Multilateral Organisation Performance Assessment Network

Institutional Report

World Food Programme (WFP) 2013

Volume II – Appendices
2013

MOPAN

Appendices

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Appendix I Methodology

1. Introduction

This document describes the MOPAN Common Approach methodology for the 2013 assessment, those who will participate in the study, and the data collection and analysis process to be applied this year.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 17 donor countries[1] with a common interest in assessing the organisational effectiveness of and evidence of contribution to development and humanitarian results achieved by the multilateral organisations that they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and complements and draws on other assessment processes for multilateral organisations – such as the previous Survey on Monitoring the Paris Declaration on Aid Effectiveness and annual reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

Purpose

MOPAN assessments are intended to:

- Generate relevant, credible and robust information MOPAN members can use to meet their domestic accountability requirements and fulfil their responsibilities and obligations as bilateral donors.
- Provide an evidence base for MOPAN members, multilateral organisations and direct partners to discuss organisational effectiveness and a multilateral organisation's contributions to development and/or humanitarian results, in doing so, build better understanding and improve organisational effectiveness, results achieved and learning over time.
- Support dialogue between individual MOPAN members, multilateral organisations and their partners, with a specific focus on improving organisational effectiveness over time, both at country and headquarters level.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope. MOPAN assessments are repeated at intervals and, therefore, can help determine whether a multilateral organisation's performance is perceived to have changed over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that as MOPAN continues to improve the methodology for the Common Approach from year to year, comparisons of this year's results with those of previous years should be handled with caution.

[1] MOPAN members in 2013: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

2. MOPAN Common Approach

2.1 Evolution

The MOPAN methodology was initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defines as the extent to which a multilateral organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational practices, systems, and behaviours that MOPAN believes are important for multilateral organisations in managing for development results.

The methodology has evolved in response to what is learned from year to year, and to accommodate multilateral organisations with different mandates (e.g. development, humanitarian, normative). In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003. The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following components:

- Survey – The MOPAN survey brings in the views of MOPAN members (at both headquarters and country level), as well as direct partners or clients of multilateral organisations, peer organisations, and other relevant stakeholder groups on the performance of the particular multilateral organisation.
- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and other sources. Evidence is analysed in detail to assess the extent to which a multilateral organisation has systems in place that MOPAN considers to be important factors that contribute to an organisation's internal effectiveness, as well as evidence of the extent of progress towards defined results at various levels.
- Interviews – Since 2012, MOPAN has complemented survey data and the document review with interviews with staff of the multilateral organisations assessed. These are intended to contextualise the analysis of organisational systems and results and to aid in the dialogue between MOPAN and the multilateral organisation. The interviews are not coded or used as a formal data source.
- Development and/or humanitarian results component – In 2013, the Common Approach includes a component to assess a multilateral organisation's contributions to development and/or humanitarian results, which was piloted in 2012.[2]

As MOPAN's methodology has changed significantly in the last three years, comparisons of this year's assessments and previous assessments should take this into consideration.

2.2 Performance areas and indicators

2.2.1 Overview

The MOPAN Common Approach assesses multilateral organisations in two areas: 1) organisational effectiveness and 2) development and/or humanitarian results. The assessment of organisational effectiveness examines the organisational systems, practices, and behaviours that MOPAN believes are important for aid effectiveness and that are likely to contribute to results at the country level; the development and/or humanitarian results component assesses the evidence of the achievement of results by the multilateral organisation.

[2] This component was tested in 2012 with the AfDB, UNICEF, UNDP, and the World Bank and focused solely on development results. In 2013, this component is part of all assessments and, in the case of WFP, includes an assessment of the evidence of contribution to humanitarian results.

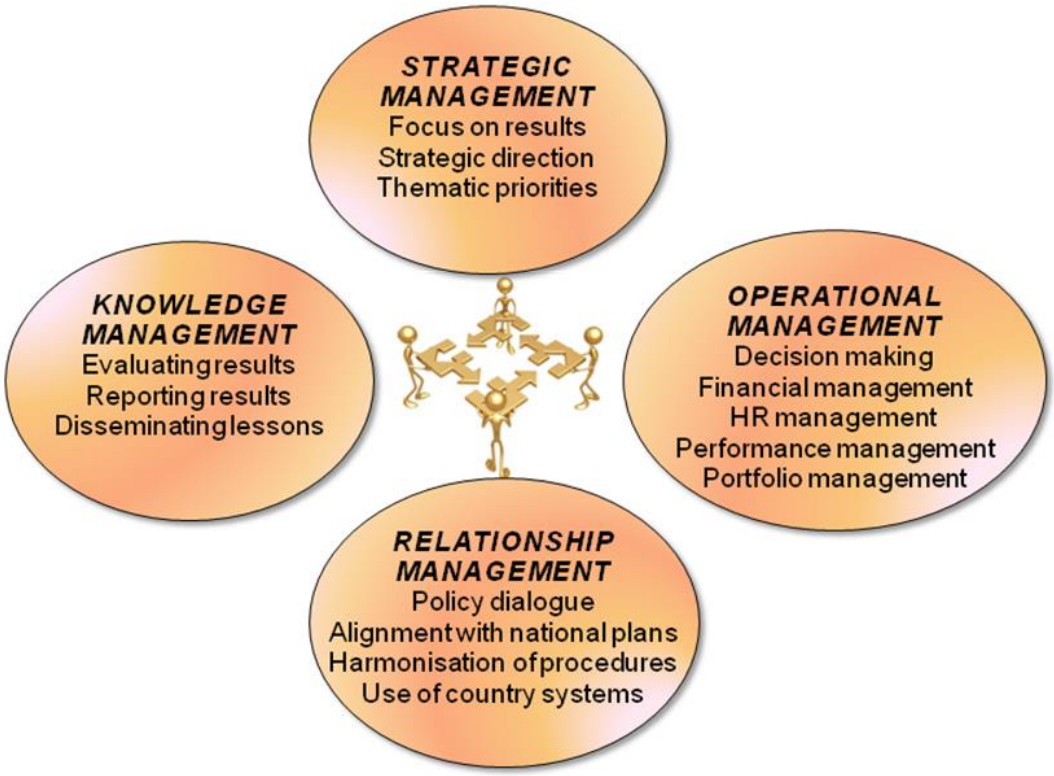
2.2.2 Key performance indicators and micro-indicators used to assess organisational effectiveness

The Common Approach framework groups organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development and/or humanitarian results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Paris Declaration and subsequent Aid Effectiveness commitments, such as the Accra Agenda for Action and Busan Partnership for Effective Development Co-operation; and
- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these definitions and performance areas are broadly applicable to a range of types of multilateral organisations (including those involved in humanitarian and normative work), the dimensions explored in the MOPAN Common Approach are adjusted, as required, to reflect the mandates of each organisation assessed.

Dimensions of organisational effectiveness in the MOPAN Common Approach



Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2013 assessment draws on indicators that MOPAN has developed since 2007 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN indicators

2007: In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

2008: MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

2009 – 2012: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.2.3 Linking organisational effectiveness and progress towards development and/or humanitarian results

A key assumption in the Common Approach framework is that organisational effectiveness has an influence on an organisation's ability to achieve its strategic objectives as illustrated in the figure below. Feedback on the achievement of objectives/results can, in turn, provide insights for further improvements in organisational practices. With a component that examines how an organisation measures and reports on concrete development and/or humanitarian results, MOPAN members can better understand the way that organisational practices are facilitating or hindering the organisation's results on the ground.[3] This information can then be used to enhance dialogue with the multilateral organisation.

A second assumption in the design of the methodology is that organisations provide or are moving towards evidence-based reporting on results. Thus, the assessment should also provide input for discussions between donors and multilateral organisations on how best to document and report on results.

[3] However, it is important to recognise that organisational practices may not be the only facilitating/hindering factor with respect to the achievement of results. The country context or environment, for example, also plays an important role.

2.2.4 Key performance indicators used to assess contributions to development and/or humanitarian results

In 2012, MOPAN defined additional KPIs to examine the achievement of development results at both the institutional/organisation-wide level and the country level, as well as stakeholder perceptions of the relevance of the organisation's work in country. This component was tested with four of the six organisations assessed in 2012: the AfDB, UNDP, UNICEF, and the World Bank.[4] In 2013, this component will be included in all four assessments and will examine the following three key performance indicators:

- **KPI A** – Evidence of the extent of the multilateral organisation's progress towards its institutional/organisation-wide results[5]
- **KPI B** – Evidence of the extent of the multilateral organisation's contributions to country-level goals and priorities, including relevant millennium development goals (MDGs)
- **KPI C** – Relevance of objectives and programme of work to stakeholders

The assessments at the institutional/organisational level (KPI A) and at the country level (KPI B and C) are separated due to differences in focus, scope and reporting on results at these two levels. Organisation-wide results are, by definition, very broad and provide the general strategic directions that in most cases are then operationalised by activities at the country level. The planned results found in country strategies normally follow the overall strategic framework but are more specific and typically linked to national strategies.

KPI A focuses on the extent to which an organisation is demonstrating progress towards planned organisation-wide results. It identifies the main areas of achievement and analyses the type of evidence produced by multilateral organisations to support conclusions in performance reports. In addition, the main factors affecting performance and evidence of improvement over time are discussed.

KPI B analyses similar issues, but from a country perspective. By focusing on the country level, MOPAN recognises the demand-driven nature of many of the activities of multilateral organisations and the key role that is played by their country assistance strategies or country programming documents. Country strategies and/or country programme documents usually articulate the planned results (goals/objectives/outcomes) and identify where there is shared responsibility between the multilateral organisation and its partner countries. Since most organisations have a large number of planned results, a limited number of key results to be assessed may be selected for the assessment.

Multilateral organisations have also made commitments to the MDGs and are concerned about making contributions in these areas. The MDGs are collective, global targets that, in many cases, have been used by partner countries in defining their priorities. While partner countries are responsible for making progress toward the MDGs, bilateral donors and multilateral organisations ensure that trade, finance, aid, and knowledge facilitate achievement of these goals.

Not all multilateral organisations will contribute to all of the MDGs. Thus, the analysis of this aspect of KPI B focuses on those specific areas that are relevant to the particular multilateral organisation. In this context, organisations may explicitly articulate or make links to the MDGs to which they are contributing at the country level, in which case evidence of these linkages will be sought. In cases where reference is not made to the MDGs in the accountability frameworks of the organisations, this may be noted in the final report.

[4] These organisations were selected because they were assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

[5] Different organisations use different terms to refer to their planned results – they may be called goals, objectives, outcomes, etc.

KPI C assesses relevance as the extent to which surveyed stakeholders perceive the multilateral organisation to be supporting country priorities and meeting the changing needs of direct partners and target populations.

2.3 Multilateral organisation selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI), UN funds, programmes, specialised agencies, and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2013, MOPAN will assess the following organisations: the Asian Development Bank (ADB), the International Fund for Agricultural and Development (IFAD), the World Health Organization (WHO) and the World Food Programme (WFP). All of these organisations, except WFP, were assessed in 2010.

2.4 Country selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence in-country
- presence and availability of MOPAN members
- no inclusion in the survey in the past 2-3 years
- geographical spread
- a mix of low-income and middle-income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2013 will be conducted in Ethiopia, Guatemala, Indonesia, Mozambique, Pakistan and Viet Nam. Organisations are assessed only in those countries where they have operations (e.g. ADB will be assessed only in Indonesia, Pakistan and Viet Nam).

3. Survey

3.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The questions asked relate both to organisational effectiveness and to the achievement of development and/or humanitarian results.

The main instrument used is an online survey. In 2013, respondents are able to complete the web-based survey in English, Spanish or Portuguese.[6] When it is not possible for respondents to complete the online survey, off-line methods are used. Respondents may fill out a paper-

[6] A paper version of the questionnaire is translated into local languages, as required.

based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

Respondent types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups:[7]

- **Donor headquarters oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor country office oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.
- **Direct partner/client (DP):** Typically, individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The definition of "direct partner" varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, technical partners and/or recipient/host governments.

The WFP assessment included the following respondent groups:

- **Direct partners**: Non-government or private sector organisations that receive a direct transfer (financial assistance, capacity building, policy advice, etc.) or that have direct interaction with the organisation at the country level.
- **Peer organisations**: UN organisations or international NGOs that have significant investments in humanitarian assistance programming at the field level in the countries included in the assessment. These organisations coordinate with but do not receive any direct funding from the organisation assessed.
- **Recipient governments**: Governments in the countries selected for the assessment that receive assistance from or host the activities of the organisation assessed.

3.2 Sampling and response rates

Sampling

The Common Approach uses a purposive sampling method called 'expert sampling' in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents identified by the MOs in country) for each of the multilateral organisations.

[7] The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.[8] This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e. a rating of 2, 3, 4, or 5).

Following the finalisation of the institutional report, the sample size is taken into account when deciding how to present survey data at the country level. If a threshold of respondents is not met,[9] data summaries exclude the respondent group.

Response rate

MOPAN aims to achieve a 70% response rate from donors at headquarters and a 50% response rate from all other target groups, which is considered acceptable for a survey of respondents who are required to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners and any other respondent groups will receive reminders online and from the local survey consultant.

All responses provided through off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered into the online instrument using a separate link to the survey. Data for online and off-line responses are merged only after quality control measures, such as confirming correct type of stakeholder, country, etc. are performed.

3.3 Survey instrument

Survey customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems or the extent of contribution to country-level goals, are asked only of donors in-country and clients/direct partners (or other country-based respondent groups) of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g. cross-cutting thematic priorities).

[8] Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

[9] The threshold has been set at 4 respondents/organisation/country in past years, but this will be reviewed once the data set from this year's survey has been compiled.

Survey instrument

At the beginning of the survey, respondents are invited to assess the organisational effectiveness of the multilateral organisation. They are then asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement. Subsequently, respondents are invited to provide comments on each of the four dimensions of organisational effectiveness and then to respond to the relevant questions related to development and/or humanitarian results.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, behaviour or specific result and asked to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Band	Rating	Definitions	
		Organisational effectiveness	**Development and/or humanitarian results**
1	Very weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern.	The multilateral organisation has not made any contribution in this area and this is a source of concern.
2	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.	The multilateral organisation has made some contributions in this area, but there are still some deficiencies.
3	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.	The multilateral organisation has made some contributions in this area but they are less than acceptable.
4	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.	The multilateral organisation's contributions in this area are acceptable.
5	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.	The multilateral organisation's contributions in this area are more than acceptable.
6	Very strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.	The multilateral organisation's contributions in this area could be considered as "best practice".

3.4 Survey data analysis

SPSS and Stata statistical software are used to analyse survey responses.

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of 'don't know' and missing responses), as well as content analysis of open-ended questions. This is carried out for all MIs and KPIs in both components.

Frequency calculation: Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting) and are based on answers to survey questions corresponding to micro-indicators. In both sets of calculations, 'don't know' responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

Mean score calculation: Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based

on the number of valid responses to each question. Valid responses exclude 'don't know' responses and missing data (i.e. where respondents decide not to answer, or do not conform to required criteria such as location of work).

In the organisational effectiveness component, mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

A weighting scheme is applied to all data ensure that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group;[10]
- The number of countries where the survey took place; and,
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place.[11]

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

Converting individual scores to group ratings

A mean score is calculated for each respondent group (e.g. donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

[10] To account for the different numbers of respondents in each respondent group, individual weights are applied to each group.

[11] Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

Range of the mean scores	Rating
1.00 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis are applied, including analysis of variance (ANOVA) for differences among multiple groups, t-tests for comparisons of differences between pairs of groups, and non-parametric methods where numbers of respondents required such an approach (e.g. to address assumptions of non-normality where they exist). The normal convention for statistical significance is adopted ($p \leq 0.05$) and these are reported where statistically significant differences are found.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

In the development/humanitarian results component, the same two levels of analysis are applied but without an aggregation of scores at the KPI level. Survey data at the MI level is presented along with ratings from the document review. These data sources, as well as information gathered during interviews with HQ and country-based MO staff, are assessed together to determine a rating for two of the three KPIs in the development results component (KPI A and B). KPI C is assessed by survey only.

4. Document Review

4.1 Overview

Through an examination of publicly available documents,[12] the MOPAN document review explores evidence that multilateral organisations have the practices, behaviours or systems in place that MOPAN considers to be important factors in an organisation's effectiveness and evidence of its contributions to development and/or humanitarian results.

The document review considers various types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators, such as strategic plans, results frameworks, policies and procedures in various areas of organisational effectiveness. Documents that present the results achieved at various levels of the organisation are also consulted. The organisations help to identify these documents.

[12] Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

- Organisational reviews or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.
- External assessments such as the Survey on Monitoring the Paris Declaration (2011), the Common Performance Assessment (COMPAS) report (2011), and previous MOPAN surveys.[13]
- Evaluations, either internal or external, of the achievement of results at various levels.

4.2 Document sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g. organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).[14]

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected, at least in part, based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment.
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected based on a principle of reviewing a mix of thematic areas.
- Any information presented on the multilateral organisation's web site (i.e. the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise.
- All documents (except for policies, guidelines and strategies) should be published within the following timelines, unless there is a strong rationale for reviewing older documents:
  - Project/programme level documents: the current or previous year
  - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

4.3 Document collection

The collection of documents follows the general steps outlined below, although it is not a linear process:

[13] If data from these sources are not available for the multilateral organisations participating in this year's survey, either an alternate approach is developed or the micro-indicators are not assessed.

[14] This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

- Initial document research on the web site of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data
- Consultation with the multilateral organisation, who review and refine the initial data set (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the information needed, the consultant team makes the assessment based on the information available.

Other external assessments

As noted above, the document review includes a review of other external assessments.

Common performance assessment system (COMPAS) report, 2010 and 2011

COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The annual COMPAS report provides data in four categories (Country Strategies, Managing for Development Results through the Project Cycle, Corporate Results Reporting, Private Sector Development and Operations) that are relevant to the MDBs' implementation of the MfDR agenda. The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR. For the IFIs, MOPAN focuses primarily on the following indicators from the COMPAS report: B. Managing for Development Results through the Project Cycle.

- Implementation performance
  - B. 8. Number and percentage of projects that were unsatisfactory in FY10 and that became satisfactory in FY11.
- Project completion reporting and evaluation
  - B. 11. Number of projects independently reviewed ex post during FY11, as a percentage of the average number of projects completed annually during the last 5 years.

Survey on monitoring the Paris Declaration, 2008 and 2011

The two most recent monitoring surveys (2008 and 2011), managed by the OECD, highlight areas in which countries and organisations may be falling short in reaching the targets established by the Paris Declaration. Since a number of the MOPAN indicators are based on the Paris Declaration indicators, the assessment looks at the data provided in Appendix C of the monitoring survey report, entitled "Donor Data"[15], for the following indicators, when applicable:

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5 a and b. Use of country public financial systems and use of country procurement systems
- Indicator 6: Strengthen capacity by avoiding parallel implementation structures
- Indicator 7: Aid is more predictable

[15] In general, the assessment draws on the data from the "Average Country Ratio – All Countries", unless it is not available.

- Indicator 9: Use of common arrangements or procedures
- Indicator 10a: Joint missions

The OECD survey reports data for the United Nations as a whole, thus MOPAN relies on UN organisations to provide their data as input for these indicators. Other data sources will also be consulted to complement the OECD survey reports.

The indicators, targets and processes through which implementation of the Busan Partnership for Effective Development Co-operation will be monitored at the global level have not yet been agreed to. As long at the final set of indicators to be established by the Busan process (as a review of Paris and Accra agendas) has not been decided upon, MOPAN will continue to use the Paris Declaration indicators and will revise as soon as there is international agreement on a set of indicators that will replace them.

4.4 Document analysis

4.4.1 Content analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis of indicators in the organisational effectiveness component may include an examination of four broad areas:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics noted in standards as best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in the understanding of the context in which the multilateral organisations work.

In the development and/or humanitarian results component, documents will be reviewed at both the institutional and country levels to determine the extent to which planned results from the strategic period were achieved. The document review will be largely based on an examination of performance reports and thematic or programme evaluations in relevant areas to examine issues of quality and improvement over time, in particular.

4.4.2 Rating scales

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework.[16] The document review ratings are defined according to three sets of scales: a) a six-point scale for the majority of the organisational effectiveness questions (very weak, weak, inadequate, adequate, strong, very strong); b) a three-point scale

[16] Not all MOPAN micro-indicators are identified for document review.

for organisational effectiveness micro-indicators informed, in part, by the Paris Declaration Indicators (inadequate, adequate, strong); and, c) a four-point scale for the assessment of evidence for the development and/or humanitarian results component (weak, inadequate, adequate, strong). This last assessment is a data source that, together with survey data, is used to determine the overall "best fit" rating for KPIs A and B. [17]

a. Organisational effectiveness component

The document review ratings determined for the majority of the MIs in the Common Approach build on the definitions and scale used in the survey, as described in section 3.3 above.[18] The document review ratings range from 1 (very weak) to 6 (very strong).

For most micro-indicators, five criteria are established which, taken together, are considered to represent the best practice in that topic area. Each criterion is designed as a 'met/not met' alternative and each 'met' counts as one point in the rating. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment, and the assessment team's judgment.

Document review criteria and rating

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern/ or the multilateral organisation has no document that provides evidence of such a system being in place.
One criterion met	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.
Four criteria met	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
All five criteria met	Very strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.

Some micro-indicators, such as those using Paris Declaration Survey or other related data as the primary data source,[19] follow a different rating method. In these cases, ratings are established on a case-by-case basis according to three descriptive criteria – 'inadequate', 'adequate' and 'strong'. These ratings are then translated into a 3, 4 or 5 score to maintain consistency with the 6-point scale.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This

[17] The "best fit" approach takes into account all data – survey, document review and contextual – rather than solely the document review data. See section 6 for a more detailed description of the "best fit" approach.

[18] For document review, however, the definition of "Very Weak" is expanded to mean that "the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has no document that can provide evidence of such a system being in place."

[19] Paris Declaration Survey data will be the primary, but not the only, source for those MIs that are based on Paris Declaration indicators.

number is given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e. if there are two micro-indicators, and one is rated as "very weak" while the other is rated as "very strong"), this is noted in the narrative of the report.

b. Development/humanitarian results component

A set of criteria has been established as a basis upon which to assess the evidence of progress towards results. The criteria, which are assessed using 'met/not met' ratings, are:

a) Evidence of explicit theory or theories of change[20]

b) Baselines included for indicators

c) Targets included for indicators

d) Reports on outputs[21]

e) Reports on outcomes[22]

f) Reports according to a theory or theories of change[23]

g) Data reliability[24]

The assessment of evidence in the document review of development and/or humanitarian results is a data source that, together with survey data, is used to determine the overall "best fit" rating for KPIs A and B.

5. Interviews

As of 2012, interviews are conducted at the headquarters and country offices of multilateral organisations with individuals who are knowledgeable in areas that relate to the MOPAN assessment.

Interviewees are asked to provide knowledge, insight, and contextual information that will assist the MOPAN assessment team in analysing document review data, and to identify other relevant documents for the assessment team to consider. This helps ensure that the assessment team has all the appropriate and necessary documents, enhances the team's ability to triangulate data from various sources, and assists the assessment team in the analysis of the key performance indicators by providing contextual information.

Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g. strategy and planning, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the assessment team and MOPAN.

The overall purpose of interviews is to ensure more reliable and valid assessments. In particular, the interviews aim to ensure better quality data and to help contextualise the analysis

[20] 'Theory of change' is understood in the sense defined by Rist and Morra Imas (2009) as, "a representation of how an intervention is expected to lead to desired results", which typically includes inputs, activities, outputs, outcomes and impacts as well as other features, "including target groups, and internal and external factors".

[21] This refers to the OECD definition of outputs (i.e. lower level results). Some MOs use different terminology for the various levels of results.

[22] This refers to the OECD definition of outcomes (i.e. higher level results). Some MOs use different terminology for the various levels of results.

[23] Evidence required to substantiate the reported changes defined in e) or higher-level results

[24] According to Rist and Morra Imas, *The Road to Results* – "Reliability is the term used to describe the stability of the measurement – the degree to which it measures the same thing, in the same way, in repeated tests."

of results. Initial interviews are conducted with staff of the multilateral organisation and are intended to facilitate:

- Identification and clarification of the organisation's strategic objectives and planned results at the institutional and country level
- Identification of data and documents to use for the assessment, including a discussion of the time period to be considered and selection of country level documentation
- Discussion and clarification of reporting practices and data that are available in order to understand the strengths and limitations of current reporting on results
- Identification of key staff to consult in each selected country office, if necessary, in order to better understand the logic of the organisation's interventions, the organisational contributions at the country level, and contextual factors affecting the organisation's performance.

Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed questionnaire, but does require prior preparation of the key interview themes. The interview themes and questions are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.

Interviews are intended to provide several benefits to the MOPAN assessment. First, they provide the multilateral organisation with a better understanding of the types of documented data that are required for the MOPAN assessment so that they can fill in any gaps in the documentation required for the document review. Second, they provide the MOPAN assessment team an opportunity to better understand the multilateral organisation's practices and systems.

Data gathered during interviews is used as background information on the various areas being assessed – specifically, to understand the context in which the agency is working, as well as how decisions are made. In the event that survey data presents a picture that is very different from the assessment made in the document review, information from the interviews can help to clarify how the multilateral organisation approached a certain issue.

The interviews are conducted after the assessment team has conducted a preliminary review of documents and are scheduled primarily during the months of February and March. If the multilateral organisation and MOPAN agree, the interviews are conducted in person during visits to the headquarters of the multilateral organisations. Alternatively, interviews are carried out by telephone or via video-conference.

6. Ratings

6.1 Overview

From 2003 to 2009, the basis for the determination of ratings in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, ratings now draw on a variety of sources that can be compared and triangulated.

- **Survey**: Survey respondent perceptions are still an important component of the ratings on multilateral organisation performance and now include a broader range of stakeholders.
- **Document Review**: The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g. OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach.

- **Interviews**: The interviews are used to triangulate data with the other two data sources. The MOPAN assessment team explores the convergence (or non-convergence) of the data, and when there is no convergence the team relies on expert judgment.

To the extent possible, the assessment standards and criteria are tailored to reflect the nature and operating environment of the multilateral organisations under review.

6.2 Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies.[25] In the Common Approach, triangulation is done in a number of ways:

- Document review ratings are presented separately from survey results in order to illustrate convergence with or divergence from them.
- Additional assessments of the organisations are reviewed to help to validate or question the findings.
- Interviews are conducted to provide contextual information and highlight additional sources of data.
- The analysis and proposed ratings for the development and/or humanitarian results component is presented to a panel of experts for discussion and finalisation.
- The findings are widely vetted within the MOPAN network and revised based on feedback from members.
- The reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

The MOPAN reports gain trustworthiness through the multiple reviews and validation processes that are carried out by members of the network and by the multilateral organisations themselves.

6.3 “Best fit” approach

The development and/or humanitarian results component’s key performance indicators draw on a set of questions or criteria (see Annex I). The assessment team uses a “best fit approach,” which is a type of criteria-referenced basis for judgment that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.[26] This approach is highly consultative (with institutional advisors, a panel of experts and the MOPAN network) and relies on consensus in the determination of ratings.

Ratings

The approach to the rating by key performance indicator in the results component is different from that in the organisational effectiveness component of the MOPAN assessment. This reflects the particular methodological approach used and the nature of the data. More specifically, four qualitative ratings (strong, adequate, inadequate, weak) have been defined, one of which is selected by the assessment team following an analysis of data from all sources and confirmed following a consensus-based consultation. As in the six-point scale used in the survey and for assessing the micro-indicators on organisational practices, a rating of “strong” signals that the organisation is approaching good practice based on the documentation

[25] Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) Handbook of Practical Program Evaluation (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

[26] The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*).

reviewed, while a rating of "weak" signals that the organisation still has important limitations in demonstrating progress towards its stated results, and particularly its contributions to development and/or humanitarian outcomes.

The descriptors and criteria for each of the ratings are specific to the different KPIs, as summarised in the tables in Annex 1 below. Descriptors illustrate the achievement level and the assessment team selects the achievement level that best describes the performance on all of the criteria.

In some cases, there might be divergence between survey respondent perceptions about the organisation's progress towards its objectives and the nature and extent of data on results that is presented in the organisation's reports. In these cases the assessment team takes into account the number and character of the areas for improvement in the evidence on results provided in the organisation's reports and other relevant documents. If a majority of the assessment criteria are not fulfilled by the organisation's reports, then this component will weigh more heavily in the final rating. In order to justify the rating and provide input for dialogue on results and reporting on results, the MOPAN report presents details of the document analysis that have been emphasised in the determination of ratings.

Data analysis

- Data analysis at the institutional level focuses on the extent to which planned results from the strategic period were achieved. It is based largely on performance reports at the institutional level and organisation-wide thematic evaluations in relevant areas. Data analysis takes into account survey results and the interviews with the multilateral organisations.
- Analysis of data at the country level focuses on the organisation's contribution to results in the sample of countries selected for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each country. Based on the individual country analyses, an overall judgment of the multilateral organisation's achievement of results at the country level is provided.
- The assessment is based on the same analytical approach at both levels. Content analysis is used for the review of documents and in the analysis of any open-ended survey questions. The review of documents analyses the evidence of results achievement. Answers to open-ended survey questions are coded by categories that emerge in the preliminary examination of data.

7. Reporting

7.1 Institutional reports

Individual institutional reports are produced for the multilateral organisations assessed. Survey results are reported using means and frequencies. At the organisation-wide level, mean scores are predominantly used to report results from micro-indicators.

The results of the document review are presented alongside the survey results and discussed in light of the perception-based scores and interviews, in order to further substantiate and contextualise the overall findings.

In individual institutional reports, the assessment of development and/or humanitarian results follows the assessment of organisational effectiveness.

7.2 Country data summaries

A short summary of survey results is produced for each of the MOs in each of the countries surveyed where sufficient survey data exists. Country data summaries (CDS) include a short analysis of micro-indicators rated by MOPAN members, direct partners and other survey respondents at the country level.

Country Data Summaries are prepared in order to provide feedback to those who participated in the MOPAN assessment and to provide input for a dialogue process. These summaries highlight the main strengths and areas for improvement as perceived by survey respondents in each country. The data summaries are based on the perceptions of a range of stakeholders, which vary depending on the multilateral organisation assessed (MOPAN donors, clients/direct partners, peer organisations, etc.). They also describe differences in ratings between the different countries in which an organisation was assessed.

There are, however, some limitations to the MOPAN assessment at the country level. One relates to achieving an adequate response rate from each of the respondent groups and another is the sometimes high level of "don't know" responses on the survey questions, particularly from MOPAN donors. The assessment team, together with MOPAN, takes these limitations into account when deciding what Country Data Summaries to prepare and which respondent groups to include in the analysis.

Country Data Summaries are not published and are shared only with individuals who attend the country workshop on the MOPAN assessment findings, which usually takes place in the first quarter of the year following the assessment.

8. Strengths and limitations of the Common Approach

MOPAN continues to improve methodology based on the experience of each year of implementation. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- It has gone beyond an assessment of organisational systems, practices and behaviours to include an assessment of an organisation's measurement of and reporting on development and/or humanitarian results at both the organisation-wide and country levels.
- The MOPAN Common Approach has its origin in bilateral assessment tools and is based on common international standards (as set out in bilateral assessments and internationally agreed indicators such as those developed as part of the Paris Declaration). In the long term, the intent is to replace or reduce the need for other assessment approaches by bilateral donors.
- It seeks perceptual information from different perspectives: MOPAN donors (at headquarters and in-country), direct partners/clients of multilateral organisations, peer organisations, and other relevant stakeholders. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Busan High Level Forum regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review and interviews, thus using multiple sources of data. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data.
- The reports undergo a validation process, including multiple reviews by MOPAN members, and review by the multilateral organisation being assessed.
- MOPAN strives for consistency across its survey questions and document review for each of the multilateral organisations, while allowing for customisation to account for differences between types of multilateral organisations.

Limitations

MOPAN framework

- The countries are selected based on established MOPAN criteria and comprise only a small proportion of each institution's operations, thus limiting broader generalisations.
- The Common Approach indicators were designed for multilateral organisations that have operations in the field. For organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, there have been some modifications made in the data collection method and there will be a need for greater nuance in the analysis of the data.
- The Common Approach framework was initially designed for multilateral organisations that have a development mandate. MOPAN has also tested and applied the framework for organisations with a humanitarian mandate but considerable adaptation of the framework is required in such cases.

Data sources

- The MOPAN Common Approach asks MOPAN members and the organisations assessed to select the most appropriate individuals to complete the survey. While MOPAN sometimes discusses the selection with the organisation being assessed, it has no means of determining whether the most knowledgeable and qualified individuals are those that complete the survey.
- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the charts.

Data collection instruments

- Three issues potentially affect survey responses. First, the survey instrument is long and a fatigue factor may affect responses and rates of response. Second, respondents may not have the knowledge to respond to all the questions (e.g. survey questions referring to internal operations of the organisation, such as financial accountability and delegation of decision-making, seem difficult for many respondents, who frequently answer 'don't know.') Third, a large number of 'don't know' responses may imply that respondents did not understand certain questions.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e. a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- Because one of MOPAN's intentions is to merge previously existing assessment tools into one, and to forestall the development of others, the survey instrument remains quite long.

Data analysis

- While the document review can serve to evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- Mean scores are used in the MOPAN reports to provide central tendency values of the survey results. The mean has the advantage of being the most commonly understood measure of central tendency, however, there is a disadvantage in using the mean because of its sensitivity to extreme scores (outliers), particularly when samples are small. The assessment team also reviews the median and standard deviations for each survey question and they are appended to the institutional report.

Ratings

- Although MOPAN uses recognised standards and criteria for what constitutes good practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators. As a result, many of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. The criteria are a work in progress and should not be considered definitive standards.
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and other stakeholders, including direct partners.
- MOPAN assessments used different rating scales. Whereas these differences can be justified according to the methodology used, it can lead to confusion to the readers of the report.
- The methodology for the development/humanitarian results component was designed to draw on the evidence of results achieved, as presented in the reports of a multilateral organisation. However, there is a critical difference between assessing the actual results achieved on the ground and assessing the evidence of results in the organisation's reports to its key stakeholders. This is a limitation that is inherent in the current approach.

Despite these limitations, MOPAN believes that the reports generally provide a reasonable picture of both the systems associated with the organisational effectiveness of multilateral organisations and the evidence of development and/or humanitarian results achieved.

Annex I – Criteria to determine the rating for the development results component KPIs

KPI A

Strong	Given the context, the organisation provides solid evidence of its contributions towards higher level results. The organisation is demonstrating progress towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the kinds of development and/or humanitarian outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	Given the context, the organisation is demonstrating progress in some of its planned outcome areas. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes, it does have consistent evidence of the completion and quality of its outputs. The theories of change in different areas are understandable at the organisational level. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, the theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
Weak	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO.

KPI B

Strong	The MO shows progress towards meeting its expected results in all countries assessed (taking into account their context). The organisation provides evidence that it is, in general, making progress towards higher level results at the country level. The country level data indicates that the MO is meeting its key goals or outcomes identified in its country strategy and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the kinds of development and/or humanitarian outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The MO shows progress towards meeting its expected results in some of the countries assessed (taking into account their context). However, the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes. It does, however, have evidence on the completion of and quality of its outputs. The theories of change are understandable, but there may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its expected results in the countries assessed. In addition, its theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide a consistent picture of positive evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategy. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO.

KPI C

Strong	The organisation is consistently seen by surveyed stakeholders to respond to partner country priorities, provide innovative solutions to development and/or humanitarian challenges, and be flexible in its approach.
Adequate	The organisation demonstrates relevance through positive assessment on most, but not all, of the areas noted above. The assessment is somewhat inconsistent across the countries surveyed.
Inadequate	The organisation demonstrates relevance in only a few areas and the assessment is inconsistent across the countries surveyed.
Weak	There is a clear, more negative perception of the organisation's relevance in each area.

Appendix II MOPAN Common Approach survey for WFP 2013

Note: This is the survey used to assess WFP in 2013. It contains all of the possible questions, but not all questions were asked of all respondent groups.

[Introduction]

Welcome to the Survey for the MOPAN Common Approach in 2013 and thank you for agreeing to participate. In responding to the survey, please base your answers on your perceptions and knowledge of the World Food Programme (WFP). Your perceptions may be shaped by your experience with and exposure to WFP. Please rest assured that your answers will remain confidential. Any comment you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of this comment. Findings will be reported in aggregate form only. The survey should take approximately 45 minutes to complete. Please note, however, that it may take longer depending on the answers you provide. Please note also that it would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you are ready to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us. If at any point you have questions about this survey please contact mopan@epinion.dk. You can move back and forth in the questionnaire if you would like to change a response or a comment. Your time spent contributing to the MOPAN Common Approach is very much appreciated. Please click the 'Start' button below to begin.

[1 - Samplegroup - single]

Samplegroup - Auto answered

❒ 1. HQ

❒ 2. CO

❒ 3. DP

❒ 4. RG

❒ 5. PO

[2 - single]

You have been identified as a key respondent to assess the organisational practices, systems and behaviours of the World Food Programme (WFP). You will also be asked to assess the extent to which WFP has achieved the humanitarian and development results it has set for itself at either the organisation-wide or country level. However, before answering the questionnaire, we would like to know how familiar you are with WFP and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is ''very familiar'' and 1 is ''not at all familiar''.

❒ 1 - Not at all familiar

❒ 2

❒ 3

❒ 4

❒ 5 - Very familiar

[Condition 2= 1]

[ScreenOut Confirm]

You have indicated that you are not at all familiar with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[3 - single]

Fake

❒ 1. Fake [Filtered]

[4 - single]

Which of the following best describes how often you have contact with WFP?

❒ 1. Daily

❒ 2. Weekly

❒ 3. Monthly

❒ 4. A few times per year or less

❒ 5. Never

[Condition 4= 5]

[ScreenOut Confirm]

You indicated that you never have contact with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[5 - single]

Fake

❒ 1. Fake [Filtered]

[Overall Performance]

We would like to ask you a few questions about the effectiveness of WFP, its strengths and its areas for improvement.

[6 - single]

Thinking about WFP and the way it operates, what do you consider to be its greatest strength? Please type your answer into the box below:

❒ 1. Note:

[7 - single]

Still thinking about WFP and the way it operates, what do you consider to be the area where it most needs improvement? Please type your answer into the box below:

❒ 1. Note:

[8 - single]

How would you rate the overall organisational effectiveness of WFP? (SEE DEFINITION BELOW) Please use the scale below, where 6 means "very effective" and 1 means "not effective at all".

❒ 1 - Not effective at all

❒ 2

❒ 3

❒ 4

❒ 5

❒ 6 - Very effective

❒ Don't Know

DEFINITION(S): Organisational effectiveness = Being organised to support partners to produce expected results.

[RESULTS COMPONENT]

Results Achievement

We would like to ask you some questions related to WFP's achievement of humanitarian and development results. In thinking about these questions, please consider all that you know about this multilateral organisation.

[Condition 1= 2]

[9 - single]

WFP's achievement of results is being assessed in each of the five countries listed below. Please indicate the country where you are currently based:

❒ 1. Ethiopia

❒ 2. Guatemala

❒ 3. Indonesia

❒ 4. Mozambique

❒ 5. Pakistan

❒ 6. None of the above - Please note:

[Condition 1= 3]

[10 - single]

WFP's achievement of results is being assessed in each of the five countries listed below. Please indicate the country where you are currently based:

❒ 1. Ethiopia

❒ 2. Guatemala

❒ 3. Indonesia

❒ 4. Mozambique

❒ 5. Pakistan

❒ 6. None of the above - Please note:

[Condition 1= 4]

[11 - single]

WFP's achievement of results is being assessed in each of the five countries listed below. Please indicate the country where you are currently based:

❒ 1. Ethiopia

❒ 2. Guatemala

❒ 3. Indonesia

❒ 4. Mozambique

❒ 5. Pakistan

❒ 6. None of the above - Please note:

[Condition 1= 5]

[12 - single]

WFP's achievement of results is being assessed in each of the five countries listed below. Please indicate the country where you are currently based:

❒ 1. Ethiopia

❒ 2. Guatemala

❒ 3. Indonesia

❒ 4. Mozambique

❒ 5. Pakistan

❒ 6. None of the above - Please note:

[Condition 9= 6 OR 10= 6 OR 11= 6 OR 12= 6]

[Confirmation]

You have indicated that you are not based in any of the countries for which WFP is being assessed on its achievement of country-level results. We will, therefore, not ask you questions on this matter. However, if you made an error and you are based in Ethiopia, Guatemala, Indonesia, Mozambique or Pakistan, please hit 'Back' to modify your answer. Otherwise, please hit 'Next' to proceed with the following sections of survey.

[Condition 1= 1 OR 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 2 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 2 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 2 OR 12= 3 OR 12= 4 OR 12= 5]

[Results Achievement]

[Condition 1= 1]

[Info1]

You will see a series of statements related to the extent to which WFP has contributed to meeting its organisation-wide results.

[Condition 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 2 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 2 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 2 OR 12= 3 OR 12= 4 OR 12= 5]

[Info2]

You will see a series of statements on the extent to which WFP has contributed to meeting its country-level goals. You will also be asked questions that pertain to the relevance of WFP's work vis-à-vis its major stakeholders.

[Info 3]

Please rate how you think WFP performs in these areas, using the six-point scale from "very weak" to "very strong" described below. The scale will remain the same for all statements pertaining to WFP's achievement of humanitarian and development results.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = WFP has not made any contribution in this area and this is a source of concern.

2 - Weak = WFP has made some contributions in this area, but there are still some deficiencies.

3 - Inadequate = WFP has made some contributions in this area but they are less than acceptable.

4 - Adequate = WFP's contributions in this area are acceptable.

5 - Strong = WFP's contributions in this area are more than acceptable.

6 - Very strong = WFP's contributions in this area could be considered as ''best practice''.

At the end of each section, you will have the opportunity to make comments on any of the statements.

[Condition 1= 1]

[Organisation-wide Results]

Results Achievement at the Organisational Level

We would like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned organisation-wide results. In thinking about these questions, please consider all that you know about WFP and its programming strategies highlighted in the organisation's 2008-2013 Strategic Plan.

[13 - single]

WFP is making progress towards its objective of saving lives and protecting livelihoods in emergencies.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[14 - single]

WFP is making progress towards its objective of preventing acute hunger and investing in disaster preparedness and mitigation measures.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[15 - single]

WFP is making progress towards its objective of restoring and rebuilding lives and livelihoods in post-conflict, post-disaster or transition situations.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[16 - single]

WFP is making progress towards its objective of reducing chronic hunger and under nutrition.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[17 - single]

WFP is making progress towards its objective of strengthening the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[18 - single]

Do you have any additional comments on how WFP demonstrates progress towards its planned organisation-wide results?

❒ 1. Yes, please note:

❒ 2. No

[Condition 9= 1 OR 10= 1 OR 11= 1 OR 12= 1]

[Ethiopia]

[Country Results1]

Achievement of Results in Ethiopia

We would like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned humanitarian results in Ethiopia. In thinking about these questions, please consider all that you know about WFP's relief and recovery operations in the country (as highlighted in WFP's strategic PRRO documents developed for Ethiopia).

In its recent relief and recovery operations in support of disaster-hit communities in Ethiopia:

[19 - single]

WFP has effectively contributed to improving emergency-affected households' food consumption.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[20 - single]

WFP has effectively contributed to reducing or stabilising acute malnutrition among vulnerable groups in food-insecure districts (e.g. young children, pregnant and lactating women, refugees, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[21 - single]

WFP has effectively contributed to enhancing mothers' and other women's basic knowledge of nutrition-related issues in food-insecure communities.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[22 - single]

WFP has effectively contributed to increasing the uptake of antiretroviral therapy (ART) by food-insecure people living with HIV/AIDS.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[23 - single]

WFP has effectively contributed to improving the nutritional recovery of food-insecure people living with HIV/AIDS.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[24 - single]

WFP has effectively contributed to increasing vulnerable children's access to education (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[25 - single]

WFP has effectively contributed to developing the human capital (knowledge, skills and experience) of vulnerable children (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[26 - single]

WFP has effectively contributed to supporting national agricultural sectors by purchasing food locally.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[27 - single]

WFP has effectively contributed to increasing the ability of food and cash assistance beneficiaries (safety-net programme) to manage shocks.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[28 - single]

WFP has effectively contributed to increasing the ability of food and cash assistance beneficiaries (safety-net programme) to invest in activities that enhance their resilience.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[29 - single]

WFP has effectively contributed to incorporating solutions for hunger into broader national policy frameworks.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[30 - single]

WFP has effectively contributed to increasing government capacity (particularly at local levels) to identify food needs, develop strategies and carry out hunger and disaster risk reduction programmes.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Country Results2]

We would now like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned development results in Ethiopia. In thinking about these questions, please consider all that you know about WFP's development operations in the country (as highlighted in WFP's Country Programme document developed for Ethiopia).

