

Corporate emergency evaluation of WFP's response in the State of Palestine



Summary terms of reference

Background and context

In accordance with the World Food Programme (WFP) [Office of Evaluation's \(OEV\) 2026 work plan](#), approved by the Executive Board in November 2025, OEV is launching **an evaluation of WFP's emergency response in the State of Palestine**.

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 and a protracted crisis. The already fragile situation was further affected following the tragic events of October 7th, 2023, in Israel.¹ 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. 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.² Although the ceasefire agreement is allowing humanitarian organizations to gradually resume operations, restrictions to the delivery of aid have only been partially lifted.³

Objectives, scope of the evaluation

Dual objectives: provide accountability for results; and learning on WFP's emergency response, specifically for developing WFP's future engagement in the State of Palestine and for broader learning on WFP complex emergency responses.

Temporal scope: will cover WFP emergency response strategy and interventions since the corporate scale up activation in 2023, until September 2026.

Geographic scope: will focus on WFP operations in the State of Palestine - primarily on WFP's emergency response in the Gaza Strip.

Thematic scope: will focus on WFP's emergency response in the State of Palestine.

Key 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?	

¹ OCHA. Flash Appeal October – December 2023.

² The World Bank Group, The European Union and the United Nations. *Gaza and the West Bank Interim Rapid Damage and Needs Assessment*. February 2025.

³ OCHA. Gaza Humanitarian Response. Situation Report No. 16. November 2025

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'?	

Methodology

The evaluation will have a flexible design to adapt to conditions as they change. It 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 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. The evaluation will use a mixed methods approach for data collection and analysis, relying on primary and secondary sources. Systematic data triangulation across different sources and tools will be carried out to validate findings and avoid biases in the evaluative judgement.

Roles and responsibilities

The evaluation will be conducted by a team with extensive experience in complex humanitarian evaluations. Oversight of the evaluation will be provided by Alexandra Chambel, Senior Evaluation Officer, supported by Research Analyst Silvia Catalani. An internal reference group will play an advisory role by commenting on draft reports. The Deputy Director will provide quality assurance, while the Director of Evaluation will present the Evaluation to the WFP Executive Board for consideration in June 2027.

Timeline

Inception (April – May 2026)

Data Collection (June – August 2026)

Analysis & reporting (October 2026 – Feb 2027)

Dissemination (March – June 2027)