



## EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

### TERMS OF REFERENCE SOMALIA: AN EVALUATION OF WFP'S PORTFOLIO (2012- MID 2017)

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## 1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed Somalia Country Portfolio Evaluation (CPE) (2012-mid 2017), to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the scope of the evaluation; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline and map.

### 1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country, strategic partnerships, programme design, and implementation. CPEs help WFP Country Offices in the preparation of Country Strategic Plans (CSPs) in line with the new WFP's Integrated Road Map (IRM) and Agenda 2030 for Sustainable Development Goals (SDGs), and provide lessons that can be used in the design of new interventions.

3. In 2017/2018, the independent Office of Evaluation (OEV) together with an external team will be conducting this CPE. Somalia was selected on the basis of country-related and WFP-specific criteria. It falls in the category of countries where WFP has a relatively important portfolio and the Country Office (CO) would benefit the most from a CPE for ongoing programming and to feed into the design of a new interim CSP for Somalia to be presented to the WFP Executive Board in November 2018.

### 1.2. Country Context

#### *Political-Economy*

4. With an area of 637,657 sq. km, Somalia is strategically located in the Horn of Africa bordering Djibouti, Ethiopia, Kenya, and along a coastline of 3,025 km with the Indian Ocean and the Gulf of Aden. The population is estimated at 12.3 million of which 46% are under the age of 15 years.<sup>1</sup> For more than 25 years, the country has suffered from internal clan-based conflicts, violence and political instability especially across its southern and central parts. Al-Shabaab, a militant Islamic movement, has been controlling some of these areas. Deep cycles of internal conflict have resulted in the fragmentation of the country, widespread vulnerability and piracy undermining the legitimacy of national institutions. In the north, Somaliland is a self-declared autonomous entity and Puntland is a semi-autonomous region. Both regions have established governance and administrative structures that ensure relative peace and security. Following successive transition negotiations, Somalia established the first federal government in August 2012. By 2014, Somalia was no longer at the top of the fragile states index, dropping to second place behind South Sudan.<sup>2</sup>

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<sup>1</sup> <https://web.archive.org/web/20161003235053/http://somalia.unfpa.org/sites/ArabStates/files/pub-pdf/Population-Estimation-Survey-of-Somalia-PESS-2013-2014.pdf> page 21

<sup>2</sup> Messner, J. J. (24 June 2014). "[Failed States Index 2014: Somalia Displaced as Most-Fragile State](#)".

5. According to the World Bank, Somalia's gross domestic product (GDP) was projected to reach \$6.2 billion in 2016, with per capita GDP estimated at \$450 and a poverty rate of 51.6%. Somalia's economy is highly dependent on nomadic pastoralism, livestock, farming, fisheries, imports, remittances and international aid. Inequality is highly driven by the difference in poverty incidence in urban settings (60% in Mogadishu and 40% in other urban settings) and rural settings (52.3%).<sup>3</sup> The small tax base and weak public financial management continue to cause serious constraints on the government budget, thus leaving the country dependent on foreign assistance.<sup>4</sup>

6. In September 2013, the international community agreed to the Somali Compact with the Federal Government of Somalia based on the principles of the New Deal. The Compact provides a framework for the delivery of assistance to Somalia during 2014-2016 in line with national priorities and increasingly delivered by Somali institutions.<sup>5</sup> Building on the Compact, the government prepared the Somalia National Development Plan (SNDP) for 2017-2019.

#### *Food and Nutrition Security*

7. Agriculture is the mainstay of Somalia's economy accounting for 65% of GDP and employment. The SNDP envisages ensuring food security for all Somalis. After a gradual recovery from the food insecurity and famine of 2011, Somalia's food security has been under threat since mid-2016 following consecutive seasons of poor rainfall and low river water levels. These have caused crop failures, reduction in rural employment opportunities, and significant shortage of water and pasture – with consequent increases in livestock deaths. As local staple food prices continue to rise sharply, access to food has been affected among poor families. As of January 2017, it is estimated that 6.2 million people – 48% of the population – remain food insecure. Also during the first half of 2017, 2.9 million Somalis are at risk of famine and cannot meet their daily food requirements and require urgent humanitarian assistance, while another 3.3 million need livelihood support to keep from sliding into crisis.<sup>6</sup>

8. The national health strategic plan (2013-2016) aims to realize the vision of “a healthy and productive population contributing to the development of the nation”.<sup>7</sup> But Somalia currently has one of the worst nutrition and health indicators in the world. Latest nutrition surveys by the Food Security and Nutrition Analysis Unit (FSNAU) show global acute malnutrition rate in some areas of 15-22% and severe acute malnutrition of 5-7%. National median rates of stunting are above 20%. In November 2016, OCHA reported that an estimated 363,000 children under age 5 are acutely malnourished, including 71,000 who are severely malnourished and face a high risk of disease and death 1.9 million people may die of preventable diseases due to lack of access to primary health care services. From January to June 18, 2017, a cumulative total of 53,015 suspected cholera cases and 795 deaths have been recorded across Somalia.<sup>8</sup>

#### *Humanitarian Access, Protection, Internally-displaced persons and Refugees*

9. The lack of peace and security in Somalia has caused massive displacements of people; with 1.1 million in protracted internal displacement and 766,000 people displaced by drought since November 2016.<sup>9</sup> As of May 2017, the total estimated number

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<sup>3</sup> <http://www.worldbank.org/en/country/somalia/overview>

<sup>4</sup> African Development Bank Outlook for Somalia: <https://www.afdb.org/en/countries/east-africa/somalia>

<sup>5</sup> *ibid*

<sup>6</sup> <http://www1.wfp.org/countries/somalia>

<sup>7</sup> Somalia Health Sector Strategy (2013-2016) pp 8

<sup>8</sup> Food Security and Nutrition Brief - June, 2017

<sup>9</sup> Humanitarian Bulletin Somalia July 2017

of Somalia refugees was estimated at 876,000.<sup>10</sup> From September to December 2015, Asylum seekers and returnees fleeing the Yemen crisis continue to arrive in Somalia with 30,000 people received so far as well as Somali returnees from Kenya. This has significantly exacerbated the humanitarian situation, along with the El Niño phenomenon that intensified extensive flooding and severe drought, affecting an estimated 145,000 people. UNHCR indicates that an estimated 818,000 people were displaced between January to June 2017, including 662,000 people (81%) displaced due to drought and drought related factors. Humanitarian organizations continue to face challenges in accessing rural areas in central and southern parts of Somalia due to poor road conditions and movement restrictions linked to road blockades, active hostilities and illegal taxation and extortions at checkpoints.<sup>11</sup>

### *Education*

10. The 2013-2016 Interim Education Sector Strategic Plan envisages provision of equal opportunities and access to quality education for all Somalis.<sup>12</sup> However, Somalia's primary education gross enrolment ratio is arguably the lowest in Africa. The schooling infrastructure and system are inadequate. Nearly 75% of existing schools do not have physical facilities and many existing buildings are too damaged or unsafe for use. A generation of Somali children lost the opportunity for formal education and other benefits of a stable childhood. Somalia has one of the world's lowest enrolment rates for primary school-aged children – only 30% of children are in school and only 40% of these are girls. Further, only 18% of children in rural households are in school.<sup>13</sup>

### *Gender*

11. Gender-based inequalities across Somalia limit access of women and youth to resources and decision making; with the 2012 Gender Inequality Index of 0.776 placing Somalia at the fourth highest globally. Somalia is a traditional and patriarchal society. The conflict has entrenched such discriminatory social structures including the clan system perpetuating gender inequality. Unlike men, Somali women are in a subordinate position and are excluded from the decision making process. In addition, harmful cultural practices such as female genital mutilation and child marriages negatively affect women and girls. Such discriminatory practices deny women and girls access to opportunities in education, employment, health and political participation.<sup>14</sup> In 2016, the Ministry of Women and Human Rights Development issued a national gender policy to promote gender equality and sustainable human development in Somalia by ensuring that equal value is placed on the contributions of women and men as equals in post conflict reconstruction.<sup>15</sup>

### *International Assistance*

12. The United Nations Somali Assistance Strategy (UNSAS 2011-2015) was based on the national Reconstruction and Development Programme.<sup>16</sup> From July 2011 to July 2012, Somalia was declared Level 3 Emergency by the United Nations. Since August 2012, it has been a Level 2 Emergency. Main humanitarian donors have comprised Canada, Germany, European Commission, European Union, Sweden, Norway and

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<sup>10</sup> <https://data2.unhcr.org/en/situations/horn> (djibouti, Ethiopia, Eritrea, Kenya, Yemen, Uganda)

<sup>11</sup> FAO-FSNAU Quartely Brief 2017

<sup>12</sup> Interim Education Sector Strategic Plan

<sup>13</sup> [https://www.unicef.org/somalia/education\\_56.html](https://www.unicef.org/somalia/education_56.html)

<sup>14</sup> United Nations Entity for Gender Equality and the Empowerment of Women (2012).

<sup>15</sup> Federal Republic of Somalia National Gender Policy 2016 pp 10

<sup>16</sup> 2011-2015 UN Somali Assistance Strategy

Finland, the Global Fund, UK, US, Japan, and Central Emergency Response Fund. During the period 2012-mid 2017, the volume of humanitarian assistance has fluctuated.

13. Somalia continues to face tremendous economic, social and political challenges, despite increasing trend in the volume of development assistance during 2013-2015, and donor presence to address a combination of development needs and low domestic capacity.<sup>17</sup>

**Figure 1: International Assistance to Somalia (2012- mid 2017)**



## 2. Reasons for the Evaluation

### 2.1. Rationale

14. The evaluation is an opportunity for the CO to benefit from an independent assessment of its portfolio of operations from 2012 to mid-2017.<sup>18</sup> The CPE will provide evidence of past and current performance to inform the design of a new WFP Interim Country Strategic Plan for Somalia in line with the WFP IRM and Agenda 2030 SDGs. In the past, OEV commissioned a CPE (2006-2011) and a mid-term operation evaluation of PRRO 200844 in Somalia (mid 2012- 2015).

