



## TERMS OF REFERENCE [FINAL]

### EVALUATION OF WFP’S REGIONAL RESPONSE TO THE SYRIAN CRISIS (2015– 2017)

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## 1. Background

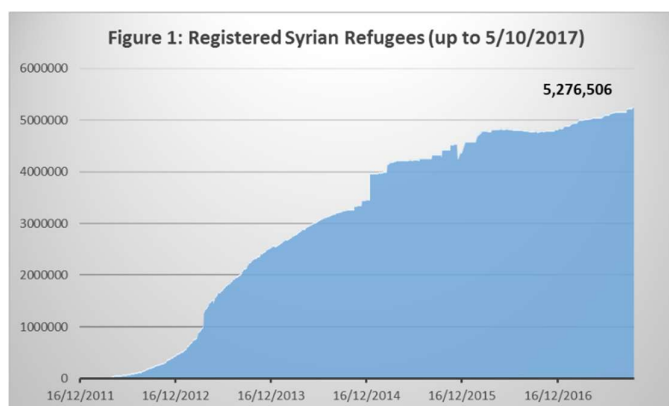
### 1.1. Introduction

2. The purpose of the Terms of Reference (ToR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify the expectations that the evaluation team should fulfil during the various phases of the evaluation.

3. 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 WFP's response and defines the scope of the evaluation; Chapter 4 identifies the evaluation approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information including the detailed evaluation timeline, operational map, portfolio overview and activities and bibliography.

### 1.2. Contextual factors

4. Over the past seven years, the Syria regional crisis has impacted the lives of millions of civilians. The conflict has left 13.5 million in need of humanitarian assistance in Syria of which 5.8 are children<sup>1</sup>. Half of the population has been forced to abandon their homes.<sup>2</sup> An estimated 4.7 million people are in need in hard-to-reach<sup>3</sup> and besieged areas<sup>4</sup> and 6.3 million are internally displaced people. An estimated 7 million people are assessed food insecure in Syria (with 2 million at risk of food insecurity).<sup>5</sup> To date, more than 5 million have been registered as refugees in neighbouring countries, particularly in Turkey (3.2 million)<sup>6</sup> and Lebanon (1 million).<sup>7</sup> They are mainly concentrated in vulnerable host communities in poor urban and peri-urban centres, with only a minority - 9% - living in camps.<sup>8</sup>



Source: UNHCR, Government of Turkey data as of 5 October 2017 ( Update: <http://data.unhcr.org/syrianrefugees/regional.php>)

5. The crisis has affected significant economic and social gains. The impact on the Syrian economy has been severe (55 percent contraction of GDP from 2010 to 2015), some important urban centres and industrial areas have been destroyed and substantial damage has been done to essential basic services and infrastructure (one-third of schools are out of service; half of health facilities are destroyed or not functional<sup>9</sup>). The agriculture sector has been severely affected with food production dramatically shrinking (55 percent decrease of wheat production from

1 2017 Humanitarian Needs Overview.

2 2017 Humanitarian Response Plan (HRP)

3 Areas that humanitarian actors are unable to access in a sustained manner

4 As of August 2017, there were 11 such areas in which populations are denied basic rights such as freedom of movement and access to adequate food, water and health care.

5 2017 HRP

6 Registered by the Government of Turkey (Syria 3RP)

7 Registered by UNHCR (Syria 3RP-Lebanon)

8 UNHCR data as of July 2017.

9 World Health Organisation - Syria Donor Update Q2-2017 - aas of June 2017, WHO's health resources availability mapping system reported over half of Syria's 111 public hospitals and half its 1802 public health care centres as either closed or functioning partially [http://www.who.int/hac/crises/syr/syria\\_donor-update-Q2-2017.pdf](http://www.who.int/hac/crises/syr/syria_donor-update-Q2-2017.pdf)

2010 to 2016). Vulnerability and poverty levels have increased with over 50 percent of the population unemployed.<sup>10</sup> Overall, it is estimated that four decades of human development gains have been lost.<sup>11</sup> Women shoulder much of the economic burden in Syria and represent over 57 % of the internally displaced populations.<sup>12</sup>

6. In neighbouring countries, refugees struggle to meet their basic needs. Their savings have been depleted and self-reliance has been undermined with limited income-generating opportunities and the protracted displacement. Given the lack of economic access to food, protection risks and negative coping strategies (such as early marriages, child labour, survival sex or begging) have increased<sup>13</sup>. Given the protracted nature of the conflict-induced displacements, humanitarian actors, including (host) governments and partners, are shifting their approaches to support long-term recovery efforts to promote livelihoods, nutrition and access to primary education, as well as reduce tensions between refugees and host communities.<sup>14</sup> Lately, areas of continuing stability in Syria have also prompted regional actors to consider support to return of refugees, which will require comprehensive and across the board coordination between actors of all types, mandates, level and horizons (humanitarian, development, international, national, local, institutions, banks, private sector, authorities, communities, civil societies, in and outside Syria, etc.), unprecedented.

7. Given the scale of humanitarian needs as well as the length, complexity and challenging nature of the operational environment, a crisis of such proportions has left no one untouched. International humanitarian law and international human rights have been repeatedly breached, hundreds of thousands of people have been killed<sup>15</sup> and the scope and severity of protection threats faced by the civilians makes the conflict the largest protection crisis of the world.

8. Although more than 300 national NGOs, over 60 I-NGOs/ Red Cross/Crescent Movement and 13 UN agencies operate in Syria, the conflict has surpassed the humanitarian community capacity to respond. This has required the prioritization of immediate life-saving interventions over longer-term livelihoods support activities.

9. This is a complex regional crisis that combines massive refugee and internal displacements, complicated by competing and divided international, regional and national interests, and by challenges of the operational environment: fast-changing, fluid, and volatile; high-profile, sensitive, and politicised. Following the adoption of the UN Security Council resolution 2165 in July 2014, convoys organised by the UN and airlifts have also brought vital food, education, shelter, non-food items, sanitation, medical and nutrition co-ordinated cross-border assistance, through the Whole of Syria approach<sup>16</sup>.

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<sup>10</sup> Syria I-CSP 2017.

<sup>11</sup> Syria UN Strategic Framework cooperation. 27 February 2016. Annex 7 includes some core standard indicators for all the countries.

<sup>12</sup> 2017 HRP.

<sup>13</sup> UNHCR/Universalia, Evaluation of UNHCR's Emergency Response to the influx of Syrian Refugees into Turkey (January 2014 – June 2015) – ES/2016/03

<sup>14</sup> For the Regional PRRO 200987 – see project document.

<sup>15</sup> Accounts of the overall death toll since the beginning of the conflict in Syria vary depending on sources, ranging from 250,000 (OCHA, 2014) to 400,000 (UN envoy statement, April 2016) to 475,000 (Syrian Observatory for Human Rights, July 2017). See: <http://foreignpolicy.com/2016/04/22/u-n-envoy-revises-syria-death-toll-to-400000/>

<sup>16</sup> At the end of 2014, humanitarian partners providing assistance inside Syria across the operational hubs (Syria, Turkey and Jordan), committed to work under a "Whole of Syria" approach. This approach created one comprehensive framework, a common response plan, and a supporting coordination structure. Bringing together over 270 international and national actors, the Whole of Syria approach seeks to ensure strategic and operational coherence in the delivery of humanitarian assistance in Syria.

10. Within Syria, safe, unimpeded and sustained access is not yet guaranteed. The crisis has become a regional and geopolitical conflict with a myriad of actors involved. Impacts differ by districts and segments of the population and the identification of vulnerable groups still remains a major challenge. Obstacles to reach people in need are particularly acute for people without civil documentation, multiple displaced, female- and child headed households, the elderly, people with disabilities, conflict-affected Palestine refugees, other refugees and third country nationals including migrant workers, and others who are subject to discrimination, such as single women or IDPs fleeing from another area.<sup>17</sup>



## 2. Reasons for the Evaluation

### 2.1. Rationale

11. As agreed with WFP’s Executive Board, the Office of Evaluation (OEV)’s work plan commits to the evaluation of Level 3 emergency responses – either through evaluation of WFP’s response alone, or through participation in inter-agency evaluation of the collective response. As indicated in the OEV Work Plan for 2017-2019, OEV has committed to initiate in 2017 a centralised evaluation of a WFP L3 response. Portfolios are selected by OEV according to criteria that ensure balanced coverage of WFP interventions (in proportion with WFP’s Programme of Work) and the timely strengthening of the evaluation evidence base to feed into development of Country Strategic Plans (CSP)/ Interim-Country Strategic Plans (ICSP), based on the latest information on CSP/ICSP planning available.

12. A first evaluation of WFP’s response to the Syrian crisis was conducted in 2014-2015 which covered the 2011-2014 period. Based on the WFP Evaluation Policy 2016-2021 targets for the coverage norms, and given the share of the organisation’s budget of the L3 regional response to the Syrian Crisis, OEV has decided to commission a follow-up evaluation of the WFP L3 response to the Syrian crisis.

13. Three years after, the Syria+5 evaluation offers an opportunity for learning from the organizational adaptations and innovations that may be relevant for future regional emergency responses of such a scale, complexity and length. It also expected to provide insights to the Country Offices (CO) strategic programming as most of the Transitional I-CSPs run until December 2018 (except Lebanon).

### 2.2. Objectives

14. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will:

([https://www.humanitarianresponse.info/system/files/documents/files/whole-of-syria\\_humanitarian\\_bulletin\\_issue\\_1.pdf](https://www.humanitarianresponse.info/system/files/documents/files/whole-of-syria_humanitarian_bulletin_issue_1.pdf)).

<sup>17</sup> Humanitarian Needs Overview 2017 and 2015 Whole of Syria Humanitarian Strategy for Protection.

- Assess and report on the relevance/ appropriateness, efficiency, effectiveness, coherence (internal and external), coverage, coordination, connectedness<sup>18</sup> as well as on the performance and results of WFP’s regional response to the Syrian crisis (**accountability**).
- Determine the reasons for observed results and draw lessons to inform WFP’s management decisions with respect to strategic positioning, efficiency and sustainability (**learning**).

### 2.3. Stakeholders and Users of the Evaluation

15. Stakeholders with an interest in the evaluation are summarised in the table below. The evaluation team will refine<sup>19</sup> this during the inception phase.

**Table 1: Stakeholders and their interest in the evaluation**

<b>Primary stakeholders</b>	<b>Role and interest in the evaluation</b>
Regional Bureau Cairo (RBC)	Responsible for the sub-regional level operations planning and coordination of the emergency response, RBC has a direct stake in the evaluation, namely in terms of sustainability, coordination and further project and programme development.
Corporate Response Director (CRD) & RBC Sub-regional Office (SRO) in Amman	Responsible for the sub-regional level Syria+5 government partnerships, inter-agency and food security cluster liaison, it has a direct stake in the evaluation, namely in terms of advocacy and coordination.
Country Offices (Syria, Lebanon, Jordan, Turkey, Iraq, Egypt)	Responsible for the country level planning and operations implementation, CO staff are directly involved in the response. They have an interest in the evaluation to inform country-level decision-making, namely in terms of sustainability and connectedness.
WFP HQ Divisions/Technical Units	They have a direct interest in the evaluation, both in terms of accountability and learning. The results will help to capture innovations and inform future programme guidance.
WFP Senior management	Senior Management will be interested in the findings of this evaluation in regards to lessons learning to improve corporate guidance and mechanisms for future WFP emergency responses. The findings may also inform senior management involved in decision-making for Level 3 and Level 2 emergency responses, through the Strategic and Operational Task Forces.
<b>Secondary stakeholders</b>	
National Governments (Egypt, Iraq, Jordan, Lebanon, Syria, Turkey)	Governments have a direct interest in knowing whether WFP activities are effective in reaching the population in need, aligned with their agenda and well-coordinated with the actions of other UN agencies, NGOs and other partners.
UN Humanitarian / Resident coordinators in the region , UN agencies (either in the region and at headquarters level) involved in the response, humanitarian system’s coordination mechanisms	Many of UN sister agencies (such as FAO, UNDP, UNFPA, UNICEF, UNHCR, UNOCHA, UNRWA) have a stake in the assessment of WFP response, notably in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN concerted efforts. UN HC/RC and agencies have an interest in ensuring that WFP operations are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, etc.) sector clusters/working groups, or Whole of Syria hubs and actors.

<sup>18</sup> Criteria are drawn from UNEG norms and guidance, OECD/DAC, and the ALNAP criteria for the evaluation of humanitarian action.

<sup>19</sup> In terms of nuancing per stakeholder type (e.g. donors are not monolithic), per country/operation and/or theme, and per relative importance of interest/stake. See also Annex 6 for an initial listing of cooperating partners per country.