In its development programming in support of food-insecure communities in Ethiopia:

[31 - single]

WFP has effectively contributed to improving sustainable land management in chronically food-insecure woredas (districts).

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[32 - single]

WFP has effectively contributed to improving access to quality education for primary school children in food-insecure areas.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[33 - single]

WFP has effectively contributed to transforming schools into local development centres for vulnerable community members, for instance by raising their awareness on nutrition and environmental issues.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[34 - single]

Do you have any additional comments on how WFP demonstrates progress towards its planned humanitarian and/or development results in Ethiopia?

❒ 1. Yes, please note:

❒ 2. No

[Relevance]

Relevance of WFP's Work in Ethiopia

We would like to ask you some questions about the extent to which the objectives and programme of work of WFP are relevant to its major stakeholders in Ethiopia. In thinking about these questions, please consider all that you know about WFP's ability to meet priority stakeholders' needs and maintain their support in Ethiopia.

[35 - single]

WFP's activities respond to key development priorities in Ethiopia.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[36 - single]

WFP provides innovative solutions for development challenges in Ethiopia.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[37 - single]

WFP adapts its work to the changing conditions faced by Ethiopia.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[38 - single]

Do you have any additional comments on WFP's ability to meet the needs of its priority stakeholders and maintain their support in Ethiopia?

❒ 1. Yes, please note:

❒ 2. No

[Condition 9= 2 OR 10= 2 OR 11= 2 OR 12= 2]

[Guatemala]

[Country Results1]

Achievement of Results in Guatemala

We would like to ask you a question on the extent to which WFP is demonstrating progress towards its planned humanitarian results in Guatemala. In thinking about this question, please consider all that you know about WFP's emergency operations in the country (as highlighted in WFP's strategic EMOP documents developed for Guatemala).

In its recent operations to provide immediate assistance to communities during emergencies (e.g. tropical storms, droughts, conflict, etc.) in Guatemala:

[39 - single]

WFP has effectively contributed to improving food consumption for vulnerable groups affected by acute malnutrition and food insecurity in emergencies (e.g. internally displaced populations, refugees, households affected by natural disasters, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Country Results2]

We would now like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned development results in Guatemala. In thinking about these questions, please consider all that you know about WFP's development operations in the country (as highlighted in WFP's Country Programme document developed for Guatemala).

In its development programming in support of food-insecure communities in Guatemala:

[40 - single]

WFP has effectively contributed to reducing chronic under nutrition.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[41 - single]

WFP has effectively contributed to improving the livelihood of subsistence farmers affected by recurrent shocks.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[42 - single]

WFP has effectively contributed to increasing smallholders' income and enhancing their food security (by connecting them to markets through WFP's Purchase for Progress programme).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[43 - single]

WFP has effectively contributed to strengthening the capacities of government institutions (e.g. on gender, emergency preparedness and response, micronutrients, HIV/AIDS, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[44 - single]

Do you have any additional comments on how WFP demonstrates progress towards its planned humanitarian and/or development results in Guatemala?

❒ 1. Yes, please note:

❒ 2. No

[Relevance]

Relevance of WFP's Work in Guatemala

We would like to ask you some questions about the extent to which the objectives and programme of work of WFP are relevant to its major stakeholders in Guatemala. In thinking about these questions, please consider all that you know about WFP's ability to meet priority stakeholders' needs and maintain their support in Guatemala.

[45 - single]

WFP's activities respond to key development priorities in Guatemala.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[46 - single]

WFP provides innovative solutions for development challenges in Guatemala.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[47 - single]

WFP adapts its work to the changing conditions faced by Guatemala.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[48 - single]

Do you have any additional comments on WFP's ability to meet the needs of its priority stakeholders and maintain their support in Guatemala?

❒ 1. Yes, please note:

❒ 2. No

[Condition 9= 3 OR 10= 3 OR 11= 3 OR 12= 3]

[Indonesia]

[Country Results1]

Achievement of Results in Indonesia

We would like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned humanitarian results within Indonesia. In thinking about these questions, please consider all that you know about WFP's relief and recovery operations in the country (as highlighted in WFP's strategic PRRO documents developed for Indonesia).

In its recent relief and recovery operations in support of disaster-hit communities (e.g. tsunamis, earthquakes, financial crises, etc.) in Indonesia:

[49 - single]

WFP has effectively contributed to reducing acute malnutrition in young children.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[50 - single]

WFP has effectively contributed to improving emergency-affected households' food consumption.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[51 - single]

WFP has effectively contributed to increasing targeted communities' access to assets (e.g. land, infrastructure, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[52 - single]

WFP has effectively contributed to increasing girls' and boys' enrolment and attendance in WFP-assisted schools.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[53 - single]

WFP has effectively contributed to supporting national agricultural sectors by purchasing food locally.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[54 - single]

WFP has effectively contributed to making progress towards nationally-owned solutions for hunger.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[55 - single]

WFP has effectively contributed to incorporating solutions for hunger into broader national policy frameworks.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Country Results2]

We would now like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned development results in Indonesia. In thinking about these questions, please consider all that you know about WFP's development operations in the country (as highlighted in WFP's Country Programme document developed for Indonesia).

In its development programming in support of food-insecure communities in Indonesia:

[56 - single]

WFP has effectively contributed to strengthening national capacity to monitor, analyse, map and address food insecurity.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[57 - single]

WFP has effectively contributed to strengthening national capacity in disaster preparedness and response.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[58 - single]

WFP has effectively contributed to strengthening national capacity to reduce under nutrition to below critical levels.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[59 - single]

Do you have any additional comments on how WFP demonstrates progress towards its planned humanitarian and/or development results in Indonesia?

❒ 1. Yes, please note:

❒ 2. No

[Relevance]

Relevance of WFP's Work in Indonesia

We would like to ask you some questions on the extent to which WFP's objectives and programme of work are relevant to its major stakeholders in Indonesia. In thinking about these questions, please consider all that you know about WFP's ability to meet priority stakeholders' needs and maintain their support in Indonesia.

[60 - single]

WFP's activities respond to key development priorities in Indonesia.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[61 - single]

WFP provides innovative solutions for development challenges in Indonesia.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[62 - single]

WFP adapts its work to the changing conditions faced by Indonesia.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[63 - single]

Do you have any additional comments on WFP's ability to meet the needs of its priority stakeholders and maintain their support in Indonesia?

❒ 1. Yes, please note:

❒ 2. No

[Condition 9= 4 OR 10= 4 OR 11= 4 OR 12= 4]

[Mozambique]

[Country Results1]

Achievement of Results in Mozambique

We would like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned humanitarian results in Mozambique. In thinking about these questions, please consider all that you know about WFP's relief and recovery operations in the country (as highlighted in WFP's strategic PRRO documents developed for Mozambique).

In its recent relief and recovery operations in support of disaster-hit communities in Mozambique:

[64 - single]

WFP has effectively contributed to improving food consumption for vulnerable households affected by emergencies (e.g. households headed by or caring for socially marginalized individuals).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[65 - single]

WFP has effectively contributed to improving the nutrition status of vulnerable groups receiving food assistance (e.g. women, girls, boys, people living with HIV/AIDS and tuberculosis).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[66 - single]

WFP has effectively contributed to increasing survival of adults and children affected by HIV (by providing food assistance in combination with their anti-retroviral therapy).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[67 - single]

WFP has effectively contributed to reducing the vulnerability of communities to disasters.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[68 - single]

WFP has effectively contributed to supporting national agricultural sectors by purchasing food locally.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[69 - single]

WFP has effectively contributed to making progress towards nationally-owned solutions for hunger.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Country Results2]

We would now like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned development results in Mozambique. In thinking about these questions, please consider all you know about WFP's development operations in the country (as highlighted in WFP's Country Programme document developed for Mozambique).

In its development programming in support of food-insecure communities in Mozambique:

[70 - single]

WFP has effectively contributed to increasing the enrolment of primary school children in high drop-out zones and food-insecure areas of Mozambique.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[71 - single]

WFP has effectively contributed to strengthening the community safety-net system in Mozambique (through food and cash for assets activities).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[72 - single]

Do you have any additional comments on how WFP demonstrates progress towards its planned humanitarian and/or development results in Mozambique?

❒ 1. Yes, please note:

❒ 2. No

[Relevance]

Relevance of WFP's Work in Mozambique

We would like to ask you some questions on the extent to which WFP's objectives and programme of work are relevant to its major stakeholders in Mozambique. In thinking about these questions, please consider all that you know about WFP's ability to meet priority stakeholders' needs and maintain their support in Mozambique.

[73 - single]

WFP's activities respond to key development priorities in Mozambique.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[74 - single]

WFP provides innovative solutions for development challenges in Mozambique.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[75 - single]

WFP adapts its work to the changing conditions faced by Mozambique.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[76 - single]

Do you have any additional comments on WFP's ability to meet the needs of its priority stakeholders and maintain their support in Mozambique?

❒ 1. Yes, please note:

❒ 2. No

[Condition 9= 5 OR 10= 5 OR 11= 5 OR 12= 5]

[Pakistan]

[Country Results1]

Achievement of Results in Pakistan

We would like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned humanitarian results in Pakistan. In thinking about these questions, please consider all that you know about WFP's emergency, relief and recovery operations in the country (as highlighted in WFP's strategic EMOP and PRRO documents developed for Pakistan).

In its recent emergency, relief and recovery operations in support of disaster-hit communities (e.g. floods, financial crises, conflict, etc.) in Pakistan:

[77 - single]

WFP has effectively contributed to reducing acute malnutrition in young children and pregnant and lactating women.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[78 - single]

WFP has effectively contributed to improving food consumption for vulnerable groups affected by food insecurity or conflicts (e.g., internally displaced persons, refugees, households affected by increased food prices or natural disasters, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[79 - single]

WFP has effectively contributed to developing and/or enhancing government disaster risk management measures.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[80 - single]

WFP has effectively contributed to stabilising children's enrolment in WFP-assisted schools at pre-crisis levels within crisis-affected areas.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[81 - single]

WFP has effectively contributed to making progress towards reaching the national school enrolment rate average in crisis-affected areas.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[82 - single]

WFP has effectively contributed to helping households in fragile, transition situations recover access to productive assets (e.g., water-harvesting structures, roads, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Country Results2]

We would now like to ask you some questions on the extent to which WFP is demonstrating progress towards its planned development results in Pakistan. In thinking about these questions, please consider all that you know about WFP's development operations in the country (as highlighted in WFP's Country Programme document developed for Pakistan).

In its development programming in support of food-insecure communities in Pakistan:

[83 - single]

WFP has effectively contributed to increasing girls' enrolment and retention in primary schools.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[84 - single]

WFP has effectively contributed to developing girls' human capital (knowledge, skills and experience) in WFP-assisted schools.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[85 - single]

WFP has effectively contributed to improving women's access to public services (especially healthcare).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[86 - single]

WFP has effectively contributed to increasing poor rural women's opportunities to create and preserve physical, economic and social assets (e.g., ponds, schools, latrines, women's community groups, etc.).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[87 - single]

Do you have any additional comments on how WFP demonstrates progress towards its planned humanitarian and/or development results in Pakistan?

❒ 1. Yes, please note:

❒ 2. No

[Relevance]

Relevance of WFP's Work in Pakistan

We would like to ask you some questions on the extent to which WFP's objectives and programme of work are relevant to its major stakeholders in Pakistan. In thinking about these questions, please consider all that you know about WFP's ability to meet the needs of its priority stakeholders and maintain their support in Pakistan.

[88 - single]

WFP's activities respond to key development priorities in Pakistan.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[89 - single]

WFP provides innovative solutions for development challenges in Pakistan.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[90 - single]

WFP adapts its work to the changing conditions faced by Pakistan.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[91 - single]

Do you have any additional comments on WFP's ability to meet the needs of its

priority stakeholders and maintain their support in Pakistan?

❒ 1. Yes, please note:

❒ 2. No

[Organisational Effectiveness]

We would now like to ask you some questions regarding specific aspects of WFP's organisational effectiveness. In thinking about these questions, please consider all that you know about WFP.

[Performance Areas]

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you consider WFP performs in these areas using the six-point scale described below, which ranges from ''very weak'' to ''very strong''. The scale will remain the same for all statements pertaining to WFP's organisational effectiveness.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = WFP does not have this practice, behaviour or system in place and this is a source of concern.

2 - Weak = WFP has this practice, behaviour or system in place but there are important deficiencies.

3 - Inadequate = WFP's practice, behaviour or system in this area has deficiencies that make it less than acceptable.

4 - Adequate = WFP's practice, behaviour or system is acceptable in this area.

5 - Strong = WFP's practice, behaviour or system is more than acceptable yet without being ''best practice'' in this area.

6 - Very strong = WFP's practice, behaviour or system is ''best practice'' in this area.

At the end of each section, you will have the opportunity to make comments on any of the statements.

The statements are divided into four areas: Strategic Management, Operational Management, Relationship Management and Knowledge Management.

[Strategic Management]

We would like to obtain your views on specific aspects of WFP's Strategic Management.

[Governance and Leadership]

Providing Direction for the Achievement of Results

To start with, we would like to ask you some questions on WFP's ability to provide direction for results. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[92 - single]

WFP's institutional culture supports a focus on results.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[93 - single]

WFP's institutional culture is focused on humanitarian partners.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[94 - single]

WFP's institutional culture is direct beneficiary-focused. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[95 - single]

WFP's institutional culture strongly emphasizes respect for humanitarian principles. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4]

[96 - single]

WFP's senior management shows leadership on results management. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[97 - single]

WFP ensures the application of results-based management across the organisation.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[DEFINITION 1]

Direct beneficiary-focused = Emphasis on the persons of concern to the organisation who benefit directly from the humanitarian assistance and services provided by the organisation.

[DEFINITION 2]

Humanitarian Principles = Key humanitarian principles are humanity, neutrality, impartiality, and operational independence.

[Condition 1= 1 OR 1= 4]

[DEFINITION 3]

Results management = Also known as management for results or results-based management (RBM), it consists in managing and implementing aid in a way that focuses on the desired results and uses information to improve decision-making.

[98 - single]

Do you have any additional comments on WFP's institutional culture and values in providing direction for results?

❒ 1. Yes, please note:

❒ 2. No

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[Corporate Strategy1]

Organisation-wide Strategy

Still thinking about strategic management, but now focusing on organisation-wide strategies, how do you think WFP performs in relation to the practices, systems or

behaviours described in the following statement(s)?

[Condition 1= 1 OR 1= 4 OR 1= 5]

[99 - single]

WFP has a clearly defined mandate.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4 OR 1= 5]

[100 - single]

WFP's organisation-wide strategy is aligned with its mandate. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4 OR 1= 5]

[101 - single]

WFP's organisation-wide strategy rests upon a clear understanding of its capacity to deliver.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4 OR 1= 5]

[102 - single]

WFP's organisation-wide strategy is clearly based on humanitarian principles.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[103 - single]

WFP's organisation-wide strategy includes appropriate mechanisms to facilitate sustainable solutions. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

DEFINITION(S): Strategy = High level document that guides and directs the operations of the multilateral organisation.

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[104 - single]

Do you have any additional comments on WFP's organisation-wide strategy?

❒ 1. Yes, please note:

❒ 2. No

[Corporate Strategy2]

Cross-cutting Priorities

We would like you to think about how WFP approaches 'cross-cutting' priorities. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[105 - single]

WFP sufficiently mainstreams gender equality (including gender-based violence) in its work. (SEE DEFINITION BELOW)

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[106 - single]

WFP sufficiently integrates climate risk analysis and response in its work.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[107 - single]

WFP promotes capacity-building for good governance to reduce hunger/promote food security. (SEE DEFINITION BELOW)

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 3 OR 1= 5]

[108 - single]

WFP sufficiently promotes human rights-based standards in its work.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[109 - single]

WFP sufficiently integrates emergency preparedness and response in its work.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 3 OR 1= 5]

[110 - single]

WFP sufficiently mainstreams protection issues in its work.(SEE DEFINITION BELOW)

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[111 - single]

WFP sufficiently integrates the HIV/AIDS thematic priority in its work.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[DEFINITION 1]

Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results.

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[DEFINITION 2]

Good governance = Good governance is the exercise of authority through traditional and institutional processes that are transparent and accountable, and that encourage public participation.

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[112 - single]

Do you have any comments on how WFP approaches cross-cutting priorities?

❒ 1. Yes, please note:

❒ 2. No

[Strategies-Country, Regional]

Strategies - Country Level

We would like to ask you about WFP's strategies for its emergency, protracted relief and recovery, and development operations within countries (highlighted in WFP's EMOP, PRRO and/or Country Programme documents). How do you think WFP performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[113 - single]

Results statements in WFP's country-level strategies (EMOP, PRRO and/or CP) are aligned with those in the corporate strategic results framework.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[114 - single]

WFP's country-level results frameworks (EMOP, PRRO and/or CP) all include indicators.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[115 - single]

WFP's strategies at the country level (EMOP, PRRO and CP) include results for cross-cutting priorities (e.g. gender equality, protection, HIV/AIDS, emergency preparedness and response, climate risk analysis and response, human rights-based standards, and building capacities for good governance) as appropriate.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[116 - single]

WFP ensures sufficient involvement of beneficiaries in the design of its humanitarian response (except in some cases of armed conflict). (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[117 - single]

WFP ensures sufficient involvement of partners (including governments) in the design of its humanitarian response whenever feasible and appropriate. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[118 - single]

WFP's humanitarian programmes are based on reliable assessments of food and nutrition needs.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[119 - single]

WFP has contingency plans in place should a major increase or scale-up of humanitarian actions be required. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[DEFINITION 1]

Beneficiaries = The term 'beneficiary' refers to individuals, groups, or organisations who have been designated as the intended recipients of humanitarian assistance.

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[DEFINITION 2]

Partners = Organisations who receive a direct transfer from the multilateral organisation (e.g. financial assistance, capacity building, policy advice, etc.), or coordinate and work alongside it in humanitarian interventions. Partners can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.), multilateral agencies or private sector corporations.

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[DEFINITION 3]

Contingency plans = A management tool used to ensure that adequate arrangements are made in anticipation of a crisis (e.g. environmental, political, operational, financial, etc.). This is achieved primarily through engagement in a planning process leading to a plan of action, together with follow-up actions.

[120 - single]

Do you have any additional comments on WFP's strategies at the country level?

❒ 1. Yes, please note:

❒ 2. No

[121 - single]

Is there anything further you would like to say about WFP's Strategic Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

❒ 1. Yes, please type your answer into the box below:

❒ 2. No

[Operational Management]

We would like to know what you think about Operational Management within WFP.

[Financial Resources]

We would first like to ask you some questions about WFP's financial resources management. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1 OR 1= 3 OR 1= 4 OR 1= 5]

[122 - single]

WFP makes readily available its criteria for allocating un-earmarked resources.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[123 - single]

WFP allocates un-earmarked resources according to the criteria mentioned above.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[124 - single]

WFP manages aid flows on the basis of needs and its own strategic priorities.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[125 - single]

WFP accesses or generates reasonably accurate overall financial estimates of demand for its humanitarian action.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[126 - single]

WFP makes reasonably accurate projections of expected donor support.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[127 - single]

WFP's allocations are linked to expected humanitarian results.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2]

[128 - single]

WFP reports on results include the amounts disbursed to achieve those results.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[129 - single]

WFP's internal financial audits provide objective information to its governing body.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[130 - single]

WFP's procurement and contract management processes for the provision of services or goods are usually effective.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[131 - single]

Do you have any additional comments on WFP's financial resources management?

❒ 1. Yes, please note:

❒ 2. No

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[Performance Management]

We would like you to think about WFP's performance management, i.e. the way WFP manages the performance of its operations. According to what you know about WFP, how do you think it performs in relation to the practices, systems or

behaviours described in each of the following statements?

[Condition 1= 1]

[132 - single]

WFP uses performance information from rapid onset situations, projects/programmes, sectors and countries to revise organisational policies.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[133 - single]

WFP uses performance information to plan responses to new rapid onset situations, initiatives, projects, and programmes.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[134 - single]

WFP's poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1]

[135 - single]

WFP appropriately tracks the implementation of evaluation recommendations reported to its governing body.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[136 - single]

Do you have any additional comments on WFP's performance management?

❒ 1. Yes, please note:

❒ 2. No

[Human Resources Management]

We would like you to think about the way that WFP manages its human resources. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[137 - single]

WFP has appropriate measures in place to ensure staff security.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[138 - single]

WFP keeps deployed international staff in post for a sufficient time to maintain effective partnerships at country level.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[139 - single]

WFP staff follow a code of conduct. (SEE DEFINITION BELOW)

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1]

[140 - single]

WFP monitors compliance with a code of conduct. (SEE DEFINITION BELOW)

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1]

[141 - single]

WFP has a system in place for reporting transparently on compliance with a code of conduct.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[142 - single]

WFP makes use of in-house personnel for rapid deployment.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[143 - single]

WFP makes use of externally accessible personnel for rapid deployment.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

DEFINITION(S) Code of conduct = The policies/documents that describe the rules

and expected behaviours of staff of the organisation.

[144 - single]

Do you have any additional comments on WFP's human resources management?

❒ 1. Yes, please note:

❒ 2. No

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[Portfolio Management]

We would like you to think about WFP's portfolio management. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1 OR 1= 4 OR 1= 5]

[145 - single]

WFP subjects new humanitarian operations to risk analysis. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4 OR 1= 5]

[146 - single]

WFP subjects new development programming initiatives to risk analysis.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4 OR 1= 5]

[147 - single]

WFP subjects new development programming initiatives to impact analysis. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[148 - single]

Key operational/management decisions in WFP are delegated in a manner appropriate to the context (e.g. centralised decision-making may be appropriate in conflict situations).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4 OR 1= 5]

[DEFINITION 1]

Risk analysis = An analysis that assesses the probability or likelihood of an activity or action leading to a detrimental outcome, and the potential humanitarian impact of the activity/action on different segments of the population.

[DEFINITION 2]

Impact analysis = Includes the analysis of environmental, social and economic impacts.

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[149 - single]

Do you have any additional comments on WFP's portfolio management?

❒ 1. Yes, please note:

❒ 2. No

[Humanitarian principles]

We would now like you to think about the way(s) that WFP ensures adherence to humanitarian principles (humanity, impartiality, neutrality and operational independence). According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[Condition 1= 1 OR 1= 2]

[150 - single]

WFP has clear procedures for in-house coordination of the various functions and roles that are part of its mandate.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[151 - single]

WFP maintains ongoing policy dialogue with partners on the importance of observing humanitarian principles in the delivery of humanitarian action, particularly in cases of conflict.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[152 - single]

WFP respects humanitarian principles while delivering humanitarian assistance.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[153 - single]

WFP takes relevant corrective action when it is unable to fully implement humanitarian principles into its emergency and relief operations (e.g. actively engaging with other humanitarian actors for joint advocacy, building alliances with donors, and strengthening programme monitoring).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[154 - single]

Do you have any comments on WFP's adherence to humanitarian principles?

❒ 1. Yes, please note:

❒ 2. No

[155 - single]

Before moving on to the next section, is there anything further you would like to say about WFP's Operational Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

❒ 1. Yes, please type your answer into the box below:

❒ 2. No

[Relationship Management]

We would like to obtain your views on specific aspects of WFP's Relationship Management.

[Ownership]

We would like you to consider the extent to which WFP promotes national ownership through its work. According to what you know about the organisation, how do you think WFP performs in relation to the practices, systems or behaviours described in each of the following statements?

[156 - single]

WFP uses procedures (e.g. funding and reporting requirements) that can be easily understood and followed by its humanitarian partners.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[157 - single]

The length of time it takes to complete WFP procedures does not affect implementation.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[158 - single]

WFP adjusts its overall portfolio in country quickly to respond to changing circumstances.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[159 - single]

WFP flexibly adjusts its implementation of individual projects/programmes as learning occurs.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[160 - single]

WFP is able to respond to rapid onset situations in a timely manner.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[161 - single]

WFP transfers funds to its humanitarian partners in a timely manner.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[162 - single]

WFP ensures that it sufficiently uses local capacities.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[163 - single]

WFP seizes opportunities to procure food locally or regionally when cost-effective, timely and feasible.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[Condition 1= 2 OR 1= 3 OR 1= 4 OR 1= 5]

[164 - single]

WFP ensures that capacity development of local partners is undertaken.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[165 - single]

WFP engages with local partners and communities to protect and enhance livelihoods.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[166 - single]

WFP uses appropriate modalities promote government ownership of livelihood programmes in the transition to development.

❒ 1. Very weak
❒ 2. Weak
❒ 3. Inadequate
❒ 4. Adequate
❒ 5. Strong
❒ 6. Very strong
❒ 7. Don't Know

[167 - single]

Do you have any additional comments on WFP's efforts to support national ownership?

❒ 1. Yes, please note:
❒ 2. No

[Alignment]

We would like you to think about the extent to which WFP aligns its work with that of its partners. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[168 - single]

WFP contributes to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises) in a timely fashion.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[169 - single]

WFP engages fully in the CHAP (Common Humanitarian Action Plans) in countries where this programming process is being utilised.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[170 - single]

WFP provides valuable inputs to policy dialogue.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[171 - single]

WFP respects the views of partners when it undertakes policy dialogue.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[172 - single]

Do you have any additional comments on WFP's performance with regard to alignment?

❒ 1. Yes, please note:

❒ 2. No

Harmonisation

We would like to ask you questions on the extent to which WFP harmonises its work with that of partners.

[Condition 1= 1 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[Harmonisation]

Participation in the Cluster System

According to what you know about WFP’s participation in the cluster system, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?(SEE DEFINITION BELOW)

[Condition 1= 1 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 12= 1 OR 12= 3 OR

12= 4 OR 12= 5 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5]

[173 - single]

WFP adjusts its programmes to reflect strategic priorities agreed to by the cluster.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5]

[174 - single]

WFP implements its programmes in a manner compliant with the technical recommendations of the appropriate cluster.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[175 - single]

As cluster lead or co-lead, WFP dedicates sufficient analytical resources and policy-level engagement to strategic activities within the cluster. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[176 - single]

As cluster lead or co-lead, WFP provides dedicated staff for coordination of the cluster.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[177 - single]

As cluster lead or co-lead, WFP ensures that pertinent information is circulated within the cluster.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5

OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[178 - single]

As cluster lead or co-lead, WFP generates reliable forecasts of financial need for the cluster.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[179 - single]

WFP has effective practices and systems in place to act as cluster lead or co-lead. (SEE DEFINITION BELOW)

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[Condition 1= 1 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[DEFINITION 1]

Cluster system = Clusters are groups of humanitarian organisations (UN and non-UN) working in the main sectors of humanitarian action, such as food security, shelter and health. They are created when clear humanitarian needs exist within a sector, when there are numerous actors within this sector and when national authorities need coordination support. Clusters provide a clear point of contact and are accountable for adequate and appropriate humanitarian assistance. They create partnerships between international humanitarian actors, national and local authorities, and civil society.

[Condition 1= 1 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[DEFINITION 2]

Cluster lead or co-lead = All clusters have focal points, known as cluster lead agencies, which operate at the global and country level. In specific countries, cluster leads serve as the main contact for government and the Humanitarian or Resident Coordinator. They ensure that humanitarian activities are coordinated and make a difference to people in need. They also act as a provider of last resort in their respective sector. WFP is often lead or co-lead of the logistics, food security and emergency telecommunications clusters in countries.

[Condition 1= 1 OR 9= 1 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 3 OR 12= 4 OR 12= 5]

[180 - single]

Do you have any additional comments on WFP's participation in the cluster system?

❒ 1. Yes, please note:

❒ 2. No

[Harmonisation2]

Harmonisation of Procedures and Arrangements with Partners

The following questions refer to how WFP harmonises its arrangements and procedures with other programming partners. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[181 - single]

WFP often participates in joint missions (e.g. involving coordination, analysis, design, evaluation, and needs assessments).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[182 - single]

WFP shares relevant information (including regarding needs and logistics mechanisms) with humanitarian and other partners.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[183 - single]

WFP's technical assistance is provided through coordinated programmes.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 4 OR 1= 5]

[184 - single]

WFP promotes and engages fully in the implementation of the UN reforms (Delivering as One, Humanitarian Reform/Transformative Agenda).

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5 OR 10= 1 OR 10= 2 OR 10= 3 OR 10= 4 OR 10= 5 OR 11= 1 OR 11= 2 OR 11= 3 OR 11= 4 OR 11= 5 OR 12= 1 OR 12= 2 OR 12= 3 OR 12= 4 OR 12= 5]

[185 - single]

Do you have any additional comments on WFP's performance with regard to harmonisation?

❒ 1. Yes, please note:

❒ 2. No

[186 - single]

Before moving on to the next section, is there anything further you would like to mention about WFP's Relationship Management? This could be anything

related to the statements you have rated, or anything else you would like us to know.

❒ 1. Yes, please type your answer into the box below:

❒ 2. No

[Knowledge Management]

In this last section, we would like to ask you about Knowledge Management within WFP.

[Condition 1= 1 OR 1= 3 OR 1= 4 OR 1= 5]

[Performance Evaluation]

First, we would like to ask you about performance evaluation within the organisation. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1]

[187 - single]

WFP uses evaluation findings in its decisions on programming, policy and strategy.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 3 OR 1= 4 OR 1= 5]

[188 - single]

WFP involves direct partners and beneficiaries in evaluations of its projects or programmes.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 3 OR 1= 4 OR 1= 5]

[189 - single]

Do you have any additional comments on performance evaluation within WFP?

❒ 1. Yes, please note:

❒ 2. No

[Condition 1= 1 OR 1= 4]

[Performance Reporting]

Now please consider performance reporting within WFP. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[190 - single]

WFP reports to its governing body on its performance, including on outcomes achieved.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[191 - single]

WFP reports adequately against its corporate strategy.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 4]

[192 - single]

Do you have any additional comments on WFP's performance reporting?

❒ 1. Yes, please note:

❒ 2. No

[Dissemination]

We would like you to think about how WFP disseminates lessons learned. According to what you know about WFP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[193 - single]

WFP identifies and disseminates lessons learned from performance information.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[Condition 1= 1 OR 1= 2 OR 1= 3 OR 1= 4]

[194 - single]

WFP provides opportunities at all levels of the organisation to share lessons from practical experience.

❒ 1. Very weak

❒ 2. Weak

❒ 3. Inadequate

❒ 4. Adequate

❒ 5. Strong

❒ 6. Very strong

❒ 7. Don't Know

[195 - single]

Do you have any additional comments on how WFP disseminates lessons learned?

❒ 1. Yes, please note:

❒ 2. No

[196 - single]

Is there anything further you would like to mention regarding WFP's Knowledge Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

❒ 1. Yes, please type your answer into the box below:

❒ 2. No

[Background Questions]

[Condition 1= 1 OR 1= 2]

[197 - single]

Background Questions

What MOPAN member country do you work for?

❒ 1. Australia

❒ 2. Austria

❒ 3. Belgium

❒ 4. Canada

❒ 5. Denmark

❒ 6. Finland

❒ 7. France

❒ 8. Germany

❒ 9. Ireland

❒ 10. Republic of Korea

❒ 11. The Netherlands

❒ 12. Norway

❒ 13. Spain

❒ 14. Sweden

❒ 15. Switzerland

❒ 16. United Kingdom

❒ 17. United States

[Condition 1= 1]

[198 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

❒ 1. MOPAN member organisation, based in offices in the MOPAN country

❒ 2. MOPAN member organisation, based in the permanent mission or executive board office of the multilateral organisation

❒ 3. Other:

[Condition 1= 2]

[199 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

❒ 1. MOPAN member organisation, based in country/regional offices (including embassies)

❒ 2. Other:

[Condition 1= 3]

[200 - single]

Background Questions What type of organisation do you work for? Choose the one that best describes your organisation:

❒ 1. National NGO

❒ 2. INGO

❒ 3. Academic institution

❒ 4. Other:

[Condition 1= 4]

[201 - single]

Background Questions

What type of organisation do you work for? Choose the one that best describes your organisation:

❒ 1. National parliament or legislature

❒ 2. Government - line ministry

❒ 3. Government - ministry of finance/statistics/planning/economics

❒ 4. Government - other

[Condition 1= 5]

[202 - single]

Background Questions What type of organisation do you work for? Choose the one that best describes your organisation:

❒ 1. Multilateral organisation

❒ 2. INGO

❒ 3. Other:

[203 - single]

How would you define your level of seniority within the organisation? Choose the one that best describes your position:

❒ 1. Senior-level professional

❒ 2. Mid-level professional

❒ 3. Junior professional

[ALMOST DONE]

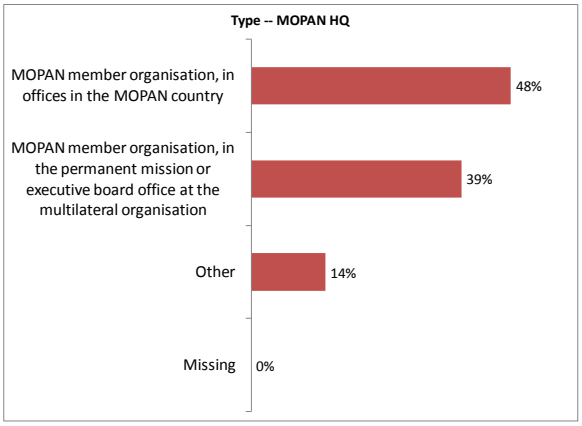
You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

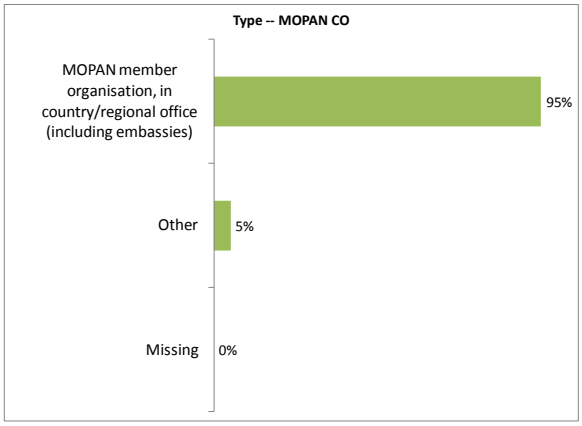
[End of Interview]

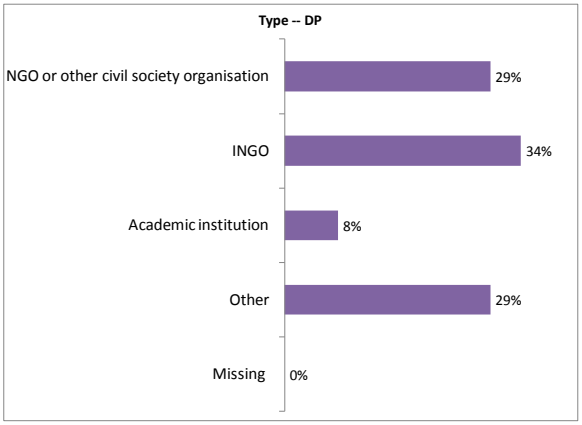
Thank you very much for sharing your insights and taking the time to answer this survey, which aims to improve dialogue on the organisational learning and effectiveness of multilateral organisations.

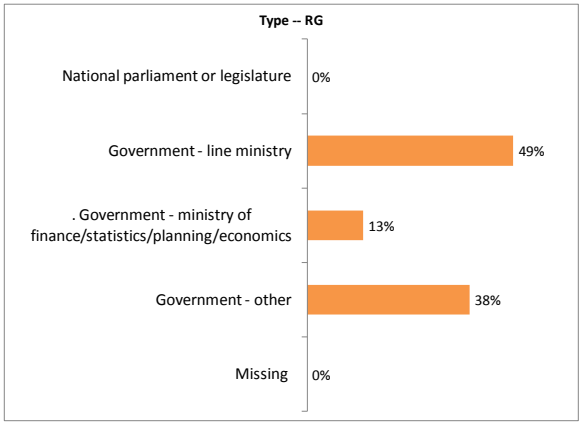
Appendix III Respondent profile

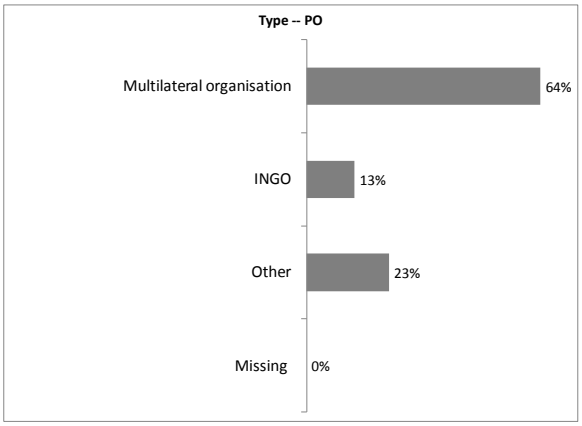
Type of respondents



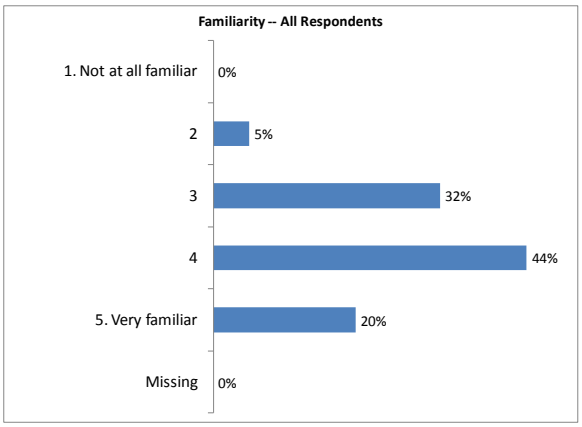


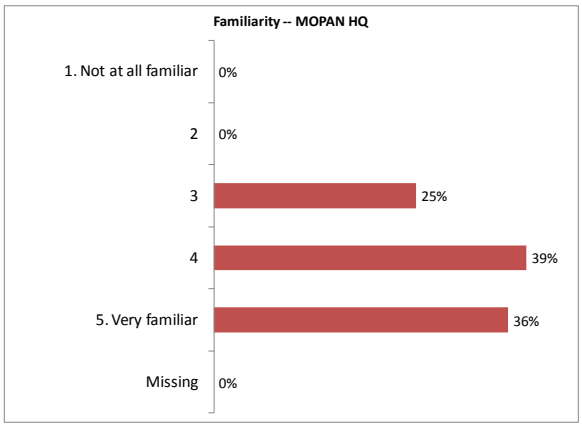


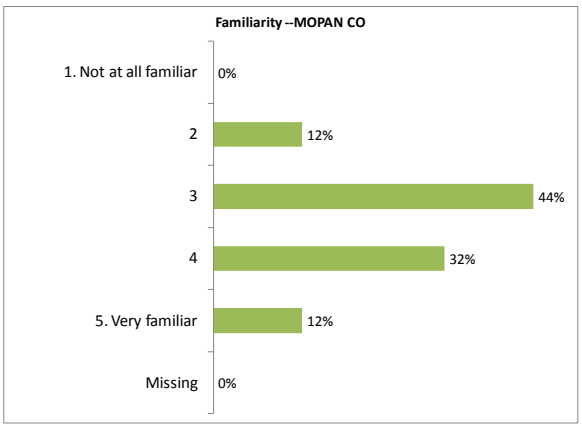


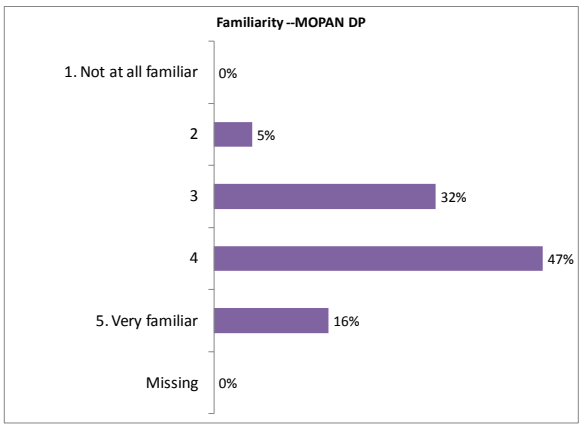


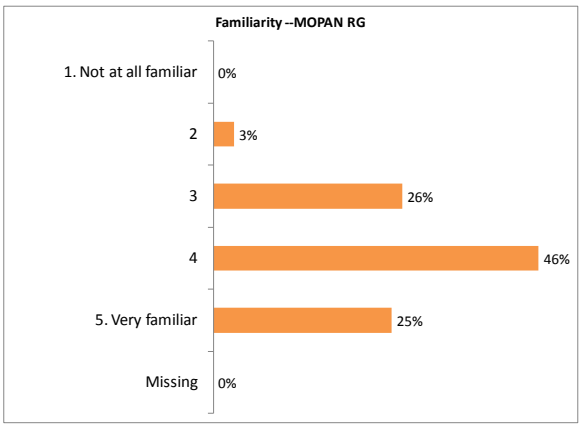
Respondent familiarity with multilateral organisation

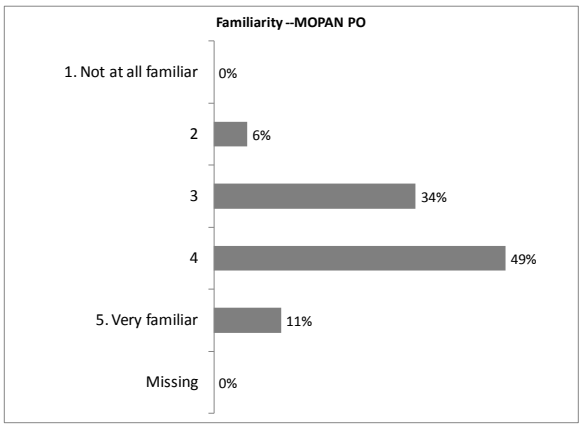




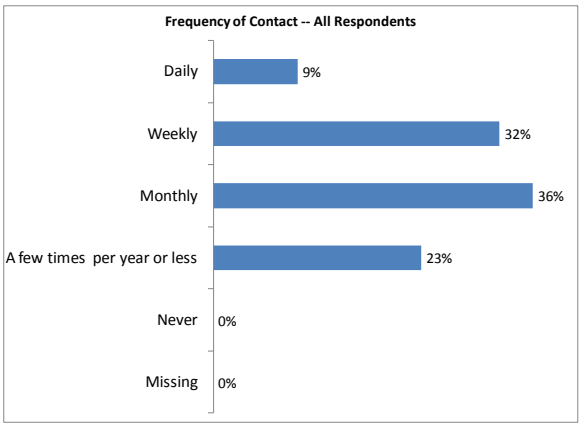


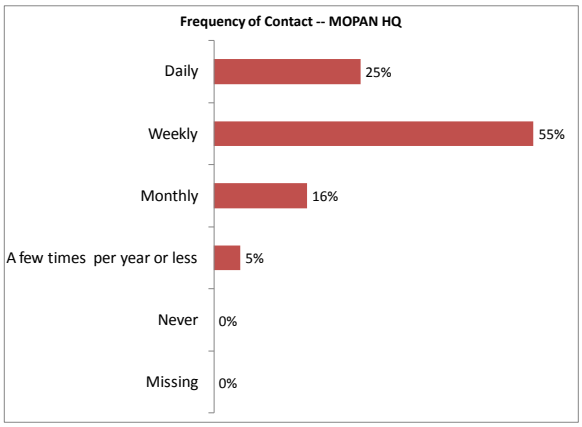


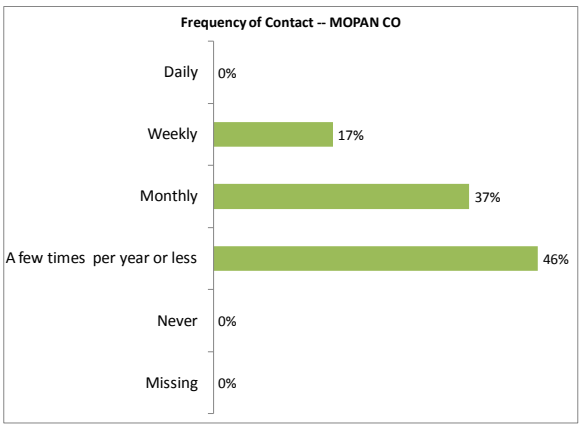


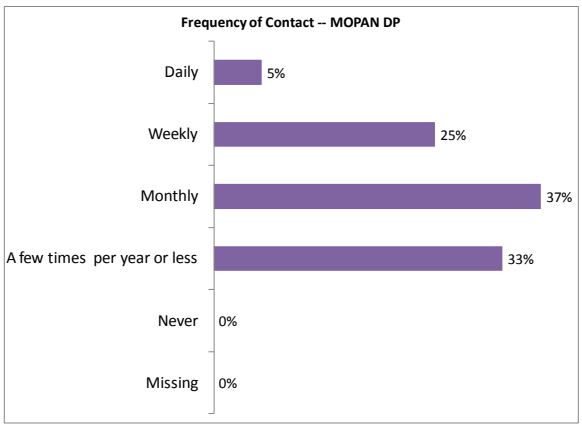


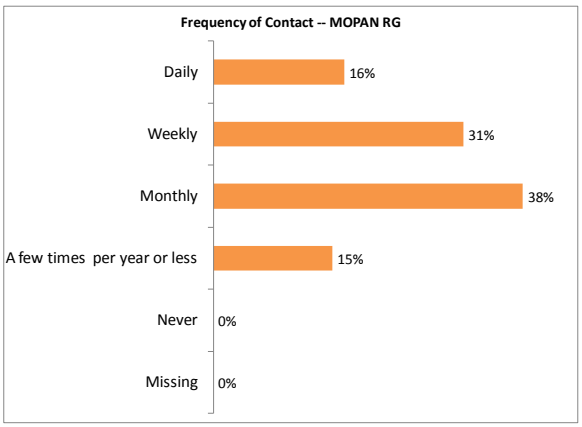
Respondent frequency of contact with multilateral organisation