### 2.2. Objectives

15. Evaluations serve the dual objectives of accountability and learning. As such, the CPE will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Somalia (**accountability**); and
- determine the reasons for observed success or failure and draw lessons from experience to produce evidence-based findings that allow the CO to make informed strategic decisions about positioning itself in Somalia, form strategic partnerships, and improve interventions, design, and implementation whenever possible (**learning**).

<sup>17</sup> Major official development donors have included Australia, Belgium, Canada, Denmark, European Union, Italy, Norway, Netherlands, Sweden, UK and USA

<sup>18</sup> The Country Office does not have Country Strategy document.

### **2.3. Stakeholders and Users of the Evaluation**

16. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. The main stakeholder and users of the evaluation are the WFP CO, Regional Bureau in Nairobi (RBN), Headquarters Management, and the Executive Board (EB), the beneficiaries, the Government of Federal Republic of Somalia, Non-Governmental Organizations (NGOs), donors and the UN Country Team. A matrix of stakeholders with their respective interests and roles in the CPE is attached in Annex 4.

17. National government partners comprise ministries and offices such as the Ministry of Foreign Affairs, Ministry of Planning, Ministry of Disaster Management and Humanitarian Affairs, Ministry of Agriculture, Ministry of Education, Ministry of Human Development And Public Services, Ministry of Health, Ministry of Women and Human Rights Development, Ministry of Interior and Office of Statistics. This CPE should enable policy makers to sharpen their view of opportunities for synergies and coordination to support national strategy; and ensure that WFP's future contributions are best attuned to national needs and policy – within any future UNSAS.

18. WFP works closely with the Food and Agricultural Organization (FAO), International Fund for Agricultural Development (IFAD), United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR), Office for Coordination of Humanitarian Affairs (OCHA), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations AIDS (UNAIDS), UN Country Team, the International Committee of the Red Cross (ICRC) and International Organization for Migration (IOM).

19. In addition, WFP partners with multilateral and bilateral donors in the design, funding and coordination of delivery of food and technical assistance.

20. In the complex context of Somalia, the CPE will seek the perspectives of all these partners on WFP's role. The CPE should provide useful lessons for enhancing synergy, coordination and collaboration.

21. Cooperating partners are organizations with which WFP has collaborated directly in the implementation of its portfolio. They comprise a number of local authorities, civil society organizations as well as international NGOs such as World Vision International Save the Children and Danish Refugee Council and national NGOs. The evaluation is expected to enable enhancement for collaboration and synergy between WFP and cooperating partners, clarifying mandates and roles and accelerating progress towards replication and hand-over.

22. WFP beneficiaries are the most important stakeholder group of all: comprising food insecure households, internally displaced people, refugees, children under five, pregnant and lactating women, farmers, school children and participants in livelihoods activities. Data disaggregation by sex, gender sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CPE.

### 3. Subject of the Evaluation

#### 3.1. WFP's Portfolio in Somalia

23. WFP has been operating in Somalia since 1967 to address basic food needs, strengthen coping mechanisms and support efforts to achieve food security.<sup>19</sup> Since 2012, WFP's portfolio in Somalia has comprised two protracted relief and recovery operation: **PRRO 200844** (2016-2018) - *Reducing malnutrition and strengthening resilience shocks food secure in Somalia*; **PRRO 200443** (2013-2015) - *Strengthening food and nutrition security and enhancing-resilience in Somali*; one emergency operation **EMOP 200281** (July 2011-December 2012) *life-saving relief assistance* – primarily general food assistance (GFA) and nine Special Operations.

24. **PRRO 200844** aimed to scale up activities started during 2013-2015 under **PRRO 200443** and utilize new technologies for biometric registration, Cash Based Transfers (CBT) management and remote monitoring and evaluation, collecting information rapidly and refining programming according to changing needs. These technologies were expected to increase transparency and accountability while minimizing the security risks for staff in complex environments.

25. Aiming to cover close to 3 million people over three years, **PRRO 200443** focused on in-kind and CBTs to: enhance the resilience of communities through food for assets and enhanced partnerships; rebuild household food and nutrition security with preventive and therapeutic interventions; relieve hunger and encourage primary school attendance through nutritious cooked meals to school children, particularly on girls via take-home rations to promote gender equality; protect livelihoods during shocks through food assistance for assets and seasonal vulnerability by nutritional support and targeted relief; and enhance capacities to address acute hunger in disasters and will build ministerial capacities with a view to eventual hand-over.

26. **Special Operations** (Sops) for common services were conceived to complement WFP operations. These include: SOP 201051 *emergency rehabilitation work and capacity strengthening at the port of Kismayo*; Sops 200924 and 200507 *Provision of Humanitarian Air Services to Somalia and Kenya*; and SOP 200440 *Food Security Cluster Augmentation in Response to the continued Humanitarian Situation in Somalia*.

#### 3.2. Scope of the Evaluation

27. Somalia CPE covers a period from 2012 to mid-2017. The evaluation will assess WFP portfolio of operations implemented during 2012-mid 2017 including selected sample geographic areas assisted by the portfolio. The evaluation will review implementation of the management responses to the recommendations of the previously completed CPE for Somalia (2006–2011) and mid-term operation evaluation of PRRO 200844 in Somalia (mid 2012- 2015).

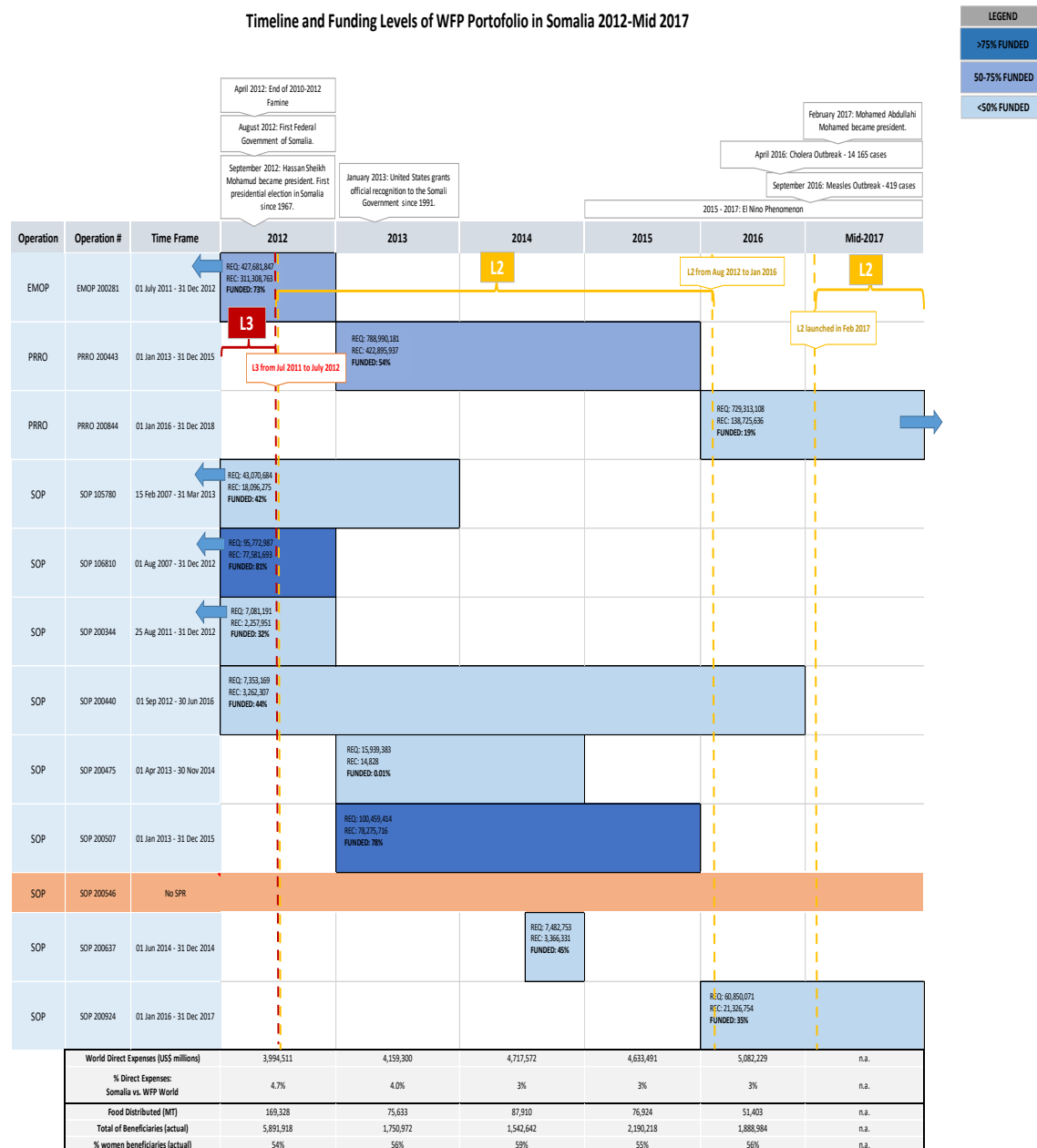
28. In addition to emergency preparedness and response, GFA, school meals, nutrition, vocational training, logistics including ports infrastructure, warehouse facilities, common services, SCOPE, and UNHAS, the evaluation will also examine

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<sup>19</sup> WFP currently operates from the Country Office in Mogadishu and the Liaison Office in Nairobi. WFP maintains an extensive presence in Somalia through Area Offices in Mogadishu, Galkayo, Hargeisa, Bossaso and Dolow, and sub-offices in Berbera, Garowe and Beletweyne. WFP also has staff in Kismayo, El Wak and Dhobley in southern Somalia. With WFP present since 1967, the Country Office has been operating from Nairobi from 1995 to 2015. In February 2015, WFP re-opened the Somalia office in Mogadishu for the first time in 20 years.

innovative approaches and tools such as CBTs and how the corporate FFA approach has promoted a more integrated and cohesive response to enhancing livelihood development and strengthening community resilience to shocks. The evaluation will assess cross cutting issues including gender inequality and women’s empowerment, coordination, humanitarian principled actions, protection, AAP, and capacity strengthening. The field work will cover a limited number of regions/sites and transparent selection criteria will be developed by the evaluation team during the inception phase, taking in to account security considerations.

