Strategic Evaluation of WFP's Programme Transition and Handover Strategies

Terms of reference

December 2025

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1. Background

1.1. Introduction

1. A strategic evaluation focusing on WFP's **programme transition and handover strategies** has been included in the WFP Office of Evaluation's (OEV) workplan for 2026, approved by the Executive Board. Strategic evaluations in WFP are global in scope and focus on topics of strategic relevance to the organization, they are formative and forward-looking in nature.

2. The purpose of these Terms of Reference (TOR) is to provide information to stakeholders about the evaluation, to guide the evaluation team and specify expectations on the evaluation process and products. They were prepared by the OEV based on an initial document review and a first round of internal consultation within WFP.

3. The evaluation will cover the period from 2016 to mid-2026 when data collection will conclude. The evaluation is scheduled to take place from January to December 2026, with the final report presented at the WFP Executive Board Session in February 2027. It will be managed by OEV and conducted by an external evaluation team.

1.2. Context

4. The development of the most recent WFP Strategic Plan (2026-2029) coincides with a significant change in the global humanitarian landscape, driven by dramatic reductions crisis in international funding.[1] As of 2025, WFP is facing a 34 percent reduction in funding, with projections of USD 6.4 billion compared to USD 9.8 billion in 2024.[2] This has significant repercussions in WFP's ability to provide direct food assistance to the most vulnerable, and consequently in *how* WFP works with governments to support longer-term food security across emergency and development contexts.

2. Reasons for the evaluation

2.1. Rationale and Objectives

5. The need for this evaluation was identified by OEV in dialogue with WFP senior management to assess the appropriateness, results, and evolution of WFP's programme transition and handover strategies in specific areas of work to inform WFP's approach going forward. Moreover, a range of evaluative evidence (as well as audits) has identified gaps in WFP's planning and preparation for programme transition and ultimately handover. These gaps include an **absence of standardized definitions** for transition and handover, and WFP's role post-transition; **Lack of analysis of** preconditions, assessments of national capacities for transition; results from transition strategies; **Insufficient capacity for** innovative domestic financing; **Limited resources and expertise in monitoring capacities (skills, systems, and budgets); Limited engagement in** partnerships, networking, and multisectoral coordination. [3]

6. With the dual purpose of **accountability and learning**, the evaluation aims to:

- Assess how WFP has articulated and approached programme transition and handover strategies over time;
- Assess progress toward programme handover across different operating contexts and types of programming;
- Take stock of changes for partners and affected populations where there has been programme handover;
- Determine the factors supporting or inhibiting programme transition and handover;
- Identify lessons to support WFP decision making on programme handover moving forward.

[1] OECD Policy Brief, 2025. the OECD projects a drop of an additional 9-17 percent in official development assistance (ODA) for 2025-2027
[2] WFP Global Brief. A lifeline at breaking point (2025) docs.wfp.org/api/documents/WFP-0000168974/download/
3 WFP. A Structured Approach to Transition from WFP direct implementation to National School Meals Programmes https://docs.wfp.org/api/documents/WFP-0000168651/download/

7. The evaluation will focus on drawing insights and lessons related to ***programme*** *transition and handover* specifically. It will not consider these issues in relation to WFP country presence, or the modality of WFP's presence in a given country.

2.2. Key stakeholders

8. A number of stakeholders both inside and outside of WFP have interests in the results of the evaluation.

- **Within WFP,** the key stakeholders include the Programme Division (particularly the Emergency Preparedness and Response Service; Climate and Resilience Service; Nutrition, School Meals and Social Protection Service); the Gender and Protection Service; Analysis, Planning and Performance Division; the Supply Chain and Delivery Division; the Partnership Division; and Regional and Country Offices.
- **Key external stakeholders** include the WFP Executive Board, member states and host governments, other UN agencies, funds and programmes, donors, private sector partners, and international financial institutions. A detailed stakeholder mapping and analysis will be undertaken during the inception phase

3. Subject of the evaluation: programme handover strategies

Definition

9. **A working definition**, adapted from that developed by the School Meals service in WFP[4] and the 2025 guidance for development of country strategic plans[5] will be applied and clarified through this evaluation. The definition distinguishes between WFP's role in the **transition process,** and ultimately **programme handover.**

Table 1: Working definition of programme transition and handover adapted from WFP guidance[6][7]

	Transition	Handover
	The gradual **process,** which is often not linear**,** of shifting responsibility for planning, managing, implementing, monitoring, and financing good quality programming from external support to national ownership. Transition also includes the evolution of WFP's role vis-a-vis government and other partners. Transition is often non-linear	The **transfer of ownership to national actors or partners**. It focuses on ensuring continuity of services and outcomes beyond WFP's role. A specific **point in time** when the government (central or local) and/or entity takes full responsibility for a particular function. It marks the end of direct implementation by WFP although technical support may continue. A handover indicates that the government is confident in its capacity and commitment to sustain the programming independently, based on agreed indicators.

Normative Framework

11. The Strategic Plan (2022-2025) references the **transition** of specific programmes to national ownership, and support to national ownership of programmes through development of **handover strategies.**[8] The WFP Strategic Plan 2026-2029, approved by the Executive Board in November 2025,

[4] A Structured Approach to Transition from WFP direct implementation to National School Meals Programmes docs.wfp.org/api/documents/WFP-0000168651/download/

[5] Sept 2025. WFP revised CSP narrative template

[6] WFP A Structured Approach to Transition from WFP direct implementation to National School Meals Programmes: docs.wfp.org/api/documents/WFP-0000168651/download/

[7] Sept 2025. WFP revised CSP narrative template

8 WFP Strategic Plan (2022-2025): 'the transition to national ownership has already happened . . by establishing country-owned targets, national policy frameworks, handover strategies and sustainable domestic sources of funding.' (Para. 78).

strengthens the articulation of WFP's intended approach and cites the organisation's ambitions for programme transition and handover[9]:

- *WFP will reduce its footprint when appropriate,* ***transitioning programmes to partners*** *or* ***handing over to governments.*** *(Para 51)*
- *WFP's interventions prioritize national ownership, flexibility and responsiveness to local needs, providing targeted technical support that strengthens systems and facilitates the* ***handover of WFP programmes*** *to national and subnational institutions. (Para 43)*
- *…WFP will ensure that its programmes avoid creating dependence on aid and will focus on implementing programmes that promote self-reliance, or that may be* ***handed over*** *to host governments. . . Country-specific* ***handover strategies*** *will continue to be outlined in country strategic plans. (Para 59)*

12. All three Strategic Objectives in the new Strategic Plan are framed in terms of programme handover to governments:

Strategic Outcome 1: Effective emergency preparedness and response	*To alleviate demands on the humanitarian system, WFP will increase its efforts to ensure that assistance delivered under its own programmes is made with a clear intent to contribute to improving national systems. . . This includes aligning operations with national programmes, modelling innovative approaches for programme design and delivery, and* ***planning for a transition*** *to national programmes. (para 69)*
Strategic Outcome 2: Reduced needs and enhanced resilience to withstand shocks	*WFP will implement integrated resilience programmes, coordinating and phasing its interventions to link crisis response, -resilience building efforts and the* ***transition of activities to longer-term development stakeholders****, recognizing that governments are the central actors in strengthening resilience (para 73)*
	Country strategic plans will define a clear strategy for the funding, ***transition and handover*** *of resilience programmes to local and national management. WFP will strengthen the capacity of local partners and phase out its own participation as soon as the situation and their capacities allow (Para 83)*
Strategic Outcome 3: Enabled government and partner programmes	*Enhancing national safety nets and social protection systems are an essential component of WFP's* ***transition strategy****. . . However, years of experience show that* ***transition is often not a linear process****. Where national systems are severely disrupted or absent, WFP will work with other humanitarian and development partners to fill gaps in order to pave the way for future government-led systems. Where national systems exist, WFP will prioritize delivering assistance through them, where possible, and will* ***progressively increase its enabling role*** *by providing technical support. (Para 87)*

13. As referenced above, for the first time, the Strategic Plan includes a section on "Handover Strategy." This articulates a suggested theory of change for programme handover: **If** WFP programmes avoid creating dependence on aid, **if** WFP focuses on implementing programmes that promote self-reliance; and **if** WFP supports government programmes through technical assistance that builds capacities, **then** programmes can be handed over to national actors when national capacity and the context permits. For the purposes of the evaluation, this has been translated into an indicative conceptual framework, drafted by the Office of Evaluation, in Annex 3.

14. Underpinning the Strategic Plan, WFP policies provide an overarching framing for WFP's ambitions surrounding programme transition and handover. Taken together, WFP policies refer to programme transition and handover as a **deliberate, planned process through which WFP shifts responsibility**

[9] The Strategic Plan also discusses transition within the context of humanitarian to reslience programming (Para 37). This type of transition, as in change in type of programming, is not part of the scope of this evaluation.

for programme delivery, resource management, and decision-making to national actors—particularly governments and local institutions—once conditions allow.

