

Evaluation of SYRIAN ARAB REPUBLIC WFP Interim Country Strategic Plan 2022 - 2023



May/2022

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

4. The Syrian Arab Republic (Syria) is located on the east coast of the Mediterranean Sea, bordered by Turkey, Lebanon, Israel, Iraq, and Jordan. Syria is divided into fourteen governorates.

5. The civil unrest started in 2011 drastically changing the socio-economic situation in Syria. Total population is estimated as 21.7 million in 2022, decreasing from 21 million in 2011.¹ Although overall women roughly equal males, there is a significant disproportion of women over males particularly for the 20-34 age groups.² As of March 2022, 5.7 million Syrians are registered as refugees living outside of Syria.³ Thirty percent of population ages under 14 years old with life expectancy of 78.1 years old for women, and 67.9 years old for men⁴. Total fertility rate in Syria is 2.77,⁵ while adolescent birth rate is 38.6.⁶

6. In early 2011, Syria was recognized as a middle-income country with moderate economic growth and positive development indicators.⁷ The conflict led to 6 years of economic contraction until 2017 when the Gross Domestic Product (GDP) growth registered its first positive growth rate of 1.9 percent.⁸ The cumulative losses in GDP have been estimated at US\$ 226 billion, which is about four times the Syrian GDP in 2010.⁹ In 2019, Gross National Income (GNI) per capita is 3,613.¹⁰

7. The economy shrunk by more than half between 2010 and 2019.¹¹ More recently, the accelerating economic deterioration and impacts of climate change have increasingly become additional key drivers to increase vulnerabilities even further.¹² The COVID -19 adding to the already constrained economy pushed the

¹ World Bank Open Data

² Food and Agricultural Organization (FAO). World Food Programme (WFP). 2018 FAO/WFP Crop and Food Security Assessment Mission to The Syrian Arab Republic (CFSAM)

³ [Situation Syria Regional Refugee Response \(unhcr.org\)](#) accessed on 21 March 2022

⁴ [Syrian Arab Republic | Data \(worldbank.org\)](#) as of 15 February 2022

⁵ [World Population Dashboard | United Nations Population Fund \(unfpa.org\)](#)

⁶ Births per 1,000 women ages 15–19. United Nations Development Programme (UNDP). 2020 Human Development Report (HDR).

⁷ Syria Crisis Common Context Analysis, 2014, H.Slim and L.Trombetta

⁸ FAO.WFP. 2019 FAO/WFP CFSAM

⁹ From 2011 – 2016. the World Bank Group.2017. The tall of War.

¹⁰ 2017 Purchasing Power Parity (PPP)\$\$. UNDP. 2020 Human Development Report.

¹¹ World Bank. April 2022. Macro Poverty Outlook

¹² OCHA. 2022. HNO

unemployment rate up to 50 percent of working age population.¹³ It is estimated that 97 percent of Syrians live below the poverty line¹⁴ with 1.2 percent of the population in extreme multidimensional poverty.¹⁵

8. The crisis contributed to the deterioration of basic service provision across the country. The Human Development Index is 0.567 in 2019, ranking Syria as 151st out of 189 countries.¹⁶ Thirty-seven percent of Syria's health facilities are either partially functional or dysfunctional,¹⁷ more than one in three schools are damaged or destroyed¹⁸ and up to 47 percent of the population does not have access to piped water.¹⁹

9. While the situation continues to evolve, the overall scale and severity of humanitarian needs in Syria remain extensive. According to the United Nation (UN) estimation, some 14.6 million people were in need of some form of humanitarian assistance.²⁰

National policies and the Sustainable Development Goals (SDGs)

10. Before the crisis, Syria had achieved many of the Millennium Development Goals, including those related to primary education and gender parity in secondary education, and had made progress in decreasing malnutrition and infant mortality rates with increased access to improved sanitation.²¹

11. In 2020, the Government presented its first national report on the SDGs,²² which serves as a baseline report on the status of SDG achievement in the Syrian Arab Republic. The report notes a number of challenges to achieving the SDGs, specifically due to a decrease in revenues and production and the inability of the State to invest in the economic and social sectors.²³