Other stakeholders involved in the response including World Bank, I-NGOs, local NGOs, Red Cross/Red Crescent Movement, clusters and civil societies.	As key partners in programme implementation and design, I-NGOs, local NGOs and the Red Cross / Red Crescent Movement will be ultimately those who will be adopting the approaches that prove to be effective and which might affect future implementation modalities, strategic orientations and partnerships. The clusters have an interest in the evaluation results to strengthen response capacity and coordination.
Private sector	The private sector, particularly retailers, have an interest in the evaluation results to improve coordination, efficiency and effectiveness.
USG/ERC and IASC Principals and Directors	The Under-Secretary-General and Emergency Relief Coordinator (USG/ERC) is responsible for the oversight of all emergencies requiring United Nations humanitarian assistance and leads the Inter-Agency Standard Committee (IASC). The assessment of WFP portfolio regarding partnerships and coordination, as well as issues pertaining to humanitarian assistance concerted efforts by the IASC members, may have relevant learning implications for system-wide L3 emergencies, to address operational challenges and gaps and improve harmonized action.
Donors	WFP is funded solely by voluntary donors' contributions. Donors – see Figure 2 for the top five donors - have a particular interest in knowing whether their contributions have been spent efficiently and if WFP's response was effective. Potential donors to the WFP operations may be interested in the results of the evaluation for consideration of future contributions.
WFP Executive Board (EB) members	As the governing body of the organisation, the EB has an interest in being informed about the relevance, effectiveness and results of WFP operations in the region.
<b>Affected Populations</b>	
Affected populations by gender and age groups (women, men, boys and girls) and countries	As the ultimate recipients of WFP assistance, affected populations have a stake in WFP determining whether its assistance is appropriate and effective. They will be consulted during the field work.
Affected populations by status groups (in camp / out of camp refugees; internally displaced; host communities) and countries	As the ultimate recipients of WFP assistance, affected populations have a stake in WFP determining whether its assistance is appropriate and effective. They will be consulted during the field work.

16. The expected main internal users are WFP Country Officers, RBC and WFP management who may use the results to inform decision-making and provide accountability.

17. Two advisory panels will be established for the evaluation in order to ensure appropriate technical and strategic input, review and follow-up, including participation to the consultative workshops, as required:

- An **internal reference group** with key representatives from WFP HQ technical units (including GEN, OSC, OSE, OSZ, OSZPH, RMR, RMP, RMTB, RMQ, PG, HRM) and regional and country-based teams involved in the response (including RBC, SRO and WoS teams, and the 6 CO-based teams dealing with the L3 response in Egypt, Jordan, Lebanon, Iraq, Syria, and Turkey).
- An **internal advisory group** with executive managers of relevant divisions and offices, in the management of L3 responses [including Deputy and Assistant Directors and key stakeholders of OED, OS, PG, and RM].

### 3. Subject of the Evaluation

#### 3.1. WFP's Response to the Syrian Crisis

**Figure 1: Timeline and funding level of WFP response to the Syrian Crisis**

Operation	Title	2011	2012	2013	2014	2015	2016	2017	2018
EMOP 200339	Emergency Food Assistance to People Affected by Unrest in Syria		Oct 2011 to Dec 2016 Req. USD 2,844,294,565		BR 1-16 Rec. USD 1,674,997,609				
REG EMOP 200433	Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria		Jul 2012 to Dec 2016 Req. USD 3,213,209,658		BR 1-18 Rec. USD 2,163,676,945				
PRRO 200988	Food, Nutrition and Livelihood Assistance to the People Affected by the Crisis in the Syrian Arab Republic						Jan 2017 to Dec 2018 Req. USD 1,678,245,360		BR 1-2 Rec. USD 568,620,468
REG PRRO 200987	Assistance to Vulnerable Syrian refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey						Jan 2017 to Dec 2018 Req. USD 2,004,164,828		Rec. USD 998,375,553
SO 200477	Logistics & Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria		Jul 2012 to Dec 2014 Req. USD 37,809,393		BR 1-3 Rec. USD 19,588,041				
SO 200788	Logistics & Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria				Jan 2015 to Dec 2017 Req. USD 37,562,022		BR 1-2 Rec. USD 32,528,998		
SO 200950	WFP Air Deliveries to Provide Humanitarian Support to Besieged and Hard to Reach Areas in Syria					March 2016 to Dec 2016 Req. USD 45,808,264		Rec. USD 36,377,681	

18. Figure 1 illustrates the regions' overall portfolio in response to the Syrian crisis from 2011-2017. Following civil unrest in March 2011, WFP launched in October 2011 the Syria EMOP 200339 "Emergency Food Assistance to People Affected by Unrest in Syria" (2011-2016) to reach vulnerable households whose food and nutrition security had been adversely affected by the violence. It had a strong emergency food assistance component, moving from 50,000 beneficiaries targeted in 2011 to more than 5 million in 2016. WFP introduced: a nutrition component in 2013; school feeding activities to restore or stabilise access to education in 2014 that reached almost half a million beneficiaries in 2016, and; food assistance for assets interventions to restore and protect livelihoods in 2015/2016. Cash-based transfers were launched in 2014 and increased progressively where opportunities exist<sup>20</sup>, up to 3 million USD in 2016.

19. In neighbouring countries and in coordination with UNHCR, regional EMOP 200433 (2012-2016) started in July 2012 to provide "food assistance to vulnerable Syrian populations in Jordan, Lebanon, Iraq and Turkey affected by the events in Syria". Most of the beneficiaries were located in Lebanon, Jordan and increasingly in Turkey. Activities progressively moved from general food assistance in all the COs in 2012 to also include nutrition and school feeding programmes in 2013 and finally food assistance for assets and/or food assistance for training (FFA/FFT) activities in 2016<sup>21</sup>. From the start, modalities used were primarily cash-based transfer (CBT) assistance in the regional operations (compared with primarily in-kind food assistance in the Syria-specific operations. In 2016, the regional response to the Syrian crisis represented over half of the organisation's actual CBT expenditures.<sup>22</sup>

20. In 2016, WFP developed Vision 2020 as its strategy to better respond to the Syrian crisis in a context of limited resources and growing needs, responding at scale to short-term food needs whilst simultaneously building resilience of affected populations in more stable areas for them to better withstand shocks in the mid/longer-term. The approach departed from a strict humanitarian and development programmatic divide, and focused on the need to ensure alignment with national plans

<sup>20</sup> PRRO 200988 plans for some 710,000 beneficiaries of CBT (pregnant lactating women, out-of-school children, and FFA/FFT participants), against a target population of 5.74 million for the in-kind assistance.

<sup>21</sup> Both the Syria and regional PRROs plan for various such activities, including: support to women's livelihoods (including opportunities at household level), and community infrastructure rehabilitation in terms of FFA; or vocational training, or food-assistance CBT supply chain improvements training and refugee / host skills transfers, in terms of FFT.

<sup>22</sup> See WFP CBT Operational Facts and Figures (March 2017) at: <https://docs.wfp.org/api/documents/WFP-0000012939/download/>

of host countries and shift from lifesaving interventions to longer-term programmes as a basis for recovery, and as a contribution to peace-building and conflict resolution. It underpins the new CSP/I-CSP and has led the shift from EMOPs to PRROs both in Syria and at regional level.

21. Building on the Syrian EMOP 200339, the PRRO 200988 (2017-2018) was launched in January 2017 to reflect the need to combine general food assistance in areas affected by conflict (with 4.5 million beneficiaries planned), with recovery-oriented activities – albeit at minor scale - such as livelihood (FFT and FFA) and school feeding programmes in more stable areas. Cash-based transfers in Syria is expanding where opportunities exist, but the bulk of assistance in Syria is still planned as in-kind assistance.

22. Similarly, the regional PRRO 200987 (2017-2018) followed the previous regional response in the 5 neighbouring countries. While keeping the regional coherence, it responds to country-specific contexts, targeting a total of 3.5 M beneficiaries including refugees and vulnerable host communities. General food assistance through different modalities of cash-based transfers represents the majority of the assistance distributed. However, some more long-term options are envisaged through support to the human capital and self-reliance and resilience of vulnerable refugee and host communities.

23. SO 200477 (July 2012-December 2014) and SO 200788 (2015-2017) aim to provide “*Logistics and Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria*”. In line with the Whole of Syria (WoS) approach, WFP provides transport, storage and telecommunications support both from within the country and from the existing corridors in Turkey and Jordan to partners operating cross-border. The logistics cluster provides logistics services to humanitarian partners, facilitating joint humanitarian convoys to besieged and hard-to-reach locations as well as emergency airlifts.

24. Following international calls for accelerating and expanding deliveries to besieged areas, WFP implemented the operation SO 200950 between March and December 2016 to support “*Air Deliveries to Provide Humanitarian Support to Besieged and Hard to Reach Areas in Syria*”, particularly in Deir Ezzor city, which had been cut off from humanitarian access since March 2014. It provided WFP food supplies and non-food relief items on behalf of other humanitarian actors. Given that access to Deir Ezzor is unlikely to improve, air deliveries of food are budgeted and are currently operated under the PRRO 200988 since January 2017.

25. Annex 3 gives an overview of WFP’s response to the Syrian crisis, including the key events that took place during that period(2011-2017)<sup>23</sup>. Annex 4 provides further information of the activities implemented under each operation and country as well as their progress during the response. Annex 6 presents the list of cooperating partners by country.

26. As of October 2017, total contributions received for the entire WFP response amount to 5.4 billion USD, of which 58% corresponds to the regional response, 40% to the programmes in Syria (and only 2% to the Special Operations in Syria). Between 2013 and 2016, this represented in average almost 18% of WFP’s funding. Overall, the

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<sup>23</sup> Note that (as of October 2017) some data are available only up to 2016



response has been financed at 52% (at 61% including SOs), with the most important funding gaps in 2014 and 2015. Table 2 and annex 4 provide further details on the funding.

**Table 2: Funding level of WFP response to the Syrian Crisis (top 5 donors)**

SO 200477, 200788 & 200950		REG EMOP 200433 & REG PRRO 200987		EMOP 200339 & PRRO 200988	
USA	22,233,356	USA	888,511,872	USA	675,255,440
Germany	19,094,945	Germany	813,775,387	Germany	545,860,971
United Kingdom	15,091,411	European Commission	540,638,851	United Kingdom	230,843,769
UN Common Funds and Agencies (incl. CERF)	9,790,929	United Kingdom	171,710,716	European Commission	197,420,289
Netherlands	3,639,514	Canada	95,874,057	Canada	99,852,547
Other	19,688,780	Other	617,747,935	Other	411,745,740
<b>Total</b>	<b>89,538,935</b>	<b>Total</b>	<b>3,128,258,818</b>	<b>Total</b>	<b>2,160,978,756</b>

Source: WFP The Factory as of October 2017

27. A first evaluation of the WFP L3 regional response to the Syrian crisis (2011-2014) was presented to the Executive Board in 2015<sup>24</sup>. It concluded that WFP timely and at scale response contributed food security stabilisation and improvements among the people it reached. WFP's logistics and procurement operations for the regional response were particularly commended. Challenges included: weaknesses in analyses at design/implementation stage; unclear prioritisation strategies in view of the protracted nature of the crisis and scarce resources; weaknesses in monitoring (including baselines, staffing levels, guidance availability at field level), and in terms of cost-efficiency; as well as other stakeholders' perceptions of WFP's role in Syria. Recommendations pertained to: transition and evidence-based programming (including deeper analysis of gender, conflict and context dynamics); on managing humanitarian access and principles, and perceptions of WFP's role in relation to those; on adequate support for programming and operations, including human resources; and on selecting delivery modalities, targeting and measuring results. The WFP management response to this evaluation fully agreed to most recommendations (2 out of 10 were partially agreed to).

### 3.2. Scope of the Evaluation

28. The evaluation will have a regional focus and will include the entirety of WFP's emergency work in the Syria+5 countries in response to the Syrian crisis, namely in Egypt, Iraq, Jordan, Lebanon, Syria, and Turkey (see map in annex 2). Given that it is a follow up evaluation, it is expected to give an emphasis to the latest phases of the emergency response, 2015-2017.

29. The evaluation will cover the key WFP operations implemented in response to the Syrian crisis (see figure 1): Country specific EMOP 200339 in Syria (2011-2016), Regional EMOP 200433 (2012-2016), country specific PRRO 200988 (2017-2018) in Syria and Regional PRRO 200987 (2017-2018). It is also expected to consider the country specific SO 200477 (2012-2014) and 200788 (2015-2017) in Syria, and the CSP/Transitional I-CSP developed under the evaluation period (Egypt, Iraq, Jordan, Turkey and Syria 2018 I-CSPs; Lebanon 2018-2020 CSP).

<sup>24</sup> WFP/EB.A/2015/7-C. See also: <http://www.wfp.org/content/evaluation-wfp%E2%80%99s-regional-response-syrian-crisis-terms-reference> for related documents, management response and briefs

## 4. Evaluation Questions, Approach and Methodology

### 4.1. Evaluation Questions

30. The evaluation will employ relevant internationally agreed evaluation criteria<sup>25</sup> – relative importance of each will be confirmed at inception as per the evaluation questions – including: relevance, coherence (internal and external), coverage, coordination, effectiveness, efficiency connectedness and sustainability. Three areas of enquiry have been defined based on initial consultations with internal stakeholders. They will be refined and detailed in an evaluation matrix to be developed by the evaluation team at the inception phase, in consultation with key stakeholders. The questions focus on (1) relevance and coverage; (2) coherence and complementarity; and (3) performance and results, which will be reflected in the three key evaluation questions and related sub-questions below:

**Table 3: Areas of focus and evaluation key questions**

Key evaluation questions	Sub-questions
<p><b>Q1 - Relevance/coverage</b></p> <p>To what extent has WFP strategically positioned itself in its regional response, and aligned with the six countries' needs?</p>	<p>1.1 Was WFP's response strategically positioned with respect to national level policies, institutions and processes and regional partners &amp; agenda?</p> <p>1.2 To what extent WFP's response and activities were in line with the identified needs of the populations, priorities and capacities; and its programmes designed based on a good quality context analysis (including conflict, gender, protection and market analyses)? Were there any trade-offs (e.g. between depth and scale of assistance or between humanitarian principles, donor expectations, WFP mandate, national policies, and assessed needs)?</p> <p>1.3 To what extent WFP' has positioned itself where its recognised competitive advantages are optimised?</p> <p>1.4 How has WFP engaged with collective decision-making within the UN system to promote a principled approach to the humanitarian response?</p>
<p><b>Q2 - Coherence/ Complementarity</b></p> <p>What are the factors that drive WFP's strategic decision making in the region, and in a particular country?</p>	<p>2.1 To which extent WFP has analysed the food security, market and nutrition situation, including gender and protection, adequately covering vulnerable groups and sub-groups (gender, ethnicity), and used it for its targeting approach and implementation (including choice of transfer modalities, selection of activities and arrangement of supply chain) over time?</p> <p>2.2. To which extent has WFP contributed to placing these issues on the national and/or regional agenda, analysed appropriate response strategies, including developing national/regional or partner capacity on these issues?</p> <p>2.3 To which extent has WFP analysed and managed - strategic, operational, programmatic, organisational, reputational - risks (including sustained funding) adequately to respond to the needs identified?</p> <p>2.4 To which extent has WFP generated and applied learning from previous evaluations, reviews, assessments, monitoring systems to improve its programmes and management systems (including region bureau architecture, human resource) along time?</p>

<sup>25</sup> From UNEG norms and guidance, OECD/DAC, and the ALNAP criteria for the evaluation of humanitarian action.

