

Corporate Emergency Evaluation of WFP's Response in the State of Palestine



Terms of reference

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I. Introduction

1. In accordance with the World Food Programme (WFP) [Office of Evaluation's \(OEV\) 2026 work plan](#), approved by the Executive Board in November 2025,¹ OEV is launching **an evaluation of WFP's emergency response in the State of Palestine**. This term of reference has been prepared by OEV based upon an initial document review and consultations with WFP key stakeholders. The purpose of these TORs is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
2. As per the [WFP Evaluation Policy](#)² all crises classified as “corporate scale-up phase” and “corporate attention phase”³ will be subject to evaluation through OEV corporate emergency evaluations or Country Strategic Plan evaluations or inter-agency humanitarian evaluations. OEV considers the most appropriate option would be a corporate emergency evaluation for Palestine.
3. As the first comprehensive evaluation of WFP corporate emergency response in Palestine, this exercise will generate important findings, conclusions, lessons and recommendations that will be of use to a variety of stakeholders.
4. The evaluation is scheduled to take place from April 2026 (inception phase) to January 2027 (stakeholder workshop); with final evaluation report completed by March 2027. The summary evaluation report together with its Management Response will be presented at the **WFP Executive Board June 2027 session**.
5. The sources used to inform these terms of references are displayed in Annex 8: Bibliography

II. Background and context

2.1 General overview

6. Over time, the State of Palestine has suffered from sustained restrictions on trade, movement, access to resources and escalating conflict which have led to economic stagnation, rising unemployment, and a protracted fiscal crisis. The already fragile situation was further affected following the tragic events of October 7th, 2023, in Israel by Palestinian non-state armed groups.⁴ In response, Israel launched a large-scale military operation in the Gaza Strip which resulted in unprecedented levels of civilian casualties and near complete destruction of infrastructures and facilities. Although a ceasefire agreement was announced in October 2025, the situation remains fragile with

¹ WFP/EB.2/2025/5-A/1/Rev.2, Evaluation function workplan 2026, November 2025.

² WFP/EB.1/2022/4-C, WFP evaluation policy (2022).

³ Executive Director's Circular, [WFP emergency activation protocol](#), OED 2023/003. The Protocol describes “Corporate Scale-Up” and a “Corporate Attention” phase. [Revised WFP emergency activation protocol](#). OED, 14 January 2026. The ED Circular serves as the main reference for corporate actions and decision-making throughout all emergency phases.

⁴ OCHA. Flash Appeal October – December 2023.

reported incidents and violations.⁵ The conflict had major impacts on infrastructures, critical sectors and the overall socio-economic situation, especially in the **Gaza Strip**.

The overall GDP contracted by 26.6 percent in 2024⁶ compared to the 2023 levels (- 4.6 percent)⁷. This decline accounted for 83 percent in the **Gaza Strip** and 17 percent in the **West Bank**⁸. Additionally, the inflation rate surged to 53.7% in 2024 leading to a significant increase of consumer prices, including food items.⁹ In the **Gaza Strip**, the GDP contracted by 83 percent, while in the West Bank by 17%

7. The intensity and frequency of military operations have increased in the **West Bank** as well¹⁰ - nearly 7500 raids across towns and villages have taken place in 2025, a 37% increase compared to 2024.¹¹

2.2 Humanitarian Context

8. Following the onset of the conflict, the UN Secretary General activated the United Nations System-Wide Crisis Management Structure on 11 October 2023. Three days later WFP activated a [Corporate Scale Up Emergency Response in the State of Palestine](#), for an initial duration of six months. The latter was then extended until 31 December 2025¹². In addition, there have been several Security Council Resolutions on the situation. [Resolution 2712](#), issued in November 2023, called for the establishment of humanitarian corridors in the Gaza Strip, protection of civilians and unhindered humanitarian access. [Resolution 2720 from December 2023](#) demanded immediate **large scale and humanitarian assistance to the Gaza Strip**. In this resolution, the Council also requested the appointment of a senior humanitarian and reconstruction coordinator for the Gaza Strip and the establishment of a United Nations mechanism for accelerating the provision of humanitarian relief.

9. Following the announcement of a ceasefire agreement in October 2025, the United Nations Emergency Relief Coordinator outlined a 60-day plan to deliver vital aid to the people in the Gaza Strip, aiming to reach 2.1 people with food assistance and 500,000 with nutrition support¹³

10. In November 2025, the [resolution 2803](#) endorsed a mandated transitional administration and the presence of an International Stabilization Force in the Gaza Strip, with the aim to coordinate funding and the redevelopment of the Gaza Strip.

11. In the **Gaza Strip**, the conflict had devastating effects on people and livelihoods. Repeated evacuation orders and military operations caused mass displacement for nearly the entire population often under unsafe conditions.¹⁴ Market disruptions,

⁵ OHCHR. [Press Release](#). November 2025.

⁶ World Bank. World Development Indicators 2024. Accessed on November 2025.

⁷ Ibidem.

⁸ World Bank. *Impacts of the conflict in the Middle East of the Palestinian Economy*. April 2025.

⁹ Ibidem.

¹⁰ OCHA. Flash Appeal 2025.

¹¹ OCHA. Humanitarian Situation Update #328. October 2025.

¹² WFP. OED2023/003. Corporate Scale-Up Activation Decision Memorandum for the WFP Emergency Response in the State of Palestine Crisis. 14 October 2023.

¹³ OCHA. Humanitarian Situation Update #331. Gaza Strip. October 2025.

¹⁴ IOM. September 2025

significant damages to agriculture infrastructures and restrictions to the entry of essential items have led to the collapse of food systems. This caused a drastic reduction in food accessibility for most of the population, further exacerbated by significant humanitarian access constraints.

12. Additionally, critical services such as water, healthcare and education have been significantly impacted.¹⁵ Most of water, sanitation and hygiene facilities have been compromised since October 2023¹⁶ and hospitals have been damaged or destroyed, disrupting the delivery of essential health services.¹⁷ The latter was also challenged by widespread shortages of basic medical supplies. Finally, access to education has been very limited for the past two years and as most of the schools have been damaged or destroyed.¹⁸

13. Throughout December 2025, severe weather conditions, including persistent rainfall and cold temperatures, have significantly affected multiple internally displaced persons (IDP) sites across the **Gaza Strip**, resulting in partially or fully flooded camps.¹⁹

14. While the **West Bank** has not faced the same scale of destruction, violence, instability, and spillover effects have had a significant impact on the population.²⁰ Since October 2023, the West Bank witnessed increased military activity, restrictions on movement between cities, disruption to local businesses and displacements. The latter have been mostly due to demolitions or lack of building permits²¹. Additionally, recurring military operations and airstrikes have led to major damages and disruptions in service delivery across many critical sectors including health, especially in densely populated areas and refugee camps in Jenin, Tulkarem, and Tubas.²²

¹⁵ OCHA. Flash Appeal. 2025.

¹⁶ OCHA. Flash Appeal 2026. December 2025.

¹⁷ WHO. Health Cluster. Public Health Situation Analysis. September 2025.

¹⁸ UNICEF. September 2025.

¹⁹ WFP. External Situation Report. December 2025

²⁰ The World Bank Group, The European Union and the United Nations. *Gaza and the West Bank Interim Rapid Damage and Needs Assessment*. February 2025.

²¹ OCHA. Flash Appeal 2026. December 2025.

²² Ibidem.

2.3 Food and nutrition security

15. In 2025, 2.9 million people were in need of food assistance - 2.2 million in Gaza and 700,000 in the West Bank.²³ In the **Gaza Strip**, throughout the year the situation worsened significantly due to escalating violence and significant humanitarian access constraints. This culminated in the [confirmation of famine²⁴ in the Gaza Strip in August 2025](#), by the Integrated Food Security Phase Classification (IPC) analysis.²⁵ According to the IPC findings, the population was facing an extreme lack of food and starvation:

- 26% of the population (more than 514,000 people) were classified in Catastrophe (IPC AFI Phase 5),
- 54% of the population (469,000 people) faced emergency (IPC AFI Phase 4) levels of food insecurity.

16. The latest [IPC analysis published in December 2025](#) indicates that the food security situation in the Gaza Strip has slightly improved, mainly due to the increased humanitarian and commercial deliveries following the reduction in hostilities.²⁶ Nevertheless, the situation remains critical with the entire Gaza Strip now classified in Emergency (IPC Phase 4) through mid-April 2026. In each governorate, 5% of the population remains in IPC Phase 5. While the nutrition situation has also improved since August 2025, acute malnutrition remains critical in the Gaza Governorate and serious in the Deir-al Balah and Khan Younis Governorates. Current IPC projections estimates that through mid-October 2026 nearly 101,000 children under five are expected to suffer from acute malnutrition and require treatment with more than 31,000 severe cases.²⁷

17. With reference to the **West Bank**, a [recent assessment conducted by the Food Security Sector](#) identified a deterioration in all food security indicators in 2025 compared to pre-conflict level.²⁸ The main deterioration was observed in the following indicators: Limited Coping Strategies Indicator (LCSI), Economic Capacity to Meet Essential Needs Indicator (ECMEN), and the Food Expenditure Share (FES) indicator. The decline was mainly driven by income loss resulting from high unemployment rates and weakened economic conditions.²⁹

²³ OCHA. Occupied Palestinian Territory Flash Appeal for 2025. p.24

²⁴ Classifying famine means that the most extreme category is triggered when three critical thresholds – extreme food deprivation, acute malnutrition and starvation-related deaths – have been breached.

²⁵ Food Security Phase Classification (IPC). September 2025. IPC is a 21-partner initiative of UN agencies and international NGOs that enhances food security and nutrition analysis for better decision-making. Using IPC's classification, governments, UN agencies, NGOs, and civil society collaborate to assess the severity and scale of acute and chronic food insecurity and malnutrition, based on internationally standards.

²⁶ Integrated Food Security Classification. *Special Brief. - Gaza Strip*. December 2025.

²⁷ IPC. December 2025

²⁸ Food Security Sector. Food Insecurity in the West Bank. October 2025.

²⁹ Ibidem.

19. Although the recently announced ceasefire agreement is allowing humanitarian organizations to gradually resume operations, restrictions to the delivery of aid have only been partially lifted.³⁵ More specifically, over half of the Gaza Strip remains under military control, with persisting daily demolitions and severe restrictions to humanitarian assets, critical services and infrastructures.³⁶

2.5 Gender and vulnerable groups

20. Recent assessments have shown that vulnerable groups such as women, girls, children and people with disabilities have been disproportionately affected by the crisis.³⁷ Repeated displacement, violence, and lack of essential services heightened security risks, increasing **gender-based violence** and eroding coping mechanisms.³⁸ Accessing assistance is more difficult for women due to safety concerns, limited mobility, caregiving responsibilities and access to civil documentation.³⁹

21. People with disabilities faced severe difficulties during displacements and often incurred the risk of being separated from their caregivers. Additionally, recent assessments report that 83 percent of people with disabilities have lost their assistive devices and are unable to move safely.⁴⁰

2.6 International humanitarian assistance

22. After the onset of the conflict the United Nations and Humanitarian Partners launched an ad-hoc Flash Appeal on 12 October 2023, which superseded the 2023 Humanitarian Response Plan for the State of Palestine and was expected to cover until December 2023. The 2023 Flash Appeal was based on the inter-agency contingency plans for the Gaza Strip and the West Bank and the 2023 Humanitarian needs overview. It called for approximately 294 million dollars to reach 1.3 million targeted people. Given the highly changing situation, the plan was initially extended until March 2024 and then followed by the 2024 Flash Appeal. The latter identified 3.3 million people in need and 3.1 million targeted. Among those, 2.6 million people were identified in need of food security across the Gaza Strip (84%) and the West Bank (16%)⁴¹. The Flash Appeal for 2025 identified 3.3 million people in need and targeted 3 million people. Compared to 2024, funding requirements surged to 4 billion and the number of people targeted for food security reached 2.9 million (76% in the Gaza Strip and 24% in the West Bank).

