EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE
EVALUATION OF WFP'S POLICY ON HUMANITARIAN PROTECTION

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1. Background

1.1. Introduction

1.   Policy Evaluations focus on a WFP policy and the guidance, arrangements, operations and activities that are in place to implement it. They evaluate the quality of the policy, its results, and seek to explain why and how these results occurred.

2.   These terms of reference (TOR) are for the evaluation of the WFP Humanitarian Protection Policy[1], which came into effect in February 2012, and the 2014 Policy Update[2]. The WFP Office of Evaluation (OEV) is launching this evaluation in parallel to an evaluation of WFP's Policies on Humanitarian Principles and Access in Humanitarian Contexts. A scoping exercise was conducted to examine potential thematic overlaps between the two evaluations, and to define the scope of each, including a clear delineation of the respective evaluation questions.

3.   The TOR were prepared by the WFP OEV's evaluation manager, Gabrielle Duffy, Evaluation Officer, based on a document review, discussions with stakeholders, and the scoping exercise mentioned above.

4.   The purpose of these TOR is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations that the evaluation team should fulfil. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents an overview of WFP's policy and its implementation, and defines the scope of the evaluation; Chapter 4 spells out the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized.

5.   The annexes provide additional information on the evaluation timeline (Annex 1), the Evaluation Communication and Learning Plan (Annex 2), the delineation of scopes of the evaluations of WFP Humanitarian Principles and Access and Protection Policy (Annex 3), proposed composition of the Internal Reference Group (IRG) and External Advisory Group (EAG) (Annex 4).

6.   The evaluation is schedule to take place from January to December 2017. It will be managed by the WFP Office of Evaluation and conducted by an independent evaluation team. A summary of the final evaluation report will be presented to the WFP Executive Board in February 2018.

1.2. Context

7.   This evaluation takes place in the context of an unprecedented soar in humanitarian needs, alongside a historic shortfall in the funding required to meet them. Humanitarian responses are increasingly complex in the face of armed conflicts, disasters caused by natural hazards and the impacts of climate change, health threats, soaring inequality, and increased fragility marked by extreme poverty and weak institutions[3]. Each year, millions of people are forced to flee their homes as a result of armed conflict and violence, and live in a situation of displacement, exposed to a range of protection threats[4].

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[1] WFP/EB.1/2012/5-B/Rev.1
[2] WFP/EB.A/2014/5-F
[3] UN GA A/71/353, Outcome of the World Humanitarian Summit, Report of the Secretary-General, 23 August 2016
[4] Global Overview 2015, People Internally Displaced by Conflict and Violence, iDMC/NRC, May 2015

8. Since the early 1990's, the international community has invested considerably in the development of norms, policies, guidance and training to strengthen protection of and accountability to affected populations . The Humanitarian Reform programme that was borne of the 2005 Humanitarian Response Review, and later the Transformative Agenda (2011), placed a strong focus on protection, particularly for refugees and the internally displaced[5]. The 2005 UN World Summit Outcome Document endorsed the 'Responsibility to Protect' norm[6], which envisaged the intervention of international actors in situations of acute crisis, although it is yet to be universally accepted. The Human Rights up Front initiative was launched by the UN Secretary-General in late 2013 to ensure the UN system takes early and effective action, to prevent or respond to large-scale violations of human rights or international humanitarian law. It seeks to achieve this through cultural change within the UN system, so that human rights and the protection of civilians are seen as a system-wide core responsibility.

9. In a statement issued in 2013, the Principals of the Inter-Agency Standing Committee (IASC) affirmed that all humanitarian actors have a responsibility to place protection at the centre of humanitarian action[7]. The IASC Policy on Protection in Humanitarian Action defines protection as "all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and the spirit of the relevant bodies of law (i.e. International Human Rights Law, International Humanitarian Law, and International Refugee Law". It committed to "a system-wide and comprehensive response to conflicts and disaster. This response is driven by the needs and perspectives of affected, persons, with protection at its core." Closely related are the IASC commitments to Protection from Sexual Exploitation and Abuse (PSEA).

10. Commitments emanating from the May 2016 World Humanitarian Summit (WHS) highlighted actions to further protect civilians, particularly children, and promoted the centrality of protection[8]. Strengthening the protection of refugees and internally displaced people is included in the WHS Core Responsibilities. The Summit re-emphasised the centrality of protection to humanitarian assistance and called for concerted efforts by the international community to support effective policies and frameworks that reduce new and protracted situations of refugee and internal displacement in a safe and dignified manner, and increase protection, particularly for those displaced, for marginalized groups, and for women and girls.

11. Even more recently, the UN High-Level Summit for Refugees and Migrants[9] resulted in a powerful outcome, the New York Declaration for Refugees and Migrants (NY Declaration), by which the UNGA adopted a set of commitments to enhance the protection of refugees and migrants. The NY Declaration reaffirms the importance of the international protection regime and represents a commitment by Member States to strengthen and enhance mechanisms to protect people on the move. It paves the

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[5] The Global Protection Cluster, led by UNHCR, was established in 2005.
[6] UNGA A/RES/60/1. 2005 World Summit Outcome. Oct 2005
[7] IASC, Statement on the Central of Protection, 17 December 2013.
[8] WHS Commitments to Action, Istanbul, May 2016
[9] UN High Level Summit for Refugees and Migrants - 19 September 2016

way for the adoption of two new global compacts in 2018: the global compact on refugees and the global compact for safe, orderly and regular migration[10].

12.   The humanitarian funding reforms known as the "Grand Bargain" aim to ensure that humanitarian organizations are able to anticipate and prepare for crises, can deliver protection and assistance better to the most vulnerable and can restore opportunity and dignity to them. It calls for safeguarding of the 'do no harm' principle, both in terms of politicised context and protection concerns.[11]

13.   Despite this, in many operational contexts today, international humanitarian law is deliberately ignored by state and non-state actors, inflicting direct harm on civilians. Humanitarian actors face increasing challenges and dilemmas in ensuring the provision of humanitarian assistance that supports the protection of affected populations and avoids exposing them to further harm.

14.   Results are not encouraging: a 2015 independent *Whole of System Review*[12] examined how protection issues are addressed in the context of humanitarian action, beyond agencies with specific protection mandates. The findings identified systemic constraints to improving protection, such as resistance to change in the humanitarian system, geopolitical agendas shaping UN Security Council decisions, and the instrumentalization of humanitarian action in support of political or military agendas. Other recurring themes included little common understanding of protection, lack of strategic vision, weakness in the protection architecture; gap between rhetoric and reality on protection; and the widespread perspective that humanitarians have a limited role to play.

15.   In this context, WFP plays an important role as an example of how organizations that do not hold a specific protection mandate can integrate protection concerns into their programmes. Since 2005, the organization has invested in developing its capacity to address protection concerns within the context of its mandate: firstly through the WFP Humanitarian Principles Policy (2004), the Protection Project (2005-2008), and subsequently through the 2012 Protection Policy and its 2014 update. The last two Strategic Plans (2008-2013 and 2014-2017) have an increasing focus on protection. The new Strategic Plan 2017-2021 states that "WFP will work to integrate humanitarian protection concerns and accountability to affected populations in all its activities[13]"

2. Reasons for the Evaluation

2.1. Rationale

16.   WFP's Evaluation Policy (2016-2021) specifies that corporate policies should be evaluated within four to six years of implementation. Approved in 2012, the protection policy is now in its fifth year of implementation and its inclusion in the OEV work plan 2016-18 is therefore timely.

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[10] UNGA A/RES/71/L.1, 13 September 2016 *New York Declaration for Refugees and Migrants*
[11] The Grand Bargain – A Shared Commitment to Better Serve People in Need, May 2016, Istanbul, Turkey
[12] Independent Whole of System Review of Protection in the Context of Humanitarian Action, Niland N, Polastro R, Donini A, Amra L. *NRC,* May 2015
[13] Paragraph 47, WFP Strategic Plan 2017-2021

17.   Moreover, the 2014 policy update reported that while much had been achieved over the first two years of roll-out, full implementation would require long-term commitment and further investments and likely to extend beyond the planned completion in 2016.

18.   The evaluation is particularly timely and relevant in the light of the adoption of the Sustainable Development Goals, WFP Commitments to Agenda 2030,recent World Humanitarian Summit[14] outcomes, and the 2016 NY Declaration[15]. Through the upcoming roll-out of the new WFP Integrated Road Map[16], and specifically the new Strategic Plan (SP) 2017-2021, WFP has reiterated its strategic vision to enable it to integrate humanitarian protection concerns, together with humanitarian principles, gender equality and women's empowerment, into all of its work and activities.

19.   Lastly, the evaluation of protection has received little attention globally, and is reportedly dispersed and inconsistent.[17]

2.2. Objectives

20.   Policy evaluations serve the dual objectives of accountability and learning.

- **Accountability** – This evaluation will assess the quality and results of the 2012 Humanitarian Protection Policy, of the associated guidance, approach and activities to implement it, as well as the 2014 update on its implementation. A management response to the evaluation recommendations will be prepared by WFP and subsequent action taken will be tracked over time.

- **Learning** – The evaluation will determine the reasons why certain changes occurred or not to draw lessons, derive good practices and pointers for learning. It will provide evidence-based findings, conclusions and recommendations to inform decision-making around the implementation and eventual revision of the protection policy. Key results will be actively disseminated to inform global debates and promote learning on protection to internal and external audiences as appropriate.

2.3. Stakeholders and Users of the Evaluation

21.   A preliminary list of key internal and external stakeholders is provided in table 1. The evaluation team will conduct a full stakeholder analysis during the inception stage of the evaluation. An Internal Reference Group (IRG) and an External Advisory Group (EAG) will be involved throughout the evaluation process and will provide inputs at key stages (see Annex 6).

