer
<b>11</b>	KII	WFP	Partnerships Officer
<b>12</b>	KII	WFP	Emergency Preparedness Officer
<b>13</b>	KII	WFP	Budget Officer
<b>14</b>	KII	WFP	Human Resources Officer
<b>15</b>	KII	WFP	Reporting Officer
<b>16</b>	KII	WFP	Gender and Protection Officer
<b>17</b>	KII	WFP	Monitoring & Evaluation Cali Coordinator
<b>18</b>	KII	GIFM/UNHCR	Cucuta Office Officer
<b>19</b>	KII	UN	Resident Coordinator
<b>20</b>	KII	World Bank	Social Protection Specialist and Social Inclusion Team Member
<b>21</b>	KII	ECHO	Programmes Official Colombia, Money Transfers Official Panama
<b>22</b>	KII	Prosperidad Social	Deputy General Directorate of Programmes and Projects, Coordinator of the Intersectoral Working Group on Food Security
<b>23</b>	KII	United States Agency for International Development (USAID)/Bureau for Humanitarian Assistance (BHA)	Humanitarian Assistance Officer
<b>24</b>	KII	Embassy of Canada	Partnerships Officer
<b>25</b>	KII	Embassy of Switzerland	Senior Programme Officer
<b>26</b>	KII	Social Prosperity Office	Officer
<b>27</b>	KII	Ministerio de Igualdad	Director for Migration
<b>28</b>	KII	Departamento Nacional de	Social Development Director

		Planeacion	
<b>29</b>	KII	OCHA	Representative
<b>30</b>	KII	ADN Dignidad	Director
<b>31</b>	KII	World Vision	Operations Manager and Senior Director
<b>32</b>	KII	International Labour Organization (ILO)	National Migration Program Coordinator
<b>33</b>	KII	Consortio VenEsperanza	Director and M&E Senior Official
<b>34</b>	KII	Minuto de Dios	Programme Leads ISE - Bogota
<b>35</b>	KII	Pastoral Social Palmira	Director, Implementation Partner

### Djibouti key informants

No	KII	Organization	Role
<b>1</b>	KII	WFP	Country Director
<b>2</b>	KII	WFP	Deputy Country Director/ Head of Programmes
<b>3</b>	KII	WFP	Activity Manager Refugees
<b>4</b>	KII	WFP	Programme Manager
<b>5</b>	KII	WFP	Social Inclusion
<b>6</b>	KII	UNHCR	Country Representative/ Deputy Representative
<b>7</b>	KII	IOM	Chef de mission/Deputy Chef de mission
<b>8</b>	KII	ONARS Djibouti (Ministry of Interior)	Secrétaire Exécutif
<b>9</b>	KII	WFP	Results-Based Management Lead
<b>10</b>	KII	WFP Sub Office – Tadjourah	Head of Sub-Office

## Democratic Republic of the Congo Key Informants

No	KII	Organization	Role
1	KII	WFP	Country Director
2	KII	WFP	Deputy Country Director of Programme/Operations
3	KII	WFP	Emergency Coordinator for Eastern Democratic Republic of the Congo
4	KII	WFP	Head of Programme
5	KII	WFP	Head of Partnership and Reporting
6	KII	WFP	Head of Nutrition
7	KII	WFP	Head of Cash-Based Transfers
8	KII	WFP	Head of Durable Solutions
9	KII	IOM	Chief of Mission
10	KII	Government	National Nutrition Programme
11	KII	WFP	Access/Humanitarian-Military Interaction Officer
12	KII	WFP	Risk Management Officer
13	KII	Sweden	Human Security Programmes Officer; Humanitarian, Development and Peace Nexus Advisor in the Democratic Republic of the Congo
14	KII	ECHO	Technical Assistant in the Democratic Republic of the Congo & Great Lakes region
15	KII	WFP	Head of School Feeding
16	KII	OCHA	Deputy Head of OCHA Office
17	KII	WFP	Head of Supply Chain
18	KII	WFP	Deputy Head of Programme
19	KII	WFP	Head of Gender, Protection, Inclusion, Accountability to Affected Populations
20	KII	WFP	Programme and Policy Officer, Cash-Based Transfers