³⁵ OCHA. Gaza Humanitarian Response. Situation Report No. 16. November 2025

³⁶ OCHA. Flash Appeal for 2026. December 2025.

³⁷ UN Women. 2024 and FAO 2024.

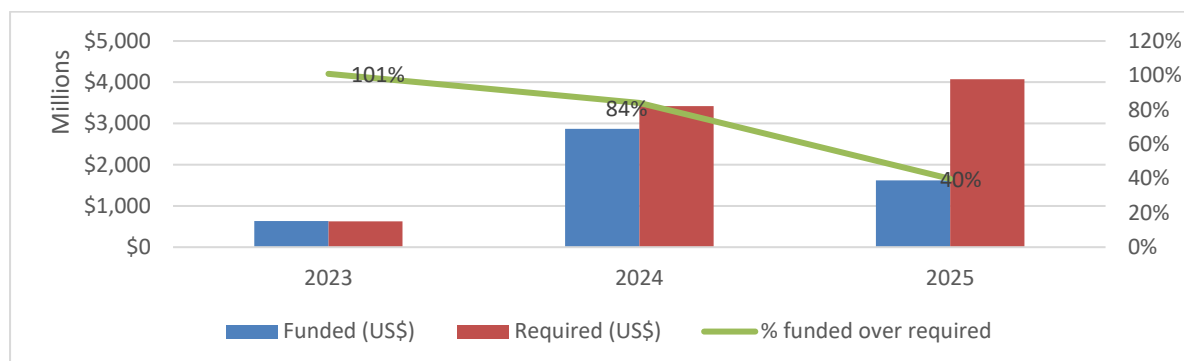
³⁸ Protection Cluster. Gender Based Violence Area of Responsibility Situation Report. June 2025

³⁹ OCHA. Flash Appeal for 2026. December 2025.

⁴⁰ Protection Cluster. Protection Analysis Update. July 2025.

⁴¹ OCHA. Occupied Palestinian Territory Flash Appeal. 2024.

Figure 2: Palestine funding against response plans and appeals (2023 - 2025)



Source: OCHA. Financial Tracking service Service. Data as of 28.11.2025. Data for 2023 refer to the October-December Flash Appeal only.

23. On 8 December 2025, the United Nations and Partners launched a Flash Appeal for 2026, calling for \$4.06 billion to address the humanitarian needs of 2.97 million targeted out of 3.62 million people identified as in need of receiving humanitarian assistance. Compared to 2025, the people in need for food security amounts to 2.5 million (84% in the Gaza Strip and 16% in the West Bank).⁴² Overall, the collective emergency response prioritizes the following areas: health, nutrition and food security, protection, WASH, shelter and education.⁴³

24. Annex 2: Areas prioritized by humanitarian response provides an overview of the active humanitarian clusters, the people in need for each area and the level of funding against requirements.

III. Subject of the evaluation

25. This evaluation covers WFP's emergency operations in the State of Palestine, following the Corporate Scale Up Activation in October 2023 (see section 4 on scope).

26. As background note, WFP has been present in the State of Palestine since 1991. The first country strategy covered 2014–2016,⁴⁴ followed by emergency, protracted relief and recovery, and special operations during 2014–2018. A Country Strategic Plan (CSP) for 2018–2022 was approved in 2017.⁴⁵ The current CSP, approved in February 2023, spans March 2023–February 2028⁴⁶ with an original budget of **533,653,104 USD** it initially aimed to reach 440,500 beneficiaries.⁴⁷

27. Following the events of October 7th, 2023, and the subsequent military escalation in the Gaza Strip, **WFP activated a Corporate Scale Up Emergency**

⁴² OCHA. Flash Appeal 2026.

⁴³ OCHA. Occupied Palestinian Territory Flash Appeal 2025.

⁴⁴ WFP. 2013. WFP Strategy in the State of Palestine, 2014-2016.

⁴⁵ WFP. [State of Palestine WFP Country Strategic Plan 2018-2022](#), 2017

⁴⁶ Before the October 7th events

⁴⁷ [WFP. Country Strategic Plan for Palestine 2023 – 2028](#). February 2023.

Response in the State of Palestine⁴⁸ under a “no regrets” approach⁴⁹ to respond to the immediate needs of the deteriorating humanitarian situation. Since the activation of the Corporate Scale Up Phase, the CSP - which provides the main vehicle for the emergency response - has been revised 3 times increasing the budget to \$2,918,689,389 (+447%) and **expanding crisis response activities under strategic outcomes (SO) 1 and 4**.⁵⁰ A fifth budget revision is currently being drafted by the country office.

28. The changes introduced since May 2024, highlight the **increased focus of the CSP on crisis response especially on unconditional food assistance and support to humanitarian and development partners (SO 1 and SO 4)**. The most significant changes have been:

- the increase in beneficiaries receiving general food assistance in May 2024 (Budget revision 2),
- the activation of the Logistics Cluster and
- the Emergency and Telecommunication (ETC) cluster under strategic outcome 4 (Budget revision 2) as well as
- the activation and subsequent deactivation of UNHAS flights in December 2024 along with a slight increase in the number of beneficiaries targeted in the West Bank (budget revision 4).

29. Table 1 below presents an **overview of the key changes introduced**.⁵¹

Table 1: Palestine CSP 2023 – 2028 overview of strategic outcomes and activities and related budget revision since the activation of the corporate scale-up phase

Original CSP Design	Key changes introduced through budget revisions 1 -4		Current CSP Design (BR 4)	Emergency Response Focus
Strategic Outcomes and Activities	Budget Revisions	Key changes	Strategic Outcomes and Activities	
Crisis response - Meeting food and nutrition needs				
SO 1: Vulnerable and Food Insecure People in Palestine have improved ability to meet their food and nutrition needs throughout the year				
01: Provide unconditional food assistance and social and behaviour change communication to vulnerable and food-insecure people Modality: Food, CBT, CS	Budget Revision 2 May 2024	Increasing beneficiaries receiving general food assistance (+127%) Further revisions to the food basket	01: Provide unconditional food assistance and social and behaviour change communication to vulnerable and food-insecure people Modality: Food, Cash Based Transfers (CBT), Capacity Strengthening (CS)	Yes
	Budget Revision 4 December 2024	Introducing activity 8 focused on early recovery interventions	08: Provide support to crisis-affected people, including through direct transfers, to contribute to the restoration of local food systems and improve food security. Modality: CBT	Yes
	Budget Revision 4 December 2024	Introducing activity 9 on emergency school feeding	09: Provide food assistance to crisis-affected school-aged children. Modality: CBT, Food	Yes

⁴⁸ WFP. OED2023/003. Corporate Scale-Up Activation Decision Memorandum for the WFP Emergency Response in the State of Palestine Crisis. 14 October 2023

⁴⁹ In a “no regrets” approach, cost-efficient measures are taken to mitigate an expected threat before the threat occurs. The rationale for doing so is that even if the actual threat is less severe than expected, the measures will have yielded other valuable benefits. WFP. Emergency Preparedness and Response Policy.

⁵⁰ [WFP. Budget Revision 04.](#)

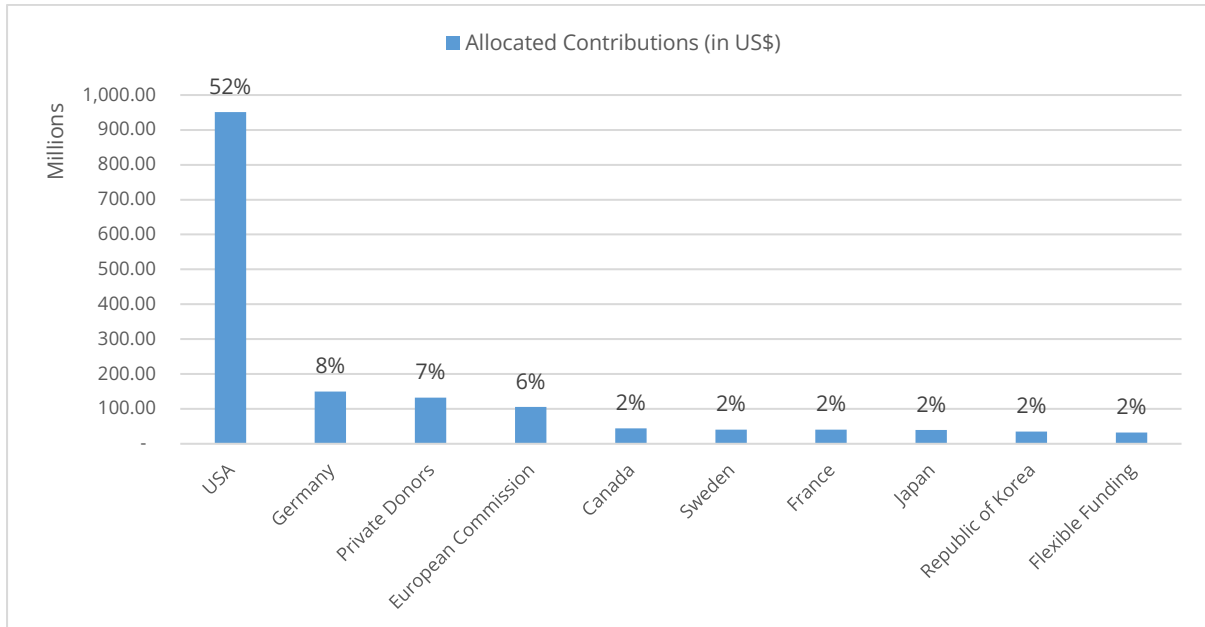
⁵¹ The BRs displayed in the table are those issued after the activation of the corporate scale up phase, to highlighted how WFP adjusted its programming to the shifting needs on the ground, following the deterioration in the humanitarian situation after October 2023. Hence BR 1 from June 2023 is not presented.