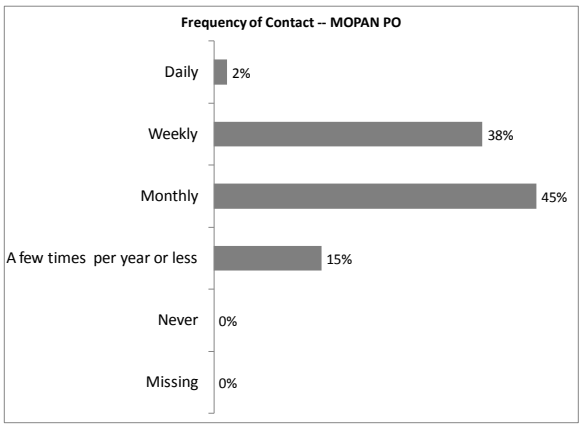




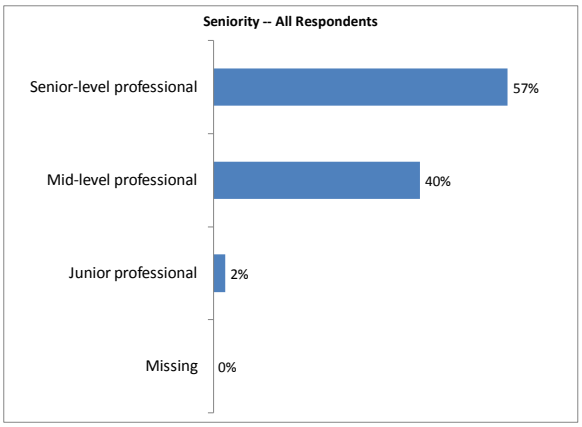


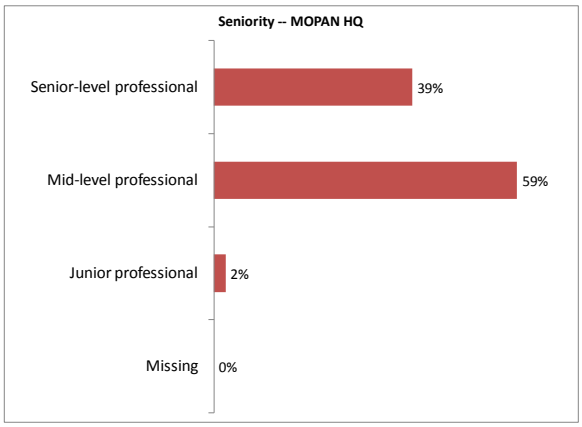


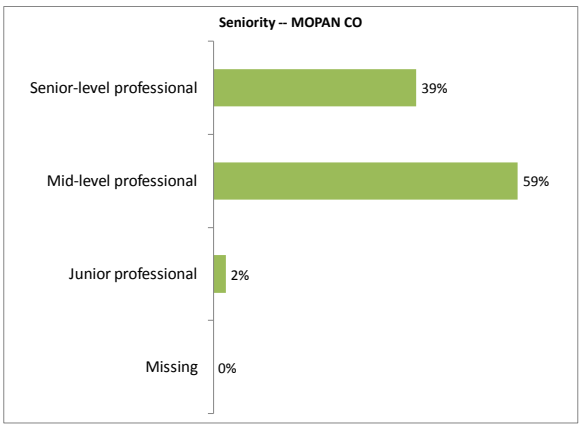


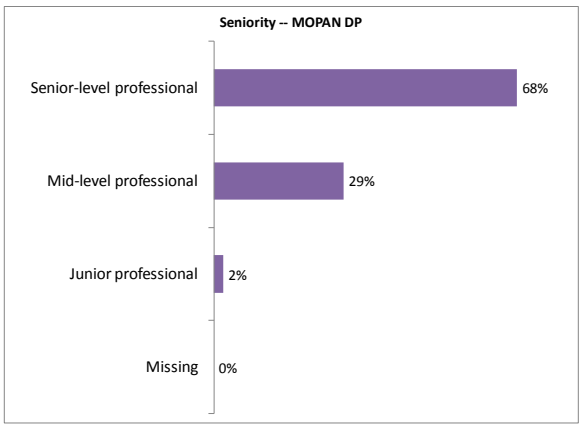


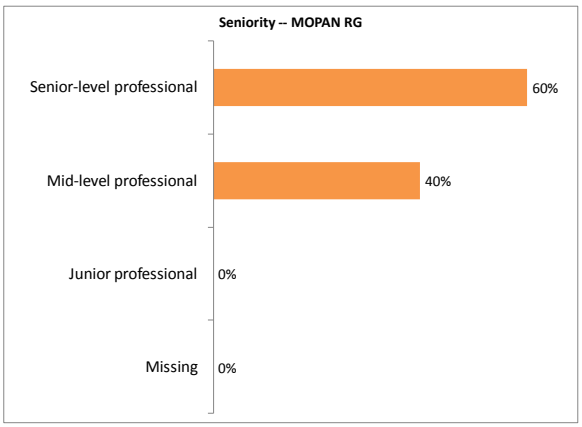
Respondent level of seniority

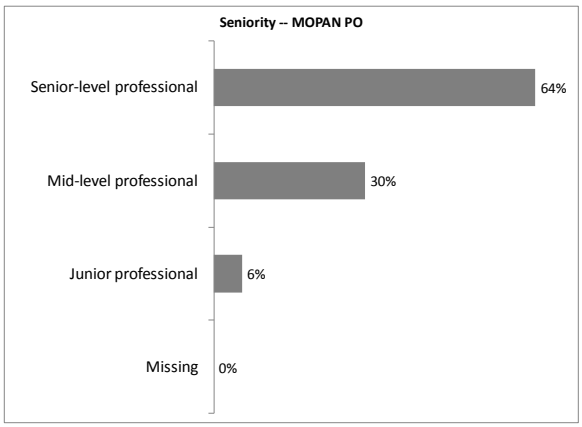












Appendix IV Base size and rate of "don't know" responses

N (#) = number of respondents who were asked the question (un-weighted data) and replied 'don't know'.
% DK = percentage of respondents who indicated "Don't Know" to the question (weighted data).
"--" indicates that the question was not asked among a particular respondent group

HQ = MOPAN donors at headquarters

CO = MOPAN donors in country offices

DP = Direct partners

RG = Recipient governments

PO = Peer organisations

I- Strategic management

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 1	**The MO provides direction for the achievement of external/beneficiary focused results**												
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner and beneficiary focus.	20	6%	2	5%	5	12%	5	5%	4	3%	4	7%
Sub-MI	i) WFP's institutional culture supports a focus on results.	29	12%	3	7%	10	31%	6	6%	4	3%	6	11%
Sub-MI	ii) WFP's institutional culture is focused on humanitarian partners.	26	8%	4	9%	5	9%	6	5%	5	7%	6	10%
Sub-MI	iii) WFP's institutional culture is direct beneficiary focused.	12	3%	0	0%	3	5%	5	4%	2	1%	2	3%
Sub-MI	iv) WFP's institutional culture strongly emphasizes respect for humanitarian principles.	12	3%	1	2%	3	5%	3	3%	3	2%	2	4%
MI	1.2 The MO Executive Management shows leadership on results management.	13	10%	2	5%	--	--	--	--	11	15%	--	--

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	1.3 The MO promotes an organisation-wide policy on results management.	2	5%	2	5%	--	--	--	--	--	--	--	--
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**												
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate.	14	7%	1	2%	--	--	--	--	8	10%	5	10%
Sub-MI	i) WFP has a clearly defined mandate.	7	3%	0	0%	--	--	--	--	6	5%	1	3%
Sub-MI	ii) WFP's organisation-wide strategy is aligned with its mandate.	18	9%	0	0%	--	--	--	--	11	14%	7	14%
Sub-MI	iii) WFP's organisation wide strategy rests upon a clear understanding of its capacity to deliver.	21	12%	3	7%	--	--	--	--	11	16%	7	14%
Sub-MI	iv) WFP's organisation-wide strategy is clearly based on humanitarian principles.	10	5%	0	0%	--	--	--	--	4	3%	6	12%
MI	2.2 The MO's organisation-wide strategy includes appropriate mechanisms to facilitate sustainable solutions.	30	12%	2	5%	8	13%	--	--	11	14%	9	17%
KPI 4	**The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments**												
MI	4.1 Gender equality	20	12%	1	2%	3	15%	--	--	6	9%	10	20%
MI	4.2 Climate risk analysis and response	30	16%	8	18%	8	24%	--	--	3	2%	11	21%
MI	4.3 Building capacities for good governance	32	15%	8	18%	7	17%	--	--	8	7%	9	17%
MI	4.4 Human rights-based standards	32	16%	7	16%	8	22%	8	9%	--	--	9	18%
MI	4.5 Emergency preparedness and response	15	7%	2	5%	4	11%	--	--	5	5%	4	8%
MI	4.6 Protection	41	21%	4	9%	10	35%	15	16%	--	--	12	25%
MI	4.7 HIV/AIDS	11	25%	11	25%	--	--	--	--	--	--	--	--

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 5	**The MO's country-level emergency response, protracted relief operations and development programmes are results-focused**												
MI	5.1 Country-level project/programme results are aligned with the corporate strategic results framework	64	34%	7	16%	19	58%	--	--	16	22%	22	42%
MI	5.2 All project/programme results frameworks at the country level include indicators	67	34%	7	16%	16	45%	--	--	21	31%	23	43%
MI	5.3Results for cross-cutting thematic priorities are included in country level results frameworks (e.g., gender equality, protection, HIV/AIDS, emergency preparedness and response, climate risk analysis and response, human rights-based standards, and building capacities for good governance) as appropriate	55	30%	11	25%	15	49%	--	--	12	13%	17	33%
MI	5.4 Design of a humanitarian response is developed through consultation with humanitarian partners (including governments) and beneficiaries (whenever feasible and appropriate)	37	16%	--	--	10	29%	7	7%	8	6%	13	24%
Sub-MI	i) WFP ensures sufficient involvement of beneficiaries in the design of its humanitarian response (except in some cases of armed conflict).	48	23%	--	--	14	44%	10	11%	8	6%	16	30%
Sub-MI	ii) WFP ensures sufficient involvement of partners (including governments) in the design of its humanitarian response whenever feasible and appropriate.	25	10%	--	--	5	14%	3	3%	8	7%	9	17%
MI	5.5 The MO's humanitarian operations are based on reliable assessments of food and nutrition needs	19	9%	--	--	4	17%	3	3%	7	6%	5	10%
MI	5.6 Contingency plans are in place should a major increase or scale up of humanitarian actions be required	48	21%	4	9%	10	24%	--	--	14	14%	20	38%

II- Operational management

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 6	**The MO makes transparent and predictable aid allocation decisions**												
MI	6.1 The MO's criteria for allocating un-earmarked resources are publicly available	73	28%	5	11%	--	--	23	25%	18	24%	27	53%
MI	6.2 The MO's allocations of un-earmarked resources follow the criteria	10	23%	10	23%	--	--	--	--	--	--	--	--
MI	6.3 Aid flows or planned resources (financial/technical co-operation, etc.) are released as needed and available	34	15%	2	5%	7	17%	--	--	10	9%	15	29%
MI	6.4 The MO accesses or generates reasonably accurate overall financial estimates of demand and support for its humanitarian action	1	1%	1	1%	--	--	--	--	--	--	--	--
Sub-MI	i) WFP accesses or generates reasonably accurate overall financial estimates of demand for its humanitarian action.	0	0%	0	0%	--	--	--	--	--	--	--	--
Sub-MI	ii) WFP makes reasonably accurate projections of expected donor support.	1	2%	1	2%	--	--	--	--	--	--	--	--
KPI 7	**The MO engages in results-based budgeting**												
MI	7.1 Financial allocations are linked to expected humanitarian results	2	5%	2	5%	--	--	--	--	--	--	--	--
MI	7.2 Expenditures are linked to results	11	12%	2	5%	9	20%	--	--	--	--	--	--
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**												
MI	8.1 External financial audits meeting recognized international standards are performed across the organisation (including UN Board of Auditors)	--	--	--	--	--	--	--	--	--	--	--	--
MI	8.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate)	--	--	--	--	--	--	--	--	--	--	--	--

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	8.3 The MO has a policy on anti-corruption	--	--	--	--	--	--	--	--	--	--	--	--
MI	8.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	--	--	--	--	--	--	--	--	--	--	--	--
MI	8.5 Internal financial audit processes are used to provide management/governing bodies with objective information	5	11%	5	11%	--	--	--	--	--	--	--	--
MI	8.6 The MO's procurement and contract management processes for the provision of services or goods are usually effective	8	18%	8	18%	--	--	--	--	--	--	--	--
MI	8.7 The MO has strategies in place for risk management (identification, mitigation, contingency planning, monitoring and reporting)	--	--	--	--	--	--	--	--	--	--	--	--
KPI 9	**Performance information on results is used by the MO**												
MI	9.1 Revising and adjusting policies	6	14%	6	14%	--	--	--	--	--	--	--	--
MI	9.2 Planning new interventions	41	23%	7	16%	15	35%	--	--	8	16%	11	23%
MI	9.3 Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance	63	33%	10	23%	21	56%	--	--	13	16%	19	37%
MI	9.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	5	11%	5	11%	--	--	--	--	--	--	--	--
KPI 10	**The MO manages human resources using methods to improve organisational performance**												
MI	10.1 Results-focused performance assessment systems are in place for senior staff (including Country Directors)	--	--	--	--	--	--	--	--	--	--	--	--
MI	10.2 There is a transparent system in place to manage staff performance	--	--	--	--	--	--	--	--	--	--	--	--

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	10.3 The MO has appropriate measures in place to ensure staff security	43	23%	6	14%	10	32%	--	--	16	25%	11	22%
MI	10.4 Staff deployment in country is adequate for the development of effective country-level partnerships	45	23%	11	25%	10	26%	--	--	17	26%	7	14%
MI	10.5 The MO has a code of conduct that is followed by staff members	32	35%	17	39%	20	54%	9	10%	16	20%	16	31%
Sub-MI	i) WFP staff follow the code of conduct.	61	29%	--	--	20	54%	9	10%	16	20%	16	31%
Sub-MI	ii) WFP monitors compliance with the code of conduct.	15	34%	15	34%	--	--	--	--	--	--	--	--
Sub-MI	iii) WFP has a system in place for reporting transparently on compliance with the code of conduct.	19	43%	19	43%	--	--	--	--	--	--	--	--
MI	10.6 The MO has rapid personnel deployment or surge mechanisms in place	87	43%	16	35%	22	57%	--	--	24	30%	26	49%
Sub-MI	i) WFP makes use of in house personnel for rapid deployment	80	40%	13	30%	21	57%	--	--	22	26%	24	46%
Sub-MI	ii) WFP makes use of externally accessible personnel for rapid deployment	93	46%	18	41%	22	57%	--	--	25	34%	28	53%
KPI 11	**Country/regional programming processes are performance oriented**												
MI	11.1 Prior to approval new initiatives are subject to risk and benefits/impact analysis (economic, social, security, etc.)	52	29%	9	20%	--	--	--	--	20	24%	23	44%
Sub-MI	i) WFP subjects new humanitarian operations to risk analysis.	50	28%	6	14%	--	--	--	--	20	25%	24	45%
Sub-MI	ii) WFP subjects new development programming initiatives to risk analysis.	52	30%	9	20%	--	--	--	--	19	23%	24	46%
Sub-MI	iii) WFP subjects new development programming initiatives to impact analysis.	53	29%	11	25%	--	--	--	--	21	23%	21	40%
MI	11.2 Milestones/targets are set to rate the progress of (project) implementation	--	--	--	--	--	--	--	--	--	--	--	--

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 12	**The MO delegates decision-making authority (to the country or other levels)**												
MI	12.1 The MO key operations/management decisions can be made locally	70	34%	8	18%	18	52%	--	--	25	30%	19	36%
KPI 13	**The MO ensures adherence to humanitarian principles (humanity, impartiality, neutrality, operational independence) in its field operations, particularly in conflict-related situations**												
MI	13.1 The MO has clear procedures for in-house coordination of the various functions and roles that are part of its mandate	25	35%	7	16%	18	53%	--	--	--	--	--	--
MI	13.2 The MO maintains ongoing policy dialogue with partners on the importance of observing humanitarian principles in the delivery of humanitarian action, particularly in cases of conflict	38	15%	5	11%	6	24%	12	12%	6	10%	9	17%
MI	13.3 The MO respects humanitarian principles while delivering humanitarian assistance	34	13%	3	6%	7	20%	11	12%	7	8%	8	16%
Sub-MI	i) WFP respects humanitarian principles while delivering humanitarian assistance.	15	5%	1	2%	3	10%	5	6%	2	1%	4	9%
Sub-MI	ii) WFP takes relevant corrective action when it is unable to fully implement humanitarian principles into its emergency and relief operations (e.g. actively engaging with other humanitarian actors for joint advocacy, building alliances with donors, and strengthening programme monitoring).	53	20%	4	9%	10	31%	16	19%	11	15%	12	24%

III- Relationship management

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 14	**The MO's procedures take into account local conditions and capacities**												
MI	14.1 The procedures of the MO can be easily understood and completed by partners	37	12%	2	5%	6	8%	8	10%	10	16%	11	22%
MI	14.2 The length of time for completing MO procedures does not have a negative effect on implementation	56	19%	7	16%	13	21%	10	13%	9	14%	17	33%
MI	14.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	41	12%	2	5%	4	5%	13	15%	10	9%	12	24%
MI	14.4 The MO has operational flexibility in the way it implements programmes/projects and deals with budget issues (during implementation)	40	14%	3	7%	8	19%	12	15%	6	6%	11	21%
MI	14.5 The MO is able to respond to events/disaster situations in a timely manner	17	5%	0	0%	4	5%	3	3%	5	5%	5	9%
MI	14.6 The MO transfers funds to local/international organisations in a timely manner	100	38%	16	36%	21	60%	22	25%	15	20%	26	47%
MI	14.7 The MO ensures that it sufficiently uses local capacities and resources	40	16%	--	--	8	20%	13	13%	9	12%	11	20%
Sub-MI	i) WFP ensures that it sufficiently uses local capacities.	31	15%	--	--	10	25%	8	10%	5	8%	8	15%
Sub-MI	ii) WFP seizes opportunities to procure food locally or regionally when cost-effective, timely and feasible.	49	18%	--	--	6	15%	17	16%	12	16%	14	26%
MI	14.8 The MO ensures that capacity development of local partners is undertaken	27	14%	--	--	10	28%	6	9%	3	3%	8	14%
MI	14.9 The MO strives to protect and enhance livelihoods and transition from relief to recovery and development	40	14%	5	10%	7	18%	15	17%	5	5%	10	18%
Sub-MI	i) WFP engages with local partners and communities to protect and enhance livelihoods.	32	12%	3	7%	6	19%	9	11%	4	3%	10	18%
Sub-MI	ii) WFP uses appropriate modalities to promote government ownership of livelihood programmes in the transition to development.	48	16%	6	14%	7	17%	20	23%	5	7%	10	18%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 15	**The MO coordinates and directs its aid programming (including capacity building) at the country level in support of inter-agency plans and appeals**												
MI	15.1 The MO contributes actively to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises)	66	23%	6	13%	13	35%	23	27%	13	18%	12	22%
Sub-MI	i) WFP contributes to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises) in a timely fashion.	41	14%	3	7%	8	20%	16	21%	8	11%	6	12%
Sub-MI	ii) WFP engages fully in the CHAP (Common Humanitarian Action Plans) in countries where this programming process is being utilised.	90	32%	8	18%	17	51%	30	33%	17	25%	18	33%
KPI 16	**The MO adds value to policy dialogue with its humanitarian partners**												
MI	16.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	30	9%	4	9%	3	10%	15	16%	6	5%	2	4%
MI	16.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	37	12%	8	18%	7	16%	13	15%	6	4%	3	6%
KPI 17	**The MO participates in the cluster system and dedicates sufficient resources for cluster management when it is a cluster lead or co-lead**												
MI	17.1 The MO adjusts it programmes to reflect strategic priorities agreed to by the cluster	39	22%	8	18%	13	34%	11	18%	--	--	7	17%
MI	17.2 The MO implements its programmes in a manner compliant with the technical recommendations of the appropriate cluster	42	24%	8	18%	15	43%	11	18%	--	--	8	20%
MI	17.3 The MO dedicates sufficient analytical resources and policy-level engagement to strategic activities within the cluster it leads or co-leads	47	24%	--	--	16	40%	12	21%	11	16%	8	20%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	17.4 The MO provides sufficient overall leadership within the cluster it leads or co-leads via the provision of dedicated staff for coordination	52	27%	--	--	20	48%	12	19%	11	18%	9	22%
MI	17.5 The MO ensures that pertinent information is circulated within the cluster it leads or co-leads	50	27%	--	--	19	52%	11	18%	11	16%	9	22%
MI	17.6 The MO generates reliable financial forecasts and articulates priorities for the cluster it leads or co-leads	57	29%	--	--	17	40%	17	30%	13	23%	10	25%
MI	17.7 The MO has effective practices and systems in place to act as cluster lead or co-lead	53	22%	3	7%	16	45%	15	24%	10	14%	9	22%
KPI 18	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, NGOs, Governments etc.) as appropriate, according to their mandate and humanitarian principles**												
MI	18.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation, needs assessments)	22	9%	4	9%	5	19%	8	9%	3	5%	2	4%
MI	18.2 The MO shares relevant information with humanitarian and other partners	16	6%	2	5%	4	11%	4	4%	4	6%	2	4%
MI	18.3 The extent to which the MO technical cooperation is disbursed through coordinated programmes	24	13%	5	11%	11	26%	--	--	2	1%	6	12%
MI	18.4 The extent to which the MO promotes and implements system-wide UN reforms (Delivering as One, Humanitarian Reform/Transformative Agenda)	45	21%	3	7%	13	28%	--	--	18	29%	11	21%

IV- Knowledge management

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 19	**The MO consistently evaluates its delivery and external results**												
MI	19.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	--	--	--	--	--	--	--	--	--	--	--	--
MI	19.2 The evaluation function provides sufficient coverage of the MO's programming activity (situations, projects, programmes, etc.)	--	--	--	--	--	--	--	--	--	--	--	--
MI	19.3 The MO ensures quality of its evaluations	--	--	--	--	--	--	--	--	--	--	--	--
MI	19.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	5	11%	5	11%	--	--	--	--	--	--	--	--
MI	19.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	37	15%	5	11%	--	--	12	15%	4	3%	16	30%
KPI 20	**The MO presents performance information on its effectiveness**												
MI	20.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	24	21%	2	5%	--	--	--	--	22	37%	--	--
MI	20.2 Reports performance using data obtained from measuring indicators	--	--	--	--	--	--	--	--	--	--	--	--
MI	20.3 Reports against its organisation-wide strategy, including expected management, development and humanitarian results	25	19%	2	5%	--	--	--	--	23	33%	--	--
MI	20.4 Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information	--	--	--	--	--	--	--	--	--	--	--	--
MI	20.5 Reports on country (or other) level programming adjustments made or recommended based on performance information	--	--	--	--	--	--	--	--	--	--	--	--

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 21	**The MO encourages identification, documentation and dissemination of lessons learned and/or best practices**												
MI	21.1 Reports on lessons learned based on performance information	41	17%	3	7%	11	36%	10	11%	7	12%	10	20%
MI	21.2 Learning opportunities are organised to share lessons at all levels of the organisation	65	33%	15	34%	23	60%	17	20%	10	19%	--	--

Humanitarian and development results component

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI A	**Evidence of the extent of MO progress towards its organisation-wide results**												
MI	A1 Save lives and protect livelihoods in emergencies	0	0%	0	0%	--	--	--	--	--	--	--	--
MI	A2 Prevent acute hunger and invest in disaster preparedness and mitigation measures	0	0%	0	0%	--	--	--	--	--	--	--	--
MI	A3 Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	2	5%	2	5%	--	--	--	--	--	--	--	--
MI	A4 Reduce chronic hunger and undernutrition	1	2%	1	2%	--	--	--	--	--	--	--	--
MI	A5 Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	0	0%	0	0%	--	--	--	--	--	--	--	--
KPI B	**Ethiopia: Evidence of the extent of MO contributions to country-level results**												
MI	B1 Improve food consumption for emergency-affected households	5	7%	--	--	0	0%	1	6%	3	10%	1	13%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B2 Reduce or stabilize acute malnutrition among vulnerable groups in food-insecure districts (e.g., young children, pregnant and lactating women, refugees, etc.).	8	11%	--	--	0	0%	2	13%	5	17%	1	13%
MI	B3 Enhance mothers' and other women's basic knowledge of nutrition-related issues in food-insecure communities	15	19%	--	--	3	19%	3	19%	8	28%	1	13%
MI	B4 Increase uptake of antiretroviral therapy (ART) and improve nutritional recovery of food-insecure people living with HIV/AIDS	26	37%	--	--	9	53%	6	34%	9	31%	3	31%
Sub-MI	i) WFP has effectively contributed to increasing the uptake of antiretroviral therapy (ART) by food-insecure people living with HIV/AIDS.	28	41%	--	--	9	56%	6	38%	10	34%	3	38%
Sub-MI	ii) WFP has effectively contributed to improving the nutritional recovery of food-insecure people living with HIV/AIDS.	23	33%	--	--	8	50%	5	31%	8	28%	2	25%
MI	B5 Increase access to education and develop human capital of vulnerable children (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.)	26	38%	--	--	9	56%	7	44%	8	26%	2	25%
Sub-MI	i) WFP has effectively contributed to increasing vulnerable children's access to education (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.).	23	33%	--	--	8	50%	7	44%	7	24%	1	13%
Sub-MI	ii) WFP has effectively contributed to developing the human capital (knowledge, skills and experience) of vulnerable children (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.).	28	43%	--	--	10	63%	7	44%	8	28%	3	38%
MI	B6 Increase marketing opportunities at national level with cost effective WFP local purchases	17	23%	--	--	2	13%	6	38%	8	28%	1	13%
MI	B7 Increase ability of food and cash assistance beneficiaries (safety-net programme) to manage shocks and invest in activities that enhance their resilience.	12	19%	--	--	0	0%	4	25%	6	19%	3	31%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
Sub-MI	i) WFP has effectively contributed to increasing the ability of food and cash assistance beneficiaries (safety-net programme) to manage shocks.	11	17%	--	--	0	0%	4	25%	5	17%	2	25%
Sub-MI	ii) WFP has effectively contributed to increasing the ability of food and cash assistance beneficiaries (safety-net programme) to invest in activities that enhance their resilience.	13	21%	--	--	0	0%	4	25%	6	21%	3	38%
MI	B8 Incorporate hunger solutions in broader national policy frameworks and increase government capacity, particularly at local levels, to identify food needs, develop strategies and carry out hunger and disaster risk reduction programmes	9	12%	--	--	2	9%	3	16%	5	16%	1	6%
Sub-MI	i) WFP has effectively contributed to incorporating solutions forhunger into broader national policy frameworks.	13	18%	--	--	2	13%	4	25%	6	21%	1	13%
Sub-MI	ii) WFP has effectively contributed to increasing government capacity (particularly at local levels) to identify food needs, develop strategies and carry out hunger and disaster risk reduction programmes.	5	6%	--	--	1	6%	1	6%	3	10%	0	0%
MI	B9 Improve sustainable land management in chronically food-insecure woredas (districts)	15	22%	--	--	1	6%	5	31%	7	24%	2	25%
MI	B10 Improve access to quality education for primary school children in food-insecure areas	21	30%	--	--	6	38%	5	31%	8	28%	2	25%
MI	B11 Transform schools into local development centres to empower communities	24	34%	--	--	6	38%	7	44%	9	31%	2	25%
KPI C	**Ethiopia:** **Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	4	5%	--	--	0	0%	2	13%	2	7%	0	0%
MI	C2 The MO provides innovative solutions for development challenges in the country	6	7%	--	--	1	6%	2	13%	3	10%	0	0%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4	4%	--	--	0	0%	1	6%	3	10%	0	0%
KPI B	**Guatemala: Evidence of the extent of MO contributions to country-level results**												
MI	B1 Improve food consumption for vulnerable groups affected by emergencies	1	2%	--	--	0	0%	0	0%	0	0%	1	8%
MI	B2 Reduce chronic undernutrition	4	5%	--	--	0	0%	4	18%	0	0%	0	0%
MI	B3 Improve the livelihood of subsistence farmers affected by recurrent shocks	5	8%	--	--	0	0%	1	5%	3	20%	1	8%
MI	B4 Increase smallholders' incomes and enhance their food security (Purchase for Progress or P4P).	8	11%	--	--	0	0%	4	18%	3	20%	1	8%
MI	B5 Strengthen the capacities of government institutions	7	9%	--	--	0	0%	6	27%	0	0%	1	8%
KPI C	**Guatemala: Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	0	0%	--	--	0	0%	0	0%	0	0%	0	0%
MI	C2 The MO provides innovative solutions for development challenges in the country	2	2%	--	--	0	0%	2	9%	0	0%	0	0%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4	6%	--	--	0	0%	2	9%	2	13%	0	0%
KPI B	**Indonesia: Evidence of the extent of MO contributions to country-level results**												
MI	B1 Reduce acute malnutrition in young children	5	17%	--	--	1	33%	1	5%	1	8%	2	22%
MI	B2 Improve food consumption for emergency-affected households	4	10%	--	--	0	0%	0	0%	2	17%	2	22%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B3 Increase communities' access to assets	7	21%	--	--	1	33%	2	11%	1	8%	3	33%
MI	B4 Increase and stabilize enrolment and attendance of girls and boys in WFP-assisted schools	7	17%	--	--	0	0%	1	5%	1	8%	5	56%
MI	B5 Increase marketing opportunities at national level with cost-effective WFP local purchases	7	21%	--	--	1	33%	2	11%	1	8%	3	33%
MI	B6 Progress made towards nationally owned hunger solutions	6	19%	--	--	1	33%	2	11%	1	8%	2	22%
MI	B7 Broader national policy frameworks incorporated hunger solutions	6	19%	--	--	1	33%	2	11%	1	8%	2	22%
MI	B8 Strengthen national capacity to monitor, analyse, map and address food insecurity	4	14%	--	--	1	33%	1	5%	1	8%	1	11%
MI	B9 Strengthen national capacity in disaster preparedness and response	5	14%	--	--	1	33%	4	21%	0	0%	0	0%
MI	B10 Strengthen national capacity to reduce undernutrition below critical levels	6	24%	--	--	2	67%	2	11%	1	8%	1	11%
KPI C	**Indonesia:** **Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	2	3%	--	--	0	0%	1	5%	1	8%	0	0%
MI	C2 The MO provides innovative solutions for development challenges in the country	3	6%	--	--	0	0%	1	5%	1	8%	1	11%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	2%	--	--	0	0%	0	0%	1	8%	0	0%
KPI B	**Mozambique:** **Evidence of the extent of MO contributions to country-level results**												
MI	B1 Improve food consumption over assistance period for targeted emergency-affected households	1	2%	--	--	0	0%	0	0%	0	0%	1	9%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B2 Improve nutrition status of of vulnerable groups receiving food assistance (e.g. women, girls, boys, people living with HIV/AIDS and tuberculosis)	3	7%	--	--	0	0%	0	0%	0	0%	3	27%
MI	B3 Increase survival of adults and children affected by HIV after 6 months of anti-retroviral therapy (ART)	5	16%	--	--	1	14%	1	13%	1	20%	2	18%
MI	B4 Reduce vulnerability of communities to hazards	5	12%	--	--	0	0%	1	13%	0	0%	4	36%
MI	B5 Increase marketing opportunities at national level with cost-effective WFP local purchases	8	26%	--	--	1	14%	1	13%	2	40%	4	36%
MI	B6 Make progress towards nationally owned hunger solutions	2	5%	--	--	0	0%	1	13%	0	0%	1	9%
MI	B7 Increase enrolment of primary school children in high drop out zones and food-insecure areas of Mozambique	10	33%	--	--	2	29%	0	0%	3	60%	5	45%
MI	B8 Strengthen the community safety-net system in Mozambique	9	26%	--	--	1	14%	2	25%	1	20%	5	45%
KPI C	**Mozambique: Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	1	2%	--	--	0	0%	0	0%	0	0%	1	9%
MI	C2 The MO provides innovative solutions for development challenges in the country	2	6%	--	--	1	14%	0	0%	0	0%	1	9%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	2	6%	--	--	1	14%	0	0%	0	0%	1	9%
KPI B	**Pakistan: Evidence of the extent of MO contributions to country-level results**												
MI	B1 Reduce and/or stablise acute malnutrition in young children and pregnant and lactating women	2	3%	--	--	0	0%	1	4%	0	0%	1	8%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B2 Improve food consumption for targeted vulnerable populations	1	1%	--	--	0	0%	1	4%	0	0%	0	0%
MI	B3 Develop and/or enhance government disaster risk management measures in Pakistan	3	4%	--	--	1	8%	2	7%	0	0%	0	0%
MI	B4 Improve enrolment, attendance and retention of girls and boys in assisted schools in crisis-affected areas	12	24%	--	--	3	25%	3	11%	3	36%	3	25%
Sub-MI	i) WFP has effectively contributed to stabilising children's enrolment in WFP-assisted schools at pre-crisis levels within crisis-affected areas. [q80]	10	20%	--	--	2	17%	3	11%	2	29%	3	25%
Sub-MI	ii) WFP has effectively contributed to making progress towards reaching the national school enrolment rate average in crisis-affected areas. [q81]	13	28%	--	--	4	33%	3	11%	3	43%	3	25%
MI	B5 Targeted households recover access to functioning productive assets in fragile, transition situations	5	8%	--	--	2	17%	2	7%	0	0%	1	8%
MI	B6 Improve primary school enrolment, retention and completion rates at selected girls' schools in targeted areas	15	27%	--	--	5	42%	5	19%	1	14%	4	33%
Sub-MI	i) WFP has effectively contributed to increasing girls' enrollment and retention in primary schools.	14	25%	--	--	4	33%	5	19%	1	14%	4	33%
Sub-MI	ii) WFP has effectively contributed to developing girls' human capital (knowledge, skills and experience) in WFP-assisted schools.	16	29%	--	--	6	50%	5	19%	1	14%	4	33%
MI	B7 Improve women's access to public services, especially healthcare	12	22%	--	--	4	33%	3	11%	0	0%	5	42%
MI	B8 Increase access for poor rural women in creating and preserving physical, economic and social assets	12	20%	--	--	4	33%	4	15%	0	0%	4	33%
KPI C	**Pakistan: Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	3	5%	--	--	1	8%	1	4%	0	0%	1	8%

		Total		HQ		CO		DP		RG		PO	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	C2 The MO provides innovative solutions for development challenges in the country	4	7%	--	--	2	17%	1	4%	0	0%	1	8%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3	5%	--	--	1	8%	1	4%	0	0%	1	8%

Appendix V KPI and MI data by performance area

Mean Score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:
a) equal weight is given to the views of each of the five respondent groups;
b) equal weight is given to each of the countries where the survey took place;
c) equal weight is given to respondent groups within each country where the survey took place
However, the base is un-weighted.[27] Total – includes all respondents. "--" indicates that the question was not asked among a particular respondent group

Strong (4.5-5.49)
Adequate (3.5-4.49)

I- Strategic management

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	*298*	*44*	*41*	*92*	*68*	*53*	*298*	*44*	*41*	*92*	*68*	*53*
KPI 1	**The MO provides direction for the achievement of external/beneficiary focused results**	**4.56**	**4.51**	**4.46**	**4.75**	**4.83**	**4.98**	**0.90**	**0.84**	**1.03**	**1.03**	**1.04**	**0.83**
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner and beneficiary focus.	4.76	4.73	4.46	4.75	4.86	4.98	0.99	0.88	1.03	1.03	1.08	0.83
Sub-MI	i) WFP's institutional culture supports a focus on results.	4.70	4.68	4.52	4.70	4.71	4.85	0.90	0.90	0.81	1.02	1.07	0.61
Sub-MI	ii) WFP's institutional culture is focused on humanitarian partners.	4.64	4.55	4.29	4.68	4.73	4.93	1.00	0.81	0.94	1.02	1.22	0.87
Sub-MI	iii) WFP's institutional culture is direct beneficiary focused.	4.83	4.82	4.47	4.80	5.02	5.05	0.95	0.89	1.06	0.96	0.96	0.75
Sub-MI	iv) WFP's institutional culture strongly emphasizes respect for humanitarian principles.	4.87	4.88	4.56	4.83	4.98	5.10	1.11	0.93	1.31	1.12	1.05	1.08
MI	1.2 The MO Executive Management shows leadership on results management.	4.67	4.55	--	--	4.80	--	0.92	0.83	--	--	1.01	--

[27] For a description of weighting, please see the Methodology in Appendix I.