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[14] UN GA A/71/353 23 August 2016, *Outcome of the World Humanitarian Summit*, Report of the Secretary-General
[15] UNGA A/RES/71/L.1, 13 September 2016 *New York Declaration for Refugees and Migrants*
[16] WFP Integrated Road Map encompasses four pillars: the new Strategic Plan 2017-21, Corporate Results Framework, Financial Framework Review and Policy on Country Strategy Planning.
[17] Evaluation Protection in Humanitarian Action, Christoplos I. and Bonno F., ALNAP/ODI, 2016

Table 1: Key internal and external stakeholders

Stakeholders	Interest in the evaluation
Internal stakeholders	
Country Offices (CO)	Responsible for the country level planning and operations implementation, CO staff are involved in direct implementation of protection through programme design and delivery. They have a direct interest in the evaluation to inform country-level decision-making and support internal accountability, as well as accountability to beneficiaries, partners and donors.
Regional Bureaux (RB)	RBs provide strategic guidance, programme support and oversight to the COs. The evaluation results will inform decision-making by RB senior management, Emergency Coordinators, Regional Programme Advisers, and in particular the recently instated Regional Humanitarian Advisors.
WFP headquarters (HQ) divisions / Technical Units	The Emergencies and Transitions Unit (OSPZH) in the Policy & Programme Division holds a direct stake in the evaluation and will be a primary user of its results. The evaluation results will provide evidence of effective approaches to protection, and inform future policy and programme guidance, as well as support to RBs and COs. A number of other HQ Divisions/Units will be interested in the findings of this evaluation. These include Gender, Ethics, Performance management & Monitoring; Partnerships, Policy Coordination & Advocacy; Geneva and New York offices; Emergency Preparedness and Response; Ethics Office; Vulnerability Analysis Unit; Market Access Programme Unit.
WFP senior management	Senior Management at HQ, RB and CO levels will be interested in the findings of this evaluation as they decide on the organisation's policies, strategic directions and guidance. The findings may also inform senior management involved in decision-making for Level 3 and Level 2 emergency responses, through the Strategic and Operational Task Forces.
WFP Executive Board (EB)	As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations.
External stakeholders	
Affected populations	Affected populations (women, men, boys and girls) have a strong interest in WFP providing food assistance in ways that contribute to their safety, dignity and integrity. They are ultimately the best-placed to judge to what extent WFP's protection policy is effective in ensuring food assistance reaches them in ways that support their protection. The evaluation will therefore have a strong focus on affected populations, and their perspectives will be sought during extended field visits as a central building block to addressing the evaluation questions.
Governments in host countries	States hold the primary responsibility to protect all people within their jurisdictions. Host/partner governments have a direct interest in knowing whether WFP activities in the country are effectively reaching the population in need. The findings may also inform national-level solutions for safe and dignified food assistance programming, and serve as an advocacy tool.
Non-State Armed Actors (NSAA)	NSAAs are required to respect international humanitarian law, are parties to conflict in a range of humanitarian settings, with whom WFP may negotiate front-line access. The findings may serve as an advocacy tool.
UN agencies	The IASC and its Principals s responsible for strengthening the coordination of humanitarian assistance and advising the Emergency Relief Coordinator. Together with OCHA, they have an interest in learning from the results of the evaluation to address operational challenges and gaps. Humanitarian Coordinators and Country Resident Coordinators are directly responsible for the management of all clusters and coordination at country level and may use lessons from the evaluation to improve harmonized action. The Emergency Directors Group has an interest in to strengthen coordinated emergency management. UN agencies have an interest in ensuring that WFP operations are effective and aligned with their programmes. Due to their mandate, UNHCR who is the lead of the Global Protection Cluster, and UNICEF have a direct interest in learning from the findings of the evaluation as they might face similar challenges and constraints. Their implication in the evaluation process and sharing of their experience will be instrumental to generate lessons. UN Women and UNFPA may also be interested in the findings vis-à-vis linkages between protection, gender and gender-based violence. The clusters, and particularly the Global Protection and Food Security clusters, have an interest in the evaluation results to strengthen response capacity and coordination.

NGO partners, other organizations	As key partners in programme implementation and design, they will be ultimately those who will be adopting the approaches that prove to be effective which might affect future implementation modalities, strategic orientations and partnerships. Organizations such as MSF, NRC, IRC and the ICRC will have a direct interest in the evaluation. Their implication in the evaluation process, together with local NGOs, will be instrumental to generate lessons. The experience and knowledge of academic institutions and fora (e.g. ALNAP) can inform the evaluation and provide platforms for shared learning.
Donors	WFP is funded solely by voluntary donors' contributions. Donors have a keen interest in seeing the results of successful policy implementation, particularly those with a keen interest in protection.

22.   WFP stakeholders at country, regional and HQ level are expected to be involved in all phases of the evaluation process. The main internal users of the evaluation are WFP Country Offices and national-level partners who may use the results to inform decision-making and provide accountability; the Policy and Programme Division, WFP Executive Board and Executive Management Group, Gender Office, Regional Gender Advisers and Regional Humanitarian Advisers.

3. Subject of the Evaluation

3.1. WFP's Humanitarian Protection Policy

23.   The WFP Policy on Humanitarian Protection[18] was approved by the WFP Executive Board in February 2012. It sets out the framework and policy direction for the integration of humanitarian protection in WFP's work and for increasing WFP's awareness and consideration of the rights and protection situations of the people it assists. It provides a practical WFP definition of protection, centred on assistance: "*protection means designing and carrying out food and livelihood assistance activities that do not increase the protection risks faced by crisis-affected populations receiving assistance. Rather, food assistance should contribute to the safety, dignity and integrity of vulnerable people*".

24.   The policy aims to ensure that crisis-affected people are not exposed to further harm as a consequence of WFP programmes, and that food assistance contributes to the protection of beneficiaries, particularly marginalized and disenfranchised groups. It is underpinned by five principles:

   i.   recognition of the primary responsibility of the State to protect people within its jurisdiction and the need to work with governments;

   ii.   crisis-affected food-insecure people are the primary actors to whom WFP is accountable;

   iii. food assistance based on context and risk-analysis that includes an understanding of protection gaps and their contribution to food insecurity and hunger;

   iv.   the pursuit of food assistance processes in accordance with humanitarian principles and international law;

   v.   provision of food assistance in ways that support the protection of crisis-affected populations, and do no harm.

25. The policy sets out six main policy directions for the immediate and long-term:

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[18] WFP/EB.1/2012/5-B/Rev.1

i. investing in institutional capacity for context and risk analysis;

  ii. incorporating protection into programme tools;

  iii. integration into programme design and implementation;

  iv. developing staff capacity;

  v. establishing informed and accountable partnerships;

  vi. managing protection-related information.

26. Importantly, the policy outlines the boundaries of engagement, and defines WFP's responsibilities and limitations regarding protection, as a non-protection mandated organization. It lays out the minimum programme support requirements for a range of operational settings. Institutional support measures for integration of protection in WFP are also described, and further elaborated on in the Emergencies and Transitions Unit Strategy 2015-2016[19].

3.2. Overview of Policy Implementation Arrangements

27. An implementation approach was formulated to operationalize the protection policy. It outlined a four-year implementation plan (2012–2016), extending the work of the 2005-2008 Protection Project[20]. A phased-approach to policy implementation was envisaged, engaging an initial ten country operations in the first phase (July 2012–December 2013), increasing to twenty in phase 2 (January 2014–June 2015), and mainstreaming guidance in phase 3 (July 2015 – June 2016 and onwards).

28. Implementation focused broadly on three of the six strategic policy directions: 1) staff capacity development; 2) programme support; and 3) inter-agency and bilateral collaboration. For each component, objectives and activities were developed at country and corporate level.

29. The approach also outlined mechanisms for coordination of implementation and technical support to the field, through a small team of WFP protection experts in HQ and stand-by partner arrangements (such as the Swiss Development Agency protection roster and the Protection Standby Capacity (PROCAP)) for the deployment of protection experts to COs that require support .

30. In 2014, WFP provided an update on the status of implementation of the protection policy[21]. Some 30 country offices were reported as having undertaken initiatives to strengthen protection in a range of contexts (large- scale emergencies, protracted crises, and development settings)[22]. Of these, 11 country offices had prioritized protection using dedicated resources[23]. The update found that country offices had focused primarily on three of the six policy components: staff capacity development, programme design and implementation and incorporation into programme tools. Protection capacity at the regional level was found to be strengthened. Since 2015, three humanitarian protection advisers have been recruited

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[19] WFP, Integrating Protection and AAP, Emergencies and Transitions Unit (OSZPH) Strategy 2015-2016.

[20] WFP, Humanitarian Protection Policy Implementation Approach, Humanitarian Policy & Transitions Service, Policy Planning Strategy Division, April 2012

[21] WFP/EB.A.2014/5-F, 9 May 2014

[22] Afghanistan, Bangladesh, Burkina Faso, Burundi, Central African Republic, Chad, the Democratic Republic of the Congo (DRC), Djibouti, Ecuador, El Salvador, Ethiopia, Guatemala, Honduras, Kenya, Malawi, Mali, Mauritania, Myanmar, Nepal, Nicaragua, Pakistan, the Philippines, Rwanda, Somalia, South Sudan and Egypt, Iraq, Jordan, Lebanon and Turkey under the Syrian operation

[23] Afghanistan, Burundi, DRC, Ecuador, Ethiopia, Kenya, Malawi, Nepal, Pakistan, the Philippines and Somalia

in regional bureaux[24] and protection experts have been deployed to major emergencies.

31.   The update envisaged an increased number of country offices integrating protection into their work, and an extended implementation time-frame that would go beyond the planned completion of roll-out in 2016.

32.   The OSZPH strategy for 2015-2016 outlined the three main areas of focus for that period: 1) guidance and training to expand WFP's knowledge and understanding of protection and AAP issues; 2) programme support for WFP CO to expand on achievements in integrating protection and AAP; 3) policy direction and engagement in global interagency policy processes.