## Egypt key informants

No	KII	Organization	Department / Role
1	KII	WFP	Crisis Response Lead
2	KII	WFP	Deputy Country Director
3	KII	WFP	Programme Policy Officer
4	KII	WFP	Head of Programmes
5	KII	WFP	Data Management Focal Point
6	KII	WFP	Donor Relations and Partnerships
7	Group KII	WFP	Budget, Logistics and Procurement and Supply Chain
8	Group KII	WFP	Monitoring & Evaluation and Vulnerability Analysis and Mapping
9	KII	UNFPA	Humanitarian Analyst
10	KII	UNHCR	External Relations Officer
11	KII	IOM	Financial Focal Point, Protection Department
12	KII	UNICEF	Social Policy Specialist
13	KII	UNICEF	Child Rights Monitoring Specialist
14	KII	UNICEF	Social Policy Consultant
15	KII	Watan Clinic	Project Coordinator
16	KII	Monappetit	Co-Founder
17	KII	Alexandria Business Association	Executive Director
18	KII	Arab Academy For Science and Maritime Technology	Key Expert for International Cooperation and Technology Transfer and Innovation
19	KII	Sohag Community Development Association for Women and Child's Situations Improvement	Head of Association
20	KII	Z Beauty Academy	Programme Manager

21	KII	Plan International	Programme Quality and Partnership Manager
22	KII	Fawry	WFP Account Manager
23	KII	BHA	Regional Humanitarian Advisor
24	KII	BHA	Humanitarian Assistance Officer
25	KII	Swiss Solidarity	Protection Advisor
26	KII	KOICA	Country Director

### Kenya key informants

No	KII	Organization	Department / Role
1	KII	WFP	Head of Programmes
2	KII	WFP	Deputy Country Director
3	KII	WFP	Programme Officer - SO1 Manager
4	KII	WFP	Programme Officer - Beneficiary Services
5	KII	WFP	Innovation Manager
6	KII	WFP	Self-Resilience National Professional Officer
7	KII	WFP	Programme Officer - Social Protection
8	KII	WFP	Programme Officer - School Feeding
9	KII	WFP	Monitoring & Evaluation Officer
10	KII	WFP	Vulnerability Analysis and Mapping Officer
11	KII	WFP	Logistics Officer
12	KII	WFP	Logistics Officer
13	KII	WFP	Programme Policy Officer in Partnerships
14	KII	WFP	Programme Associate
15	KII	WFP	Budget and Programming National Professional Officer
16	KII	WFP	Budget and Programming National Professional Officer



<b>17</b>	KII	WFP	Programme Associate
<b>18</b>	KII	WFP	United Nations Humanitarian Air Service (UNHAS)
<b>19</b>	KII	BHA	Deputy Team Lead, Kenya Emergency Programme
<b>20</b>	KII	UNHCR	Assistant Representative – Protection
<b>21</b>	KII	UNHCR	Senior Public Health Officer
<b>22</b>	KII	UNHCR	Assistant Protection Officer
<b>23</b>	KII	Department of Refugee Services	Deputy Commissioner
<b>24</b>	KII	UNHCR	Senior Protection Officer
<b>25</b>	KII	UNHCR	Senior Protection Officer
<b>26</b>	KII	Department of Refugee Services	Camp Manager, Kakuma Refugee Camp
<b>27</b>	KII	SNV Kenya	Project Officer
<b>28</b>	KII	SNV Kenya	Programme Advisor
<b>29</b>	KII	Project Officer	Lotus Kenya Action for Development Organization
<b>30</b>	KII	Project Officer	Lotus Kenya Action for Development Organization
<b>31</b>	KII	Nurse	Kenyan Red Cross Society
<b>32</b>	KII	TB/HIV Project Officer	Kenyan Red Cross Society
<b>33</b>	KII	Nurse	Kenyan Red Cross Society
<b>34</b>	KII	WFP	Head of Area Office
<b>35</b>	KII	WFP	Programme Officer
<b>36</b>	KII	FAO	Head of Kakuma Sub-Office
<b>37</b>	KII	WFP	Accountability to Affected Populations Officer
<b>38</b>	KII	WFP	Supply Chain Officer

<b>39</b>	KII	WFP	Supply Chain Officer
<b>40</b>	KII	Embassy of Japan in Kenya	Second Secretary Economic Affairs and Economic Cooperation
<b>41</b>	KII	World Vision	Senior Manager, Disaster Management Department
<b>42</b>	KII	World Vision	Reporting and Accountability Officer

### Mauritania key informants

No	KII	Organization	Department / Role
<b>1</b>	KII	WFP	Deputy Country Director (DCD)
<b>2</b>	KII	WFP	Partnerships (donor partners)
<b>3</b>	KII	WFP	Head of Human Resources
<b>4</b>	KII	WFP	Budget and Programming
<b>5</b>	KII	WFP	Cash-Based Transfers Team Lead
<b>6</b>	KII	World Bank	World Bank
<b>7</b>	KII	IOM	IOM
<b>8</b>	KII	ESD	President
<b>9</b>	KII	WFP	United Nations Department of Safety and Security (UNDSS)
<b>10</b>	KII	WFP	Consultant - Durable Solutions
<b>11</b>	KII	Commissariat à la sécurité alimentaire (CSA)	Directeur des Programmes de Développement
<b>12</b>	KII	WFP	Head of Programmes
<b>13</b>	KII	UNHCR	UNHCR
<b>14</b>	KII	Social Registry	
<b>15</b>	KII	UN Country Office	UN Resident Coordinator
<b>16</b>	KII	German Embassy (BMZ)	Chef de la Coopération à l'Ambassade

