

Evaluation of the Effects of the Global Assurance Project on WFP Humanitarian Capacity

Summary Terms of Reference

Strategic evaluations are forward looking and focus on thematic areas, corporate initiatives or other issues of relevance to inform WFP's strategic direction and management decisions from a global perspective.

Subject of the evaluation

The Global Assurance Project responded to the need for WFP to clarify the standards that all WFP operations must achieve to ensure that the right people receive the assistance they need, safely, in full, and without interference. At the same time, it was meant to offer a mechanism by which to reinforce the confidence of its donors and host governments, and the trust of the people it serves. The project consisted in the implementation of eight minimum Assurance Measures deemed necessary to achieve 4 Global Assurance Standards.

The working hypothesis¹ underpinning the logic of intervention can be synthesized as follows:

IF WFP invests in strengthening its systems, procedures and tools for producing and using information for: i) targeting, ii) identity management, iii) monitoring and CFM, and v) CP management.

THEN it will be in a better position to do the right thing at the right time and ensure that the people who need assistance receive it safely, in full and without interference, and the confidence of donors and of the people it serves will be reinforced.

At the Global HQ level, WFP initially allocated USD 59 million for assurance-related improvements from a combination of sources². This was later re-planned to USD 52.3 million and actual expenditures decreased to USD 40.6 million in 2024 due to reductions in anticipated WFP resourcing.³

Country-level implementation focused on, and was tailored towards, 31 higher-risk operations representing 87 percent of WFP's unconditional resource transfers in 2024. At the end of 2024, higher-risk country offices estimated a combined total cost of USD 127 million, of which nearly 80% or USD 100 million was funded.

Evaluation purpose

The purpose of this evaluation is to provide inputs to WFP Executive Board and senior management for strategic and operational decision making on assurance related matters.

Key stakeholders of this evaluation include Executive Board members, WFP Senior management and staff in Global HQ and Country Offices, partner UN agencies, host governments, cooperating partners and recipients of WFP assistance.

The final evaluation report is expected by February 2027 and will be presented for consideration at WFP Executive Board Annual Session in June 2027.

Evaluation scope and questions

The fundamental premise of this evaluation is that effective control and assurance mechanisms are necessary to ensure optimal use of resources for their intended purpose; and that the implementation of such mechanisms inevitably implies a transaction cost. At the same time, the evidence indicates that certain level of trust among the parties involved is essential for efficient and effective collaboration.⁴

Against this backdrop, in the context of WFP, the implementation of the GAP represented the transaction cost, both monetary and non-monetary, to be paid for ensuring that the right people receive the assistance they need, safely, in full and without interference and to ensure donors' trust in the Organization's ability to do so.

The evaluation scope therefore includes an assessment of the relation between the investments made for the implementation of the GAP and the benefits generated for WFP in terms of its humanitarian response capacity, for its donors and partners in terms of reinforced trust in WFP as a reliable, effective and efficient humanitarian organization and for the people it serves, in terms of confidence that WFP will assist and protect them in line with the humanitarian principles.

¹ Developed by OEV based on desk review

² [WFP Management Plan \(2024-2026\), Annex V](#). To be noted that the *costed workplan* does not reflect the total resources that WFP allocates to assurance, but rather the proportion of WFP's regular annual expenditure that was refocused on the components of the project

³ [Global Assurance Project Final Report - Overview, Achievements and Lessons Learnt Summary June 2025](#)

⁴ [Trust: Making and Braking Cooperative Relations](#) Oxford University Library.

Data collection and analysis will complement the ongoing Audit of the GAP and will build on the recently completed strategic evaluations of Targeting and Prioritization and of the Enterprise Risk Management Policy.

The key evaluation questions are listed below:

QUESTION 1:

Do the GAP requirements fit within a coherent framework of institutional incentives for enhancing relevance, efficiency and effectiveness?

QUESTION 2:

To what extent and how has the implementation of the GAP strengthened WFP ability to do the right thing at the right time, ensuring that the people who need assistance receive it safely, in full and without interference?

QUESTION 3:

To what extent and how has the implementation of the GAP reinforced donors' confidence in WFP as reliable, effective and efficient humanitarian organization?

QUESTION 4:

To what extent and how has the implementation of the assurance measures contributed to enhancing responsiveness to evolving needs and priorities as well as to the timeliness of WFP operations?

QUESTION 5:

Were the transaction costs of implementing the assurance measures, including staff time and levels of effort, commensurate to the benefits generated for WFP and the people it serves?

QUESTION 6:

What are the key external factors that influenced the performance and delivery of the GAP, and how well did WFP manage them?

Methodology and ethical considerations

The evaluation will adopt a theory-based, mixed methods approach to 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.

The evaluation team will have to ensure the quality of data (validity, consistency, and accuracy) throughout the data collection/analysis and reporting phases.

The methodology should be sensitive in terms of gender equality and women's empowerment (GEWE), equity, disability and inclusion, indicating how data collection

methods will ensure the inclusion of women and marginalized groups.

OEV will ensure that the methodology is compliant with UNEG guiding ethical principles for evaluation. 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.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with proven capacity to conduct complex global evaluations and solid understanding of the subject matter.

OEV EVALUATION MANAGEMENT: Sergio Lenci, Senior Evaluation Officer at WFP Office of Evaluation will manage this evaluation with the support of Lia Carboni 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 process and content. Second level quality assurance will be provided by the Deputy Director of Evaluation, Julia Betts.

An **INTERNAL REFERENCE GROUP** of a cross-section of relevant WFP stakeholders at different levels will be consulted throughout the process to review and provide feedback on evaluation products.

The **DIRECTOR OF EVALUATION**, Anne-Claire Luzot, will approve the final versions of all evaluation products.

Communication

The emphasis on learning will require ongoing communication with stakeholders throughout the evaluation. Preliminary findings will be shared with WFP stakeholders during a debriefing session at the end of the data collection phase.

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

A Summary Evaluation Report (SER) will be presented to the Executive Board, and findings will be actively disseminated. The final evaluation report will be publicly available WFP's website.

Timing and key milestones

Inception phase: April–June 2026

Data collection: July–November 2026

Reporting: December 2026–February 2027

Stakeholder workshop: January 2027

Executive Board presentation: June 2027

Full Terms of Reference are available at <https://www.wfp.org/publications/evaluation-effects-global-assurance-project-wfp-humanitarian-capacity>

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