Accountability to Affected Populations

33.   Following WFP's commitments under the Transformative Agenda, the integration of protection into programmes was expanded to include strategies to improve accountability to the people receiving assistance[25]. To gain an overview of ongoing AAP activities, establish benchmarks, and strategically support the integration of AAP going forward, WFP undertook a global baseline survey of practices in all country offices in 2015[26]. Findings were encouraging and showed that AAP practices were being applied in a range of programmes and contexts, from emergency operations to development programmes (see Figure 2 below). Some 66% of country offices reported having at least one Community Feedback Mechanism (CFM) in place (the most prevalent types are hotline and complaints and feedback desks, although the survey reveals that complaints and feedback boxes and other mechanisms are also used). However, at that time formal CFMs were still not routinely established and implemented by all country offices and standards for complaint- and response handling varied within and between operations. Four main areas for improvement were identified:

  i.   standardising and systematising implementation through the development of corporate guidance;
 ii.   instituting a culture of learning from affected communities and integrating their feedback to improve programmes;
iii.   exploring and capitalising on the possibilities offered by technology to enhance AAP mechanisms; and
 iv.   systematically documenting and sharing successful practices and lessons.

34.   A detailed overview of key internal mile-stones is provided below in Table 2.

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[24] RBD (Dakar), RBB (Bangkok) and RBN (Nairobi)
[25] Source: WFP. Protection Policy Update. 2014
[26] Source: WFP, Accountability to Affected Populations in WFP, Baseline Survey 2015

Table 2: Protection Policy - Internal key milestones

When	What	Description
Feb 2004	**Approval of Policy on Humanitarian Principles**	Constitute normative and moral obligation for WFP, other humanitarian agencies and their staff to ensure more positive humanitarian outcomes and, at a minimum, to prevent assistance from causing further harm to affected populations.
2005-2008	Protection Project. It included: • Series of field studies on protection in more than 10 WFP country operations[27] • Consultations • 20 country-level training workshops • Several protection trainings for WFP staff and partners • Programme support to country offices in drafting and implementing protection checklists, work plans and strategies • Development of staff capacity to assess the contextual, programmatic and institutional risks that WFP faces when implementing its activities (protection and risk analysis, etc.)	Operationalized the principles and standards laid out in the HP Policy, using them as the basis for defining WFP's role in and contribution to humanitarian protection. Managed by the Humanitarian Policy and Transitions Service, aimed at examining the extent to which WFP's work is already contributing to protection and at developing action points for what more the organisation can reasonably do, alone or with partners. Undertaken in the context of scaling up inter-agency collaboration in order to provide predictable and coherent responses to growing protection gaps on the ground, and in view of the call for all humanitarian agencies - whether legally mandated or not – to share a collective responsibility for promoting protection of civilians.
2006	Start engagement with the global protection cluster	Provided additional guidance to the Protection Project
2006	**Approval of Note on Humanitarian Access and its implications**	Aimed to explain the challenges faced by WFP in securing humanitarian access in conflict and non-conflict emergencies and to describe WFP's role and approach, within the wider United Nations and humanitarian community, in ensuring safe and secure access
May/June 2008	Training of trainers on protection	Staff trained were responsible for facilitating the training programme in their COs and served as protection focal points.
2008	Approval of Strategic Plan (2008-2013)	Included shift from food aid to food assistance and affirmed the principle of operational independence
2009 (developed in 2008)	Training Manual on Protection in WFP Operations	Aimed to provide trainers with the necessary guidance materials to conceptualise, organise and deliver a training workshop on protection in the context of WFP's work. Includes a module of international law and another module on access negotiations
2009	Roll-out of a corporate-wide training programme on protection	Included up to 20 country operations (approximately 1,000 staff)
Feb 2009	Approval of WFP Gender Policy	Underscored WFP's commitment to the protection of women, making prevention of gender-based violence a programme priority
June 2009	Conference on Humanitarian Assistance in Conflict and Complex Emergencies	Critical areas of engagement were discussed, including: (i) UN and integrated missions, and their impact on humanitarian space; (ii) non-state actors and security, and their impact on humanitarian space; and

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[27] Contexts refer to armed conflict, post-conflict and natural disaster settings. Countries include: West Africa Coastal States (Cote d'Ivoire, Liberia, Guinea and Sierra Leone), DRC, Sudan (South and Darfur), Sri Lanka, Myanmar, Laos, the Philippines, Colombia, Honduras, and El Salvador. It has also covered Afghanistan, the Plurinational State of Bolivia, Burundi, Chad, Central African Republic, Ecuador, Ethiopia, Haiti, Kenya, Mali, Nepal, the Occupied Palestinian Territory, Uganda and the United Republic of Tanzania

		(iii) protection, the rights agenda, principled humanitarian action and advocacy. Included 3 country case studies: Compromise or Capitulation? Report on WFP and Challenges in Conflicts and Complex Emergencies: A Case Study of Haiti — Thomas Gurtner
2010	Start implementation of Access to Firewood and Alternative Energy in Humanitarian Settings (SAFE) Initiative	Done in Haiti, Sri Lanka, the Sudan (Darfur), Uganda, Chad, the Democratic Republic of the Congo, Ethiopia and Kenya to tackle protection challenges associated with collecting fuel for cooking
Sep 2010	Seminar on Humanitarian Protection in the Context of Food Assistance	Held in Rome
Nov 2010	WFP Anti-Fraud and Anti-Corruption Policy	Provided the policy basis for ensuring that protection threats to beneficiaries do not emanate from WFP staff or cooperating partners
Oct/Nov 2011	Literature review of studies of cash and voucher transfers and survey on C&V	Aimed to investigate whether cash-based transfers were working towards improving protection of (or at least doing no further harm to) beneficiaries, and what impact they could have on gender and community dynamics. The survey aimed to gather observations on the impact of cash and voucher transfers on protection and gender in CO programmes (34 COs responded[28]).
2012	Accountability to Affected Populations (AAP) Brief	Presented WFP's 3 focus areas among its 5 commitments to AAP done under IASC: i) Information provision; ii) participation; iii) Complaints and Feedback Mechanisms
FEB 2012	**APPROVAL OF WFP HUMANITARIAN PROTECTION POLICY**	Outlined what humanitarian protection means for WFP, and proposed directions for sustainable engagement aimed at making WFP's presence safer and its assistance safer and more dignified. Based on the principle that WFP's food assistance processes – including negotiations for humanitarian access, advocacy, partnerships, and delivery mechanisms – should be pursued in accordance with humanitarian principles and international law.
2013	WFP Guidelines: Protection in Practice: food assistance with safety and dignity	Considered the protection concerns of beneficiaries within the context of WFP's food assistance mandate and looks at how and to what extent has WFP grappled with protection dilemmas in its own work.
Sep 2013	WFP/ UNHCR case studies on: Examining Protection and Gender in Cash and Voucher Transfers[29]	Field research designed to examine cash and voucher transfers in WFP/UNHCR programmes, in terms of potential protection and gender implications. Included eight case studies in situations ranging from emergency relief to development.
Oct 2013	Approval of WFP Peacebuilding Policy	Established the parameters of WFP's engagement in peacebuilding, reaffirming the Do No Harm principle and supporting national priorities where possible, but following humanitarian principles where conflict continues.

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[28] CO that responded were: Afghanistan, Armenia, Bangladesh, Benin, Burkina Faso, Cambodia, the Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Ecuador, Georgia, Haiti, Iraq, Kenya, Lao People's Democratic Republic, Liberia, Mozambique, Nepal, Nicaragua, the Niger, the State of Palestine, the Philippines, Rwanda, Senegal, Sierra Leone, Sri Lanka, the Sudan, the Syrian Arab Republic, Timor-Leste, Tunisia, Uganda, Yemen, Zambia and Zimbabwe

[29] CO included were: Bangladesh (WFP), Chad (UNHCR), Ecuador (UNHCR and WFP), Jordan (UNHCR), Kenya (WFP), Pakistan (WFP), the State of Palestine (WFP), and the Sudan (North Darfur, WFP).

MAY 2014	**APPROVAL OF THE UPDATE ON IMPLEMENTATION OF THE PROTECTION POLICY**	Focused on achievements and lessons learned across WFP in each of the six elements of the policy: i) staff capacity development; ii) context and protection risk analysis; iii) integration into programme design and implementation; iv) incorporation into programme tools; v) protection information management; and vi) partnerships.
Nov 2015	Minimum Standards for Implementing a Community Feedback Mechanism (CFM)	Included a list of 10 requirements which apply to all forms of CFMs (e.g. hotline, complaints and feedback desk, complaints and feedback box, or social media) to ensure that by meeting these requirements COs do not put affected people at risk, and that do not raise expectations that WFP cannot meet.
2015	**INTEGRATING PROTECTION AND AAP, OSZPH STRATEGY**	Recognized broader demand for support on protection and AAP, presented a move towards a more organic approach relying on CO initiatives and towards more complementary implementation of protection and AAP during period leading up to the policy evaluation.
2015	Global baseline survey on CFM	Realized by OSZPH across all country offices to gain an overview of ongoing AAP activities (previous efforts were ad hoc and not implemented in a coordinated manner). The survey focused on (i) information provision, (ii) participation, (iii) and complaints and feedback mechanisms (CFMs). It also examined internal processes that allow WFP to effectively integrate AAP. Progress was noted in all the specific areas, and 66% CO reported having a CFM in place in 2015.
Feb 2016	AAP Theory of Change	Developed the AAP Theory of Change to inform the new SP 2017-2021, which applies to all programmes, modalities and in all contexts, including operations of direct implementation as well as where WFP provides a technical advisory role to the government. Structured around information provision; consultation; complaint & feedback mechanisms.
Feb 2016	Protection Theory of Change	Developed the Protection Theory of Change to inform the new SP 2017-21, which applies to all programmes, modalities and in all contexts, including operations of direct implementation as well as where WFP provides a technical advisory role to the government. Overlap with other cross cutting areas, such as AAP and Gender, highlights complementarity among mutually-reinforcing approaches, while maintaining focus on thematic distinctions
JUNE 2016	**AAP STRATEGY**	Delineated WFP's approach to AAP (2016-2021) to facilitate participation of affected people in WFP's programmes by ensuring that programme design, implementation, and monitoring and evaluation processes and decisions are informed by and reflect the views of affected people. It is informed by the five IASC Commitments on AAP and other key inter-agency standards on AAP, including the Core Humanitarian Standards.