			d'Allemagne
17	KII	UNICEF	Social Protection Lead
18	KII	WFP	Gender and Protection
19	KII	Social Registry	President Registre Sociale
20	KII	WFP	Country Director
21	KII	CSA	La Directrice de l'aide d'urgence du CSA
22	KII	WFP	Deputy Head of Programmes
23	KII	UNHCR	Protection Leads
24	KII	WFP	Programmes - Nutrition and School Feeding
25	KII	ECHO	Programme Officer Mauritania
26	KII	WFP	Field Office Head
27	KII	UNHCR	Field Office Head
28	KII		Community Leader - Man
29	KII		Community Leader - Woman

### Mozambique key informants

No	KII	Organization	Role
1	KII	WFP	Deputy Director
2	KII	WFP	Head of Supply Chain
3	KII	WFP	Head of Technology, Engineering and Communications (TEC) and TEC Team Members
4	KII	WFP	Head of Partnerships, Communications and Reporting
5	KII	WFP	Head of Field Office Nampula Office
6	KII	WFP	Resilience and Livelihoods Programme Officer - Nampula Office
7	KII	WFP	Head of Nutrition and HIV Unit

8	KII	WFP	Head of Identity Management
9	KII	WFP	Monitoring & Evaluation Officer
10	KII	WFP	Management Services Officer
11	KII	WFP	Head of Nampula Office
12	KII	WFP	Programme Policy Officer in Nampula Office
13	KII	WFP	Head of Protection and Gender
14	KII	WFP	Head of Climate Change and Food Systems Unit
15	KII	WFP	Security Team
16	KII	WFP	Human Resources Officer
17	KII	WFP	Head of the Area office of Cabo Delgado
18	KII	WFP	Cash-Based Transfer Officer
19	KII	ForAfrika	Director
20	KII	IOM	Programme Director
21	KII	INGD	Director of Prevention and Mitigation
22	KII	Embassy of Japan	Coordinator for Economic Cooperation
23	KII	ECHO	Technical Assistant
24	KII	BHA	Director of Humanitarian Assistance
25	KII	Government	Maratane Camp Coordinator
26	KII	Government	SPAS Coordinator at Maratane Camp
27	KII	SEPPA	Coordinator

## Myanmar key informants

No	KII	Organization	Role
1	KII	WFP	Country Director
2	KII	WFP	Deputy Country Director

<b>3</b>	KII	WFP	Head of Programme
<b>4</b>	KII	WFP	Head of Cash-Based Transfers
<b>5</b>	KII	WFP	Programme Policy Officer – Cash-Based Transfers
<b>6</b>	KII	WFP	Programme Policy Officer, Field Support Unit – NGO Partnerships
<b>7</b>	KII	WFP	Programme Policy Officer – Emergency Preparedness and Response
<b>8</b>	KII	WFP	Officer-in-Charge of Partnerships, Communication, and Reporting – Donor Partnerships
<b>9</b>	KII	WFP	Security Officer
<b>10</b>	KII	WFP	Head of Supply Chain
<b>11</b>	KII	WFP	Budget and Programming Officer
<b>12</b>	KII	WFP	Head of Human Resources
<b>13</b>	KII	UNHCR	Resident Representative, Deputy Resident Representative, Senior Programme Officer, and Supply
<b>14</b>	KII	OCHA	Deputy Head of Office
<b>15</b>	KII	USAID – BHA	Senior Humanitarian Advisor - Burma (Self-Reliance Groups)
<b>16</b>	KII	Australia – DFAT	Second Secretary, Australian Embassy Myanmar
<b>17</b>	KII	ECHO	Head of Office
<b>18</b>	KII	Switzerland	Deputy Head of Cooperation, Livelihoods and Food Security
<b>19</b>	KII	WFP	Head of Myitkyina Field Office (Programme Officer in Operations)
<b>20</b>	KII	WFP	Head of Hpa-An Area Office (Programme Officer in Operations)
<b>21</b>	KII	WFP	Programme Policy Officer, Hpa-An Office
<b>22</b>	KII	WFP	Team Leader, Loikaw Operation (SC9)
<b>23</b>	FGD	WFP	IT Operations Officer, Digital System Officers

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# Annex XII. Acronyms and abbreviations