15. Beyond the current Strategic Plan, WFP's normative framework, comprised of corporate policies approved by the Executive Board[10] and strategies, articulates the approach that WFP aims to take in supporting government ownership, supporting capacity strengthening, and in programme transition and handover. Most recently, in 2025, the Executive Board approved the Localization Policy which articulates a commitment "support WFP in **transitioning its programming** to local and national actors." The policy states that where feasible WFP should provide "*technical assistance and services to local and national actors, not as intermediaries, but as leaders and owners of response efforts. In doing so, across operations, WFP will advance its **transition** from implementer to enabler, creating the conditions for scaled, sustainable and local solutions and paving the way for phased exit strategies that build on national capacity gains and safeguard accountability to all affected people*."[11]

16. The following policies/strategies offer specific normative guidance on key aspects of programme handover and transition, articulating ambitions and guiding principles for how WFP designs its programmes, works with partners, and conducts its work in specific areas (further detail in Annex 1).

Table 2: Key WFP Policy and strategy references to programme transition and handover

Year	Policy/ Strategy			Related topics										Key areas of work					
		Programme transition	Programme handover	Concepts & Criteria	Development of strategies	Government ownership	Enhancement of national capacities	Handover of technical solutions	Long term national goals	Resourcing and finance	Assessment of capacities	Use local knowledge	Leverage partnerships	Emergency response	Nutrition & school meals	Social protection	Resilience	Supply chain & logistics	Cross-cutting priorities
2005	Exiting emergencies	x	x	X					x	x				x					
2016	Country Strategic Plans	x			x														x
2017	Nutrition	x					x				x		x		x				
2017	Emergency preparedness	x				x	x			x				x				x	
2021	Social Protection	x	x				x	x								x			
2022	CCS	x					x		x				x						x
2023	SSTC	x				x							x						x
2024	Resilience	x	x			x	x				x	x	x				x		
2024	School Meals	x	x		x	x	x		x						x				
2025	Localization	x				x	x					x	x	x					x

17. With the approval of the Integrated Road Map in 2016, first generation CSPs included the conduct of zero hunger strategic reviews as a consultative process with partners for the identification of new strategic priorities. As per the CSP Policy, CSP documents included considerations for "Transition and Exit Strategies" to facilitate the expected impact of the CSP approach. However as noted by the CSP Policy Evaluation, first generation CSPs did not draw sufficient attention to the conditions necessary for sustaining results and achieving a strong transition to full national ownership.[12] Second generation CSPs in line with the latest approved guidance for the development of CSPs indicates that Country Offices CSPs should identify potential "handover and transition strategies". From the inception of a CSP design,[13] the strategy for transition and handover should be articulated based on strategic considerations and positioning of WFP as well as operational considerations, including the capacity of host governments.[14] CSPs are obliged to include resourcing plans that consider the sustainability and scalability of activities over time, including potential handover to Government ownership.[15]

[10] WFP.2024. Compendium of policies relating to the strategic plan. https://executiveboard.wfp.org/fr/document_download/WFP-0000161581
[11] WFP. 2025. Localization Policy. https://executiveboard.wfp.org/document_download/WFP-0000165527
[12] WFP. 2023. Evaluation of WFP's Policy on Country Strategic Plans
[13] WFP. 2025. Terms of Reference fos CSP formulation workshops
[14] WFP. 2025. Template for Country Strategic Plans
[15] WFP. 2024. **Programme Guidance Manual** – CSP Calibration Guidelines

Programmatic Guidance

18. In addition to the broader guidance for the development of CSPs, WFP has developed specific guidance for school feeding and social protection programmes:

19. **The school feeding guidance manual** describes four phases of support from WFP to achieve national transition of programmes: i) an enabling phase, focused on agreeing on a transition strategy; ii) assessment and knowledge building phase, aimed at taking stock of the current situation in the country; iii) (re)design phase, aimed at designing national programmes based on evidence, aligned with agreed transition strategy, and iv) a final phase, focused on monitoring and evaluation of the re-design school feeding programme.[16] The School Feeding programme uses a diagnostic tool, SABER, which helps governments plan for sustainable programming and programme transition.

20. For **social protection programmes**, WFP has developed guidance that includes considerations for exit, phase-out and handover. Handover is intended to be a part of the design, including the identification of other stakeholders, champions within governments, definition of capacity strengthening strategies, future funding approaches, and monitoring, evaluation and learning elements.[17]

21. For **emergency preparedness and response**, WFP has developed Emergency Learning Pathway training materials for emergency staff, including the Emergency Management & Basics Academy (EMBA), Rapid Start and Frontline Stream. Frontline has a dedicated module on transition, handover and exit.

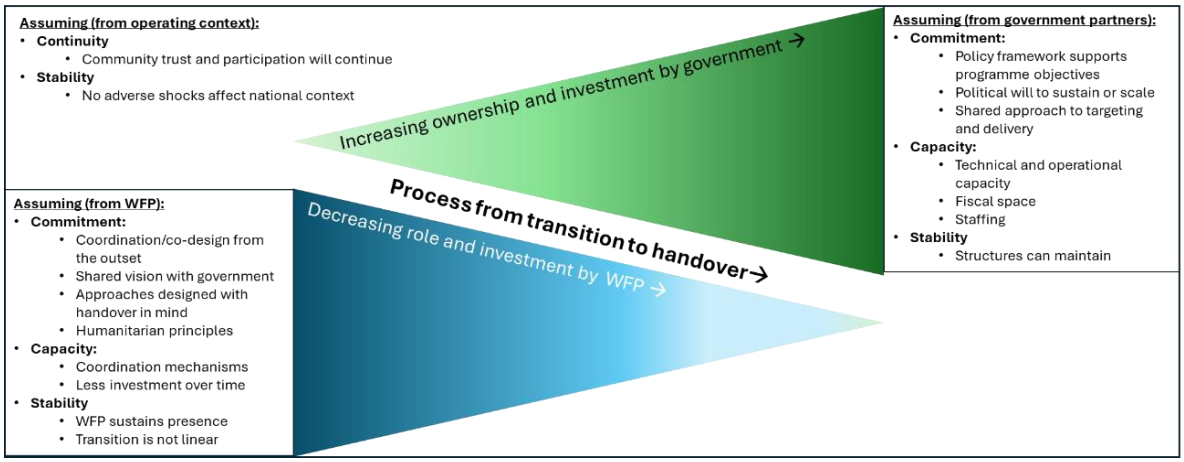
22. Elsewhere, approaches to programme handover are less well-defined. For example, resilience programming does not have a specific or defined approach or guidance to transition and handover.

23. Within CSPs, handover strategies for specific activities set out a range of provisions. These include plans for transfer of technical knowledge, tools, and systems, co-design of programming with government agencies, policy and strategic support; institutional coordination across sectors; Evidence-based planning and piloting for scale-up; market-based approaches for sustainability and empowerment of local actors and value chains. Excerpts from a sample of CSPs is provided in Annex 6.

Assumptions and implications for programme handover

24. Programme transition and handover are predicated on several assumptions related to the capacity, continuity, commitment, and stability of WFP's engagement, its partners, and the operating context. This evaluation will examine, in discrete programmatic areas, the extent that these assumptions have been explored and mitigated in the operating environments in which WFP operates (Figure 1).:

Figure 1: Assumptions for programme transition and handover



Source: OEV

[16] WFP. Programme Guidance Manual. School-Meals Programmes – 4.7 Sustainability and Handover

[17] WFP. Programme Guidance Manual. SocialProtection Manual - C.7 Hand-over, Transition and Exit

4. Evaluation scope, question, methodology and ethical considerations

4.1. Scope

	Temporal scope: 2016 to 2026
	Geographic scope: Global coverage with purposive sample of country cases
	Thematic scope: Programme transition and handover strategies for specific areas of WFP programming including Emergency preparedness, Climate and Resilience; School Feeding; Social Protection; The scope does not include i) It will not consider transition in relation to WFP country presence, or the modality of WFP's presence in a given country ii) transition from humanitarian to resilience programming; iii) transition from the implementing to the enabling role, unless directly related to programme transition/handover to national or government actors.
	Key criteria: Relevance, coherence, efficiency, effectiveness and sustainability

25. The evaluation will assess WFP's programme transition and handover as regards their planning and implementation, across diverse country contexts. The evaluation will cover the period from 2016, when the Country Strategic Plan (CSP) Policy was first approved. It will have global coverage and will include a purposive sample of country cases to analyse WFP's approaches to programmatic transition and handover through different modes of support and in different contexts.