Resilience building - Building livelihood opportunities and resilience to shocks				
SO2: Vulnerable people in Palestine, including youth, women and persons with disabilities, have improved access to livelihood opportunities and resilience to shocks by 2028				
02: Provide livelihood support (including skills training, asset creation and income generating opportunities) to vulnerable people, with a focus on women, youth and persons with disabilities Modality: CS	No change	No change	02: Provide livelihood support (including skills training, asset creation and income generating opportunities) to vulnerable people, with a focus on women, youth and persons with disabilities Modality: CS	No
Resilience building - Strengthening national systems				
SO3: National institutions in Palestine have enhanced capacities to enable more sustainable, inclusive and integrated national systems and services, including social protection, by 2028				
03: Provide technical expertise, capacity strengthening and support to national institutions to facilitate the implementation of national strategies and plans Modality: CS	No change	No change	03: Provide technical expertise, capacity strengthening and support to national institutions to facilitate the implementation of national strategies and plans Modality: CS	No
Crisis response - Supporting Humanitarian and development actors				
SO4: Humanitarian and development actors in Palestine have access to efficient and effective services and support throughout the year				
04: Provide cash-based transfer platform services to humanitarian and development partners to enable them to meet the needs of targeted populations Modality: SD	Budget Revision 4 December 2024	Increase the budget for cash transfers to enable humanitarian and development partners to avail of the WFP platform to provide cash transfers to crisis-affected people	04: Provide cash-based transfer platform services to humanitarian and development partners to enable them to meet the needs of targeted populations Modality: Service Delivery (SD)	Yes
05: Provide inter-agency services and technical expertise to regional and national institutions and humanitarian actors Modality: SD	Budget Revision 2 May 2024	Activation of the logistics cluster to coordinate and facilitate delivery of aid for humanitarian aid	05: Provide inter-agency services and technical expertise to regional and national institutions and humanitarian actors Modality: SD	Yes
	Budget Revision 3 July 2024	Increasing the capacity dedicated to the Logistics Cluster		
	Budget Revision 2 May 2024	Introducing activity 6 with the aim to establish an UNHAS flight route between Cairo and El-Arish to facilitate humanitarian access	06: Provide United Nations Humanitarian Air Services to the humanitarian and development community Modality: SD	Yes
	Budget Revision 4 December 2024	De-activating UNHAS		Yes
	Budget Revision 2 May 2024	Introducing activity 7 with the aim to activate the ETC cluster	07: Provide mandated Emergency Telecommunications Cluster services to the humanitarian and development community. Modality: SD	Yes

30. The major supply chain and logistics dimensions of the response, under SO4, as well as WFP engagement on humanitarian access, are expected to feature as a major dimension of the evaluation, which is expected to look beyond corporate outcomes and outputs to reflect the response in its entirety (see section on scope). The full Line of Sight to the CSP as per the last Budget Revision is presented in Annex 5: CSP State of Palestine Line of Sight as of Budget Revision 4.

31. As of **December 2025, the CSP is funded at 63%**.⁵² The main funding sources for the CSP have been the United States of America (52%), followed by Germany (8%) Private Donors (7%), the European Commission (6%) and Canada (2%).⁵³ Figure 3 below displays the top 10 donors.

Figure 3: Top 10 Donors to the CSP (2023-2028)



Source: FACTory. Resource Situation report. Data extracted on 31/12/2025.

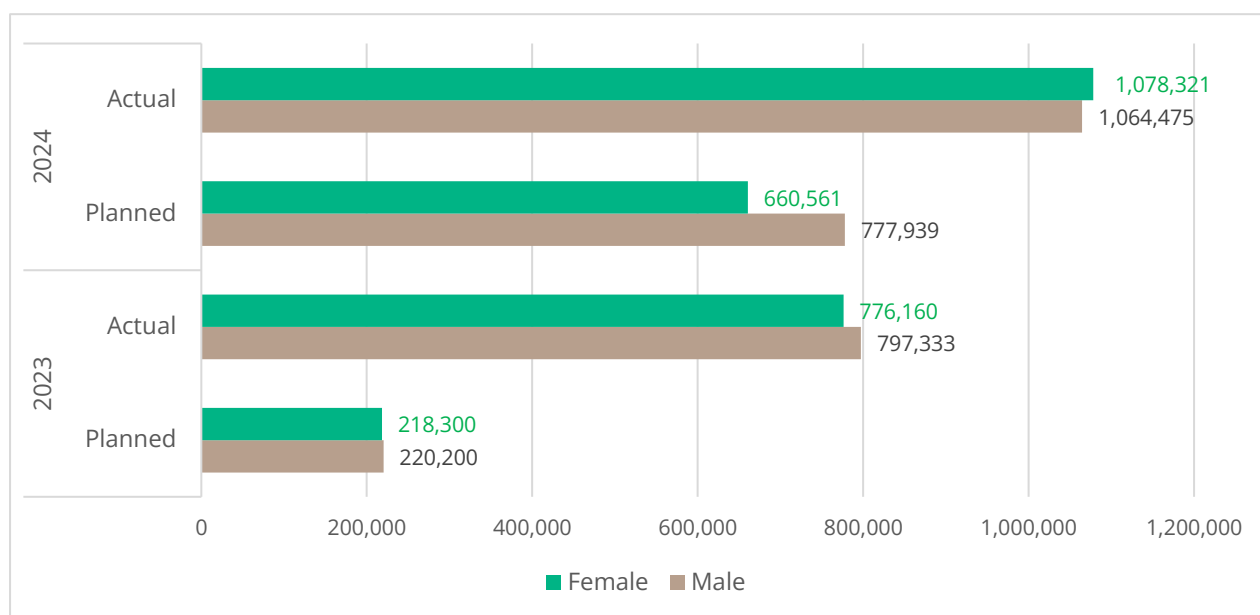
32. The greatest bulk of resources is allocated to crisis response activities under Strategic Outcome 1 (89%), and Strategic Outcome 4 (10,5%), while the resilience building portfolio under strategic outcome 2 and 3 declined from 4% in the original country portfolio needs to 0,6% under budget revision 4.

33. As shown in Figure 4 below, overall WFP reached 1,573,493 beneficiaries in 2023, and 2,142,796 beneficiaries in 2024.

⁵² FACTory. Resource Situation Report. Data as 31.12.2025

⁵³ FACTory. Resource Situation Report. Data as 31.12.2025. Percentages refer to the total funding received.

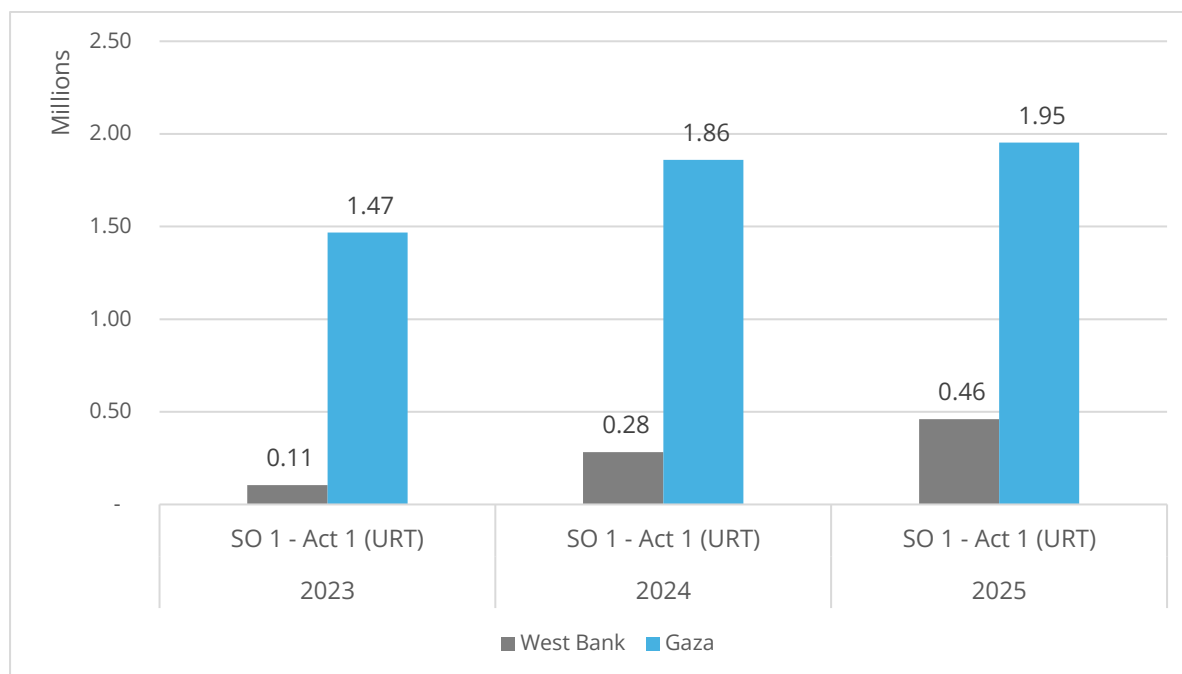
Figure 4: CSP Palestine 2023-2028 planned and actual beneficiaries by gender



Source: Annual Country Reports 2023 – 2024

34. Figure 4 presents the beneficiaries reached through the emergency response in the Gaza Strip (SO 1). It provides an overview of those assisted via unconditional resource transfers (URT) under SO1, with a breakdown by the West Bank and the Gaza Strip.”

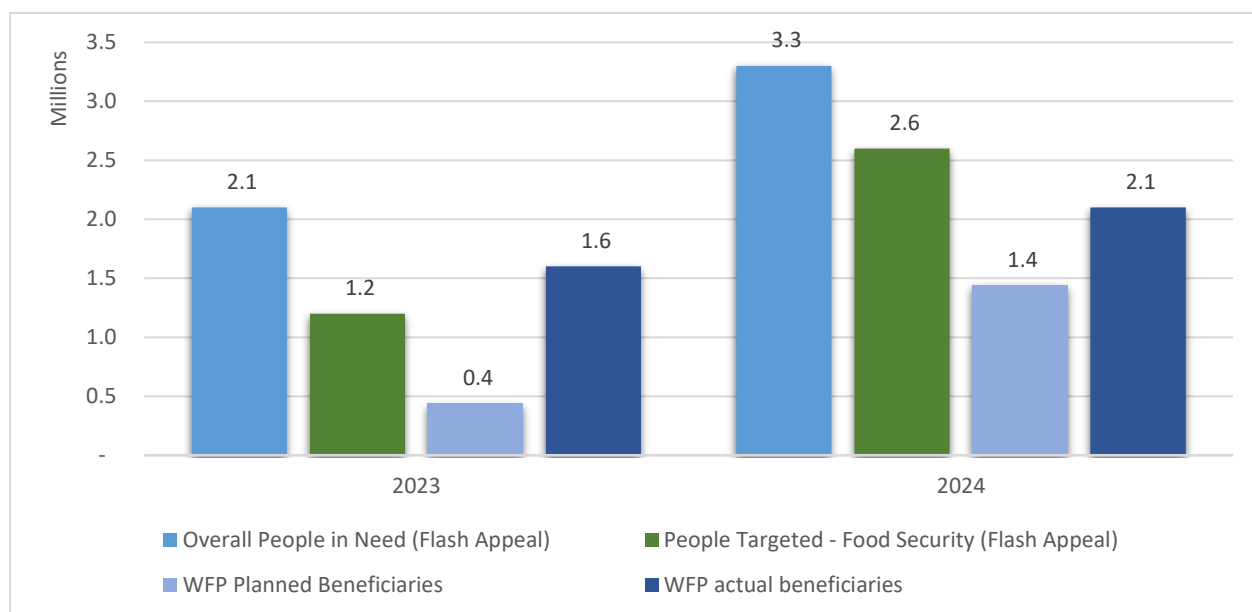
Figure 4: Breakdown of beneficiaries by location (Gaza Strip and the West Bank)



Source: Extraction from State of Palestine CO data. Data for 2025 are provisional.