Expenditure

35.   Under the implementation plan, funding requirements were estimated at some US $6.96 million over 3 years (July 2012 to June 2015). These costs do not include the cost of stand-by partner deployment to field operations. The 2014 policy update did not report on funding and expenditure allocated to support the policy roll-out, other than estimate the contribution of stand-by partners (at US$1.6 million). The 2015-2016 Emergencies and Transitions Strategy on AAP and Protection estimated its

implementation cost at US $5.9 million for that timeframe. At the corporate level, no further information is available at this stage on funding allocated.

Reporting

36.   Since 2014 WFP has systematically monitored progress on protection and AAP, using two corporate indicators, included in the Strategic Results Framework:

- Proportion of assisted people who do not experience safety problems to/from and at WFP programme sites: expected targets are of 80% for EMOPs, 90% for PRROs and 100% for CPs and DEVs. This indicator is linked to the SRF cross-cutting result on 'WFP assistance delivered and utilized in safe, accountable and dignified conditions'[30]. It is not limited to protection risks that may unintentionally be caused by WFP programmes, but also covers risks related to people's safe access to WFP assistance.

- Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain). This indicator was developed as a first step towards increasing accountability in WFP's programmes in the context of WFP's commitment to AAP. Expected targets are 70% for EMOPs, 80% for PRROs and 90% for CPs and DEVs.

37.   Table 3 below provides an overview of achievements against targets, reported in 2014 and 2015. The figures illustrate that most projects met established targets for protection indicators, although there is an apparent downward trend in the actual number of projects meeting protection targets. However, the 2014 and 2015 Annual Performance Reports highlighted that some country offices held concerns about whether safety problems are always reported, given the sensitive nature of the questions. Over the same period, the number of reporting capture rates has increased, particularly for PRRO projects (see Figure 1 and annex 4).

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[30] Source: WFP Indicator Compendium, 2015

Table 3: Progress against WFP's corporate protection cross-cutting indicators (2014-2015)[31]

Cross-cutting indicator	Projects reporting performance data		Projects meeting target		Percentage of projects meeting targets	
	2014	2015	2014	2015	2014	2015
1. Proportion of assisted people who do not experience **safety problems** to/from and at WFP programme sites	57	94	57	91	**100%**	**97%**
1.a. Proportion of assisted people **(men)** who do not experience safety problems to/from and at WFP programme sites	67	97	66	93	**99%**	**96%**
1.b. Proportion of assisted people **(women)** who do not experience safety problems to/from and at WFP programme sites	66	99	62	95	**94%**	**96%**
2. Proportion of assisted people **informed** about the programme (who is included, what people will receive, where people can complain)	49	93	43	62	**88%**	**67%**
2.a. Proportion of assisted people **(men)** informed about the programme (who is included, what people will receive, where people can complain)	65	106	50	69	**77%**	**65%**
2.b. Proportion of assisted people **(women)** informed about the programme (who is included, what people will receive, where people can complain)	66	107	50	72	**76%**	**67%**

Figure 1: Corporate protection cross-cutting indicators reporting capture by type of operation (2014-2015)[32]
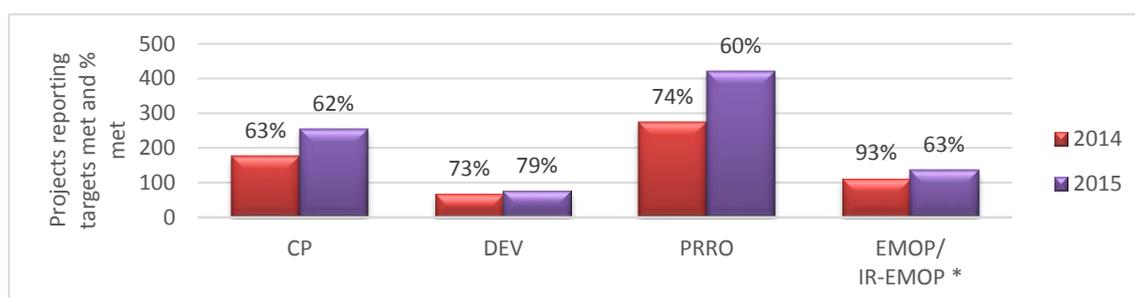
CP = Country Programme; DEV = Development Operation; PRRO = Protracted Response and Relief Operation; (IR) EMOP = (Immediate Response) Emergency Operation

Figure 2: WFP Corporate protection indicators by type of operation (2014–2015)[33]

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[31] Source: WFP Dacota and COMET 2014-2015
[32] Source: WFP Dacota and COMET 2014-2015. Includes projects reporting insufficient data.

[33] Source: WFP Dacota and COMET 2014-2015. CP = Country Programme; DEV = Development Operation; PRRO = Protracted Response and Relief Operation; (IR) EMOP = (Immediate Response) Emergency Operation

Proportion of assisted people informed about the programme (2014-2015)

Proportion of assisted people who do not experience safety problems travelling to/from and at WFP programme sites (2014-2015)
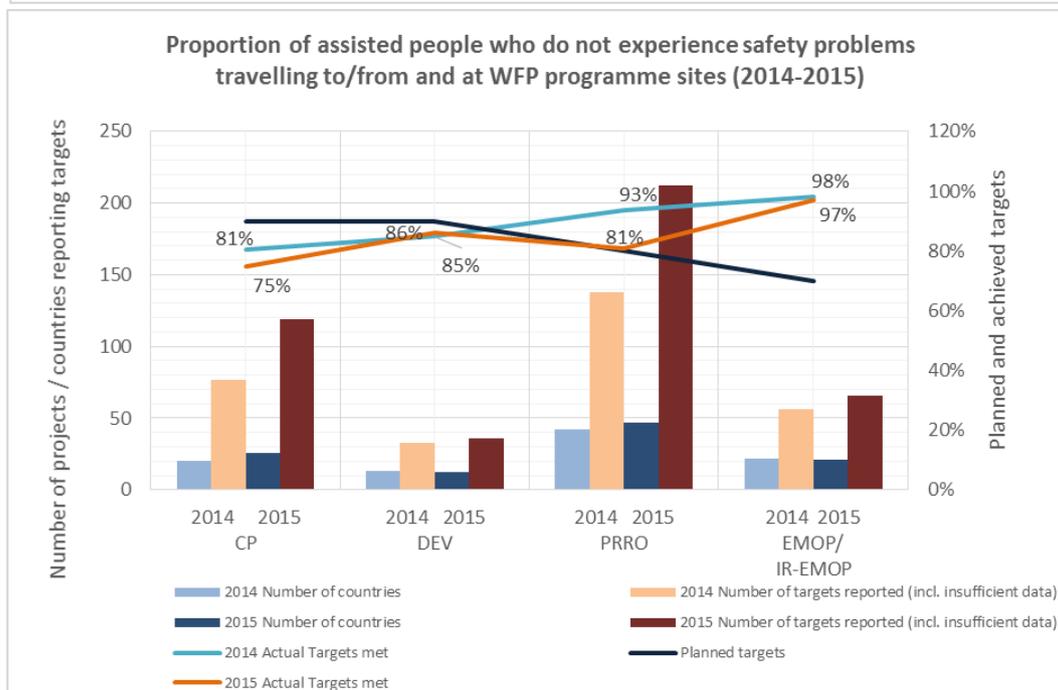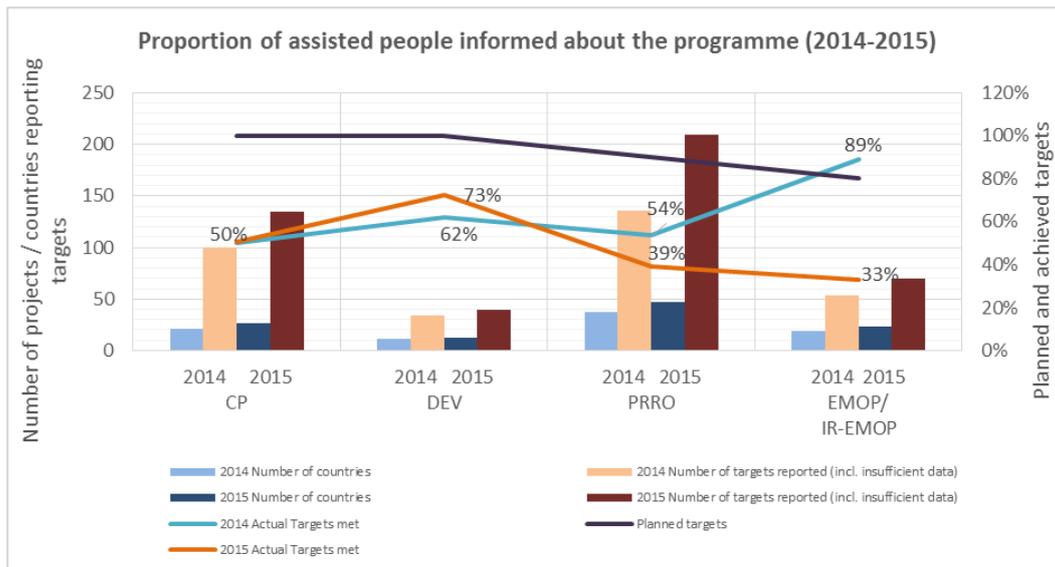
38.   While this data is helpful, it should be noted that a recent evaluability assessment of the WFP Strategic Plan 2014 – 2017[34] found that found that corporate indicators did not cover all protection aspects, and while results were measurable, there were concerns with data accuracy and responding to findings from data. The new SP 2017-2021 has retained one of the existing corporate indicators, and introduced two new indicators (see annex 5).