26. The unit of analysis will be specific programmatic areas where WFP has worked to transition and hand over activities or components of programmes to government partners and local actors for their ownership and implementation. The evaluation will assess WFP's **normative and conceptual framing for programme transition and handover**; the **planning and implementation of WFP's programme transition and handover strategies, the results of transition and handover strategies** articulated in CSPs, and how these have been implemented across diverse programming and contexts; and the factors that have supported transition and handover, including joint planning for transition and handover. It will take stock of the results achieved for partners and affected populations where there has been transition and handover. It will also consider the effects of programme handover and transition on the **sustainability of interventions** post-WFP support.

4.2. Evaluation Questions

27. The evaluation proposes the following overarching questions and related areas of enquiry, aligned to the OECD/DAC criteria of relevance, coherence, efficiency, effectiveness and sustainability (Table 3). These will be further refined during the inception phase and will be unpacked into specific lines of enquiry and corresponding indicators (where applicable) to be reflected in a comprehensive evaluation matrix.

Table 3 Evaluation questions

Evaluation questions and indicative sub-questions[18]
1. How relevant and useful is WFP's normative framework for programme transition and handover? (Relevance/Coherence)
• How clear and comprehensive is WFP's normative framework for programme transition and handover? How has this evolved over time? • How relevant and adaptable is WFP's guidance on programme transition and handover for different types of programming and operating contexts? • To what extent are relevant programmes designed from the outset to support transition and eventual handover (e.g. with the right targets, milestones, resourcing, partnerships, and assumptions)?

[18] These sub-questions will be unpacked during the inception phase.

Evaluation questions and indicative sub-questions[18]
2. What results has WFP achieved in terms of programme handover? (Effectiveness, Sustainability)
• How consistently, how and how well, has WFP implemented transition and handover strategies in relevant programme areas in different contexts? • What progress has WFP made toward programme transition and handover (e.g. national system strengthening, quality of national programmes etc) in different programmatic areas? • To what extent and how has WFP's role continued post-handover? • What factors (within WFP's control) have supported or constrained WFP's programme handover strategies?

4.3. Approach and methodology

28. This evaluation intends to be a strongly formative exercise. OEV welcomes the use of **theory-based, mixed methods, participatory, and innovative** evaluation approaches. The evaluation team is expected to propose a rigorous methodological approach to maximise the credibility, impartiality, and utility of the evaluation. The methodology will systematically address the evaluation questions and sub-questions in a way that meets the dual purpose of accountability and learning. In doing so, it should demonstrate attention to impartiality and reduction of bias.

29. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in a matrix (see section 4.2), which will form the analytical framework for the evaluation. The evaluation team is required to ensure the quality of data (validity, consistency, and accuracy) throughout the data collection/analysis and reporting phases.

30. The methodology should be sensitive in terms of gender equality and women's empowerment (GEWE) and a people centred approach which includes attention to, equity, disability and inclusion, indicating how data collection methods will ensure the inclusion of women and marginalized groups.

Conceptual approach

31. The evaluation aims to assess whether, **how** and **how well** WFP has designed and implemented programme transition and handover strategies with the appropriate assumptions, priorities, and mechanisms. Recognizing that WFP works in countries with varying levels of readiness to absorb programming, the assessment should consider the conduciveness of the operating environment (e.g. in terms of technical capacity, budgetary allocation, and policy enabling environment- See Figure 2) for different areas of programming.

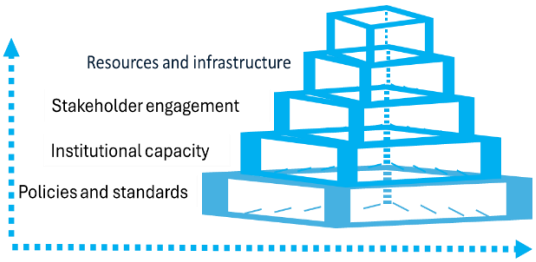
32. In order to assess the enabling environment for programme transition and handover, key considerations will include:

- **Analysis of context**: to assess how WFP's approach adapts to countries with different levels of readiness considering e.g. policy and regulatory environment, technical capacity of national systems; budgetary allocations for sustaining programmes.
- **Assessment of design and mechanisms for implementation**[19]: to examine whether WFP's programme handover strategies are well-structured and executed as intended and if assumptions, priorities, and mechanisms are appropriate and realistic.

[19] Standards for Quality and Sustainability are part of WFP's school feeling policy, approved by the Executive Board in November 2009, included 8 quality standards for sustainable school feeding which have become adopted by the international community as benchmarks of good practice for achieving quality school feeding. WFP now also emphasizes these 5 quality standards: Standard 1: A strong Policy Framework; Standard 2: Strong Institutional Capacity and Coordination; Standard 3 Stable Funding and Budgeting; Standard 4: Quality Design and Implementation of School Feeding Activities; Standard 5: Strong Community Participation and Ownership

33. **Identification of Gaps and Risks**: To assess risks to sustainability and continuity after handover. The evaluation is encouraged to develop a rubric to assess the maturity of the enabling environment and hence the suitability of WFP's transition and handover strategies (Figure 2).

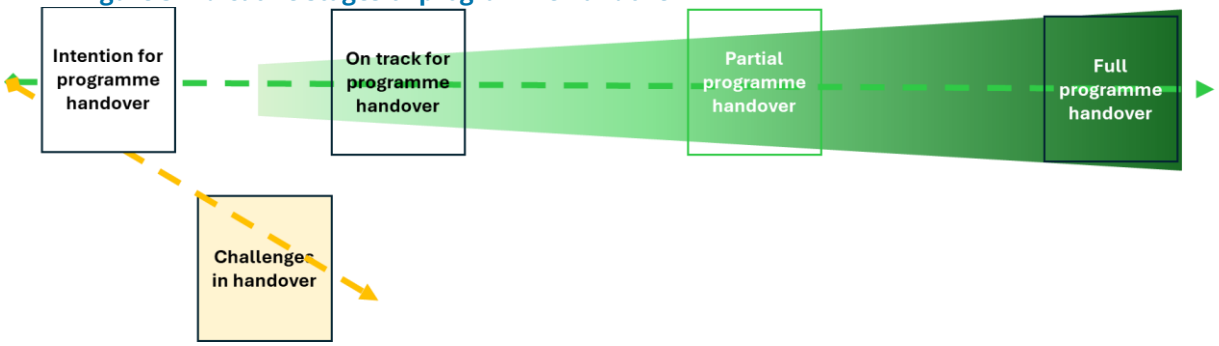
Figure 2: Indicative stages of maturity for programme transition and handover



Source: OEV

34. In order to assess results and to draw out lessons, the evaluation should conduct data collection in a range of contexts, where programme handover is at different stages. This would include contexts where a programme activities have been fully handed over to partners, where programme handover is in progress, where programme handover is on track or is planned, or where programme handover has been attempted but was not successful (See Figure 3). This will require extensive engagement, through desk study, interviews, and macro data analysis, with relevant national institutions.

Figure 3 Indicative stages of programme handover



Source: OEV

Proposed methods

35. In line with the evaluation scope and objectives, the methodology should be designed to assess WFP's approach and results in the implementation, transition and handover of a range of programmatic interventions (or specific activities) within WFP's diverse operating contexts. This will require both qualitative and quantitative methods to assess WFP's contributions to e.g. national system strengthening, programme coverage, quality, and reach, and an in-depth analysis of the enabling environment (e.g through a political economy analysis or transition maturity rubric) to be able to assess the sustainability of results. At all levels of analysis, data collection techniques may include, but not be limited to, desk review, surveys, key informant semi-structured interviews, direct observation, focus groups discussions and round table discussions (Table 4).

Table 4 Proposed methods and techniques/sources for data collection

Possible method		Indicative techniques and sources for data collection						
		Corporate data	Country level data	Document review	Interviews	Focus group discussions	National institution analysis	Country studies
Qualitativ	Outcome harvesting and/or process tracing to assess the contributions of WFP's work.							

	Rubric to map achievements against multiple contextual factors and programmatic dimensions							
Quantitative	Time-series analysis to understand the outcomes over time and food-security/ nutrition/resilience outcomes before/after WFP handover							
	Cost-effectiveness analysis to understand the cost of WFP's work through varying delivery models							

Proposed country sampling approach

36. Data collection will be conducted at the country level, engaging in specific programmatic activity areas (anticipated to include emergency preparedness, school feeding, resilience and nutrition) where WFP established strategies for transition or handover. This will be covered through document review and interviews with a **cross-section of WFP countries**, as well as country visits to conduct detailed studies in **up to five countries**. Country visits will be purposively selected to analyse WFP engagement across different country contexts, modalities of engagement, phases of programme transition or handover, and sources of funding. Country election will draw upon clear criteria, paying particular attention to country contexts where there is less evaluative evidence (See Annex 6).