35. Put into perspective against the Flash Appeals, in 2023 WFP beneficiaries surpassed the population targeted by the Humanitarian Country Team (1.3 million), while in 2024 WFP was able to reach 68% of the people targeted under the 2024 flash appeal (see Figure 5).

Figure 5: Overview of CSP Planned and Actual Beneficiaries against the Flash Appeal

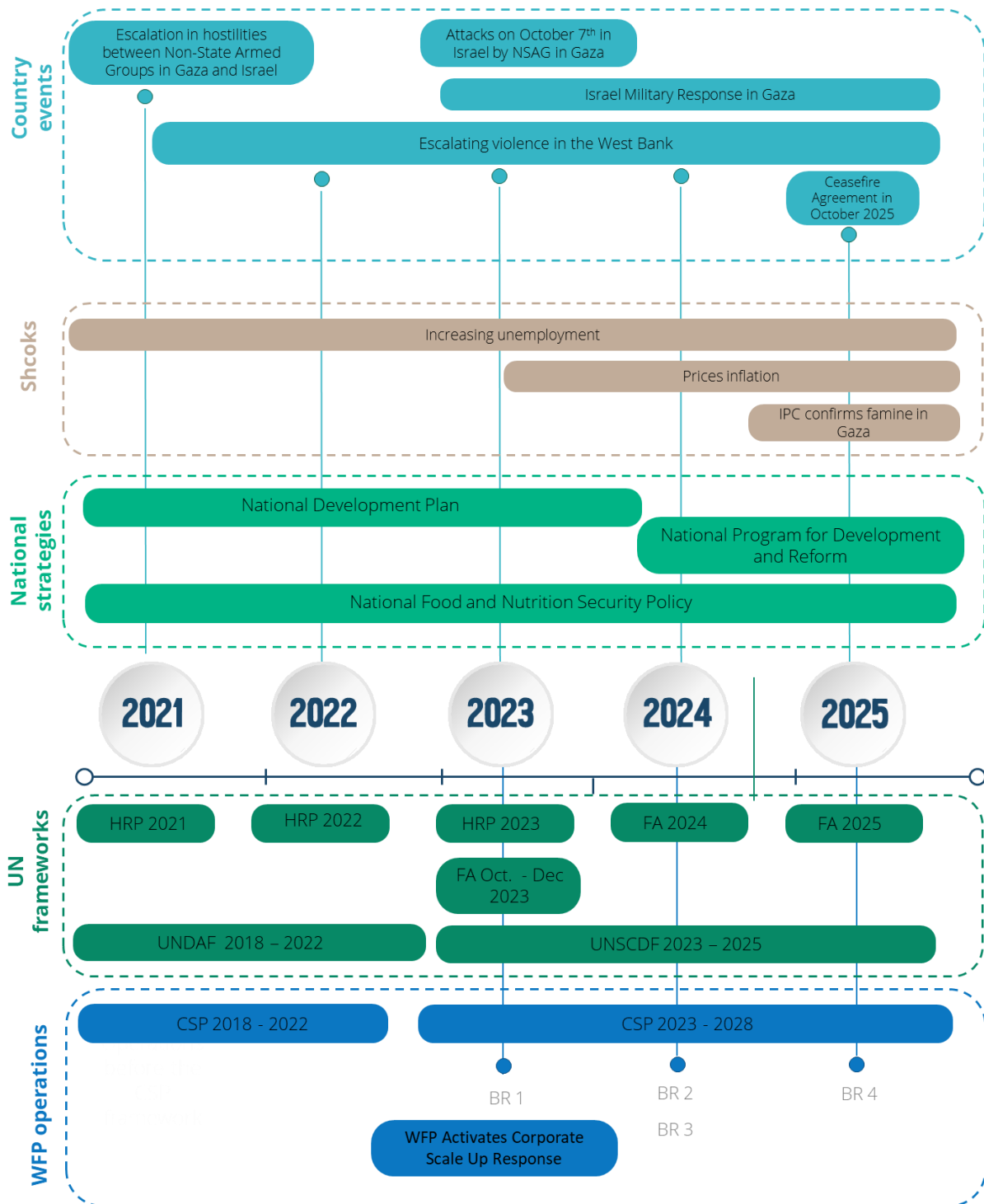


Source: OCHA. Flash Appeals 2023 – 2024 for total number of people in need and population targeted for food security. Annual Country Reports (2023 – 2024) for WFP actual and planned beneficiaries.

36. For additional information on beneficiaries and transfers see Annex 6: Key information on beneficiaries and transfers.

37. Figure 6 displays a timeline of country events and WFP operations in the State of Palestine.

Figure 6: Country context and WFP operational overview of the State of Palestine (2023-2025)



Source: Elaborated by OEV based on WFP Country Strategic Plans (2018 – 2022 and 2023 – 2028) and related budget revisions, the Humanitarian Response Plans (2021 – 2023) and the Flash Appeals (2023 – 2025)

IV.Objectives, scope and users of the evaluation

38. This evaluation will serve the **dual objectives** of accountability and learning. As such, this evaluation will:

- provide evaluation evidence and accountability for results to WFP governing body and stakeholders; and
- provide learning on WFP's emergency response in the State of Palestine, specifically for developing WFP's future engagement in the State of Palestine and for broader learning on WFP complex emergency responses.

39. **Temporal scope:** The evaluation will cover WFP emergency response strategy and interventions since the corporate scale up activation in 2023, until the end of the evaluation data collection phase, tentatively September 2026.

40. **Thematic scope:** The evaluation will focus on WFP's emergency response in the State of Palestine that mostly falls within SO 1 and SO 4 of the CSP and associated budget revision 2, 3 and 4 – including the forthcoming budget revision 5 - which were implemented after the scale-up activation.

41. **Geographic scope:** The evaluation will focus on WFP operations in the State of Palestine. However, the Corporate Emergency Evaluation will concentrate primarily on WFP's emergency response in the Gaza Strip, while also considering, to a lesser extent, interventions in the West Bank.⁵⁴

42. **Primary stakeholders** of this evaluation are WFP Palestine Country Office, Global HQ Divisions including the Regional Office in Cairo, direct beneficiaries, the government, donors, the UN country team and international organizations, cooperating partners and NGOs; while the secondary stakeholders are the WFP Executive Board, private sector partners, research institutions, academia and civil society. Annex 4: Preliminary Stakeholder Analysis presents an overview of the main stakeholders identified at this stage, which will be further elaborated during the inception phase.

V.Evaluation approach and methodology

5.1 Evaluation criteria and questions

43. The evaluation is informed by the following evaluation criteria endorsed by the OECD-DAC – **coherence, effectiveness and efficiency**; in addition to humanitarian specific criteria – **appropriateness and coverage**.⁵⁵ These criteria have been translated into evaluation questions designed to clarify their intent and to better articulate the key themes of interest, thereby enhancing the overall utility of the evaluation (see Table 2 : Proposed evaluation questions).

⁵⁴ Annex 1 includes a map showing WFP's offices presence.

⁵⁵ See: OECD. 1999. *Guidance for Evaluating Humanitarian Assistance in Complex Emergencies, and Overseas Development Institute. 2006. Evaluating humanitarian action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies.*

Table 2 : Proposed evaluation questions

Evaluation Questions (EQs) and Sub-questions	Criteria/ Topics
EQ1 - To what extent is the WFP response strategically focused on the needs of the most food insecure, including how those needs have evolved, and how well did WFP's humanitarian response align with the wider UN and humanitarian sector?	
a. Given the access constraints, how well did WFP manage to reach those in greatest need in the Gaza Strip particularly? How did WFP prioritize among competing needs of the affected population, and how did it establish targeting mechanisms in a context where nearly everyone required assistance?	Appropriateness and coherence
b. How well did WFP balance the different dimensions of its programme - emergency response and resilience? How well did WFP's interventions address the needs and priorities of displaced people in the West Bank?	
c. To what extent is WFP response coherent with, and contributed to, the wider collective humanitarian response in the Gaza Strip, and how has WFP developed and made optimal use of partnerships, including for collective operational action?	
EQ2 - To what extent were humanitarian principles (humanity, neutrality, impartiality, independence) and do-no-harm approaches upheld in the emergency response under the challenging operating context in Palestine?	
d. How did WFP navigate complex political and operational constraints while maintaining principled humanitarian action and addressing operational needs?	Coverage and adherence to humanitarian principles
e. How well did WFP succeed in creating and expanding humanitarian access in a highly complex and volatile environment?	
EQ3 - What is the extent and quality of WFP's contribution to the overall emergency response in Palestine?	
f. What difference did WFP make to food security and nutrition in Palestine? How well did WFP manage to identify and set up food distribution including emergency school feeding?	Effectiveness, Coverage and operational delivery
g. What was the depth and breadth of coverage of assistance compared to needs?	
h. To what extent was the choice of transfer modality (cash, in-kind, or other) and sub-modalities appropriate for responding to the needs of affected populations?	
EQ4 - How well has WFP emergency response in Palestine integrated issues related to protection, conflict sensitivity, accountability to affected populations, disability inclusion and gender?	
i. To what extent does WFP's assistance in Palestine integrate protection and accountability to crisis affected populations?	Effectiveness
j. To what extent have gender elements including gender-based violence been integrated in the design and implementation of the response? How intersecting elements around disability, inclusion have been taken into consideration?	Effectiveness
k. How well is WFP managing staff and partners' capacity and well-being to ensure the efficient delivery of its assistance?	Duty of care of staff
EQ5: To what extent has the WFP response in Palestine used its resources efficiently, considering issues of protection and within the limits of what was feasible?	
l. To what extent have the institutional arrangements, the funding profile and timeliness and the choice of cooperating partners supported or constrained WFP's response in Palestine?	Efficiency
m. To what extent are WFP assistance delivered to the crisis affected people within the intended timeframe? What are the factors that explain the timeliness of WFP emergency response?	Efficiency
n. How well did WFP balance competing priorities of cost-efficiency and effectiveness i.e. reaching those in need'?	

44. While evaluation question 4 is dedicated to gender equality, a gender lens will be applied in answering all evaluation questions and throughout the assessment of all WFP supported interventions in Palestine.

5.2 Evaluability assessment and security and access constraint

45. During the period under the scope of the evaluation few evaluations and dedicated studies were conducted. However, the State of Palestine was selected as a case study for the Evaluation of WFP's Supply Chain Strategic Roadmap (2022–2025),⁵⁶ offering evidence on WFP's supply chain and logistics efforts, which have been a central part of the response.⁵⁷ The evaluation notably highlighted WFP's initiatives to strengthen operational agility and the challenges associated with longer lead times following the scale-up.

46. An internal audit is planned to be conducted in the second part of 2026. OEV is coordinating the timing of the evaluation data collection with the audit team.

47. Additionally, as the State of Palestine was one of the 31 countries included in the Global Assurance Project (GAP), relevant information and evidence are included in the related final report, issued in June 2025.⁵⁸ Annex 3: Evaluability Assessment presents an overview of available data sources and a preliminary overview of indicators reporting at strategic outcome and output level for 2023 and 2024.