**Table 1. WFP portfolio in Somalia (2012- mid 2017)**





## 4. Evaluation Questions, Approach and Methodology

### 4.1. Evaluation Questions

29. The CPE will address the three main questions common to the CPE model. The sub-questions focus on issues of particular relevance to the Somalia context, and the ongoing WFP key strategic, operational and technical issues of significance for future positioning and programming. The evaluation team will further develop them in a detailed Evaluation Matrix during the Inception phase. The evaluation will consider the differences in beneficiaries' roles disaggregated by sex and age. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance, which could inform future strategic decisions including the design of the new Interim CSP for Somalia under the WFP IRM. Question 3 will constitute the largest part of the inquiry and evaluation report.

30. **Question 1: Alignment and Strategic Positioning of WFP's Country Strategy and Portfolio.** Reflect on the extent to which: i) main objectives and related activities have been relevant with Somalia humanitarian and developmental needs (including those of specific groups), priorities and capacities; ii) objectives have been coherent with the stated national agenda and policies; iii) objectives have been coherent and harmonised with those of partners especially UN partners, but also with, bilateral partners and NGOs; iv) WFP has been strategic in its alignments and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national needs and strategies and with WFP's mission, strategic plans and corporate policies (including humanitarian principles and gender and protection policies).

31. **Question 2: Factors influencing and Quality of Strategic Decision Making.** Reflect on the extent to which WFP has: i) analysed or used existing analysis of the hunger challenges, the food security and nutrition issues in Somalia - including early warning, gender equality, women's empowerment and protection issues; ii) contributed to placing these issues on the national agenda, analysed appropriate response strategies, including developing national or partner capacity on these issues; and iii) identified the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc.) to understand these drivers of strategy, and how they were considered and managed; and iv) analysed, or used existing analysis of, security-related risks.

32. **Question 3: Performance and Results of the WFP portfolio.** Reflect on: i) the level of effectiveness, efficiency and sustainability of the main WFP programme activities (2012-mid 2017) and explanations for these results (including factors beyond WFP's control such as conflict and natural disasters); ii) the extent of WFP's contribution to the reduction of gender inequality gaps in relation to and control over food, resources, and decision-making iii) the level of synergy and multiplying effect between the various main activities in the portfolio, regardless of the operations; iv) the level of synergies and multiplying opportunities with partners, especially RBAs and other UN partners, but also with bilateral partners and NGOs at operational level. The evaluation will assess the "dynamic" nature of these operations, including the extent to which WFP activities have been developmental in approach in such a conflict-prone context and the effectiveness of risk mitigation measures.

## 4.2. Evaluability Assessment

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

33. The ongoing volatile and unpredictable political context of Somalia creates major security constraints regarding availability of and access to WFP beneficiaries, cooperating partners as well as regions where WFP operates. OEV will continue close monitoring of the situation and consultation with the CO in order to assess the practical implications of the instability on the feasibility, scope and timeline of the CPE and take appropriate action. The proposed timeline assumes that the instability will not worsen.

34. Based on a desk review, an initial evaluability assessment has been conducted to determine the level of data availability and quality for assessing processes, results and corresponding indicators stated in portfolio documents. Monitoring data sets, standard performance reports, and qualitative assessment relevant to WFP's work are available for 2012-2016. Due to internal reporting arrangements, some of the data particularly for second half of 2017 will be available later quarter of 2017. The Special Operations generally aim at being supportive of the outcomes of the EMOPs, PRROs and the objectives of wider humanitarian community in Somalia. They are evaluable at output levels, and, to a certain extent, at outcome levels, as part of their contribution to the efficiency and effectiveness of the CO portfolio. However, there is a general lack of reliable and up-to-date data on contextual topics.

35. In Somalia, a systematic longitudinal study can be challenging, especially evaluating portfolio's efficiency, sustainability of WFP services and results, gender inequality and women empowerment, capacity development, resilience, humanitarian principles and protection issues. Complete and consistent trend data on these areas from 2012 to mid-2017 may not be available, as is the case with FFAs including their impact on longer term resilience or CBTs. The evaluation team is required to undertake further assessment of the adequacy and quality of data when developing the evaluation matrix and data collection strategy; identifying alternative approaches for data collection and designing a strong methodology to analyse all data in a rigorous manner.

36. This evaluation will benefit from documentation available in WFP including portfolio documents, monitoring data sets, and relevant evaluation reports including the Somalia CPE (2006-2011); Evaluation of WFP PRRO 200844 in Somalia; the 2012 Nutrition Policy, WFP's emergency preparedness and response (2015), the Global Logistics Cluster (2012), and review of the FFA evaluations and the Synthesis Report 'On the Impact of Food for Assets'. The CPE will collect additional information and data on coordination, complementarity and coherence of rapid response mechanisms, risk management, contingency planning, resourcing, human resource capacity, Accountability to Affected Populations (AAP). OEV will establish an e-library with bibliography list which the CPE team is expected to make effective use of it; particularly the data sets as well as the standard performance reports.

### 4.3 Methodology

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

37. CPEs primarily use a longitudinal design, relying on secondary quantitative data, and conduct primary qualitative data collection with key stakeholders in the country. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency<sup>20</sup>, effectiveness, sustainability and connectedness. Assessing the appropriateness, relevance and coherence of the Country Portfolio, it will review the extent of alignment with national needs; and internal and external coherence. Assessment of effectiveness of the portfolio will focus on systematic examination of the performance and results at output and outcome levels. The CPE is expected to provide cost and timeliness analysis of delivering food assistance in a country facing access issues. Poor transport infrastructure along with insecurity are associated cost drivers. The evaluation should provide a comparative cost-efficiency<sup>21</sup> and cost-effectiveness<sup>22</sup> analyses of the different food assistance transfer modalities e.g. CBTs versus in-kind or versus a combination of the two, in the portfolio.

38. Cost efficiency compares in-kind procurement value and logistic costs (transport, storage and handling, quality control and salaries for logistic staff) to transport the different commodities to the respective markets with the CBT local market prices at the same point in time. If sufficient data is available a seasonal analysis should also be presented including the in-kind operational costs (partners, equipment and supplies, travel) with the equivalent CBT operational costs (CBT related delivery and other costs). Attention must be paid to differentiate the start-up costs and the running costs and include depreciation calculations, if necessary. It will compare procuring locally vs procuring internationally (Import Parity Price analysis). Cost Effectiveness focuses on Omega value and/or other cost-effectiveness indicators, e.g. the in-kind vs CBT costs per percent increase in households with adequate Food Consumption Score. The team will develop a plan for assessing sustainability and connectedness.

39. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report, with annexes covering data collection instruments. The evaluation team will deepen the review and critically assess technical feasibility and data and accessibility to inform its choice of evaluation methods, taking in to account the national context. The methodology should:

- Examine the logic of the portfolio based on the common objectives arising across operations;
- Be geared towards addressing the evaluation questions using triangulation of information and analysis of both quantitative and qualitative data. A model looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.

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<sup>21</sup> A cost-efficiency analysis measures outputs against inputs in monetary terms and facilitates comparison of alternative transfer modalities in order to use available resources as efficiently as possible.

<sup>22</sup> Cost-effectiveness analysis measures the comparative costs of achieving the desired outcomes. The current WFP cost-effectiveness tool is the omega value, a ratio between the in-kind Nutrient Value Score (NVS) divided by the full cost for the in-kind delivery basket and the CBT NVS divided by the full cost of the full CBT basket.

- Take into account the limitations to evaluability as well as budget and timing constraints. The evaluation team is required to have strong methodological competencies in designing feasible data capture and analysis plan for this CPE.

40. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries disaggregated by gender (sex and age), existing secondary data, etc.) and using a mixed method (e.g. quantitative, qualitative, and participatory) to ensure triangulation of information through a variety of tools. The sampling technique to impartially select sites to be visited and stakeholders to be interviewed should be specified.

#### **4.4 Quality Assurance**

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

42. EQAS calls for carrying out gender responsive evaluations including the identification and disaggregated analyses of gender roles and dynamics, guided by WFP Gender Policy objectives and action plan, inequalities, discriminatory practices and unjust power relations. The CPE methodology will review the extent to which the CS and operations have appropriately analysed and integrated a contextual assessment of gender related gaps addressed the identified gender inequalities. In doing so, the CPE will apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan (UNSWAP) on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to assess IASC Gender Marker levels for the CO, and to systematically and appropriately reflect gender in findings, conclusions and recommendations. To enhance the quality and credibility of this evaluation, the selected evaluation firm will provide further quality checks on the draft the evaluation products, such as draft inception and draft evaluation reports, before the team leader submits them to OEV.

## **5. Organization of the Evaluation**

### **5.1. Phases and Deliverables**

43. The evaluation is structured in five phases summarized in the table below. The three phases involving the evaluation team are: (i) The Inception phase, with a briefing of the evaluation team in Rome (October 10-12, 2017), followed by an inception mission to Mogadishu (October 16-25, 2017) by team leader and evaluation manager, producing inception report - a detailed operational plan for conducting the CPE. (ii)

The Main Evaluation Mission<sup>23</sup>, primary and secondary data collection and preliminary analysis with approximately 3 weeks in the field (Nov. 27 - mid Dec 2017). (iii) The Reporting phase concludes with draft CPE report by February 23, 2018, and final evaluation report (a full report and an summary evaluation report) that will be presented for consideration to WFP’s Executive Board November 2018. Annex 2 presents a more detailed timeline. The CO and RB have been consulted on the timeframe in order to ensure good alignment with the CO planning and decision-making, so that the evidence generated by CPE can be used effectively.