### **Q3 - Effectiveness, Efficiency and Sustainability**

To what extent the portfolio objectives were achieved, at which cost, and whether the actual/expected results are in support of transition planning?

3.1 What were WFP's interventions main results (including positive/negative, and intended/unintended outcomes) for affected populations, by sub-groups (such as by country, refugee/host populations, gender, ethnicity)?

3.2 To which extent were humanitarian guiding principles, and specifically that of "do no harm"<sup>26</sup> used for programme decisions and implementation?

3.3 To what extent cost efficiency/effectiveness was taken into account for programmatic choices? Was the response delivered timely and efficiently?

3.4 How likely are the results achieved to contribute to resilience of the populations targeted within the constraints of the different contexts? In this regard, what was the level of synergy and multiplying effect between the activities in the portfolio/with activities of other stakeholders?

## **4.2. Evaluability Assessment**

31. OEV conducted a scoping mission to RBC and Jordan in October 2017. Evaluability was assessed through consultations with key stakeholders and preliminary data and document gathering and review.

32. An extensive online library has been created (annex 8) of relevant WFP's policy documents as well as those dealing directly with key aspects of WFP's response, particularly project documents, budget revisions, briefs, Standard Project Reports (SPRs), previous evaluations and audits. The library also includes documents and reports from external sources.

33. During the inception phase, the evaluation team will be expected to conduct an in-depth evaluability assessment and critically assess data availability and quality to inform its choice of evaluation methods, including the selection of its country-based field visits. It is foreseen that inception visits by the evaluation team's senior members will take place in the regional office of Cairo, sub-regional office of Amman as well as the country office of Lebanon (where part of the Syria country office management team could travel to meet the evaluation team). Field visits for the evaluation field data collection phase will be determined at inception but will likely include neither Turkey, nor Iraq.

34. The following limitations are noted:

- security/access namely for Syria;
- unforeseen political developments and events in Syria and in the region;
- competing demands on staff's calendars (corporate initiatives, religious holidays such as Christmas or Eid);
- sensitivities for primary data collection at community level;
- data limitations including M&E systems in a fluid and changing environment (security/access in Syria and the reliance on third party monitoring; the shift of the regional response's central operational structure from the Regional

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<sup>26</sup> Paragraph 22 of regional operations states: "PRRO 200988 is based on the principle of "do no harm"; its livelihood and school feeding programmes aim to restore a sense of normality, reduce needs and prepare for a post-conflict context."

Emergency Coordination office in Amman in 2016 to the Regional Bureau in Cairo; staff rotation of the response stakeholders, etc.);

35. To mitigate limitations, flexibility is weaved into the evaluation process:
- the tentative timeline (annex 1) was crafted taking into account the various national holidays, and other processes' timelines such as external auditors' field visits;
  - use of available evidence will be maximised and a continuous feeding of secondary data / desk review process by the evaluation team is foreseen (see Annex 9);
  - use of remote technologies will be explored considered if / when appropriate and feasible, including a survey questionnaire;
  - use of national expertise will be prioritised if/when possible;
  - the evaluation team will be encouraged to trace and contact key individuals that may have moved one from the response/region/agency;
  - Syria operations to be covered at inception through a remote approach (with WFP staff encountering the evaluation team in Lebanon in January 2018);
  - Tailor-made process and deliverables of the evaluation for enhanced usefulness of the process:
    - a) Inclusion of two consultative workshops: a) in April 2018, to discuss the team's preliminary findings and conclusions; b) in June/July, to discuss the team's draft recommendations, as to make them as relevant and specific as possible;
    - b) Concise (3-5 pages maximum) internal briefs on each of the countries visited to share the evaluation team's candid perspective on areas of strength and of improvement for short-term corrective measures
  - Assessment of results will focus on:
    - a) Compilation of results data (both output and outcome level, as feasible);
    - b) Perceptions from internal and external stakeholders on performance, including that of beneficiaries.
  - Due attention to the need for sustained coordination and information sharing to avoid unnecessary burden on RBC and CO staff and duplication of respective processes.

#### **4.3 Methodology**

36. The evaluation team will design the evaluation methodology (including data collection methods and tools) which will be presented in the inception report.

37. The evaluation will give attention to gender, humanitarian principles, protection and Accountability to Affected Populations of WFP's response, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

38. The methodology will specifically:

- Examine the logic of the *portfolio* based on the common objectives arising across operations. A model looking at groups of "main activities" rather than at country-specific operations should be adopted;

- Include cost-effectiveness analysis;
- Utilise a thorough gender responsive *stakeholders analysis*, including a beneficiary typology;
- Data will be disaggregated by sex, age group and other relevant groupings;
- Be geared towards addressing (and refining as necessary) the evaluation questions/sub-questions presented in section 4.3. The evaluation matrix, presented as part of the inception report, will expand on the key questions and sub-questions, verifiable indicators to respond to these, and means of verification/data collection;
- Take into account the limitations to evaluability pointed out in section 4.2. as well as budget and time constraints;
- Define risks and appropriate management measures, including issues related to data confidentiality and protection issues, and ethical safeguards.

39. The evaluation will use secondary qualitative and quantitative data complemented with primary data collection as necessary and feasible. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and using a mixed methods approach (e.g. quantitative, qualitative, participatory) to ensure triangulation of information obtained through a variety of means.

40. The evaluation will conduct semi-structured interviews with key internal and external stakeholders as well as focus group discussions with affected communities in selected countries confirmed at inception phase. Emphasis will be made on comprehensive desk reviews throughout the process.

41. A first consultation workshop at regional level will be organised in the early phase of the reporting (April) to engage with the RBC stakeholders on the key findings and areas of conclusions emerging from the data analysis. Another workshop will be also organized with the key regional stakeholders (and possibly from HQ) at the final reporting phase to present and receive feedback on findings, conclusions and initial recommendations prior to consolidation of the final report. The location (regional/HQ), exact timing (June at draft 1 /July at draft 1.x) and participation (RBC/HQ divisions or units if relevant) will be decided upon in consultation with the team, RBC management and OEV during the inception and reporting phases.

#### **4.4. Quality Assurance**

42. 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 OECD/DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. EQAS will be systematically applied and relevant documents and formats will be provided to the evaluation team. The supporting evaluation officer will conduct a first quality assurance (after that of the hired team and/or contracted service provider) in close coordination with the evaluation manager who will also conduct the second level quality assurance (in close coordination with the Director of Evaluation); while the final approval will be provided by the Director of Evaluation. This quality assurance process does not interfere with the views of the external evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

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

44. To enhance the quality and credibility, an internal reference group comprising a cross-section of key technical stakeholders as well as an internal advisory group will provide further quality assurance to the process and will comment on the draft inception and evaluation reports.

## 5. Organization of the Evaluation

### 5.1. Phases and Deliverables

45. The steps of the evaluation process are highlighted in the below table and in the detailed proposed timeline in annex 1.

**Table 4: Proposed Preliminary evaluation timeline and main evaluation deliverables**

Milestone	Timing	Responsible
Terms of Reference and Contracting of evaluation team	November 2017	OEV
Team preparation + Inception Brief at HQ	December 2017	OEV
Inception Mission	January 2018	TL/OEV
Final Inception Report	February 2018	Evaluation Team
Evaluation field work	February-March 2018	Evaluation Team
Evaluation Report Drafting and Review	March-August 2018	Evaluation Team/OEV
Consultation with RBC stakeholders on preliminary findings and conclusions and potential areas for recommendations	April 2018	Team Leader / OEV / RBC
Stakeholders' workshop	June or July 2018	Evaluation Team
Finalisation of the Summary Evaluation Report (EB secretariat editing)	August 2018 (deadline to Secretariat: 07/09/18)	TL/OEV
Finalisation of the Management Response to the evaluation	September 2018	RBC
Presentation to Executive Board	November 2018	OEV

### 5.2. Evaluation Team composition

46. The evaluation will be conducted by a team of external consultants composed of 4-5 people team, comprising an experienced Team Leader, a Senior Evaluator, one or two other evaluators and a data analyst. The team will be gender-balanced, with a mixed of mixed international/regional members, and an appropriate balance of expertise in evaluation methodologies and relevant contextual and technical skills.

47. All members of the evaluation team will abide by the 2016 UNEG norms and Standards, the 2007 UNEG ethical guidelines and the principles of 'do no harm'

48. Ensuring they maintain impartiality and professionalism, with no conflict of interest, strict adherence to confidentiality measures will be crucial. Should issues arise during the evaluation process that are beyond its scope but warrant management attention, these will be dealt with through the existing WFP channels.

49. The core team will collectively bring the below expertise:

- Extensive evaluation experience of humanitarian response in complex environments; internal displacement, refugee programmes and transition settings;
- Experience with and institutional knowledge of inter-agency mechanisms and donor policies;
- Extensive knowledge of humanitarian law and principles; and solid experience with using human rights, protection and gender analysis in evaluations;
- Technical knowledge in food and nutrition security; cash based transfers and social protection systems;

- Good understanding of WFP mandate and processes;
- Excellent synthesis and reporting skills (particularly for the Team Leader);
- Excellent communication skills (written, spoken) in English and English fluency among team members;
- Understanding of French and/or Arabic would be considered an asset;
- Extensive regional expertise, and solid knowledge of the regional issues
- Willingness to work and travel in challenging environments

50. The core team will be complemented by country-specific expertise / research capacity where field visits will be conducted during the evaluation field mission phase:

- Use of national expertise (both in context analysis, and for research/data collection) will be actively explored and adequately ensured if possible for the country visits
- Attention will be given to ensure that there exists capacity for effective work with affected populations and national actors during data collection, hiring data collection individuals with good communication skills (working level/ oral) in Arabic - with due attention to gender balance, i.e. ensuring there is both a female/male Arabic speaker for interviews with communities in particular;

### **5.3. Roles and Responsibilities**

51. This evaluation is managed by the independent Office of Evaluation of WFP (OEV). Elise Benoit, Senior Evaluation Officer, has been appointed as Evaluation Manager (EM). The EM is responsible for organising the scoping mission; drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference groups; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the second level quality assurance of the evaluation products following WFP OEV's evaluation quality assurance system; organising the global workshop; and consolidating comments from stakeholders on the various evaluation products. She will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders to ensure a smooth implementation process, as well as for ensuring adequate coordination with other relevant OEV and WFP processes. The evaluation manager will be supported by Mari Honjo, OEV Evaluation Officer.

52. WFP stakeholders (CO, RB Cairo and HQ) are expected to provide all relevant 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 the various countries of the response; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork.

53. An Internal Reference Group (IRG) and an Internal Advisory Group (IAG) will be established to ensure key internal and external stakeholders are involved throughout the evaluation process and provide inputs at key stages.

54. An external evaluation team will implement the evaluation, including all fieldwork, analysis and reporting. The EM and evaluation analyst will accompany the team at specific points, such as the Inception Mission, to support the team's acquaintance with WFP's systems and stakeholders.

55. WFP staff will not participate in meetings where their presence could bias the responses of the stakeholders.

#### **5.4. Security considerations**

56. As an ‘independent supplier’ of evaluation services to WFP, the evaluation company is responsible for ensuring the security of all persons contracted, including adequate arrangements for evacuation for medical or situational reasons. The consultants contracted by the evaluation company do not fall under the UN Department of Safety & Security (UNDSS) system for UN personnel

57. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the team members with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations – e.g. curfews etc.
- Consultants hired independently obtain when required UNDSS security clearance for travelling in the various countries selected for field visits, to be obtained from designated officer in situ, and complete the UN system’s Basic and Advance Security in the Field courses in advance, print out their certificates and take them with them.<sup>27</sup>

#### **5.5. Communication**

58. The communication plan (see more details in Annex 5) emphasizes the need for WFP stakeholders at CO, RB and in HQ to engage with the evaluation process at different stages, particularly on the critical outputs and deliverables of the evaluation.

59. The evaluation team will ensure transparent and open communication with evaluation stakeholders. Briefings and debriefings will be organized at the inception stage and at the start and end of each country visit.

60. Regular teleconferences between the evaluation team and the evaluation manager will facilitate communications along the evaluation process.