Security and access constraints

48. Based on initial assessments the following challenges may occur during the evaluation:

- A very fluid political and security situation in the country with frequent unexpected new developments that may have implications on the feasibility of field visits, especially in the Gaza Strip where access may be constrained. This said, OEV will make every effort to ensure that the evaluation team has access to the Gaza Strip, but that the evaluation will have a flexible design to adapt to conditions as they change. Additionally, bureaucratic impediments may have implications on entry into the Gaza Strip.
- Given the volatility and complexity of the operating environment, competing and unexpected demands on country office and partners' staff availability may present challenges. Hence, interviews with CO staff should be planned and spread over time as to not overburden the CO; former CO staff will also be interviewed to obtain a longer-term perspective.

5.3 Proposed evaluation methods

49. The evaluation will employ a **theory-based approach** using a Theory of Action and a simplified logic model to assess the effectiveness and coverage of WFP's emergency response. The **Theory of Action** will look at the underlying logic to explain

⁵⁶ WFP. Evaluation of WFP's Supply Chain Strategic Roadmap (2022 – 2025). Forthcoming

⁵⁷ Prior to the period under the evaluation scope, the following evaluations have been undertaken (i) Evaluation of WFP's Country Strategic Plan in Palestine (2018 – 2022) (ii) Evaluation of WFP's Unconditional Resource Transfer Activity under the Social Safety Net Programme in Palestine (2018-2020) and (ii) State of Palestine: an Evaluation of WFP's Portfolio (2011-2015)

⁵⁸ WFP. Global Assurance Project. Final Report – Overview, Achievements and Lessons Learnt Summary. 2025

how and why WFP assistance was expected to achieve its intended results. It will focus on the approach and rationale behind the chosen strategies and modalities, providing a framework to assess whether these choices were appropriate and implemented as intended. It will enable the evaluation to assess both what was achieved but also the underlying rationale for strategic and operational choices.

50. To assess the likelihood of WFP’s contribution to strategic outcomes, the evaluation will assess the quality of results delivered, including who benefitted from those (i.e., effectiveness of targeting, prioritization). It will also verify the validity of internal and external assumptions made and whether these were borne out in reality.

51. The evaluation will use a **mixed methods approach** for data collection and analysis, relying on primary and secondary sources. Systematic and traceable data triangulation across different sources and tools will be carried out to validate findings and avoid biases in the evaluative judgement.

52. **Data collection methods** proposed for this evaluation include:

<p>Desk review of relevant documentation</p>	<ul style="list-style-type: none"> • UN system strategic documents; relevant documentation on the evolving country context over the evaluation period; WFP strategies, plans, monitoring data, risk register, annual reports, donor reports, evaluations, post distribution monitoring reports, beneficiary feedback databases. • The desk review will also consider registration data and processes and other relevant documents such as: reports from strategic partners, donors and cooperating partners. • The social media element features of the crisis, as it relates to information-sharing and understanding the context may also be considered during the desk review.
<p>Semi-structured interviews &</p>	<ul style="list-style-type: none"> • with key informants, both remote and in-person where possible, including WFP CO management and relevant staff including in the field offices; relevant WFP HQ and Regional Office staff; Government partners, cooperating partners, UN, NGO etc. • focus group discussion with WFP staff working on the response
<p>Interviews, focus group, direct field observation</p>	<ul style="list-style-type: none"> • different options should be explored to ensure that the evaluation seeks the perspectives from affected populations (from both assisted members and non-assisted members of the community to get a sense of the other perspectives). This will include a combination of in-person interviews, focus group discussions as well direct field observation, to the extent possible.

53. **Data analysis methods** proposed for this evaluation include:

Content analysis	To analyse documents, interviews, group discussions and focus groups notes to identify emerging common trends, themes and patterns for each key evaluation question. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
Quantitative analysis and descriptive statistics	To interpret quantitative data, in particular data emerging from WFP reporting and monitoring systems, namely from Post Distribution Monitoring (PDM) Reports and logistics and supply chain data as well as from other reports and surveys.

54. In sum, the evaluation team will develop a comprehensive methodological approach to effectively address the evaluation questions. The full methodological design will be presented in the inception report.

VI. Organization of the evaluation

6.1 Evaluation timeline, key phases and deliverables

55. The evaluation is structured in five phases summarized in Table 3. The evaluation team will be involved in phases 2 to 4 of the evaluation.

Table 3 Timeline - key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	December 2025	<ul style="list-style-type: none"> Initial document review and consultations with key informants
	Jan-Feb 2026	<ul style="list-style-type: none"> Launching the Evaluation and setting up the Internal Reference Group (IRG) Evaluation TOR Summary Evaluation TOR
	Feb – March 2026	<ul style="list-style-type: none"> Evaluation Team selection Contract awarded
2. Inception	April – May 2026	<ul style="list-style-type: none"> Virtual interviews to Global HQ (remote) Draft ToC and evaluation matrix Inception Mission (2 days Regional Office in Cairo (MEENARO) + 3-4 days CO in East Jerusalem + virtual meetings - TBC) Inception report
3. Data collection and analysis	June – August 2026	<ul style="list-style-type: none"> In-country data collection mission including East Jerusalem, West bank and the Gaza Strip (3 weeks – to be confirmed pending security considerations) Exit debriefing with CO (in-country)
	September 2026	<ul style="list-style-type: none"> Analysis workshop (Evaluation team + OEV EM +RA) (2 days) – location to be determined Data collection debriefing with CO and IRG (remote) - tbc

Main Phases	Timeline	Tasks and Deliverables
4. Reporting	October – December 2026	<ul style="list-style-type: none"> Report Drafting Comments Process
	Jan 2027	<ul style="list-style-type: none"> Stakeholder Learning Workshop (in-country – 2 days⁵⁹) Internal learning workshop with CO and IRG External workshop with partners
	Feb 2027	<ul style="list-style-type: none"> Finalization of the Evaluation Report
	Feb - March 2027	<ul style="list-style-type: none"> Final evaluation report submitted for approval by OEV Director Summary Evaluation Report drafted by OEV in consultation with the evaluation team leader
5. Dissemination	May 2027	<ul style="list-style-type: none"> Management Response and Executive Board Preparation
	May 2027 (tbc)	<ul style="list-style-type: none"> Executive Board round table - summary evaluation report presentation by OEV Executive Board (formal session) - summary evaluation report presentation by OEV
	June – Sept 2027	<ul style="list-style-type: none"> Wider dissemination

Summary of the key evaluation milestones and deliverables:

56. The **inception report** will lay out the evaluation methodological approach, the evaluation matrix, the data collection and analysis strategy, as well as a detailed workplan for the field and reporting phases and the timeline.

57. The **evaluation report** will include the responses to the evaluation questions, summary of the main findings, conclusions, and recommendations of the evaluation. It will be succinct and to the point, and follow a structure agreed with the team leader and OEV.

58. After quality assurance by the contracted firm and OEV, both the draft inception report and the draft evaluation report will be shared with the **IRG** for review and comments.

59. A **learning workshop** will be organized with the CO and IRG members to discuss and refine the draft recommendations and sub-recommendations followed by an **external stakeholder workshop** to share results of the evaluation with a wider audience (to be confirmed), including key partners of WFP in Palestine (location to be confirmed depending on security considerations or the workshop may be conducted virtually).

60. The evaluation manager will draft the **summary evaluation report**, which will be reviewed and validated by the team leader.

⁵⁹ LTA company should budget for 3.5 days in-country.

6.2 Management and governance

Office of Evaluation:

61. The responsibility for the management and oversight of the evaluation will rest with the Office of Evaluation (OEV). The evaluation will be managed by Alexandra Chambel, Senior Evaluation Officer, who will assume overall responsibility for the evaluation process, ensuring its quality, independence, and adherence to evaluation quality standards. She will conduct first-level quality assurance of all evaluation products and coordinate the solicitation of feedback from WFP stakeholders on draft deliverables. Furthermore, she will prepare the Summary Evaluation Report to be presented by OEV to the Executive Board. Alexandra Chambel will serve as the principal interlocutor between the evaluation team—led by the team leader—and WFP counterparts, facilitating smooth implementation of the evaluation process. Silvia Catalani, OEV Research Analyst, will be supporting the management of the evaluation, including data access and analysis as well as organizational aspects of the evaluation.

62. Second and final level of quality assurance will be provided by Julia Betts, Deputy Director. Anne-Claire Luzot, the Director of OEV will sign off the final evaluation report and will present the results of the evaluation to the WFP Executive Board for consideration in June 2027.

Internal reference group:

63. An internal reference group is being established for this evaluation. This group is constituted of a cross-section of WFP stakeholders from relevant business areas at different WFP levels who will be consulted throughout the evaluation process to review and provide feedback on evaluation products, provide feedback during evaluation briefings; be available for interviews with the evaluation team. See list of IRG members in Annex 7: Internal reference group members.

Country Office:

64. Besides being a key member of the IRG the CO will have an important role facilitating the evaluation team's contacts with stakeholders in Palestine; providing logistic support during the fieldwork and organizing an in-country stakeholder learning workshop. Kate Newton, Deputy Country Director, Willy Nyeko, Emergency Coordinator in Gaza, Arwa Smeir, Head of M&E and Jane Waite, Head of Programme have been nominated as the WFP CO focal points and members of the IRG and will assist in communicating with the Evaluation Manager and evaluation team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, CO staff will not participate in meetings where their presence could bias the responses of the stakeholders.

6.3 Evaluation quality assurance and assessment

65. The evaluation will adhere to the **OEV quality assurance system for centralized evaluations**. Quality assurance will be systematically applied during this evaluation but to ensure that the evaluation provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

66. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the design, data collection, analysis and reporting phases. All deliverables from the evaluation team should go through an internal quality assurance review by the company before submitting any deliverable to OEV review and approval.

67. Levels of quality assurance:

- Company: The first level of quality assurance of all evaluation deliverables (including drafts) will be conducted by the company prior to submitting the deliverables to the review and approval of OEV.
- OEV: The quality assurance of the evaluation deliverables will be conducted by the evaluation manager with the support of the research analyst. The second level will be conducted by the Deputy Director of OEV.
- Finally, the final evaluation report will be subject to **assessment** by an independent evaluation quality assessment provider using OEV's post-hoc quality assessment (PHQA) standards.⁶⁰ The evaluation post-hoc quality assessment will be published along with the evaluation report on the WFP website.

6.4 Evaluation team composition

68. The evaluation will be carried out by a highly qualified, multi-disciplinary team with extensive knowledge and experience in evaluation of complex emergency operations/ response in conflict settings. It will be conducted by an international and gender balanced team with multi-lingual skills who can effectively cover the areas of evaluation.

69. The evaluation team will include **consultants with a mix of evaluation and thematic relevant expertise** related to the WFP operations in Palestine – including:

- Experience in humanitarian assistance in conflict settings, UN co-ordination in complex emergencies, food security, food systems, supply chain and logistics, humanitarian diplomacy, gender equality, gender-based violence, humanitarian protection and accountability to affected populations.
- Knowledge of WFP food and cash-based assistance modalities.
- All team members should have a solid understanding of [Humanitarian Principles](#) and the [Core Humanitarian Standard on Quality and Accountability](#).
- Strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills
- Clear understanding of the UN system and ensure that the evaluation is conducted in line with the [UNEG Norms and Standards for Evaluation in the UN System](#).