**Table 4: Provisional Timeline Overview**

Phases	August - Sep. 2017	Oct 2– Nov 20 2017	November 27–mid December 2017	Jan 29 - mid May 16, 2018	Mid May November 2018	Deliverables
<b>Phase 1 (Preparation)</b> Desk Review Preparation of ToR Stakeholder consultation	X					Concept Note ToR (draft and final) Contracting evaluation firm
<b>Phase 2 (Inception)</b> Briefing team at HQ Document review Inception mission in Mogadishu and Nairobi		X				Inception Report
<b>Phase 3 (Fieldwork)</b> Evaluation, data collection/analysis, exit debriefing, HQ Briefing			X			Exist Debriefing Aide-memoire/ HQ Briefing
<b>Phase 4 (Reporting)</b> Report drafting, comments and revision				X (February 23) March 21-22		Draft Evaluation Report (D1); Learning workshop
				X May 30		Final Report
<b>Phase 5 (Executive Board)</b> EB Follow up Actions EB.2/November 2018					X	Presentation of SER to EB2/November 2018  Management Response, Evaluation Brief

## 5.2. Evaluation Team Composition

44. As presented in Annex 3, this CPE will be conducted by a team of independent consultants with relevant evaluation expertise. The evaluation firm providing the evaluation team is responsible for proposing a mix of evaluators who will effectively cover the areas of evaluation listed in Annex 3. The team should be as few members as possible providing a combination of the expertise and skills required. The team will consist of international, regional and national consultants with gender balance. All team members must be fluent in English. The team leader (TL) will have the additional responsibility for overall design, implementation, reporting and timely delivery of all evaluation products. The team leader should have excellent synthesis and evaluation reporting writing skills in English.

## 5.3. Roles and Responsibilities

45. This evaluation is managed by the WFP Office of Evaluation (OEV). Dawit Habtemariam has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ and the stakeholders learning in-country workshop; assisting in the preparation of the

<sup>23</sup> An internal exit debrief with the CO will be planned on the last day of the Fieldwork

field mission; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders feedback on the various evaluation products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

46. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in Somalia; set up meetings and field visits and provide logistic support during the fieldwork. The nomination of a WFP CO focal point will help communicating with the EM and CPE team. A detailed consultation schedule will be presented by the evaluation team in the Inception Report. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

47. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country security briefings.

#### **5.4. Communication**

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

48. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication plan (see Annex 5) will be refined by the EM in consultation with the evaluation team during the inception phase to include details about the communication strategy.

49. An internal reference group from main WFP's internal stakeholders at HQ, RB and CO, will be established for the evaluation to serve as contact point for communication with WFP stakeholders. They will be invited to provide comments on the main CPE deliverables. While the final evaluation report is the responsibility of the evaluation team, it will be approved by Sally Burrows, OEV CPE Coordinator on satisfactory meeting of OEV's quality standards. OEV will explore the feasibility of a workshop after the field work to discuss the draft preliminary findings and recommendations. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2018. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through its inclusion in the annual evaluation report. The CO and RB are encouraged to circulate the final evaluation report with WFP external stakeholders.

#### **5.5. Budget**

50. The evaluation will be financed from OEV's budget which will cover all expenses related to consultant/company rates, international travels, logistics, stakeholder learning workshop and OEV staff travel.



# Annexes

## Annex 1: Map of Somalia



Disclaimer: The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Map data sources: CGIAR, United Nations Cartographic Section, ESRI, Europe Technologies, UN OCHA.

## Annex 2: Tentative Timeline

	Somalia Country Portfolio Evaluation	By Whom	Key Dates (deadlines)
<b>Phase 1 - Preparation</b>			
	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM	August 1-16, 2017
	Review draft TOR based on WFP feedback	EM	August 31, 2017
	Final TOR sent to WFP Stakeholders	EM	September 15, 2017
	Contracting evaluation team/firm	EM	September 30, 2017
<b>Phase 2 - Inception</b>			
	Team preparation prior to HQ briefing (reading Docs)	Team	October 2-6, 2017
	HQ briefing (WFP Rome)	EM & Team	October 10-12, 2017
	Inception Mission in the country	EM + TL	October 16-25, 2017
	Submit Draft Inception Report (IR) to OEV	TL	November 8, 2017
	OEV quality assurance and feedback	EM	November 15, 2017
	Submit revised IR	TL	November 17, 2017
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	November 20, 2017
<b>Phase 3 - Evaluation Phase, including Fieldwork</b>			
	Fieldwork & Desk Review. Field visits at CO(s) and RBN. Internal debriefing with the CO and RB	Team	Nov 27-Dec 15, 2017
	<b>Exit Debrief (ppt) Preparation</b>	TL	December 15, 2017
	Debriefing with HQ, RB and COs Staff.	EM&TL	January 11, 2018
<b>Phase 4 - Reporting</b>			
<b>Draft 0</b>	Submit draft Evaluation Report (ER) to OEV (after the company's quality check)	TL	January 29, 2018
	OEV quality feedback sent to the team	EM	February 2, 2018
<b>Draft 1</b>	Submit revised draft ER to OEV	TL	February 9, 2018
	EM seeks OEV Director's clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM	February 16, 2018 February 23, 2018
	OEV consolidate all WFP's comments (matrix), and share them with team. Team to consider them before in-country workshop	EM	March 9, 2018
	Stakeholders Learning workshop - Mogadishu; share comments with TL	TL/EM	March 20-21, 2018
<b>Draft 2</b>	Submit revised draft ER and Draft SER to OEV based on the WFP's comments, and team's responses.	TL	March 30, 2018
	Review revised draft ER (D2) and draft SER.	EM	April 2-6, 2018
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	April 9, 2018
	OEV circulates the draft SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	April 13, 2018
	OEV sends the comments on the draft SER to the team	EM	April 30, 2018
<b>Draft 3</b>	Submit final draft ER (D3) with the revised SER) to OEV	TL	May 9, 2018
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team if necessary	EM&TL	May 16, 2018
<b>Phase 5 Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	May 30, 2018
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	November, 2018
	Presentation of management response to the EB	D/RMP	November, 2018

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance Management and Monitoring



**Annex 3: Summary of evaluation team and skills required** (The evaluation firm is responsible for proposing a mix of evaluators who will effectively cover the areas of evaluation under column 1 below; the team leader and each team member should have i) evaluation competencies in designing and conducting data collection, analysis, synthesis and reporting skills; ii) evaluation experience in unstable humanitarian context, flexibility and readiness to evaluating food assistance in fragile context; and iii) knowledge of the UN and WFP modalities, as well as design and delivery of food assistance highly insecure, polarized and changing environment.)

Areas of CPE	Evaluation roles and tasks	Experience, knowledge and skills required
<b>Team Leadership</b>	Team leadership and management, strategic alignment/planning, leading the CPE implementation and reporting, country portfolio evaluation based on mixed methods, ability to resolve problems. Responsible for ensuring high quality analysis and synthesis in the main CPE products and their timely submission to OEV.	<ul style="list-style-type: none"> <li>Strong experience in evaluating County office strategic positioning related to food assistance specialization in one of areas below; CBTs, cost efficiency/effectiveness. Knowledge and skills in gender analysis; Relevant knowledge and experience of Somalia context; Experience in CPE analysis, synthesis and reporting skills. Knowledge of conflict resolution/peace building evaluation.</li> </ul>
<b>Logistics and Emergency Preparedness and Response (EPR)</b>	Evaluate the effectiveness and efficiency of WFP Special operations, EMOPs and PRRO in the areas of emergency preparedness, targeting, relevant M&E systems response, aviation, UN Air Service, WFP Special operations humanitarian protection, accountability to affected populations and adherence to humanitarian principles, assessment of capacity development and gender analysis, partnerships, and security/risk assessment.	<ul style="list-style-type: none"> <li>Experience evaluating EPR, analysis, humanitarian response management, humanitarian policy with protection element, logistics/supply chain, infrastructure, customer services (aviation, UN Air Service, WFP Special operations), supply-chain specialist or transport economics, with a strong understanding of new digital tools, humanitarian protection. Efficiency analysis. Security/risk assessment, peace building/conflict resolution, partnerships and gender analysis.</li> </ul>
<b>Food security, livelihoods and Resilience</b>	<p>Evaluating food security and livelihoods, including , food security assessments, VAM, M&amp;E systems</p> <p>P4P, market access and food value chain, cash based transfers, efficiency and cost effectiveness</p> <p>Targeting national food safety nets, social protection including school feeding; and</p> <p>FFA programmes, resilience, capacity development and gender analysis and partnerships.</p>	<ul style="list-style-type: none"> <li>Experience in Vulnerability Assessment and Mapping (VAM), skills and experience in evaluating food assistance modalities (cash/ vouchers, FFA and safety nets, P4P, market infrastructure, post-harvest value chain, local purchase, livelihood support. Skills in analysis of efficiency, capacity development, partnerships and gender analysis.</li> </ul>
<b>Nutrition, Health and HIV/AIDS</b>	Specialist in evaluation of nutrition, health, HIV/AIDS WFP, nutrition assessments and monitoring systems; programming in these sectors in Somalia. Assessment of capacity development, gender analysis and partnerships.	<ul style="list-style-type: none"> <li>Experience in evaluating nutrition, including knowledge in nutrition (Lancet 2008 &amp; 2013 and SUN Movement), health, HIV/AIDS, WFP's shift to food assistance and WFP strategic positioning in nutrition. WFP school feeding programme, handover, emergency school feeding operations, Familiarity with WFP Nutrition Policy, capacity development, partnerships and gender analysis.</li> </ul>
<b>Research Assistance</b>	Focus on qualitative and quantitative research, documentation, formatting in support of the team's work evaluation products.	<ul style="list-style-type: none"> <li>Relevant understanding, fieldwork experience in providing research support to evaluation teams, data analyses, formatting, proof reading and presentation skills; knowledge of food assistance..</li> </ul>

## Annex 4: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
<b>A. Internal (WFP) stakeholders</b>		
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and operations implementation, it has a direct stake in the evaluation and will be a primary user of its results in the development of the new Country Strategic Plan, Country Programme and in programme implementation.	CO staff will be involved in planning, briefing, workshops/feedback sessions at the beginning, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CPE.
<b>Regional Bureau</b>	WFP Senior Management and the entire Regional Bureau (RBN) have an interest in learning from the evaluation results because of the strategic and technical importance of Somalia in the RB's portfolio.	RBN will be key informants will be interviewed during the main mission provide comments on the Evaluation Report and SER and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on the draft ER, and management response to the CPE
<b>WFP Divisions</b>	WFP technical units, including units dealing with programme policy, school feeding, nutrition, gender, cash and vouchers, vulnerability analysis, performance monitoring, gender and capacity development, resilience and prevention, climate and disaster risk, safety nets and social protection, partnerships and governance have an interest in lessons relevant to their mandates.	The CPE will seek information on WFP approaches, standards and success criteria from all units linked to main themes of the evaluation (extensively involved in initial briefing of the evaluation team) with a particular interest in improved reporting on results.
<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from Somalia about evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the June 2017 session to inform Board members about the performance and outcome of WFP activities in Somalia.