61. A face-to-face one day consultation – between the evaluation team leader (and senior team member) and RBC/CO’s stakeholders on preliminary findings and emerging conclusions / areas of recommendations will be organised at the initial stage of the team’s analysis. Another workshop is furthermore planned later at the reporting stage, to discuss with RBC and WFP Management the findings, conclusions and the evaluation team’s initial recommendations. The most opportune timing of this workshop will be discussed and agreed upon between the evaluation team, the evaluation manager and RBC management in the inception and reporting phases of the evaluation. In order to support wide dissemination of the evaluation findings, a video/infographics will be produced by an external service provider after the submission of the first draft evaluation report, under supervision by the evaluation manager, and participation / contribution of the evaluation team leader will be sought to the script/story board.

62. The evaluation inception report and final reports shall be written in English. The final evaluation report (full and summary) will be presented to the WFP Executive Board for consideration in November 2018, along with the official management response to key recommendations. Specific dissemination products will build upon the evaluation final report.

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<sup>27</sup> Field Courses: Basic <https://dss.un.org/bsitf/>; Advanced <http://dss.un.org/asitf>



## **5.6. Budget**

63. The evaluation budget will be financed by OEV. The total budget covers all expenses related to consultant and/or company rates, international travels, and logistics. The OEV staff travel and management is additional to this. Based on the team composition presented in section 5.2, the preliminary total cost of the evaluation is estimated to US\$ [500,000]. The total budget covers all expenses related to consultant and/or company rates, international travels, and logistics. The OEV costs related to staff travel, workshop participation for WFP staff, video/infographic production and process management, are estimated at US\$ [50,000], and are additional to this.

## Acronyms

CBT	Cash-based transfers (modality)
CO	Country Office
CSP	Country Strategic Plan
DE	Decentralised Evaluations
DoE	WFP Director of Evaluation
EB	Executive Board
EM	OEV Evaluation Manager
EMOP	Emergency operation
EQAS	Evaluation quality assurance system
ER	Evaluation Report
ESGA	Syria CALL Evaluation Synthesis and Gap Analysis
ESSN	Emergency Social Safety Net programme in Turkey
ET	Evaluation Team
HQ	WFP Headquarters
IAG	Internal Advisory Group
IASC	Inter-Agency Standing Committee
IAHE	Inter-Agency Humanitarian Evaluation
I-CSP	Interim Country Strategic Plan
IR	Inception Report
IRG	Internal Reference Group
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
OEV	WFP's Office of Evaluation
PE	Policy Evaluation
PRRO	Protracted Relief and Response Operation
QA	Quality Assessment
RB	Regional Bureau
RBC	RB for the Middle East, Northern Africa, Central Asia and Eastern Europe (in Cairo)
SO	Special operation
SPR	Standard Project Report

SRO	Sub-regional Office (in Amman)
Syria CALL	Syria Coordinated Accountability and Lesson Learning
TL	Evaluation Team Leader
ToR	Terms of reference
UN	United Nations
UNEG	United Nations Evaluation Group
UNICEF	United Nation's Children Fund
WFP	World Food Programme
WoS	Whole of Syria Approach

## Annexes

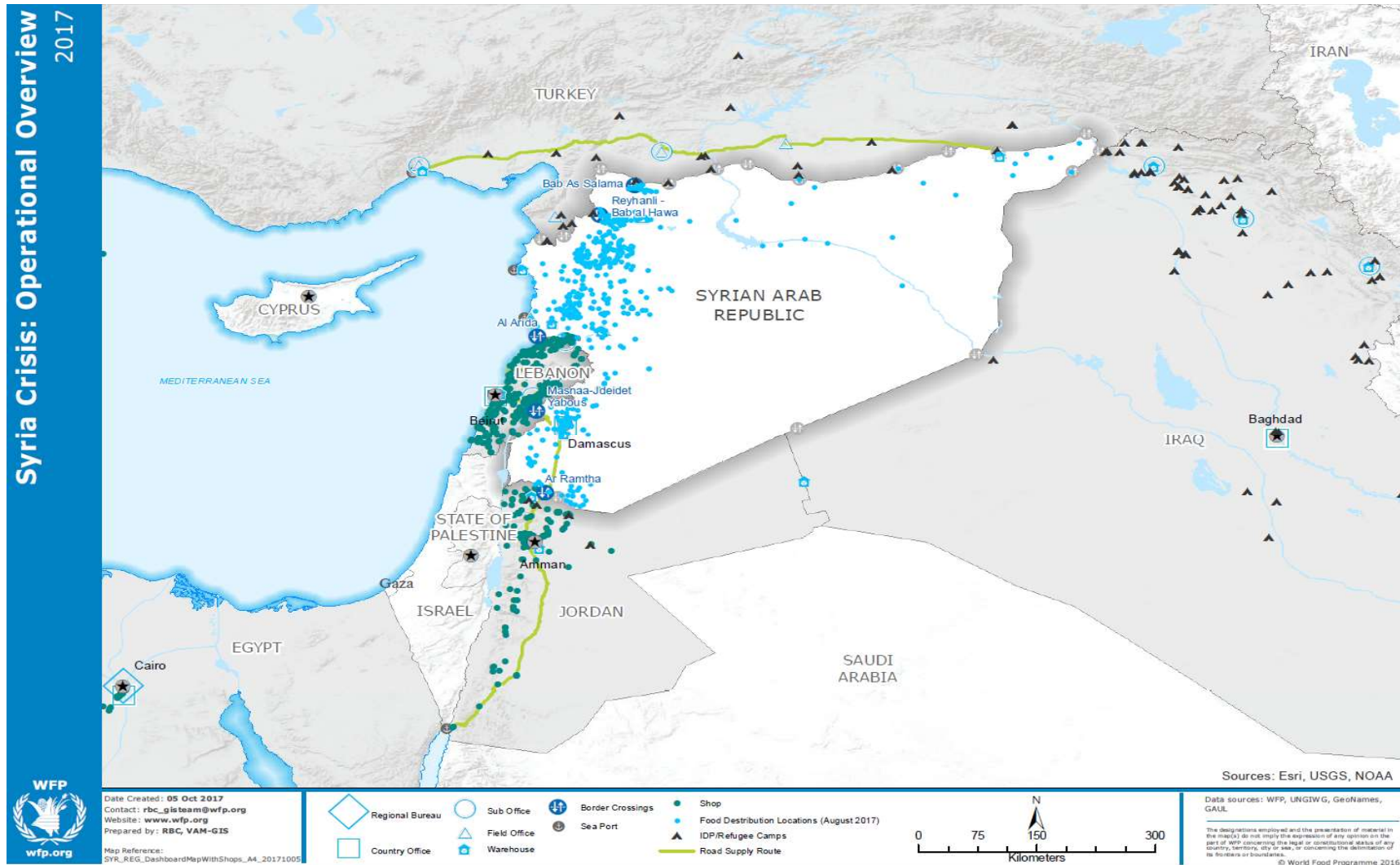
### Annex 1: Proposed Detailed Evaluation Timeline

	<b>Phases, Deliverables and Steps – SYRIA+5 L3 RESP</b>	<b>Key Dates (Tentative)</b>
<b>Phase 1 - Preparation 3 months</b>		
OEV	Desk review, consultation, draft / quality assurance of ToR	Review, consultation, DO ToR QA (Sept) D0 TOR Circulation + ToR (Oct) RfP & Contracting (Nov)  Final evaluation timeline (Nov 2017)
	Circulation of Do TOR and review on basis feedback (from ERG)	
	Identification and recruitment of eval team	
	<b>Final TOR &amp; Eval timeline</b>	
<b>Phase 2 - Inception 3 months</b>		
ET	Review documents + prep for IR <i>3 weeks</i>	<b>Dec 2017</b> – weeks 48 to 52/2017
OEV	Briefing of core ET at WFP HQ <i>[2-3 days]</i>	– week 51
OEV & ET	Inception mission – EM & TL <i>2 weeks</i>	<b>Jan 2018</b> – wk 2 & 3/2018
ET	Draft inception report including methodology <i>&lt;2 week</i>	– wk 1 to 4
ET	<b>Do IR to OEV</b>	<b>End Jan – week 4</b>
OEV	OEV QA (incl. RB feedback as required) <i>&lt;1 week</i>	<b>February</b> – wk 5
ET	Address comments into IR <i>&lt;1 week</i>	– wk 6
ET	Revised IR to OEV	– wk 6
OEV	OEV shares Final IR	<b>Mid-Feb</b> – wk 7
<b>Phase 3 - Evaluation Mission 1 month</b>		
ET	Field work <i>4 weeks</i>	<b>Mid (Feb – March)</b> - Wk 8 to 11
ET	End of field mission exit brief at RB <i>[1-2 days]</i>	Thursday 15 <sup>th</sup> March
<b>Phase 4 - Reporting 4 months</b>		
ET	Evaluation report – analysis and drafting <i>4 – 5 weeks</i>	<b>Mid-March – mid-April</b>
ET OEV RB	RB Consultation – on emerging conclusions with RB & CO management teams	April – week 16 (16 <sup>th</sup> -21 <sup>st</sup> )
ET	<b>Submit Draft “o” evaluation report to OEV EM</b> <i>4 weeks to Dox</i>	April – wk 17
OEV	OEV quality feedback <i>1 week</i>	End April
ET	Revise evaluation report <i>1 week</i>	
OEV-ET	<i>OEV QA/ER revision: this may be an iterative process</i>	
OEV	<b>Submit Draft o.x ER to DoE</b>	<b>May</b> – wk 21
OEV	Clearance of Draft o ->1 by DoE <i>1 week</i>	End May
OEV + IRG (HQ/RB/CO)	OEV share Draft 1 ER to stakeholders for comments & consolidates comments <i>2 weeks</i>	June – wk 23-24 (1st-15th)
ET	Revise ER & submit Draft 1.b + SER to OEV EM – <i>2 weeks</i>	End June
OEV	OE quality feedback <i>2 weeks to D2.0</i>	Mid-July
RB, OEV & ET	Workshop on recommendations with RB participants (TBC if any from HQ)	July – week 29 ( Or earlier, TBC between ET / RBC / OEV)
ET	Revise ER & submit Draft 1.x + SER to OEV EM	End July

OEV	OEV quality feedback	Early August – wk 31
OEV-ET	OEV QA/ER revision: this may be an iterative process	August – wk 32
OEV	DoE clears SER as D2 1 week	
OEV + EMG	OE circulates the SER to WFP’s Executive Staff for comments 2 weeks	August – wk 33-34 (13th-24th)
RBC	Initiates the drafting of the management response to the evaluation, based on the circulated draft SER	August
OEV	OEV EM to send consolidated comments to TL for revision of D2 / SER	27th August
ET	Revise ER/SER & submit as Draft 2.x to OEV EM for endorsement <1 week	31st August
OEV	Submit Draft 2.x to DoE for clearance as D3 <1 week	4th September 2018
RBC	Finalises the management response to the evaluation, based on the final revised SER submitted to the EB Secretariat	Early September
<b>Phase 5 Executive Board and follow-up</b> <i>3 months</i>		EB Sec deadline: <b>7 September 2018</b> <b>EB.2/2018 (19-23 Nov)</b>

- Green shaded areas flag points of RBC formal engagement in process (request for feedback on primary products – TOR/IR/ER and crucial points in evaluation process, missions / analysis / reporting).
- Grey shaded areas flag times where the Evaluation team is not involved.
- Red shaded areas flag submittal target dates for the Evaluation team to submit primary products.

## Annex 2: Map



### Annex 3: Key events during the evaluation period & WFP response

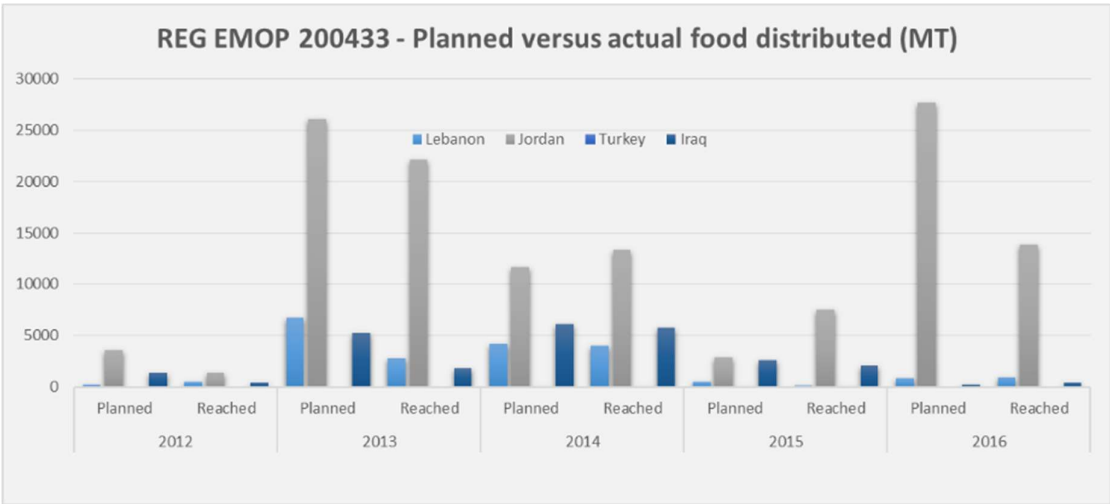
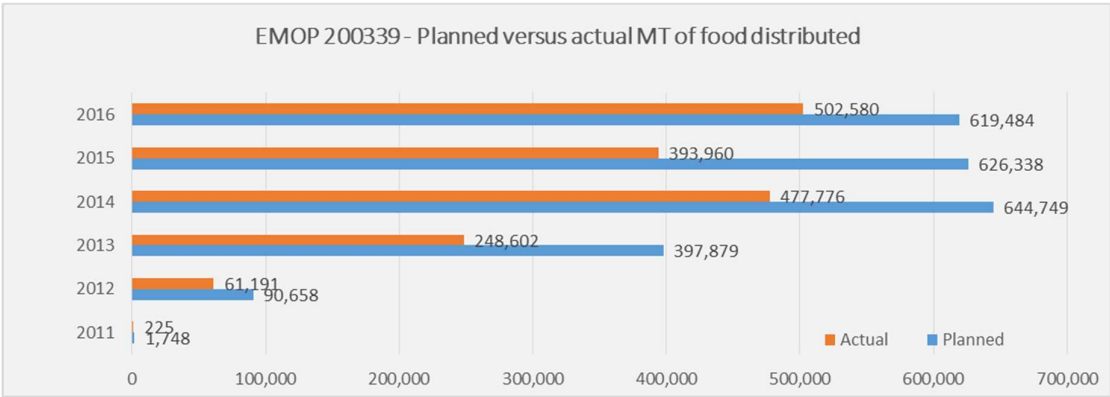
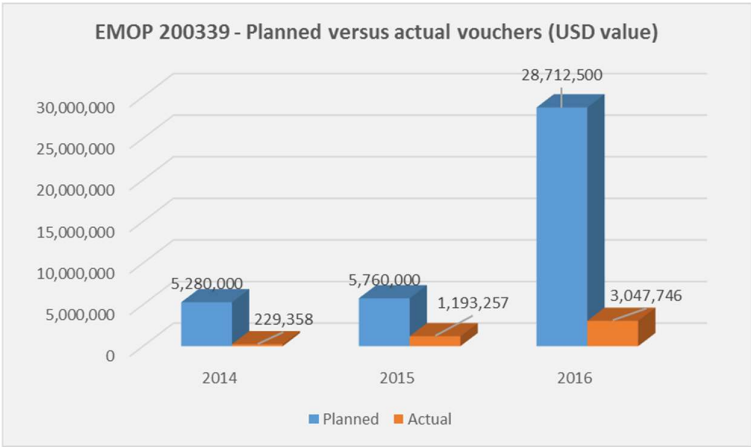