37. The evaluation design should include up to five country cases that will include in country data collection from primary sources, and a number of desk studies (at least 4) that will draw exclusively on secondary sources. An indicative longlist of proposed case study countries is indicated in Annex 6 based upon clear criteria. Country selection was based upon a) a cross-section of WFP country contexts and programme type; b) regional representation across WFP's five regions; c) countries that have not been extensively covered by global or country level evaluations; d) where there are programme transition/handover strategies across multiple programme areas articulated in the CSP; e) with varied levels of worldwide governance indicators. This list will be refined and agreed with the evaluation team during the inception period, with the final selection being independently made by the team. The identification of countries for desk studies or field visits will be also informed by an assessment of the availability of recent and credible evidence and considering the strategic importance of the country for WFP. This analysis will be based on desk review and selected interviews to be conducted during the inception phase, and its results reflected in the inception report.

38. To enhance credibility and impartiality of the findings, the methodology should include systematic triangulation across different methods, data collection techniques and sources of information.

4.4. Evaluability assessment

39. Based on a preliminary assessment, there are good prospects for evaluability. In particular, the following should be noted: i) The latest CSP guidance includes a requirement for a statement on transition and exit and therefore WFP routinely includes a transition/handover strategy as part of the country strategic planning process; ii) WFP has articulated an implied theory of change for transition and handover in its revised Strategic Plan; iii) There is a good body of evidence already available on WFP handover strategies from specific programme areas, and particularly the school feeding and social protection programming, including from decentralized evaluations, CSPE, and audits.

40. Within this positive framework, some challenges may arise from i) inconsistent level of clarity in the definition of transitions and handover strategies available across the different CSPs; ii) scattered and unsystematic evidence of transitions and handover experiences; iii) gaps in data and information of programming after handover/transition of programmes and/or lack of valid indicators for monitoring of outcomes; iv) assessment of results will rely closely upon engagement with government counterparts; v) assessment of WFP contributions to sustainability of programming can be only prospective.

41. During the inception phase, the evaluation team will deepen the evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods and map available data against the evaluation questions and sub-questions. Annex 4 sets out an evaluability assessment.

4.5. Ethical considerations

42. Evaluations must conform to WFP and UNEG ethical standards and norms.20 Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).21 This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

43. OEV will ensure that the evaluation team and evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP activities conducted within the period evaluated, nor have any other potential or perceived conflicts of interest."[22]

44. All members of the evaluation team will abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a confidentiality, internet and data security statement.

45. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (http://www.wfphotline.ethicspoint.com). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

4.6. Quality assurance

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

47. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's EQAS prior to submission of the deliverables to OEV.

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

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

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

[22] Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains (UNEG 2020 Guidelines).

5. Organization of the Evaluation

5.1. Phases and Deliverables

49. The evaluation will commence with the inception period in January 2026 which will involve a mission to WFP Global Headquarters in Rome. The inception period will culminate with the development of an inception report which will, in line with Centralized Evaluation Quality Assurance System (CEQAS) requirements, set out the operational plan for the evaluation. Data collection, comprising document review, remote interviews, and in-country visits to up to 5 countries, will take place from April-June 2026 followed by data analysis and reporting which will include a debrief, presenting preliminary findings, for WFP Global Headquarters and Country Offices. A draft report will be produced in September 2026 which will be followed by a stakeholder workshop focusing on the refinement of the evaluation recommendations in October 2026. The Summary Evaluation report, produced by OEV based upon the Evaluation Report, will be presented to the Executive Board in February 2027 (Table 5).

Table 5 Key phases, milestones, and deliverables, and anticipated travel

Main Phases		Key milestones and deliverables	Anticipated Travel	Timeline
PREPARATION	**1. ToR finalization**			Dec 2025
	2. Evaluation contract			Dec 2025
INCEPTION	**3. Inception phase**	• Initial Desk review • Stakeholder interviews • Inception mission • **Inception report**	*Rome*	Jan-Mar 2026
DATA COLLECTION and ANALYSIS	**4. Data collection phase**	• Data collection missions and exit debriefings • Primary and secondary data collection • *Preliminary findings briefing*	*Up to 5 Country visits*	April-June 2026
	5. Analysis, draft report, stakeholder workshop	• Report drafting and commenting process • Stakeholder workshops • Final evaluation report • Summary evaluation report (SER) developed by OEV • **Draft report** • Presentation of findings	*Stakeholder workshop Rome*	July-Sept 2026
REPORTING	**6. Report finalisation, development of summary evaluation report**	**Final Report**		Oct-Dec 2026
EB PHASE	**7. Executive Board**	Presentation of the SER		Feb 2027

5.2. Evaluation team composition

50. The evaluation should be conducted by a core team of **~five members** combining evaluation experience with relevant programmatic and linguistic expertise. Given the expected level of effort, it is suggested that the core team be comprised of one team leader, and 2-3 intermediate or senior evaluators (appointment of a deputy team leader within the team should be considered); and one research analyst. National and regional expertise may also be an asset.

51. Working language for the evaluation deliverables will be English, however, the team members should possess language skills that allow them to conduct case studies in different country contexts. At a minimum, the team should be able to operate in English, French and Spanish.

52. **The Team Leader** position requires a minimum of 15 years' experience in evaluation, with experience conducting complex, politically sensitive evaluations for multi-lateral agencies operating in humanitarian and development contexts. S/he should have knowledge of key areas of programming and extensive experience engaging with government stakeholders at various levels, in multiple contexts.

53. **The primary responsibilities of the team leader will be:**

- setting out the methodology and approach in the inception report
- guiding and managing the team during the inception and evaluation phases
- overseeing the preparation of data collection outputs by other members of the team
- consolidating team members' inputs to the evaluation products in line with agreed CEQAS standards and agreed timelines.
- representing the evaluation team in meetings with stakeholders

54. Overall, **the evaluation team** should possess advanced knowledge and technical expertise in WFP's key areas of programming with a focus on institutional capacity strengthening. Relevant experience in emergency preparedness and response, school meals and nutrition, social protection, and climate and resilience will also be an asset. The ability to conduct qualitative and quantitative data analysis will be essential. This will include WFP corporate data and national economic and demographic data. The team should be regionally diverse, composed of evaluators with relevant knowledge of GEWE and people centred approaches and expertise from the global South.

55. The team should include dedicated **quality assurance** support as indicated in section 4.6

5.3. Roles and responsibilities

56. The **evaluation manager** is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; organizing the team briefing and the stakeholder's workshop; participating in the inception mission and supporting the preparation of field missions; conducting the first-level quality assurance of the evaluation products (inception report and evaluation report); and soliciting WFP stakeholders' feedback on draft products. The Office of Evaluation encourages the evaluation team to consider evaluation manager participation at analysis workshops, though this decision rests with the team. The evaluation manager will be responsible for writing the summary evaluation report (SER). The evaluation manager will be the main interlocutor between the team, represented by the team leader, the long-term agreement firm focal point, and WFP counterparts to ensure a smooth implementation process. The OEV **Research Analyst**, will provide research and organizational support throughout the evaluation.

57. The **Deputy Director of Evaluation** will provide second level quality assurance for all evaluation products.

58. An **internal reference group** (IRG), comprised of WFP staff from Global Headquarters, including Regional Offices, will be formed and asked to review and comment on draft evaluation reports, provide feedback during evaluation briefings and be available for interviews with the evaluation team. **An external advisory group** (EAG) will be constituted to provide expert input on key deliverables and engage in discussions on key topics during the evaluation process.

59. The **Director of Evaluation** will approve the final evaluation products and present the SER to the WFP Executive Board for consideration.

5.4. Security considerations

60. Security considerations will vary depending upon the nature of the context and the nature of the contracting arrangements with WFP.

61. As an 'independent supplier' of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that

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

62. The contracted firm should have the necessary insurance and access to field safety training to allow consultants to visit the field locations identified during the inception phase. Companies may have to travel to all relevant WFP programme countries, including those with hazardous contexts as per the LTA agreement.

5.5. Communication

63. All 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. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

5.6. The Offer

64. The offer will include a detailed budget for the evaluation, including consultant fees and travel costs. For the financial proposal, it is suggested that the evaluation firm prepare a realistic estimate of travel costs, based upon the tentatively indicated country selection. Local transportation will be covered by the evaluation firm and included in the financial proposal. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annex 1: Related policies

65. In 2005, the policy for exiting emergencies defined exit strategies as plans for transitions from an emergency response to longer-term programmes that protect and improve livelihoods and increase resilience.

66. The Policy on Country Strategic Plans (2016) states that WFP's programmatic framework must first and foremost focus on strengthening the effectiveness of WFP's response in emergency and crisis situations, while also ensuring that internal coordination and coherence, and adequate transition and exit planning can be effectively addressed. CSPs should include the criteria and/or conditions under which WFP support might no longer be required, including transition and/or exit plans.

1. The Nutrition Policy (2017) focuses on the need to support national capacity development, including the support for the assessment of capacities, highlighting how collaboration with government can give way to nationally owned interventions. Complementary, the 2024-2030 Strategy to improve diets and address malnutrition mentions innovation in financing as key to addressing the challenge of scalable and sustainable approaches to improve diets in the long term, when working with governments and other partners.