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p><b>B. Beneficiary Groups</b> (GFA, CBT recipients, FFA beneficiaries, institutional feeding recipients, school children, refugees, participants, and people benefitting from nutrition programming )</p>	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements will have to be made to meet school children, as the mission will take place during school holidays.</p>
<p><b>C. UN Country Team</b> (FAO, IFAD, OCHA, UNHCR UNDP, UNICEF, WHO, UNFPA, UNAIDS)</p> <p><b>D. Clusters</b> (Food Security, Education, Health, Logistics, Nutrition, Protection)</p> <p><b>E. Other International Organizations:</b> ICRC, IOM, International NGOs</p>	<p>WFP collaborates technically with some other agencies, notably FAO, IFAD, UNICEF, UNHCR, OCHA, ICRC, and IOM.</p> <p>WFP also active in the UN Country Team and the Humanitarian Country Team, and specifically in the Food Security and Logistics Clusters</p> <p>WFP and FAO for co-ordination of Food Security and Resilience.</p> <p>The CPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system, and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and partner agencies that have been most involved in food security, nutrition, education and capacity development issues.</p> <p>The CO will keep UN partners informed of the evaluation's progress.</p>
<p><b>F. Donors</b></p>	<p>WFP activities are supported by a number of donors. They all have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, in reference group/feedback sessions/ report dissemination.</p>
<p><b>F. National Partners</b></p>		
<p>Ministry of Foreign Affairs</p>	<p>Responsible for co-ordination of development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Women and Human Rights Development</p>	<p>Key partner for WFP in design and implementation of food assistance and gender quality and women's empowerment.</p>	<p>Interviews both policy and technical levels and feedback session.</p>

<b>Stakeholders</b>	<b>Interest in the evaluation</b>	<b>Participation in the evaluation</b>
Ministry of Education	This is WFP's government partner for school feeding.	Interviews both policy and technical levels and feedback sessions.
Office of Statistics	Plays an important role in food security and related data collection and analysis used by WFP for targeting purposes.	Interviews both policy and technical levels and feedback sessions.
Ministry of Agriculture	WFP's cooperating partner in FFA activities.	Interviews both policy and technical levels and feedback sessions.
Ministry of Disaster Management and Humanitarian Affairs	Plays an important role in food assistance	Interviews both policy and technical levels and feedback sessions.
Ministry of Planning	Responsible for coordination national development plans and strategies.	Interviews both policy and technical levels and feedback sessions.
Ministry of Interior	WFP coordinates with Ministry of interior in the Somaliland and Puntland.	Interviews both policy and technical levels and feedback sessions.
Cooperating partners and NGOs	WFP's cooperating partners in food assistance	Interviews both policy and technical levels and feedback sessions.

## Annex 5: Communication and learning plan

### Internal (WFP) Communications Plan

When Evaluation phase	What Communication product/information	To whom Target group or individual	What level Organizational level of communication e.g. strategic, operational	From whom Lead OEV staff with name/position staff views.	How Communication means	When	Why Purpose of communication
Preparation		CO, RB, HQ	Consultation	Dawit Habtemariam EM	Consultations, meetings, email	Aug-Sep. 2017	Review/feedback For information
TOR	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 <sup>nd</sup> level Quality Assurance	Emails Web	Sep. 2017	Review / feedback For information
HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Dawit Habtemariam EM	email	Oct 2017	Review/feedback For information
Desk review/ Analysis debrief/ In country Feld work	Aide-memoire/PPT	CO, RB, HQ	Operational	Dawit Habtemariam, EM	Email, Meeting at HQ + teleconference HQ	Nov-Dec 2017	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 <sup>nd</sup> level Quality Assurance	email	Jan 2018	Review / feedback
Learning Workshop	D1 ER	CO, RB, HQ	Operational & Strategic	Dawit Habtemariam EM	Workshop	Mar 2018	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from D1 ER
Evaluation Report	D2 ER + SER only	CO, RB, HQ	Strategic	Dawit Habtemariam EM+ Sally Burrows, 2 <sup>nd</sup> level Quality Assurance	email	April 2018	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Dawit Habtemariam EM+ Sally Burrows , 2 <sup>nd</sup> level Quality Assurance	email	Sep. 2018	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials	CO, RB, HQ	Informative & Strategic	Sally Burrows , CPE Coordinator	Email, interactions	As opportunity (roughly qua	Information about linkage to CPE Series

## External Communications

<b>When</b> Evaluation phase plus planned month/year	<b>What</b> Communication product/ information	<b>To whom</b> Target organization or individual	<b>From whom</b> Evaluation management, evaluation team, etc.	<b>How</b> Communication means	<b>Why</b> Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting, edited version Sep 2018	Final report (SER included) and Management Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, Sep 2018	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, Nov 2018	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

## Annex 6: Core Indicators

Key Indicators for Country Context - Somalia - 2012-Mid 2017						
	Indicator	Year	Value		Source	
General	Population (total, millions)	2016	14,317,996		World Bank. WDI.	
		2015	13,908,129			
	Average annual growth (%)	2000/2005	2.7		UNDP HDR 2016	
		2010/2015	2.4			
Urban Population (% of total)	2016	40.0%		World Bank. WDI.		
Human Development Index	2015	NA		UNDP HDR 2016		
Gender	Gender- Inequality Index	Value	NA		UNDP HDR 2016	
		Rank	NA			
	Maternal Mortality ratio (per 100,000 live births)	2015	732		UNDP HDR 2016	
	Seats in national parliament (% female)	2016	13.8			
	Population with at least some secondary education, female, male (% aged 25 and above)	2005-2015	M	F		UNDP HDR 2016
			NA	NA		
	Births attended by skilled health personnel (% of total)	2006	9.4		World Bank. WDI.	
	Labour force participation rate (%)	2015	M	F		UNDP HDR 2016
			75.9	33.2		
	Employees, agriculture, female (% of female employment)	NA	NA		World Bank. WDI.	
School enrolment, primary (% gross)	2007	29.2		World Bank. WDI.		
Economic	Income Gini Coefficient	2010-2015	NA		UNDP HDR 2016	
	GDP per capita (current US\$)	2016	434		World Bank. WDI.	
		2015	426			
	Foreign direct investment net inflows (% of GDP)	2015	8.7		World Bank. WDI.	
2014		7.7				
Net official development assistance received (current US\$)	2015	1,253,550,000		World Bank. WDI.		
Poverty	Population living below \$1.90 a day (%)	2015-2014	NA		UNDP HDR 2016	
	Population near multidimensional poverty (%)	2006	8.3		UNDP HDR 2016	
	Population in severe multidimensional poverty (%)	2006	63.6		UNDP HDR 2016	
Nutrition	Wasting % (Moderate and Severe)	2010-2015	Mod & Sev			UNICEF SOWC 2016
			15			
	Stunting % (Moderate and Severe)	2010-2015	Mod & Sev			UNICEF SOWC 2016
			26			
	Underweight % (Moderate and Severe)	2010-2015	Mod & Sev			UNICEF SOWC 2016
			23			
	< 5 mortality rate	2000	174		UNICEF SOWC 2016	
2015		137				
Exclusive Breast-Feeding <6months (%)	2010-2015	5		UNICEF SOWC 2016		
Minimum Acceptable Diet 6-23 months (%)	2010-2015	NA		UNICEF SOWC 2016		
Minimum Dietary Diversity for Women	New Indicator, NA	New Indicator, NA		New Indicator, NA		
Health	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2015	22		UNICEF SOWC 2016	
	Life expectancy at birth	2013	58			
	Estimated HIV Prevalence Rate (Adults)	2016	0.4		UNAIDS 2016	
		2015	0.4			
	Public expenditures on health (% of GDP)	2014	NA		UNDP HDR 2016	
	Youth Literacy Rate (15-24 y) (%)	2009-2014	M	F		UNICEF SOWC 2016
			NA	NA		
Use of Improved Drinking Water Sources (%)	2015	NA		UNICEF SOWC 2016		
Use of Improved Sanitation Facilities (%)	2015	NA		UNICEF SOWC 2016		
Education	Population with at least secondary education (% ages 25 and older)	2005-2015	NA		UNDP HDR 2016	
	Government expenditures on education (% of GDP)	2010-2014	NA		UNDP HDR 2016	
	School enrolment, primary (% gross)	2010-2014	M	F		UNICEF SOWC 2016
			NA	NA		
	Net attendance ratio, primary school (%)	2007	29.2		World Bank. WDI.	
		2009-2014	M	F		UNICEF SOWC 2016
			24	19		
Net attendance ratio, primary school (%)	2006	M	F		MICS 2010	
		25.1	20.8			
Net attendance ratio, secondary school (%)	2009-2014	M	F		UNICEF SOWC 2016	
		7	4			