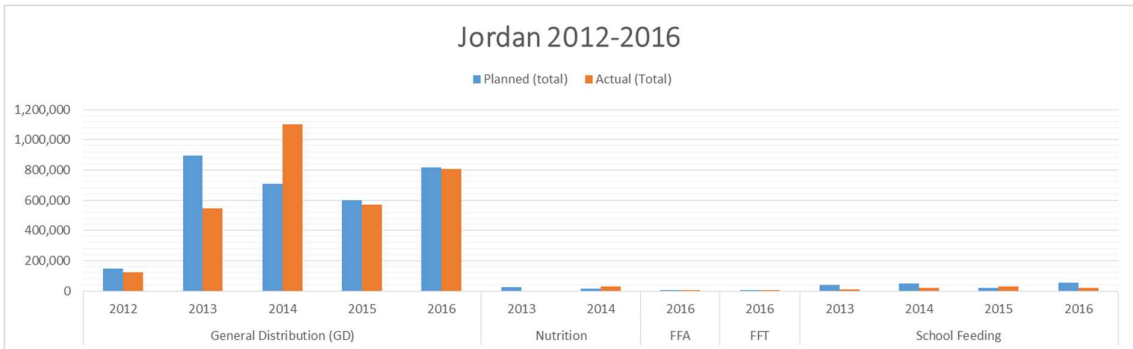
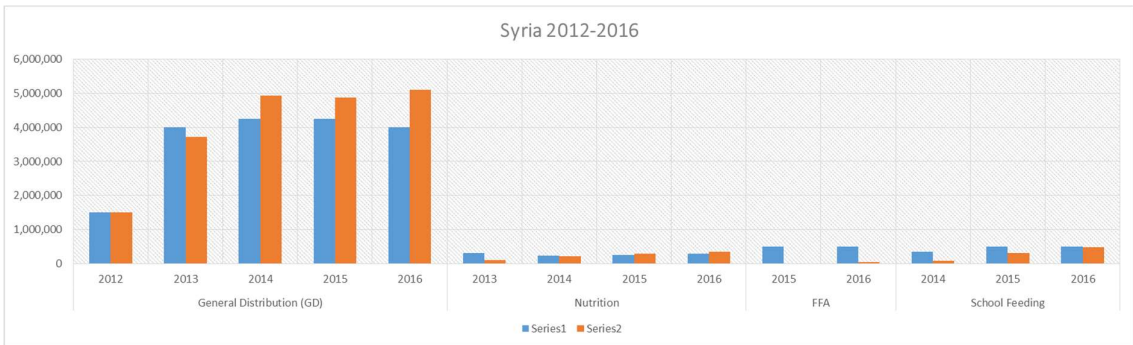
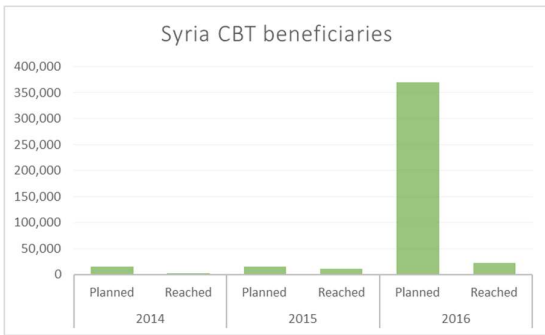
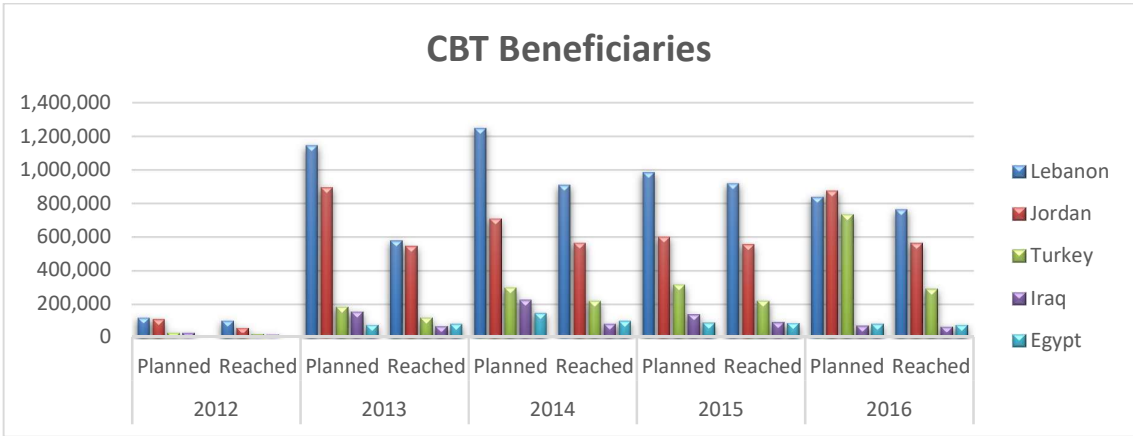
### Annex 4: Portfolio Overview

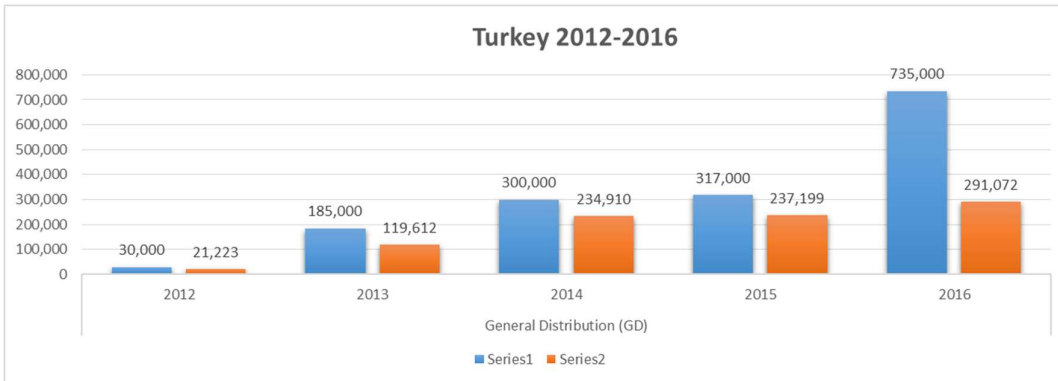
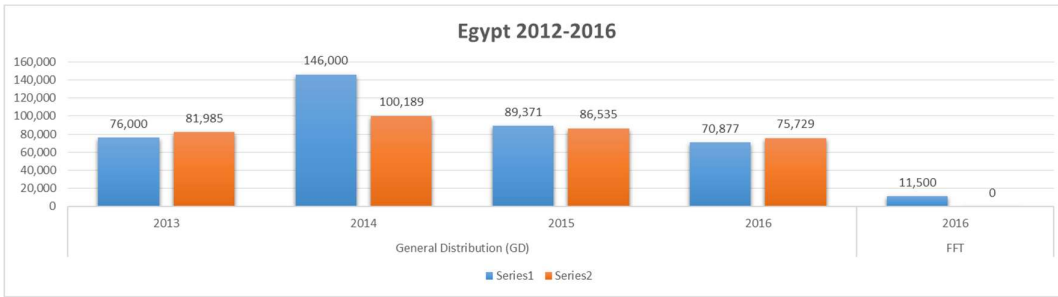
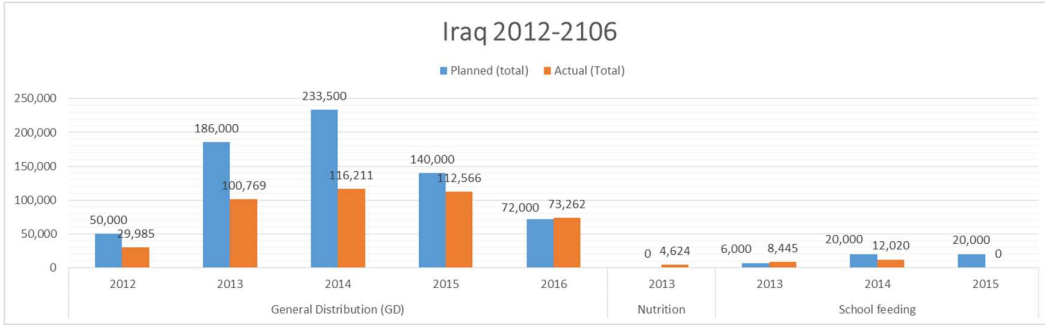
<b>Project Code and Title</b>	<b>EMOP 200339</b> - Emergency Food Assistance to People Affected by Unrest in Syria	<b>REG EMOP 200433</b> - Food Assistance to Vulnerable Syrian Populations in Jordan, Lebanon, Iraq, Turkey, and Egypt Affected by Conflict in Syria	<b>SO 200477</b> - Logistics & Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria	<b>SO 200788</b> - Logistics & Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria	<b>SO 200950</b> - WFP Air Deliveries to Provide Humanitarian Support to Besieged and Hard to Reach Areas in Syria	<b>PRRO 200988</b> - Food, Nutrition and Livelihood Assistance to the People Affected by the Crisis in the Syrian Arab Republic	<b>REG PRRO 200987</b> - Assistance to Vulnerable Syrian refugees and Host Communities in Egypt, Iraq, Jordan, Lebanon and Turkey
<b>Time-frame</b>	October 2011 - December 2016	July 2012 - Dec 2016	Jul 2012 - Dec 2014	January 2015 - December 2017	March 2016 - December 2016	January 2017 - December 2018	January 2017 - December 2018
<b>Objectives</b>	To provide relief food assistance to vulnerable households whose food and nutrition security has been adversely affected by the civil unrest	To save lives and maintain food security of the targeted population of refugees; and protect livelihoods and help prevent the depletion of the refugees' assets	To augment logistics and telecommunications capacities	To augment logistics and emergency telecommunications in support of the ongoing WFP Emergency Operation in Syria and to provide the humanitarian community with adequate logistics and ICT capabilities and enhanced coordination mechanisms to deliver relief items to affected populations in Syria	To provide humanitarian support to populations in besieged and hard-to-reach areas in Syria	To provide life-saving food assistance and gradually shift to recovery and livelihood activities	To provide life-saving food assistance while increasing efforts to achieve more sustainable solutions through human capital and self-reliance support to vulnerable refugee and host communities.
<b>Strategic Objective (SO)</b>	1	1	N/A	N/A	N/A	1,2,4	1,2,3,4,5
<b>Total target beneficiaries</b>	4,500,000	2,379,692	-	-	-	5,740,000	3,535,000
<b>Total target female beneficiaries</b>	2,311,539	1,202,042	-	-	-	2,927,400	n/a
<b>Total MT (target)</b>	2,473,114	100,171	-	-	-	1,437,267	55,351