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	1.3 The MO promotes an organisation-wide policy on results management.	4.26	4.26	--	--	--	--	0.80	0.80	--	--	--	--
KPI 2	**The MO's corporate/organisation-wide strategies are clearly focused on the mandate**	**4.44**	**4.20**	**3.62**	--	**4.74**	**4.66**	**1.08**	**0.98**	**1.02**	--	**1.20**	**0.97**
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	4.76	4.54	--	--	4.89	4.89	1.02	0.98	--	--	1.13	0.92
Sub-MI	i) WFP has a clearly defined mandate.	4.92	4.73	--	--	5.01	5.02	1.02	1.04	--	--	1.06	0.96
Sub-MI	ii) WFP's organisation-wide strategy is aligned with its mandate.	4.66	4.41	--	--	4.85	4.76	1.06	1.06	--	--	1.13	0.93
Sub-MI	iii) WFP's organisation wide strategy rests upon a clear understanding of its capacity to deliver.	4.64	4.51	--	--	4.70	4.71	0.99	0.92	--	--	1.17	0.86
Sub-MI	iv) WFP's organisation-wide strategy is clearly based on humanitarian principles.	4.84	4.50	--	--	4.98	5.06	1.03	0.90	--	--	1.17	0.93
MI	2.2 The MO's organisation-wide strategy includes appropriate mechanisms to facilitate sustainable solutions	4.12	3.86	3.62	--	4.60	4.44	1.15	0.97	1.02	--	1.28	1.02
KPI 4	**The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments**	**4.42**	**4.22**	**4.30**	**4.49**	**4.60**	**4.74**	**0.97**	**0.82**	**0.91**	**1.16**	**1.19**	**0.92**
MI	4.1 Gender equality	4.40	4.00	4.40	--	4.55	4.73	1.05	0.97	1.08	--	1.13	0.89
MI	4.2 Climate risk analysis and response	4.40	4.03	4.45	--	4.48	4.64	0.97	0.73	0.82	--	1.26	0.84
MI	4.3 Building capacities for good governance	4.14	3.78	3.64	--	4.56	4.54	1.11	0.76	1.03	--	1.24	1.02
MI	4.4 Human rights-based standards	4.48	4.38	4.25	4.55	--	4.71	0.95	0.76	0.82	1.16	--	0.97
MI	4.5 Emergency preparedness and response	4.87	4.76	4.66	--	4.82	5.25	0.95	0.88	0.90	--	1.13	0.75
MI	4.6 Protection	4.46	4.43	4.41	4.43	--	4.57	0.97	0.84	0.79	1.17	--	1.06
MI	4.7 HIV/AIDS	4.15	4.15	--	--	--	--	0.79	0.79	--	--	--	--

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	*298*	*44*	*41*	*92*	*68*	*53*	*298*	*44*	*41*	*92*	*68*	*53*
KPI 5	**The MO's country-level emergency response, protracted relief operations and development programmes are results-focused**	**4.58**	**4.46**	**4.38**	**4.51**	**4.60**	**4.89**	**0.99**	**0.76**	**1.07**	**1.07**	**1.08**	**0.84**
MI	5.1 Country-level project/programme results are aligned with the corporate strategic results framework	4.62	4.51	4.56	--	4.56	4.89	0.85	0.73	0.95	--	0.93	0.78
MI	5.2 All project/programme results frameworks at the country level include indicators	4.52	4.30	4.45	--	4.51	4.94	0.85	0.74	0.91	--	0.93	0.76
MI	5.3Results for cross-cutting thematic priorities are included in country level results frameworks (e.g., gender equality, protection, HIV/AIDS, emergency preparedness and response, climate risk analysis and response, human rights-based standards, and building capacities for good governance) as appropriate	4.49	4.12	4.46	--	4.58	4.83	0.94	0.82	0.83	--	1.13	0.74
MI	5.4 Design of a humanitarian response is developed through consultation with humanitarian partners (including governments) and beneficiaries (whenever feasible and appropriate)	4.42	--	3.97	4.45	4.53	4.70	1.23	--	1.38	1.05	1.38	0.91
Sub-MI	i) WFP ensures sufficient involvement of beneficiaries in the design of its humanitarian response (except in some cases of armed conflict).	4.32	--	3.98	4.35	4.34	4.55	1.25	--	1.31	1.09	1.49	0.97
Sub-MI	ii) WFP ensures sufficient involvement of partners (including governments) in the design of its humanitarian response whenever feasible and appropriate.	4.52	--	3.95	4.55	4.72	4.86	1.21	--	1.46	1.01	1.28	0.85
MI	5.5 The MO's humanitarian operations are based on reliable assessments of food and nutrition needs	4.68	--	4.48	4.57	4.76	4.92	1.12	--	1.24	1.08	1.07	1.10
MI	5.6 Contingency plans are in place should a major increase or scale up of humanitarian actions be required	4.73	4.90	4.35	--	4.64	5.09	0.97	0.78	1.11	--	1.06	0.74

II- Operational management

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	*298*	*44*	*41*	*92*	*68*	*53*	*298*	*44*	*41*	*92*	*68*	*53*
KPI 6	**The MO makes transparent and predictable aid allocation decisions**	**4.42**	**4.43**	**4.13**	**4.37**	**4.40**	**4.63**	**0.95**	**0.87**	**1.19**	**1.05**	**1.22**	**0.95**
MI	6.1 The MO's criteria for allocating un-earmarked resources are publicly available	4.26	4.28	--	4.37	4.06	4.37	1.18	1.10	--	1.05	1.41	1.12
MI	6.2 The MO's allocations of un-earmarked resources follow the criteria	4.38	4.38	--	--	--	--	0.81	0.81	--	--	--	--
MI	6.3 Aid flows or planned resources (financial/technical co-operation, etc.) are released as needed and available	4.59	4.62	4.13	--	4.73	4.89	0.99	0.76	1.19	--	1.03	0.78
MI	6.4 The MO accesses or generates reasonably accurate overall financial estimates of demand and support for its humanitarian action	4.44	4.44	--	--	--	--	0.82	0.82	--	--	--	--
Sub-MI	i) WFP accesses or generates reasonably accurate overall financial estimates of demand for its humanitarian action.	4.50	4.50	--	--	--	--	0.85	0.85	--	--	--	--
Sub-MI	ii) WFP makes reasonably accurate projections of expected donor support.	4.37	4.37	--	--	--	--	0.79	0.79	--	--	--	--
KPI 7	**The MO engages in results-based budgeting**	**4.39**	**4.50**	**3.95**				**0.87**	**0.78**	**1.14**			
MI	7.1 Financial allocations are linked to expected humanitarian results	4.57	4.57	--	--	--	--	0.73	0.73	--	--	--	--
MI	7.2 Expenditures are linked to results	4.21	4.43	3.95	--	--	--	1.01	0.83	1.14	--	--	--
KPI 8	**The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)**	**4.77**	**4.77**	--	--	--	--	**0.73**	**0.73**	--	--	--	--
MI	8.1 External financial audits meeting recognized international standards are performed across the organisation (including UN Board of Auditors)	--	--	--	--	--	--	--	--	--	--	--	--

		Mean Scores						Standard Deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	8.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate)	--	--	--	--	--	--	--	--	--	--	--	--
MI	8.3 The MO has a policy on anti-corruption	--	--	--	--	--	--	--	--	--	--	--	--
MI	8.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	--	--	--	--	--	--	--	--	--	--	--	--
MI	8.5 Internal financial audit processes are used to provide management/governing bodies with objective information	4.77	4.77	--	--	--	--	0.67	0.67	--	--	--	--
MI	8.6 The MO's procurement and contract management processes for the provision of services or goods are usually effective	4.78	4.78	--	--	--	--	0.79	0.79	--	--	--	--
MI	8.7 The MO has strategies in place for risk management (identification, mitigation, contingency planning, monitoring and reporting)	--	--	--	--	--	--	--	--	--	--	--	--
KPI 9	**Performance information on results is used by the MO**	**4.42**	**4.35**	**4.10**		**4.56**	**4.69**	**0.88**	**0.74**	**0.98**	--	**1.07**	**0.84**
MI	9.1 Revising and adjusting policies	4.47	4.47	--	--	--	--	0.79	0.79	--	--	--	--
MI	9.2 Planning new interventions	4.68	4.73	4.33		4.69	4.91	0.81	0.65	0.68	--	0.97	0.80
MI	9.3 Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance	4.18	3.85	3.88	--	4.43	4.46	1.03	0.61	1.29	--	1.17	0.89
MI	9.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	4.36	4.36	--	--	--	--	0.90	0.90	--	--	--	--
KPI 10	**The MO manages human resources using methods to improve organisational performance**	**4.70**	**4.65**	**4.40**	**4.70**	**4.82**	**5.00**	**0.92**	**0.82**	**0.93**	**1.36**	**0.97**	**0.76**

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	10.1 Results-focused performance assessment systems are in place for senior staff (including Country Directors)	--	--	--	--	--	--	--	--	--	--	--	--
MI	10.2 There is a transparent system in place to manage staff performance	--	--	--	--	--	--	--	--	--	--	--	--
MI	10.3 The MO has appropriate measures in place to ensure staff security	4.79	4.79	4.27	--	4.91	5.14	0.95	0.77	1.14	--	0.94	0.76
MI	10.4 Staff deployment in country is adequate for the development of effective country-level partnerships	4.55	4.42	4.16	--	4.79	4.78	1.05	0.97	1.29	--	0.91	0.91
MI	10.5 The MO has a code of conduct that is followed by staff members	4.63	4.56	4.60	4.70	4.85	4.91	0.89	0.82	0.68	1.36	1.03	0.66
Sub-MI	i) WFP staff follow the code of conduct.	4.78	--	4.60	4.70	4.85	4.91	1.03	--	0.68	1.36	1.03	0.66
Sub-MI	ii) WFP monitors compliance with the code of conduct.	4.52	4.52	--	--	--	--	0.83	0.83	--	--	--	--
Sub-MI	iii) WFP has a system in place for reporting transparently on compliance with the code of conduct.	4.60	4.60	--	--	--	--	0.81	0.81	--	--	--	--
MI	10.6 The MO has rapid personnel deployment or surge mechanisms in place	4.83	4.83	4.56	--	4.73	5.18	0.82	0.71	0.61	--	0.99	0.74
Sub-MI	i) WFP makes use of in house personnel for rapid deployment	4.95	5.00	4.57	--	4.85	5.32	0.82	0.68	0.64	--	1.00	0.70
Sub-MI	ii) WFP makes use of externally accessible personnel for rapid deployment	4.70	4.65	4.56	--	4.61	5.04	0.81	0.74	0.58	--	0.97	0.77
KPI 11	**Country/regional programming processes are performance oriented**	**4.45**	**4.47**	--	--	**4.27**	**4.64**	**0.95**	**0.80**	--	--	**1.12**	**0.82**
MI	11.1 Prior to approval new initiatives are subject to risk and benefits/impact analysis (economic, social, security, etc.)	4.45	4.47	--	--	4.27	4.64	0.95	0.80	--	--	1.12	0.82
Sub-MI	i) WFP subjects new humanitarian operations to risk analysis.	4.59	4.76	--	--	4.29	4.71	0.88	0.67	--	--	1.11	0.71

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
Sub-MI	ii) WFP subjects new development programming initiatives to risk analysis.	4.44	4.51	--	--	4.26	4.59	0.92	0.74	--	--	1.13	0.81
Sub-MI	iii) WFP subjects new development programming initiatives to impact analysis.	4.32	4.12	--	--	4.26	4.63	1.04	0.99	--	--	1.12	0.94
MI	11.2 Milestones/targets are set to rate the progress of (project) implementation	--	--	--	--	--	--	--	--	--	--	--	--
KPI 12	**The MO delegates decision-making authority (to the country or other levels)**	**4.52**	**4.72**	**4.14**	--	**4.38**	**4.72**	**1.04**	**0.81**	**1.56**	--	**1.08**	**0.60**
MI	12.1 The MO key operations/management decisions can be made locally	4.52	4.72	4.14	--	4.38	4.72	1.04	0.81	1.56	--	1.08	0.60
KPI 13	**The MO ensures adherence to humanitarian principles (humanity, impartiality, neutrality, operational independence) in its field operations, particularly in conflict-related situations**	**4.70**	**4.76**	**4.48**	**4.49**	**4.85**	**4.94**	**0.94**	**0.82**	**1.07**	**1.09**	**0.97**	**0.96**
MI	13.1 The MO has clear procedures for in-house coordination of the various functions and roles that are part of its mandate	4.72	4.73	4.69	--	--	--	0.72	0.77	0.65	--	--	--
MI	13.2 The MO maintains ongoing policy dialogue with partners on the importance of observing humanitarian principles in the delivery of humanitarian action, particularly in cases of conflict	4.64	4.74	4.27	4.29	4.82	5.04	1.10	0.91	1.42	1.10	0.88	0.97
MI	13.3 The MO respects humanitarian principles while delivering humanitarian assistance	4.75	4.81	4.47	4.70	4.89	4.84	1.01	0.79	1.13	1.07	1.06	0.96
Sub-MI	i) WFP respects humanitarian principles while delivering humanitarian assistance.	4.89	4.95	4.74	4.79	4.98	4.99	0.92	0.75	0.85	0.99	1.03	0.94
Sub-MI	ii) WFP takes relevant corrective action when it is unable to fully implement humanitarian principles into its emergency and relief operations (e.g. actively engaging with other humanitarian actors for joint advocacy, building alliances with donors, and strengthening programme monitoring).	4.61	4.68	4.20	4.61	4.79	4.69	1.10	0.83	1.42	1.15	1.10	0.98

III- Relationship management

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	*298*	*44*	*41*	*92*	*68*	*53*	*298*	*44*	*41*	*92*	*68*	*53*
KPI 14	**The MO's procedures take into account local conditions and capacities**	**4.41**	**4.45**	**4.09**	**4.38**	**4.49**	**4.66**	**1.09**	**0.78**	**1.23**	**1.15**	**1.12**	**0.87**
MI	14.1 The procedures of the MO can be easily understood and completed by partners	4.48	4.38	3.91	4.72	4.76	4.69	1.09	0.85	1.42	0.99	1.09	0.72
MI	14.2 The length of time for completing MO procedures does not have a negative effect on implementation	4.14	4.24	3.78	4.01	4.32	4.41	0.99	0.64	1.17	1.17	0.99	0.77
MI	14.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	4.36	4.50	3.98	4.31	4.44	4.63	1.10	0.80	1.33	1.24	1.05	0.92
MI	14.4 The MO has operational flexibility in the way it implements programmes/projects and deals with budget issues (during implementation)	4.28	4.29	3.88	4.26	4.40	4.55	1.03	0.71	1.41	1.08	0.91	0.90
MI	14.5 The MO is able to respond to events/disaster situations in a timely manner	4.88	5.27	4.64	4.60	4.80	5.05	0.99	0.79	0.97	1.08	1.10	0.86
MI	14.6 The MO transfers funds to local/international organisations in a timely manner	4.38	4.36	4.44	4.13	4.44	4.61	1.04	0.73	0.71	1.40	1.12	0.84
MI	14.7 The MO ensures that it sufficiently uses local capacities and resources	4.62	--	4.50	4.64	4.50	4.85	1.09	--	1.17	1.03	1.25	0.79
Sub-MI	i) WFP ensures that it sufficiently uses local capacities.	4.54	--	4.33	4.69	4.47	4.65	1.05	--	1.08	0.97	1.25	0.86
Sub-MI	ii) WFP seizes opportunities to procure food locally or regionally when cost-effective, timely and feasible.	4.70	--	4.67	4.58	4.53	5.06	1.12	--	1.26	1.08	1.25	0.71
MI	14.8 The MO ensures that capacity development of local partners is undertaken	4.33	--	3.82	4.43	4.38	4.61	1.28	--	1.53	1.16	1.25	1.08
MI	14.9 The MO strives to protect and enhance livelihoods and transition from relief to recovery and development	4.24	4.08	3.88	4.32	4.40	4.52	1.20	0.91	1.38	1.21	1.30	1.00
Sub-MI	i) WFP engages with local partners and communities to protect and enhance livelihoods.	4.41	4.39	4.19	4.31	4.58	4.55	1.16	0.92	1.47	1.29	1.15	0.91

		Mean Scores						Standard Deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
Sub-MI	ii) WFP uses appropriate modalities to promote government ownership of livelihood programmes in the transition to development.	4.08	3.76	3.57	4.34	4.22	4.50	1.23	0.91	1.28	1.12	1.45	1.08
KPI 15	**The MO coordinates and directs its aid programming (including capacity building) at the country level in support of inter-agency plans and appeals**	**4.76**	**4.86**	**4.51**	**4.63**	**4.63**	**5.10**	**0.98**	**0.76**	**1.25**	**0.93**	**1.05**	**0.81**
MI	15.1 The MO contributes actively to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises)	4.76	4.86	4.51	4.63	4.63	5.10	0.98	0.76	1.25	0.93	1.05	0.81
Sub-MI	i) WFP contributes to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises) in a timely fashion.	4.69	4.85	4.42	4.57	4.59	4.98	1.02	0.76	1.28	0.93	1.15	0.86
Sub-MI	ii) WFP engages fully in the CHAP (Common Humanitarian Action Plans) in countries where this programming process is being utilised.	4.82	4.86	4.59	4.69	4.68	5.22	0.93	0.76	1.22	0.93	0.96	0.75
KPI 16	**The MO adds value to policy dialogue with its humanitarian partners**	**4.61**	**4.59**	**4.33**	**4.56**	**4.73**	**4.83**	**1.07**	**0.84**	**1.28**	**1.14**	**1.07**	**0.93**
MI	16.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	4.63	4.60	4.37	4.60	4.71	4.87	1.04	0.87	1.29	1.05	1.03	0.92
MI	16.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	4.59	4.58	4.29	4.52	4.75	4.79	1.09	0.80	1.28	1.22	1.11	0.95
KPI 17	**The MO participates in the cluster system and dedicates sufficient resources for cluster management when it is a cluster lead or co-lead**	**4.54**	**4.59**	**4.15**	**4.52**	**4.62**	**4.78**	**1.14**	**0.73**	**1.58**	**1.18**	**1.16**	**0.79**
MI	17.1 The MO adjusts it programmes to reflect strategic priorities agreed to by the cluster	4.51	4.28	4.19	4.66	--	4.92	1.04	0.70	1.45	1.08	--	0.79
MI	17.2 The MO implements its programmes in a manner compliant with the technical recommendations of the appropriate cluster	4.53	4.53	4.13	4.55	--	4.78	1.02	0.73	1.55	1.10	--	0.70

		Mean Scores						Standard Deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	17.3 The MO dedicates sufficient analytical resources and policy-level engagement to strategic activities within the cluster it leads or co-leads	4.56	--	4.17	4.48	4.73	4.75	1.17	--	1.62	1.18	1.01	0.82
MI	17.4 The MO provides sufficient overall leadership within the cluster it leads or co-leads via the provision of dedicated staff for coordination	4.56	--	3.90	4.69	4.62	4.78	1.23	--	1.61	1.15	1.24	0.84
MI	17.5 The MO ensures that pertinent information is circulated within the cluster it leads or co-leads	4.60	--	4.25	4.56	4.66	4.78	1.25	--	1.69	1.27	1.29	0.80
MI	17.6 The MO generates reliable financial forecasts and articulates priorities for the cluster it leads or co-leads	4.37	--	4.05	4.24	4.47	4.65	1.18	--	1.55	1.21	1.18	0.70
MI	17.7 The MO has effective practices and systems in place to act as cluster lead or co-lead	4.69	4.95	4.38	4.47	4.64	4.79	1.10	0.77	1.59	1.29	1.09	0.86
KPI 18	**The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, NGOs, Governments etc.) as appropriate, according to their mandate and humanitarian principles**	**4.60**	**4.55**	**4.35**	**4.54**	**4.72**	**4.79**	**1.05**	**0.88**	**1.20**	**1.01**	**1.12**	**0.95**
MI	18.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation, needs assessments)	4.71	4.60	4.73	4.59	4.77	4.86	0.96	0.90	0.83	0.94	1.15	0.92
MI	18.2 The MO shares relevant information with humanitarian and other partners	4.65	4.71	4.41	4.49	4.79	4.83	1.06	0.80	1.26	1.08	1.11	0.95
MI	18.3 The extent to which the MO technical cooperation is disbursed through coordinated programmes	4.54	4.38	4.23	--	4.76	4.72	1.06	0.84	1.32	--	1.15	0.82
MI	18.4 The extent to which the MO promotes and implements system-wide UN reforms (Delivering as One, Humanitarian Reform/Transformative Agenda)	4.48	4.51	4.05	--	4.57	4.76	1.15	0.97	1.38	--	1.07	1.09

IV- Knowledge management

		Mean Scores						Standard Deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
KPI 19	**The MO consistently evaluates its delivery and external results**	**4.35**	**4.31**	--	**4.33**	**4.33**	**4.50**	**1.01**	**0.86**	--	**1.34**	**1.41**	**0.93**
MI	19.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	--	--	--	--	--	--	--	--	--	--	--	--
MI	19.2 The evaluation function provides sufficient coverage of the MO's programming activity (situations, projects, programmes, etc.)	--	--	--	--	--	--	--	--	--	--	--	--
MI	19.3 The MO ensures quality of its evaluations	--	--	--	--	--	--	--	--	--	--	--	--
MI	19.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	4.36	4.36	--	--	--	--	0.84	0.84	--	--	--	--
MI	19.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.35	4.26	--	4.33	4.33	4.50	1.18	0.88	--	1.34	1.41	0.93
KPI 20	**The MO presents performance information on its effectiveness**	**4.64**	**4.57**	--	--	**4.74**	--	**1.01**	**0.87**	--	--	**1.17**	--
MI	20.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	4.70	4.57	--	--	4.90	--	1.01	0.96	--	--	1.05	--
MI	20.2 Reports performance using data obtained from measuring indicators	--	--	--	--	--	--	--	--	--	--	--	--
MI	20.3 Reports against its organisation-wide strategy, including expected management, development and humanitarian results	4.58	4.57	--	--	4.58	--	1.01	0.77	--	--	1.30	--
MI	20.4 Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information	--	--	--	--	--	--	--	--	--	--	--	--
MI	20.5 Reports on country (or other) level programming adjustments made or recommended based on performance information	--	--	--	--	--	--	--	--	--	--	--	--

		Mean Scores						Standard Deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
KPI 21	**The MO encourages identification, documentation and dissemination of lessons learned and/or best practices**	**4.25**	**4.24**	**4.07**	**4.19**	**4.33**	**4.48**	**1.16**	**0.73**	**1.45**	**1.27**	**1.26**	**0.96**
MI	21.1 Reports on lessons learned based on performance information	4.27	4.24	4.10	4.19	4.28	4.48	1.10	0.77	1.31	1.21	1.24	0.96
MI	21.2 Learning opportunities are organised to share lessons at all levels of the organisation	4.23	4.24	4.03	4.19	4.37	--	1.22	0.69	1.58	1.33	1.28	--

Humanitarian and development results component

		Mean scores						Standard deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
KPI A	**Evidence of the extent of MO progress towards its organisation-wide results**												
MI	A1 Save lives and protect livelihoods in emergencies	5.27	5.27	--	--	--	--	0.76	0.76	--	--	--	--
MI	A2 Prevent acute hunger and invest in disaster preparedness and mitigation measures	4.48	4.48	--	--	--	--	0.85	0.85	--	--	--	--
MI	A3 Restore and rebuild lives and livelihoods in post-conflict, post-disaster or transition situations	4.26	4.26	--	--	--	--	0.88	0.88	--	--	--	--
MI	A4 Reduce chronic hunger and undernutrition	4.40	4.40	--	--	--	--	0.87	0.87	--	--	--	--
MI	A5 Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase	3.80	3.80	--	--	--	--	0.85	0.85	--	--	--	--
KPI B	**Ethiopia:** **Evidence of the extent of MO contributions to country-level results**												
MI	B1 Improve food consumption for emergency-affected households	4.84	--	4.81	4.60	4.96	5.00	0.89	--	0.65	1.24	0.78	0.78
MI	B2 Reduce or stabilize acute malnutrition among vulnerable groups in food-insecure districts (e.g., young children, pregnant and lactating women, refugees, etc.).	4.64	--	4.44	4.64	4.96	4.57	1.02	--	0.63	1.33	0.97	1.09
MI	B3 Enhance mothers' and other women's basic knowledge of nutrition-related issues in food-insecure communities	4.26	--	4.46	4.00	4.29	4.29	1.01	--	0.66	1.35	1.07	0.91
MI	B4 Increase uptake of antiretroviral therapy (ART) and improve nutritional recovery of food-insecure people living with HIV/AIDS	4.22	--	4.19	4.09	4.33	4.27	0.87	--	0.75	0.77	1.28	0.46
Sub-MI	i) WFP has effectively contributed to increasing the uptake of antiretroviral therapy (ART) by food-insecure people living with HIV/AIDS.	4.19	--	4.00	4.00	4.47	4.20	0.90	--	0.99	0.66	1.33	0.42

		Mean scores						Standard deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	*298*	*44*	*41*	*92*	*68*	*53*	*298*	*44*	*41*	*92*	*68*	*53*
Sub-MI	ii) WFP has effectively contributed to improving the nutritional recovery of food-insecure people living with HIV/AIDS.	4.26	--	4.38	4.18	4.19	4.33	0.83	--	0.51	0.87	1.23	0.49
MI	B5 Increase access to education and develop human capital of vulnerable children (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.)	4.35	--	3.83	4.39	4.32	4.66	1.08	--	1.28	1.12	1.12	0.79
Sub-MI	i) WFP has effectively contributed to increasing vulnerable children's access to education (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.).	4.44	--	4.00	4.33	4.50	4.71	1.10	--	1.06	1.11	1.16	1.07
Sub-MI	ii) WFP has effectively contributed to developing the human capital (knowledge, skills and experience) of vulnerable children (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.).	4.26	--	3.67	4.44	4.14	4.60	1.06	--	1.49	1.13	1.08	0.51
MI	B6 Increase marketing opportunities at national level with cost effective WFP local purchases	4.53	--	3.71	5.20	4.38	5.00	1.09	--	0.61	1.03	1.31	0.78
MI	B7 Increase ability of food and cash assistance beneficiaries (safety-net programme) to manage shocks and invest in activities that enhance their resilience.	4.49	--	4.50	4.25	4.74	4.43	0.99	--	0.71	1.17	1.11	1.00
Sub-MI	i) WFP has effectively contributed to increasing the ability of food and cash assistance beneficiaries (safety-net programme) to manage shocks.	4.59	--	4.63	4.17	4.88	4.67	0.95	--	0.80	1.11	1.05	0.78
Sub-MI	ii) WFP has effectively contributed to increasing the ability of food and cash assistance beneficiaries (safety-net programme) to invest in activities that enhance their resilience.	4.39	--	4.38	4.33	4.61	4.20	1.03	--	0.62	1.23	1.18	1.22
MI	B8 Incorporate hunger solutions in broader national policy frameworks and increase government capacity, particularly at local levels, to identify food needs, develop strategies and carry out hunger and disaster risk reduction programmes	4.52	--	4.04	4.43	4.75	4.86	1.14	--	0.84	1.55	1.04	0.88

		Mean scores						Standard deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
Sub-MI	i) WFP has effectively contributed to incorporating solutions forhunger into broader national policy frameworks.	4.50	--	4.29	4.25	4.74	4.71	1.08	--	0.91	1.65	0.88	0.72
Sub-MI	ii) WFP has effectively contributed to increasing government capacity (particularly at local levels) to identify food needs, develop strategies and carry out hunger and disaster risk reduction programmes.	4.55	--	3.80	4.60	4.77	5.00	1.20	--	0.77	1.45	1.19	1.03
MI	B9 Improve sustainable land management in chronically food-insecure woredas (districts)	4.08	--	3.53	4.09	4.50	4.33	1.25	--	0.99	1.51	1.39	0.98
MI	B10 Improve access to quality education for primary school children in food-insecure areas	4.42	--	3.80	4.36	4.57	4.83	0.95	--	0.79	0.92	0.94	0.93
MI	B11 Transform schools into local development centres to empower communities	3.96	--	3.40	3.78	4.20	4.33	1.08	--	1.07	1.30	0.85	0.98
KPI C	**Ethiopia:** **Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	4.76	--	4.44	4.64	4.96	5.00	0.97	--	0.81	1.21	0.91	0.89
MI	C2 The MO provides innovative solutions for development challenges in the country	4.23	--	3.93	4.07	4.69	4.25	0.94	--	0.46	1.20	0.85	1.00
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.56	--	4.13	4.20	5.08	4.88	1.12	--	0.72	1.42	0.90	1.09
KPI B	**Guatemala:** **Evidence of the extent of MO contributions to country-level results**												
MI	B1 Improve food consumption for vulnerable groups affected by emergencies	4.62	--	4.33	4.82	4.73	4.58	0.74	--	0.49	0.81	0.80	0.79
MI	B2 Reduce chronic undernutrition	3.75	--	3.00	4.33	3.93	3.85	1.21	--	0.85	0.86	1.29	1.40

		Mean scores						Standard deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	B3 Improve the livelihood of subsistence farmers affected by recurrent shocks	4.14	--	3.67	4.33	4.08	4.50	1.36	--	2.14	0.74	1.17	0.80
MI	B4 Increase smallholders' incomes and enhance their food security (Purchase for Progress or P4P).	4.22	--	4.00	4.22	4.17	4.50	1.21	--	1.70	1.08	1.12	0.80
MI	B5 Strengthen the capacities of government institutions	4.16	--	3.67	4.25	4.60	4.17	1.05	--	1.30	0.88	0.74	1.03
KPI C	**Guatemala: Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	4.56	--	4.33	4.82	4.40	4.69	1.06	--	1.30	0.87	1.25	0.75
MI	C2 The MO provides innovative solutions for development challenges in the country	4.14	--	3.67	4.35	4.33	4.23	1.12	--	1.30	0.89	1.12	1.09
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.26	--	3.67	4.30	4.77	4.38	1.16	--	1.30	0.94	1.10	1.12
KPI B	**Indonesia: Evidence of the extent of MO contributions to country-level results**												
MI	B1 Reduce acute malnutrition in young children	4.27	--	4.00	4.39	4.09	4.57	0.95	--	1.08	0.80	1.05	0.96
MI	B2 Improve food consumption for emergency-affected households	4.34	--	3.33	4.74	4.30	5.14	1.18	--	1.31	0.82	0.83	0.89
MI	B3 Increase communities' access to assets	4.08	--	3.00	4.24	4.18	4.83	1.08	--	0.00	0.77	1.17	1.15
MI	B4 Increase and stabilize enrolment and attendance of girls and boys in WFP-assisted schools	3.91	--	2.67	4.33	4.18	5.25	1.30	--	0.99	1.05	1.08	0.49
MI	B5 Increase marketing opportunities at national level with cost-effective WFP local purchases	3.98	--	3.00	4.12	3.82	5.00	1.24	--	1.08	1.19	1.26	0.62
MI	B6 Progress made towards nationally owned hunger solutions	4.17	--	3.00	4.24	4.36	4.86	1.18	--	1.08	1.12	1.03	0.89

		Mean scores						Standard deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	B7 Broader national policy frameworks incorporated hunger solutions	3.96	--	2.50	4.18	4.18	4.71	1.17	--	0.54	1.21	0.88	0.75
MI	B8 Strengthen national capacity to monitor, analyse, map and address food insecurity	4.75	--	4.50	4.56	4.55	5.38	1.06	--	1.62	1.01	0.53	0.91
MI	B9 Strengthen national capacity in disaster preparedness and response	4.15	--	2.00	4.67	4.33	5.00	1.35	--	0.00	0.84	0.89	0.99
MI	B10 Strengthen national capacity to reduce undernutrition below critical levels	4.10	--	3.00	4.24	4.09	4.38	1.09	--	0.00	1.12	1.05	1.17
KPI C	**Indonesia:** **Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	4.17	--	3.33	4.33	4.36	4.67	0.89	--	0.50	0.93	0.81	0.70
MI	C2 The MO provides innovative solutions for development challenges in the country	4.25	--	3.67	4.28	4.27	4.88	1.12	--	1.31	1.04	0.91	0.98
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.19	--	3.00	4.37	4.27	5.11	1.28	--	1.49	1.03	0.91	0.60
KPI B	**Mozambique:** **Evidence of the extent of MO contributions to country-level results**												
MI	B1 Improve food consumption over assistance period for targeted emergency-affected households	4.77	--	4.86	4.50	5.20	4.50	1.04	--	1.45	0.93	0.80	0.87
MI	B2 Improve nutrition status of of vulnerable groups receiving food assistance (e.g. women, girls, boys, people living with HIV/AIDS and tuberculosis)	4.43	--	4.29	4.13	5.00	4.25	1.18	--	1.78	0.99	0.68	0.91
MI	B3 Increase survival of adults and children affected by HIV after 6 months of anti-retroviral therapy (ART)	4.03	--	4.17	3.71	4.25	4.00	1.14	--	1.46	1.26	1.19	0.73
MI	B4 Reduce vulnerability of communities to hazards	4.29	--	4.71	3.86	4.60	3.71	0.92	--	0.75	0.69	1.09	0.78

		Mean scores						Standard deviation					
		Total	**HQ**	**CO**	**DP**	**RG**	**PO**	**Total**	**HQ**	**CO**	**DP**	**RG**	**PO**
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
MI	B5 Increase marketing opportunities at national level with cost-effective WFP local purchases	4.55	--	5.00	3.57	5.00	4.86	1.42	--	1.25	1.28	1.60	1.40
MI	B6 Make progress towards nationally owned hunger solutions	4.09	--	4.29	3.57	4.60	3.80	1.21	--	1.37	1.28	1.09	1.06
MI	B7 Increase enrolment of primary school children in high drop out zones and food-insecure areas of Mozambique	4.21	--	3.80	4.00	5.50	4.17	0.91	--	0.83	0.76	0.61	0.79
MI	B8 Strengthen the community safety-net system in Mozambique	4.36	--	4.17	4.17	5.00	4.00	0.98	--	0.97	0.99	0.77	1.15
KPI C	**Mozambique: Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	4.63	--	4.86	4.63	4.80	4.20	1.14	--	1.21	0.75	1.25	1.43
MI	C2 The MO provides innovative solutions for development challenges in the country	4.09	--	4.33	3.63	4.60	3.80	0.94	--	1.02	0.92	0.52	1.06
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.25	--	4.17	4.13	4.60	4.10	1.03	--	1.16	0.99	1.09	1.02
KPI B	**Pakistan: Evidence of the extent of MO contributions to country-level results**												
MI	B1 Reduce and/or stablise acute malnutrition in young children and pregnant and lactating women	4.45	--	4.67	4.38	4.29	4.45	0.94	--	0.65	1.12	1.07	0.93
MI	B2 Improve food consumption for targeted vulnerable populations	4.91	--	5.17	4.65	4.57	5.25	1.00	--	0.71	1.25	1.09	0.75
MI	B3 Develop and/or enhance government disaster risk management measures in Pakistan	4.01	--	4.00	3.72	4.29	4.00	0.95	--	0.99	1.12	0.73	0.95
MI	B4 Improve enrolment, attendance and retention of girls and boys in assisted schools in crisis-affected areas	4.22	--	4.82	3.89	4.20	3.92	--	1.04	0.68	1.20	1.03	0.85

		Mean scores						Standard deviation					
		Total	HQ	CO	DP	RG	PO	Total	HQ	CO	DP	RG	PO
	Base (un-weighted)	***298***	***44***	***41***	***92***	***68***	***53***	***298***	***44***	***41***	***92***	***68***	***53***
Sub-MI	i) WFP has effectively contributed to stabilising children's enrolment in WFP-assisted schools at pre-crisis levels within crisis-affected areas.	4.28	--	4.90	3.92	4.40	3.89	0.98	--	0.56	1.27	0.84	0.77
Sub-MI	ii) WFP has effectively contributed to making progress towards reaching the national school enrolment rate average in crisis-affected areas.	4.16	--	4.75	3.83	4.50	3.78	1.04	--	0.70	1.19	0.92	0.96
MI	B5 Targeted households recover access to functioning productive assets in fragile, transition situations	4.11	--	4.80	3.92	3.71	4.09	1.10	--	0.78	1.14	1.32	0.82
MI	B6 Improve primary school enrolment, retention and completion rates at selected girls' schools in targeted areas	4.02	--	4.73	3.75	4.08	3.69	1.18	--	0.74	1.35	1.16	1.16
Sub-MI	i) WFP has effectively contributed to increasing girls' enrollment and retention in primary schools.	4.08	--	4.63	3.91	4.17	3.63	1.15	--	0.73	1.37	1.11	1.17
Sub-MI	ii) WFP has effectively contributed to developing girls' human capital (knowledge, skills and experience) in WFP-assisted schools.	3.97	--	4.83	3.59	4.00	3.75	1.20	--	0.74	1.32	1.20	1.15
MI	B7 Improve women's access to public services, especially healthcare	3.94	--	4.50	3.54	4.14	3.57	1.11	--	0.75	1.04	1.17	1.25
MI	B8 Increase access for poor rural women in creating and preserving physical, economic and social assets	3.71	--	4.38	3.61	3.57	3.38	1.07	--	0.73	1.10	1.09	1.17
KPI C	**Pakistan:Relevance of objectives and program of work to stakeholders**												
MI	C1 The activities of the MO respond to key development priorities of the country	4.57	--	5.00	4.12	4.57	4.64	1.16	--	0.77	1.16	1.22	1.35
MI	C2 The MO provides innovative solutions for development challenges in the country	4.35	--	4.90	3.81	4.57	4.18	1.14	--	0.98	1.08	1.22	1.07
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.73	--	5.27	4.08	4.86	4.73	1.07	--	0.90	1.03	1.17	0.90

Appendix VI Document review ratings, criteria and evidence by KPI and MI

PERFORMANCE AREA I – STRATEGIC MANAGEMENT

KPI 1. The MO provides direction for the achievement of external / beneficiary focused results

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 1.3 The MO promotes an organisation-wide policy on results management	An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) in the organisation is corporately approved. Alternatively, the approach to RBM may be described in the context of a strategic plan and further operationalised through other documents.	Met	WFP (n.d.), *Improving Performance through the Implementation of a Corporate Monitoring and Self-Evaluation Strategy 2011-2013* (internal document). WFP (n.d.) *Strengthening WFP's Performance Measurement through Improved M&E and Reporting: 2012-2014 Strategy* (internal document). WFP (n.d.), *Section 17 – Performance Management in WFP* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1 A: Introduction to the SPR* (internal document). WFP (2010), *"Results Matter" Wheel for Performance: WFP's New Performance Management Framework* (internal document). WFP (2009), *Outcome Measurement Implementation Strategy for Operations* (internal document). WFP (2003), *Results-based Management in WFP: Next Steps*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp020850.pdf.
	The MO has guidelines on RBM, either in hard copies or online.	Met	WFP (n.d.), *Performance Reviews: Division for Results-based Management Directive No. OEDR2004/001* (internal document). WFP (2013), *10 Steps to Managing Performance in WFP: Performance Planning and Review Guidelines* (internal document). WFP (2013), *Annual Performance Plan – Minimum Standards Checklist* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1 A: Introduction to the SPR* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1B: The IT-side of the SPR* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 2: SPR Section-by-section* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2011), *Performance Review Guidance Note* (internal document).
	The MO provides opportunities for capacity building of staff on RBM.	Not met	WFP (n.d.) *Strengthening WFP's Performance Measurement through Improved M&E and Reporting: 2012-2014 Strategy* (internal document). WFP (n.d.), *Section 17 – Performance Management in WFP* (internal document). WFP (2011), *WFP's Role in Ending Long-term Hunger: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp243610.pdf. WFP (2012), *Managing for Results E-learning Course* (internal document).
	There is evidence (e.g., in the policy itself, in the MO's general reform agenda, etc.) that the MO reviews its policy on RBM to ensure its adequate implementation.	Met	WFP (2013), *10 Steps to Managing Performance in WFP: Performance Planning and Review Guidelines* (internal document). WFP (2013), *Performance and Risk Management Champions (PARCs) – Terms of Reference* (internal document). WFP (2012), *Fit for Purpose – WFP's New Organisational Design* (internal document). WFP (2012), *Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp248011.pdf. WFP (2012), *Rapid Organizational Assessment Diagnostic* (internal document). WFP (2012), *WFP Organizational Strengthening – Change Management Process* (internal document). WFP (2011), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234544.pdf. WFP (2011), *WFP's Role in Ending Long-term Hunger: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp243610.pdf. WFP (2008), *Managing for Results: A Second Review of Progress in Implementing Results-based Management, Report by the External Auditor*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187603.pdf. WFP (n.d.), *COMET* (internal document). WFP (2013), *PROMIS Brief* (internal document). WFP (n.d.), PARC Status (internal document).
	There is evidence that the MO holds its partners accountable for results-based management (e.g., proposal and report formats require results-based formulations).	Met	WFP (n.d.), *WFP FLA – Agreement form between WFP and the cooperating partner* (internal document). WFP (2012), *Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp248011.pdf. WFP (2012), *From Food Aid to Food Assistance Working in Partnership: A Strategic Evaluation* http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244541.pdf. WFP (2007), *Principles of Partnerships – A statement of Commitment* (internal document). WFP (2005), *How to work with WFP: A Handbook for Non-Governmental Organizations (NGOs)* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
Overall Score MI 1.3		Strong (5)	

KPI 2. The MO's corporate/organisation-wide strategies and plans are clearly focused on the mandate

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	Not met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp228800.pdf. WFP (2013), *WFP Mission Statement*, www.wfp.org/about/mission-statement. WFP (2012), *Strategic Results Framework* (internal document). WFP (2011), *Strategic Evaluation – How WFP Country Offices Adapt to Change: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244678.pdf. WFP (2010), *WFP General Regulations and General Rules*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (2009), *Strategic Results Framework*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp194066.pdf. WFP (2008), *WFP Strategic Plan 2008-2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp176663.pdf. United Nations General Assembly (19 Dec. 1961), *Resolution 1714 (XVI): World Food Programme*, http://www.un.org/depts/dhl/resguide/r16.htm. United Nations General Assembly (20 Dec. 1965), *Resolution 2095 (XX): Continuation of the World Food Programme*, http://www.un.org/depts/dhl/resguide/r20.htm.
	The organisational strategic plan articulates goals and focus priorities.	Met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp228800.pdf. WFP (2012), *Strategic Results Framework* (internal document). WFP (2009), *Strategic Results Framework*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp194066.pdf. WFP (2008), *WFP Strategic Plan 2008-2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp176663.pdf.
	The organisational strategic plan gives a clear indication of how the MO will implement the	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	mandate in a certain period.		
	If criteria two and three are met, there is an implicit link between these goals and focus priorities and the organisation's mandate.	Met	Ibidem
	If criteria two and three are met, there is an explicit link between these goals and focus priorities and the organisation's mandate.	Not met	Ibidem
Overall Score MI 2.1		Adequate (4)	

KPI 3. The MO's corporate/organisation-wide strategies are results-focused

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 3.1 Organisation-wide plans and strategies contain frameworks of expected management, development and humanitarian results (including reference to internationally agreed humanitarian	A corporate management results framework exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf WFP (27 March 2013), *WFP Management Results Framework* (internal document). WFP (2012), *Strategic Results Framework* (internal document). WFP (2011), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234544.pdf
	A corporate level programme results framework exists, either contained within the strategic	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
standards)	plan or as a separate document which is referred to by the strategic plan.		
	If either the first or second criterion is met, at least one corporate results framework (management or programme-focused) contains both statements of outputs and expected outcomes.	Met	Ibidem
	If the third criterion is met for one results framework, all statements of results within it are appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Met	Ibidem
	All above criteria are met for both the management and programme results frameworks.	Not met	Ibidem
Overall Score MI 3.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 3.2 Results frameworks have causal links from inputs through to outputs/outcome	At least one results framework exists at the organisation-wide level (i.e., a management results framework and/or programme results framework).	Met	WFP (27 March 2013), *WFP Management Results Framework* (internal document). WFP (2012), *Strategic Results Framework* (internal document).
	If the first criterion is met, there is either an implicit or explicit description of the results chain in the programme results framework or in the strategic plan, i.e., it is made clear how the outputs in the results framework are linked to the expected outcomes.	Met	Ibidem
	In the programme results framework, there is a clear and logical progression from inputs to outputs and any higher-level results (e.g., outcomes and impacts).	Met	Ibidem
	If the first three criteria are met, there is either an implicit or explicit description in the management results framework of the results chain from inputs to outputs andany higher-level results.	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	If the first four criteria are met, there is a clear and logical progression from inputs to outputs and any higher-level results in the management results framework.	Not met	Ibidem
Overall Score MI 3.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 3.3 Standard performance indicators are included in organisation-wide plans and strategies at a delivery (output) and humanitarian results level (outcome)	A programme results framework exists at the organisation-wide level and contains adequate performance indicators at the outcome and output levels.	Met	WFP (27 March 2013), *WFP Management Results Framework* (internal document). WFP (2012), *Strategic Results Framework* (internal document).
	In the programme results framework, more than half of the performance indicators are relevant to the results they are associated with in the framework.	Met	Ibidem
	In the programme results framework, more than half of the performance indicators are clear (i.e. it is clear what is to be measured).	Met	Ibidem
	In the programme results framework, more than half of all indicators	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	(most likely at the outcome level) include targets with clear dates for achievement.		
	All above criteria are met in both a management results framework and programme results framework.	Not met	Ibidem
Overall Score MI 3.3		Strong (5)	