## Annex 7: E-library

<b>CPE Somalia 2012- mid 2017</b>		
<b>Folder name / File name</b>	<b>Author</b>	<b>Date</b>
<b>1 - EQAS &amp; Technical Notes</b>		
Guidance for process and content - CPE	WFP OEV	2016
<b>1.1. Inception report</b>		
Template for Inception Report - CPE	WFP OEV	2013
Quality Checklist for Inception Report - CPE	WFP OEV	2014
Team members work plan and proposed stakeholders meeting	WFP OEV	2011
<b>1.2. Evaluation report</b>		
Template for Evaluation Report - CPE	WFP OEV	2013
Quality Checklist for Evaluation Report - CPE	WFP OEV	2014
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
<b>1.4. Technical notes</b>		
TN - ER Integrating Gender in Evaluation	WFP OEV	2014
TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
TN - Stakeholder analysis & Mapping	WFP OEV	2011-13
TN - Evaluation Criteria & Matrix	WFP OEV	2013
TN - ER Formatting Guidelines	WFP OEV	2013
TN - Efficiency	WFP OEV	2013
TN - Logic Model Theory Of Change	WFP OEV	2013
TN - Evaluation Recommendations	WFP OEV	2013
TN - Example Evaluation Matrix for EQAS	WFP OEV	2013
<b>1.5. Examples</b>		
Inception Report (Niger, Somalia & Tanzania CPEs)	WFP OEV	2011-2015
Evaluation Report (Niger & Somalia CPEs)	WFP OEV	2011-2013
SER (Niger & Somalia CPEs)	WFP OEV	2012-2013
Management Response (Niger & Somalia CPEs)	WFP OEV	2012-2013
<b>2. CONCEPT NOTE &amp; TOR</b>		
Somalia projected Timeline	WFP OEV	
TOR (and summary TOR) Somalia CPE	WFP OEV	
<b>3 - WFP POLICIES &amp; DOCS</b>		
WFP Orientation Guide	WFP	2015
<b>3.1. Policies &amp; Strategic Plans</b>		
WFP Annual Performance Report 2013	WFP	2014
WFP Annual Performance Report 2014	WFP	2015
WFP Annual Performance Report 2015	WFP	2016
Strategic Results Framework 2014-2017	WFP	2013
Implementation of WFP Strategic Results Framework 2008-2013	WFP	2010
Compendium of Policies relating to the Strategic Plan	WFP	2015
Strategic Plan 2008-2013	WFP	2007
Strategic Plan 2014-2017	WFP	2013



Consolidated framework of WFP policies	WFP	2010
Enterprise Risk Management policy	WFP	2015
Evaluation policy (2016-2021)	WFP	2016
Management Results Framework 2014 - 2017	WFP	2013
Management Results Framework Overview	WFP	2012
OEV CPE Brief	WFP	2015
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Performance Management Policy 2014-2017	WFP	2014
Update on the implementation of the protection policy	WFP	2014
Update on WFP role in the humanitarian assistance system	WFP	2012
WFP Humanitarian Protection Policy	WFP	2012
WFP management overview	WFP	2015
WFP Policy Formulation	WFP	2011
WFP's role in peacebuilding in transition settings	WFP	2013
WFP 2012 Somalia Corporate Response Lessons Learned Exercise	WFP	2013
WFP's Role in Humanitarian Assistance	WFP	2010
Humanitarian principles	WFP	2004
<b>3.2. Nutrition</b>		
Follow-Up to WFP Nutrition Policy	WFP	2012
Food and nutrition handbook	WFP	2000
Food and nutrition needs in emergencies	WFP	2003
Guidelines for selective feeding - management of malnutrition in emergencies	WFP & UNCHR	2012
Measuring Nutrition Indicators in the Strategic Results Framework (2014-2017) Briefing Package	WFP	2014
Moderate Acute Malnutrition - A decision Tool for Emergencies	WFP	2012
Programming for nutrition specific interventions	WFP	2012
Summary Evaluation Report of the Nutrition Policy for 2012–2014 and Management Response	WFP	2015
Technical workshop on nutrition	WFP	2012
The Right Food at the Right Time	WFP	2012
Update on the Nutrition Policy	WFP	2013
WFP Nutrition Policy	WFP	2012
<b>3.3. Emergency</b>		
Definition of emergencies	WFP	2005
Exiting emergencies	WFP	2005
Food aid and livelihoods in emergencies strategies for WFP	WFP	2003
Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations reports & Management Response	WFP	2012-13
PREP Evaluation 2011-2014 - Evaluation Report vol. I and II	WFP	2014
PREP Evaluation report & Management Response	WFP	2015
Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response	WFP	2015

Targeting emergencies WFP policy	WFP	2006
Transition from relief to development	WFP	2004
WFP's use of Pooled Funds (2009-2013)	WFP	2014-15
WFP's use of Pooled Funds (2009-2013)-Management Response	WFP	2015
<b>3.4. Gender</b>		
Evaluation of WFP 2009 Gender Policy	WFP	2013
Gender mainstreaming from the ground up	WFP	2014
Gender Policy 2015-2020	WFP	2014
Gender Policy brief	WFP	2009
Guidance for the WFP Gender Marker	WFP	2014
How to Manage Gender-Responsive Evaluation-UN Women	UN WOMEN	2015
Management Response to the Recommendations of the Summary Evaluation Report of the WFP Gender Policy (2008-2013)	WFP	2013-14
Revised UN SWAP Evaluation Technical Note and Scorecard	UNEG	2014
Summary Evaluation Report of the WFP Gender Policy (2008-2013)	WFP	2014
Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010-2011)	WFP	2012
Update on the WFP Gender Policy	WFP	2014
WFP gender policy corporate action plan 2010-2011	WFP	2009
WFP Gender Policy 2015-2020	WFP	2015
Women and WFP - Helping Women helping themselves	WFP	2011
<b>3.5. Food security</b>		
Comparative Review of Market Assessments Methods Tools Approaches and Findings	WFP	2013
Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Emergency Food Security Assessment Handbook	WFP	2009
FAO-WFP Evaluation of Food Security Cluster in Humanitarian Action	WFP	2014
FAO-WFP Evaluation of Food Security Cluster Management Response	WFP	2014
Food consumption analysis - Calculation and use of the FCS in FS analysis	WFP	2008
Food distribution guideline	WFP	2006
IPC Somalia - May 2015 - Communication Summary_ FINAL	IPC	2015
IPC Somalia - Sept 2014 - Communication Summary	IPC	2014
IPC Somalia - Sept 2014 - Full Report	IPC	2014
IPC Somalia Sept 2015	IPC	2015
IPC_Somalia - May 2015	IPC	2015
Global Food Security Update (December 2015-July 2016)	VAM/WFP	2015-2016
Labour Market Analysis Guidance For Food Security Analysis and Decision-Making	WFP	2013
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making	WFP	2011
Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis	WFP	2010

Monitoring Food Security-Indicators Compendium	WFP	2010
Monitoring Food Security-Reporting Structure and Content	WFP	2012
Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Somalia Food Security and Nutrition Analysis - KEY MESSAGES	IPC	2015
Technical Guidance - The Basics of Market Analysis for Food Security	WFP	2009
Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator	WFP	2014
The State of food insecurity in the World	WFP/FAO/IFAD	2015
VAM Standard Analytical Framework	WFP	2002
<b>3.6. School Feeding</b>		
A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
How to develop the logic of school feeding projects	WFP	-
Local Food for Children in School	WFP	2013
Overview presentation SF policy Part I & II	WFP	2012
Revised school feeding policy	WFP	2013
Rethinking School Feeding Social Safety Nets, Child Development, and the Education Sector	WB	2009
SABER. About and Methodology	WB	2016
SABER in Action. Overview	WB	2014
SABER School Feeding Brief	WB	2014
School Feeding Flier with links	WFP	2013
School Feeding Policy	WFP	2009
Update on the Implementation of WFP's School Feeding Policy	WFP	2011
School Feeding Policy Evaluation-Management Response	WFP	2012
School Feeding Policy Evaluation Report	WFP	2011-12
School-feeding and nutrition	WFP	2010
State of school feeding worldwide	WFP	2013
Sustainable school feeding, Lifting children out of the hunger trap	WFP	2011
<b>3.7. Capacity Development</b>		
Capacity Development Kit	WFP	2012
Capacity Development Policy	WFP	2009
Capacity Gaps and Needs Assessment in Support of Projects to Strengthen National Capacity to End Hunger	WFP	2014
National Capacity Index (NCI) – Measuring Change in Capacity for Hunger Governance in Support of Projects to Strengthen National Capacity to End Hunger	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations	WFP	2008
Evaluation of WFP's Capacity Development Policy and Operations-Management Response	WFP	2008
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Guideline for Technical Assistance and Capacity Strengthening to End Hunger	WFP	2014
<b>3.8. Partnerships</b>		

Corporate Partnership 2014 - 2017	WFP	2014
Evaluation From Food Aid to Food Assistance Working in Partnership Volume I	WFP	2012
PPP and fundraising strategy. Evaluation report Volume I	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2008
Private-Sector Partnerships and Fundraising Strategy	WFP	2013
Topics Partnerships - Working with NGOs	WFP	n.a.
<b>3.9. DRR, FFA, Resilience &amp; Safety nets</b>		
Climate change and hunger - Towards a WFP Policy on Climate Change	WFP	2011
<b>Disaster Risk Reduction</b>		
An update of WFP interventions in disaster preparedness and mitigation	WFP	2007
Disaster mitigation. A strategic approach	WFP	2000
Policy on Disaster Risk Reduction	WFP	2009
WFP policy on disaster risk reduction and management 2011	WFP	2011
<b>FFA</b>		
FFA Impact Evaluation - Management Response	WFP	2014
FFA Impact Evaluation Synthesis	WFP	2014
FFA Manual – Modules A, B, C, D, E	WFP	2014
WFP disaster risk reduction policy 2009	WFP	2009
WFP Disaster mitigation - a strategic approach	WFP	2000
FFA Impact Evaluation Synthesis & SER (Uganda)	WFP	2014
FFA Impact Evaluation Synthesis & SER (Senegal)	WFP	2014
<b>FFA Audit</b>	<b>WFP</b>	<b>2017</b>
<b>Resilience</b>		
Draft Policy on Building Resilience for Food Security And Nutrition	WFP	2015
Enabling Development - Progress report on the management response	WFP	2007
Enabling Development	WFP	1999
Implementation of the Enabling Development Policy	WFP	2000
Policy on building resilience for food security and nutrition	WFP	2015
WFP Programme design framework & WFP Contributing to Resilience Building	WFP	2014
<b>Safety Nets</b>		
Policy brief on Urban Food Insecurity - Strategies for WFP	WFP	2002
Programming food aid in urban areas - Operational guidance	WFP	2004
Update of WFP Safety nets policy	WFP	2012
Urban Food Insecurity - Strategies for WFP	WFP	2002
WFP and food-based safety nets - Concepts & experiences	WFP	2004
WFP Safety Nets Guidelines - Modules A to L	WFP	2014
WFP's Role in Social Protection and Safety Evaluation Report	WFP	2011
WFP's Role in Social Protection and Safety-Management Response	WFP	2011
<b>3.10. Monitoring</b>		