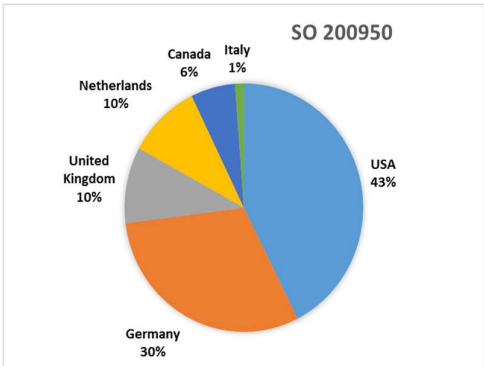
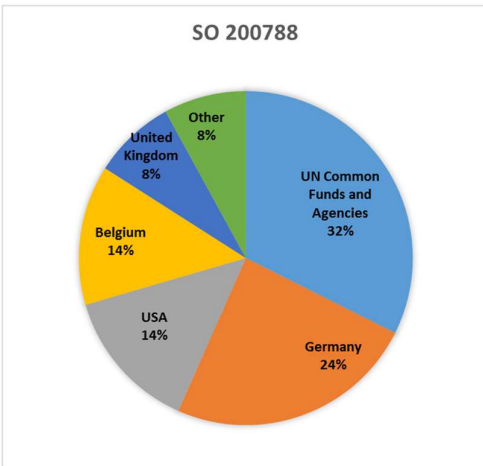
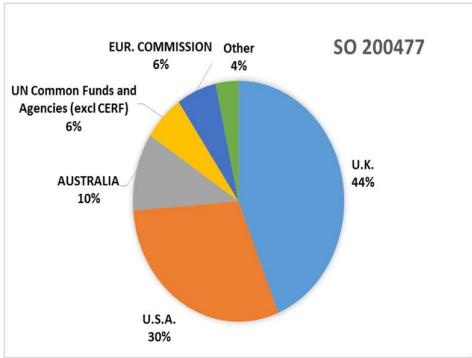
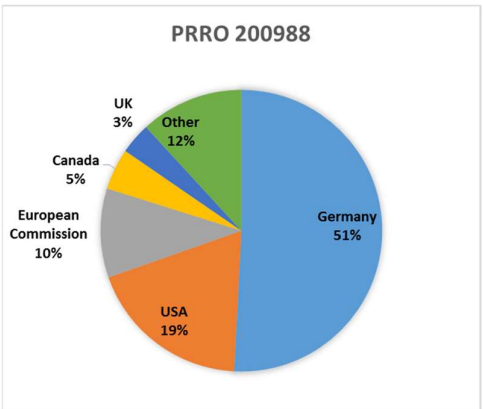
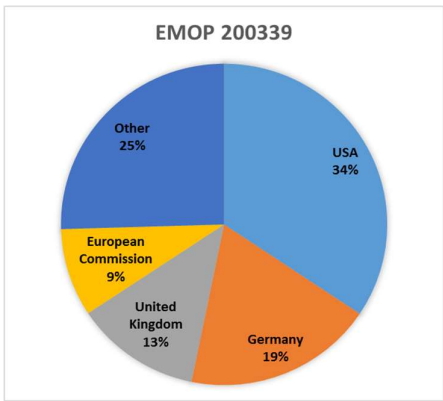
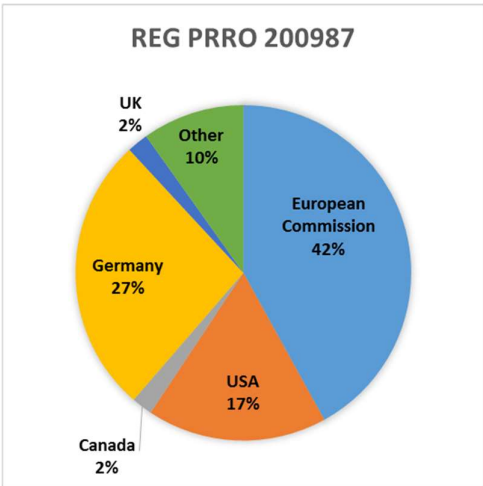
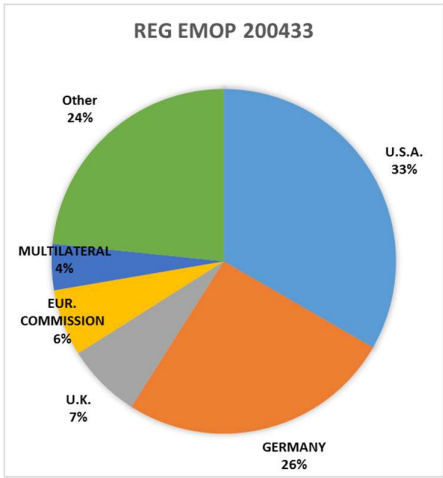


<b>Total Vouchers (target)</b>	39,752,500	2,530,045,984	-	-	-	96,165,000	1,848,041,032
<b>Resources requested (USD) *</b>	2,844,294,565	3,213,209,658	37,809,393	37,562,022	45,856,206	1,678,245,360	2,004,164,828
<b>Resources received (USD)</b>	1,674,997,609	2,163,676,945	19,588,041	25,409,177	36,377,466	568,620,468	998,375,553
<b>% Funded</b>	59%	67%	52%	68%	79%	34%	50%
<b>Activities</b>	General Food Assistance; FFA/FFT; Prevention and treatment of Acute Malnutrition and Micronutrient deficiencies; School meals	GFA; Technical assistance; School meals; FFT/FFA	Provide logistics services; inter-agency emergency telecommunication coordination and information management; enhance security measures	Logistics augmentation and coordination; Emergency Telecommunications augmentation and coordination	Airdrops	GFA; School meals; FFA; Nutrition (treatment of moderate acute malnutrition; prevention of acute malnutrition and micronutrient deficiencies); Capacity development	GFA; Nutrition support (PLW); School meals; FFA / FFT; Conditional microcredit/grant schemes









## Annex 5: Communication and Learning Plan

### Internal (WFP) Communications Plan

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

### External Communications Plan

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

### Annex 6 : List of cooperating partners

Country	Project	Year	#	Partner
Egypt	200433	2015	1	Sohag Community Development Association for Women and Children's Situations Improvement (SCDAWCI)
Egypt	200433	2016	1	Sohag Community Development Association for Women and Children's Situations Improvement (SCDAWCI)
Iraq	200433	2015	3	ACTED; INTERSOS; Islamic Relief
Iraq	200433	2016	6	ACTED; INTERSOS; Islamic Relief; CRS; Islamic Relief; World Vision International
Jordan	200433	2015	8	ACTED; Human Relief Foundation; ICRC; Islamic Relief; NRC; Relief International; Save; World Vision
Jordan	200433	2016	10	ACTED; Human Relief Foundation; ICRC; Islamic Relief; NRC; Relief International; Save; World Vision International; First Technical Support Logistic Company ; Royal Health Awareness Society
Turkey	200433	2015	1	Turkish Red Crescent
Turkey	200433	2016	1	Turkish Red Crescent
Syria	200339	2015	43	Aga Khan Development Network (AKDN); ACTED; Ahel Al-Kheir Society; Ahl Al-Sham Initiative; Al Ahdath Protection Association in Deir Ezzor; Al Birr and Social Services Charity in Daraa; Al Ihsan Development Charity Association in Aleppo; Al Ta'alouf Charity Association in Aleppo; Al-Birr and Al-Ihsan in Al-Zabadani; Al-Birr and Social Services Charity in Edlib; Al-Birr and Social Services in Qameshli; Al-Birr and Social Services Society in Homs; Al-Birr and Social Services Society in Raqqa; Al-Bitoul Charity Society; Al-Ihssan Charity Association in Tal-Hamis; Al-Ikhaa Syrian Family Society; Al-Ikhaa Syrian Family Society; Al-Kisweh Association for Charitable Work in Rural Damascus; Al-Mabarrat Charity Society for Golan People; Al-Mouda Charity Association; Al-Raqqa Voluntary Youth Association; Al-Tamayouz Project for Orphan Sponsorship in Damascus Affiliated to the Social Care Association; Big Heart; CRS; Charity for Social Care in Hama; GOAL; Hifz AlNeema Charity Association in Damascus; Human Appeal International; Ihsan for Relief and Development; Ina' Ash Al-Faqeer Charity; IHR; IRD; IRC; Islamic Charity in Homs; Islamic Charity Society in Al-Miadeen; Islamic Relief; KADER "Keldani-Asuri Yardımlaşma Derneği"; Lamest Shifa Charity; Men Ajl Halab; Pan-Armenian Charity Association; People in Need (PIN); Save; Social Care Society in Swaida; Syrian Arab Red Crescent (SARC)

Syria	200339	2016	48	Aga Khan Development Network (AKDN); ACTED; Ahel Al-Kheir Society; Ahl Al-Sham Initiative; Al Ahdath Protection Association in Deir Ezzor; Al Birr and Social Services Charity in Daraa; Al Ihsan Development Charity Association in Aleppo; Al Ta'alouf Charity Association in Aleppo; Al-Birr and Al-Ihsan in Al-Zabadani; Al-Birr and Social Services Charity in Edlib; Al-Birr and Social Services in Qameshli; Al-Birr and Social Services Society in Homs; Al-Birr and Social Services Society in Raqqa; Al-Bitoul Charity Society; Al-Ihssan Charity Association in Tal-Hamis; Al-Ikhaa Syrian Family Society; Al-Kisweh Association for Charitable Work in Rural Damascus; Al-Mabarrat Charity Society for Golan People; Al-Mouda Charity Association; Al-Raqqa Voluntary Youth Association; Al-Tamayouz Project for Orphan Sponsorship in Damascus Affiliated to the Social Care Association; Big Heart; CRS; Charity for Social Care in Hama; Federation of Syrian Chamber of Agriculture; GOAL; Hifz AlNeema Charity Association in Damascus; Human Appeal International; Ihsan for Relief and Development; Ina' Ash Al-Faqeer Charity; IHR; IRD; IRC; Islamic Charity in Homs; Islamic Charity Society in Al-Miadeen; Islamic Relief; KADER "Keldani-Asuri Yardımlaşma Derneği"; Lamest Shifa Charity; MEDAIR; Men Ajl Halab; National Red Cross and Red Crescent Society; Pan-Armenian Charity Association; People in Need - PIN; SARC - Syrian Arab Red Crescent (SARC); Save The Children; Smart Woman; Social Care Society in Swaida; Syrian Family Planning Association (SFPA)
Lebanon	200433	2016	15	ACF; DRC; Dorcas; Humanitarian and Relief Aid Organization- Dar al Fatwa; International Orthodox Christian Charities (IOCC); INTERSOS; Islamic Relief; Lebanese Red Cross; MEDAIR; Mercy Corps; Premiere Urgence - Aide Medicale Internationale; Save The Children; Sheild; Solidarités International; World Vision International



## Annex 7: Core Standard Indicators

Egypt Key country data			
Indicator	Year	Value	Source
Population (total, millions)	2016	95,689	World Bank
	2011	85,898	
Gross national income per capita	2016	11,110	
Average annual growth (%)	2010/2015	2.2	UNDP
Urban population (% of total)	2015	43.1	
HDI ranking	2016	111 / 188	
Gender- Inequality index	2015	135 / 157	
Maternal Mortality ratio (per 100,000 live births)		33	
Primary gross enrolment ratio	2010-2015	86	
Adult literacy rate	2005-2015	75.2	
Life expectancy at birth	2015	71.3	
Infant mortality/1,000 live births		20.3	
Fertility rate, live births per woman	2010/2015	3.4	

Iraq Key country data			
Indicator	Year	Value	Source
Population (total, millions)	2016	37,203	World Bank
	2011	31,727	
Gross national income per capita (PPP, USD)	2016	17,240	
Average annual growth (%)	2010/2015	3.3	UNDP
Urban population (% of total)	2015	69.5	
HDI ranking	2016	121 / 188	
Gender- Inequality index	2015	123 / 157	
Maternal Mortality ratio (per 100,000 live births)		50	
Primary gross enrolment ratio	2010-2015	n/a	
Adult literacy rate	2005-2015	79.7	
Life expectancy at birth	2015	69.6	
Infant mortality/1,000 live births		26.5	
Fertility rate, live births per woman	2010/2015	4.6	

Jordan Key country data			
Indicator	Year	Value	Source
Population (total, millions)	2016	9,456	World Bank
	2011	7,575	
Gross national income per capita (PPP, USD)	2016	8,980	
Average annual growth (%)	2010/2015	3.1	UNDP

Urban population (% of total)	2015	83.7
HDI ranking	2016	86 / 188
Gender- Inequality index	2015	111 / 157
Maternal Mortality ratio (per 100,000 live births)		58
Primary gross enrolment ratio	2010-2015	89
Adult literacy rate	2005-2015	96.7
Life expectancy at birth	2015	74.2
Infant mortality/1,000 live births		15.4
Fertility rate, live births per woman	2010/2015	3.5

Lebanon Key country data			
Indicator	Year	Value	Source
Population (total, millions)	2016	6,007	World Bank
	2011	4,588	
Gross national income per capita (PPP, USD)	2016	13,860	UNDP
Average annual growth (%)	2010/2015	6	
Urban population (% of total)	2015	87.8	
HDI ranking	2016	76 / 188	
Gender- Inequality index	2015	83 / 157	
Maternal Mortality ratio (per 100,000 live births)		15	
Primary gross enrolment ratio	2010-2015	97	
Adult literacy rate	2005-2015	93.9	
Life expectancy at birth	2015	79.5	
Infant mortality/1,000 live births		7.1	
Fertility rate, live births per woman	2010/2015	1.7	

Turkey Key country data			
Indicator	Year	Value	Source
Population (total, millions)	2016	79,512	World Bank
	2011	73,409	
Gross national income per capita (PPP, USD)	2016	23,990	UNDP
Average annual growth (%)	2010/2015	1.7	
Urban population (% of total)	2015	73.4	
HDI ranking	2016	71 / 188	
Gender- Inequality index	2015	69 / 157	
Maternal Mortality ratio (per 100,000 live births)		16	
Primary gross enrolment ratio	2010-2015	107	
Adult literacy rate	2005-2015	95	