39. Reporting on progress against the three components outlined in the implementation plan is limited to the 2014 policy update. Reported achievements between 2012 and 2014 include:

i.   Staff capacity development: more than 1,500 staff from WFP, cooperating partners and governments in 25 countries were trained in integrating

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[34] Evaluability Assessment WFP's Strategic Plan 2014-2017, Advisory Report OEV/2015/022

protection into food assistance activities, adding to the 2,500 staff and partners trained previously. Protection has also been integrated in a number of other corporate trainings such as the ones for reporting officers and logistics. Also, there have been annual workshops for protection advisers. Ongoing in-country trainings.

ii. Programme support; incorporation of protection into monitoring tools, programme guidance and assessment methodologies has been carried out at both the corporate and country office levels. Integration of AAP in operations at CO level. However, still need continuous support to CO through deployment of standby partners or recruitments.

iii. Inter-agency and bilateral collaboration: participation in the global protection cluster and IASC protection policy. The OSZPH Strategy 2015-2016 provides some additional information, based on these components.

3.3. Scope of the Evaluation

40. To avoid duplication and maximize complementarities, the respective scopes of the evaluation of WFP's policies on humanitarian principles and access in humanitarian contexts and the evaluation of WFP's protection policy have been carefully delineated during the scoping exercise. The following thematic overlaps were identified: i) staff analytical capacity; ii) the principle of impartiality/non-discrimination; iii) level of staff and partner awareness of the humanitarian principles and key concepts; iv) advocacy; v) partnerships; and vi) information and monitoring. For each of these areas, the respective focus of the two evaluations is set out in Annex3. The two evaluations are distinct in their approaches and timelines and will be conducted separately. However, synergies between the two processes will be ensured through management by a single evaluation manager, some common membership of the reference groups, and close coordination between the two independent evaluation teams. It is expected that the protection policy findings may inform the policy evaluation of humanitarian principles and access. The risks outlined in table 3 below have been carefully considered when defining the evaluation approach and scope.

41. The evaluation will:
- Assess the quality of WFP's policy framework (including the policy documents, organizational frameworks, systems, guidance, processes and capacities), including arrangements and activities in place to support implementation (Question 1)
- Assess results achieved since the policy adoption in 2012 until mid-2017 (Question 2).
- Identify factors within and beyond the control of WFP that enable or constrain its implementation (Question 3).

42. In doing so, the evaluation will also consider the following elements not included in the original policy:
- Advocacy, given its importance for non-protection mandated organizations to promote and implement protection.

- AAP as one of the core principles on which the policy is based, and which is included as a crucial factor in the 2014 policy update.
- Prevention of Sexual Exploitation and Abuse, as an important component of the 'do no harm' approach that lies at the core of WFP's implementation of protection.
- Protection in cash transfer programmes and urban settings. Both represent crucial and rising trends in humanitarian assistance and have specific implications for protection.
- WFP monitoring, evaluation and reporting systems - capture results appropriate to the policy.

43. The evaluation will assess the extent and nature of the integration of gender and gender equality in the content and operationalisation of the policy. Gender, age and diversity considerations will be looked at, exploring for example the extent to which WFP's context and risk analyses are gender-informed ; and/or to what extent the integration of protection in programmes takes different threats and opportunities of different population groups into account.

44. The following will not be considered within the scope of this evaluation:
- Safety of WFP staff and operations
- Access negotiations
- Partnerships other than cooperating/implementing partners; general adherence of partners to principles.

4. Evaluation Questions, Approach and Methodology

4.1 Overview of Evaluation Approach

45. The evaluation team will be expected to pursue the most rigorous approach possible in order to maximise the quality, credibility and utility of the evaluation and address the evaluation questions in a way that serves the dual objectives of accountability and learning. The approach will be global in reach and theory-based, testing the assumptions of the 2016 constructed theory of change, from output level to outcomes and policy objectives, as well as examine interlinkages between policy results and the expected short, medium- and long-term changes.

46. Due to the scope, timeline, and resourcing of the evaluation, it will be primarily reliant on qualitative data, document review and desk analyses of quantitative data. The evaluation design and methods developed by the evaluation team should be suited to the evaluation questions, expectations and field conditions facing the evaluation team; maximize the utility of the evaluation through inclusion of key stakeholders; and ensure credibility of the evidence used for analysis, conclusions and recommendations. A comprehensive approach will be developed during the inception phase. This will likely consist in:

- A review of protection policy and normative documents at UN System-Wide level, as well as those of comparator organizations.
- An assessment of relevant WFP policy and strategic documents.
- An assessment of a selection of WFP operational documents (including project documents, reports (standard project reports, donor reports, evaluations).

- An in-depth study of up to six country offices through desk-review, and field studies of an additional six country offices. Country cases will be selected against carefully established criteria, to ensure adequate breadth of geographic representation and a range of operational contexts.

- A broad staff and partner perception survey looking at the level of protection expertise, understanding and awareness of key concepts and their operational significance.

4.2 Evaluability Assessment

Evaluability *is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.*

47.   Conducting a policy evaluation of protection entails risks. A number of potential risks, and related mitigation measures were identified during the scoping exercise for this evaluation. Table 3 below provides a summary:

Table 3: Risks and Mitigation Measures

Risk	Mitigation Measure
1. The evaluation could create or exacerbate tensions with host governments, member states and non-state actors who object to inquiries relating to protection or to the rights-based discourse underpinning protection	Consult with country (and regional) directors how to approach country cases to address sensitivities of different stakeholders.
	Be sensitive about the language used around the evaluation, for example by not framing questions with reference to human rights, but with reference to national normative frameworks such as the constitution.
	Communicate to national government and non-state actors that the objective of the evaluation is not to conduct a protection analysis or assess the situation in country, but to assess WFP's capacities and performance, and inform future improvements.
2. The evaluation could be perceived as an attempt by WFP to expand its protection mandate and as such create or exacerbate tensions or debates relating to mandates between WFP and other UN agencies. External criticism could result in WFP giving less priority to protection.	Communicate the evaluation and its objectives e.g. to the global protection cluster and its members and emphasise the evaluation's objective to assess ways for non-protection mandated agencies to operationalise protection.
3. Evaluation findings on harm done by WFP or its partners could damage their reputation.	Stronger focus on learning, frame findings in a forward looking way and include good practices.
	Present findings in a very balanced way.
4. The evaluation could raise issues that WFP cannot address due to resource or mandate constraints	Focus on WFP's capacities and processes for implementing protection, rather than individual protection cases.
	Observe principles for the management of protection-related information in the evaluation.
5. The evaluation process could (be seen to) interfere with parallel processes investigating issues relating to protection and sexual exploitation and abuse – for example the ongoing UN	Coordinate with UN partners (e.g. protection cluster).
	Consult with country directors, emergency coordinators, and heads of programme during the inception phase to ensure potential concerns are taken into account in the country selection.

investigation in Central African Republic.	

48.   The recently-published ALNAP Guide to Evaluation protection in humanitarian action[35] may be helpful to inform the evaluation and to overcome some of the challenges in evaluating protection, particularly on protection-specific evaluability conditions, data collection methods, and intervention logics for protection.

49.   During the inception phase, the evaluation team will conduct an in-depth evaluability assessment and critically assess data availability and quality to inform its choice of evaluation methods. A preliminary analysis indicates that there is scope for evaluation against the policy objectives, albeit with some constraints linked to evaluation questions 2 and 3. The policy is supported by an explicit theory of change that articulates several expected results and institutional and operational changes required, however this was developed in 2016, i.e. four years after policy approval.

50.   It is expected that sufficient data will be available to analyze operational results, with the caveat that specific policy results have not been consistently monitored or reported upon at corporate level. Although systematic reporting against protection indicators has been in place since 2014, there has been limited use for programme adjustment and difficulties in applying these indicators in certain thematic areas (e.g. nutrition, school-feeding, capacity development), difficult interpretation by field monitors, and the AAP indicator does not fully capure all elements of AAP.

51.   Several WFP and inter-agency evaluation reports covering the evaluation period provide protection findings. Evidence of protection outputs/outcomes may also be 'embedded' in broader programme reports and assessments.[36]. Preliminary out-reach to regional and field offices has revealed a wealth of qualitative and quantitative data (available in an E-library), however there is no corporate repository to systematically track protection activities, level of implementation at the country level, or performance.

52.   Data on expenditure/levels of resources dedicated to protection may be difficult to track. OSZPH 2015-2016 strategy pointed out that "programme adjustments, review, or the costs or running a CFM are new to many CO and not yet integrated in budgets at the CO level". Expenditure data is therefore not mapped to specific protection activities.

53.   The evaluation team is likely to encounter further data access constraints due to:

- security issues in some of the country contexts most relevant for protection;
- Possible reluctance of key informants, including affected populations, to provide information on sensitive issues;
- Limited use of data on sensitive issues (e.g. PSEA) to avoid placing staff and beneficiaries at risk.

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[35] Evaluating protection in humanitarian action: decision-making process, common issues and challenges. Christoplos, I. and Bonino, F. ALNAP/ODI, 2016

[36] For example, SPRs, post-distribution monitoring reports, vulnerability and analysis assessments, emergency needs assessments, etc.

- Limited availability of quantitative data due to the relatively recent adoption of the policy and the related budget, programme, systems and monitoring tools.

54. As described in table 3, to mitigate some of these constraints, the purpose and process of the evaluation should be clearly communicated to relevant governments, staff and partners (emphasising that the evaluation will not conduct a protection assessment, but analyse WFP's capacity to integrate protection in its work) before launching the in-country evaluation process. A safe space should be ensured for the discussion of sensitive issues while encouraging compliance with WFP's rules on reporting misconduct and protecting whistle blowers[37].

55. The results of surveys conducted in the evaluation will need to be analysed with caution due to the likelihood of incomplete data, respondent and temporal bias. To be fully inclusive and engage with a broad range of stakeholders, country visits will be required to complement and triangulate electronic survey-based data.

56. Annex 3 contains a preliminary analysis of data available through corporate reporting systems. Relevant background documentation and data sets will be made available to the evaluation team.

4.3 Evaluation Questions

57. The evaluation will address the following three questions, which will be detailed further in an evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim to generate evaluation insights and evidence that will help policy makers make better policies and will help programme staff in the implementation of policy. The evaluation aims to generate a better understanding of diverse stakeholder perspectives in terms of assumptions and expectations that the protection policy should meet.