KPI 4. The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.1 Gender equality	The organisation has developed a policy or strategic framework on the mainstreaming of gender.	Met	WFP (2013), *Update on the Implementation of the WFP Gender Mainstreaming Accountability Framework*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062587.pdf. WFP (2009), *WFP Gender Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp194044.pdf. WFP (2009), *WFP Gender Policy: Corporate Action Plan (2010-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208231.pdf.
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Not met	WFP (2012), *WFP Gender Mainstreaming Accountability Framework* (internal document). WFP (2009), *WFP Gender Policy: Corporate Action Plan (2010-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208231.pdf.
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Met	WFP (2009), *WFP Gender Policy: Corporate Action Plan (2010-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208231.pdf.
	The organisation has functioning systems	Not Met	WFP (2013), *Annual Performance Report for 2012*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	(organisational and programmatic) and relevant capacities (e.g. planning, human resources, budgeting, etc.) to ensure effective mainstreaming.		http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Update on the Implementation of the WFP Gender Mainstreaming Accountability Framework*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062587.pdf. WFP (March 2013), *Terms of Reference – WFP Gender Policy: A Policy Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/tor/wfp256455.pdf. WFP (2012), *Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061865.pdf. WFP Global Office: Gender Print Screens provided by WFP UN System-Wide Action Plan on Gender Equality and the Empowerment of Women: Reporting on WFP's Performance (PowerPoint presentation presented to the Board in February 2013) http://home.wfp.org/stellent/groups/public/documents/resources/wfp255070.pdf
	The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of mainstreaming efforts.	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Update on the Implementation of the WFP Gender Mainstreaming Accountability Framework*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062587.pdf. WFP (March 2013), *Terms of Reference – WFP Gender Policy: A Policy Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/tor/wfp256455.pdf. WFP (2013), *UN System-Wide Action Plan on Gender Equality and the Empowerment of Women: Reporting on WFP's Performance* (PowerPoint presentation presented to the Board in February 2013), http://home.wfp.org/stellent/groups/public/documents/resources/wfp255070.pdf. WFP (2012), *Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061865.pdf. WFP (2012), *WFP Gender Mainstreaming Accountability Framework* (internal document). WFP (2009), *WFP Gender Policy: Corporate Action Plan (2010-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208231.pdf.
Overall Score MI 4.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.2 Climate risk analysis and response	The organisation has undertaken a situation analysis and planning related to the mainstreaming of climate risk analysis and response issues.	Not met	WFP (n.d.), *Section 18 – Risk Management* (internal document). WFP (n.d.), *Terms of Reference Emergency Preparedness and Response Package CO Focal Point* (internal document). WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP Guatemala (n.d.), *Variable utilizadas en el estudio VAM* (internal document). WFP (2013), *Comprehensive Food Security and Vulnerability Analysis (CFSVA)*, www.wfp.org/food-security/assessments/comprehensive-food-security-vulnerability-analysis. WFP (2013), *Emergency Preparedness and Response Framework, Draft* (internal document). WFP (2012), *Proforma for Country Programme Submission* (internal document). WFP (2012), *Proforma for PRRO Submission* (internal document). WFP (2012), *Proforma for EMOP Submission* (internal document). WFP (2011), *Climate Change and Hunger: Towards a WFP Policy on Climate Change*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234250.pdf. WFP (2011), *WFP Policy on Disaster Risk Reduction and Management*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061382.pdf. WFP (2009), *Direction for Collaboration among the Rome-based Agencies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208557.pdf. WFP (2003), *Emergency Preparedness and Response Framework* (internal document). WFP (n.d.), *Food Assisstance for Assets (FFA) Manual – Module B: Understanding the Context* (internal document). WFP (n.d.), *PRRO 2012-2015 (#200365): Food Assistance for Somali, Eritrean and Sudanese Refugees*, http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (n.d.), *PRRO 2012-2014 (#200355): Assistance to Disaster Affected and Vulnerable Groups*, http://one.wfp.org/operations/current_operations/project_docs/200355.pdf. WFP (n.d.), *EMOP 2010-2012 (#200177): Emergency Food Assistance to Families Affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/project_docs/200177.pdf. WFP (n.d.), *Strengthening Managerial Control and Accountability – Risk Management Framework, Draft* (internal document).
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of climate	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	risk analysis and response issues.		
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of climate risk analysis and response mainstreaming activities.	Not met	WFP (2011), *WFP Management Plan 2012-2014*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2011), *WFP Policy on Disaster Risk Reduction and Management*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061382.pdf.
	The organisation has integrated institutional systems and associated capacities (e.g., policy, planning, human resources, budgeting, etc.) to ensure effective mainstreaming of climate risk analysis and response.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), Annual Performance Report for 2011, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *Climate Change and Hunger: Towards a WFP Policy on Climate Change*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234250.pdf. WFP (2011), *WFP Policy on Disaster Risk Reduction and Management*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061382.pdf. WFP (2010), *WFP and Climate Change: A Review of Ongoing Experience and Recommendations for Action*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp230610.pdf.
	The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of climate risk analysis and response mainstreaming efforts (feedback loops).	Met	WFP (n.d.), *Terms of Reference Emergency Preparedness and Response Package CO Focal Point* (internal document). WFP (2013), *Emergency Preparedness and Response (EPR) Framework*, Draft (internal document). WFP (n.d.), *Terms of Reference – The Programme Review Committee* (internal document). WFP (n.d.), *Action Oriented Preparedness, Readiness and Response – the WFP Emergency Preparedness and Response Package: Operations Department Directive No. OD2012/002* (internal document).
Overall Score MI 4.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.3 Building capacity for good governance	The organisation-wide strategic plan identifies capacity development to improve governance as a priority area of focus.	Met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP (2013), *Draft WFP Strategic Plan (2014-2017)*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp255304.pdf. WFP (2009), *WFP Policy on Capacity Development: An Update on Implementation*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208229.pdf.
	If the first criterion is met, the organisation has defined results related to capacity development to improve governance either in the organisation-wide strategic plan or programme results framework, or in a separate policy document.	Met	WFP (2010), *Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225104.pdf.
	The organisation has a separate policy or strategy that describes how it promotes capacity development for improved governance in its programming.	Met	WFP (2010), *Action Plan for the Implementation of the Capacity Development and Hand-Over Components of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225104.pdf.
	There is evidence that the organisation supports capacity development activities for improved governance through the allocation of resources (financial, human, etc.) as part of its programming (in reports to the Board, evaluations, etc.).	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Management Response to the Recommendations of the Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061685.pdf. WFP (2011), *WFP Management Plan 2012-2014*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2010), *Ability and Readiness of Nations to Reduce Hunger: Analysing Economic and Governance Capacities for Hunger Reduction*, http://home.wfp.org/stellent/groups/public/documents/newsroom/wfp219613.pdf. WFP (2010), *Operational Guide to Strengthen Capacity of Nations to Reduce Hunger: A Toolbox for Partnership, Capacity Development, and Hand-over Activities* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2009), *Approaches to Assessing Governmental/Institutional Capacities for Anti-Hunger Solutions: A Resource Guide* (internal document).
	An organisation-wide evaluation or review has been undertaken that documents progress in implementing the commitment to promoting capacity development for improved governance.	Not met	WFP (2012), *From Food Aid to Food Assistance-Working in Partnership: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244541.pdf. WFP (2012), *Summary Report of the Strategic Evaluation – From Food Aid to Food Assistance: Working in Partnership*, http://www.wfp.org/content/food-aid-food-assistance-working-partnership-strategic-evaluation. WFP (2008), *Evaluation of WFP's Capacity Development Policy and Operations*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp216450.pdf.
Overall Score MI 4.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.4 Human rights-based standards	The organisation has developed policies or strategies on mainstreaming human rights-based standards.	Met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP (n.d.), *The Right to Food and the World Food Programme – Frequently Asked Questions* (internal document). WFP (2012), *WFP Humanitarian Protection Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061670.pdf. WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2005), *WFP and the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security* (internal document).
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of human rights-based standards.	Met	WFP (n.d.), *WFP and the Right to Food* (internal document). WFP (2013), *IASC Accountability to Affected Populations: The Operational Framework* (internal document). WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (2012), *Accountability to Affected Populations: Tools to Assist in Implementing the IASC AAP Commitments* (internal document). WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2012), *WFP Humanitarian Protection Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061670.pdf. WFP (2005), *WFP and the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2011), *IASC Accountability to Affected Populations: IASC Commitments* (internal document). WFP (n.d.), *Part VI: Accountability (Complaint and Feedback) Mechanisms – Tools* (internal document).
	There is evidence that the MO staff are provided with guidelines and training on mainstreaming human rights-based standards.	Met	WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2009), *WFP Protection Training Manual* (internal document). WFP (2005), *WFP and the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security* (internal document).
	The organisation has integrated institutional systems and associated capacities (e.g., policy, planning, human resources, budgeting, etc.) to ensure effective mainstreaming of human rights-based standards.	Not met	WFP (n.d.), *The Right to Food and the World Food Programme – Frequently Asked Questions* (internal document). WFP (2013), *Protection in Practice: Food Assistance with Safety and Dignity*, http://foodsecuritycluster.net/sites/default/files/Protection%20in%20Practice_Food%20Assistsance%20with%20Safety%20and%20Dignity.pdf. WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2009), *WFP Protection Training Manual* (internal document).
	The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of efforts to mainstream human rights-based standards (feedback loops).	Not met	WFP (2013), *IASC Accountability to Affected Populations: The Operational Framework* (internal document). WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (2012), *Accountability to Affected Populations: Tools to Assist in Implementing the IASC AAP Commitments* (internal document). WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2012), *WFP Humanitarian Protection Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061670.pdf. WFP (2011), *IASC Accountability to Affected Populations: IASC Commitments* (internal document). WFP (n.d.), *Part VI: Accountability (Complaint and Feedback) Mechanisms – Tools* (internal document).
Overall Score MI 4.4		Adequate (3)	This MI examines the mainstreaming of human rights-based standards in WFP's humanitarian and development work. While WFP has indicated that its humanitarian protection approach is relevant and applicable to its development programming also, the assessment team notes that the organisation does not yet have formal directives requiring the application of the protection approach in its development work.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.5 Emergency preparedness and response	The organisation-wide strategic plan identifies emergency preparedness and response as a priority area of focus.	Met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP (2012), *Emergency Preparedness and Response Strengthening (EPRS)*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp253496.pdf. WFP (2011), *WFP Preparedness and Response Enhancement Programme (PREP) Overview*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp250537.pdf.
	The organisation-wide strategic framework or another policy/strategy document contains results statements on emergency preparedness and response.	Met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP (2012), *Preparedness and Response Enhancement Programme (PREP): Logical Framework*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp250538.pdf.
	The organisation has policy, strategy, and guidance in place to support emergency preparedness and response activity, either as a sector or as a cross-cutting theme.	Met	WFP (2013), *Emergency Preparedness and Response Framework*, Draft (internal document). WFP (2012), *WFP Emergency Response Activation Protocol: Executive Director's Circular No. OED2012/012*, (internal document). WFP (2012), *WFP Preparedness and Response Enhancement Programme: Towards a New Response Model*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061871.pdf. WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *Preparedness and Response Enhancement Programme (PREP): Logical Framework*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp250538.pdf. WFP (2003), *Emergency Preparedness and Response Framework* (internal document).
	There is evidence (in the portfolio) that the MO supports emergency preparedness and response.	Met	WFP (2013), *Annual Report for 2012 to ECOSOC and FAO Council*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062333.pdf. WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (2012), *Decisions and Recommendations of the Annual Session of the Executive Board*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062064.pdf. WFP (2012), Emergency Preparedness and Response Strengthening (EPRS), http://home.wfp.org/stellent/groups/public/documents/resources/wfp253496.pdf. WFP (2012), *Forward Purchase Facility*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061885.pdf. WFP (2012), *WFP Management Plan 2013-2015*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2012), *Report on the Use of the Immediate Response Account*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061931.pdf. WFP (2011), *WFP Management Plan 2012-2014*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf.
	An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting emergency preparedness and response.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Evaluation Report 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061913.pdf. WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *Emergency Preparedness and Response Strengthening (EPRS)*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp253496.pdf. WFP (2012), *From Food Aid to Food Assistance - Working in Partnership: A Strategic Evaluation*, http://www.wfp.org/content/food-aid-food-assistance-working-partnership-strategic-evaluation-0. WFP (2012), *Mid-term Review of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf. WFP (2012), *WFP Preparedness and Response Enhancement Programme: Towards a New Response Model*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061871.pdf. WFP (2011), *Efficiency at WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061398.pdf. WFP (2010), *Annual Evaluation Report 2009*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp221320.pdf.
Overall Score MI 4.5		Strong (5)	While the MO meets all five criteria, it was rated strong because the PREP programme has not yet been completed and the new enhanced EPR model will not be in place until 2014. Hence, it is not yet considered best practice.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.6 Protection	The organisation has developed a policy or strategic framework on	Met	WFP (2012), *WFP Humanitarian Protection Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061670.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	mainstreaming protection.		WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document).
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of protection.	Met	WFP (2012), *WFP Humanitarian Protection Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061670.pdf.
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of protection mainstreaming activities.	Met	WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document).
	The organisation has functioning systems (organisational and programmatic) and relevant capacities (e.g., planning, human resources, budgeting, etc.) to ensure effective mainstreaming of protection.	Not met	WFP (2013), *Protection in Practice: Food Assistance with Safety and Dignity*, http://foodsecuritycluster.net/sites/default/files/Protection%20in%20Practice_Food%20Assistsance%20with%20Safety%20and%20Dignity.pdf. WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2009), *WFP Protection Training Manual* (internal document).
	The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of protection mainstreaming efforts.	Not met	WFP (2013), *IASC Accountability to Affected Populations: The Operational Framework* (internal document). WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (2012), *Accountability to Affected Populations: Tools to Assist in Implementing the IASC AAP Commitments* (internal document). WFP (2012), *Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2012), *WFP Humanitarian Protection Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061670.pdf. WFP (2011), *IASC Accountability to Affected Populations: IASC Commitments* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (n.d.), *Part VI: Accountability (Complaint and Feedback) Mechanisms – Tools* (internal document).
Overall Score MI 4.6		Adequate (4)	At the time of the assessment, WFP was still developing the required systems and capacities or accountability mechanisms to fully mainstream protection in its programming. To coordinate and deliver programme support on protection, a WFP team at headquarters is building and maintaining a cadre of in-house trainers, coordinating training/facilitation workshops for field staff and partners, maintaining a roster of internal, external and standby partner personnel for potential deployment, ensuring coordination with the global protection cluster and field-level protection clusters, and advising WFP Management and country offices on protection-related advocacy. In 2012-2013, WFP is targeting 10 country operations to pilot implementation of its humanitarian protection policy. Guidance to implement the policy is being developed by the organisation and is expected to be mainstreamed in WFP's work as of July 2015.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 4.7 HIV/AIDS	The organisation-wide strategic plan identifies HIV/AIDS as a priority area of focus.	Met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP (2012), *Mid-term Review of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf. WFP (2012), *Strategic Results Framework* (internal document).
	The organisation-wide strategic framework or another policy/strategy document contains results statements on HIV/AIDS.	Met	WFP (2012), *Strategic Results Framework* (internal document). WFP (2010), *WFP HIV and AIDS Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225092.pdf.
	The organisation has policy, strategy, and guidance in place to support HIV/AIDS activity, either as a sector or as a cross-cutting theme.	Met	WFP (2012), *Getting to Zero: WFP's Role as a UNAIDS Cosponsor*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061863.pdf. WFP (2012), *Mid-term Review of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf. WFP (2012), *Version abrégée du guide de suivi évaluation pour les programmes relatifs au VIH et à la tuberculose* (internal document). WFP (2011), *WFP Management Plan 2012-2014*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. E-Learning Training Module : HIV/TB Programme and M&E Design WFP Internal Website Print screen provided by WFP

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	There is evidence (in the portfolio) that the MO supports HIV/AIDS.	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), Update on WFP's Response to HIV and AIDS, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062583.pdf.
	An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting HIV/AIDS.	Met	Erdelmann, F., Njoroge, M. and A. Isler (2010), *The Evolution of Food Assistance for HIV care and Treatment 2000-2009: a Decade of Institutional Innovations*, Chapter 13 in Revolution: From Food Aid to Food Assistance, WFP, Rome, http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp225965.pdf. WFP (2013), *Implementation Status of Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf. WFP (2013), *Update on WFP's Response to HIV and AIDS*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062583.pdf. WFP (2012), *Mid-term Review of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf. WFP (2011), *Update on WFP's Response to HIV and AIDS*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234248.pdf. WFP (2011), *WFP Management Plan 2012-2014*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2008), *Management Response to the Summary Report on the Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187853.pdf. WFP (2008), *Thematic Evaluation of WFP's HIV and AIDS Interventions in Sub-Saharan Africa*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp216446.pdf.
Overall Score MI 4.7		Strong (5)	

KPI 5. The MO's country-level emergency response, protracted relief operations and development programmes are results-focused

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 5.1 Results frameworks link results at project, programme, sector, and country levels	At least half of the country-level strategies for humanitarian operations sampled include statements of expected results articulated at the output and outcome levels.	Met	Ethiopia WFP (2012), *Budget Increases to PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/BR/200290_1211.pdf. WFP (2012), *PRRO 200365: Food Assistance for Somali, Eritrean and Sudanese Refugees*, http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (2011), *PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/project_docs/200290.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Indonesia WFP (2007), *PRRO 10069.2: Assistance for Recovey and Nutrition Rehabilitation*, http://one.wfp.org/operations/current_operations/project_docs/100692.pdf. Mozambique WFP (2012), *PRRO 200355: Assistance to Disaster Affected and Vulnerable Groups*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062128.pdf. WFP (2010), *Budget Revision to PRRO 10600.0 (BR4): Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/BR/106000_1011.pdf. WFP (2007), *PRRO 10600.0: Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/project_docs/106000.pdf. Pakistan WFP (2012), *Budget Revision to EMOP 201177 (Budget Revision 5): Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/BR/200177_1204.pdf. WFP (2012), *PRRO 200250: Enhancing Food and Nutrition Security and Rebuilding Social Cohesion*, http://one.wfp.org/operations/current_operations/project_docs/200250.pdf. WFP (2010), *EMOP 201177: Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/project_docs/200177.pdf.
	At least half of the country level strategies for development operations sampled include statements of expected results articulated at the output and outcome levels.	Met	Ethiopia WFP (2011), *Country Programme Ethiopia 200253 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200253.pdf. Guatemala WFP (2010), *Country Programme Guatemala 200031 (2010-2014)*, http://one.wfp.org/operations/current_operations/project_docs/200031.pdf. Indonesia WFP (2011), *Country Programme Indonesia 200245* (2012-2015), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061354.pdf. Mozambique WFP (2012), *Country Programme Mozambique 200286 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200286.pdf. Pakistan WFP (2003), *Country Programme Pakistan 10269.0 (2004-2008)*, http://one.wfp.org/operations/current_operations/project_docs/102690.pdf.
	If the first and second	Met	See references in two rows above.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	criteria are met, almost all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs, and what are called outcomes are actually outcomes).		
	If the first and second criteria are met, at least two of the humanitarian strategies and two of the development strategies sampled at the country level explicitly link project/programme expected results with the corporate strategic/programme results framework.	Met	Ibidem
	All of the above criteria are met for all strategies sampled.	Met	Ibidem
Overall Score MI 5.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 5.2 Frameworks include indicators at project, programme,	The strategies include a set of performance indicators with data sources and data collection methods.	Met	Ethiopia WFP (2012), *Budget Increases to PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/BR/200290_1211.pdf. WFP (2012), *PRRO 200365: Food Assistance for Somali, Eritrean and Sudanese Refugees*, http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (2011), *Country Programme Ethiopia 200253 (2012-2015)*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
sector, and country levels			http://one.wfp.org/operations/current_operations/project_docs/200253.pdf. WFP (2011), *PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/project_docs/200290.pdf. Guatemala WFP (2010), *Country Programme Guatemala 200031 (2010-2014)*, http://one.wfp.org/operations/current_operations/project_docs/200031.pdf. Indonesia WFP (2011), *Country Programme Indonesia 200245* (2012-2015), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061354.pdf. WFP (2007), *PRRO 10069.2: Assistance for Recovey and Nutrition Rehabilitation*, http://one.wfp.org/operations/current_operations/project_docs/100692.pdf. Mozambique WFP (2012), *Country Programme Mozambique 200286 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200286.pdf. WFP (2012), *PRRO 200355: Assistance to Disaster Affected and Vulnerable Groups*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062128.pdf. WFP (2010), *Budget Revision to PRRO 10600.0 (BR4): Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/BR/106000_1011.pdf. WFP (2007), *PRRO 10600.0: Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/project_docs/106000.pdf. Pakistan WFP (2012), *Budget Revision to EMOP 201177 (Budget Revision 5): Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/BR/200177_1204.pdf. WFP (2012), *PRRO 200250: Enhancing Food and Nutrition Security and Rebuilding Social Cohesion*, http://one.wfp.org/operations/current_operations/project_docs/200250.pdf. WFP (2010), *EMOP 201177: Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/project_docs/200177.pdf. WFP (2003), *Country Programme Pakistan 10269.0 (2004-2008)*, http://one.wfp.org/operations/current_operations/project_docs/102690.pdf.
	More than half of the performance indicators are adequate (i.e., provide a sufficient basis to assess	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	performance).		
	More than half of the performance indicators are relevant to the results they are associated with in the country strategies.	Met	Ibidem
	More than half of the performance indicators are clear (i.e., it is clear what is to be measured).	Met	Ibidem
	More than half of the performance indicators are monitorable (i.e., they have targets set for them and these targets are timebound).	Not met	Ibidem
Overall Score MI 5.2		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 5.3 Results for cross-cutting thematic priorities are included in country level results frameworks (e.g., gender equality, protection, HIV/AIDS, emergency preparedness and response, climate risk analysis and response, human rights-based standards, and building capacities for good governance) as appropriate	More than half of the humanitarian strategies sampled at the country level identify or briefly mention at least two of the organisationally relevant cross-cutting themes (i.e., the same ones assessed in KPI 4).	Met	Ethiopia WFP (2012), *Budget Increases to PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/BR/200290_1211.pdf. WFP (2012), *PRRO 200365: Food Assistance for Somali, Eritrean and Sudanese Refugees*, http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (2011), *PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/project_docs/200290.pdf. Indonesia WFP (2007), *PRRO 10069.2: Assistance for Recovey and Nutrition Rehabilitation*, http://one.wfp.org/operations/current_operations/project_docs/100692.pdf. Mozambique WFP (2012), *PRRO 200355: Assistance to Disaster Affected and Vulnerable Groups*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062128.pdf. WFP (2010), *Budget Revision to PRRO 10600.0 (BR4): Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/BR/106000_1011.pdf. WFP (2007), *PRRO 10600.0: Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/project_docs/106000.pdf. Pakistan WFP (2012), *Budget Revision to EMOP 201177 (Budget Revision 5): Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/BR/200177_1204.pdf. WFP (2012), *PRRO 200250: Enhancing Food and Nutrition Security and Rebuilding Social Cohesion*, http://one.wfp.org/operations/current_operations/project_docs/200250.pdf. WFP (2010), *EMOP 201177: Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/project_docs/200177.pdf.
	More than half of the development strategies sampled at the country level identify or briefly mention two or more of the key cross-cutting themes being assessed for the organisation.	Met	Ethiopia WFP (2011), *Country Programme Ethiopia 200253 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200253.pdf. Guatemala WFP (2010), *Country Programme Guatemala 200031 (2010-2014)*, http://one.wfp.org/operations/current_operations/project_docs/200031.pdf. Indonesia WFP (2011), *Country Programme Indonesia 200245* (2012-2015), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061354.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Mozambique WFP (2012), *Country Programme Mozambique 200286 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200286.pdf. Pakistan WFP (2003), *Country Programme Pakistan 10269.0 (2004-2008)*, http://one.wfp.org/operations/current_operations/project_docs/102690.pdf.
	If the first and second criteria are met, more than half of the humanitarian and development strategies sampled at the country level identify results that integrate at least two of the issues/themes, as relevant.	Not met	See references in two rows above.
	If the first and second criteria are met, more than half of the humanitarian and development strategies sampled at the country level provide evidence of strategies and approaches to address or apply the cross-cutting issue/theme.	Met	Ibidem
	If the first criterion and second criteria are met, all country level strategies sampled meet criteria 3 and 4.	Not met	Ibidem
Overall Score MI 5.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 5.5 WFP's humanitarian operations are based on reliable assessments of food and nutrition needs	The MO has a corporate policy/strategy on food and nutrition needs assessments.	Met	WFP (November 2011), FAO-WFP Joint Strategy on Information Systems for Food and Nutrition Security (2012-2017), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061470.pdf. WFP (2007), *Emergency Needs Assessment: Final Progress Report on the Implementation Plan and Next Steps*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137482.pdf. WFP (2004), *Emergency Needs Assessments*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp024369.pdf.
	The MO has clear guidelines and trains staff in conducting assessments of food and nutrition needs.	Met	WFP (n.d.), *Food Security Assessment Facilitators' Tool Kit*, http://learning.vam.wfp.org/documents/Docs/FTK.pdf WFP (2013), *Food Security Analysis Guidelines*, www.wfp.org/food-security/guidelines. WFP (2013), *VAM Food security Analysis Learning Toolkit*, learning.vam.wfp.org. WFP (2012), *Food Security Monitoring Systems (FSMS) – Technical Guidance Sheet*, http://www.wfp.org/content/monitoring-food-security-technical-guidance-sheet. WFP (2011), *Market Analysis Framework – Tools and Applications for Food Security Analysis and Decision-Making*, http://www.wfp.org/content/market-analysis-framework-tools-applications-food-security-analysis-december-2011. WFP (2010), *Inter-Agency Needs Assessment – Annex 29 of the Emergency Preparedness and Response Package* (internal document). WFP (2010), *Initial-Rapid EFSA – Annex 10 of the Emergency Preparedness and Response Package* (internal document). WFP (2010), *Market Analysis Tool: How to Conduct a Food Commodity Value Chain Analysis?* http://www.wfp.org/content/market-analysis-tool-how-conduct-food-commodity-value-chain-analysis. WFP (2010), *Overview of WFP's Major Food Security Analysis Training Courses*, http://learning.vam.wfp.org/pages/help/Overview_WFP_FSA_Courses_Feb2010.pdf WFP (2009), *Emergency Food Security Assessment Handbook (EFSA), Second Edition*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203246.pdf. WFP (2009), *Technical Guidance Sheet: The Basics of Market Analysis for Food Security*, http://www.wfp.org/content/technical-guidance-sheet-basics-market-analysis-food-security. WFP (2009), *Technical Guidance Sheet No.1 – Integrating Migration and Displacement into Emergency Food Security Assessments*, http://www.wfp.org/content/technical-guidance-sheet-integrating-migration-and-displacement-emergency-food-security-assessments. WFP (2009), *Technical guidance Sheet No.6 – Initial Emergency Food Secuirty Assessments*, http://www.wfp.org/content/technical-guidance-sheet-no6-initial-emergency-food-security-assessments. WFP (2009), *Technical Guidance Sheet No.7 – Area Method to Estimate Population Size and Demographics in Emergency Food Security Assessments*, http://www.wfp.org/content/technical-guidance-sheet-no7-area-method-estimate-pop-size-and-demographics-efsa. WFP (January 2009), *Comprehensive Food Security and Vulnerability Analysis (CFSVA) Guidelines, First Edition*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203208.pdf WFP (September 2009), *UNHCR/WFP Joint Assessment Missions (JAM) Guidelines, Second Edition*, http://www.wfp.org/content/unhcrwfp-joint-assessment-missions-jam-guidelines. WFP (2007), *Emergency Needs Assessment: Final Progress Report on the Implementation Plan and Next Steps*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137482.pdf. FAO and WFP (January 2009), *FAO/WFP Crop and Food Security Assessment Missions (CFSAM) Guidelines*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp197289.pdf.
	There is documented evidence that the corporately-approved assessment methodology is systematically implemented.	Not met	WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP and FAO (October 2009), *Joint Thematic Evaluation of FAO and WFP: Support to Information Systems for Food Security, Final Report*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp215685.pdf#pagemode=bookmarks.
	There is documented evidence that assessments of food and nutrition needs are produced in a timely manner and used to inform the design of the MO's humanitarian responses.	Met	WFP (2013), *Assessment Bank*, www.wfp.org/food-security/assessment-bank. WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2012), *Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis*, http://www.wfp.org/content/four-strategic-evaluations-transition-food-aid-food-assistance-synthesis. WFP (2012), *WFP Nutrition Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061668.pdf. WFP (2011), *Update on the Implementation of WFP's Policy on Vouchers and Cash Transfers*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234183.pdf. WFP (2011), *Update on the Implementation of WFP's School Feeding Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234252.pdf. WFP (2009), *WFP School Feeding Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208224.pdf. WFP (2008), *Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187787.pdf. WFP (2007), *Emergency Needs Assessment: Final Progress Report on the Implementation Plan and Next Steps*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137482.pdf. WFP and FAO (October 2009), *Joint Thematic Evaluation of FAO and WFP: Support to Information Systems for Food Security, Final Report*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/reports/wfp215685.pdf#pagemode=bookmarks.
	The MO has a quality assurance mechanism in place to review completed needs assessments and ensure their improvement over time.	Met	WFP (2007), *Emergency Needs Assessment: Final Progress Report on the Implementation Plan and Next Steps*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137482.pdf. WFP (2007), *Evaluation of WFP's Strengthening Emergency Needs Assessment Implementation Plan*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137525.pdf. EFSA Report Quality Monitoring Checklist Internal document provided by WFP
Overall Score MI 5.5		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 5.6 Contingency plans are in place should a major increase or scale up of humanitarian actions be required	The MO has a policy related to the development of contingency plans.	Met	WFP (2012), *Action Oriented Preparedness, Readiness and Response – the WFP Emergency Preparedness and Response Package: Operations Department Directive No. OD2012/002* (internal document). WFP (2013), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf. WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *WFP Preparedness and Response Enhancement Programme: Towards a New Response Model*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061871.pdf. WFP (2009), *Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208337.pdf. WFP (2009), *Management Response to the Recommendations of the Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208342.pdf. WFP (2003), *Emergency Preparedness and Response Framework* (internal document).
	There is evidence that the MO commits to testing contingency planning processes through exercises (e.g., table-top exercises).	Met	WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *WFP Preparedness and Response Enhancement Programme: Towards a New Response Model*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061871.pdf. WFP (2009), *Strategic Evaluation of WFP's Contingency Planning 2002-2008*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp225418.pdf.
	The MO has developed	Met	WFP (2013), *Annual Evaluation Report for 2012*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	contingency plans for emerging or anticipated crises.		http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP Ethiopia (2012), *Ethiopia CO Management EPRP Checklist* (internal document). WFP (2010), *WFP and Climate Change: A Review of Ongoing Experience and Recommendations for Action*,http://documents.wfp.org/stellent/groups/public/documents/communications/wfp230610.pdf. WFP (2009), *Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208337.pdf. WFP (n.d.), *Contingency Plan for the Rainy and Cyclone Season 2012-2013* (internal document). WFP (n.d.), Emergency Simulation Exercises, Govuro, Inhambane – November 2nd 2012 (internal document).
	There is evidence that contingency planning within the MO is a participatory process (i.e., it includes all those who will be required to work together in the event of an emergency).	Not met	WFP (2009), *Summary Report of the Strategic Evaluation of WFP's Contingency Planning (2002-2008)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208337.pdf.
	There is evidence that the contingency plans sampled are regularly reviewed and updated.	Not met	
Overall Score MI 5.6		Adequate (4)	

PERFORMANCE AREA II – OPERATIONAL MANAGEMENT

KPI 6. The MO makes transparent and predictable aid allocation decisions

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 6.1 The MO's criteria for allocating un-earmarked resources are publicly	A policy for the allocation of un-earmarked resources to humanitarian operations and development country	Met	WFP (n.d.), *Strategic Resource Allocation Committee – Terms of Reference* (internal document). WFP (n.d.), *Summary of the Project Planning and Prioritization* (internal document). WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Membership of the Strategic Resource Allocation Committee – Decision Memorandum* (internal

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
available	programmes exists.		document). WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2010), *Consolidate Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (2003), Strategic Plan 2004-2007, http://www.wfp.org/sites/default/files/WFP-StrategicPLan%202004-2007.pdf.
	The policy is reviewed on at least a 5-year cycle.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2010), *Consolidated Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (2009), *Annual Performance Report for 2008*, http://one.wfp.org/eb/docs/2009/wfp200443~3.pdf. WFP (2005), *Consolidated Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp076988.pdf.
	There is evidence of the application of this policy.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf.
	The policy is available on the agency's public website.	Not met	WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (2010), *Consolidated Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf.
	The policy is available in more than one of the UN official languages.	Not met	WFP (n.d.), *Summary of the Project Planning and Prioritization* (internal document). WFP (2010), *Consolidated Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf. WFP (2010), *Consolidated Framework of WFP Policies* (Arabic), http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225109.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive*

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Board (in Arabic, English, French, and Spanish), http://www.wfp.org/about/general-regulations. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board* (in Chinese and Russian), http://executiveboard.wfp.org/other-documents. WFP (2010), *Marco unificado de políticas del PMA*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225111.pdf. WFP (2010), *Synthèse des politiques générales du PAM*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225110.pdf.
Overall Score MI 6.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 6.3 Aid flows or planned resources (financial / technical co-operation, etc) are released as needed and available	Evidence of improved predictability in scheduling of funding for humanitarian and development programming.	Not met	UNDG (2013), *Harmonised Approach to Cash Transfers*, www.undg.org/index.cfm?P=255. WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *WFP Donors*, http://www.wfp.org/about/donors/year. WFP (2013), *Benefits of Multilateral Funding*, http://www.wfp.org/about/donors/benefits-multilateral-funding. WFP (2012), *Annual Report for 2011 to ECOSOC and FAO Council*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061664.pdf. WFP (2012), *Annual Report for 2010 to ECOSOC and FAO Council*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229920.pdf. WFP (2012), *Report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062203.pdf. WFP (2012), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061973.pdf. WFP (2012), *WFP Management Plan (2013-2015)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. UNDG (2012), *United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration* (2011), http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf. WFP (2011), *Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061394.pdf. WFP (2011), *Management Response to the Recommendations of the Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061396.pdf. WFP (2010), *Resourcing for a Changing Environment*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213061.pdf. Resource Management and Accountability Presentation : Induction Session for Members and Observers of the WFP Executive Board, January 2013 (PowerPoint presentation), http://documents.wfp.org/stellent/groups/public/documents/resources/wfp254672.pdf.
	Evidence of improved delivery of scheduled aid (or evidence of attempts made to deliver scheduled aid, depending on the context) in humanitarian and	Met	UNDG (2008), Harmonized Approach to Cash Transfers (HACT): Responses to Key Challenges, http://toolkit.undg.org/tool/190-hact-challenges-and-responses.doc. UNDG (2005), *Framework for Cash Transfers to Implementing Partners*, http://toolkit.undg.org/workstream/5-common-services-and-harmonized-business-practices.html. WFP (2013), Annual Performance Report for 2012, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Benefits of Multilateral Funding*, www.wfp.org/about/donors/benefits-multilateral-funding.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	development programming.		WFP (2013), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062651.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2012), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061973.pdf. WFP (2012), *Report on the Use of the Immediate Response Account (1 January-31 December 2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061931.pdf. WFP (2012), *WFP Forward Purchase Facility*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061885.pdf WFP (2012), *WFP Decisions and Recommendations of the Annual Session of the Executive Board*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062064.pdf.
Overall Score MI 6.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 6.4 The MO accesses or generates reasonably accurate overall financial estimates of demand and support for its humanitarian action	Percentage difference between the MO's forecasts and the actual financial demand for its humanitarian action services.	◊	WFP (2012), *WFP Management Plan (2013-2015)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2012), *Projected 2013 Needs for WFP Projects and Operations*, http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp252283.pdf. WFP (2011), *Management Response to the Recommendations of the Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061396.pdf. WFP (2011), *Projected 2012 Needs for WFP Projects and Operations*, http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp242502.pdf. WFP (2011), *Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061394.pdf. WFP (2010), *Projected 2011 Needs for WFP Projects and Operations*, http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp227885.pdf. WFP (2010), *Resourcing for a Changing Environment*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213061.pdf. WFP (2009), *Projected 2010 Needs for WFP Projects and Operations*, http://one.wfp.org/appeals/projected_needs/documents/2010/Overview.pdf. WFP (2008), *Projected 2009 Needs for WFP Projects and Operations*, http://www.wfp.org/operations/projected-needs/2009.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2004), *Humanitarian Principles*, http://www.wfp.org/sites/default/files/Humanitarian%20Principles.pdf.
	Percentage difference between the MO's projections and the actual support provided by donors.	◊	WFP (2012), *Projected 2013 Needs for WFP Projects and Operations*, http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp252283.pdf. WFP (2011), *Projected 2012 Needs for WFP Projects and Operations*, http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp242502.pdf. WFP (2010), *Projected 2011 Needs for WFP Projects and Operations*, http://documents.wfp.org/stellent/groups/public/documents/op_reports/wfp227885.pdf. WFP (2009), *Projected 2010 Needs for WFP Projects and Operations*, http://one.wfp.org/appeals/projected_needs/documents/2010/Overview.pdf. WFP (2008), *Projected 2009 Needs for WFP Projects and Operations*, http://www.wfp.org/operations/projected-needs/2009. WFP (2 April 2013), *Resource Situation Summary*, http://documents.wfp.org/stellent/groups/public/documents/research/wfp216779.pdf. WFP (30 June 2013), *Contributions by Programme Category (2007-2014)*, http://documents.wfp.org/stellent/groups/public/documents/research/wfp216778.pdf. WFP (2013), Annual Performance Report for 2012, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.
Overall Score MI 6.4		◊	In the absence of consensus or agreed standards on what constitutes reasonable financial estimates and forecasting in humanitarian response, this MI has not been rated.

KPI 7. The MO engages in results-based budgeting

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 7.1 Financial allocations are linked to expected humanitarian results	In the most recent annual or multi-year organisation-wide budget, budget information is presented in a results-oriented way.	Not met	WFP (2012), WFP Management Plan (2013-2015), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf.
	Some output costs and/or outcome costs in the programme results framework and the	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	management results framework are presented in the budget document.		
	Most output costs and/or outcome costs in the programme results framework and management results framework are presented in the budget document.	Not met	Ibidem
	There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	WFP (2012), *WFP Management Plan (2013-2015)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2011), *Review of the Management Plan Cycle*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234536.pdf. WFP (2011), *WFP Management Plan (2012-2014)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2009), WFP Biennial Management Plan (2010-2011), http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208244.pdf. WFP (2011), *Report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061444.pdf.
	There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Not met	
Overall Score MI 7.1		Weak (2)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 7.2 Expenditures are linked to results	The most recent annual reports show financial disbursements aligned with achieved results (i.e., the reports show how much was spent to achieve each result).	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf.
	In the most recent annual reports, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	Ibidem
	In the most recent annual reports, variances in operational expenditures and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are reported.	Not met	Ibidem
	If the third criterion is met in the most recent annual reports, variances in operational expenditure and results achievement (i.e. differences between planned and actual operational expenditures and	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	between planned and actual results achievements) are explained.		
	In the documents consulted, there is evidence of consistent improvement over time in the degree of alignment between operational expenditures and results achievement.	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *Annual Performance Report for 2010*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234101.pdf. WFP (2011), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234544.pdf. WFP (2010), *Annual Performance Report for 2009*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp218692.pdf. WFP (2010), *Report of the External Auditor on the IPSAS Dividend: Strengthening Financial Management*, *http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213136.pdf*. WFP (2010), *Response of the Secretariat to the Report of the External Auditor on the IPSAS Dividend: Strengthening Financial Management*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213139.pdf. WFP (2009), *Annual Performance Report for 2008*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200443.pdf.
Overall Score MI 7.2		Weak (2)	

KPI 8. The MO has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.1 External financial audits meeting recognized international standards are performed	Annual or bi-annual organisation-wide reports on financial performance exist.	Met	WFP (2013), *Audited Annual Accounts, 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (2010), *Report of the External Auditor on the IPSAS Dividend: Strengthening Financial Management*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213136.pdf. JIU (2010), *Audit Function in the UN System*, https://www.unjiu.org/en/reports-

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
across the organisation (including UN Board of Auditors)			notes/archive/The%20audit%20function%20in%20the%20United%20Nations%20system.pdf.
	If the first criterion is met, the most recent annual or biannual financial report reviewed is accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level.	Met	WFP (2013), *Audited Annual Accounts, 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP (2012), *Work Plan of the External Auditor: World Food Programme for the period July 2012 to June 2013*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062158.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf.
	If the first two criteria are met, the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent).	Met	WFP (2013), *Audited Annual Accounts, 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf.
	If the first criterion is met, *all* annual or biannual financial reports reviewed are accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level.	Met	WFP (2013), *Audited Annual Accounts, 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP (2012), *Audited Annual Accounts, 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061873.pdf. WFP (2011), *Audited Annual Accounts, 2010*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234517.pdf. WFP (2010), *Audited Annual Accounts, 2009*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp218818.pdf. WFP (2009), *Audited Annual Accounts, 2008*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200450.pdf.
	If the fourth criterion is met in *all* financial reports reviewed, the letter from the external auditor confirms that the external financial	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	audit was undertaken in adherence to international standards (INTOSAI or equivalent).		
Overall Score MI 8.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.2 External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate)	The documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate).	Met	WFP (2012), *Work Plan of the External Auditor: World Food Programme for the period July 2012 to June 2013*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062158.pdf. WFP (2011), *Work Plan of the External Auditor for the Period July 2011 to June 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061400.pdf. WFP (2011), *Work Plan of the External Auditor for the Period July 2010 to June 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229422.pdf.
	There are established rules/procedures for the conduct of audits in the organisation.	Met	WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf.
	The rules/procedures ensure ample audit coverage of the organisation's programmes and operations.	Met	Ibidem
	The evidence also indicates that the audits will be carried out using international standards, or provides an indication that the MO will be using national audit systems and procedures.	Met	WFP (2012), *Work Plan of the External Auditor: World Food Programme for the period July 2012 to June 2013*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062158.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	External financial audit reports at country/project/ regional level are made available to the public by the MO.	Not met	WFP (2011), *Report of the External Auditor on WFP Operations in Somalia*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229200.pdf. WFP (2010), *Report of the External Auditor on the Strategic Planning and Reporting at a WFP Country Office – Uganda*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213128.pdf. WFP (2007), *External Audit of Funds and programmes involved in the Democratic People's Republic of Korea*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp117965.pdf. WFP (2012), *Audited Annual Accounts, 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061873.pdf. WFP (2010), *Audited Annual Accounts, 2010*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234517.pdf. WFP (2012), *Policy on the Disclosure of Oversight Reports*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062152.pdf.
Overall Score MI 8.2		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.3 The MO has a policy on anti-corruption	Guidelines, policy or a framework on anti-corruption are corporately approved (i.e., not in draft form).	Met	WFP (2010), WFP Anti-Fraud and Anti-Corruption Policy, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf.
	If the first criterion is met, the document includes operational policy measures which proactively support solutions to counter corruption at the local level (e.g., training, incentive and reward structures for staff, complaint and advocacy mechanisms, whistle blowing mechanisms, etc.).	Met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2012), *A Survival Guide for Managers in Smaller Offices: Ensuring Effective Internal Control* (internal document). WFP (2011), *Manager's Guide to Internal Control: WFP's Guide to Internal Control for Managers* (internal document). WFP (2010), WFP Anti-Fraud and Anti-Corruption Policy, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf. WFP (2008), *Executive Director's Circular ED2008/003: Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits and investigations (WFP "Whistleblower" Protection Policy)*, http://www.wfp.org/sites/default/files/Whistleblower%20protection,%20circular%20ED2008-03.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	If the first criterion is met, the policy commits the organisation to design and manage programmes and services which are compliant with preventing and combating fraud and corruption.	Met	WFP (2010), *WFP Anti-Fraud and Anti-Corruption Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf.
	If the first criterion is met, the policy defines the roles, responsibilities and accountabilities of management, staff and experts/ specialists in implementing & complying with the policy.	Met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2010), WFP Anti-Fraud and Anti-Corruption Policy, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf. WFP (2012), Report of the FAO Finance Committee, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061881.pdf. WFP (2013), *Note by the Executive Director on the Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062650.pdf.
	If the first criterion is met, the policy commits the organisation to review its activities on combating fraud and corruption or there is other evidence that the organisation has reviewed its policy and/or practice in this area.	Not met	WFP (2010), *WFP Anti-Fraud and Anti-Corruption Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf.
	At least one policy on anti-corruption exists at the country, regional or other level (it could also be a policy on fraud, which is one type of	N/A	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	corruption).		
	If the sixth criterion is met, at least one policy meets criteria 2 through 5, above.	N/A	
Overall Score MI 8.3		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	There is a policy on financial audit that refers to measures to be taken against irregularities.	Met	WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (2010), *WFP Anti-Fraud and Anti-Corruption Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf. WFP (2010), *WFP Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct: Human Resources Division, Inspector General & Oversight Office and Legal Office Joint Directive No. HR2010/002, LEG2010/001, S2010/002* (internal document provided by WFP). Charter of the Oversight Office – Circular No. EDD2012/002 (Annex 1 of the Annual Report of the WFP Inspector General, 2012), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf.
	Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial audit.	Met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2010), *WFP Anti-Fraud and Anti-Corruption Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf.
	If the second criterion is met, these guidelines set timelines for responding to irregularities identified during an external financial audit (i.e., the managers have to respond to audit	Not met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	findings within a certain period of time).		
	There is evidence in audit reports to the Board or other documents that audit recommendations are followed up by management.	Met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2013), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062651.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2012), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061905.pdf. WFP (2011), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234544.pdf. WFP (2010), *Progress Report on the Implementation of the External Auditor's Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp218916.pdf. WFP (2011), *Manager's Guide to Internal Control: WFP's Guide to Internal Control for Managers* (internal document).
	Major or systemic irregularities are reported to the Board, as appropriate.	Met	WFP (2013), *Audited Annual Accounts, 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP (2010), *WFP Anti-Fraud and Anti-Corruption Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf.
Overall Score MI 8.4		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.5 Internal financial audit processes are used to provide management/ governing bodies with credible information	There is evidence of practice of internal financial audits in the organisation.	Met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf.
	If the first criterion is met, an organisation-wide guideline/policy for the practice of internal financial audits exists	Met	WFP (2011), *Oversight Framework and Reports Disclosure Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234244.pdf. WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	and is corporately approved.		
	If the first criterion is met, there is evidence in these documents that the internal audit function is separate from the programming areas, enabling it to provide an "independent" audit opinion. The key is that internal auditors are not influenced by the programmes they are auditing.	Met	WFP (2012), *Charter of the Oversight Office – Circular No. EDD2012/002* (Annex 1 of the Annual Report of the WFP Inspector General, 2012), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf.
	There is evidence in these documents that the internal audit function reports directly to the Executive Board, thus providing maximum assurance of its independence from programming.	Met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2012), *Charter of the Oversight Office – Circular No. EDD2012/002* (Annex 1 of the Annual Report of the WFP Inspector General, 2012), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf.
	Reports available from the audit committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	WFP (2013), *Biennial Programme of Work of the Executive Board (2013-2014)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062358.pdf. WFP (2012), *Annual Report of the Audit Committee*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061887.pdf. WFP (2012), *Charter of the Oversight Office – Circular No. EDD2012/002* (Annex 1 of the Annual Report of the WFP Inspector General, 2012), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2011), *Proposed Terms of Reference of the Audit Committee of the World Food Programme*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp222156.pdf.
Overall Score MI 8.5		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.6 The MO's procurement and contract management processes for the provision of services or goods are usually effective	There is one or more organisation-wide policy, guideline or instructions on procurement and contract management processes.	Met	WFP (n.d.), *Food Procurement Manual, Section 2: WFP Policy and Management* (internal document). WFP (n.d.), *WFPGo – Manuals: Management Circulars and Directives* (internal document). WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (1999), *Non-Food Procurement Manual, Section 1* (internal document).
	If the first criterion has been met, the aforementioned documents explicitly set targets or requirements for timeliness of delivery of products and services.	Met	WFP (n.d.), *Food Procurement Manual, Section 2: WFP Policy and Management* (internal document). WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (1999), *Non-Food Procurement Manual, Section 1* (internal document).
	If the first criterion is met, the aforementioned documents establish requirements to ensure quality, efficiency and effectiveness of these products and services.	Met	WFP (n.d.), *Food Procurement Manual, Section 2: WFP Policy and Management* (internal document). WFP (30 June 2010), *Eleventh Meeting of the Executive Policy Council (30 June 2010) – Decision*: *WFP Food Safety and Quality Management*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp251080.pdf.
	An audit, evaluation or other review has been completed at the country, regional or organisation-wide level, which examined the timeliness, efficiency and/or effectiveness of the MO's procurement and contract management processes, and found	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Forward Purchase Facility*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061885.pdf. JIU (2011), *Procurement Reforms in the United Nations System*, https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_NOTE_2011_1.pdf. WFP (2011), *Report of the External Auditor on Procurement of Landside Transport, Storage and Handling Contracts*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061390.pdf. WFP (2011), Management Response to the Recommendations of the Report of the External Auditor on Procurement of Landside Transport, Storage and Handling Contracts, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061392.pdf. WFP (2010), *Report of the External Auditor on the IPSAS Dividend: Strengthening Financial Management*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	that these are in general satisfactory or better.		http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213136.pdf. WFP (2010), *Review of the Working Capital Financing Facility*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225155.pdf.
	There is other documentary evidence that the MO has functioning procurement and contract management systems in place.	Met	WFP (n.d.), *Food Procurement Manual, Section 2: WFP Policy and Management* (internal document). WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), Food Quality and Safety in WFP, foodqualityandsafety.wfp.org. WFP (2013), *Update on WFP Food Procurement*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062535.pdf. WFP Food Procurement (2012), Food Procurement Process Separation of Duties (internal document). WFP (2012), *Update on WFP Food Procurement*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061943.pdf. WFP (2011), *Efficiency at WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061398.pdf. JIU (2011), *Procurement Reforms in the United Nations System*, https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_NOTE_2011_1.pdf. WFP (30 June 2010), *Eleventh Meeting of the Executive Policy Council (30 June 2010) – Decision*: *WFP Food Safety and Quality Management*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp251080.pdf.
Overall Score MI 8.6		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 8.7 The MO has strategies in place for risk management (identification, mitigation, contingency planning, monitoring and reporting)	An organisation-wide policy, strategy, framework or guideline on risk management is corporately approved.	Met	JIU (2010), *Enterprise Risk Management in the United Nations System*, https://www.unjiu.org/en/reports-notes/archive/Review%20of%20enterprise%20risk%20management%20in%20the%20United%20Nations%20system.pdf. WFP (n.d.), *Section 18 - Risk Management* (internal document). WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *Executive Director's Circular OED2012/013, WFP Crisis Management*, (internal document). WFP (2012), *Executive Director's Circular OED2012/015, WFP Enterprise Risk Management: the Risk Appetite Statement* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2012), *WFP Business Continuity Management: Executive Director's Circular No. OED2012/014* (internal document). WFP (2010), *Risk Management Implementation Plan: Annex A High Level Strategy Action Plan* (internal document). WFP (2005), *WFP Enterprise Risk Management Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp077024.pdf.
	If the first criterion is met, this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	Met	WFP (n.d.), *Section 18 - Risk Management* (internal document). WFP (2012), *Annual Report of the Audit Committee*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061887.pdf. WFP (2012), *Resource Management and Accountability Department Directive RM2012/004, WFP Enterprise Risk Management: the Corporate Risk Register* (internal document). WFP (2005), *WFP Enterprise Risk Management Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp077024.pdf.
	If the first criterion is met, this document applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Met	WFP (2012), *Audited Annual Accounts, 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061873.pdf. WFP (2005), *WFP Enterprise Risk Management Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp077024.pdf.
	If the first criterion is met, major risk analysis (significant programmes, projects, etc.) is presented to the Board.	Met	WFP (2012), *Audited Annual Accounts, 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061873.pdf. WFP (2012), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061905.pdf.
	If the first criterion is met, management and/or Board documents demonstrate utilisation of risk management policy and procedures.	Not met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Audited Annual Accounts, 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061873.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2011), Implementation Status of Evaluation Recommendations,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234343.pdf. WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP Enterprise Risk Management: the Corporate Risk Register: Resource Management and Accountability Department Directive no.: RM2012/004 (internal document). WFP Why Risk Management Internal document provided by WFP JIU (2010), *Review of Enterprise Risk Management in the United Nations System*, https://www.unjiu.org/en/reports-notes/archive/Review%20of%20enterprise%20risk%20management%20in%20the%20United%20Nations%20system.pdf. WFP (2013), *PROMIS Brief* (internal document). WFP (2012), *WFP Performance and Risk Management Champions – Terms of Reference* (internal document). WFP (n.d.), *Status on Performance and Risk Management Champions* (internal document).
Overall Score MI 8.7		Strong (5)	