⁶⁰ See: <https://www.wfp.org/publications/post-hoc-quality-assessment-evaluations>

70. The team will include **5 consultants**: a team leader and deputy-team leader (senior level evaluators); 2 senior thematic experts; a research analyst (Intermediate level).⁶¹

Table 4 : Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leader (Senior level evaluator)	<ul style="list-style-type: none"> • Strong experience in conducting complex humanitarian evaluations in highly politically sensitive settings as team leader • Conflict specialist, first-hand experience in complex emergency response in conflict settings, preferably with WFP, other UN organizations, including on access issues and with supply chain and logistics knowledge • Diplomatic skills and ability to navigate in highly sensitive contexts • Proficiency with relevant evaluation methods and tools for humanitarian evaluations. • Excellent synthesis and evaluation reporting writing skills in English, including strong presentation skills • Working knowledge in Arabic is desirable • Excellent planning and team management and coordination skills; • Ability to resolve problems and strong track record to deliver on time • Expertise in one or more of the technical areas below.
Deputy Team Leader (Senior level evaluator)	<ul style="list-style-type: none"> • Solid experience in evaluating the design and implementation of complex emergency responses • Sound experience in conducting complex humanitarian evaluations in highly politically sensitive settings • Conflict specialist - first-hand experience in complex emergency response in conflict settings, preferably with WFP, other UN organizations • Proficiency relevant evaluation methods and tools for humanitarian evaluations. • Excellent synthesis and evaluation reporting writing skills in English • Working knowledge in Arabic is desirable • Expertise in one or more of the technical areas below.
Thematic experts (senior level)	<ul style="list-style-type: none"> • Prior programme evaluation experience • First-hand experience in complex emergency response • Fluency and excellent writing skills in English • Working knowledge in Arabic is desirable • Strong, complementary technical expertise <u>in complex emergency settings</u> in the following areas: <ul style="list-style-type: none"> ○ Food security, food systems and information systems ○ Management of general food assistance (in-kind and cash-based transfers) ○ Ability and experience in evaluating Cash Based Transfers ○ Ability and experience in assessing supply chain and logistics

⁶¹ Changes to the proposed team composition, number of team members, expertise, and skills as well as roles within the team should be well justified in the technical offer.

	<ul style="list-style-type: none"> ○ Protection and accountability to affected populations ○ Strong technical expertise in emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts. ○ Emergency school feeding ○ Gender equality; disability inclusion ○ Access negotiations and well-being and security of humanitarian personnel ○ Partnerships and inter-agency coordination
<p>Research analyst consultant (Intermediate level)</p>	<ul style="list-style-type: none"> • Strong experience designing and implementing complex research methodologies, both qualitative and quantitative, able to coordinate several parallel research workstreams as well as an overarching, more strategic research pathway • Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems • Extensive previous experience designing and analysing data from surveys, documentary review and interviews. Capable of organizing and analysing large sets of data is a requirement. • Excellent Excel skills, including ease working with pivot tables and generation of graphs, to organize, analyse and effectively represent data • Excellent data management skills and accuracy in data manipulation, including data cleaning, data mining, data triangulation, and data modelling • Broad understanding of humanitarian and development assistance and familiarity with analyzing WFP and Humanitarian Response Plan/Humanitarian Needs Overview data • Strong ability to provide qualitative and quantitative research support to evaluation teams, in particular on online and mobile phone survey design; survey data cleaning and descriptive analysis • Working knowledge in Arabic is required

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

6.5 Ethical considerations

72. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) 2020 [Ethical Guidelines](#). Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of 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.

73. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP interventions in Palestine, nor have any other

potential or perceived conflicts of interest in the past, present or future. All members of the team will abide by the [UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing the [UNEG pledge of ethical conduct in evaluation](#), the team will also commit to signing the WFP Confidentiality, Internet and Data Security Statement.

6.6 Security considerations

74. 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 OEV 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 UN Department of Safety and Security rules including taking security training and attending in-country briefings.

75. IFAK and SSAFE training is required for team members traveling to Palestine. In-person security training will be provided by WFP to the evaluation team members that don’t have this certification. A total of 4 days (1 day for IFAK and 3 days for SSAFE) training.

6.7 Communication

76. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report and other evaluation products.

77. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board.

78. Efforts will be made to communicate evaluation results back to stakeholders in Palestine. The actual in-country communication of evaluation results will be managed jointly by OEV and the CO.

6.8 Budget and payment modalities

79. The evaluation will be financed through the OEV budget for CEE. The payment modalities shall be as follow:

- 10% upon contracting
- 20% upon receipt of satisfactory draft inception report
- 40% upon receipt of satisfactory draft evaluation report

20% upon receipt of satisfactory final evaluation report

10% upon summary evaluation report (SER) review by the Team Leader

6.9 The proposal

98. Technical and financial offers for this evaluation should consider:

- in-country inception mission - budget for 5- 6 working days (2 days Regional Office in Cairo + 3-4 days CO in East Jerusalem - TBC) plus travel days for the Team Leader only.
- Evaluation data collection mission – budget for 3 weeks plus travel days for the evaluation team (Team Leader, deputy and senior thematic experts).
- Should translators/ interpreters be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.
- Analysis workshop 2 days (in person) for all core team members should be budgeted (location to be proposed by the company). OEV Evaluation Manager will attend.
- Stakeholder workshop to be held in-country – East Jerusalem and Ramallah - budget for 4 working days plus travel days for the Team Leader only.
- Proposals should build in sufficient flexibility to deal with possible risks e.g., restrictions or flare-up of civil unrest / conflict.
- All evaluation products will be produced in English.
- While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate (half day) the final draft before it is submitted to the Executive Board.
- 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 2: Areas prioritized by humanitarian response

Cluster	People Targeted	Required Funding (\$)	% Funded
Food Security	2 900 000,00	1 303 588 029	33,81%
Health	2 700 000,00	596 090 390	28,62%
Protection	2 300 000,00	275 665 132	31,16%
Water, Sanitation and Hygiene	2 200 000,00	400 773 001	23,32%
Shelter and non-Food Items	1 300 000,00	249 680 000	32,34%
Site Management	1 300 000,00	81 345 050	0,42%
Nutrition	1 200 000,00	203 000 000	16,62%
Multi-purpose Cash Assistance	1 100 000,00	370 261 781	38,76%
Education	600 000,00	230 331 261	22,39%
Coordination and Support Services	-	285 054 038	12,99%
Logistics	-	74 750 000	46,39%
Emergency Telecommunications	-	2 520 000	59,52%

Source: OCHA. Financial Tracking Services. Data Extracted on November 18th 2025. Funding levels for 2026 not available

Annex 3: Evaluability Assessment

A. Overview of available secondary evidence:

Post Distribution Monitoring⁶² (PDM) Reports:

A series of post-distribution monitoring reports is available for 2024 and 2025, providing monthly and quarterly evidence on WFP general food distribution and cash assistance activities in the West Bank and the Gaza Strip. Information available includes number of respondents for each monitoring exercise, beneficiaries' preferences and self-reported levels of food consumption scores and consumption based coping strategies index, disaggregated by sex.

Risk Registers:

The risk registers provide evidence on the different risks identified by the Country Office and the related mitigation strategies. Hence, it may be useful source of secondary evidence to learn about WFP's adaptation to shifting context and needs on the ground.

Community Feedback Mechanisms (CFM):

The community feedback mechanism is **two-way communication system** that helps WFP receive, respond to and analyse feedback from the affected communities. Hence, the CFM may provide useful information on the type of questions, concerns and complaints raised by WFP affected communities.

B. Logframe analysis and overview of results reporting across years (outcome, output and cross-cutting levels)

Table 1: Palestine CSP (2023 – 2028) Lofgrame analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0	Total nr. of indicators	10	14	21
v 2.0	New indicators	2	-	15
	Discontinued indicators	-	-	13
	Total nr. of indicators	12	14	23
v 3.0	New indicators	-	1	29
	Discontinued indicators	-	-	18
	Total nr. of indicators	12	15	34
v 4.0	New indicators	2	5	6
	Discontinued indicators	-	1	-
	Total nr. of indicators	14	19	40
v 5.0	New indicators	-	-	20
	Discontinued indicators	-	-	2
	Total nr. of indicators	14	19	58
v 6.0	New indicators	-	-	3
	Discontinued indicators	-	-	-
	Total nr. of indicators	14	19	61
Total number of indicators that were included across all logframe versions		9	13	-

Source: COMET Extraction. Report CML010. Data extracted on December 5 2025

⁶² PDMs are conducted few weeks after a distribution is conducted and are designed to assess beneficiaries' access to, use of, and satisfaction with both the assistance itself and the process of receiving the assistance

Table 2: Overview of outcome indicators reporting across years

CSP Palestine 2023 - 22028		ACR 2023				ACR 2024			
Strategic Outcome Indicator		Baseline	Follow-up	Year End Traget	CSP End Traget	Baseline	Follow-up	Year End Traget	CSP End Traget
Strategic Outcome 1									
	Economic capacity to meet essential needs	x	x	x	x	x	x	x	x
	Food consumption score	x	x	x	x	x	x	x	x
	Food consumption score – nutrition	x	x	x	x	x	x	x	x
	Livelihood coping strategies for food security	x	x	x	x	x	x	x	x
Strategic Outcome 2									
	Livelihood coping strategies for food security	x	x	x	x	x	x	x	x
	Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base	x	x	x	x	x	x	x	x
	Proportion of people engaged in Income generating activities (IGA) as a result of skills development trainings (FFT)					x	x	x	x
	Resilience Capacity Score (RCS)					x	x	x	x
	Shock Exposure Index (SEI)					x	x	x	x

Strategic Outcome 3									
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support	x	x	x	x	x	x	x	x	x
Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP-facilitated South-South and triangular cooperation support	x	x	x	x	x	x	x	x	x
Strategic Outcome 4									
Percentage of users satisfied with services provided	x	x	x	x	x	x	x	x	x

Source : SPRING Extraction. Accessed on December 5th 2025

Table 3: Overview of output indicators reporting across years

Palestine CSP 2023-2028		2023		2024	
Activities		Target	Follow-up	Target	Follow-up
Activity 1 - Unconditional Resource Transfer					
	Number of people reached through interpersonal social and behaviour change communication (SBCC) approaches (complementary with UNICEF, FAO, WFP, WHO)	x	x	x	x
	Number of people reached through SBCC approaches using media (complementary with UNICEF, FAO, WFP, WHO)	x	x		
	Number of retailers participating in cash-based transfer programmes	x	x		
	Total Value (USD) of individual capacity strengthening transfers in support of learning to prevent or treat malnutrition			x	x
Activity 2 - Household and individual skill & livelihood creation					
	Number of additional country specific assets constructed, rebuilt or maintained by targeted households and communities, by type and unit of measure	x	x		
	Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	x	x	x	x
	Number of participants who completed vocational/livelihood skills training activities	x	x	x	x
	Number of people benefiting from assets and climate adaptation practices facilitated by WFP's risk management activities	x	x		
Activity 3 - Social Protection Support					
	Number of capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities to contribute to Zero Hunger and other SDGs	x	x	x	x
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national stakeholder capacities contributing to Zero Hunger	x	x	x	x
	Number of tools or products developed or revised to enhance national systems contributing to zero hunger and other SDGs as part of WFP capacity strengthening	x	x	x	x
	Number of national institutions engaged in WFP capacity strengthening activities at national and subnational levels			x	x
Activity 4 - On demand services					