58. **Question 1:** What is the quality of **the Policy and associated guidance?** The evaluation will compare the policy and its provisions, as articulated, with international good practice, practice of comparators and partners, and other benchmarks to understand whether WFP's policy framework, from its outset, was geared towards attaining best results. This includes the extent to which the policy:

- Is evidence-based and underpinned by a sound conceptual framework (theory of change), with clear objectives, outcomes, outputs and indicators to measure results.

- Is coherent with other WFP corporate policies and normative frameworks (SP 2017-2021, Humanitarian Principles, Gender, AAP and PSEA) and with external policies and standards (e.g. IASC protection policy, Human Rights up Front Initiative).

- Clearly defines protection for WFP, as a non-protection mandated organization, setting appropriate parameters, guidance and reporting instruments for staff.

- Reflects good practice and remains relevant in the face of an evolving global context.

- To what extent staff members are aware of protection, and share a common understanding of it.

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[37] WFP "Whistleblower Protection Policy", ED/2008/003, 31 January 2008

59.   **Question 2: What were the results of the Policy?** The evaluation will collect information and data on results that can plausibly be associated with the policy and arrangements to implement it. In so doing, the evaluation will generate, to the extent possible, an understanding of other factors that generate the changes observed in the field in order to establish plausible associations between these occurrences and the stated policy and its implementation measures. specific areas of analysis are likely to focus on the extent to which:

- WFP has achieved intended outcomes as set out in the policy implementation plan and elaborated in the theory of change, as well as any unintended effects.

- The policy has affected/influenced WFP's partners' practice and affected populations have directly benefited from the results of policy implementation.

- Protection has been integrated as a cross-cutting objective throughout the organization, including to which extent practice has been consistent with the six strategic policy directions.

- WFP organizational frameworks, systems, guidance, processes and capacities have been put in place to operationalize the policy. (When considering policy implementation, the evaluation will also consider the following elements not included in the original policy (see scoping section): advocacy, AAP, PSEA, protection in cash-based transfer programmes and urban settings, WFP's M&E and reporting systems.

- Staff feel empowered, capable and supported to operationalise the policy.

- The policy framework had any unintended effects.

60.   **Question 3: Why has the Policy produced the results that have been observed?** In answering this question, the evaluation will generate insights into the factors that influenced and/or explain the observed results, internal factors associated with the way in which the policy was developed and its implementation arrangements, and contextual and external factors. Areas of focus may include *inter alia*:

Internal

- Process to develop the policy and implementation plan.

- Communication and dissemination of the policy.

- Quality and relevance of guidelines and tools for capacity development of staff and partners in a range of contexts

- Management and use of protection-related information.

- Institutional enabling environment: leadership, internal staff capacity, level of investment of financial and human resources.

- The evaluation should bring to light the institutional anchoring and level of priority given to protection as compared to AAP, PSEA and Gender, and the extent to which linkages, overlaps and delineations between the three policies enabled or constrained results.

  External

- Role of Stand-by Partners.

- Operational contexts, national commitments to humanitarian protection.

- Coordinated action and partnership, focusing on complementarity and synergies at global and national levels, particularly within the Food Security and Protection clusters.

- Donor requirements.

4.4 Methodology

> *This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.*

61. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), effectiveness, and connectedness.

62. During the inception phase, the evaluation team will elaborate the evaluation matrix (as per Section 4.3 above) and complete methodology, to be presented in the inception report, with annexes covering data collection instruments and further details as agreed by the Evaluation Manager.

63. The methodology should:

- Build on the logic of the policy and its objectives;

- Be geared towards addressing the evaluation questions presented in 4.3 and as elaborated in the evaluation matrix;

- Specify how gender and other structural socio-economic factors will be addressed;

- Take into account the limitations to evaluability described in 4.2; budget and timing considerations;

- Build on and refine identified key risks and appropriate management measures, during the inception phase as appropriate.

64. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a mixed methods approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information obtained through a variety of means. The evaluation methodology will be highly participatory with a strong focus on affected people and include strong qualitative data collection methods to inform some of the evaluation questions. The sampling technique to impartially select countries to be visited and stakeholders to be interviewed should be specified in the inception report. Indicative criteria include country context (emergency, protracted crisis, development, middle/low-income countries, etc.), level of engagement in protection activities, geographic representation, etc.

65. Data will be disaggregated by sex, age group and other relevant groupings. The evaluation findings and conclusions will highlight differences in performance and results of the policy for different beneficiary groups as appropriate. Suggested data-gathering methods are given below:

Table 4: Data Gathering Methods

Suggested data gathering methods for the protection policy evaluation

Document analysis
• Internal and external policy and guidance documents on protection, AAP and related issues
• Global context documents (WHS, SDGs…)
• Context, risk and VAM assessments in country cases
• Country strategies / Country Strategic Plans
• Protection/AAP strategies/reviews/risk analysis
• Gender and age analysis
• Programme documents in country cases
• Standard Project Reports (SPR)
• Programme tools (checklists, standard operating procedures, PDMs)
• Training materials
• Community information materials
• Media and social media reports
Data analysis
• Global monitoring data on protection
• Expenditure reports
• SPRs
• Data on AAP, including beneficiary feedback mechanisms, participation and information provision
• PSEA complaints data
• Corporate indicators relating to protection and PSEA
Interviews
• Internal and external protection and AAP experts
• HQ staff responsible for policy implementation measures and advocacy
• Senior Management (HQ, RB, CO)
• Standby partners
• Protection / humanitarian advisers
• Gender Advisers.
• Management, staff and cooperating partners at capital and sub-office level in country cases
• Aid recipients and other relevant stakeholders in country cases (e.g. other humanitarian organisations with and without protection mandate, including the Red Cross/Red Crescent; protection cluster; government representatives; local civil society)
Perception survey with staff, partners, donors, governments and potentially aid recipients

4.5 Quality Assurance

66.   WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

67.   The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

68.   To enhance the quality and credibility of this evaluation, external reviewer(s) will provide further quality assurance to the evaluation, and will comment on the draft inception and evaluation reports.

5. Organization of the Evaluation

5.1. Phases and Deliverables

Table 5: Timeline summary of the key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Inception	Dec 2016–March 2017	Inception Mission and inception reports. Desk Review at RB and COs level
2. Fieldwork	April – July 2017	Evaluation mission in the Co. Exit debriefings
3. Reporting/Reviews	Jul – Dec 2017	Draft Evaluation Reports/Matrix of comments Final evaluation report and Summary Evaluation Report for presentation at EB.1/2018

5.2. Evaluation Team

69.   The evaluation will be conducted by a team of external consultants, expected to include three-four internationally recruited senior evaluators, including the team leader. The team should include women and men of mixed cultural backgrounds and a range of language skills. Core team members should be complemented by national consultants for specific country cases, and by one or two research analysts.

70.   The Team Leader will report to OEV's Evaluation Manager. She/he will have strong evaluation experience of humanitarian responses, leadership and communication skills, and organizational performance assessment. She/he will have a strong understanding of protection in complex humanitarian crises, and experience with policy or strategic evaluations within multi-lateral agencies, as well as expertise in one or more of the following technical areas: gender, AAP, food assistance programming.

71.   Her/his primary responsibilities will include: ensuring appropriate, credible, and ethical methodology and approach; guiding and managing the team during each phase of the evaluation process; consolidating and quality assuring team members' contributions to the evaluation deliverables; representing the evaluation team in meetings with stakeholders; acting as contact point between the team and designated OEV Evaluation Manager; delivering the reports to the standards set out in this TOR and further confirmed in the inception report, in compliance with timelines and associated quality assurance systems operated by OEV (EQAS).

72. Other team members will report to the Team Leader and bring together a relevant combination of experience and technical expertise as per the technical areas outlined above, and should have experience in the methodologies needed for the evaluation. They should have the ability to process large amount of qualitative and quantitative data; good interpersonal skills; very strong facilitation experience and skills to deliver success learning workshops/events; team spirit; excellent analytical and writing skills; familiarity with WFP policies and programmes. Previous experience

conducting evaluations of WFP programmes is an advantage. Reporting will be in English but it is expected that fieldwork will be conducted in French, Spanish and English, depending on the countries selected for case study. Arabic language skills within the team may also be required.

73.   The team will not have been involved in the design, implementation or M&E of the protection policy, nor have other conflicts of interest. They will act impartially, adhere to confidentiality measures and respect the evaluation code of conduct[38].

5.3. Roles and Responsibilities

74.   This evaluation is managed by OEV. Gabrielle Duffy, Evaluation Officer, has been appointed as evaluation manager. The evaluation manager has not worked on issues associated with the subject of evaluation in the past. She is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Mar Guinot, Research Analyst, will provide research support throughout the evaluation.

75.   WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in selected countries; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

76.   To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders. An Internal Reference Group (IRG) and an External Advisory Group (EAG) will be established to ensure key internal and external stakeholders are involved throughout the evaluation process and provide inputs at key stages (see annex 6).

5.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

77.   The communication and learning plan (see Annex 2) for the evaluation emphasizes engagement of key stakeholders throughout the evaluation process. The internal reference group will be the key focus of regular updates from the Evaluation Manager and the evaluation team, and discussion and feedback sessions are scheduled in each of the main phases of the evaluation.

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[38] UNEG Norms and Standards 2005, and UNEG Ethical Guidelines 2007.

78.   To further disseminate the evaluation findings, the Evaluation Manager will draft a Summary Evaluation Report (SER), which summarizes the evaluation report's findings, key messages, conclusions and recommendations and a 2-page evaluation brief. The SER will be validated by the evaluation team and form the basis of the WFP management response to the evaluation.

79.   The evaluation report, Summary Evaluation Report, Management Response and the evaluation brief will be made public (on the WFP website wfp.org), while other evaluation products will be kept internal. The evaluation reports (full and summary) will be presented to the WFP Executive Board for consideration in February 2018, together with the WFP Management Response.