KPI 9. Performance information on results is used by the MO

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 9.1 Revising and adjusting policies	Information on organisation-wide performance (i.e., progress towards outcomes) is available, for instance in annual performance reports or in an organisation-wide evaluation or audit.	Met	WFP (2013), *Annual Performance Reports (for 2003-2012)*, executiveboard.wfp.org/board-documents.
	If the first criterion is met, there is evidence that the MO analyses/ assesses its performance in a	Met	WFP (2013), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062651.pdf. WFP (2013), *Implementation Status of Evaluations Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	systematic manner and takes into account recommendations from organisation-wide audits, performance reports and/or evaluations.		WFP (2012), *Management Response to the Recommendations of the Summary of the Strategic Evaluation of How WFP Country Offices Adapt to Change*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061689.pdf. WFP (2012), *Management Response to the Recommendations of the Report of the External Auditor on Emergency Preparedness for IT Support in WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061904.pdf. WFP (2012), *Management Response to the Recommendations of the Report of the External Auditor on Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061900.pdf. WFP (2012), *Management Response to the Recommendations of the Summary Evaluation Report of the WFP School Feeding Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061697.pdf.
	If the first two criteria are met, there is evidence that the MO takes steps to respond to the *specific* performance-related problems highlighted in audits, performance reports and/or evaluations.	Met	Ibidem
	If the first two criteria are met, there is evidence that the MO revises and adjusts its *broader* programming and policies in response to performance issues (problems and successes) raised in audits, performance reports and /or evaluations.	Met	WFP (2013), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062651.pdf. WFP (2013), *WFP Private Sector Partnerships and Fundraising Strategy (2013-2017)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062579.pdf. WFP (2012), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061905.pdf. WFP (2011), *WFP Policy Formulation*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234203.pdf. WFP (2010), *WFP HIV and AIDS Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225092.pdf. WFP (2009), *WFP Gender Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp194044.pdf. WFP (2009), *WFP Policy on Capacity Development*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp208229.pdf.
	If the fourth criterion is met, there is evidence that the MO	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	systematically evaluates and audits its policies, procedures and practices to ensure continuous learning and improvement of processes and performance.		
Overall Score MI 9.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 9.2 Planning new interventions	Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), *Donor Reports*, http://www.wfp.org/about/donors/donor-reports. WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1 A: Introduction to the SPR* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1B: The IT-side of the SPR* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 2: SPR Section-by-section* (internal document). WFP (2011), *Performance Review Guidance Note* (internal document). WFP (2011), Impact Evaluation - The Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations: its impact and role, Ethiopia, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244584.pdf. WFP (2010), *Management Repsonse to the Sunnary Report of the Mid-term Evaluation of the Ethiopia Country Programme 10430.0*, http://one.wfp.org/eb/docs/2010/wfp225281~1.pdf. WFP (2010), *Mid-term Evaluation of the Ethiopia Protracted Relief and Recovery Operation 10665.0 (2008-2010): An Operation Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp227142.pdf. WFP (2009), *Evaluation of the Mozambique Country Programme 10446.0 (2007-2009)*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp225426.pdf. WFP (2009), *Management Response to the Summary Evaluation Report of the Mozambique Country Programme 10446.0*, http://one.wfp.org/eb/docs/2009/wfp200603~1.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2009), *Mid-term Evaluation of the Ethiopia Country Programme 10430.0*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp215329.pdf#pagemode=bookmarks.
	If the first criterion is met for at least half of the countries, there is evidence of an analysis/ assessment of performance (problems as well as successes).	Met	Ibidem
	If the second criterion is met, there is evidence of an analysis of the implications of this performance information on the planning of new interventions (i.e., how new interventions in the planning stage need to be altered, or what new interventions should be developed in response to the performance information).	Met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. Ethiopia WFP (2012), *Budget Increases to PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/BR/200290_1211.pdf. WFP (2012), *PRRO 200365: Food Assistance for Somali, Eritrean and Sudanese Refugees*, http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (2011), *Country Programme Ethiopia 200253 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200253.pdf. WFP (2011), *PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity*, http://one.wfp.org/operations/current_operations/project_docs/200290.pdf. Guatemala WFP (2010), *Country Programme Guatemala 200031 (2010-2014)*, http://one.wfp.org/operations/current_operations/project_docs/200031.pdf. Indonesia WFP (2011), *Country Programme Indonesia 200245* (2012-2015), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061354.pdf. WFP (2007), *PRRO 10069.2: Assistance for Recovey and Nutrition Rehabilitation*, http://one.wfp.org/operations/current_operations/project_docs/100692.pdf. Mozambique WFP (2012), *Country Programme Mozambique 200286 (2012-2015)*, http://one.wfp.org/operations/current_operations/project_docs/200286.pdf. WFP (2012), *PRRO 200355: Assistance to Disaster Affected and Vulnerable Groups*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062128.pdf. WFP (2010), *Budget Revision to PRRO 10600.0 (BR4): Food support for Protection and Promotion of Lives and*

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Livelihoods of the Most Vulnerable People, http://one.wfp.org/operations/current_operations/BR/106000_1011.pdf. WFP (2007), *PRRO 10600.0: Food support for Protection and Promotion of Lives and Livelihoods of the Most Vulnerable People*, http://one.wfp.org/operations/current_operations/project_docs/106000.pdf. Pakistan WFP (2012), *Budget Revision to EMOP 201177 (Budget Revision 5): Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/BR/200177_1204.pdf. WFP (2012), *PRRO 200250: Enhancing Food and Nutrition Security and Rebuilding Social Cohesion*, http://one.wfp.org/operations/current_operations/project_docs/200250.pdf. WFP (2010), *EMOP 201177: Emergency Food Assistance to Families affected by Monsoon Floods in Pakistan*, http://one.wfp.org/operations/current_operations/project_docs/200177.pdf. WFP (2003), *Country Programme Pakistan 10269.0 (2004-2008)*, http://one.wfp.org/operations/current_operations/project_docs/102690.pdf.
	If all above criteria are met for at least half of the countries, there is evidence from country strategies or reports that new interventions have been introduced in response to performance information.	Not met	Ibidem
	If all above criteria are met, they are met for all countries.	Not met	Ibidem
Overall Score MI 9.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 9.3 Poorly performing programmes, projects and/or	The MO has a process for reviewing the performance of its programmes, projects	Met	WFP (2013), *10 Steps to Managing Performance in WFP: Performance Planning and Review Guidelines* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1 A: Introduction to the SPR* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
initiatives are addressed proactively so as to improve performance	or initiatives.		WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 1B: The IT-side of the SPR* (internal document). WFP (2012), *Standard Project Report 2012 Guidance Manual – Module 2: SPR Section-by-section* (internal document).
	There is evidence that the MO is implementing this process.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. Ethiopia WFP (2013), *PRRO 101273: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 106650: Standard Project Report 2012* (internal document). WFP (2012), *CP 10430.0: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 101273: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 106650: Standard Project Report 2011* (internal document). WFP (2011), *CP 10430.0: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 101273: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 106650: Standard Project Report 2010* (internal document). Guatemala WFP (2013), *CP 200031: Standard Project Report 2012* (internal document). WFP (2013*), PRRO 200043: Standard Project Report 2012* (internal document). WFP (2012), *CP 200031: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200111: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200155: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 200043: Standard Project Report 2011* (internal document). WFP (2011), *CP 200031: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 200111: Standard Project Report 2010* (internal document). Indonesia WFP (2013), CP 200245*: Standard Project Report 2012* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2013), *PRRO 10069.2: Standard Project Report 2012* (internal document). WFP (2012), *PRRO 10069.2: Standard Project Report 2011* (internal document). WFP (2011), *PRRO 10069.2: Standard Project Report 2010* (internal document). WFP (2010), *PRRO 10069.2: Standard Project Report 2009* (internal document). Mozambique WFP (2013), *CP 10446.0: Standard Project Report 2012* (internal document). WFP (2012), *CP 10446.0: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 10600.0: Standard Project Report, 2011* (internal document). WFP (2011), *CP 10446.0: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 10600.0: Standard Project Report, 2010* (internal document). WFP (2010), *CP 10446.0: Standard Project Report 2009* (internal document). WFP (2010), *PRRO 10600.0: Standard Project Report, 2009* (internal document). Pakistan WFP (2013), *EMOP 200177: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 200145: Standard Project Report 2012* (internal document). WFP (2012), *CP 102690: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 107680: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 108280: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200177: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 200145: Standard Project Report 2011* (internal document). WFP (2011), *CP 102690: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 107680: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 108280: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 200177: Standard Project Report 2010* (internal document). WFP (2010), *CP 102690: Standard Project Report 2009* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2010), *EMOP 107680: Standard Project Report 2009* (internal document). WFP (2010), *EMOP 108280: Standard Project Report 2009* (internal document).
	The MO has a specific process for reviewing poorly performing programmes, projects or initiatives.	Met	WFP (2013), *10 Steps to Managing Performance in WFP: Performance Planning and Review Guidelines* (internal document). WFP (2013), *Ethiopia Annual Performance Plan* (internal document). WFP (2013), *Guatemala Annual Performance Plan* (internal document). WFP (2013), *Pakistan Annual Performance Plan* (internal document).
	The MO has a way for following up on poorly performing programmes, projects or initiatives.	Met	WFP (2013), *10 Steps to Managing Performance in WFP: Performance Planning and Review Guidelines* (internal document). WFP (2013), *Ethiopia Annual Performance Plan* (internal document). WFP (2013), *Guatemala Annual Performance Plan* (internal document). WFP (2013), *Pakistan Annual Performance Plan* (internal document).
	There is evidence that changes to poorly performing programmes, projects or initiatives are being implemented.	Not met	WFP (2011), *Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061394.pdf. WFP (2011), *Management Response to the Recommendations of the Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061396.pdf. WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), *Management Response to the Recommendations of the Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062589.pdf.
Overall Score MI 9.3		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 9.4 Evaluation recommendations reported to the Executive Committee/ Board are acted upon by the	A policy or guidelines on evaluation in the MO exist and include the requirement that a management response, action plan and/or agreement be produced to identify	Met	WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
responsible units	accepted recommendations and state responsibilities and accountabilities for follow-up action.		
	The MO's evaluation policy/guidelines outline a process for tracking the implementation of accepted evaluation recommendations.	Met	WFP (2013), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf. WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.
	There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the executive management (head of the organisation) and/or governing body (Executive Board).	Met	WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), Executive Board Documents, http://executiveboard.wfp.org/board-documents?p_p_id=ebviewer_WAR_ebviewportlet&p_p_lifecycle=0&p_p_state=normal&p_p_mode=view&p_p_col_id=column-2&p_p_col_pos=2&p_p_col_count=3. WFP (2013), *Management Response to the Recommendations of the Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062589.pdf. WFP (2013), *Management Response to the Recommendations of the Summary Joint UNHCR/WFP Impact Evaluation of Food Assistance to Refugees in Protracted Situations in Chad*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062390.pdf. WFP (2013), *Management Response to the Recommendations of the Summary Evaluation Report -The Kyrgyz Republic Country Portfolio (2008-2012)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062674.pdf. WFP (2013), *Management Response to the Recommendations of the Summary Evaluation Report - The Niger Country Portfolio (2007-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062681.pdf. WFP (2013), *Management Response to the Recommendations of the Summary Evaluation Report - Timor-Leste Country Portfolio (2008-2012)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062690.pdf. WFP (2013), *Management Response to the Recommendations of the Summary Joint UNHCR/WFP Impact Evaluation of Food Assistance to Refugees in Protracted Situations in Bangladesh*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062398.pdf. WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.
	There is evidence that periodic reports	Met	WFP (2013), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	on the status of implementation of these evaluation recommendations are presented and accepted by the MO's management or governing body.		WFP (2012), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061929.pdf. WFP (2011), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234343.pdf. WFP (2011), *Implementation Status of Evaluation Recommendations – Corrigendum*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061316.pdf. WFP (2010), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp219036.pdf. WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.
	There is evidence that a systematic process is in place for following up on evaluation recommendations accepted by management or the governing body (e.g., these appear regularly on the agenda of the Executive Board, and reports or presentations shared with the Board illustrate regular tracking of follow up actions).	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf.
Overall Score MI 9.4		Strong (5)	Strictly adhering to the criteria, WFP would be rated very strong, but there is evidence that implementation lags behind targets, and updates on implementation lack specificity as to which recommendations have yet to be implemented and for what evaluations.

KPI 10. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 10.1 Results-focused performance assessment systems are in place for senior staff (including Country Directors)	There is evidence in the documents reviewed that a system is in place that requires performance assessments for certain staff.	Met	WFP (2004), *Performance and Competency Enhancement Programme (PACE) – Transition from MAP,* Memorandum (internal document)
	If the first criterion is met, the evidence suggests that this system applies to senior staff (e.g., president/CEO/executive director, vice presidents, sector/programme/division directors, country representatives, country directors) and/or that the MO has a specific performance assessment system for senior staff.	Met	WFP (2012), *Report of the External Auditor on the Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061897.pdf. WFP (2004), *Performance and Competency Enhancement Programme (PACE) – Transition from MAP,* Memorandum (internal document).
	If the second criterion is met, the system includes a description of the approach to creating performance assessments and the content of those assessments.	Not met	
	There is an explicit policy or strategy (HR or otherwise) that summarises all the aims and content of the performance	Not met	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	assessment system for senior staff.		
	If the first two criteria are met, there is evidence of compliance with the performance assessment system for senior staff. In other words, there are management indicators that monitor the application of the performance assessment system, or there are other sources (newsletters, reports, etc.) that comment on how many senior staff go through this system every year.	Met	WFP (2013), *WFP Management Response to the Recommendations of the Report of the External Auditor on Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061900.pdf. WFP (27 March 2013), *WFP Management Results Framework* (internal document). WFP (2012), *Report of the External Auditor on the Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061897.pdf.
Overall Score MI 10.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 10.2 There is a transparent system in place to manage staff performance	There is evidence either in a human resources policy or through other documents that the MO has a system for managing staff performance (see 9.1) which is operational.	Met	WFP (2008), *Preparing for Tomorrow Today: WFP Strategy for Managing and Developing Human Resources (2008-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187796.pdf. WFP (2004), *PACE Performance and Competency Enhancement: Helping WFP to do more for the hungry poor* (internal document). WFP (2004), *Performance and Competency Enhancement Programme (PACE) – Transition from MAP*, Memorandum (internal document).
	There is evidence that	Not met	WFP (2005), *Celebrating WFP Staff: Directive on Internal Awards no. AD 2005/008* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	the organisation is making efforts to better link the assessment of staff performance with incentives. (Is the MO looking at this issue at all? For example, has it set up a working group, is it reviewing its policy to better address this, is it seeking data from partner agencies or other organisations, etc.?).		
	There is an effort made to explain how the performance of staff relates to promotion (i.e., advancing from one grade to the next).	Not met	WFP (2012), *Management Response to the Recommendations of the Report of the External Auditor on Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061900.pdf. WFP (2012), *Report of the External Auditor on the Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061897.pdf. WFP (2012), *Promotion – 2nd Level Manager Prioritization Form* (internal document). WFP (2011), *Introduction of Revised Career Framework and Processes for Staff Members in the International Professional and Higher Categories : Executive Director's Circular EDD2011/006* (internal document). WFP (2011), *Promotion of International Professional Staff Members at the P-1 to P-3 Grades: Human Resources Division Directive No. HR2011/005* (internal document). WFP (2008), *Preparing for Tomorrow Today: WFP Strategy for Managing and Developing Human Resources (2008-2011),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187796.pdf.
	There is a description of the incentives the MO uses to motivate staff performance.	Met	WFP (2005), *Celebrating WFP Staff: Directive on Internal Awards no. AD 2005/008* (internal document).
	There is a review or evaluation that comments positively on the performance management system and MO transparency	Not met	WFP (2013), *Annual Report of the WFP Inspector General,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Management Response to the Recommendations of the Report of the External Auditor on Management of Human Resources*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061900.pdf. WFP (2012), *Report of the External Auditor on the Management of Human Resources*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	in human resources decisions, specifically with regards to incentives.		http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061897.pdf. WFP (2008), *Preparing for Tomorrow Today: WFP Strategy for Managing and Developing Human Resources (2008-2011)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187796.pdf.
Overall Score MI 10.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 10.3 The MO has appropriate measures in place to ensure staff security	The MO has a statement on staff security in its human resources policy/strategy or any other key document.	Met	WFP (2011), *WFP Security Management Policy: Executive Director's Circular no. EDD2011/011* (Internal document).
	The MO has a written policy or guidelines on security for both national and international staff.	Met	WFP (2013), *Security Risk Management Escalation and Decision Making Structure: Executive Director's Circular no. OED2013/001* (internal document). WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), WFP Risk Appetite (internal document). WFP (2011), *WFP Security Management Policy: Executive Director's Circular no. EDD2011/011* (Internal document). WFP (2011), *Information Note on Funding of Security Management Arrangements*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229546.pdf. WFP (2011), *Directive on Medical Evacuation Procedures for WFP Staff : Human Resources and Field Security Divisions Joint Directive HR2011/001-ODF2011/001* (internal document). UNDSS (2009), *Entry into effect of new policies on Security Risk Management (SRM) and Minimum Operating Security Standards (MOSS), and Guidelines for Determining Acceptable Risk*, Interoffice Memorandum (internal document).
	The MO has security procedures/plans specific to each country or region.	Met	WFP (2013), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062543.pdf. WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062593.pdf. WFP (2013), *Security Risk Management Escalation and Decision Making Structure: Executive Director's Circular no.*

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			OED2013/001(internal document). WFP (2012), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061951.pdf. WFP (2012), WFP Risk Appetite (internal document). WFP (2011), *Information Note on Funding of Security Management Arrangements*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229546.pdf. UNDSS (2009), *Entry into effect of new policies on Security Risk Management (SRM) and Minimum Operating Security Standards (MOSS), and Guidelines for Determining Acceptable Risk*, Interoffice Memorandum (internal document).
	There is evidence that the MO offers training to staff on security issues before deployment.	Met	WFP (2012), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061951.pdf WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2011), *Security Management Policy: Executive Director's Circular no. EDD2011/011* (internal document). WFP (2011) *Information Note on Funding of Security Management Arrangements*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229546.pdf. WFP (2011), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234276.pdf. WFP (2010) *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp219110.pdf.
	There is evidence in an evaluation or a review of the policy that appropriate measures to ensure staff security are in place and implemented.	Not Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062543.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2012), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061951.pdf. WFP (2011), *Information Note on Funding of Security Management Arrangements*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp229546.pdf. WFP (2011), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234276.pdf. WFP (2010), *WFP Security Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp219110.pdf.
Overall Score MI 10.3		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and Hyperlink if available)
MI 10.5 The MO has a code of conduct that is followed by staff members	The MO has a code of conduct for staff members.	Met	WFP (2010), *Consolidated Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf. WFP (2010), *Anti-Fraud and Anti-Corruption Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225100.pdf. WFP (2007), *Policy on Harassment, Sexual Harassment and Abuse of Authority: Executive Director's Circular No. ED2007/003*, http://www.un.org/en/pseataskforce/docs/wfp_circular_on_the_policy_on_harassment,_sexual_harassment_.pdf. WFP (2005), *Special Measures for Protection from Sexual Abuse and Exploitation in Humanitarian Crisis: Executive Director's Circular ED2005/004* (internal document). United Nations (2004), *Secretary-General's Bulletin Special measures for protection from sexual exploitation and sexual abuse: Executive Director's Circular No. ED2004/001* (internal document). WFP (2003), *Sexual Abuse and Exploitation in Humanitarian Crises and other operations: Executive Director's Circular No. ED2003/005* (internal document). ICSC (2002), *United Nations Standards of Conduct for the International Civil Service*, http://www.un.org/en/ethics/pdf/StandConIntCivSE.pdf.
	If the first criterion is met, there is evidence that the MO offers training to all staff on the code of conduct.	Met	WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2008), *Establishment of the Ethics Office in WFP: Executive Director's Circular No. ED2008/002*, http://www.wfp.org/sites/default/files/Ethics%20Office%20creation,%20circular%20ED2008-02.pdf. WFP (2007), Policy on Harassment, Sexual Harassment and Abuse of Authority: Executive Director's Circular No. ED2007/003, http://www.un.org/en/pseataskforce/docs/wfp_circular_on_the_policy_on_harassment,_sexual_harassment_.pdf. WFP (2005), *Special Measures for Protection from Sexual Abuse and Exploitation in Humanitarian Crisis: Executive Director's Circular ED2005/004* (internal document).
	If the first criterion is met, the MO monitors compliance with the code of conduct.	Met	WFP (2010), *WFP Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct: Human Resources Division, Inspector General & Oversight Office and Legal Office Joint Directive No. HR2010/002, LEG2010/001, S2010/002* (internal document). WFP (2008), *Establishment of the Ethics Office in WFP: Executive Director's Circular No. ED2008/002*, http://www.wfp.org/sites/default/files/Ethics%20Office%20creation,%20circular%20ED2008-02.pdf. WFP (2007), *Policy on Harassment, Sexual Harassment and Abuse of Authority: Executive Director's Circular No. ED2007/003*, http://www.un.org/en/pseataskforce/docs/wfp_circular_on_the_policy_on_harassment,_sexual_harassment_.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and Hyperlink if available)
			WFP (2003), *Sexual Exploitation and Abuse – Complaints and Investigations Protocols: Memorandum of the Director of Oversight Services Division and Inspector General* (internal document).
	If the first criterion is met, the MO has a system in place for reporting on compliance with the code of conduct.	Met	WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2012), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061893.pdf. WFP (2010), *WFP Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct: Human Resources Division, Inspector General & Oversight Office and Legal Office Joint Directive No. HR2010/002, LEG2010/001, S2010/002* (internal document). WFP (2008), *Establishment of the Ethics Office in WFP: Executive Director's Circular No. ED2008/002*, http://www.wfp.org/sites/default/files/Ethics%20Office%20creation,%20circular%20ED2008-02.pdf.
	The MO defines sanctions for not following the code of conduct.	Met	WFP (2010), *WFP Legal Framework for Addressing Non-Compliance with United Nations Standards of Conduct: Human Resources Division, Inspector General & Oversight Office and Legal Office Joint Directive No. HR2010/002, LEG2010/001, S2010/002* (internal document). WFP (2007), *Policy on Harassment, Sexual Harassment and Abuse of Authority: Executive Director's Circular No. ED2007/003*, http://www.un.org/en/pseataskforce/docs/wfp_circular_on_the_policy_on_harassment,_sexual_harassment_.pdf.
Overall Score MI 10.5		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 10.6 The MO has rapid personnel deployment or surge mechanisms in place	The MO has a policy/strategy on rapid personnel deployment.	Met	WFP (2013), *Emergency Response Roster: Executive Director's Circular no. OED2013/XXX*, Draft (internal document). WFP (2013), *Annual Report for 2012 for the ECOSOC and FAO Council*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062333.pdf. WFP (2012), *WFP Preparedness and Response Enhancement Programme: Towards a New Response Model*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061871.pdf. WFP (2012), *Emergency Response Activation Protocol : Executive Director's Circular OED2012/012* (internal document). IASC (2012), *Concept Paper on the Inter-Agency Rapid Response Mechanism (IARRM) – Inter-Agency Standing Committee Transformative Agenda Reference Document*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			https://www.sheltercluster.org/References/Pages/IASCGuidance.aspx. WFP (n.d.), *Emergency Preparedness Response Training and Deployment Strategy*, Draft (internal document).
	This policy/strategy or other relevant documentation describes the MO's procedures for rapid deployment of internal personnel.	Not met	WFP (2013), *Emergency Response Roster: Executive Director's Circular no. OED2013/XXX*, Draft (internal document). WFP (2013), *Emergency Preparedness and Response (EPR) Framework*, Draft (internal document). WFP (2013) *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf. WFP (n.d.), *Terms of Reference and Procedures of the Staffing Coordinator* (internal document). WFP (n.d.), *Emergency Preparedness Response Training and Deployment Strategy*, Draft (internal document).
	This policy/strategy or other relevant documentation describes the procedures for accessing external personnel to be rapidly deployed.	Met	WFP (2013), *Emergency Preparedness and Response (EPR) Framework*, Draft (internal document). WFP (n.d.), *Emergency Preparedness Response Training and Deployment Strategy*, Draft (internal document).
	The MO has established formal partnerships to access external personnel that can be deployed in a timely manner (e.g. through a memorandum of understanding).	Not met	WFP (2013), *Emergency Preparedness and Response (EPR) Framework*, Draft (internal document). WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf.
	The MO has a review mechanism for rapid personnel deployment.	Met	WFP (n.d.), *Emergency Preparedness Response Training and Deployment Strategy*, Draft (internal document). WFP (2010), *Final Update on the WINGS II Project*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp214891.pdf.
Overall Score MI 10.6		Adequate (4)	

KPI 11. Country / regional programming processes are performance oriented

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 11.1 Prior to approval new initiatives are subject to risk and benefits/impact analysis (economic, social, security, etc.)	There is a policy that requires risk analysis to be conducted prior to initiating new humanitarian programmes/ projects/initiatives.	Met	WFP (2012), *WFP Enterprise Risk Management: the Corporate Risk Register, Directive No.: RM2012/004* (internal document). WFP (2012), *Action Oriented Preparedness, Readiness and Response - the WFP Emergency Preparedness and Response Package, Directive No.: OD2012/002* (internal document). WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *Proforma for Country Programme Submission*, (internal document). WFP (2005), *Terms of Reference for the Programme Review Committee*, (internal document). WFP (2005), *WFP Enterprise Risk Management Policy*,http://documents.wfp.org/stellent/groups/public/documents/eb/wfp077024.pdf. WFP (n.d.), *Proforma for EMOP Submission* (internal document). WFP (n.d.), *Proforma for PRRO Submission* (internal document). WFP (n.d.), *Section 18 - Risk Management* (internal document).
	There is a policy that requires risk and benefits/impact analysis to be conducted prior to initiating new development programmes/ projects/ initiatives.	Not met	WFP (2012), *Enterprise Risk Management: the Corporate Risk Register, Directive No.: RM2012/004* (internal document). WFP (2012), *Action Oriented Preparedness, Readiness and Response - the WFP Emergency Preparedness and Response Package, Directive No.: OD2012/002* (internal document). WFP (2012), *Emergency Preparedness and Response Package*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp251892.pdf. WFP (2012), *Proforma for Country Programme Submission* (internal document). WFP (2012), *WFP Programme Design Framework* (internal document). WFP (2010), *Consolidated Framework of WFP Policies*,http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf. WFP (2006), *The Role and Application of Economic Analysis in WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp091948.pdf. WFP (2005), *Terms of Reference for the Programme Review Committee* (internal document). WFP (2005), *WFP Enterprise Risk Management Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp077024.pdf. WFP (n.d.), *Section 18 - Risk Management* (internal document). WFP (n.d.), *Proforma for EMOP Submission* (internal document). WFP (n.d.), *Proforma for PRRO Submission* (internal document).
	There are guidelines	Met	WFP (2013), *Food Security Guidelines,* http://www.wfp.org/food-security/guidelines.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	for staff on the types of analysis to be carried out and evidence that staff are informed and trained on these.		WFP (2012), *Programme Design Framework* (internal document). WFP (2012), *Food Security Monitoring Systems (FSMS) – Technical Guidance Sheet*, http://www.wfp.org/content/monitoring-food-security-technical-guidance-sheet WFP (2011), *Market Analysis Framework – Tools and Applications for Food Security Analysis and Decision-Making*, http://www.wfp.org/content/market-analysis-framework-tools-applications-food-security-analysis-december-2011. WFP (2010), *Market Analysis Tool: How to Conduct a Food Commodity Value Chain Analysis?*, http://www.wfp.org/content/market-analysis-tool-how-conduct-food-commodity-value-chain-analysis WFP (2009), *Emergency Food Security Assessment Handbook (EFSA), second edition*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203246.pdf. WFP (2009), *Technical Guidance Sheet : The Basics of Market Analysis for Food Security,* http://www.wfp.org/content/technical-guidance-sheet-basics-market-analysis-food-security. WFP (2009), Comprehensive *Food Security and Vulnerability Analysis (CFSVA) Guidelines, first edition*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203208.pdf. FAO/WFP (2009), *Crop and Food Security Assessment Missions (CFSAM) Guidelines, new edition*, http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp197289.pdf. WFP (2009), *Technical Guidance Sheet No.1 – Integrating Migration and Displacement into Emergency Food Security Assessments*, http://www.wfp.org/content/technical-guidance-sheet-integrating-migration-and-displacement-emergency-food-security-assessments. WFP (2009), *Technical guidance Sheet No.6 – Initial Emergency Food Secuirty Assessments*, http://www.wfp.org/content/technical-guidance-sheet-no6-initial-emergency-food-security-assessments. WFP (2009), *Technical Guidance Sheet No.7 – Area Method to Estimate Population Size and Demographics in Emergency Food Security Assessments*, http://www.wfp.org/content/technical-guidance-sheet-no7-area-method-estimate-pop-size-and-demographics-efsa. UNHCR/WFP (2008), *Joint Assessment Missions (JAM) Guidelines, new edition*, http://www.wfp.org/content/unhcrwfp-joint-assessment-missions-jam-guidelines WFP (2007), *Emergency Needs Assessment: Final Progress Report on the Implementation Plan and Next Steps*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137482.pdf. WFP (2006), *The Role and Application of Economic Analysis in WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp091948.pdf. WFP (n.d.), *Food Assistance for Assets (FFA) Manual – Module B: Understanding the Context* (internal document). WFP VAM (n.d.), *Food security Analysis Learning Toolkit,* http://learning.vam.wfp.org/
	There is evidence that the guidelines are implemented.	Not met	WFP (2012), *Proforma for Country Programme Submission*, (internal document). WFP (n.d.), *Proforma for EMOP Submission,* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (n.d.), *Proforma for PRRO Submission*, (internal document). Ethiopia WFP (2012), *PRRO 200365: Food Assistance for Somali, Eritrean and Sudanese Refugees (2012-2015),* http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (2011), *Country Programme Ethiopia 200253 (2012-2015),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061350.pdf. WFP (2011) *PRRO 200290: Responding to Humanitarian Crises and Enhancing Resilience to Food Insecurity* (2012-2013), http://one.wfp.org/operations/current_operations/project_docs/200290.pdf. Guatemala WFP (2010-2011), *EMOP 200111: Emergency Food Assistance to Families Affected by Acute Malnutrition and Food Insecurity,* http://one.wfp.org/operations/current_operations/project_docs/200111.pdf. WFP (2009), *Country Programme Guatemala 200031 (2010-2014),* http://one.wfp.org/operations/current_operations/project_docs/200031.pdf. Indonesia WFP (2011), *Country Programme Indonesia 200245 (2012-2015),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061354.pdf. Mozambique WFP (2011), *Country Programme Mozambique 200286 (2012-2015),* http://one.wfp.org/operations/current_operations/project_docs/200286.pdf. WFP (n.d.), *PRRO 200355: Assistance to Disaster Affected and Vulnerable Groups (2012-2014),* http://one.wfp.org/operations/current_operations/project_docs/200355.pdf. Pakistan WFP (2012), *PRRO 200250: Enhancing Food and Nutrition Security and Rebuilding Social Cohesion (2013-2015)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062261.pdf.
	There is evidence that risk and benefits/impact analysis is used for decision-making in the sample of projects/initiatives reviewed.	Met	Ibidem WFP (2013), *Ethiopia Annual Performance Plan* (internal document). WFP (2013), *Guatemala Annual Performance Plan* (internal document). WFP (2013), *Pakistan Annual Performance Plan* (internal document).
Overall Score MI 11.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 11.2 Milestones / targets are set to rate the progress of (project) implementation	At least two of the project implementation plans or other work plans sampled in each of the five assessed countries contain a description of milestones and/or targets for project/programme implementation.	Not met	WFP (2013), *Ethiopia Annual Performance Plan* (internal document). WFP (2012), *Ethiopia Annual Performance Plan – End Year Review* (internal document). WFP (2012), *Ethiopia Annual Performance Plan – End Year Review* (internal document). WFP (2012), *Ethiopia MERET/PSNP Performance Plan -Management Objectives* (internal document). WFP (2013), *Guatemala Annual Performance Plan* (internal document). WFP (2012), *Guatemala Annual Performance Plan – Mid Year Review* (internal document). WFP (2012), *Indonesia Annual Performance Plan* (internal document). WFP (2013), *Public Online Food Security Portal for Indonesia project* (internal document). WFP (2013), *Food Security Reporting* P*roject* (internal document). WFP (2013), *Provincial Food Security and Vulnerability Atlas (FSVA) for Papua Project* (internal document). WFP (2013), *Improve and Promote Knowledge Management Project* (internal document). WFP (2013), *National FSVA Project* (internal document). WFP (2013), *Enhance Disaster Management Capacity at Provincial Level Project* (internal document). WFP (2013), *Mainstream Tools and Good Practices for DRR/DRM to the national Policy Framework Project* (internal document). WFP (2013), *Support GOI to mainstream the "1000 days approach" and "Right Food at the Right Time" to the National Policy Framework Project* (internal document). WFP (2013), *Local School Meals Prototypes in NTT and Papua (LFBSM and LSM)Project* (internal document). WFP (2013), *Pakistan Annual Performance Plan* (internal document). WFP (2012), *Pakistan Annual Performance Plan – End Year Review* (internal document). WFP (2012), *Pakistan Annual Performance Plan – Mid Year Review* (internal document). WFP (2011), *Pakistan Annual Performance Plan – End year Review* (internal document). WFP (2011), *Pakistan Annual Performance Plan* (internal document). WFP (2012), *Country Office Mozambique Annual Work Plan – Year end 2012 Review* (internal document). WFP (2012), *Plano Anual Actividades para 2012 MMAS E PMA0001* (internal document). WFP (2012), *Plano anual de actividades 2012 assinado* (internal document). WFP (2009), *Plano de Acção do Programa do País 2007 – 2009 entre Governo de Moçambique e Programa Mundial para Alimentação das Nações Unidas, Aditamento 1 da Extensão do Plano de Acção do Programa do País 2010 – 2011*, (internal document).
	If the first criterion is met, baseline values	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	have been established for each indicator used to measure the progress of project/programme implementation in most of these plans.		
	If the first criterion is met, the milestones/targets provided are appropriate to the activities described in most of these plans.	Not met	Ibidem
	If the first criterion is met, dates are established for the milestones/targets in more than half of these plans.	Not met	Ibidem
	If all above criteria are met, they are met for all project implementation plans or other work plans sampled.	Not met	Ibidem
Overall Score MI 11.2		Inadequate (3)	This MI examines work plans/operational plans prepared by country offices to track implementation of projects/programmes. As the organisation does not require a common format for these plans, the quality of those sampled varied; in general they lacked detail on the steps to be accomplished (including milestones, baselines and targets) to achieve the project's or programme's intended humanitarian/development results . Nevertheless, the overall rating has been raised to inadequate in recognition of the existence of Annual Performance Plans in each country office which provide information on the implementation of management results that can benefit project/programme implementation.

KPI 12. The MO delegates decision-making authority (to the country or other levels)

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 12.1 The MO key operations/ management decisions can be made locally.	An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities at different levels within the organisation.	Met	WFP (2010), *General Regulations, General Rules, Financial Regulations, Rules of Procedure of the Executive Board*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. WFP (n.d.), *Responsibilities and Authorities – Section 5 of WFP Programme Guidance Manual* (internal document).
	If the first criterion is met, this policy/guidelines or other documents provide sufficient evidence of the level of autonomy available at the country level (or other local level as appropriate) regarding project-related decision-making.	Met	WFP (n.d.), *Responsibilities and Authorities – Section 5 of WFP Programme Guidance Manual* (internal document). WFP (n.d.), *Delegated Authority: Procurement – Executive Director Circular No. ED2009/005* (internal document).
	If the first two criteria are met in the documents available, it is possible to identify the parameters within which the local level, project-related decisions do not require central level approval.	Met	Ibidem
	There is evidence that the organisation has made efforts to improve delegation of decision-making to	Met	WFP (2013), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062651.pdf. WFP (2013), *Update on WFP Food Procurement*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp124436.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	the country or other relevant levels.		WFP (2012), *Fit for Purpose: WFP's New Organizational Design,* (internal document). WFP (2007), *Has decentralisation met the World Food Programme's Operational Needs?* Report by the External Auditor, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137507.pdf. WFP (2007), *Update on WFP Food Procurement*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062535.pdf. WFP (2003), *Summary Report of the Review of WFP's Decentralization Initiative,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp020131.pdf.
	An operational review/evaluation of the MO comments positively on progress in the delegation of operations/management decisions to the country or other relevant level.	Not met	WFP (2013), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062651.pdf. WFP (2012), *Report on the Implementation of the External Auditor Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061905.pdf. WFP (2012), *WFP Rapid Organizational Assessment Diagnostic* (internal document). WFP (2011), *Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061394.pdf. WFP (2011), *Management Response to the Recommendations of the Report of the External Auditor on Management of Projects*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061396.pdf. WFP (2007), *Has decentralisation met the World Food Programme's Operational Needs?* Report by the External Auditor, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp137507.pdf. WFP (2003), *Summary Report of the Review of WFP's Decentralization Initiative*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp020131.pdf.
Overall Score MI 12.1		Strong (5)	

KPI 13. The MO ensures adherence to humanitarian principles (humanity, impartiality, neutrality, independence) in its field operations, particularly in conflict-related situations

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 13.1 The MO has clear procedures for in-house coordination of	The MO has a policy in place that describes its functions and roles and coordination	Met	WFP (2012), *How WFP Country Offices Adapt to Change: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244678.pdf. WFP (n.d.), *WFP Emergency Response Activation Protocol: Executive Director's Circular No. OED2012/012* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
the various functions and roles that are part of its mandate	mechanisms.		
	This policy has been corporately approved.	Met	
	The MO has an operational mechanism for in-house coordination of its functions and roles (e.g. standing or ad hoc committee).	Met	WFP (2012), *How WFP Country Offices Adapt to Change: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244678.pdf. WFP (2011), *WINGS II Value Assessment*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234558.pdf. WFP (2010), *WFP Country Strategy: In Support of Implementing the Strategic Plan, (Briefing to Executive Board members),*http://home.wfp.org/stellent/groups/public/documents/resources/wfp219647.pdf. WFP (n.d.), *WFP Emergency Response Activation Protocol: Executive Director's Circular No. OED2012/012* (internal document).
	The MO has a periodic mechanism to review in-house coordination of its functions and roles.	Not met	WFP (2012), *How WFP Country Offices Adapt to Change: A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244678.pdf. WFP (2011), *WINGS II Value Assessment*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234558.pdf.
	An evaluation/review has been undertaken and illustrates progress in the MO's in-house coordination of its functions and roles.	Not met	WFP (2013), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf. WFP (2013), *Annual Evaluation Report,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), *Management Response to the Recommendations of the Annual Evaluation Report*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062589.pdf. WFP (2012), *Summary Report of the Strategic Evaluation on How WFP's Country Offices Adapt to Change*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061686.pdf. WFP (2012), *Management Response to the Recommendations of the Summary Report of the Strategic Evaluation on How WFP's Country Offices Adapt to Change*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061689.pdf.
Overall Score MI 13.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 13.3 The MO respects humanitarian principles while delivering humanitarian assistance	The MO's organisation-wide strategy includes reference to the humanitarian principles.	Met	WFP (n.d.) *WFP Strategic Plan (2008-2013),* http://documents.wfp.org/stellent/groups/public/documents/communications/wfp228800.pdf.
	A policy, strategy or guidance note includes definitions of all four key concepts (humanity, impartiality, neutrality, and operational independence).	Met	WFP (2006), *Note on Humanitarian Access and its Implications for WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp083634.pdf. WFP (2004), *Humanitarian Principles*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp030144.pdf.
	The MO provides clear written instruction or guidance on the application of the principles in humanitarian or conflict-related situations.	Met	WFP (2012), *WFP Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2010), *Protection and Food Assistance Programmes: Promoting Safety, dignity and more Effective Hunger Outcomes in Humanitarian Crisis, Chapter 15 in Revolution: From Food Aid to Food Assistance,* http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp225967.pdf. WFP (2009), *WFP Protection Training Manual* (internal document).
	The MO's documents establish clear accountabilities for action in the application of the principles in humanitarian or conflict-related situations.	Not met	WFP (2013), *Protection in Practice: Food Assistance with Safety and Dignity*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp254460.pdf. WFP (2012), *WFP Humanitarian Protection Policy Implementation Approach* (internal document). WFP (2010), *Protection and Food Assistance Programmes: Promoting Safety, dignity and more Effective Hunger Outcomes in Humanitarian Crisis, Chapter 15 in Revolution: From Food Aid to Food Assistance,* http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp225967.pdf. WFP (2010), *WFP Humanitarian Assistance in Conflict and Complex Emergencies* (internal document). WFP (2009), *WFP Protection Training Manual* (internal document).
	There is evidence from evaluations or reviews that the MO respects the	Not met	WFP (2013), *Protection in Practice: Food Assistance with Safety and Dignity*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp254460.pdf OCHA (2011), *To Stay and Deliver: Good Practice for Humanitarians in Complex Security Environments*, https://ochanet.unocha.org/p/Documents/Stay_and_Deliver.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	humanitarian principles in its work.		WFP (2009), *WFP Humanitarian Assistance in Conflict and Complex Emergencies* (internal document). WFP (2009), *Protection in Practice: Food Assistance with Safety and Dignity*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp254460.pdf.
Overall Score MI 13.3		Adequate (3)	

PERFORMANCE AREA III – RELATIONSHIP MANAGEMENT

KPI 14. The MO's procedures take into account local conditions and capacities

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 14.9 The MO strives to protect and enhance livelihoods and transition from relief to recovery and development	The MO's organisation-wide strategic plan identifies the protection and improvement of livelihoods as a priority programming area.	Met	WFP (n.d.), *WFP Strategic Plan (2008-2013),* http://www.wfp.org/content/wfp-strategic-plan-2008-2013.
	The MO provides guidelines and opportunities for building capacities of staff to integrate protection and improvement of livelihoods in programming.	Met	WFP (2013), *Food Assistance for Assets (FFA) Manual, Annex C-2: FFA IN Low-Medium Capacity Contexts – The Basic Participatory Planning Approach* (internal document). WFP (2013*), Food Assistance for Assets (FFA) Manual, Annex C-1: Synopsis on Approaches in Pastoral Contexts* (internal document). WFP (2013), *Food Assistance for Assets (FFA) Manual, Annex C-3: Planning FFA in Higher Capacity Contexts – Central Role of People and Landscapes* (internal document). WFP (2012), *Compendium of WFP Policies Relating to the Strategic Plan*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062154.pdf. WFP (2011), *Implementation Status of Evaluation Recommendations,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234343.pdf. WFP (2011), *Food Assistance for Assets (FFA) Manual, Module A: The Rationale for FFA – The Bigger Picture on Why We Do FFA*, (internal document). WFP (2011), *Food Assistance for Assets (FFA) Manual, Module B: Understanding the Context – The Analytical*