2. Likewise, the emergency preparedness policy (2017) highlights capacity strengthening as a long-term effort that requires government ownership and by which WFP can evolve from providing emergency response to helping governments directly overcome challenges related to supply chain, local market strengthening, food system and food assistance programming.

3. The WFP strategy for support to social protection includes the priority to strengthen the enabling environment for programme delivery. WFP can provide support in many ways, including deliberate planning and consultations for a transition to national actors when conditions allow.

4. The updated resilience policy (2024) states that programmes must be developed through nationally led efforts and that local actors ought to be engaged from the start of programming to facilitate transition and handover.

5. The CCS policy update (2022) is complimentary to the above as well as other policies and reminds the principles of engagement, which include ownership to create effective change, partnerships across the whole of society, recognition of existing capacities and time to ensure continuity of engagement for lasting change. Connected to it, the policy update in SSTC, estates the commitment to a demand-driven SSTC that will empower countries.

6. The Localization policy (2025) highlights that along the localization continuum WFP embeds local actors in programmes, strengthens local leadership, supports local and national leading roles and promotes locally led solutions.

The social protection manual states that WFP humanitarian programmes tend to have considerations for exit, phase-out, and handover and with social protection, those considerations need to be part of the design of an intervention. Although there is no specific definition of these considerations, During the COVID-19 pandemic WFP has (partially) defined he different types of support it can provide to governments[23] when coverage of safety nets is limited. Options are shown by two models of support (technical adviser and service provider). Some examples are:

- Development of assessments of needs/profiles of affected populations
- Market analysis and different food security analysis
- Definition of Minimum Expenditure Baskets, transfer values
- Advisory in drafting government guidance
- Drafting of Standard Operating Procedures
- Technical advisory on costing of programme adaptations

[23] Outline for WFP's offer to governments for supporting national social protection responses

- Advisory on targeting
- Services of registration of beneficiaries and collection of information

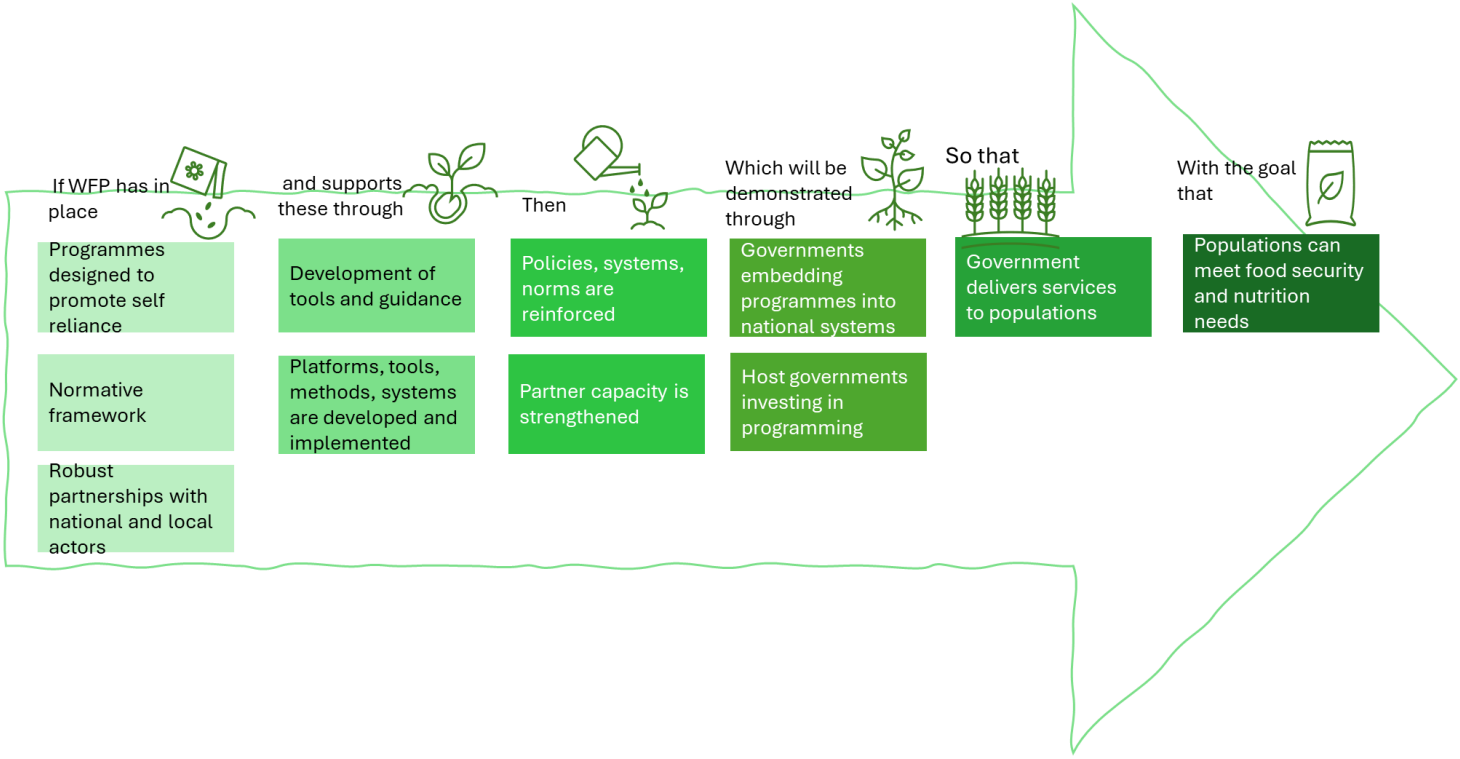
Annex 2: Critical areas for improvement from evaluations and audits

Critical areas for improvement were identified in evaluations and audits from 2016-2024

1. Lack of standardized definitions for transition and handover
2. Insufficient oversight, risk assessments, and management increase the risk of unsustainable handovers
3. Lack of documented transition strategies at CO level
4. Lack thorough analysis of preconditions, assessments of country readiness and national capacities.
5. Lack of analysis of capacity strengthening efforts required at the centralized versus decentralized levels,
6. Need for clearer definition of post-transition role to ensure programme sustainability
7. Challenges securing sufficient capacity, expertise, and resources to support transition objectives.
8. Insufficient learning from transitions to be able to leverage and demonstrate results.
9. Inadequate transition monitoring capacities including skills, systems, and budgets
10. Need to support governments on innovative domestic financing strategies for transitions.
11. Insufficiently strategic engagement in partnerships, networking, and multisectoral coordination
12. Limited contribution from external partnerships on handover at country level.

Annex 3: Indicative conceptual model for WFP's approach to programme transition and handover

This indicative conceptual model draws upon the suggested theory of change articulated in WFP's Strategic Plan 2026-2029. It should be developed further and refined during the inception period.



Annex 4: Preliminary evaluability assessment

The following preliminary assessment aims at providing an initial reflection on possible data sources to be used in addressing some of the proposed evaluation questions, which will be refined during the inception phase.

Overview of Evaluability by Evaluation Questions

Evaluation Question	Main data sources and methods	Challenges and limitations
EQ1	**Document review** of WFP corporate policies and strategies, programme guidance, CSP manual and template; CSP documents and relevant centralized and decentralized evaluations; completed and ongoing evaluations; PPGR third party evaluations **Key Informant Interviews (KIIs)**	No major evaluability issues
EQ2	**Document review** of country transition and handover strategies **Performance Analysis** of CRF relevant indicator and corporate high-level targets data **Analysis of national level data** to assess sustainability of results, including levels of allocated budget by spending category, levels of expenditure by sector and by source, coverage of programmes, achievement of associated targets. **Trend analysis** of: • Tier 3 and Tier 1 beneficiaries • Financial data, including contributions from host governments, funding levels of CSP programme areas • Staffing data **Key Informant Interviews (KIIs)**	Data gaps for HLT as they were introduced during the implementation of the current Strategic Plan. Inconsistencies in the recording of Tier 3 beneficiaries across Country Offices National budget data availability and validity should be assessed during the evaluation National data will not be available equally across all countries. Alternative indicators should be analysed as well as the implications data gaps for the handover of programmes.

Evaluation question 1: How relevant and useful is WFP's conceptual and normative framework for programme transition and handover?

The evaluation will be able to review a comprehensive set of documentation, including:

- WFP's corporate policies and strategies(See Annex 1: Related policies
- WFP's Programme Guidance Manual, including the Country Strategic Plan manual and template, and thematic programme guidance manual.
- Country Strategic Plan documents of selected country offices, which include transition and handover statements for specific programmes.
- CSP evaluations and decentralized evaluations. A systematic analysis would allow to identify lessons from handover experiences. Ongoing evaluation such as the evaluation of **WFP Support to Social Protection** can provide additional analytical elements to the evaluation.