Life expectancy at birth	2015	75.5	
Infant mortality/1,000 live births		12.9	
Fertility rate, live births per woman	2010/2015	2.1	

Syria Key country data			
Indicator	Year	Value	Source
Population (total, millions)	2016	20,864	World Bank
	2011	18,430	
Gross national income per capita	2007	1,840	
Average annual growth (%)	2010/2015	-2.3	UNDP
Urban population (% of total)	2015	57.7	
HDI ranking	2016	149 / 188	
Gender- Inequality index ranking	2015	133 / 157	
Maternal Mortality ratio (per 100,000 live births)		68	
Primary gross enrolment ratio	2010-2015	80	
Adult literacy rate	2005-2015	86.4	
Life expectancy at birth	2015	69.7	
Infant mortality/1,000 live births		11.1	
Fertility rate, live births per woman	2010/2015	3	

## Annex 8: Library list

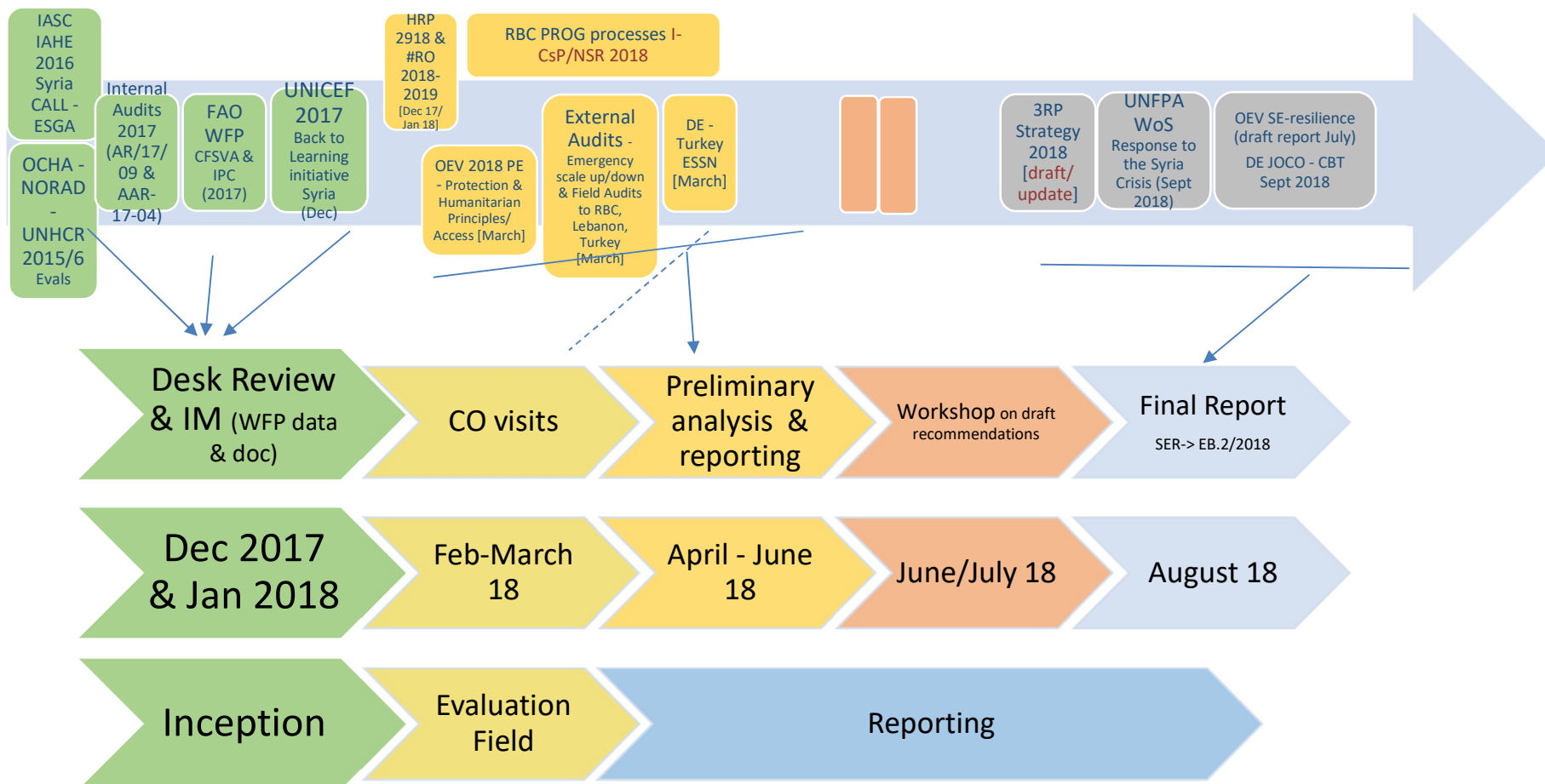
Folder name / File name	Author	Date
<b>1. Evaluation process</b>		
1.1 EQAS	OEV	2014
1.2 Timeline & TOR	OEV	2017
<b>2. WFP Policies &amp; Strategic Plans &amp; corporate docs</b>		
<b>3.1. Access &amp; Principles</b>		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access & Access Guidance	WFP	2006-2017
<b>Advocacy</b>		
Advocacy Frameworks	WFP	2016
<b>Anti-fraud and anti-corruption</b>		
Anti-fraud and anti-corruption Policies	WFP	2010 & 2015
<b>Cash &amp; Voucher</b>		
Cash & voucher Policy & update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation	WFP	2014
Internal Audit of Cash & Voucher Modalities in the Field	WFP	2015
WFP C&V Manual	WFP	2009
WFP Cash for change Initiative Distribution Models	WFP	2012
Boston Consulting Group study on C&V gender and protection - Cairo RB	WFP	2016
<b>Corporate plans, strategies and monitoring</b>		
Strategic Plan (2008-2013; 2014-2017; 2017-2021)	WFP	2008-2016
Corporate M&E strategy 2014-2016	WFP	2014
Indicator compendium	WFP	2015
Strategic Results Framework (2008-2011; 2014-2017)	WFP	2014-2017
Management Plans	WFP	2013-2016
Compendium of Policies Relating to the Strategic Plan_2017	WFP	2017
<b>Annual Performance Reports</b>	WFP	2009-2015
<b>Integrated Roadmap to Zero Hunger</b> (Corporate Results Framework, Financial Framework Review, Policy on Country Strategic Plans, Strategic Plan 2017-2021)	WFP	2016
<b>Emergencies and Transition</b>		
WFP and UNHCR Impact Evaluations - Contribution of Food Assistance in Protracted Refugee Situations	WFP	2013
Emergency and Transition Programming Framework	WFP	2015
Enhancing Self-Reliance in Food Security and Nutrition in protracted refugee situations	WFP	2016
UNHCR WFP Joint strategy enhancing self-reliance in protracted refugee situations	WFP	2017
<b>Gender</b>		
Gender policy & Update	WFP	2015 & 2017
<b>Partnerships</b>		
Field Level Agreements templates	WFP	-
How to Work with WFP Handbook	WFP	2005
WFP Agreements format	WFP	
Capacity Strengthening of NGOs	WFP	2016
Mapping 2015 Partnerships at Country Office Level	WFP	2016

WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
<b>Peacebuilding</b>		
Peace building policy & Update	WFP	2013 & 2014
<b>Protection &amp; AAP</b>		
Protection Guidance (manuals, ToC, TOR protection advisors, studies, strategy, implementation plan)	WFP	2009-2016
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2016
Protection policy & update	WFP	2012 & 2014
<b>PSEA</b>		
Special Measures for Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
Fact Sheet on Protection from Sexual Exploitation and Abuse (PSEA)	WFP	2016
<b>Risk management</b>		
Corporate Risk register - Circular & Summary	WFP	2012-2016
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Corporate Risk register	WFP	2012-2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
<b>Security</b>		
Guidelines for Security Reporting	WFP	2011
Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
<b>Stand-by partners</b>		
Report	WFP	2015
<b>Third party monitoring</b>		
Third Party Monitoring Guidelines	WFP	2014
Third Party Monitoring Audit Report and Management Response	WFP	2016
<b>VAM</b>		
EFSVA Handbook	WFP	-
<b>3.WFP L3 Response to the Syria Crisis</b>		
<b>3.1 - Operations</b>		
Project Documents, Budget Revisions, Standard Project Reports (SPR), Resource Situations	WFP	2011-2017
Country Strategic Plans / ICSPs	WFP	2017
Vision 2020 / RBC regional strategies /documents	WFP	2016
The promise to Amal - Syria Legacy Report 2010-2014	WFP	2015
<b>3.2 - VAM assessments</b>		
Iraq Joint Rapid Needs Assessments and CFSVA, Turkey EFSVA, Jordan CFSME, Syria CFSAM, Syria and Lebanon Special Focus Reports, Lebanon and Jordan Economic Impact studies, Lebanon VASyR, mVAM updates, Food Market Monitoring, other Food Security Assessments	WFP	2012-2017
<b>3.3 - Briefs, factsheets, dashboards, SIT REPs</b>		
Country Briefs	WFP	2017
Dashboards (sample)	WFP	2015-2017
SIT REPs (sample)	WFP	2015-2017
<b>3.4 - Evaluations, Audit, LLE, Reviews</b>		
Internal Audits (Lebanon, Syria, Iraq, Egypt, Jordan)	WFP	2013-2016
Lessons Learned	WFP	2014
Evaluation Report L3 Syria Emergency Response	WFP	2015
Impact Reviews	WFP	2015-2016

Iraq Country Portfolio Evaluation 2010-2015	WFP	2016
<b>3.5 - Clusters</b>		
Emergency Telecommunication Cluster SIT REPs / Factsheets	WFP	2014-2017
Global Food Security Cluster assessments / reports	GFSC	2016-2017
Logistics Cluster overviews / SOPs / COOP / Meeting minutes	WFP	2016-2017
<b>3.6 - Operational task forces NFR (sample)</b>	WFP	2013-2016
<b>3.7 - OED circulars on Emergency activation protocols &amp; Delegation of Authority</b>	WFP	2012-2017
<b>3.8. Media messages (sample)</b>	WFP	2016-2017
<b>3.9. Risk registers</b>	WFP	2016
<b>3.10. Resilience programming</b>		
Jobs Make the Difference - Expanding Economic Opportunities for Syrian Refugees and Host Communities	WFP	2017
WFP Syria Livelihoods Resilience Strategy 2015-2017	WFP	2015
<b>3.11 - M&amp;E</b>		
Third party monitoring report / assessment	WFP	2017
Regional and CO M&E Updates	WFP	2016-2017
FSOM Concept Note	WFP	2015
Cash Concept Note and PPT	WFP	2015-2016
<b>3.12 - CBT</b>		
Food - restricted voucher or unrestricted cash in Jordan and Lebanon	WFP-BCG	2017
Review of targeting-cash-and-food-assistance (Lebanon, Jordan, Egypt) - Multipurpose cash grants	WFP-UNHCR	2015
<b>3.12 - Protection, AAP and Gender</b>		
<b>3.14 - SCOPE (factsheet)</b>	WFP	2017
<b>3.15 - Other</b>		
Agility in Action Report	WFP	2017
Helsinki Report-Food Security Human security	WFP	2017
RBC Regional partner presence	WFP	2017
<b>4. External Documents</b>		
<b>4.0 - Syria Call (incl.Common Context Analysis)</b>	IASC	2014-2015
<b>4.1 - UN agencies</b>		
Evaluation of UNHCR Emergency response to influx of Syrian refugees into turkey	UNHCR	2016
Evaluation of UNHCR response to influx of refugees into Lebanon and Jordan	UNHCR	2015
Real time evaluation - From slow boil to action	UNHCR	2013
OCHA: Humanitarian Needs Overview / Humanitarian Response Plan / Syria Response Plan	OCHA	2015-2017
Evaluation of OCHA response to the Syria crisis	OCHA	2016
UNDP: Annual Report & Report on sustainable Livelihoods in the Syria Response	UNDP	2016
FAO: Counting the cost	FAO	2017
FAO: Annual report on FAO response to the Syrian crisis	FAO	2015-2016
FAO: Turkey Syrian Refugee Resilience Plan 2017-2018	FAO	2017
UNICEF: Refugees appeal & briefs	UNICEF	2016-2017
Evaluation of Back to Learning Initiative in Syria (TOR)	UNICEF	2017
IOM: Crisis appeal; SIT REPs	IOM	2015-2017
UNFPA: Audit of the Response to the Syrian Humanitarian Crisis	UNFPA	2017
Evaluation of UNFPA response to the Syria crisis (TOR)	UNFPA	2017

UNHCR UNFPA UNICEF application of GBV gdl in SYR response	UNHCR/UNFPA/UNICEF	2015
<b>4.2 - UN Security Council</b>		
Secretary-General's Reports (sample)	UNSC	2016-2017
Resolutions (sample)	UNSC	2015-2017
Human Rights Council reports (sample)	UNSC	2016
<b>4.3 - 3RP</b>		
<b>4.4 - Protection cluster</b>		
Strategy; Needs overview; sector monthly response analysis (sample)	GPC	2015-2017
<b>4.5 - Other</b>		
Reports from CARE; ICRC; ODI; Oxfam; IIED; Human Rights Watch; ACAPS & other	Various	2014-2017
Evaluation de l'impact des resolutions du conseil de sécurité de l'ONU sur la protection et l'aide aux civils en Syrie - Echec coupable en Syrie	SAVE	2015
Evaluation of the Planning, Organisation and Management of Norwegian Assistance related to the Syria Regional Crisis	NORAD	2016
<b>4.6 - Donors</b>		
Australia-humanitarian-response-to-the-Syria-crisis-eval-report	DFAT	2014
TOR -Danida - Regional Development and Protection Programme 2014-2017	DANIDA	na
DFIS Syria Crisis Unit - Humanitarian Programme Process Evaluation	DFID	2015
Evaluation of ECHO response to the Syrian crisis 2012-2014	ECHO	2016
UK's humanitarian support to Syria: a performance review	ICAI	2017
Review of the Netherlands' contribution to the humanitarian response to the Syria crisis 2011-2014	IOB- Netherlands MFA	2015
<b>4.7 - National strategies and policies</b>		
Ministry of agriculture strategy 2015-2019 Lebanon	MoA Leb	2015
<b>5. Datasets</b>		
Maps	Various	-
TOR data	WFP	2017
Audit schedule	WFP	2017
<b>6. Contacts</b>		
WFP Organigramme & Directory	WFP	2016
RBC Organigramme	WFP	2017

## Annex 9: Timeline<sup>28</sup> of inputs to evaluation process<sup>29</sup>



<sup>28</sup> Timing indicated refers to expected report/output availability.