Abbreviation	Definition
3PA	Three-Pronged Approach
3RP	Regional Refugee and Resilience Plan
AAP	Accountability to Affected Populations
ACR	Annual Country Reports
AEP	Emergency Preparedness and Response Unit
APR	Annual Performance Report
ASEAN	Association of Southeast Asian Nations
AIDS	Acquired Immune Deficiency Syndrome
AUGO	African Union Global Office
ALNAP	Active Learning Network for Accountability and Performance
AVRR	Assisted Voluntary Return and Reintegration
BRU	Brussels Office
CAS	Corporate Alert System
CBT	Cash-Based Transfers
CCS	Country Capacity Strengthening
CEQAS	Centralized Evaluation Quality Assurance System

<b>Abbreviation</b>	<b>Definition</b>
CFM	Complaints and Feedback Mechanism
CLTF	Changing Lives Transformation Fund
CO	Country Office
CODA	Conditional On-Demand Assistance
COMET	Country Office Tool for Managing Effectively
CPB	Country Portfolio Budget
CRF	Corporate Results Framework
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organizations
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DoE	Director of Evaluation
DRC	Democratic Republic of the Congo
EAG	Evaluation Advisory Group
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
ECOSOC	Economic and Social Council
EMAP	Evaluation Methods Advisory Panel
EPR	Emergency Preparedness and Response



<b>Abbreviation</b>	<b>Definition</b>
EQ	Evaluation Question
EQAS	Evaluation Quality Assurance Assessment System
ESRC	Economic and Social Research Council
EWS	Early Warning Systems
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization
FGD	Focus Group Discussions
FLA	Field-Level Agreement
FNG	Fill the Nutrient Gap
FSN	Food Security and Nutrition
GAM	Gender and Age Marker
GBV	Gender-Based Violence
GCM	Global Compact for Migration
GCR	Global Compact on Refugees
GESI	Gender, Equality, Social and Inclusion
GEWE	Gender Equality and Women's Empowerment
GFD	General Food Distribution
GHP	Global Humanitarian Platform
HDP	Humanitarian Development Peace Nexus

<b>Abbreviation</b>	<b>Definition</b>
HRP	Humanitarian Response Plans
HIV	Human Immunodeficiency Viruses
HQ	Headquarters
IASC	Inter-Agency Standing Committee
IAWGCP	Inter-Agency Working Group on Children's Participation
ICA	Integrated Context Analysis
ICARA	Integrated Context Analysis and Risk Assessment
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person or People
IFAD	International Fund for Agriculture Development
IFI	International Financial Institution
ILO	International Labour Organization
INTPA	Directorate-General for International Partnerships
IOAC	WFP Independent Oversight Advisory Committee
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRA	Immediate Response Account
IRG	Internal Reference Group
JAM	Joint Assessment Mission

<b>Abbreviation</b>	<b>Definition</b>
KII	Key Informant Interviews
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex or Questioning
LNOB	Leave no one behind
LTA	Long-Term Agreement
M&E	Monitoring and Evaluation
MIRPS	Comprehensive Regional Protection and Solutions Framework
MOPAN	Multilateral Organization Performance Assessment Network
MOU	Memorandum of Understanding
MPTF	Multi Partner Trust Fund
NBP	Needs-Based Plan
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
OECD	Organization for Economic Cooperation and Development
OEV	Office of Evaluation
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPC	Oversight and Policy Committee
PSEA	Prevention of Sexual Exploitation and Abuse
RBB	Regional Bureau for Asia and the Pacific in Bangkok
RBC	Regional Bureau for the Middle East, North Africa and Eastern Europe

<b>Abbreviation</b>	<b>Definition</b>
RBD	Regional Bureau for Western Africa in Dakar
RBJ	Regional bureau for Southern Africa in Johannesburg
RBN	Regional Bureau for Eastern Africa in Nairobi
RBP	Regional Bureau for Latin America and the Caribbean in Panama
REVA	Refugee Influx Emergency Vulnerability Assessment
RIMS	Refugees, Internally Displaced Persons, Irregular Migrants
SAMIM	Southern African Development Community's mission in Mozambique
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SGBV	Sexual and Gender-Based Violence
SMS	Short Message Service
SO	Strategic Outcome
SSAR	Solutions Strategy for Afghan Refugees
TL	Team Leader
ToR	Terms of Reference
UNCHR	United Nations High Commissioner for Refugees
UNCT	United Nations Country Team
UNDIS	United Nations Disability Inclusion Strategy
UNEG	United Nations Evaluation Group

<b>Abbreviation</b>	<b>Definition</b>
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNRC	United Nations Conventions on the Rights of the Child
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSG	United Nations Secretary-General
USAID	The United States Agency for International Development
VAM	Vulnerability and Analysis Mapping
WFP	World Food Programme
WHO	World Health Organization

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