During the inception phase, additional country level documentation such as country strategies for transition and handover of programmes will be collected for document review.

Evaluation question 2: What results has WFP achieved in terms of transition and handover?

The assessment of achievement of results can rely on different quantitative and qualitative data, including the recollection of successful handover experiences:

- Analysis of the evolution of financial and staffing can allow to assess the capacity levels of WFP Country Offices to support the development and implementation of transition and handover strategies. Assessed alongside national budget allocations, data can show level of national ownership of programmes. Specific datasets that can be made available include:
    - Funding data by Country Strategic Programme/Country over time
    - Resources allocated by programme area over time, by country/CSP
    - Contributions received by host governments over time
    - Staff numbers by country and function over time
- Analysis of relevant corporate indicators and High-Level Targets (HLT) including:

  HLT 4 Number of countries with strengthened programmes and systems with WFP support
    - HLT 4.1 Number of countries better prepared for and able to respond to emergencies through national systems
    - HLT 4.2 Number of countries whose national social protection systems better contribute to people's food security, healthy diets, ability meet essential needs and/or manage risks with WFP support
    - HLT 4.3 Number of countries where WFP contributes to making food systems more resilient
    - HLT 4.4 Number of countries that have committed and/or increased their commitments to School Feeding Programmes in their national policies and budgets

  HLT 5 Number of countries benefiting from WFP 'mandated' and/or 'on demand' services and solutions
    - HLT 5.2 Number of countries in which governments or partners request and benefit from WFP on demand solutions and services

  HLT can provide partial information on the achievement of outcomes related to handover of programmes. Challenges relate to the introduction of HLT during the current strategic plan, therefore data could be incomplete. Measurements may be useful as indicative points to further search for more significative evidence
- Analysis of beneficiary by programme area over time and by type (Tier 1, 3),[24] which can give and overview of the weight of programmes to be handed over. Challenges relate to Tier 3 beneficiaries not being systematically recorded by country offices
- Case studies of handover experiences of WFP programmes in countries including Armenia, Lebanon, Syria, Afghanistan and Myanmar. Challenges relate to evidence of such cases being scattered and not systematically available.

To assess the sustainability of results it will be necessary to engage with national quantitative and qualitative data of sample countries. Quantitative indicators include:

- Worldwide governance indicators (WGI) can help understand governments' capacity to effectively formulate and implement policies. The WGI report on six broad dimensions of governance for over 200 countries and territories over the period 1996-2023, these translate into composite indicators representing:
    - Control of Corruption
    - Government Effectiveness
    - Political Stability and Absence of Violence/Terrorism

[24] According to the WFP Guidance note on estimating Tier 2 and Tier 3 Beneficiaries, "Tier 1 direct beneficiaries are identifiable and recorded individuals who receive direct transfers from WFP or from a CP, to improve their food security and nutrition status. Transfers include in-kind food, cashbased transfers and commodity vouchers and/or individual capacity strengthening.". On the other hand, "Tier 3 covers the wider population impacted that could indirectly benefit from technical assistance, advocacy and support provided by WFP to enhance and improve national policies, systems and programmes. When reaching Tier 3 beneficiaries, the main entry point is WFPs work with national government systems and policies"

    - Rule of Law
    - Regulatory Quality
    - Voice and Accountability
- To track governments' resource mobilization for the sustainability of programmes indicators showing the domestic revenue allocated to spending categories (e.g. education, health, social protection) as a percentage of Gross Domestic Product (GDP) should be analysed, as well as the levels of public expenditure on relevant spending categories over time. Complimentary to these, assessment of expenditure on specified sectors by source of funding (public, private, international) as a percentage of GDP.[25]
- Longitudinal analysis of coverage of programmes handed over, e.g. coverage of school feeding programme and of social protection schemes over time.
- Analysis of achievement of targets related to programmes; e.g. nutrition targets of the school feeding programmes;[26] private health expenditure of households, etc.

Qualitative data can include the analysis of availability of guiding regulation, complimented with KII data on the main success and enabling factors for the transition and handover of programmes, from the perspective of governments.

[25] Examples of indicators for the education sector can be consusted here
[26] 2021. Global FoodBanking Network. Developing a school feeding program

Annex 5: Sample Transition/Handover Strategies from CSPs

Country	CSP Timeframe	ACL[27]	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Crisis Response	Resilience Building %	Root Causes %	Examples/excerpts of transition/handover strategies for programme activities from CSPs
Benin			x				x		x	x		x	12%	12%	62%	-Technical knowledge, skills and systems to national counterparts at central and local levels for emergency preparedness -Supply chain management and innovation capacity to source, support and scale up high-potential solutions that will not only allow the handover of a sustainable school feeding model to the Government but also contribute to the economic empowerment of key actors along the value chain -Co-designing national systems, strengthening the operational capacity of relevant institutions and supporting the enabling environment for a gradual transition to full ownership and management of the national school feeding programme by the Government
Bolivia	2023-2027	x				x				x	x	x	26%	46%	6%	-Support national policy and strategic planning through the introduction of a more coherent, inclusive and systematic approach to emergency preparedness and response while collaborating with municipalities at the technical and programmatic levels. This will improve coordination, targeting and implementation and support national capacity to perform gender-responsive monitoring and results analysis. -Work with national counterparts, transferring knowledge and tools. Local capacities will be strengthened and retained through the use of new tools and decision making based on evidence generated in a highly collaborative way. This will facilitate a smooth handover at the appropriate time, which will be determined jointly between WFP and its counterparts.
Cambodia	2024-2028		x				x			x	x	x	1%	21%	62%	Advocacy and technical assistance to update, operationalize and integrate the national school feeding policy into sectoral policies and strategies; improve the design of the national programme; promote food safety, food quality, cost-efficient supply chains and nutrition-sensitivity, including via the use of fortified rice in the national HGSF programme; develop sustainable financing strategies; ensure functional inter-ministerial coordination structures at the national and subnational levels; ensure effective monitoring of the national HGSF programme; and facilitate regional and cross-country learning via a peer-to-peer community of practice. -empowering institutions and decision makers with relevant, timely, powerful messages and information that they can apply to implementing government policies and achieving goals. A transition process will be co-designed with national partners
Ecuador	2023-2027		x			x					x	x	53%	16%	19%	-WFP may coordinate a gradual and orderly transfer of interventions to the relevant national institutions – with a planned decrease in the financial contributions that it

[27] CPA Service provision and platform activities; CSIInstitutional capacity strengthening activities; URT Unconditional resource transfers; SPS Social protection sector support ;SMS Smallholder agricultural market support programmes; SMP School based programmes; NTA Malnutrition treatment programme NPA Malnutrition prevention programme; HIS Household and individual skill and livelihood creation; EPA Emergency preparedness and early action ACL Community and household asset creation; CAR Action to protect against climate shocks;

Country	CSP Timeframe	ACL[27]	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Crisis Response	Resilience Building %	Root Causes %	Examples/excerpts of transition/handover strategies for programme activities from CSPs
																makes to those interventions – once the differentiated and equitable treatment of beneficiaries, institutional leadership and the sustainability of programmes have been established in the national social protection system. -Capacity strengthening and awareness-raising activities that cover various interrelated issues, such as the promotion of gender equality and the negotiation and agreement process with communities and institutions in order to define an exit and handover strategy that guarantees the sustainability and maintenance of CSP results into the future. -WFP will offer to strengthen the logistics capacities of humanitarian partners and public entities with a view to finding solutions to the problems identified in supply chain assessments and evaluations with regard to planning, procurement, logistics, warehousing and inventory. A multisectoral action plan for emergency response will guide the transfer of capacities to national institutions and promote logistics coordination.
El Salvador	2022-2027	x	x	x	x	x			x			x	55%	29%	4%	The capacity-strengthening component provides for a gradual transition from WFP direct implementation to national ownership by 2027. After this, WFP will provide technical assistance based on the Government's specific requests. WFP relies on the current commitment of national institutions to adopt the proposed transition. At the community level, WFP's SBCC strategy will focus on creating an equitable and sustainable environment for social change and advancing on gender equality so that communities adopt and sustain new behaviours over time. WFP will contribute directly to national plans and programmes, providing direct assistance and coordinating with the Government to strengthen capacities. The country's current debt level will delay a full handover, but WFP will seek opportunities for partial handover to communities and relevant institutions such as the Ministry of Agriculture and Livestock WFP will strengthen capacity across the entire public policy cycle at the individual and institutional levels and support inter-institutional processes for promoting synergies and optimizing the use of resources. A gradual handover is foreseen as the Government increases its leadership, as well as a partial handover of the SBCC strategy once there is a thorough understanding of the benefits of the proposed changes
Eswatini	2020-2024								x	x		x	45%	44%	0%	The pace of the handover of programmes to the Government will determined by progress in capacity and systems strengthening efforts. Some 24,390 schoolchildren and 55,000 OVC will benefit from direct WFP transfers in schools during the transition period prior to the handover of the programme to the Government.
Ethiopia	2020-2025			x	x		x	x	x			x	85%	6%	1%	-Strengthen NDRMC Capacity through expanding long-term support for systems and capacity at federal, regional, and local levels. Help Government increase its share of HRP and improve efficiency of relief interventions. -Transition MAM Treatment to Ministry of Health-Support handover from NDRMC to Ministry by 2024.