5.5. Budget

65. The evaluation will be financed from OEV's Programme Support and Administrative budget.

Annexes

Annex 1: Detailed Evaluation Timeline (tentative)

	Evaluation of WFP's Policy on Protection	By Whom	Key Dates (deadlines)
Phase 1 - Inception			**Dec 2016–March 2017**
	Team preparation prior to HQ briefing (reading Docs)	Team	Dec. / Jan.
	HQ briefing (WFP Rome)	EM & Team	9 to 12 January
	Inception Mission in country	EM+TL	16 to 20 January
	Submit Draft Inception Report (IR) to OEV	TL	17 Feb 2017
	OEV quality assurance and feedback	EM	23 Feb 2017
	Submit revised draft IR (D1) to OEV	TL	6 March 2017
	OEV quality assurance and Share IR with IRG for their feedback	EM	13 March 2017
	OEV consolidate all comments in matrix and share them with team	EM	22 March 2017
	Submit revised IR	TL	28 March 2017
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	31 March 2017
Phase 2 - Evaluation Phase, including Fieldwork			**April-July 2017**
	Fieldwork & Desk Review. Field visits at RB + CO(s). Internal briefings with CO and RB	Team	April--June
	Exit Debrief (ppt) after each country visit	TL	
	Overall debriefing with HQ, RB and COs Staff.	EM+TL	Early July
Phase 3 - Reporting			**Jul – Dec 2017**
Draft 0	**Submit draft Evaluation Report (ER) to OEV** (after the company's quality check)	TL	End of July 2017
Draft 1	**Submit revised draft ER to OEV** (addressing OEV quality review feedback)	TL	Mid- late Aug 2017
	EM seeks OEV Director clearance to circulate draft ER to stakeholders IRG and EAG for their comment	EM	End Aug 2017
	Stakeholders' workshop *(following review of comments received on D1)*	*EM*	*late Sept 2017*
Draft 2	**Submit revised draft ER (D2) and draft Summary Evaluation Report (SER)**	TL+EM	Mid Oct 2017
	Seek OEV Dir.'s clearance to issue draft SER to Executive Management Group (EMG) for comment	EM	End Oct 2017
	OEV sends and discusses the comments on the SER to the team for revision	EM	Mid Nov 2017
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL+EM	End Nov 2017
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team	TL+EM	Early Dec 2017
Phase 4 Executive Board (EB) and follow-up			**Dec 2017–Feb 2018**
	Issue SER for EB editing and translation	EM	8 Dec 2017
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	Jan 2018
	Presentation of Summary Evaluation Report to the EB	D/OEV	Feb 2018
	Presentation of management response to the EB	EMG Designated Director/ AED	Feb 2018

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation; RMP=Performance Management and Monitoring; D=Director; IRG=Internal Reference Group; EAG=External Advisory Group; EMG=Executive Management Group

Annex 2: Evaluation Communication and Learning Plan
Internal (WFP) Communications Plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Organizational level of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Oct 2016) TOR (Dec 2016)	Full TOR TOR Summary	OEV, CO, RB, HQ, EAG	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft TOR for comments / Final for information
Inception (Dec 2016-March 2017)	HQ Briefing + Inception Mission & Report	CO, RB, HQ, EAG, stakeholders	Operational & Informative	EM + Evaluation Team Leader (TL)	Written exchange and consultations	Final IR for information
Field work, debrief (April/July 2017)	PPT	CO, RB, HQ, stakeholders	Operational	TL	Meeting / Teleconference	For information and verbal feedback
Reporting (July 2017/ Dec 2017)	Draft and Final ER Workshop	EMG, CO, RB, HQ, EAG, stakeholders	All	EM + OEV Director + TL	Written exchanges (+ matrix of comments) and presentations	Draft ER for written comments / Final ER for information Workshop for verbal feedback
Dissemination/EB (Dec 2017/Feb 2018)	Evaluation Brief	EMG, CO, RB, HQ	Informative	EM + OEV Director	Written exchange	Dissemination of evaluation findings and conclusions

External Communications Plan

When Evaluation phase	What Communication product	To whom Target org. or individual	What level Organizational level of communication	From whom	How Communication means	Why Purpose of communication
TOR, Dec 2016	Final TOR	Public, UNEG	Strategic	OEV	Websites	Public information
Inception report, March 2017	Final TOR	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER, Dec 2017/Jan 2018	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, Jan 2018	2-page Ev Brief	Board Member & wider public	Strategic	OEV	Website	Public information
EB, Feb 2018	SER & Mgt Resp	Board Member	All	OEV & RMP	Formal presentation	For EB consideration

Annex 3: Delineation with the Evaluation of WFP's policies on humanitarian principles and access

Thematic Area	Proposed Delineation
Analysis: The analytical capacity of WFP staff is an important issue and process, both for improving WFP's protection performance (where an analysis of the context and protection risks are key) and for improving its ability to negotiate access while respecting humanitarian principles in an adequate way.	The two evaluations should draw on different country case studies. Since the implementation of the evaluations is planned for a similar timeframe, this would avoid an undue overburdening of individual country operations. It would also allow to limit overlaps in data gathering linked to the thematic overlaps between the two policy areas and broaden the overall evidence base for the evaluations. With different country case studies, the overlap regarding analysis mainly concerns corporate measures to strengthen WFP's analytical capacity. It is proposed that the protection policy evaluation explores this aspect and shares findings with the principled action and access evaluation. At country level, each evaluation can focus on the specific type of analysis and information that is most relevant to its area of scrutiny.
Impartiality / non-discrimination: As one of the key humanitarian principles, impartiality will be at the core of the evaluation of principled action and access. At the same time, the protection policy specifies that effectively integrating protection in programmes would entail ensuring no discrimination.	The protection policy evaluation could adopt a more micro level perspective, exploring whether / how WFP and its partners take potential threats to different groups into account and to what extent it creates accountability equally to different gender, age, ethnic (etc.) groups. As part of the analysis of WFP's do no harm practices, the protection policy evaluation would also explore what measures WFP has in place to ensure it is not complicit in denying rights to specific groups of people.
Staff and partner awareness: For both cases, the current level of understanding and awareness of key concepts and their operational significance are important indicators for policy results. Relevant data on these aspects could be generated through an (ideally broad) staff and partner survey, complemented by staff and partner interviews.	Each evaluation should assess the effectiveness of the training measures relevant to its own policy areas and conduct complementary interviews in its country case studies. The protection policy evaluation should launch a separate survey.
Advocacy: Similarly, advocacy is an important aspect of both policy areas.	At country level, each evaluation should pursue its focus, on protection and access as well as humanitarian principles respectively. If the two evaluations choose different country case studies, potential overlaps for example when specific groups are denied rights (which is relevant both to do no harm in protection and to the principle of impartiality) are not of concern. For the global level, both evaluations are likely to explore the same advocacy channels, each with a different, but related focus. Here, the evaluation teams should coordinate closely, e.g. by conducting a joint interview with executive managers and sharing the results of related document analysis.
Partnerships: Relationships especially with cooperating partners are central to the successful implementation of both policy areas. However, the focus of the two evaluations would differ and data gathering would mainly focus on the country level.	With respect to protection, the evaluation should assess how partners at country and field-level were selected; how they are encouraged to strengthen protection considerations in their work; whether / what kind of capacity enhancing measures WFP provides; and what role standby and other partners play in supporting WFP's protection capacity. Both evaluations should be informed by the evaluation of WFP's Corporate Partnership Strategy.

Information and Monitoring: Information and monitoring data, and constraints to their access, is a crucial aspect of both evaluations.	As both evaluations will look into beneficiary feedback mechanisms, they should coordinate and share data.

Annex 4: 2017-2021 Strategic Plan Protection cross-cutting results

Result	Indicators
C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences	C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance) *C.1.2. Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements*
C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity	*C.2.1. Proportion of targeted people accessing assistance without protection challenges*[20]

Outcome indicators in italics are newly introduced into WFP's results framework. They all contribute to Strategic Goal 1 (support countries to achieve zero hunger) and SDG 2.

Annex 5: Reference Groups

Internal Reference Group		
Name	**Division Unit**	**Position**
Amir Abdulla	DED	Deputy Executive Director
Ramiro Lopes da Silva	OS	Assistant Executive Director
Stanlake SAMKANGE	Policy and Programme Division (OSZ)	Director
Zlatan Milisic	Policy and Programme Division (OSZ)	Deputy Director
Paul Howe	Emergency Programme and Policy Unit (OSZPH)	Chief
Rebecca Skovbye	OSZPH	Policy Officer (Protection & AAP)
Michela Bonsignorio	OSZPH	Protection Advisor
Natalia Macdonald	OSZPH	Consultant Programme Policy (AAP)
Denise Brown	Emergency Preparedness and Support Response Division (OSE)	Director
Sheila Grudem	OSE	Deputy Director
Stephen Cahill	Global Logistics Cluster Support Cell (OSLC)	Senior Logistics Officer
Pushpa Acharya	Global Food Security Cluster	Senior Programme Policy Officer
Marina Angeloni	Global Food Security Cluster	Consultant, focal point for protection
Elisabeth Rasmusson	Partnership, Governance and Advocacy Department	Assistant Executive Director
Arnhild Spence	Partnership, Policy Coordination and Advocacy Division (PGC)	Director
Andreas Hansen	PGC	External Relations Officer (Advocacy)
Marcus Prior	PGC	Programme Officer (NGOs)
Rie Ishii	Supply Chain Division	Head of Augmented Logistics Intervention Team for Emergencies (ALITE)
Kim Sardi	Supply Chain Division	Standby Partnership Manager (ALITE)
Bonnie Green	Ethics Office (ETO)	Director
Kawinzi Muiu	Gender Office	Director
Jacqueline Paul	Gender Office	Senior Gender Adviser
James Lattimer	Monitoring Unit RMPM	Chief
Erika Jorgensen	Office New York (NYC)	Director & Secretary to the EB
Gina Pattugalan	NYC	External Relations Officer
Brian Bogart	NYC	External Relations Officer
Gordana Jerger	Office Geneva (GVA)	Director
Brian Lander	GVA	Senior Liaison Officer
Valerie Guarnieri	Regional Bureau Nairobi (RBN)	Regional Director
Genevieve Chicoine	RBN	Regional Monitoring and Evaluation Advisers (RMEA)
Ann Defraye	RBN	Protection Advisor
David Kaatrud?	Regional Bureau Bangkok (RBB)	Regional Director
Clare Mbizule	RBB	RMEA
Agnes Korus	RBB	Protection Advisor
Abdou Dieng	Regional Bureau Dakar	Regional Director
Aboubacar Koisha	Regional Bureau Dakar	RMEA
Marika Guderian	Regional Bureau Dakar	Protection Advisor
Muhannad Hadi	Regional Bureau Cairo	Regional Director
Chris Nikoi	Regional Bureau Johannesburg	Regional Director
Silvia Biondi	Regional Bureau Johannesburg	RMEA
Miguel Baretto	Regional Bureau Panama	Regional Director
Jacqueline Flentge	Regional Bureau Panama	RMEA
Giorgia Testolin	Regional Bureau Panama	Regional Programme Advisor (Protection, Gender)
Helene Ruud	CO Haiti	Protection consultant
To be determined	Country Office Protection Focal Points	