	Number of agencies using common cash-based transfer platforms	x	x		
	Number of shared services, data and analytics platforms provided by type	x	x		
	Total value of cash transferred to people by WFP as a service to partners	x	x	x	x
Activity 5 Inter-agency services					
	Number and type of clusters established that provide coordination, platforms for information exchange and support services to enable humanitarian/peace/development actions	x	x	x	x
	Number of shared services, data and analytics platforms provided by type	x	x		

Source : SPRING Extraction. Accessed on December 5th 2025

Table 4: Overview of cross-cutting indicators reporting across years

CSP Palestine 2023 - 2208		2023				2024			
		Baseline	Follow Up	Year End Target	CSP End Target	Baseline	Follow Up	Year End Target	CSP End Target
Accountability									
	Country office has a functioning community feedback mechanism	x	x	x	x	x	x	x	x
	Country office has an action plan on community engagement	x	x	x	x	x	x	x	x
	Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)	x	x	x	x	x	x	x	x
	Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)	x	x	x	x	x	x	x	x
	Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA	x	x	x	x	x	x	x	x
Environmental sustainability									
	Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks	x	x	x	x	x	x	x	x
	Number of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) screened for environmental and social risks prior to implementation					x	x	x	x
	Total number of active field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) implemented under the CSP activity during the reporting year					x	x	x	x
Gender equality and women's empowerment									
	Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	x	x	x	x				
	Decisions jointly made by women and men	x	x	x	x	x	x	x	x
	Decisions made by men					x	x	x	x
	Decisions made by women					x	x	x	x

Nutrition integration									
	Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification	x	x	x	x				
	Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component	x	x	x	x				
	Number of people supported by WFP operations and services who are able to meet their nutritional needs	x	x	x	x				
	Total number of people receiving direct food or cash transfers or capacity strengthening from WFP					x	x	x	x
	Number of people benefiting from nutrition-sensitive component					x	x	x	x
	Total number of people receiving direct food or cash transfers or capacity strengthening from WFP					x	x	x	x
Protection									
	Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)	x	x	x	x				
	Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services	x	x	x	x				
	Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes	x	x	x	x				
	Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes	x	x	x	x				
	Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance	x	x	x	x				
	Number of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes					x	x	x	x
	Total number of beneficiaries interviewed					x	x	x	x
	Number of beneficiaries who report they experienced no barriers to accessing WFP food and nutrition assistance					x	x	x	x
	Number of beneficiaries who report being treated with respect as a result of their engagement in WFP programmes					x	x	x	x
	Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services					x	x	x	x
	Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)					x	x	x	x

Annex 4: Preliminary Stakeholder Analysis

Stakeholder category	Interest in the evaluation	Participation in the evaluation	Who
Internal WFP Stakeholders			
Country Office (including Gaza Field Office)	Responsible for country level planning and implementation of WFP interventions, it has a direct stake in the evaluation and will be a primary user of its results to enhance interventions.	Primary stakeholders. CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during inception and during the main mission. They will have an opportunity to review and comment on the draft ER, and management response to the CEE.	During the country mission, a wider group of WFP staff will be involved including Country Directors, Deputy Country Directors, Heads of Programme, Head of the Gaza Field Office, Supply Chain, Research, Assessment and Monitoring (RAM), Partnerships and other units as relevant, SO managers and Programme Officers,
WFP Senior Management and Regional Office	WFP Senior Management and the Regional Office in Cairo have an interest in learning from the evaluation results because of the strategic and technical importance of Palestine in the WFP corporate and regional plans and strategies.	Primary stakeholders. MEENARO staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CEE.	MEENARO Management and members of the Internal Reference Group. Senior Regional Programme Advisor, Regional Emergency Preparedness & Response Officer, other regional advisors.
WFP Divisions	HQ Divisions and technical units have an interest in lessons relevant to their mandates. The CEE is expected to strengthen HQ Division's strategic guidance and technical support to the RB and CO, and to provide lessons with broader applicability globally.	Primary stakeholders. HQ Divisions and technical units will be key informants and interviewed during the inception and data collection phase on the themes covered by the CEE. Relevant HQ Divisions will have an opportunity to comment on the draft ER and provide inputs to the management response to the CEE.	HQ Divisions and evaluation focal points in HQ Divisions and technical units as relevant. These would include the Emergency Preparedness and Response Service including the Global Food Security Cluster, the Humanitarian Policy and Practice, the Humanitarian Military Interaction, the Humanitarian Diplomacy team, the Supply Chain Division, the Programme Operations Department, the Risk Management Division, the Logistics and ETC Cluster, Human Resources Division, Security Division and Partnerships and Innovation Division.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Palestine 's evolving contexts and about WFP roles, and strategies	Secondary stakeholder. Evaluation results will be discussed during the Executive Board First Regular Session in February 2025	Executive Board member delegates
External stakeholders			

Affected communities	As the ultimate recipients of food/ cash and other types of assistance, , beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	Primary stakeholders. They will be interviewed and consulted during the field missions. Special attention will be given to hearing the voices of women and girls of diverse groups, people with disabilities. Special arrangements may have to be made to meet children.	Refugees, IDPs, returnees and other shock-affected people, schoolchildren, other acutely food-insecure marginalized and vulnerable populations, people with disabilities, adolescent girls, pregnant and lactating women and girls, children under 2, and mothers of young children, children under 5.
UN Country Team	UN agencies and other partners have a stake in this evaluation in terms of partnerships, future strategic orientation, as well as issues pertaining to UN coordination. The Humanitarian Coordinator and other agencies have an interest in ensuring that WFP activities are effective and aligned with their plans and programmes, considering the operational footprint. This includes the various coordination mechanisms, such as the food security and livelihood, logistics and emergency telecommunications clusters for the response in the Gaza Strip and for the West Bank . The CEE can be used as an input to improve collaboration, coordination and increase synergies within the UN system and its partners.	Secondary stakeholder. The evaluation team will seek key informant interviews with the UN and other partner agencies involved in food distribution, logistics and supply chain. The CO will keep UN partners, other international organizations informed of the evaluation’s progress.	Senior Management, UN Resident and Humanitarian Coordinators, Office of the United Nations Special Coordinator for the Middle East Peace Process. UN Agencies’ Representatives, including those from the following agencies: UNRWA, FAO, UNDP, UNHCR, UNICEF. IFIs: World Bank, Islamic Development Bank
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent more effectively and efficiently.	Secondary stakeholder. Donor representatives will be interviewed and consulted during the inception and data collection phases, as applicable.	Representatives from the following donors: USA, European Commission, Germany, France, Private Donors ⁶³ (Including Foundations such as Zurich or Visa Foundations, International Corporations such as Aecom Services Meta, Mars and

⁶³ WFP. Grants 360 Platform. Accessed on January 2nd 2026.

			Talabat and Individual Giving), Canada and Sweden among others
National Partners			
Government	The Government' views on alignment of WFP interventions with the Plan for Early Recovery, Reconstruction and Development of Gaza achievements and challenges will be critical. The CEE evidence can be used to strengthen coordination support to shock-affected populations	Primary stakeholders. Government authorities are one of the key stakeholders and will therefore be included on the key informant list for this evaluation. The evaluation team will closely follow political developments in the country to ascertain feasible engagements to be held with different governments.	WFP has been working with different ministries and government institutions. Representatives from relevant government entities will be consulted along the evaluation process. Representatives from the following entities Palestinian Ministry of Social Development, Palestinian Employment Fund, Ministry of Labour, the Ministry of Agriculture, and the Ministry of Health, Ministry of State for Relief Affairs Ministry of National Economy, Ramallah Emergency Room
Cooperating partners and NGOs	WFP relies on cooperating partners including NGOs and community-based organizations to implement its activities. They have an interest in enhancing synergies and collaboration with WFP, in light of the implications of the evaluation results. The CEE results might affect the way WFP works with its cooperating partners in Palestine and in other similar contexts in the future.	Secondary stakeholder. Key representatives of cooperating partners, NGOs and community-based organizations will be interviewed during the data collection phases, as applicable.	Representatives would come from different international and national NGOs. Representatives from global and local cooperating partners would be among key informants: <ul style="list-style-type: none"> • Global NGOs: Key informants would include among others: Global Communities, Action Against Hunger, Catholic Relief Services, Islamic Relief • Local NGOs: Key informants would include among others the Palestine Red Crescent Society, the Palestinian Medical Relief Service, Maan Development Center
Private and public sector partners	WFP works in ensuring active participation and involvement of the private sector as key partners (e.g., retailers, insurance and financial service providers, etc). They have an interest in learning from the evaluation with a view to improve on-going and future collaboration with WFP.	Secondary stakeholder. Current or potential partners from the private sector may be interviewed during the inception and data collection phases, as applicable.	