Country	CSP Timeframe	ACL[27]	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Crisis Response	Resilience Building %	Root Causes %	Examples/excerpts of transition/handover strategies for programme activities from CSPs
																Provide training on new guidelines, expand storage infrastructure, and reinforce information systems. -Support implementation of the Refugee Proclamation and CRRF. -Build government capacity for phased handover of school feeding and HGSF. Ensure sustainability of resilience, nutrition, gender equality, and market-driven support for smallholder farmers. -Support Government to fully finance PSNP V by 2025. Build capacity for crop/livestock insurance design, marketing, and claims; conduct gender analysis. -Expand fresh food voucher initiative to improve dietary diversity and financial inclusion. Train women retailers and strengthen SUN focal points for nutrition prioritization. -Facilitate transition of operations to government entities with clear milestones and timelines. -Reduce UNHAS operations as commercial services emerge. Build government supply chain capacity through tools, systems, manuals, and secondment of WFP staff.
Ghana	2024-2028					x	x		x	x	x	x	32%	37%	16%	Maintain its contingency crisis response capacity while simultaneously strengthening the national emergency preparedness and response system and shock-responsive social protection mechanisms
Guinea-Bissau							x		x	x	x	x	4%	11%	73%	-equip and train national counterparts, particularly key ministries and implementation agencies, to anticipate and respond to shocks autonomously. -continue to work with the Government on strengthening existing governance systems and tools (the school feeding law, related budget allocations, etc.), allowing the Ministry of Education, which is already managing a school feeding programme in Biombo region, to progressively take over the implementation of the programme in the other regions. WFP will strengthen the capacities of teachers, communities and local authorities in order to facilitate the local ownership of school feeding activities and increase programme sustainability. -WFP will continue to assist the Ministry of Public Health in leveraging the existing governance framework -Ensure the national ownership of resilience activities at all levels by involving local communities throughout activity design and implementation and strengthening their capacity to manage and monitor resilience projects autonomously
India	2023-2027		x				x		x		x		0%	21%	58%	WFP has demonstrated a best practice of handover in the state of Kerala, where, after finishing the proof of concept for the fortification of nutritious supplementary foods, WFP successfully handed over the scale-up to the state government and ceased its work in the state in 2020. This same approach will be used for the CSP in states where the state governments have the capacity and allocated financial resources to scale up WFP pilot activities. During this Decade of Action WFP will move to other states that are lagging on their SDG 2 achievements.

Country	CSP Timeframe	ACL[27]	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Crisis Response	Resilience Building %	Root Causes %	Examples/excerpts of transition/handover strategies for programme activities from CSPs
																-The Adaptation Fund project will extend over the life of the CSP and will be handed over to state governments after five years. As with other CCS work, WFP will move to new states if funding permits
Kenya	2023–2027		x								x	x	75%	14%	2%	The gradual handover of the acute malnutrition programme to national and county governments is already under way -To ensure sustainability and scalability, interventions are based on co-financing models . . . Sustainable business models, such as farmers' service centres, will be expanded into various livelihood activities and value chains. - WFP will engage and equip technical assistance providers for the delivery of capacity strengthening interventions, provide WFP-facilitated training-of-trainers support on social protection for national educational institutions such as the Kenya School of Government, promote peer learning and facilitate South–South and triangular cooperation, strengthen the enabling environment for improved nutrition outcomes and accelerate the handover of malnutrition treatment activities to the Government. -The handover of supply chains to the Government is integral to the country office supply chain strategy. The transition will be gradual, adapted to government systems and responsive to local needs and preferences. WFP's role in supply chains will shift from "doing" to "helping" and from "driver" to "navigator" over the course of the CSP period and beyond.
Lesotho	2024-2029	x				x	x		x	x		x	30%	17%	37%	WFP will strengthen government capacity to independently implement early preparedness and response WFP will invest in capacity strengthening activities designed to assist the Government in addressing nutrition challenges, with the aim of facilitating a handover of nutrition interventions in the long term. The handover of meals for pre-primary schools is not foreseen under this CSP due to financial constraints faced by the Government. However, WFP will advocate the inclusion of pre-primary schools in the national school meals programme as part of the free primary education programme, which will ensure that more at-risk children are enrolled in pre-primary schools. WFP will work with the Government on a long-term milestone-based transition plan informed by lessons learned from the handover of the primary school meals programme. A handover strategy will be designed to facilitate knowledge management, setting out a sequence of activities that will enhance the gradual phase-out of WFP support, guided by the achievement of outcome indicators A handover strategy will be designed to facilitate knowledge management, setting out a sequence of activities that will enhance the gradual phase-out of WFP support, guided by the achievement of outcome indicators
Malawi	2024-2028	x				x	x		x		x	x	53%	17%	20%	WFP and the Government will work on increasing the domestic resources for national crisis response through new green climate funding mechanisms, anticipatory action and other risk transfer approaches. WFP aims to strengthen household, community, subnational and national capacity to absorb stressors and shocks by improving resilience, adaptation and crisis response

Country	CSP Timeframe	ACL[27]	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Crisis Response	Resilience Building %	Root Causes %	Examples/excerpts of transition/handover strategies for programme activities from CSPs
																mechanisms to diversify the support provided to households beyond social protection programmes An operational plan for school feeding with a clear road map and targets for a phased handover will be accompanied by advocacy work and based on the Government's financial commitment and the support of other donors, while acknowledging existing and projected budgetary constraints. WFP will also support the Government in developing alternative school feeding models, with strong community participation. WFP will continue to support capacity strengthening for nutrition and education actors with a view to increasing their knowledge and technical skills in nutrition and education service delivery, recognizing that a full handover is unrealistic during the CSP period.
Moldova	2024-2026 (ICSP)										x	x	41%	46%	0%	WFP will maintain readiness to scale up humanitarian assistance while assisting the Government in gradually assuming responsibility for and the protection of refugees and asylum seekers. As part of its efforts to facilitate a responsible exit, WFP will provide technical support for the Ministry of Labour and Social Protection to enhance the existing social food service system37 so that it can be used to deliver localized and community-led food assistance to refugees and vulnerable Moldovans, allowing for a phase-out of the use of the refugee accommodation centres to deliver food assistance WFP's transition strategy is to strengthen the institutional capacity of the Government to implement shock-responsive social protection, allowing the Government and partner United Nations entities to assume the implementation of social protection activities
Myanmar	2024-2025 (ICSP)	x					x	x	x			x	76%	16%	0%	To address institutional gaps WFP and social protection partners have developed an interim social protection strategy, which includes transfer top-ups to persons with disabilities and pregnant and breastfeeding women and girls. The strategy aims to facilitate the transition of activities to a national programme once conditions allow WFP ensures the sustainability and communal ownership of assets created through its programmes by using consultative and inclusive processes during project identification and design, considering environmental and social safeguards and mutually agreeing arrangements for operating and maintaining assets once they are finished.
Syria	2022-2025 (ICSP)	x		x	x		x	x	x			x	75%	17%	0%	WFP will adjust its GFA response to any changes in assessed needs and will phase this response out if and when it is no longer needed. Through advocacy and technical assistance, WFP will support the Ministry of Education in developing a national school feeding framework for addressing gender inequalities and tackling the issues that cause girls and boys to drop out of school, such as child labour and early marriage, leading to a gradual transition of the programme to the Government of the Syrian Arab Republic.
Tunisia	2022-2025				x					x			0%	32%	47%	Once local procurement is institutionalized and targeted organizations have acquired sufficient capacity and experience in supplying the NSMP in targeted areas, WFP will share the model and encourage other organizations to replicate it. The socioeconomic context will influence the duration of the required support but the country office plans to finalize this activity by the end of 2025.

Country	CSP Timeframe	ACL[27]	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Crisis Response	Resilience Building %	Root Causes %	Examples/excerpts of transition/handover strategies for programme activities from CSPs
Uganda	2026-2030	x		x	x	x		x	x	x		x	78%	5%	7%	Efforts will also focus on reinforcing the capacity of the Government and local partners as part of the gradual handover of responsibility for key programmes, ensuring sustainability within the limits of existing financial challenges

Annex 6: Proposed Country Selection

Criteria for country study selection:

As indicated in Section 4.3, up to 5 countries will be selected for country case studies drawing upon the following criteria.