External Reference Group (tentative)		
Name	**Organization**	**Position**
Guilhem Ravier	ICRC	Head of the Protection of Civilian Population Unit
Segolene Adam	UNICEF	Chief of Emergency Programmes
Betsy Greve	UNHCR	Director (a.i.) of the Evaluation Office
Kathrine Starup	Danish Refugee Council	Global Protection & Policy Advisor
Rachel Hastie	Oxfam GB	Protection Team Leader for the Global Humanitarian Team
Liam Mahoney	Independent	Internatinal Academic

Annex 6: References

1. Evaluation process		
1.1 EQAS Pack for Policy Evaluations	**OEV**	**2014**
1.2 Preparation and Inception phase		
Timeline, Scoping report & IRG-ERG list	OEV	2016
2 WFP Documents		
2.1 Policies and guidelines		
Protection Policy doc and update	**WFP**	**2012 & 2014**
Protection Project & Case studies	**WFP**	**2004-2008**
AAP		
AAP Baseline Report & Summary of Complaints and feedback mechanism (CFM) Reporting	WFP	2015
Minimum Standards for Implementing a CFM	WFP	2015
AAP & ToC Strategy & Brief	WFP	2016
Protection Guidance		
Training - Protection Manual	WFP	2009
Conference on Humanitarian Assistance in Conflict and Complex Emergencies	WFP	2009
Enhancing prevention and response to sexual and gender-based violence in the context of food assistance in displacement settings	WFP	2011
Protection in practice - Food assistance with safety and dignity	WFP	2013
Examining protection & gender in food voucher transfers	WFP	2013
ToC	WFP	2016
Guide to Personal Data Protection and Privacy	WFP	2016
Protection Guidance Manual	WFP	2016
TOR - CO & Regional Protection advisor	WFP	-
Training manual on GBV and PSEA & on Do no Harm	WFP	-
2.2 Other WFP Corporate Documents		
WFP Policy formulation	WFP	2011
Emergency and Transition Programming Framework	WFP	2015
Global Humanitarian Lab - Report 2016	WFP&other	2016
Advocacy (frameworks)	**WFP**	**2016**
Annual Performance Reports	**WFP**	**2009-2015**
Global Food Security Cluster (GFSC)		
FSS Protection Mainstreaming and AAP Strategy	GFSC	-
Protection mainstreaming examples reports: Jordan, Juba, Afghanistan, Iraq	GFSC	2014-2016
Mainstreaming AAP in the HPC through the Cluster System -Guidance	GFSC	2015
Country cluster performance monitoring - Guidance	GFSC	2016
Global Staff Survey	**WFP**	**2012 & 2015**
Evaluations		
CPE ER and SER - Afghanistan, DRC, Haiti, Somalia, Sudan	WFP	2011-2014
Strategic Evaluations ER and SER - Global Food Security Cluster, Global Logistics Cluster, Pooled Funds, PREP	WFP	2012-2015
Synthesis Evaluations - EPR	WFP	2015
Policy Evaluations - Gender	WFP	2014
IAHE - Philippines, South Sudan, CAR	OCHA-WFP	2014-2015
L3 Syria	WFP	2015
WFP Evaluation Policy 2016-2021	WFP	2016
Operation Evaluations reports (PRRO and EMOP)	WFP	2013-2016
Monitoring		
Strategic Results Framework 2008 - 2011 & 2014-2017	WFP	2008 & 2014
Corporate M&E strategy 2014-2016	WFP	2014
Management Results Framework 2014 - 2017	WFP	2014

Indicator compendium	WFP	2015
Other related policies		
WFP Humanitarian Principles	WFP	2004
Humanitarian Access and its Implications for WFP	WFP	2006
WFP's Role in the Humanitarian Assistance System & Updates	WFP	2010 & 2012-2016
Peace building policy & Update	WFP	2013 & 2014
WFP anti-fraud and anti-corruption policy	WFP	2010 & 2015
Risk management		
Corporate Risk register - Circular	WFP	2012
Enterprise Risk Management Policy	WFP	2015
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
Standby partners		
WFP and Stand by partners report	WFP	2015
TOR for CO and RB Protection Officers	WFP	2015
Transformative agenda		
ED Memo - Transformative Agenda	WFP	2012
IASC Transformative Agenda Presentation to the EB	WFP	2013
WFP Plans and Strategies		
Strategic Plan (2008-2013; 2014-2017; draft 2017-2021)	WFP	2008-2016
Management Results Framework 2014 - 2017	WFP	2014
Strategic Results Framework (2008-2011; 2014-2017)	WFP	2008-2014
Management Plans	WFP	2013-2016
Mid-Term Review of the WFP Strategic Plan (2014–2017)	WFP	2016
WHS		
WFP Key Messages, Presentations, Position Papers & Thematic Briefs	WFP	2015
WFP Commitments	WFP	2016
World Humanitarian Summit Quick Guide - July 2016	WFP	2016
3. Non WFP documents		
ALNAP		
ALNAP guide for humanitarian agencies - Protection	ALNAP	2005
ALNAP - Evaluating protection in humanitarian action	ALNAP	2014
ALNAP - Rhetoric or reality - Putting affected people at the centre of humanitarian action	ALNAP	2014
ALNAP - State of Humanitarian System	ALNAP	2015
Evaluation of protection guide	ALNAP	2016
DFID		
GPPi_DFID_scoping-study-protection	DFID	2013
ECHO		
Policy Guidelines: improving protection outcomes to reduce risks for people in humanitarian crisis	DG ECHO	2016
Global Protection Cluster (GPC)		
Handbook for the Protection of Internally Displaced Persons	GPC	2007
GPC Protection Mainstreaming Training Package	GPC	2014

Communication package on protection	GPC	2016
Brief on Protection Mainstreaming	GPC	-
Framework for the establishment of a Protection Cluster strategy	GPC	-
HCT-protection-strategies-provisional-guidance	GPC	2016
IASC		
Accountability to Affected Populations Operational Framework	IASC	na
IASC - Principles on Military-Civilian Relations	IASC	1995
IASC - Protection of Internally Displaced Persons	IASC	1999
IASC - Use of military or armed escorts for convoys	IASC	2001
IASC - Guidelines Use Military and Civil Defence Assets	IASC	2003
IASC - Civil-Military Relationship in Complex Emergencies	IASC	2004
IASC - Human Rights and Natural Disasters Operational Guidelines and Manual	IASC	2008
IASC - Task force on safe access to firewood	IASC	2009
Humanitarian System-Wide Emergency Activation definition and procedures	IASC	2012
What Empowered Leadership looks like in practice	IASC	2012
Transformative agenda protocols	IASC	2012-2015
Guidelines-on-the-use-of-armed-escorts	IASC	2013
The Centrality of Protection in Humanitarian Action	IASC	2013
IASC - Multi Cluster Sector Initial Rapid Assessment_MIRA_Manual	IASC	2015
IASC Reference Module for Cluster Coordination at the Country Level	IASC	2015
IASC - AAP_Protection_guidance_note	IASC	2016
ICRC		
Protection policy	ICRC	2008
Professional Standards for Protection Work	ICRC	2013
IRC Code of Conduct	ICRC	-
Norwegian Refugee Council		
Independent Whole of System Review of Protection in the Context of Humanitarian Action	NRC	2015
UNHCR		
Handbook on IDP Protection	UNHCR	-
Guide-for-protection-in-cash-based-interventions	UNHCR	2016
Joint Paper - Protection of human rights	OHCHR-UNHCR	2013
World Humanitarian Summit		
Agenda for humanity Report	UN	2015
Co-Chairs' Summary to the Global Consultation	UN	2015
Synthesis Report of Consultation Process - Restoring Humanity	UN	2015
joint statement on humanitarian principles	UN	-
Report Secretary-General for WHS - One Humanity shared Report	UN	2016
Compiled DRAFT.SG Implementation Report For Comment	UN	2016
United Nations Secretary-General's Report on the Outcome of the World Humanitarian Summit	UN	2016
Commitments to Action	UN	2016
4. Datasets		

Acronyms

AAP   Accountability to Affected Populations

CFM   Community Feedback Mechanism

CO   Country Office

CP   Country Programme

DEV   Development Operation

EAG   External Advisory Group

EB   Executive Board

EMOP(IR)   Emergency Operation (Immediate Response)

EQAS   Evaluation quality assurance system

HQ   Headquarters

IASC   Inter-Agency Standing Committee

IRG   Internal Reference Group

NSAA   Non-State Armed Actors

OEV   Office of Evaluation

OSPZH   Emergencies and Transitions Unit

PRRO   Protracted Response and Relief Operation

RB   Regional Bureau

SER   Summary Evaluation Report

SP   Strategic Plan

SPR   Standard Project Reports

PSEA   Protection from Sexual Exploitation and Abuse

TOR   Terms of Reference

UN   United Nations

WFP   World Food Programme

WHS   World Humanitarian Summit