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Lens Needed to Do Seasonal Livelihood Programming, (internal document). WFP (2011), *Food Assistance for Assets (FFA) Manual, Module C: Planning of FFA – Processes in Selecting the Appropriate FFA Intervention*, (internal document). WFP (2011), *Food Assistance for Assets (FFA) Manual, Module D: The Implementation of FFA – The Practical Side of Doing FFA*, (internal document). WFP (2011), *Food Assistance for Assets (FFA) Manual, Module E: Monitoring and Evaluation of FFA*, (internal document). WFP (2010), *Consolidated Framework of WFP Policies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp225108.pdf. WFP (2009), *Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Intervention*, http://home.wfp.org/stellent/groups/public/documents/communications/wfp203398.pdf. WFP (2009), *Management Response to the Summary Report on the Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200570.pdf. WFP (2004), *Transition from Relief to Development*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp030140.pdf. WFP (2000), *From Crisis to Recovery,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp000174.pdf.
	There is evidence in the portfolio that the MO supports protection and improvement of beneficiaries' livelihoods.	Met	WFP (2013), *Annual Performance Report for 2012*, (internal document). WFP (2012), *Annual Performance Report for 2011,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *WFP Management Plan* (2012-2014), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2012), *WFP Management Plan* (2013-2015), http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2009), *Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Intervention*, http://home.wfp.org/stellent/groups/public/documents/communications/wfp203398.pdf.
	There is documented evidence that the MO uses appropriate modalities to promote government ownership of livelihood programmes	Not met	WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013. WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2009), *Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Intervention*, http://home.wfp.org/stellent/groups/public/documents/communications/wfp203398.pdf. WFP (2009), *Management Response to the Summary Report on the Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Interventions*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	in the transition to development (i.e., it designs and implements sustainable, locally sourced programmes with a view to eventual hand-over to government ownership).		http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200570.pdf.
	There is an organisation-wide review or evaluation that comments positively on the MO's programming to protect and enhance livelihoods, specifically with regards to government hand-over strategies.	Not met	WFP (2013), *Annual Evaluation Report 2012,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), *Management Response to the Recommendations of the Annual Evaluation Report 2012,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062589.pdf. WFP (2012), *Annual Evaluation Report 2011*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp247977.pdf. WFP (2012), *Terms of Reference: Evaluation of the Impact of Food for Assets on Livelihood Resilience*, http://home.wfp.org/stellent/groups/public/documents/tor/wfp253221.pdf. WFP (2011), *Summary of the Report of the Strategic Evaluation of WFP's Role in Social Protection and Safety Net*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234320.pdf. WFP (2011*), Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234343.pdf. WFP (2011), *WFP's Role in Ending Long-Term Hunger : A Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp243610.pdf. WFP (2011), *WFP 2008-2013 Purchase for Progress Initiative: A Strategic Evaluation (Mid-term),* http://documents.wfp.org/stellent/groups/public/documents/reports/wfp241809.pdf. WFP (2009), *Strategic Evaluation of the Effectiveness of WFP Livelihood Recovery Intervention*, http://home.wfp.org/stellent/groups/public/documents/communications/wfp203398.pdf.
Overall Score MI 14.9		Adequate (4)	

KPI 15. The MO coordinates and directs its aid programming (including capacity building) at the country level in support of inter-agency plans and appeals

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 15.1 The MO contributes actively to inter-agency plans and appeals (e.g. consolidated appeals, annual programming exercises)	The MO is actively engaged in the inter-agency process of needs mapping.	Met	WFP (2013), *Annual Report for 2012 for the ECOSOC and FAO Council,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062333.pdf. IASC, *The Consolidated Appeals Process*, http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-subsidi-swg_cap-cap#Who manages the CAP? OCHA (2013), *Occupied Palestinian Territory Consolidated Appeal 2013,* (Annex II: Needs Assessment Reference List), http://www.ochaopt.org/documents/ochaopt_cap_2013_full_document_english.pdf. OCHA (2013), *Appel Global Djibouti 2013*, (Annexe II: Liste de Référence d'estimation des besoins) https://docs.unocha.org/sites/dms/CAP/CAP_2013_Djibouti.pdf. OCHA (2013), *Appel Global Niger 2013*, (Annexe II: Liste de Référence d'estimation des besoins), https://docs.unocha.org/sites/dms/CAP/CAP_2013_Niger_FR.pdf. OCHA (2013), *Chad Consolidated Appeal 2013*, https://docs.unocha.org/sites/dms/CAP/CAP_2013_Chad.pdf. IASC (2005), *IASC Sub Working Group on the Consolidated Appeals Process – Terms of Reference*, http://www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=5796&type=pdf.
	The MO is actively engaged in the setting of cluster objectives.	Met	AIDF Asia-Pacific (2012) *Moving forward with technology: Another tool in the toolbox?,* http://ictemergency.wfp.org/web/ictepr/events/reports/moving-forward-with-technology. Logistics Cluster (2013), *Global Strategy 2013-2015,* http://www.logcluster.org/about/logistics-cluster-three-year-strategy/global-logistics-cluster-3-year-strategy-2012-2015/Logistics%20Cluster_GLCSC_Strategic%20Plan%202012-2015.pdf. WFP (2013), *WFP Internal Guidance for the 2013 CAP Process* (internal document).
	The MO is actively involved in defining the division of labour.	Met	South Sudan Logistics Cluster: • Regular meetings with partners to discuss operational issues and common strategy, all meeting minutes published on: http://www.logcluster.org/ops/ssd11a • Concept of Operation: http://www.logcluster.org/ops/ssd11a/conops • Special Operation document for funding the operation and budget revisions (note internal link, so docs will need to be downloaded and sent if reviewer sitting outside our network): http://one.wfp.org/operations/current_operations/project_docs/200361.pdf http://one.wfp.org/operations/current_operations/BR/200361_1203.pdf http://one.wfp.org/operations/current_operations/BR/200361_1212.pdf CAP: http://www.southsudancap.info/ CHF: https://docs.unocha.org/sites/dms/SouthSudan/CHF_12_2SA_AB_Minutes_2_Sep_2012.pdf http://www.unocha.org/south-sudan/node/2686

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (21 August 2013), *Executive Director's Circular Country Directors' Role in the Humanitarian Country Team, OED2013/015* (internal document). WFP (21 August 2013), *Executive Director's Circular WFP Leadership in IASC Clusters OED2013/016* (internal document). Government of the Syrian Arab Republic (19 December 2012), *Humanitarian Assistance Response Plan (1 January - 30 June 2013)*. 2010 Multi-Cluster Rapid Humanitarian Needs Assessment: Affects of Severe Flooding on People in 4 Provinces of Pakistan, http://www.acaps.org/img/documents/mcram-report-121010-mcram-assessment-report.pdf.
	The MO ensures that these first 3 steps are carried out before defining their own agency projects.	Met	Ibidem
	The MO defines its projects as a direct function of decisions made in criteria 1-3.	Met	Ibidem
Overall Score MI 15.1		Very strong (6)	

KPI 17. The MO participates in the cluster system and dedicates sufficient resources for cluster management when it is a cluster lead or co-lead

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 17.7 The MO has effective practices and systems in place to act as cluster lead or co-lead	The MO has functioning systems (organisational and programmatic) to ensure effective leadership in the cluster system.	Met	Global Logistics Cluster (2013), *Logistics Cluster*, http://www.logcluster.org/about/logistics-cluster/. EPIC (2013), *EPIC*, https://www.globalepic.lu/about-us. WFP (2012), Joint Evaluation of the global Logistics Cluster (Report no. 0E/2012/006), http://documents.wfp.org/stellent/groups/public/documents/reports/wfp251775.pdf. WFP (2011), *WFP Management Plan 2012-2014,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. IASC (2010), *Cluster Approach Evaluation 2 Synthesis Report*, http://www.humanitarianinfo.org/iasc/downloadDoc.aspx?docID=5269&ref=4.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	The MO has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of its leadership in the cluster system.	Not met	Global Logistics Cluster: Performance Review (October 2013), http://www.logcluster.org/projects/performance-review. Food Security Cluster: Cluster Performance Monitoring (October 2013), http://foodsecuritycluster.net/content/cluster-performance-monitoring. WFP (21 August 2013), *Executive Director's Circular WFP Leadership in IASC Clusters OED2013/016* (internal document). Emergency Telecommunications Cluster (2012), *Emergency Telecommunications Cluster Services Feedback Survey* (internal document). Global Logistics Cluster (2012), *Somalia - Logistics Cluster Services Feedback* (internal document). WFP (2012), *Management Response to the Recommendations of the Summary Evaluation Report - Global Logistics Cluster*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062178.pdf. WFP (2012), *WFP Management Plan 2013-2015 - Annex III: Office of Evaluation Work Programme*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2011), *WFP Annual Evaluation Work Programme*.Global Food Security Cluster (n.d.), *Global Food Security Cluster Monkey Survey* (internal document).
	The MO develops guidance (standards, policies, and best practice documents) and relevant capacity development at local, national, regional and international levels for the global clusters which it leads/co-leads.	Met	WFP (2013), *Annual Report for 2012 for the ECOSOC and FAO Council,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062333.pdf. WFP (2012), *Joint Evaluation of the global Logistics Cluster* (Report no. 0E/2012/006), http://documents.wfp.org/stellent/groups/public/documents/reports/wfp251775.pdf. AIDF Asia-Pacific (2012) *Moving forward with technology: Another tool in the toolbox?,* http://ictemergency.wfp.org/web/ictepr/events/reports/moving-forward-with-technology. WFP (2011), *Update on Collaboration among the Rome-Based Agencies*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061466.pdf. IASC (2010), *Cluster Approach Evaluation 2 Synthesis Report*, http://www.humanitarianinfo.org/iasc/downloadDoc.aspx?docID=5269&ref=4. Food Security Cluster (2013), *Food Security Cluster*, http://foodsecuritycluster.net/.
	At the country level, the MO effectively coordinates all key actors (including local authorities, civil society and communities) in the work of the clusters that it leads/co-leads.	Not met	WFP (2013), *Annual Report of the WFP Inspector General*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062613.pdf. WFP (2012), *Management Response to the Recommendations of the Summary Evaluation Report - Global Logistics Cluster*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062178.pdf. Food Security Cluster (n.d.), *Rapport final suite à la mission en RD Congo (15 octobre),* http://foodsecuritycluster.net/sites/default/files/RDC%20October%202012%20Rapport%20final%20mission%20gFSC.pdf. Matthew Serventy, global Food Security Cluster (gFSC) (2012), *Food Security and Livelihoods sector coordination in Sudan*, http://foodsecuritycluster.net/sites/default/files/FS%26L%20sector%20end%20of%20mission%20report%20-

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			%20Sudan%20-%20August%202012%20-%20Matthew%20Serventy.pdf.
	Overall, reviews/evaluations comment positively on the MO's leadership in the cluster system.	Met	Cluster Approach Evaluation, Final Draft (2007) IASC (2010), *Cluster Approach Evaluation 2 Synthesis Report*, http://www.humanitarianinfo.org/iasc/downloadDoc.aspx?docID=5269&ref=4. WFP (2012), *Joint Evaluation of the global Logistics Cluster* (Report no. 0E/2012/006), http://documents.wfp.org/stellent/groups/public/documents/reports/wfp251775.pdf.
Overall Score MI 17.7		Adequate (4)	The assessment team notes that WFP is actively engaged in strengthening its accountability mechanisms for the clusters it leads or co-leads. As these measures are recent or currently underway, it will take some time to see their effects across the oganisiation.

KPI 18. The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, NGOs, Governments etc.) as appropriate, according to their mandate and humanitarian principles

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 18.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation, needs assessments)	**Inadequate**: Evidence indicates limited participation in joint missions.	-	
	Adequate: Evidence indicates that adequate efforts are being made to participate in joint missions.	-	
	Strong: Evidence indicates that considerable efforts are being made to participate in joint missions.	Met	WFP (2009), *Emergency Food Security Assessment Handbook*, http://home.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203244.pdf. WFP (2013), Joint Assessment Mission (JAM), http://www.wfp.org/food-security/assessments/joint-assessment-mission. **Sample of Joint Assessment Missions** Cameroon UNHCR/WFP (2012), *Evaluation approfondie du programme d'assistance aux refugies Tchadiens de Langui (Nord) et Centrafricains dans les regions de l'Est et de l'Adamaoua du Cameroun,* http://www.wfp.org/content/cameroon-evaluation-approfondie-programme-assistance-refugies-may-2012.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Côte d'Ivoire UNHCR/WFP (2012*), Mission conjointe d'évaluation à l'Ouest de la Côte d'Ivoire,* http://www.wfp.org/content/cote-d-ivoire-mission-conjointe-evaluation-ouest-cote-d-ivoire-november-2012. Liberia UNHCR/WFP (2013), *Joint Assessment Mission : Ivorian Refugees Operation in Liberia*, http://www.wfp.org/content/liberia-unhcr-wfp-joint-assessment-mission-ivorian-refugees-february-2013. Nepal UNHCR/WFP (2013), *Joint Assessment Mission Report: Assistance to the Refugees from Bhutan in Nepal*, http://www.wfp.org/content/nepal-unhcr-wfp-jam-assistance-refugees-bhutan-nepal-march-2013. WFP (2013), *Crop and Food Security Assessment Mission (CFSAM)*, http://www.wfp.org/food-security/assessments/crop-food-security-assessment-mission. Sample of Crop & Food Assessments Democratic People's Republic of Korea FAO/WFP (2012), *FAO/WFP Crop and Food Security Assessment Mission to the Democratic People's Republic of Korea,* http://www.wfp.org/content/democratic-people-s-republic-korea-fao-wfp-crop-food-security-assessment-mission-nov-2012. Nepal MoAD/FAO/WFP (2013), *Crop Situation Update: A Joint Mission of 2012 Summer Crops and Outlook of 2012/13 Winter Crops*, http://www.wfp.org/content/nepal-crop-situation-update-march-2013. South Sudan FAO/WFP (2013), *FAO/WFP Crop and Food Security Assessment Mission*, http://www.wfp.org/content/south-sudan-fao-wfp-crop-and-food-security-assessment-mission-february-2013. Other Multi-Agency Assessments WFP, http://www.wfp.org/food-security/assessments/other-multi-agency-assessments. Sample of Other Multi-Agency Assessments Kenya Kenya Food Security Steering Group (KFSSG) (2013), *The 2012-2013 Short Rains Season Assessment*, http://www.wfp.org/content/kenya-2012-2013-short-rains-season-assessment-february-2013. Libya OCHA/UNHCR/UNICEF/WFP (2011), *United Nations Security and Humanitarian Access Mission: Wazin – Nalut – Jadu – Zintan*, http://www.wfp.org/content/libya-united-nations-security-and-humanitarian-access-mission-july-2011. Philippines WB/WFP (2011), *Violent Conflicts and Displacement in Central Mindanao: Challenges to Recovery and Development*, http://www.wfp.org/content/conflict-and-displacement.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Sudan USAID/FEWSNET/FAO/WFP (2011), *Livelihoods Zoning Plus Activity in Sudan*, http://www.wfp.org/content/sudan-livelihoods-zoning-plus-activity-august-2011. Syrian Arab Republic FAO/WFP (2012), *Joint Rapid Food Security Needs Assessment*, http://www.wfp.org/content/syrian-arabic-republic-joint-rapid-food-security-needs-assessment-june-2012. **Sample of Needs Assessments for Consolidated Appeals** OCHA (2013), *Occupied Palestinian Territory Consolidated Appeal (Annex II: Needs Assessment Reference List)*, http://www.ochaopt.org/documents/ochaopt_cap_2013_full_document_english.pdf. OCHA (2013), *Appel Global Djibouti (Annexe II: Liste de Référence d'estimation des besoins),* https://docs.unocha.org/sites/dms/CAP/CAP_2013_Djibouti.pdf. OCHA (2013), *Appel Global Niger (Annexe II: Liste de Référence d'estimation des besoins)*, https://docs.unocha.org/sites/dms/CAP/CAP_2013_Niger_FR.pdf. OCHA (2013), *Chad Consolidated Appeal,* https://docs.unocha.org/sites/dms/CAP/CAP_2013_Chad.pdf. WFP Annual Evaluation Work Programme, 2011 Available here: WFP (2012), *WFP Management Plan 2013-2015 - Annex III: Office of Evaluation Work Programme,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. **Sample of Joint Evaluations** WFP (2012), *The Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations; its impact and role in Bangladesh: A Mixed Method Impact Evaluation*, http://www.wfp.org/content/food-assistance-protracted-refugee-situations-bangladesh-joint-mixed-method-impact-evaluatio. WFP (2012), *Évaluation d'impact – Méthodes mixtes Contribution de l'assistance alimentaire aux solutions durables dans les contextes de réfugiés de longue durée: impact et rôle au Tchad,* http://www.wfp.org/content/food-assistance-protracted-refugee-situations-chad-2003-2011-joint-mixed-method-impact-evalu. WFP (2012), *Joint Evaluation of the Global Logistics,* http://www.wfp.org/content/joint-global-logistics-cluster-evaluation-terms-reference. WFP (2012), *The Contribution Food Assistance to Durable Solutions in Protracted Refugee Situations: its impact and roll in Rwanda (2007-2011*), http://www.wfp.org/content/contribution-food-assistance-durable-solutions-protracted-refugee-situations-its-impact-and-. WFP (2011), *The Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations: its impact and role ETHIOPIA*, http://www.wfp.org/content/food-assistance-protracted-refugee-situations-ethiopia-2003-2010-joint-mixed-method-impact-e.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			FAO/WFP (2009), *Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security*, http://www.wfp.org/content/joint-thematic-evaluation-fao-and-wfpsupport-information-systems-food-security. **Sample of Joint Field Visits** WFP (2012), *Report on the Joint Field Visit to the Republic of Djibuti of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062319.pdf. WFP (2012), *Report on the Joint Field Visit to Ethiopia of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062322.pdf. WFP (2011), *Report on the Joint Field Visit to the Republic of the Philippines of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234595.pdf. WFP (2010), *Report on the Joint Field Visit to Rwanda of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp219063.pdf. WFP (2009), *Report of the Joint Field Visit to Cambodia of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200693.pdf. **Joint Meetings** WFP (2011), *Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP: Provisional Agenda - New York*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp230237.pdf. WFP (2012), *Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP: Provisional Agenda - New York*, http://documents.wfp.org/stellent/groups/public/documents/resources/wfp243903.pdf. WFP (2010), *WFP's Role in the Humanitarian Assistance System,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213102.pdf. WFP (2012), *Mid-term review of the WFP strategic plan (2008-2013),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf.
Overall Score MI 18.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 18.3 The extent to which the MO technical	Percentage of technical assistance coordinated with country programmes	◊	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
cooperation is disbursed through coordinated programmes	or other clear evidence that the MO's technical cooperation is disbursed through coordinated programmes		
Overall Score MI 18.3		◊	Given insufficient documentary evidence, WFP was not rated on whether it has made progress in strengthening national capacity through coordinated support.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 18.4 The extent to which the MO promotes and implements system-wide UN reforms (Delivering as One, Humanitarian Reform/Transformative Agenda)	Policy statements exist that refer to/endorse the principle of system-wide UN reform.	Met	WFP (2013), *Emergency Preparedness and Response Framework*, Draft (internal document). WFP (2012), *Decisions and Recommendations of the Annual Session of the Executive Board*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062064.pdf. WFP (2012), *Executive Director's Circular OED2012/012: WFP Emergency Response Activation Protocol* (internal document). WFP (2012), *Update on WFP'S Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061973.pdf. WFP (2010), *WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp213102.pdf. WFP (1997), *Update on WFP's Involvement in the United Nations Reform Process*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp000581.pdf.
	Procedures exist that specify the actions that the agency will take to participate in UN reform at the organisation-wide level.	Met	WFP (2013), *Emergency Preparedness and Response Framework*, Draft (internal document). WFP (2012), *Update on WSP's role in the humanitarian assistance system*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061973.pdf.
	Procedures exist that specify the actions that the agency will take to participate in UN reform at the	Met	WFP (2013), *Update on WFP's Role in the Humanitarian Assistance System*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062582.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	country-level.		
	Accountability frameworks exist for staff (particularly senior management) with regard to UN reform.	Not met	WFP (2013), *Emergency Preparedness and Response Framework*, Draft (internal document).
	Reviews/evaluations comment positively on the MO's promotion and implementation of UN reform.	Met	WFP (2013), *Annual Report for 2012 for the ECOSOC and FAO Council*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062333.pdf. UNGA (2006), *Delivering as One: Report of the High-level Panel on United Nations System-wide Coherence in the areas of development, humanitarian assistance and the environment*, http://www.un.org/ga/search/view_doc.asp?symbol=A/61/583.
Overall Score MI 18.4		Strong (5)	

PERFORMANCE AREA IV – KNOWLEDGE MANAGEMENT

KPI 19. The MO consistently evaluates its delivery and external results

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 19.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	An organisation-wide (central) evaluation unit or function exists.	Met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), *Evaluation: Measuring Results, Sharing Lessons*, www.wfp.org/about/evaluation. WFP (2011), *Oversight Framework and Reports Disclosure Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234244.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.
	An organisation-wide evaluation policy exists, which includes guidance on how the MO is to conduct independent evaluations	Met	WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	If the first criterion is met, there is robust evidence of the independent nature of evaluations in reports being submitted by the organisation-wide evaluation unit or function to senior management (Head of the Organisation), to the Executive Board or to the committee responsible for independent evaluations.	Met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2011), *Oversight Framework and Reports Disclosure Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234244.pdf. WFP (2012), *OE evaluations conducted in 2012*, http://www.wfp.org/about/evaluation/list?type=All&tid_1=All&tid_2=3916&tid_3=All. WFP (2013), *Executive Board Documents Library*, http://www.wfp.org.
	If the first criterion is met, the organisation-wide evaluation unit has a direct reporting function to the senior management or to the Executive Board.	Met	WFP (2011), *Oversight Framework and Reports Disclosure Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234244.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.
	If the fourth criterion is met, the central evaluation unit has a direct reporting function to the MO's Executive Board.	Met	Ibidem
Overall Score MI 19.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 19.2 The evaluation	An organisation-wide evaluation policy or	Met	WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf. Annual Evaluation Work Programme (2011) (Extract from WFP Management Plan 2012-

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
function provides sufficient coverage of the MO's programming activity (situations, projects, programs, etc.)	plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.		2014)http://documents.wfp.org/stellent/groups/public/documents/reports/wfp245383.pdf Evaluation: Measuring Results, Sharing Lessons (web site) http://www.wfp.org/about/evaluation
	If the first criterion is met, this policy or plan defines the evaluation coverage of projects and programmes (i.e., the number or percent of projects/programmes requiring evaluations of any type) or it clearly explains how evaluations are planned and prioritised.	Met	WFP (2012), *Office of Evaluation Work Programme 2013 Extract from WFP Management Plan (2013-2015)*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp254124.pdf. WFP (2011), *Annual Evaluation Work Programme Extract from WFP Management Plan (2012-2014),* http://documents.wfp.org/stellent/groups/public/documents/reports/wfp245383.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.
	If the first criterion is met, this policy or plan defines the amount (% of programming or % of expenditures) that requires independent evaluation.	Not met	WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2011), *WFP Management Plan (2012-2014),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.
	Recent independent evaluation reports are available for at least half of the countries sampled.	Not met	WFP (2013), *List of decentralized evaluations, self-evaluations and reviews (latest update 03.04.2013)* (internal document). WFP (2013), *Evaluation Library*, http://www.wfp.org/about/evaluation/list. WFP (2013), *Evaluation: Measuring Results, Sharing Lessons*, http://www.wfp.org/about/evaluation. WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2012), *Annual Evaluation Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061913.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2012), *WFP Management Plan (2013-2015),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2011), Annual Evaluation Report for 2010, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234296.pdf. WFP (2011), *WFP Management Plan (2012-2014),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf.
	If the fourth criterion is met, independent evaluation reports exist for all countries sampled.	Not met	Ibidem
Overall Score MI 19.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 19.3 The MO ensures quality of its evaluations	The MO has a policy/procedures for the quality control of its evaluations.	Met	WFP (2013*), EQAS: Evaluation Quality Assurance System,* http://www.wfp.org/about/evaluation/methods-and-tools/eqas-evaluation-quality-assurance-system. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf. EQAS Quality Checklists (internal documents)
	The MO implemented the quality control procedures (i.e., reviewed its evaluations) within the past five years.	Not met	WFP (2013), *Annual Evaluation Reports*, http://www.wfp.org/about/evaluation/key-documents/annual-evaluation-reports.
	There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation	Not met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013*), EQAS: Evaluation Quality Assurance System,* http://www.wfp.org/about/evaluation/methods-and-tools/eqas-evaluation-quality-assurance-system. WFP (2011), *WFP Management Plan (2012-2014),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	standards (e.g., UNEG standards and DAC standards) in its centralised and decentralised evaluations.		WFP (n.d.), *Improving Performance through the Implementation of a Corporate Monitoring and Self-Evaluation Strategy 2011-2013*, (internal document). EQAS Quality Checklists (internal documents)
	The reviews of the MO's evaluations (i.e., the reports on the quality of evaluations) cover organisation-wide, country and project level evaluations.	Not met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2012), *Annual Evaluation Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061913.pdf. WFP (2007), *Peer Review: Evaluation Function at the World Food Programme,* http://documents.wfp.org/stellent/groups/public/documents/reports/wfp153652.pdf. WFP (n.d.), *Improving Performance through the Implementation of a Corporate Monitoring and Self-Evaluation Strategy 2011-2013,*(internal document).
	There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Met	WFP (2013), *Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2012), *WFP Management Plan (2013-2015),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf.
Overall Score MI 19.3		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 19.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	The MO has a policy or guidelines for involving direct beneficiaries and stakeholder groups in evaluation processes.	Met	WFP (2013), *EQAS: Evaluation Quality Assurance System,* http://www.wfp.org/about/evaluation/methods-and-tools/eqas-evaluation-quality-assurance-system. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.
	This document specifies that efforts should be made to	Not met	WFP (2013), *EQAS: Evaluation Quality Assurance System,* http://www.wfp.org/about/evaluation/methods-and-tools/eqas-evaluation-quality-assurance-system.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	include both women and men, primary stakeholders from different socioeconomic groups and ethnicities, and girls and boys in the evaluation process.		WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf. WFP (n.d.), *WFP Proforma for PRRO Submission*, (internal document). WFP (2012), *WFP Proforma for Country Programme Submission*, (internal document).
	The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in at least one part of the evaluation process (e.g., planning, data collection, reporting, conclusions and recommendations, and initiation of lessons learned).	Met	WFP (2013), Evaluation Library, http://www.wfp.org/about/evaluation/list?type=All&tid_1=All&tid_2=3916&tid_3=All. WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2012), *Four Strategic evaluations on the Transition from Food Aid to Food Assistance: A Synthesis*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp248011.pdf. WFP (2012), WFP's Private Sector Partnership and Fundraising Strategy: An Evaluation, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp251868.pdf. WFP (2011), *WFP Management Plan (2012-2014)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf. WFP (2011), *The Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp244584.pdf. WFP (2011), *WFP's role in Ending Long-term Hunger: a Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp243610.pdf. WFP (2010), *PRRO104570: Recovery and Prevention of Undernutrition for Vulnerable Groups: Summary Evaluation Report Guatemala*, http://one.wfp.org/eb/docs/2010/wfp213478~1.pdf. WFP (2009), *CP 10430.0: Mid-Term Evaluation of the Ethiopia Country Programme (2007 – 2011)*, http://www.wfp.org/content/mid-term-evaluation-ethiopia-country-programme-104300-2007-2011. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.
	The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in more	Not met	WFP (2013), Evaluation Library, http://www.wfp.org/about/evaluation/list?type=All&tid_1=All&tid_2=3916&tid_3=All. WFP (2013), *Report of the External Auditor on Working with Cooperating Partners*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062617.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	than one part of the evaluation processes (e.g., planning, data collection, reporting, conclusions and recommendations, and initiation of lessons learned).		
	The MO has a review process that ensures the involvement of direct beneficiaries and stakeholders in the evaluation processes (i.e., it tries to improve their involvement).	Not met	
Overall Score MI 19.5		Adequate (4)	Even though the organisation meets only two out of five criteria, it was rated adequate for consistently involving beneciaries in parts of the evaluation process.

KPI 20. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 20.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	Annual performance reports exist at the organisation-wide level.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *Annual Performance Report for 2010,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234101.pdf. WFP (2010), *Annual Performance Report for 2009*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp218692.pdf. WFP (2009), *Annual Performance Report for 2008*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200443.pdf. WFP (2008), *Annual Performance Report for 2007*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp180398.pdf. WFP (2007), *Annual Performance Report for 2006*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp128339.pdf. WFP (2006), *Annual Performance Report for 2005*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp096150.pdf. WFP (2005), *Annual Performance Report for 2004*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp050750.pdf. WFP (2004), *Annual Performance Report for 2003*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp032373.pdf.
	If the first criterion is met, the most recent performance report sampled describes outputs achieved.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.
	If the first two criteria are met, the most recent performance report sampled discusses expected outcomes achieved.	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2013), *Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf. WFP (2013), *Management Response to the Recommendations of the Annual Evaluation Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062589.pdf. WFP (2012), WFP Rapid Organizational Assessment Diagnostic (internal document). WFP (2012), *Four Strategic evaluations on the Transition from Food Aid to Food Assistance: A Synthesis*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp248011.pdf. WFP (2011), *WFP's role in Ending Long-term Hunger: a Strategic Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp243610.pdf. WFP (2009), *Outcome Measurement Implementation Strategy for Operations* (internal document). WFP (n.d.), *Strengthening WFP's Performance Measurement through Improved M&E and Reporting: 2012-2014 Strategy* (internal document).
	If the first two criteria are met, the most recent performance	Not met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	report sampled provides evidence for the MO's contribution to outcome achievement (i.e., establishes a link between organisation-wide outputs and outcomes).		
	If all above criteria are met, they are met for all performance reports sampled.	Not met	
Overall Score MI 20.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 20.2 Reports performance using data obtained from measuring indicators	Annual performance reports exist at the organisation-wide level.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *Annual Performance Report for 2010,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234101.pdf. WFP (2010), *Annual Performance Report for 2009*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp218692.pdf. WFP (2009), *Annual Performance Report for 2008*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200443.pdf. WFP (2008), *Annual Performance Report for 2007*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp180398.pdf. WFP (2007), *Annual Performance Report for 2006*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/eb/wfp128339.pdf. WFP (2006), *Annual Performance Report for 2005*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp096150.pdf. WFP (2005), *Annual Performance Report for 2004*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp050750.pdf. WFP (2004), *Annual Performance Report for 2003*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp032373.pdf.
	If the first criterion is met, the most recent performance report sampled specifies indicators for the reporting period that respect SMART or CREAM criteria for indicators.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2008), *Managing for Results : A Second Review of Progress in Implementing Results-based Management*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187603.pdf. WFP (n.d)), *Section 17 - Performance management in WFP* (internal document).
	If the first criterion is met, the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.
	If the first criterion is met, the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	(in the case of both outputs and outcomes) either in graph or narrative form.		
	If all above criteria are met, they are met for all performance reports sampled.	Not met	
Overall Score MI 20.2		Adequate (4)	Although only 2 criteria are met, the assessment team recognises the level of details on indicators presented by WFP in its annual performance report and its transparency regarding outcome-level indicators.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 20.3 Reports against its organisation-wide strategy, including expected management, development and humanitarian results	Annual performance reports exist at the organisation-wide level.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *Annual Performance Report for 2010,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234101.pdf. WFP (2010), *Annual Performance Report for 2009*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp218692.pdf. WFP (2009), *Annual Performance Report for 2008*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp200443.pdf. WFP (2008), *Annual Performance Report for 2007*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp180398.pdf. WFP (2007), *Annual Performance Report for 2006*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp128339.pdf. WFP (2006), *Annual Performance Report for 2005*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp096150.pdf. WFP (2005), *Annual Performance Report for 2004*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp050750.pdf. WFP (2004), *Annual Performance Report for 2003*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/eb/wfp032373.pdf.
	If the first criterion is met, the most recent performance report sampled makes reference to the expected results identified in the organisation-wide programme results framework and management results framework.	Met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.
	If criterion two is met, the most recent performance report sampled describes the extent of achievement to date of results identified in the programme results framework and management results framework, along with an explanation of any variances.	Not met	WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf.
	If all above criteria are met, they are met for all performance reports sampled.	Not met	
	There is an independent evaluation/review confirming the	Not met	WFP (2012), *Mid-Term Review of the WFP Strategic Plan (2008-2013)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061857.pdf. WFP (2011), *Annual Evaluation Work Programme*, Extract from *WFP Management Plan (2012-2014)*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	quality of organisation-wide reporting on results.		http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061386.pdf.
Overall Score MI 20.3		Adequate (4)	Although only two criteria were considered to be met and despite certain shortcomings related to its reporting on humanitarian ande development results, WFP was rated adequate based on its long history of reporting on its organisation-wide strategy and evidence of considerable improvement over time, as well as its strong reporting on management results.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 20.4 Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information	The MO has a policy that defines how annual performance reporting will be carried out.	Met	WFP (2013), Annual Performance Report for 2012, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf. WFP (n.d)), *Section 17 - Performance management in WFP* (internal document).
	The MO has a policy that defines how annual performance reporting will be systematically used.	Met	WFP (2013), Annual Performance Report for 2012, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2011), *WFP Policy Formulation*, http ://documents.wfp.org/stellent/groups/public/documents/eb/wfp234203.pdf. WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf. WFP (n.d), *Section 17 - Performance management in WFP* (internal document).
	There is evidence that annual performance reviews (e.g., audits, evaluations) are systematically used to adjust strategies/policies.	Met	WFP (2013), Annual Performance Report for 2012, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2011), *WFP Policy Formulation*, http ://documents.wfp.org/stellent/groups/public/documents/eb/wfp234203.pdf.
	There is evidence that annual performance reviews (e.g.,	Not met	WFP (n.d.), *Summary of the Project Planning and Prioritization* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	audits, evaluations) are systematically used to adjust budgets.		
	The Board receives annual reports on strategy and/or budgetary changes that are based on performance information.	Met	WFP (2013), *Budget Increases to Protracted Relief and Recovery Operations Approved by the Executive Director (1 January to 31 December 2012),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062438.pdf. WFP (2013), *Budget Increases to Development Activities Approved by the Executive Director (1 July to 31 December 2012)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062430.pdf. WFP (2012), *Budget Increase to Protracted Relief and Recovery Operations Ethiopia 200290*, http://one.wfp.org/operations/current_operations/BR/200290_1211.pdf. WFP (2011), *Budget Increases to Development Activities – Ethiopia Country Programme 104300 (2007-2011)*, http://one.wfp.org/operations/current_operations/BR/104300_1102.pdf. WFP (2010), *Budget Increases to Development Activities – Mozambique Country Programme 104460 (2007-2010)*, http://one.wfp.org/operations/current_operations/BR/104460_1011.pdf. WFP (n.d.), *Budget Revision to Mozambique Protracted Relief and Recovery Operation – PRRO 106000: budget revision 4*, http://one.wfp.org/operations/current_operations/BR/106000_1011.pdf. WFP (n.d.), *Budget Revision to Protracted Relief and Recovery Operation – Pakistan PRRO 10671.0: budget revision 6*, http://one.wfp.org/operations/current_operations/BR/106710_1002.pdf. WFP (n.d.), *Budget Revision to Protracted Relief and Recovery Operation – The Approval of Executive Director Indonesia 10069.2*: *budget revision no.7*, http://one.wfp.org/operations/current_operations/BR/100692_1101.pdf.
Overall Score MI 20.4		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 20.5 Reports on country (or other) level programming adjustments made or recommended based on performance	The MO has a policy that defines how annual performance reporting will be carried out at the country level.	Met	WFP (2012), *Standard Project Report 2012, Guidance Manual, Module 1A: Introduction to the SPR* (internal document). WFP (2012), *Standard Project Report 2012, Guidance Manual, Module 2: SPR Section-bySection* (internal document). WFP (2008), *WFP Evaluation Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp187763.pdf. WFP (n.d), *Section 17 - Performance management in WFP* (internal document).
	The MO has a policy that defines	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
information	how annual performance reporting will be systematically used at the country level.		
	There is evidence that annual performance reviews (e.g., audits, evaluations) at the country level are systematically used to adjust strategies/policies.	Not met	WFP (2012), *Projects for Executive Board Approval – Protracted Relief and Recovery Operations – Ethiopia 200365*, http://one.wfp.org/operations/current_operations/project_docs/200365.pdf. WFP (2011), *Mozambique Country Strategy - 2012-2015* (internal document). WFP (2011), *Improving Performance through the Implementation of a Corporate Monitoring and Self-Evaluation Strategy 2011-2013* (internal document). WFP (n.d.), *Strengthening WPF's Performance Measurement through Improved M&E and Reporting: 2012-2014 Strategy* (internal document). WFP (n.d.), *Indonesia Country Strategy - 5 year plan 2011-2015* (internal document). WFP (n.d.), *Ethiopia Country Strategy - 2012-2015* (internal document). Ethiopia WFP (2013), *PRRO 101273: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 106650: Standard Project Report 2012* (internal document). WFP (2012), *CP 10430.0: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 101273: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 106650: Standard Project Report 2011* (internal document). WFP (2011), *CP 10430.0: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 101273: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 106650: Standard Project Report 2010* (internal document). Guatemala WFP (2013), *CP 200031: Standard Project Report 2012* (internal document). WFP (2013*), PRRO 200043: Standard Project Report 2012* (internal document). WFP (2012), *CP 200031: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200111: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200155: Standard Project Report 2011* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2012), *PRRO 200043: Standard Project Report 2011* (internal document). WFP (2011), *CP 200031: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 200111: Standard Project Report 2010* (internal document). Indonesia WFP (2013), CP 200245*: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 10069.2: Standard Project Report 2012* (internal document). WFP (2012), *PRRO 10069.2: Standard Project Report 2011* (internal document). WFP (2011), *PRRO 10069.2: Standard Project Report 2010* (internal document). WFP (2010), *PRRO 10069.2: Standard Project Report 2009* (internal document). Mozambique WFP (2013), *CP 10446.0: Standard Project Report 2012* (internal document). WFP (2012), *CP 10446.0: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 10600.0: Standard Project Report, 2011* (internal document). WFP (2011), *CP 10446.0: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 10600.0: Standard Project Report, 2010* (internal document). WFP (2010), *CP 10446.0: Standard Project Report 2009* (internal document). WFP (2010), *PRRO 10600.0: Standard Project Report, 2009* (internal document). Pakistan WFP (2013), *EMOP 200177: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 200145: Standard Project Report 2012* (internal document). WFP (2012), *CP 102690: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 107680: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 108280: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200177: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 200145: Standard Project Report 2011* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2011), *CP 102690: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 107680: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 108280: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 200177: Standard Project Report 2010* (internal document). WFP (2010), *CP 102690: Standard Project Report 2009* (internal document). WFP (2010), *EMOP 107680: Standard Project Report 2009* (internal document). WFP (2010), *EMOP 108280: Standard Project Report 2009* (internal document).
	There is evidence that annual performance reviews (e.g., audits, evaluations) at the country level are systematically used to adjust budgets.	Not met	WFP (n.d.), *Mozambique Country Programme (2007-2009): Budget Revision 5*, http://one.wfp.org/operations/current_operations/BR/104460_1001.pdf. WFP (n.d.), *Ethiopia Country Programme (2012-2015): Budget Revision 1*, http://one.wfp.org/operations/current_operations/BR/200253_1206.pdf. WFP (n.d.), *Pakistan Country Programme (2004-2008): Budget Revision 7*, http://one.wfp.org/operations/current_operations/BR/102690_1104.pdf. WFP (n.d.), *Summary of the Project Planning and Prioritization* (internal document). Ethiopia WFP (2013), *PRRO 101273: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 106650: Standard Project Report 2012* (internal document). WFP (2012), *CP 10430.0: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 101273: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 106650: Standard Project Report 2011* (internal document). WFP (2011), *CP 10430.0: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 101273: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 106650: Standard Project Report 2010* (internal document). Guatemala WFP (2013), *CP 200031: Standard Project Report 2012* (internal document). WFP (2013*), PRRO 200043: Standard Project Report 2012* (internal document). WFP (2012), *CP 200031: Standard Project Report 2011* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2012), *EMOP 200111: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 200155: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 200043: Standard Project Report 2011* (internal document). WFP (2011), *CP 200031: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 200111: Standard Project Report 2010* (internal document). Indonesia WFP (2013), CP 200245*: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 10069.2: Standard Project Report 2012* (internal document). WFP (2012), *PRRO 10069.2: Standard Project Report 2011* (internal document). WFP (2011), *PRRO 10069.2: Standard Project Report 2010* (internal document). WFP (2010), *PRRO 10069.2: Standard Project Report 2009* (internal document). Mozambique WFP (2013), *CP 10446.0: Standard Project Report 2012* (internal document). WFP (2012), *CP 10446.0: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 10600.0: Standard Project Report, 2011* (internal document). WFP (2011), *CP 10446.0: Standard Project Report 2010* (internal document). WFP (2011), *PRRO 10600.0: Standard Project Report, 2010* (internal document). WFP (2010), *CP 10446.0: Standard Project Report 2009* (internal document). WFP (2010), *PRRO 10600.0: Standard Project Report, 2009* (internal document). Pakistan WFP (2013), *EMOP 200177: Standard Project Report 2012* (internal document). WFP (2013), *PRRO 200145: Standard Project Report 2012* (internal document). WFP (2012), *CP 102690: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 107680: Standard Project Report 2011* (internal document). WFP (2012), *EMOP 108280: Standard Project Report 2011* (internal document).