<table>
<tr><th>Criteria</th><th>Variables</th></tr>
<tr><td>Country context</td><td>

Worldwide governance indicators[28]

Control of Corruption
Government Effectiveness
Political Stability and Absence of Violence/Terrorism
Rule of Law
Regulatory Quality
Voice and Accountability

Public expenditure in education, health, social assistance
Income group (Low, Lower middle; Upper middle)

</td></tr>
<tr><td>WFP programming</td><td>

WFP country risk profile index (High, Medium, Low)
Corporate alert system classification
High/Early warning/Early Action
Programme size

</td></tr>
<tr><td>Programmatic activity</td><td>
<table>
<tr><td>CPA</td><td>Service provision and platform activities</td><td>NTA</td><td>Malnutrition treatment programme</td></tr>
<tr><td>CSI</td><td>Institutional capacity strengthening activities</td><td>NPA</td><td>Malnutrition prevention programme</td></tr>
<tr><td>URT</td><td>Unconditional resource transfers</td><td>HIS</td><td>Household and individual skill and livelihood creation</td></tr>
<tr><td>SPS</td><td>Social protection sector support</td><td>EPA</td><td>Emergency preparedness and early action</td></tr>
<tr><td>SMS</td><td>Smallholder agricultural market support programmes</td><td>ACL</td><td>Community and household asset creation</td></tr>
<tr><td>SMP</td><td>School based programmes</td><td>CAR</td><td>Action to protect against climate shocks</td></tr>
<tr><td></td><td></td><td>NTA</td><td>Malnutrition treatment programme</td></tr>
</table>
</td></tr>
</table>

[28] World Bank: https://databank.worldbank.org/source/worldwide-governance-indicators/Series/RQ.PER.RNK.LOWER

Longlist for country selection:

	Programme type												% investment			CAS July 2025			World governance indicators 2023						Public expenditure		
Country	ACL	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Total	Crisis Response (%)	Resilience Building %	Root Causes %	Early Warning Alert Level	Emergency phase	Risk category	cc	ge	pv	rl	rq	va	Education (%GDP) (latest 2015-25)	Health (%GDP) (latest 2022-2024)	Income group
Benin		x				x		x	x		x	181,370,175.93	12%	12%	62%	0	None	low	-0.0495794	-0.2189841	-0.3465594	-0.5057096	-0.2958363	-0.2189869	3.2297432	0.5155009	Lower middle income
Bolivia	x				x				x	x	x	21,179,828.05	26%	46%	6%	High	Early Action and Emergency Response	Moderate	-0.8383010	-0.6394810	-0.3131836	-1.2193379	-1.1771187	-0.2651913	8.3158907	5.8870311	Lower middle income
Cambodia		x				x			x	x	x	63,378,500.49	1%	21%	62%	0	None	Low	-1.2992167	-0.3058742	0.0444938	-0.8191274	-0.6846184	-1.2924218	2.1809128	1.1724880	Lower middle income
Ecuador		x			x					x	x	165,304,721.03	53%	16%	19%	0	None	Moderate	-0.6473374	-0.4942449	-0.3381399	-0.9577907	-0.7182009	-0.0619113	3.8936501	4.5987287	Upper middle income
El Salvador	x	x	x	x	x			x			x	134,508,467.39	55%	29%	4%	0	None	Moderate	-0.5613150	-0.0504390	0.0023324	-0.3693573	-0.3079054	-0.4744366	3.1721900	6.1212802	Upper middle income
Eswatini								x	x		x	80,258,533.92	45%	44%	0%	0	None	low	-0.7349854	-0.8849583	-0.3575912	-0.5977460	-0.7174718	-1.1646381	6.0308291	3.2439327	Lower middle income
Ethiopia			x	x		x	x	x			x	6,474,269,521.22	85%	6%	1%	High	Corporate Attention	high	-0.4650616	-0.7686620	-1.9695677	-0.6702032	-1.0210794	-1.0606671	2.2978070	0.7207686	unclassified
Ghana					x	x		x	x	x	x	160,659,807.22	32%	37%	16	0	None	low	-0.0990211	-0.0926615	-0.0216207	-0.0996378	-0.1806522	-0.4103515	2.9096383	2.0508227	Lower middle income
Guinea-Bissau						x		x	x	x	x	136,343,008.43	4%	11%	73%	0	None	Moderate	-1.1783698	-1.4325842	-0.3276652	-1.4364368	-1.2498751	-0.4368782	2.0102701	1.0996367	Low income
India		x				x		x		x		36,214,856.90	0%	21%	58%	0	None	low	-0.3660147	-0.4751101	-0.6350769	-0.1883645	-0.1369695	-0.0944044	4.0986581	1.2928915	Lower middle income

	Programme type											Total	% investment			CAS July 2025		Risk category	World governance indicators 2023						Public expenditure		Income group
Country	ACL	CAR	CPA	CSI	EPA	NPA	NTA	SMP	SMS	SPS	URT	Total	Crisis Response (%)	Resilience Building %	Root Causes %	Early Warning Alert Level	Emergency phase	Risk category	cc	ge	pv	rl	rq	va	Education (%GDP) (latest 2015-25)	Health (%GDP) (latest 2022-2024)	Income group
Kenya		x								x	x	1,433,999,462.02	75%	14%	2%	0	Early Action and Emergency Response	moderate	-0.770913005	-0.303605199	-0.937771916	-0.326221645	-0.390806586	-0.124170683	4.0224235	2.0218253	Lower middle income
Lesotho	x				x	x		x	x		x	94,896,929.28	30%	17%	37%	0	None	Moderate	-0.509478509	-0.953606308	-0.305760801	-0.480017185	-0.590149462	-0.029938033	6.6225307	6.4088640	Lower middle income
Malawi	x				x	x		x		x	x	518,532,357.14	53%	17%	20%	0	None	Moderate	-0.602811515	-0.859506547	-0.235615641	-0.155495551	-0.772310615	-0.075614944	2.7488837	0.8776151	Low income
Moldova										x	x	60,060,560.79	41%	46%	0%	High	None	modarate	-0.280338466	-0.164951995	-0.683699608	-0.152658582	-0.105498053	-0.236791402	6.6254702	4.5151453	Upper middle income
Myanmar	x					x	x	x			x	672,970,043.33	76%	16%	0%	High	Corporate Attention	high	-1.216499329	-1.752802014	-2.125270128	-1.616940856	-1.436849356	-1.843598604	1.9997600	0.5752253	Lower middle income
Syria	x		x	x		x	x	x			x	4,873,838,657.33	75%	17%	0%	High	Corporate Attention	High	-1.750224711	-1.788162112	-2.750606775	-2.035180092	-1.810112953	-1.854182601	5.1301398	1.4058588	Low income
Tunisia				x					x			11,851,016.83	0%	32%	47%	0	None	low	-0.341899782	-0.300515085	-0.630951107	-0.138983119	-0.619132638	-0.212896988	6.7339886	3.9432156	Lower middle income
Uganda	x		x	x	x		x	x	x		x	2,003,367,170.38	78%	5%	7%	0	None	Moderate	-1.042574763	-0.549508572	-0.695506096	-0.474925846	-0.517365336	-0.695845246	2.5610503	0.9775340	Low income

Annex 7: Additional resources:

- CGIAR. 2021. Toward an Index to Assess Transitions from Emergency Response to Rebuilding Livelihoods
- GCER. 2017. Early Recovery Indicator Registry
- GCER. 2016. Guidance note on inter-cluster early recovery_
- GFSC. 2015. Early recovery interventions and best practices
- UNDP, UNHCR, GCER, Global Protection Cluster. 2016. Durable Solutions: Preliminary Operational Guide
- UNHCR, WFP. 2008. Joint Assessment Mission (JAM) Guidance
- UNDP. Guidance Note: National Post-Disaster Recovery Planning and Coordination
- WFP Yemen. 2025. Recovery and Climate Resilience Strategy for Food Systems and Livelihoods (2026-2028)
- WFP. 2025. Journey of Armenia's national school meals programme: A case study
- WFP. 2025. Journey of National School Feeding Programme Rwanda, a case study Rwanda
- WFP. 2025. The State of School Feeding Worldwide 2024
- WFP. 2024. WFP Asset Creation for Resilience Building in the Context of Climate Change. Challenges and opportunities to improve food security and nutrition outcomes: Pakistan Case Study
- WFP. 2023. Transition of School Meals Programmes: A case Study from Bolivia, Ecuador and El Salvador
- WFP. 2023. Navigating Humanitarian Scale-downs.
- WFP. 2023. Scaling down humanitarian assistance: guidance note. Desk review
- WFP. 2023. Scaling down operations. Key RAM considerations when prioritizing assistance
- WFP. 2023. Lost in Transition: Pathways and principles to move away from unconditional assistance. (*Internal presentation)*
- WFP. 2010, Revolution: From Food Aid to Food Assistance. Innovations in overcoming hunger
- WFP. Programme Guidance Manual: 4.3.5 Examples of Key Areas for Inter-Sector Coordination_ Early Recovery