Annex 5: CSP State of Palestine Line of Sight as of Budget Revision 4

SDG 2	SDG 2	SDG 17	SDG 17
2.1 Access to Food	2.1 Access to Food	17.9 Capacity Strengthening	17.16 Enhance Global Partnerships
HRP SO3: Capacity of vulnerable Palestinians to cope with and overcome protracted crisis is supported.	HRP SO3: Capacity of vulnerable Palestinians to cope with and overcome protracted crisis is supported. UNSDCF Outcome 1 – Palestinians benefit from more inclusive, resilient and sustainable economic growth through empowered private sector, decent employment and livelihoods opportunities.	UNSDCF Outcome 2– Palestinians, including the most vulnerable, have improved well-being and equal opportunities through access to sustainable, inclusive, quality social services, social protection and affordable utilities.	HRP SO 2: The basic needs of vulnerable Palestinians living under occupation are met through the provision of quality basic services and improved access to resources.
CRISIS RESPONSE SO1: People are better able to meet their urgent food and nutrition needs.	RESILIENCE BUILDING SO3: People have improved & sustainable livelihoods.	RESILIENCE BUILDING SO4: National programmes & systems are strengthened.	CRISIS RESPONSE SO5: Humanitarian & development actors are more efficient & effective.
CSP OUTCOME 1	CSP OUTCOME 2	CSP OUTCOME 3	CSP OUTCOME 4
Vulnerable and food-insecure people in Palestine have improved ability to meet their food and nutrition needs throughout the year.	Vulnerable people in Palestine, including youth, women and persons with disabilities, have improved access to livelihood opportunities and resilience to shocks by 2028.	National institutions in Palestine have enhanced capacities to enable more sustainable, inclusive and integrated national systems and services, including social protection, by 2028.	Humanitarian and development actors in Palestine have access to efficient and effective services and support throughout the year.
UDB: 1,490,500 USD: 2,601,419,985	UDB: 2,500 USD 15,999,531	UDB: N/A USD 3,202,270	UDB: N/A USD 298,067,603
OUTPUTS	OUTPUTS	OUTPUTS	OUTPUTS
OUTPUT (1.1): Vulnerable and food-insecure people receive assistance through in-kind or cash-based transfers to meet their essential needs, including food and nutrition. Beneficiary Tier 1. A. Resources transferred WFP Output 1.1 Secondary SDG target: 1.1 OUTPUT (1.2): Nutritionally vulnerable people and their communities benefit from awareness raising and behaviour change activities. Beneficiary Tier 1. E. SBCC provided WFP Output 1.2 Secondary SDG target: 2.2 OUTPUT (8.1): Crisis-affected people benefit from the restoration of food systems and community and household assets to improve their access to food. Beneficiary Tier 1. A. Resources transferred D. Assets created Output Category WFP Output 1.1 OUTPUT (9.1): Crisis-affected school-aged children receive food assistance at schools and temporary learning spaces to contribute to meeting their food and nutrition needs. Beneficiary Tier 1. A Resources Transferred; B Nutritious foods provided; WFP Output 1.1	OUTPUT (2.1): Vulnerable people benefit from enhanced livelihood and entrepreneurial skills and improved access to productive assets to improve their livelihood opportunities and resilience to shocks and stresses, including climate-related shocks and stresses. Beneficiary Tier 2. A. Resources transferred D. Assets created G. Skills, capacities and services for climate adapted livelihoods WFP Output 3.2 Secondary SDG target: 4.4	OUTPUT (3.1): Vulnerable and food-insecure people benefit from the improved capacity of national systems and institutions to be more shock-responsive and sensitive to food security and nutrition needs. Beneficiary Tier 3. C. Capacity development and technical support provided WFP Output 4.1 Secondary SDG target: 1.3	OUTPUT (4.1): Humanitarian and development actors benefit from WFP's on-demand services and are better able to reach and serve the most vulnerable people. Beneficiary Tier 3. H. Shared services and platforms provided WFP Output 5.2 OUTPUT (5.1): Humanitarian and development actors are better able to provide assistance to vulnerable people through WFP's inter-agency services. Beneficiary Tier 1, 2 or 3. H. Shared services and platforms provided WFP Output 5.1 OUTPUT (5.4): Humanitarian and development actors benefit from the availability of the United Nations Humanitarian Air Service to assist vulnerable people. Beneficiary Tier 3. H. Shared services and platforms provided—WFP Output 5.1 OUTPUT (7.1): Humanitarian and development actors benefit from improved ICT coordination and services to assist vulnerable populations. Beneficiary Tier 3. H. Shared services and platforms provided WFP Output 5.1
ACTIVITIES	ACTIVITIES	ACTIVITIES	ACTIVITIES
ACTIVITY 1: Provide unconditional food assistance and SBC to vulnerable and food-insecure people. 1.2. Unconditional resource transfers (URT) Modalities: Food; CBT; CS ACTIVITY 8: Provide support to crisis-affected people, including through direct transfers, to contribute to the restoration of local food systems and improve food security. 1.6. Community and household asset creation (ACL) Modality: CBT ACTIVITY 9: Provide food assistance to crisis-affected school-aged children. 1.5. School based programmes (SMP) Modalities: CBT, Food	ACTIVITY 2: Provide livelihood support (including skills training, asset creation and income-generating opportunities) to vulnerable people, with a focus on women, youth and persons with disabilities. 1.7. Household and individual skill and livelihood creation (HIS) Modality: CS	ACTIVITY 3: Provide technical expertise, capacity strengthening and support to national institutions to facilitate the implementation of national strategies and plans. 1.10. Social protection sector support (SP5) Modality: CS	ACTIVITY 4: Provide CBT platform services to humanitarian and development partners to enable them to meet the needs of targeted populations. 2.4. On-demand services (ODS) Modality: SD ACTIVITY 5: Provide inter-agency services and technical expertise to regional and national institutions and humanitarian actors. 2.1. Logistics cluster (LCS) Modality: SD ACTIVITY 6: Provide United Nations Humanitarian Air Services to the humanitarian and development community. [DEACTIVATED] ACTIVITY 7: Provide mandated Emergency Telecommunications Cluster services to the humanitarian and development community. 2.2. Emergency telecommunications cluster (ETC) Modality: SD

Source: WFP SPA website

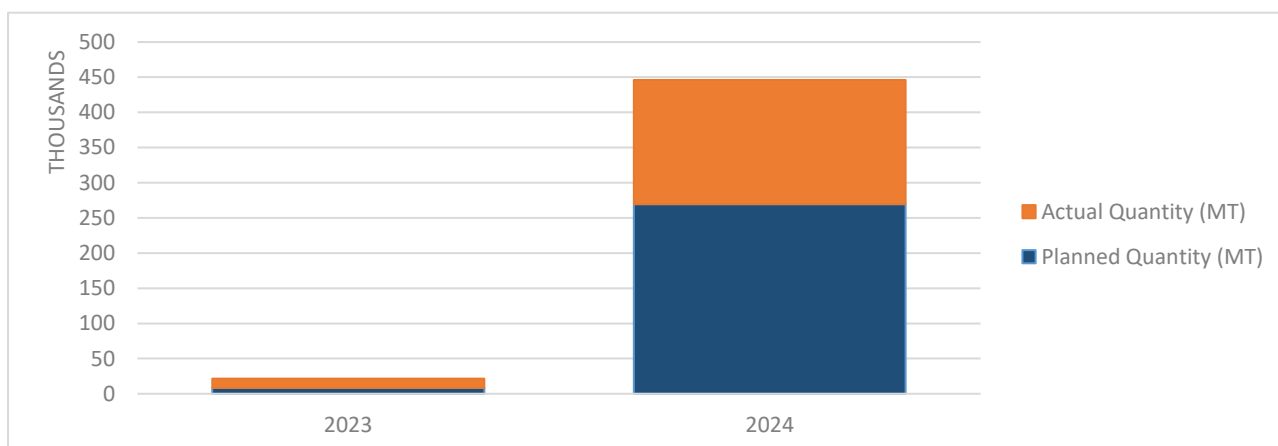
Annex 6: Key information on beneficiaries and transfers

Palestine CSP beneficiaries by program area (2023 - 2024)

Program Area	2023		2024	
	Planned Beneficiaries	Actual Beneficiaries	Planned Beneficiaries	Actual Beneficiaries
Unconditional Resource Transfers	438 000,00	1 573 052,00	1 438 000,00	2 141 934,00
Malnutrition Prevention Program	2200	3554	452 000,00	435 048,00
Action to protect against climate shocks	500	441	500	762
Asset Creation and Livelihoods			0	100

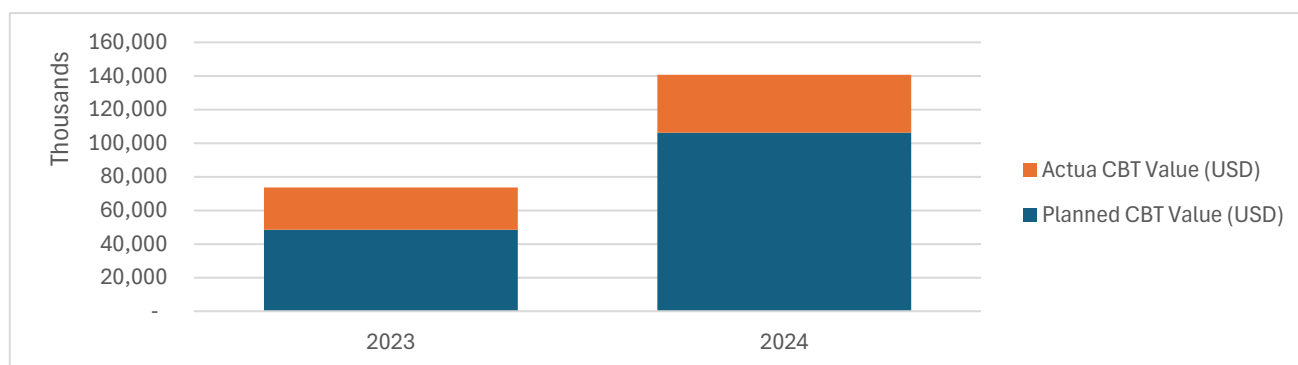
Source: COMET extraction. Data extracted on November 30th 2025. Beneficiaries data by program area may include overlaps

Figure 1: Food (Mt) distributed, planned and actual (2023 - 2024)



Source: Annual Country Reports 2023- 2024

Figure 2: CBT and voucher (USD) distributed, planned and actual (2023 - 2024)



Source: Annual Country Reports 2023 - 2024

Annex 7: Internal reference group members

Palestine Country Office	
Deputy Country Director	Kate Newton
Emergency Coordinator in the Gaza Strip	Willy Nyeko
Evaluation focal point / Head of Programme	Jane Waite
Evaluation focal point / Research, Analysis and Monitoring (RAM)	Arwa Smeir
MEENA Regional Office	
Regional Program Lead	Abraham Abatneh
Regional M&E Lead	Alba Collazos
Head of Emergency Preparedness and Response	Anthony SABITI (observer)

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Annex 9: Acronyms

Acronym	Full Name
ACR	Annual Country Report
AFI	Acute Food Insecurity
BR	Budget Revision
CBT	Cash-Based Transfer
CEE	Corporate Emergency Evaluation
CFM	Complaints and Feedback Mechanism
CO	Country Office
COMET	Country Office Monitoring and Evaluation Tool
CS	Capacity Strengthening
CSP	Country Strategic Plan
DAC	Development Assistance Committee
EB	Executive Board
ECMEN	Economic Capacity to Meet Essential Needs
EM	Evaluation Manager
ER	Evaluation Report
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization
FES	Food Expenditure Share
FFT	Food for Training
GAP	Global Assurance Project
GDP	Gross Domestic Product
HQ	Headquarters
IDP	Internally Displaced Person
IFAK	Individual First Aid Kit
IGA	Income Generating Activities
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IRG	Internal Reference Group
LCSI	Livelihood Coping Strategies Index
MEENARO	Middle East, North Africa, and Eastern Europe Region
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Co-operation and Development
OED	Office of the Executive Director
OEV	Office of Evaluation
OHCHR	Office of the High Commissioner for Human Rights
PDM	Post-Distribution Monitoring
PHQA	Post-Hoc Quality Assessment
PSEA	Protection from Sexual Exploitation and Abuse
QCPR	Quadrennial Comprehensive Policy Review
RA	Research Analyst
RAM	Research Analysis and Monitoring
RO	Regional Office

RCS	Resilience Capacity Score
RES	Resolution
SBCC	Social and Behavior Change Communication
SD	Service Delivery
SEI	Shock Exposure Index
SER	Summary Evaluation Report
SO	Special Operation
SPA	System for Program Approval
SPRING	Standard Project Report Intelligent Next Generation
SSAFE	Safe and Secure Approaches in Field Environments
TBC	To Be Confirmed
TDY	Temporary Duty Assignment
TOR	Terms of Reference
UN	United Nations
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
USA	United States of America
USD	United States Dollar
WASH	Water, Sanitation and Hygiene
WFP	World Food Program
WHO	World Health Organization