<sup>29</sup> Acronyms here used are listed in the TOR's acronyms' list



**Annex 10: Management Response to the Summary Evaluation Report on WFP’s Response to the Syrian Crisis (2011- 2014)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 1: Transition (Overarching Recommendation)</b></p> <p>1a) Prepare country-specific transition strategies and consider significant scaling down of assistance using a systematic vulnerability-based targeting process. Changes should be introduced through a new emergency operations (EMOP) or protracted relief and recovery operation (PRRO) rather than further budget revisions. Where authorities have financial and delivery capacity, as in Turkey, prepare for handover of responsibility for food assistance, with WFP providing technical assistance to the authorities.</p> <p>1b) In future crises, ensure early development and introduction of short-term contingency plans based on vulnerability analysis. These plans should be regularly updated and communicated to partners and beneficiaries to manage oscillations in donor funding.</p> <p>1c) Develop scenario-based, long-term transition plans that cover the spectrum from maintaining/expanding the response to a country-by-country exit strategy.</p>	<p>REC, in consultation with country offices</p> <p>Emergency Preparedness and Support Response Division (OSE)/Policy and Programme Division (OSZ)</p> <p>OSE/OSZ</p>	<p>Agreed.</p> <p>Targeting has been implemented in Egypt since the onset of the operation, in Lebanon since 2013, and in Jordan since 2014. All countries are implementing targeting and prioritization plans based on a regional targeting and prioritization strategy. The regional EMOP foresees hand-over of operations in some camps in Turkey during 2015.</p> <p>WFP’s regular household food security analysis groups households into four categories: i) food-secure; ii) marginally food-secure; iii) moderately food-insecure; and iv) severely food-insecure. WFP is developing a household targeting method that uses data collected at the time of refugee registration for the Office of the United Nations High Commissioner for Refugees (UNHCR)/World Bank vulnerability analysis. These data on household demographics and socio-economic characteristics will complement WFP food security analysis, facilitating improved targeting and decision-making on resource use by enabling country-level managers to develop contingency plans for prioritizing resource allocations according to vulnerability levels across geographic areas and livelihood groups.</p> <p>Given the uncertainty over how the crisis will develop, scenario-based transition plans should remain broad and be clear about which of the types of transition referred to in the evaluation is being discussed. WFP will: i) review current guidance on transitions, internally and externally; and ii) develop a plan for filling gaps and ensuring wider dissemination of the guidance.</p>	<p>Completed</p> <p>Ongoing</p> <p>End of 2015</p>

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT ON WFP'S RESPONSE TO THE SYRIAN CRISIS (2011–2014)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 2: Evidence-based programming</b></p> <p>Undertake further analysis on cash and vouchers, gender, host community relations and conflict dynamics to inform country-specific programme strategies and decision-making.</p>	<p>REC, with support from OSZ and the Gender Office (OMG)</p>	<p>Agreed.</p> <p>WFP is reviewing its transfer modalities for refugee operations in the regional EMOP. To generate evidence for supporting modality selection, a pilot comparing cash and voucher with mixed programmes is planned for Jordan and possibly Lebanon. WFP will conduct further market/supply chain analysis to inform modification of the programme's delivery model.</p>	<p>To be confirmed</p>
<p><b>Recommendation 3: Humanitarian access and principles</b></p> <p>3a) Monitor application of the humanitarian principles in Syria; develop and monitor implementation of a strategy for managing perceptions of WFP's relationship with the Syrian Government and its assistance in opposition-held areas.</p> <p>3b) In future crises where a strategic task force is required, articulate, monitor and record strategies for balancing competing pressures on WFP and managing perceptions about WFP's role.</p>	<p>REC</p> <p>OSE</p>	<p>Agreed.</p> <p>WFP's engagement conforms with humanitarian principles: i) humanity – suffering must be addressed; ii) neutrality – sides must not be taken; iii) impartiality – humanitarian action should be needs-based, prioritizing the greatest in need, without distinction based on nationality, race, gender, politics, religion, etc.; and iv) independence – humanitarian action should be independent of political, military or economic objectives. WFP is continuously monitoring its conformity and advocates with the Government, opposition groups and the public – including through the media and other fora – on the need to respect humanitarian principles. WFP has led development of the Whole-of-Syria approach, and will continue reporting on denials of access while advocating for all parties to the conflict to respect humanitarian principles and allow humanitarian workers to deliver food to the most vulnerable.</p> <p>To enhance information flows between the strategic and operational task forces, OSE will assume management of the Strategic Task Force Secretariat, continuing to manage the operational task force. It will ensure that competing pressures and perceptions are considered in the decision-making process and are documented. The Communications Division will be involved when perceptions of WFP's role lead to significant risks.</p>	<p>Ongoing</p> <p>Ongoing</p>

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT ON WFP'S RESPONSE TO THE SYRIAN CRISIS (2011–2014)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 4: Support to programmes and operations</b></p>		Partially agreed.	
<p>4a) At the country and sub-office levels, increase attention to: i) lesson-learning and information-sharing opportunities; ii) capturing lessons from innovation; and iii) early consideration of country office-specific transition and exit strategies.</p> <p>4b) Develop a flexible system for linking WFP operations staff to corporate guidance, expertise and documents, such as through better use of WFP's intranet, connecting staff facing similar programme challenges around the world, and maintaining a help desk).</p>	<p>REC, with support from the regional bureau and Headquarters</p> <p>Internal Communications Office (PGM)</p>	<p>In March 2014, REC organized a workshop on lessons learned from cash and voucher use. Quarterly regional programme meetings – where all EMOP country offices discuss and share information on targeting, transition to early recovery/development, partnership management, market analysis, M&amp;E, and accountability to affected populations – provide a forum for learning from other countries. REC has also developed assessment and M&amp;E tools for C&amp;V use. REC and country offices will enhance systematic lesson-learning and information-sharing and their documentation.</p> <p>PGM is redeveloping the intranet with guidance from the Intranet Council. Starting with a global survey to identify the information needs of employees in the field, this work will involve developing a user-friendly interface, continuous monitoring to ensure up-to-date data, and developing systems for improved delivery and integration of information.</p>	<p>Completed</p> <p>June 2016</p>
<p>4c) Make greater use of anonymous surveys and other tools for eliciting staff views and ideas on support and other issues that may not be communicated to line managers.</p>	<p>Human Resources Division (HRM)</p>	<p>WFP and an external provider carry out a Global Staff Survey every two years covering 14,400 staff members with 73 questions. The next survey, planned for May 2015, will be in Arabic, English, French, Portuguese, Russian and Spanish; the 2012 survey was available in English only. Reports on survey responses are provided to units with at least eight staff members, to ensure confidentiality.</p>	<p>May 2015</p>

**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE SUMMARY EVALUATION REPORT ON WFP'S RESPONSE TO THE SYRIAN CRISIS (2011–2014)**

Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 5: Human Resources</b></p> <p>5a) Conduct an internal review to ascertain why the REC offices for this crisis lacked staff with skills and experienced in conflict analysis and negotiations, cash and vouchers, working with the private sector, monitoring and evaluation (M&amp;E) and vulnerability analysis.</p> <p>5b) Develop a responsive staffing model alongside the emergency roster to ensure that technical experts are deployed to support emergency operations for a minimum period, such as three or six months.</p>	<p>HRM, with support from OSZ, OSE and the Cash for Change Service (OSZIC)</p> <p>HRM, with support from OSZ, OSE and OSZIC</p>	<p>Partially agreed.</p> <p>Internal reviews should be led by the country offices concerned, with support from HRM. Skill gaps resulting from this shift in mandate are addressed under the People Strategy imperative “Building WFP’s talent”, through the talent pool initiative and other means of identifying and attracting the necessary talent.</p> <p>WFP already has a staffing model identifying minimum requirements for emergency response, and a protocol for emergency deployment. The emergency response roster, which assists REC in deploying experts, became operational in early summer 2014.</p>	<p>Ongoing</p> <p>Completed</p>
<p><b>Recommendation 6: Targeting</b></p> <p>6a) As an immediate step towards transition, gather and consolidate food security data on affected populations to inform vulnerability-based targeting of WFP food assistance.</p> <p>6b) In future EMOPs, systematically prepare for timely food security-based targeting by gathering household-level vulnerability information, including pre-assistance baselines, as early as possible and shift promptly from category or status targeting.</p>	<p>REC, in consultation with country offices and with support from OSZ</p> <p>OSZ</p>	<p>Agreed.</p> <p>In 2015, WFP is targeting its assistance on the basis of 2014 food security assessments carried out in all EMOP countries except Turkey; conducting an assessment in Turkey is being discussed with the Government. Targeting of off-camp assistance is based on vulnerability analysis using assessment data from two partners.</p> <p>WFP collects and collates as much information as possible on the food security of affected populations in and outside the Syrian Arab Republic. It has shifted from status-based to needs-based food assistance, with household targeting criteria to be applied across all EMOP countries in 2015. Enhanced targeting criteria are developed and implemented in collaboration with stakeholders, and a mechanism enabling refugee households to appeal targeting decisions is being considered.</p>	<p>Completed; ongoing for Turkey</p> <p>End 2015</p>

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Recommendations	Action by	Management response and action taken	Implementation deadline
<b>Recommendation 7: Measuring results</b>			
7a) Use existing data or conduct needs assessments among populations currently excluded from programmes, particularly non-camp refugees in Iraq and Turkey, and refugees deemed ineligible for assistance in Lebanon.	REC, with support from OSZ	Agreed. A multi-sector needs assessment of Syrian refugees outside camps was carried out in urban areas of Iraq in 2014/15. Targeting of vulnerable refugees in urban areas is being discussed with local authorities; discussions with the Turkish Government aim to reach agreement on assessments of off-camp refugees. WFP will provide assistance based on the outcomes of these discussions and in line with its targeting and prioritization strategy.	Ongoing
7b) Support governments in assessing conditions among host communities, but avoid raising expectations of WFP assistance	REC	WFP supports host populations in all EMOP countries except Turkey. Consultations with governments and other partners on longer-term assistance to both host and refugee populations are part of an ongoing review of regional programme strategy.	Ongoing
<b>Recommendation 8: Modality selection</b>			
8a) Ensure that WFP systems are able to report transparently, routinely and consistently on costs per beneficiary by delivery modality for use in modality selection, project approval and review.	Performance Management and Monitoring Division (RMP)	Agreed. As a key performance indicator in WFP's Management Results Framework (2014–2017), the cost per ration enables WFP to identify more accurately the costs of providing assistance through food, cash or voucher transfers, allowing clearer differentiation by operation and activity. The indicator is assessed at the country, regional and corporate levels.	Ongoing
8b) Ensure that all delivery modalities, including cash, are considered in future responses, based on a rigorous assessment of their appropriateness, to ensure that modality selection is based on context-specific and clearly recorded technical evidence.	OSZ	Headquarters units will continue to provide country offices with technical support and guidance in selecting transfer modalities. WFP will ensure that modality selection is based on technical evidence and complies with the relevant operational directive. Since the first quarter of 2015, OSZIC is rolling out cash-and-voucher training to WFP country offices, with both face-to-face and e-learning components.	Ongoing

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<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<p><b>Recommendation 9: Evidence and accountability</b></p> <p>9) Assign extra medium- to long-term staff for M&amp;E and vulnerability analysis and mapping (VAM) – particularly in country offices – for systematic monitoring and measurement of results and outcomes, and to analyse information and feed it into programme management and operational decisions.</p>	<p>REC, with support from OSZ and RMP</p>	<p>M&amp;E capacity has been reinforced through the structure and staffing review, particularly at the Jordan, Lebanon and Syrian Arab Republic offices. The REC office in Amman will continue to provide support.</p>	<p>Ongoing</p>
<p><b>Recommendation 10: Operational efficiency</b></p> <p>10) Assess the reasons for voucher encashment and differing prices among WFP partner shops; improve monitoring of encashment and minimize efficiency losses; and strike the appropriate balance between accountability and the number of shops contracted for voucher programming.</p>	<p>REC, with support from the Analysis and Nutrition Service (OSZA), RMP and OSZIC</p>	<p>Regional standard operating procedures (SOPs) for monitoring encashment are being developed, based on the system currently used in Lebanon. Measures already being implemented include identification of risk and risk mitigation activities; development of standards for monitoring bank transaction reports, shops, beneficiaries and counterparts; and recommendations on actions when irregularities are identified. After piloting in Jordan, the SOPs will be rolled out regionally by June 2015.</p>	<p>June 2015</p>