Beneficiaries, Targeting and Distribution Guidance	WFP	2013
Beneficiary definition & counting	WFP	2005
Chapter 2 - Country Office ME Strategy (APR14)	WFP	2015
Chapter 3 - Data Collection, Preparation and Analysis (APR14)	WFP	2015
Chapter 4 - Process Monitoring (APR14)	WFP	2015
Chapter 5 - Output Monitoring (APR14)	WFP	2015
Chapter 6 - Outcome Monitoring (APR 2014)	WFP	2015
COMET Design Modules - log frames design & results	WFP	-
Counting Beneficiaries in WFP	WFP	2012
Third Party Monitoring Guidelines	WFP	2014
SOPs for Monitoring & Evaluation	WFP	2013
Third Party Monitoring Guidelines	WFP	2014
<b>3.11. HIV</b>		
Five minutes to learn about. Calculating outcome indicators from CP reports	WFP	2013
Food assistance in the context of HIV ration design guide	WFP	2008
Food assistance context of HIV	WFP	2007
Food Vouchers to Support People Living with HIV	WFP	2013
HIV in Humanitarian Settings	WFP	2013
Programming for HIV and TB	WFP	2012
Update on WFP's response to HIV and AIDS	WFP	2014
Update on WFP's response to HIV and AIDS	WFP	2016
WFP HIV policy	WFP	2010
WFP HIV and TB Programme and M&E Guide 2014	WFP	2014
<b>3.12. Cash &amp; Voucher</b>		
Cash & Voucher Policy update	WFP	2011
Cash & Voucher Policy	WFP	2008
Cash and Food Transfers - A Primer	WFP	2007
Cash and Vouchers Manual	WFP	2009
Cash and voucher policy Evaluation Report	WFP	2014
Cash and voucher policy evaluation-Management response	WFP	2015
Cash and Vouchers Manual	WFP	2014
Economic impact study - Vouchers programme in Lebanon	WFP	2014
Internal Audit of C&V Modalities in the Field - Distribution Cycle and Closure	WFP	2015
Internal Audit of C&V Modalities in the Field - Management Response	WFP	2015
Internal Audit of C&V Modalities in the Field - Project Design & Set up	WFP	2015
Operations and Finance Procedures for the use of C&V Transfers to Beneficiaries	WFP	2013
OPERDIR - financial accounting	WFP	2009
WFP Cash for change Initiative Distribution Models	WFP	2012
<b>3.13. Logistics</b>		
Evaluation of the Global Logistics Cluster Evaluation Report vol. I	WFP	2012

Evaluation of the Global Logistics Cluster Evaluation report vol. II	WFP	2012
Global Logistics Cluster Evaluation - Management Response	WFP	2012
Global Logistics Evaluation - SER	WFP	2012
WFP aviation - Operational snapshot Jan-June 2014	WFP	2014
WFP aviation in 2013	WFP	2014
<b>3.14. Protection</b>		
Update on the implementation of the protection policy	WFP	2014
WFP Humanitarian Protection Policy	WFP	2012
WFP's Protection Project	WFP	2008
<b>3.15 Audit</b>		
Internal Audit of the Somalia Country Office	WFP OIAI	2015
<b>4. External Documents<sup>24</sup></b>		
<b>4.1 Government</b>		
Puntland Health Sector Strategic Plan 2013-2016	Puntland State of Somalia	-
Puntland Second Five Year Development Plan 2014-2018	Puntland State of Somalia	2013
The Puntland Priorities 2014 - 2016	Puntland State of Somalia	-
Somali Health Policy	Federal Government of Somalia	Sep-14
Somali Health Sector Strategic Plan 2013-2016	The Federal Government of Somali Republic	-
Somali Interim Education Sector Strategic Plan	Somalia Federal Republic	2013
Somali National Gender Policy	Federal Republic of Somali	2016
Somalia Education Statistics Yearbook 2013-2014	Federal Republic of Somalia	Apr-15
Somalia Go-2-School Initiative 2013-2016	Somalia Federal Republic	-
Somalia National Strategic Plan for Malaria 2011-2015	Federal Republic of Somalia	Mar-10
Somalia The First Malaria Indicator Survey in Somalia	Zonal NMCPs/MOHs of the Federal Government, Puntland and Somaliland	2014
Somaliland Health Sector Strategic Plan 2013-2016	Republic of Somaliland	2013
Somaliland National Development Plan 2012-2016	Republic of Somaliland	Dec-11
<b>4.2 United Nations Organizations</b>		
Alert, Early Warning, and Readiness Report 2015 - 2016	IASC	Oct-15
Early Warning, Early Action and Readiness Report 2016	IASC	Jun-16
Early Warning, Early Action and Readiness Report 2016 - 2017	IASC	-
Consequences of Drought in Somalia	OCHA	Nov-16
Humanitarian Bulletin-v2-July 2017	OCHA	Jul-17
Humanitarian Needs Overview 2017	OCHA	Oct-17
Humanitarian Response Plan Somalia 2015	OCHA	Dec-14
Humanitarian Snapshot 2017	OCHA	Jan-17
Operational Plan for Famine Prevention	OCHA	Feb-17
Somalia - Call for Aid - Drought and El Nino in Somalia	OCHA	Mar-16
Famine Prevention and Drought Response Plan February-July 2017	FAO	Aug-17
Infographics Somalia Livestock Exports	FAO	Apr-15

<sup>24</sup> External Documents include all documents that could be collected as of 08/09/2017.

Infographics Somalia Agriculture	FAO	Jun-14
Infographics Somalia Fisheries	FAO	May-14
Infographics Somalia Funding Status	FAO	Oct-14
Infographics Somalia Livestock	FAO	May-14
Infographics Somalia Population Statistics	FAO	Oct-14
Infographics Somalia Water	FAO	May-14
Integrated Strategic Framework 2014-2016	UNSOM	Oct-14
Drought Response Infographic 2017	ICRC	Apr-17
Annual Report 2015	ICRC	2014
Annual Report 2014	ICRC	2014
Annual Report 2013	ICRC	2013
Annual Report 2012	ICRC	2012
IOM Appeal Somalia Drought 2017	IOM	Mar-17
Dimensions of Crisis on Migration in Somalia	IOM	Feb-14
Youth Behavioural Survey Report Somalia 2012	IOM	2012
UNDP Somalia Gender Equality and Women's Empowerment Strategy 2011-2015	UNDP	2012
Somalia Human Development Report	UNDP	2012
A New Deal for a New Somalia - Somalia Annual Report	UNDP	2013
WHO Somalia Health Update 2014	WHO	-
Country Cooperation Strategy for WHO and Somalia 2010-2014	WHO	-
Population Estimation Survey 2014 of Somalia	UNFPA	Oct-14
United Nations Somali Assistance Strategy 2011-2015	UN	-
Somalia Situation Supplementary Appeal 2017	UNHCR	May-17
Somali Refugee Displacements in the near Region - Analysis and Recommendations	UNHCR	Aug-14
United Nations Entity for Gender Equality and the Empowerment of Woman	UNAIDS	2015
<b>4.3 International Organizations</b>		
Quarterly Brief Food Security & Nutrition-July 2017	FSNAU	<b>Jul-17</b>
Somali Infant and Young Child Nutrition Assessment	FSNAU	2016
Mid-Term Review of the Somali Joint Health and Nutrition Programme	SIDA	Dec-15
Evaluation of the Life and Peace Institute	SIDA	Mar-12
Somalia Economic Update	World Bank	Oct-15
The Pirates of Somalia - Ending a Threat, Rebuilding a Nation	World Bank	Apr-13
Assessment Report Somalia Economic Growth Strategic Assessment	USAID	Jul-14
Somalia – Complex Emergency Fact Sheet	USAID	Various
Succes Story – Confronting El Nino in Somalia	USAID	-
<b>4.4 NGOs</b>		
No Where Else to Go – Forced Returns of Somali Refugees from Kenya	Amnesty International	Nov-16
The State of the World's Human Right 2016-2017	Amnesty International	Feb-17
Instruments of Pain (III): Conflict and Famine in Somalia	International Crisis Group	May-17

Somalia: Al-Shabaab - It Will Be a Long War	International Crisis Group	Jun-14
Somalia: An Opportunity that Should not Be missed	International Crisis Group	Feb-12
Somalia: Puntland's Punted Polls	International Crisis Group	Dec-13
Somaliland: The Strains of Success	International Crisis Group	Oct-15
Annual Report 2014	NGO Consortium	2014
The Economics of Elections in Somaliland	Rift Valley Institute	2015
<b>4.5 Others</b>		
London Somalia Conference Security Pact	UK Government	May-17
<i>Messner, J. J. (24 June 2014). <a href="#">"Failed States Index 2014: Somalia Displaced as Most-Fragile State"</a></i>	Academia	2014



## Annex 8: WFP Strategic Plan Objectives 2008-2013 and 2014-2017

<b>Strategic Plan 2014 - 2017</b>	
<b>WFP Strategic Objectives</b>	
<b>Strategic Objective 1</b>	Save lives and protect livelihoods in emergencies.
<b>Strategic Objective 2</b>	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
<b>Strategic Objective 3</b>	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
<b>Strategic Objective 4</b>	Reduce undernutrition and break the intergenerational cycle of hunger.
<b>Note:</b> Capacity development (previously under Strategic Objective 5) is mainstreamed into the four Strategic Objectives	
Source: WFP Strategic Plan 2014 - 2017	

<b>Strategic Plan 2008 - 2013</b>	
<b>WFP Strategic Objectives</b>	
<b>Strategic Objective 1</b>	Save lives and protect livelihoods in emergencies.
<b>Strategic Objective 2</b>	Prevent acute hunger and invest in disaster preparedness and mitigation measures.
<b>Strategic Objective 3</b>	Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations.
<b>Strategic Objective 4</b>	Reduce chronic hunger and undernutrition.
<b>Strategic Objective 5</b>	Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.
Source: WFP Strategic Plan 2008 - 2013	