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2012), *EMOP 200177: Standard Project Report 2011* (internal document). WFP (2012), *PRRO 200145: Standard Project Report 2011* (internal document). WFP (2011), *CP 102690: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 107680: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 108280: Standard Project Report 2010* (internal document). WFP (2011), *EMOP 200177: Standard Project Report 2010* (internal document). WFP (2010), *CP 102690: Standard Project Report 2009* (internal document). WFP (2010), *EMOP 107680: Standard Project Report 2009* (internal document). WFP (2010), *EMOP 108280: Standard Project Report 2009* (internal document).
	The Board receives annual reports on strategy and/or budgetary changes at the country level that are based on performance information.	Not met	WFP (n.d.), *Projects for Executive Board Approval – Protracted Relief and Recovery Operations* (internal document). WFP (n.d.), *Ethiopia Country Programme (2012-2015): Budget Revision 1*, http://one.wfp.org/operations/current_operations/BR/200253_1206.pdf.
Overall Score MI 20.5		Inadequate (3)	

KPI 21. The MO encourages identification, documentation and dissemination of lessons learned and/or best practices

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 21.1 Reports on lessons learned based on performance information	There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	WFP (2013), *Lessons: Closing the Learning Loop*, http://www.wfp.org/about/evaluation/lessons. WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *WFP Management Plan (2013 2015),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2012), *WFP Knowledge Management Strategy: Final Compendium*, exploratory diagnosis (internal document). WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Met	WFP (2013), Evaluation: measuring results, sharing lessons, http://www.wfp.org/about/evaluation. WFP (2012), *Annual Evaluation Work Programme*, Extract from *WFP Management Plan (2013-2015)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062156.pdf. WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.
	The MO has a system for collecting and disseminating internal lessons learned and/or best practices.	Met	WFP (2013), EQAS: Evaluation Quality Assurance System, http://www.wfp.org/about/evaluation/methods-and-tools/eqas-evaluation-quality-assurance-system. WFP (2013), *Center of Excellence against Hunger*, http://www.wfp.org/centre-of-excellence-hunger. WFP (2013), *Emergency Preparedness and Response (EPR) framework*, draft (internal document). WFP (2012), *Four Strategic Evaluations on the Transition from Food Aid to Food Assistance: A Synthesis*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp248011.pdf. WFP (2012), *WFP Preparedness and Response Enhancement Programme*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061871.pdf. WFP (2012), *WFP Knowledge Management Strategy: Final Compendium*, exploratory diagnosis (internal document). WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.
	If the third criterion is met, the MO has an easily accessible system that collects and disseminates *both* internal *and* external lessons learned and/or best practices.	Not met	WFP (2009), *Closing the Learning Loop-Harvesting Lessons from Evaluations: Report of Phase 1*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp225420.pdf.
	There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and	Not met	WFP (2013), *Emergency Preparedness and Response (EPR) framework*, draft (internal document). WFP (2013), *Annual Performance Report for 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062506.pdf. WFP (2012), *Implementation Status of Evaluation Recommendations*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061929.pdf. WFP (2012), *Annual Performance Report for 2011*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
	programming practices.		http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf. WFP (2011), *Evaluation top 10 lessons – WFP evaluations concerning Safety nets'*, http://home.wfp.org/stellent/groups/public/documents/reports/wfp247636.pdf. WFP (2009), *Closing the Learning Loop-Harvesting Lessons from Evaluations: Report of Phase 1*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp225420.pdf. WFP (2009), *Learning from experience – Good practices from 45 years of school feeding*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp223424.pdf. WFP (2008), *WFP Evaluation Policy*, http://one.wfp.org/eb/docs/2008/wfp187763~2.pdf.
Overall Score MI 21.1		Adequate (4)	

KPI 22. The MO ensures the availability of documents in the public domain

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
MI 22.1 Key MO documents are available to the public	More than half of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	**Executive Board minutes and decisions** WFP (1996-2012), *Summary of the Work of the Executive Board*, http://executiveboard.wfp.org/board-documents. WFP (1995-2012), *Decisions and Recommendations of the Executive Board*, http://executiveboard.wfp.org/board-documents. **Performance information** WFP (2003-2011), *WFP Annual Performance Reports*, http://executiveboard.wfp.org/board-documents. WFP (1996-2002), *Annual Reports of the Executive Director*, http://executiveboard.wfp.org/board-documents. **Mandate & structure** WFP (2013), *Mission Statement*, http://www.wfp.org/about/mission-statement. WFP (2013), *Corporate Information*, http://www.wfp.org/about/corporate-information. WFP (2013), *Organization Design: the new shape of WFP*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp245047.pdf. WFP (2010), *General Regulations*, http://www.wfp.org/about/general-regulations. **Organisation-wide strategies** WFP (2013), *WFP Strategic Plan (2014-2017)*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062522.pdf. WFP (n.d.), *WFP Strategic Plan 2008-2013*, http://www.wfp.org/content/wfp-strategic-plan-2008-2013.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			Financial information WFP (2013), *Donor Contributions by Year (1999-2013)*, http://www.wfp.org/about/donors. WFP (2013), *Resource Situation Summary for EMOPs, PRROs, DEVs, and SOPs,* http://www.wfp.org/operations/resourcing. WFP (2013), *WFP Management Plan (2004-2012),*http://executiveboard.wfp.org/board-documents. WFP (2011), *WFP Audited Annual Accounts 2012,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061873.pdf. WFP (2010), *Financial Regulations*, http://one.wfp.org/aboutwfp/how_run/GeneralRegulations_E.pdf. **Evaluations** WFP (2012), *From Food Aid to Food Assistance – Working in Partnership : A Strategic Evaluation*, http://www.wfp.org/content/food-aid-food-assistance-working-partnership-strategic-evaluation-0. WFP (2012), *Afghanistan : An Evaluation of WFP's Portfolio (2010-2012)*, http://www.wfp.org/content/afghanistan-evaluation-wfps-portfolio-2010-2012. WFP (2011), *WFP's School Feeding Policy : A Policy Evaluation*, http://www.wfp.org/content/wfp%E2%80%99s-school-feeding-policy-policy-evaluation. WFP (2011), *EMOP 200170 Saving Lives and Improving Nutrition in Niger : An Operation Evaluation*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp239486.pdf. WFP (2010), *WFP Cambodia School Feeding 2000-2010 : A Mixed Methods Impact Evaluation,* http://www.wfp.org/content/wfp-cambodia-school-feeding-2000-1010-mixed-method-impact-evaluation. **Thematic reports** WFP (2013), *Protecting Asia's Most Vulnerable: WFP and Social Safety Nets in Asia*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp252604.pdf. WFP (2011), *Food Insecurity and Violent Conflict: Causes, Consequences, and Addressing the Challenges*, http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp238358.pdf. WFP (2010), *WFP and Climate Change: A Review of Ongoing Experience and Recommendations for Action*, http://documents.wfp.org/stellent/groups/public/documents/communications/wfp230610.pdf. WFP (2010), *Revolution: From Food Aid to Food Assistance – Innovations in Overcoming Hunger*, http://www.wfp.org/content/revolution-food-aid-food-assistance-innovations-overcoming-hunger. WFP (2003), *Key Issues in Emergency Needs Assessment*, http://www.wfp.org/sites/default/files/OEN_Vol1.pdf. **Audits** WFP (2012), *Internal Audit of Government Donor Relations*, http://documents.wfp.org/stellent/groups/public/documents/reports/wfp253791.pdf. WFP (2012), *Inspection Report of Small Country offices in ODC Region*, http://docustore.wfp.org/stellent/groups/public/documents/reports/wfp255531.pdf.

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			WFP (2008-2011), *Audited Annual Accounts*, http://executiveboard.wfp.org/board-documents. WFP (2008-2011), *Annual Reports of the Audit Committee*, http://executiveboard.wfp.org/board-documents. WFP (1995-2012), *Inspector General's Annual Reports*, http://www.wfp.org/about/oversight/ig-reports. WFP (1994-2007), *Audited Biennial Accounts*, http://executiveboard.wfp.org/board-documents.
	If the first criterion is met, all of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	Ibidem
	If the first criterion is met, more than 50% of the documents in the sample are available on the public website in multiple languages in keeping with the organisation's policies.	Met	**Executive Board minutes and decisions** WFP (1996-2012), *Summary of the Work of the Executive Board - in Arabic, French, and Spanish,* http://executiveboard.wfp.org/board-documents. WFP (1996-2012), *Decisions and Recommendations of the Executive Board in Arabic, French, and Spanish,* http://executiveboard.wfp.org/board-documents. **Performance information** WFP (2009-2011), *Annual Performance Reports – in Russian,* http://executiveboard.wfp.org/other-documents. WFP (2003-2011), *Annual Performance Reports – in Chinese*, http://executiveboard.wfp.org/other-documents. WFP (2004-2010), *Annual Performance Reports - in Arabic, French, and Spanish*, http://executiveboard.wfp.org/board-documents. WFP (1995-2001), *Annual Reports of the Executive Director - in Arabic, French, and Spanish,* http://executiveboard.wfp.org/board-documents. **Mandate & structure** WFP (2013), *Organisation mandate & structure – in Arabic, Chinese, Danish, Dutch, Farsi, Finnish, French, German, Italian, Japanese, Korean, Norwegian, Russian, Spanish, and Swedish*, http://www.wfp.org/about/corporate-information. WFP (2010), *General Regulations – In Arabic, Chinese, French, Russian, and Spanish,* http://www.wfp.org/about/general-regulations. WFP (2010), *General Regulations - In Chinese and Russian*, http://executiveboard.wfp.org/other-documents. **Organisation-wide strategies** WFP (n.d.), *Plan stratégique du PAM (2008-2011) : Prolongé jusqu'en 2013*,

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://documents.wfp.org/stellent/groups/public/documents/eb/wfp176665.pdf. WFP (n.d.), *Plan Estratégico del PMA para 2008-2011: Ampliación hasta 2013*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfp176666.pdf. WFP (n.d.), *WFP Strategic Plan (2008-2011) : Extended until 2013 – in Arabic,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp176664.pdf. WFP (n.d.), *WFP Strategic Plan (2008-2011) : Extended until 2013 – in Chinese and in Russian,* http://executiveboard.wfp.org/other-documents. WFP (2013), *Projet de plan stratégique du PAM pour 2014-2017*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp255305.pdf. WFP (2013), *Proyecto de Plan Estratégico del PMA para 2014-2017*, http://home.wfp.org/stellent/groups/public/documents/resources/wfp255306.pdf. WFP (2013), *WFP Strategic Plan (2014-2017) – in Arabic,* http://home.wfp.org/stellent/groups/public/documents/resources/wfp255307.pdf. **Financial information** WFP (2008-2011)*, Audited Annual Accounts - in Arabic, French, and Spanish* (2008-2011), http://executiveboard.wfp.org/board-documents. WFP (2004-2012), *WFP Management Plan - in Arabic, French, and Spanish,* http://executiveboard.wfp.org/board-documents. WFP (1994-2007), Audited Biennial Accounts - *in Arabic, French, and Spanish,* http://executiveboard.wfp.org/board-documents. WFP (2010)*, Financial Regulations - in Arabic, French, and Spanish,* http://www.wfp.org/about/general-regulations. WFP (2010)*, Financial Regulations - in Chinese and Russian,* http://executiveboard.wfp.org/other-documents. **Thematic reports** WFP (2013), *Publications – in French,* http://fr.wfp.org/publications/list. WFP (2013), *Publicaciones – in Spanish,* http://es.wfp.org/publicaciones/list. WFP (2013), *Publications – in Arabic,* http://ar.wfp.org/publications/list. **Evaluations** WFP (1996-2012), *Summary Reports of Evaluations and Management Responses to the Summary Reports – In Arabic, French, and Spanish*, http://executiveboard.wfp.org/board-documents. **Audits** WFP (2008-2011), *Audited Annual Accounts - in Arabic, French, and Spanish*, http://executiveboard.wfp.org/board-documents. WFP (2008-2011), *Annual Reports of the Audit Committee - in Arabic, French, and Spanish,* WFP Website: http://executiveboard.wfp.org/board-documents. WFP (2000-2012), *Inspector General's Annual Reports – In Arabic, French, and Spanish*, WFP Website:

Micro-Indicator	Criteria	Status	Key documents consulted (title and hyperlink if available)
			http://executiveboard.wfp.org/board-documents. WFP (1994-2007), *Audited Biennial Accounts - in Arabic, French, and Spanish*,http://executiveboard.wfp.org/board-documents.
	A disclosure/ access to information policy exists and is available on the MO website.	Met	WFP (2012), *Policy for Disclosure of Oversight Reports*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062152.pdf. WFP (2010), *WFP Directive on Information Disclosure*, http://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp220973.pdf.
	Clear procedures exist to contact the MO and receive a timely reply.	Met	WFP (2013), *Contact*, http://www.wfp.org/contact.
Overall Score MI 22.1		Very Strong (6)	

Appendix VII WFP – HQ and CO interviewees

Interviewees	Functional Titles
Headquarter	
Amir Abdulla	Deputy Executive Director and Chief Operating Officer
Analisa Conte	Director, Programme Innovation Service
Anthony Tyrell	Chief, Contributions and Project Account Branch
Brian Lander	Programme Adviser, Emergency Preparedness, Geneva
Chris Kaye	Director, Performance Management and Monitoring Division
Claire Conan	Evaluation Officer, Office of Evaluation
Darlene Tymo	Senior Liaison Officer, Geneva
David Johnson	Inspector General
David Kaatrud	Director of Emergencies - Emergency Preparedness Division
Devica Nystedt	Chief, HR Field Support Branch
Dom Scalpelli	Deputy Director, Government Partnerships Division
Elisabeth Rasmusson	Assistant Executive Director, Partnership and Governance Services Department
Evira Pruscini	Performance Management Advisor, Performance & Accountability Management Division
Finbarr Curran	Director, Budget & Programming Division
George Aelion	Senior Programme Advisor, Emergency Preparedness Division
George Heymell	Deputy Director, Human Resources Division
Getachew Diriba	Head, Country Capacity Strengthening
Graham Farmer	Coordinator, gFSC, Emergency Preparedness Division
Heiko Knoch	Donor & Private Sector Relations Officer, Berlin
Helen Wedgewood	Director of Evaluation
James Lattimer	Chief, Monitoring Unit, Performance Management and Monitoring Division
Jane Pearce	HR Adviser, Human Resources
Jim Harvey	Chief of Staff & Director, Office of the Executive Director
John McHarris	Senior VAM Advisor, Analysis and Nutrition Service
Joyce Luma	Deputy Director, Policy, Programme and Innovation Division - Analysis and Nutrition
Lucy Elliot	Director, Office of Internal Audit
Lynnda Kiess	Head, Nutrition and HIV/AIDS, Analysis and Nutrition Service
Mageed Yahia	Deputy Country Director, Dubai Human Resources Division
Manoj Juneja	Assistant Executive Director, Resource Management and Accountability Department and Chief Financial Officer
Maria Sfarra	Programme Policy Officer, Operations Management Department
Marian Yun	Senior Policy Advisor, Government Partnerships Division
Martin Kristensson	IT Officer, IT Emergency Coordination Branch
Michel Meerdink	Head, NGO Unit, NGO Partnerships Office

Interviewees	Functional Titles
Natalia (Natasha) Goltsova	Security Analyst (Team Leader), Field Security Division
Norbert Bromme	Chief, Performance Management and Reporting
Paul Turnbull	Senior Programme Advisor, Operations Management Department
Ramiro Lopes da Silva	Assistant Executive Director, Operations Services Department
Rebecca Skovbye	Policy Officer, Programme Policy Service
Robert Opp	Director, Business Innovation & Support
Sally Burrows	Senior Evaluation Officer, Office of Evaluation
Sonsoles Ruedas	Director, Gender Office
Thomas Thompson	Global Logistics Cluster Coordinator
Valerie Guarnieri	Regional Director, Regional Bureau Nairobi
Volli Carucci	Programme Adviser, Programme Policy Service
Zlatan Milisic	Deputy Director, Policy, Programme and Innovation Division
Country offices	
Anne Valand	Deputy Country Director, WFP Guatemala
Carl Paulsson	Head of Programme, WFP Pakistan
Coco Ushiyama	Country Director, WFP Indonesia
Guy Gauvreau	Country Director, WFP Guatemala
Jean-Luc Siblot	Country Director, WFP Pakistan
Kiyori Ueno	Donor Relations Officer, Ethiopia
Lola Castro	Country Director, WFP Mozambique
Peter Guest	Deputy Country Director, WFP Indonesia
Purnima Kashyap	Country Director, WFP Ethiopia

Appendix VIII Key documents consulted for humanitarian and development results component

KPI A: Organisation-Wide Documents

WFP (2013), *Annual Evaluation Report 2012,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062575.pdf.

WFP (2013), *Implementation Status of Evaluation Recommendations,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062691.pdf.

WFP (2013), *Management Response to the Recommendations of the Annual Evaluation Report 2012*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062589.pdf.

WFP (2013), *Management Response to the Recommendations of the Summary Joint UNHCR/WFP Impact Evaluation of Food Assistance to Refugees in Protracted Situations in Bangladesh,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062398.pdf.

WFP (2013), *Management Response to the Recommendations of the Summary Joint UNHCR/WFP Impact Evaluation of Food Assistance to Refugees in Protracted Situations in Chad,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062390.pdf.

WFP (2013), *Management Response to the Recommendations of the Synthesis Summary Report of the Series of Impact Evaluations of Food Assistance to Refugees in Protracted Situations,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062408.pdf.

WFP (2013), *Summary Joint UNHCR/WFP Impact Evaluation of Food Assistance to Refugees in Protracted Situations in Bangladesh,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062394.pdf.

WFP (2013), *Summary Joint UNHCR/WFP Impact Evaluation of Food Assistance to Refugees in Protracted Situations in Chad,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062386.pdf.

WFP (2013), *Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations - Chad - CORRIGENDUM*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062458.pdf.

WFP (2013), *Synthesis Summary Report of the Series of Impact Evaluations of Food Assistance to Refugees in Protracted Situations,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062402.pdf.

WFP (2012), *Annual Evaluation Report 2011,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061913.pdf.

WFP (2012), *Annual Performance Report for 2011*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061851.pdf.

WFP (2012), *From Food Aid to Food Assistance - Working in Partnership: A Strategic Evaluation*, http://www.wfp.org/content/food-aid-food-assistance-working-partnership-strategic-evaluation-0.

WFP (2012), *Implementation Status of Evaluation Recommendations,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061929.pdf.

WFP (2012), *Joint Evaluation of the Global Logistics Cluster,* http://documents.wfp.org/stellent/groups/public/documents/reports/wfp251775.pdf.

WFP (2012), *Management Response to the Recommendations of the Annual Evaluation Report 2011,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061920.pdf.

WFP (2012), *Management Response to the Recommendations of the Annual Evaluation Report 2011 - CORRIGENDUM*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062042.pdf.

WFP (2012), *Management Response to the Recommendations of the Summary Evaluation Report Global Logistics Cluster,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062178.pdf.

WFP (2012), *Management Response to the Recommendations of the Summary Evaluation Report of WFP School Feeding Policy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061697.pdf.

WFP (2012), *Management Response to the Recommendations of the Summary Evaluation Report of WFP s Private-sector Partnership and Fundraising Strategy,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062179.pdf.

WFP (2012), *Management Response to the Recommendations of the Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations - Ethiopia,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061701.pdf.

WFP (2012*), Management Response to the Recommendations of the Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations Rwanda,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062171.pdf.

WFP (2012), *Management Response to the Recommendations of the Summary Report of the Strategic Evaluation - From Food Aid to Food Assistance: Working in Partnership,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061685.pdf.

WFP (2012), *Management Response to the Recommendations of the Summary Report of the Strategic Evaluation on How WFP's Country Offices Adapt to Change,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061689.pdf.

WFP (2012), *Summary Evaluation Report Global Logistics Cluster,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062162.pdf.

WFP (2012), *Summary Evaluation Report of WFP s Private-Sector Partnership and Fundraising Strategy*, http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062160.pdf.

WFP (2012), *Summary Evaluation Report of WFP School Feeding Policy,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061694.pdf.

WFP (2012), *Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations - Ethiopia,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061698.pdf.

WFP (2012), *Summary Report of the Joint UNHCR/WFP Impact Evaluation on the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations Rwanda,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc062168.pdf.

WFP (2012), *Summary Report of the Strategic Evaluation - From Food Aid to Food Assistance: Working in Partnership,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061682.pdf.

WFP (2012), *Summary Report of the Strategic Evaluation of WFP's Role in Ending Long-Term Hunger,*http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061690.pdf.

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WFP (2011*), Management Response to the Recommendations of the Summary Report of the Impact Evaluation of School Feeding in The Gambia,* http://documents.wfp.org/stellent/groups/public/documents/eb/wfp234338.pdf.

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WFP (2011), *Management Response to the Recommendations of the Summary Report of the Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008-2013),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061408.pdf.

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WFP (2011*), Summary Report of the Strategic Mid-Term Evaluation of WFP's Purchase for Progress Initiative (2008-2013),* http://documents.wfp.org/stellent/groups/public/documents/eb/wfpdoc061406.pdf.

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Appendix IX Evidence of extent of progress towards outputs, by strategic objective

Strategic objective 1: Key outputs in WFP's annual performance reports for 2008-2012

Key outputs	2008	2009	2010	2011	2012
Beneficiaries (million people)	28% (28.59)	51% (51.92)	53% (57.88)	59% (58.47)	62% (64.3)
Food distributed (million mt)	37% (1.44)	66% (3.04)	67% (3.08)	72% (2.59)	72% (2.5)
Direct expenses (US$ billion)	39% (1.38)	61% (2.43)	65% (2.60)	69% (2.60)	72% (2.5)

Note: Percentages in the table demonstrate achievement of outputs relative to WFP's entire programme for a given year (e.g. if 28% of beneficiaries were reached in 2008 under strategic objective 1, 72% were covered by the four other strategic objectives in that year).

Strategic objective 2: Key outputs in WFP's annual performance reports for 2008-2012

Key outputs	2008	2009	2010	2011	2012
Beneficiaries (million people)	34% (34.71)	11% (11.20)	9% (9.83)	5% (4.96)	4% (4.7)
Food distributed (million mt)	37% (1.44)	10% (0.46)	8% (0.37)	7% (0.25)	7% (0.25)
Direct expenses (US$ billion)	35% (1.24)	9% (0.36)	7% (0.28)	6% (0.23)	5% (0.21)

Strategic objective 3: Key outputs in WFP's annual performance reports for 2008-2012

Key outputs	2008	2009	2010	2011	2012
Beneficiaries (million people)	15% (15.32)	7% (7.13)	14% (15.29)	20% (19.82)	19% (19.7)
Food distributed (million mt)	13% (0.51)	4% (0.18)	10% (0.46)	12% (0.43)	13% (0.4)
Direct expenses (US$ billion)	12% (0.42)	4% (0.16)	11% (0.44)	15% (0.57)	15% (0.5)

Strategic objective 4: Key outputs in WFP's annual performance reports for 2008-2012

Key outputs	2008	2009	2010	2011	2012
Beneficiaries (million people)	23% (23.48)	31% (31.56)	24% (26.21)	16% (15.86)	15% (15.1)
Food distributed (million mt)	13% (0.51)	20% (0.92)	15% (0.69)	9% (0.32)	8% (0.3)
Direct expenses (US$ billion)	14% (0.50)	23% (0.92)	15% (0.60)	8% (0.30)	7% (0.25)

Strategic objective 5: Key outputs in WFP's annual performance reports for 2008-2012

Key outputs	2008	2009	2010	2011	2012
Beneficiaries (million people)	—	0%	0%	0%	0%
Food distributed (million mt)	—	0%	0%	0%	0%
Direct expenses (US$ billion)	—	3% (0.12)	2% (0.08)	2% (0.08)	1% (0.05)

Appendix X Details on methodology used for KPI A

This appendix provides some details on the methodology used to calculate the values presented in Figures 4.5-4.9 on evidence of WFP's progress towards expected outcomes by strategic objective in Volume I of the MOPAN report.

Using indicator data from WFP's Annual Performance Report for 2012, the five figures illustrate gaps in the self-reported data on outcomes presented by WFP and the limited evidence base used to track progress on various outcome indicators.

The first section below provides information on the variables and calculations WFP uses to report on its corporate outcome indicators, while the second section presents the variables used by the MOPAN assessment team to assess the available evidence base to track progress on outcome-level achievement.

WFP reporting

The table below recreates a portion of the outcome indicator table presented in Annex II-B of WFP's Annual Performance Report for 2012. It presents two of the six corporate indicators WFP uses to track progress toward outcome 1.1 (reduced or stabilised acute malnutrition in target groups of children and/or populations).

ANNEX II-B: OUTCOME PERFORMANCE REPORTING

INDICATOR	Reporting rate (%) R_1	Number of projects reported on indicators P_1	Number of values N_1	Number of comparable values N_2	Improvement number (%) I_1 (I_2)	Stabilization number (%)
Strategic Objective 1						
Prevalence of low mid-upper arm circumference (MUAC)	57	8	8	2	2(100)	0(0)
Supplementary feeding recovery rate	100	34	39 *	37	24(65)	10(27)

* In some instances, a single project may report multiple disaggregated values for an indicator.

In WFP's table, the reporting rate, $\boldsymbol{R_1}$, refers to the number of projects that reported on certain corporate indicators in standard project reports (SPRs), $\boldsymbol{P_1}$, divided by the number of projects that included these indicator(s) in the logframes, $\boldsymbol{P_2}$. In general, one indicator value is presented per project, though a single project may report multiple disaggregated values for an indicator in some instances (as an example see the number of values, $\boldsymbol{N_1}$, for the supplementary feeding recovery rate indicator, identified with an asterisk for ease of reference). The number of comparable values, $\boldsymbol{N_2}$, refers to the number of indicator values from the previous column for which there are baselines or previous values to assess progress. WFP's improvement number ($\boldsymbol{I_1}$) is presented as the proportion of values that demonstrated improvement ($\boldsymbol{I_2}$) over those which can be assessed ($\boldsymbol{N_2}$).

MOPAN analysis

Below is a portion of Figure 4.5 (from Volume I of the MOPAN report) which presents information on the same outcome indicators as in the WFP Annex II-B table above.

Data considered less robust for analysing progress on the outcome indicator (percentage usable < 50%; see third column)

Outcome indicator	Number of projects that reported on the indicator	Percentage of usable values reported (%)	MOPAN analysis of projects showing progress (%)	WFP analysis of projects showing progress (%)
	P_1	U_1	M_1	I_1
Outcome 1.1 – Reduced or stabilised acute malnutrition in target groups of children and/or populations				
1.1.2 Prevalence of low mid-upper arm circumference (MUAC) among children under 5	**8**	**25%**	**25%**	**100%**
1.1.3 i) Supplementary feeding recovery rate	**34**	**95%**	**62%**	**65%**

In the figure above, the columns show the following information:

- P_1: number of projects that reported on the corporate outcome indicator in standard project reports (identical to the variable presented in the WFP table).
- U_1: percentage of usable values reported by country offices; this variable is calculated as the number of comparable values over the number of values from the WFP data (N_2 / N_1).

  As a criterion to help inform the analysis of evidence of results, the assessment team considered that outcome indicators for which less than 50% of the reported data could be used (U_1 < 50%) were less trustworthy as a source of information from which to draw conclusions on outcome-level progress (i.e. signs of improvement are less meaningful or representative if the majority of the data is thrown out).
- M_1: MOPAN analysis of projects showing progress; this variable is an estimate of the number of projects that showed progress, P_3, over the total number of projects that reported on the indicator, P_1. The estimate illustrates limitations in the pool of data from which conclusions on organisation-wide results are drawn. A more severe assessment would consider not only the number of projects that reported values on an indicator, but the number of projects that were supposed to report based on their logical framework (see P_2 in text on WFP table above).

  To calculate M_1, we first need to calculate the number of projects that showed progress, P_3. Given that certain projects report multiple values, we can estimate the number of projects showing improvement as:

  $$P_3 = w * I_2 \text{ , where } w = P_1 / N_1$$

  w is a weigthing factor equal to the number of projects that reported on the indicator, P_1, over the total number of values reported for the indicator, N_1 (this factor allows us to convert, through an approximation, the number of values into the number of projects); and I_2 is the number of values for which there was evidence of improvement.

  Thus the MOPAN analysis of projects:

  $$M_1 = P_3 / P_1 = (w * I_2) / P_1 = ((P_1 / N_1) * I_2) / P_1 = I_2 / N_1$$

  This equation demonstrates that the MOPAN analysis of projects showing progress can be reported alternatively as a ratio of projects, or a ratio of values.
- I_1: proportion of those values that demonstrated improvement over those which can be assessed (identical to the variable presented in the WFP table).

Appendix XI Contribution to country-level goals and priorities

The charts below present the assessments of the extent to which WFP contributed to its expected humanitarian outcomes and development programming areas in each country sampled – based on document review and survey results (mean scores). Output and outcome level achievement was assessed on the basis of WFP's self-reported data against its own targets. The survey scale is the same as that presented for the organisational effectiveness component and KPI A.

Evidence of extent of progress towards country level results in Ethiopia

Expected humanitarian results

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B1 – Improve food consumption for emergency-affected households			
Met	Partially met	Over the 2009-2011 period, the two PRROs delivered 95% of commodities planned and reached on average 7.75 million people annually (thus surpassing the number of beneficiaries planned). In one of the two interventions, the proportion of households observed to be within the acceptable range of the food consumption score (FCS) jumped from 27% in 2008 to 41% in 2010, but then dropped to 36% in 2011 due to the drought affecting the Horn of Africa.	4.84
MI B2 – Reduce or stabilise acute malnutrition among vulnerable groups in food-insecure districts (e.g. young children, pregnant and lactating women, refugees, etc.)			
Not met	Not met	Overall, WFP reached only 26% of targeted children under 5 and 40% of targeted pregnant or lactating women during the 2009-2012 period. Moreover, as stated in the 2012 SPR: *The [global acute malnutrition (GAM)] rates in the older refugee camps were below or close to WFP's GAM target (less than 10 per cent). However, overall GAM rates had increased in 2011 compared to base values*.	4.64
MI B3 – Enhance mothers' and other women's basic knowledge of nutrition-related issues in food-insecure communities			
Partially met	Insufficient data	Respectively, 83% and 88% of planned beneficiaries were reached in 2010 and 2011. However, no data was provided at the outcome level.	4.26
MI B4 – Increase uptake of antiretroviral therapy (ART) and improve nutritional recovery of food-insecure people living with HIV/AIDS			
Partially met	Partially met	On average, 125,000 beneficiaries received food through HIV/AIDS-supported programmes annually over the 2009-2011period, representing 77% of targeted beneficiaries. Among this population, adherence to antiretroviral therapy (i.e. taking medication as intended) in the last three months of treatment remained above the 95% target. The nutritional recovery rate reached 60% in 2011, which is below the corporate target of 75% (an intervention specific target was not specified).	4.22

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B5 – Increase access to education and develop human capital of vulnerable children (orphans, refugees, those living in urban communities affected by HIV/AIDS, etc.)			
Partially met	Met	Over the 2009 to 2012 period, the percentage of orphans and other vulnerable children (OVCs) in school and receiving take home rations or school meals ranged from 14% to 89% of planned values. Among the OVCs receiving take home rations, school attendance rates increased from 91% in 2006 to 99% in 2012. The attendance rates for refugee children receiving school meals also progressed, but the annual rate of increase was shy of the 5% target.	4.35
MI B6 – Increase marketing opportunities at national level with cost effective WFP local purchases			
Partially met	Not met	Only 8 of the 14 farmer organisations targeted were reached by WFP's Purchase for Progress (P4P) programme. However, due to drought-induced crop failure, most cooperative unions supported by the programme defaulted on their supply contracts.	4.53
MI B7 – Increase ability of food and cash assistance beneficiaries (safety-net programme) to manage shocks and invest in activities that enhance their resilience			
Partially met	Partially met	Of the 15 asset creation or restoration activities conducted under the food-for-asset programme (FFA) during the 2009-2011 period, 4 surpassed their planned asset creation or restoration value, while 6 executed less than 50%. In terms of progress towards outcome level results, the proportion of households with an acceptable food consumption score (FCS) jumped from 20% in 2008 to 63% in 2010, and then fell to 46% in 2011. The 2011drought in the Horn of Africa undermined WFP's achievement of results.	4.49
MI B8 – Incorporate hunger solutions in broader national policy frameworks and increase government capacity, particularly at local levels, to identify food needs, develop strategies and carry out hunger and disaster risk reduction programmes			
Met	Insufficient data	On average, 2 000 government staff members were trained annually. However, as outcome indicator data is missing from reports, it is not possible to say if WFP is meeting its expected outcome or not.	4.52

Expected development results

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B9 – Improve sustainable land management in chronically food-insecure woredas (districts)			
Met	Met	Although distribution of commodities ranged between 68% and 76% of planned values from 2009 to 2011, over 90% of assets planned have been created or restored overall. In 2011, 145 240 households (96% of those assisted by WFP) reported having experienced an increased income as a result of assets created under the MERET programme.	4.08

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B10 – Improve access to quality education for primary school children in food-insecure areas			
Met	Met	Almost 300 000 children received in-school meals in WFP-assisted primary schools annually. Enrolment increased, as did the gender ratio (ratio of girls to boys enrolled) which changed from 77% in 2007 to 88% in 2011. As noted in the 2011 SPR: *Beneficiary schools displayed an 8 per cent average annual rate of enrolment growth, higher than the national average of 5.7 per cent. The programme also demonstrated a significant reduction in drop-out rates compared to the national average of 18 per cent.*	4.42
MI B11 – Transform schools into local development centres to empower communities			
Met	Not met	On average, more than 100 000 take home rations were distributed annually over the 2009-2011 period – well above the 85 000 planned. However, the only outcome indicator data reported was on school passing rates; there was no evidence to demonstrate progress toward the stated result.	3.96

Evidence of extent of progress towards country level results in Guatemala

Expected humanitarian results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B1 – Improve food consumption for vulnerable groups affected by emergencies			
Partially met	Not met	While less than 40% of the planned tonnage of food was distributed during the 2010-2011 period, the beneficiary caseload increased from 235 000 to 369 000 due to additional extreme weather events. Unsurprisingly, the percentage of targeted households registering 'poor or borderline' food consumption scores increased.	4.62

Expected development results

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B2 – Reduce chronic undernutrition			
Partially met	Not Met	Funding constraints led WFP to target only one province (reportedly with the highest prevalence of chronic undernutrition). The number of beneficiaries reached as well as the tonnage of food distributed were thus less than planned. Based on partial execution of the output and the absence of data for the outcome indicator it appears that no notable progress was made towards the outcome.	3.75

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B3 – Improve the livelihood of subsistence farmers affected by recurrent shocks			
Partially met	Not Met	WFP originally planned to reach two separate groups of beneficiaries for a total of 12 000 participants. However, due to lack of funding, the country office decided to concentrate its food-for-asset and food-for-training programming on a single group, thus reaching a total of 8 776 participants. Even though farmers now cultivate more black beans, their yield has decreased. Moreover, no changes were observed in the proportion of farmers who stored this food item or in the average number of pounds which they stored.	4.14
MI B4 – Increase smallholders' incomes and enhance their food security (Purchase for Progress or P4P)			
Met	Met	2 083 smallholder farmers participated in WFP's purchase for progress (P4P) programme, representing 72% of the planned value. In addition, in 2011and 2012, WFP almost tripled the quantity of food it purchased locally, by comparison to 2009. Moreover, the average yield obtained by smallholders in 2011 was 97% higher than the average yield of 34 quintals reported in 2009. Under the P4P programme, small farmer organisations improved the quantity and quality of maize and bean production, reduced post-harvest losses, and sold surpluses.	4.22
MI B5 – Strengthen the capacities of government institutions			
Partially met	Partially met	The 2012 SPR reported that the government is taking over the complementary feeding component as part of its new Zero Hunger Plan, and that HIV activities included the incorporation of the nutritional dimension in the Ministry of Health's HIV Guidelines and trained health personnel on its application. Although no indicator data is presented at the outcome level, this information is indicative of some progress towards the outcome.	4.16

Regional humanitarian intervention[28] – Guatemala results

Documented evidence to support achievement of expected results		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
Corporate Strategic Objective 1 – Save lives and protect livelihoods in emergencies			
Partially met	Met	Although only 75% of commodities were distributed, more than 150% of targeted beneficiaries were reached as compared to the number that had been planned. Moreover, the proportion of households with an acceptable food consumption score increased from 73% to 90% in 2012.	Not surveyed
Corporate Strategic Objective 3 – Restore and rebuild lives and livelihoods in post-disaster situations			
Partially met	Met	From April to August 2012, the coping strategy index (CSI) dropped from 12.6 to 10.4, and the community asset score (CAS) rose from 4.2 to 6.8.	Not surveyed

[28] The regional intervention was assessed only through document review.

Evidence of extent of progress towards country level results in Indonesia

Expected humanitarian results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B1 Reduce acute malnutrition in young children			
Partially met	Partially met	Due to funding shortfalls, planned outputs were only partially executed in 2010, but surpassed targets in 2009 and 2011. While data reported for the 2010 period indicates that acute malnutrition in the targeted population fell from 20% to 13.2%, data for this outcome indicator are not available for the remainder of the assistance period.	4.27
MI B2 Improve food consumption for emergency-affected households			
Partially met	Not Met	From over a million in 2009, the number of beneficiaries fell to approximately 400 000 in 2010 and to 325 000 in 2011 (i.e. the ratio of actual over planned beneficiaries decreased from 118% to 68% in 2010, but rose to 91% in 2011). However, no outcome indicator data was recorded for the duration of the operation.	4.34
MI B3 Increase communities' access to assets			
Met	Partially met	90% of the community assets planned were created and 8 times more men and women than planned were trained in livelihood-support thematic areas. The 2010 SPR mentioned that 6 of 7 districts had improved their community asset scores, implying an improvement for 85% of the targeted communities (assuming that WFP considers each district to be a community).	4.08
MI B4 Increase and stabilise enrolment and attendance of girls and boys in WFP-assisted schools			
Partially met	Insufficient data	124 736 children received school meals in 2012. This corresponds to 83% of the planned target, which was less than a half of the 2010 target. However, no pertinent data was reported at the outcome level in the SPRs.	3.91
MI B5 Increase marketing opportunities at national level with cost-effective WFP local purchases			
Met	Insufficient data	On average, WFP bought 2 439 mt of high energy biscuits locally each year, largely exceeding the target of 2 679 mt for the entire period of the PRRO. Although 100 % of the total food purchases have been procured locally, quantities dropped from 12 345 mt in 2009 to 1 887 in 2011. Under this circumstance and in the absence of explicit targets, it is not possible to determine clear progress towards the outcome.	3.98
MI B6 Progress made towards nationally owned hunger solutions			
Partially met	Partially met	One hand-over strategy was developed between 2008 and 2011, and its implementation was partially achieved by the end of 2011. Though some information ispresented in the text narrative of SPRs, there is insufficient evidence on indicators included in these reports.	4.17
MI B7 Broader national policy frameworks incorporated hunger solutions			
Partially met	Partially met	Though some information ispresented in the text narrative of SPRs on progress towards outputs and outcomes, there is insufficient evidence on indicators included in these reports.	3.96

Expected development results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B8 Strengthen national capacity to monitor, analyse, map and address food insecurity			
Not met	Not met	No output or outcome indicator data was reported for this development programming area. Hence, we conclude that there was no noticeable progress towards this outcome.	4.75
MI B9 Strengthen national capacity in disaster preparedness and response			
Partially met	Not Met	In 2012, 12 059 participants were involved in food-for-work (FFW) activities; this represents 100.5 % of the planned figure. Training of government and counterpart staff members in emergency preparedness and response reached only 63% of numbers planned. At the outcome level, none of the indicators identified in the Country Programme for the component on strengthening national capacity in disaster preparedness and response were reported on. Although two outcome indicators which may relate to this MI were documented, the data was presented without baseline, previous monitoring or target values. Thus, the overall evidence is insufficient to determine whether there is progress towards the outcomes.	4.15
MI B10 Strengthen national capacity to reduce undernutrition below critical levels			
Partially met	Not met	Overall, less than 30% of the beneficiaries which were originally planned for were reached by supplementary and school feeding activities; due to funding shortfalls, the omission of certain sub-districts and schools was required. Moreover, no indicator data was available to track progress towards outcome achievement.	4.10

Evidence of extent of progress towards country level results in Mozambique

Expected humanitarian results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B1 – Improve food consumption over assistance period for targeted emergency-affected households			
Partially met	Met	With its annual rate of achievement of planned food distribution varying between 66% and 130%, WFP reached almost 2.2 million beneficiaries between 2009 and 2012. The food consumption score (FCS) and the coping strategy index (CSI) registered small improvements.	4.77

MI B2 – Improve nutrition status of vulnerable groups receiving food assistance			
Met	Partially met	On average, 340 000 HIV/AIDS and tuberculosis beneficiaries were reached annually (representing 108% of the overall planned value). Although outcome indicator data was missing, WFP's strong performance at the output level suggests some progress is likely at the outcome level.	4.43
MI B3 – Increase survival of adults and children affected by HIV after 6 months of anti-retroviral therapy			
Met	Partially met	Nearly 150 000 beneficiaries receiving preventative mother-to-child transmission treatment or antiretroviral therapy were reached on average annually, representing 200% of the overall planned figures. Although outcome indicator data was missing, WFP's strong performance at the output level suggests some progress is likely at the outcome level.	4.03
MI B4 – Reduce vulnerability of communities to hazards			
Partially met	Partially met	On average annually, 6 400 beneficiaries received cash and vouchers and 550 000 received food (this respectively represents 40% and 81% of planned beneficiaries). The coping strategy index (CSI) dropped from 57 to 42 between 2008 and 2011, signalling improvement. However, missing outcome indicator data prevents us from determining whether the outcome has been fully attained.	4.29
MI B5 – Increase marketing opportunities at national level with cost-effective WFP local purchases			
Met	Partially met	Local food purchases accounted for 36% of all food purchased in 2008, and for 67% in 2011. Although nearly two-thirds (64%) of food distributed in-country was purchased locally, this is lower than the 80% target value.	4.55
MI B6 – Make progress towards nationally owned hunger solutions			
Partially met	Insufficient data	855 counterpart staff members were trained in food assistance management, vulnerability assessment mapping, contingency planning, monitoring/evaluation, and food security assessment. However, none of the outcome indicators are documented.	4.09

Expected development results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B7 – Increase enrolment of primary school children in high dropout zones and food-insecure areas			
Met	Partially met	On average, 175 000 children received food and non-food items annually (88% of the overall planned value). The attendance rate approached 90% but did not reach this targeted value, and the annual enrolment rate decreased.	4.21

MI B8 – Strengthen the community safety-net system in Mozambique			
Partially met	Partially met	To strengthen Mozambique safety nets, the country programme has been working to achieve handover of the school feeding programme to government. From 2007 to 2009, WFP gradually handed support to boarding schools over to government, while also building its capacity to take on the management of the school feeding programme in the northern provinces. With respect to the latter, WFP trained 20 government staff on managing logistics in 2010, and another 489 in 2012. As of 2012, all 159 schools assisted by the operation were handed over to the government. WFP also contributed to developing the school feeding component embedded in the Strategic Plan for Education, including a resource requirement forecast. A component addressing prevalence of stunting among children under two was added to the CP in 2011, but it has not yet been implemented due to funding constraints.	4.36

Evidence of extent of progress towards country level results in Pakistan

Expected humanitarian results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B1 – Reduce and/or stabilise acute malnutrition in young children and pregnant and lactating women			
Partially met	Met	WFP generally achieved its intended outputs under two interventions (EMOP 200177 and PRRO 200145), but fell a bit short for the other two (EMOP 107680 and EMOP 108280). Women continued to be difficult to reach as beneficiaries, although progress was made under mother/child health nutrition activities. For instance, the proportion of actual versus planned pregnant and lactating women reached increased from 59% to 115% over the 2009-2010 period for EMOP 107680, and jumped from 4.9% to 94.3% over the 2010-2012 period for EMOP 200177. Overall, progress made towards the outcome by these four interventions was substantial enough to consider the outcome achieved.	4.45
MI B2 – Improve food consumption for targeted vulnerable populations			
Met	Partially met	Although the amount of food as well as cash and vouchers distributed fell short of planned values, the four interventions which contributed to this outcome (EMOP 107680, EMOP 108280, EMOP 200177, and PRRO 200145) generally met their planned objectives in terms of number of beneficiaries reached; on average, more than 15 million beneficiaries per year were reached during the 2010-2012 period. The two more recent interventions achieved substantial results at the outcome level (surpassed their food consumption score targets), but the other two interventions did less well.	4.91
MI B3 – Develop and/or enhance government disaster risk management measures in Pakistan			
Met	Met	As planned, 21 338 government staff and 200 counterpart staff were trained in disaster and climate risk management. Moreover, 37 of the expected 38 local early warning systems were put in place.	4.01

MI B4 – Improve enrolment, attendance and retention of girls and boys in assisted schools in crisis-affected areas			
Partially met	Partially met	All three interventions focusing on this outcome (EMOP 107680, EMOP 200177, and PRRO 200145) seem to have experienced some difficulties initially, exhibiting very low rates of output achievement. Even when the operations were well underway, they generally didn't achieve their intended distribution of food. Although all interventions demonstrated good progress in terms of enrolment and retention rates, (the latter was above 95% for both 2011 and 2012), reports do not provide sufficient evidence to show that gender disparities in assisted schools were reduced – which was among the projects' aims.	4.22
MI B5 – Targeted households recover access to functioning productive assets in fragile, transition situations			
Partially met	Partially met	The two interventions focusing on this outcome reached or exceeded their planned outputs in terms of creating/restoring physical assets. However, this data needs to be interpreted cautiously as the specific physical asset targets were adjusted during the course of the year in order to be in line with the amount of resources available. Lack of resources also explains why planned outputs were only partially met with respect to the number of participants and the amount of cash and vouchers disbursed. Although beneficiaries of the EMOP were shown to have reduced the proportion of their household expenditures devoted to food, there is no outcome level evidence provided for the PRRO.	4.11

Expected development results

Documented evidence to support achievement of expected results:		Key documented results achieved	MOPAN survey ratings (mean score)
Output level	**Outcome level**		
MI B6 – Improve primary school enrolment, retention and completion rates at selected girls' schools in targeted areas			
Met	Met	For the last three years, the country programme reached on average 465 000 girls in 3 332 schools. Moreover, the passing rate for girls increased from 61% in 2008 to 76% in 2011.	4.02
MI B7 – Improve women's access to public services, especially healthcare			
Met	Not met	From 2007 to 2011, 874 564 pregnant and lactating women (PLW) were given food under the mother and child health/supplementary feeding programme (representing almost 125% of the planned value). However, the percentage of lactating women who received a postnatal check-up fell from 23% in 2009 to 22% in 2011.	3.94
MI B8 – Increase access for poor rural women in creating and preserving physical, economic and social assets			
Not met	Not met	From a gender standpoint, outputs were poorly achieved: the female-to-male ratio of recipients of cash/vouchers and of participants in food-for-work/food-for-training activities averaged 18.8% over 2009 and 2010. In as much as this outcome concerns poor rural women's access to physical, economic and social assets, indicators did not show real progress.	3.71