## Annex 9: WFP portfolio in Somalia 2012 – mid 2017

**Somalia Portfolio Overview 2012-Mid 2017**

Operation type	Operation number	Title	Time frame	US\$ Req.	US\$ Rec.	% Funded	Project Objectives
EMOP	EMOP 200281	Tackling Hunger and Food Insecurity in Somalia	01 July 2011 - 31 Dec 2012	427,681,847	311,308,763	73%	The main pillars of both the former EMOP 108120 which ended in June 2011 and EMOP 200281 which started in July 2011 are general food distribution and nutrition programmes providing support to families living in emergencies and ensuring their adequate food consumption. An emergency school meals programme provides a daily meal, while increasing access to education of vulnerable children. Early recovery activities, including institutional feeding, food for assets and food for training, support the re-establishment of basic livelihoods of targeted households.
PRRO	PRRO 200443	Strengthening Food and Nutrition Security and Enhancing Resilience	01 Jan 2013 - 31 Dec 2015	788,990,181	422,895,937	54%	The operation has the following objectives: 1. enhance the resilience of communities through food for assets and enhanced partnerships – Strategic Objective 2; 2. rebuild household food and nutrition security with preventive and therapeutic interventions, school meals and food for assets – Strategic Objective 3; and 3. protect livelihoods during shocks and seasonal vulnerability through nutritional support and targeted relief, as appropriate – Strategic Objective 1. It will also enhance capacities to address acute hunger in disasters and will build ministerial capacities with a view to eventual hand-over, addressing Strategic Objective 5. The PRRO continues a shift begun under emergency operation 200281 from live-saving relief assistance – primarily general food distributions towards recovery assistance that enables communities to cope more effectively with hardships. Through EMOP 200281, WFP introduced voucher transfers in Somaliland. The evaluation showed that beneficiaries accessed a more diverse food basket and consumed more calories using vouchers as compared with in-kind assistance. Greater beneficiary satisfaction was reflected in the fact that households consumed nearly the entire value of the transfer, whereas with in-kind transfers some food was sold to pay for other priorities. While not feasible countrywide, the success of the project indicates that market-based approaches are appropriate and could be scaled up.
PRRO	PRRO 200844	Reducing Malnutrition and Strengthening Resilience to Shocks for a Food-Secure Somalia	01 Jan 2016 - 31 Dec 2018	729,313,108	138,725,636	19%	Protracted relief and recovery operation (PRRO) 200844 will build on the existing PRRO by employing flexible and scalable programmes for strengthening nutrition and food security through early warning, safety nets and conditional seasonal transfers. This PRRO has three main objectives: 1) Stabilize and reduce the prevalence of global acute malnutrition and disparities between boys and girls under 5; provide life-saving assistance to people in the IPC "crisis" and "emergency" phases; and protect populations at risk of acute food insecurity resulting from shocks, through predictable and reliable safety net programmes (Strategic Objective 1). 2) Address the causes of acute malnutrition with integrated preventive programmes for children under 2 and pregnant and lactating women – contributing to Zero Hunger Challenge Objective 1 – and stabilize seasonally vulnerable households by focusing on resilience (Strategic Objective 2) – contributing to Zero Hunger Challenge Objective 2. 3) Enhance the food security and productivity of households in the IPC "stressed" phase, through investments in food production and sustainable income generation (Strategic Objective 3) – contributing to Zero Hunger Challenge Objective 4.
SOP	SOP 105780	Emergency Rehabilitation Works for Logistics Infrastructure in Somalia	15 Feb 2007 - 31 Mar 2013	43,070,684	18,096,275	42%	The Special Operation (SO) 105780 was launched in February 2007 to facilitate the efficient delivery of humanitarian food supplies in southern Somalia through targeted rehabilitation works at Mogadishu and Kismayo ports and at key bottlenecks in the road and bridge network in the region. This operation contributed to WFP Strategic Objective 1 and was extended several times through budget revisions. As a result of the temporary suspension of operations in southern Somalia in 2010 and the additional logistical workload this placed on the northern ports of Berbera and Bossaso, this operation was extended in February 2010 to include rehabilitation work to improve the logistics infrastructure in Somaliland, Puntland and the Central regions. Following delays caused by the volatile security situation and challenging operating environment, and an extension in geographical area of the operation, this operation was closed on 31 March 2013 and replaced by SO 200475.
SOP	SOP 106810	Humanitarian Air Service in Support of Relief Operations in Somalia and Kenya	01 Aug 2007 - 31 Dec 2012	95,772,987	77,581,693	81%	The core objective of this special operation is to facilitate the delivery of life-saving humanitarian and movement of humanitarian workers in Somalia, through the provision of critical and safe passenger air services at a subsidized cost, in support of WFP Strategic Objective 1. The operation is complying with the International Civil Aviation Organization (ICAO) recommendations regarding the management and maintenance of WFP air transport services, by ensuring adequate levels of safety and security. Specific services provided by the United Nations Humanitarian Air Services (UNHAS) include air transport of humanitarian staff within Somalia, medical and security evacuation permanently available for relocations of staff, airlift of essential relief cargos – such as medical supplies to locations inaccessible by road. In summary, UNHAS aims to respond in a fast, efficient and flexible manner to the needs of the humanitarian community.
SOP	SOP 200344	Logistics and Emergency Telecommunications Cluster Augmentation in Response to the Humanitarian Situation in Somalia	25 Aug 2011 - 31 Dec 2012	7,081,191	2,257,951	32%	Special Operation 200344, was launched to provide the humanitarian community with adequate logistics and information and communications technology capabilities, as well as coordination mechanisms to enable the delivery of assistance.
SOP	SOP 200440	Food Security Cluster Augmentation in Response to the continued Humanitarian Situation in Somalia	01 Sep 2012 - 30 Jun 2016	7,353,169	3,262,307	44%	This Special Operation will provide the resources to allow the food security cluster to 1. assume the leadership around the coordination and information management of food security related activities; 2. provide guidance and strategic vision to its membership to respond to the acute needs, and; 3. lay the foundations of recovery through strategic coordination guidance on livelihood planning that strengthen resilience to address the underlying causes of the year on year crisis in Somalia. Special operation 200440 "Food Security Cluster Augmentation in Response to the continued Humanitarian Situation in Somalia" enabled the food security cluster that is co-led by WFP and FAO to assume humanitarian leadership around coordination and information management of emergency food security responses. The special operation ended in June 2016 after which the food security cluster activities were integrated into WFP's PRRO and the ongoing FAO programme.
SOP	SOP 200475	Development of Logistical Infrastructure for Somalia and the Horn of Africa Corridor	01 Apr 2013 - 30 Nov 2014	15,939,383	14,828	0%	Building on past achievements launched under SOP 105780, WFP proposes to continue its rehabilitation work in Somalia and to focus its attention on areas which will have the most impact for humanitarian assistance in Somalia. In addition to the relocation of warehouse facilities, the SO provides for a further programme of rehabilitation to the ports of Berbera, Bossaso and Mogadishu as well as WFP warehouse facilities according to funding received.
SOP	SOP 200507	Provision of Humanitarian Air Services in Somalia and in Kenya	01 Jan 2013 - 31 Dec 2015	100,459,414	78,275,716	78%	The special Operation (SO) 200507 has been prepared to ensure continued provision of safe and reliable air transport services to the humanitarian community in Somalia and Kenya for the period 2013-2014. The objectives of the SO are: 1. To provide safe, efficient and cost-effective inter-agency air transport service for over 100 United Nations Agencies, NGOs and donor organizations operating in both Somalia and Kenya; 2. To transport light cargo such as medical supplies, specialized emergency food stuff and high value equipment (ICE); and 3. To provide timely medical and security evacuations for the humanitarian community in the region. The objectives above are linked to WFP's Strategic Results Framework and are examples of Strategic Objective 1: Save lives and protect livelihoods in emergencies.
SOP	SOP 200546	No SPR					
SOP	SOP 200637	Security Augmentation in Support of WFP Operations in Somalia	01 Jun 2014 - 31 Dec 2014	7,482,753	3,366,331	45%	The aim of the proposed Special Operation (SO) is to ensure uninterrupted funding for WFP Somalia's security related functions. The SO will delink security related funding from in-kind and cash contributions to Protracted Relief and Recovery Operation (PRRO) 200443 budget and ensure that any gaps in programme funding will not jeopardize WFP's ability to ensure the safety of its staff in Somalia's highly complex security environment. The proposed SO will allow WFP to maintain a flexible and safe presence in Somalia regardless of the size or current funding levels operation.
SOP	SOP 200924	Provision of Humanitarian Air Services in Somalia and in Kenya	01 Jan 2016 - 31 Dec 2017	60,850,071	21,326,754	35%	In 2016, WFP also implemented two special operations to support the provision of humanitarian assistance in Somalia. Special operation 200924 "Provision of Humanitarian Air Services in Somalia and Kenya" continued to facilitate the provision of safe and reliable air transport services to the humanitarian community in Somalia and Kenya including medical and security evacuations. The special operation, set to end in December 2017, is linked to Strategic Objective 1 (Save lives and protect livelihoods in emergencies) of WFP's Strategic Plan (2014–2017), and to Sustainable Development Goals 2 (Zero Hunger) and 17 (Partnerships).

Sources: PDS and SPRs 2012-2016. 2017 data not available.  
No SPR available

## **Acronyms**

CBT	Cash Based Transfers
CPE	Country Portfolio Evaluation
CO	Country Office
CSP	Country Strategic Plan
EMOP	Emergency Operations
FAO	Food and Agriculture Organization
FFA	Food Assistance for Asset
FSNAU	Food Security and Nutrition Analysis Unit
GEWE	Gender Equality and Women's Empowerment
GDP	Gross Domestic Product
GFA	General Food Assistance
IRM	Integrated Road Map
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOH	Ministry of Health
NGO	Non-Governmental Organization
OCHA	United Nations Office for Coordination of Humanitarian Affairs
OEV	Office of Evaluation
PRRO	Protracted Relief and Recovery Operations
SDGs	Sustainable Development Goals
Sops	Special Operations
SNDP	Somali National Development Plan
TOR	Terms of Reference
UNAIDS	United Nations AIDS
UNESCO	United Nations Education Scientific Cultural Organization
UNICEF	United Nation Children's Fund
UNDP	United Nations Development Programme
UNHCR	United Nations Higher Commissioner for Refugees

UNSAS

United Nations Somali Assistance Strategy

WFP

World Food Programme