Food and nutrition security

12. Whilst positive food security trend was observed across all groups since 2016,²⁴ it has deteriorated significantly crisis in late 2019, and food security indicators worsened in 2020 during the COVID-19 mitigation measures.²⁵ In 2022, an estimated 12 million Syrians are facing acute food insecurity and an additional 1.9 million people are at risk of food insecurity; 57 percent of female headed households are food insecure compared to 51 percent of male headed households.²⁶

13. In 2022, 64 percent of returnees were food insecure, while the food insecure population among Internally Displaced Persons (IDPs) and residents were 50 percent respectively. Over 1.7 million people currently living in camps are among the most food insecure population groups with total reliance on humanitarian assistance. Woman-headed households, as well as people who rent housing, also reported worse food security levels.

14. The drivers of acute food insecurity are currency depreciation, hikes in food prices, population displacements, lack of livelihood and income generating options, losses in agricultural production and assets, compounded by ongoing conflicts and the COVID-19 pandemic. In February 2022, the national average price of a standard food basket was 71 percent higher compared to February 2021.²⁷ Whilst Syria heavily depends on markets for its food security both now and before the crisis, people's purchasing power has significantly

¹³ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). March 2021. Humanitarian Needs Overview Syrian Arab Republic (HNO)

¹⁴ OCHA. 2022. HNO

¹⁵ UNDP. 2021. HDR

¹⁶ UNDP. 2020. Human Development Report, 2011, 2020

¹⁷ Health Cluster. Whole of Syria Consolidated Health Resources and Services Availability Monitoring System, Q4 2021

¹⁸ UNICEF website accessed on 28 September 2021

¹⁹ OCHA. 2022. HNO

²⁰ OCHA. 2022. HNO

²¹ Planning and International Cooperation Commission. The United Nations. The Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016 -2017 (extended to 2019).

²² [The 2020 Voluntary National Review \(VNR\) of the Syrian Arab Republic](#)

²³ Syrian Arab Republic. 2019. [The First National Report on Sustainable Development Goals SDGs – Executive Summary](#).

²⁴ FAO. WFP. 2019. 2019 FAO/WFP CFSAM

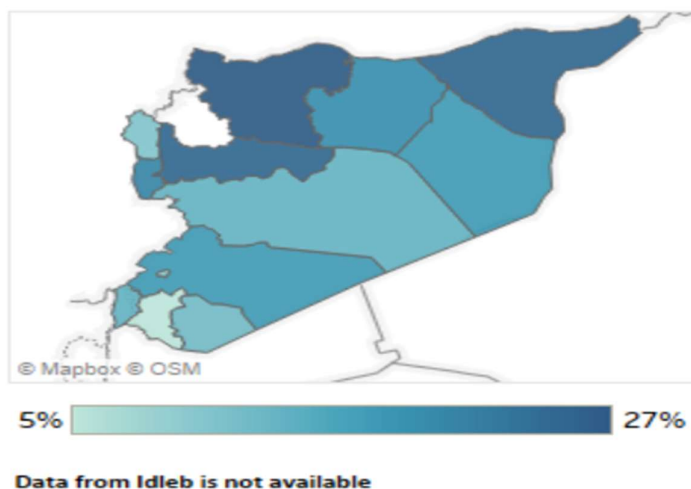
²⁵ WFP. October 2020. The Socio-Economic Impacts of the Covid-19 Pandemic in the Syrian Arab Republic

²⁶ OCHA. 2022. HNO

²⁷ WFP. February 2022. Market Price Watch Bulletin.

declined. Fifty percent of Syrian household reported spending at least 75 percent of their income on food, while 28 percent are adopting crisis or emergency livelihood coping strategies.²⁸

Figure 1: Percent of households by governorate reporting poor food consumption in December 2021



Source: mVAM Bulletin Issue no. 62: December 2021

15. Alongside the food security assistance, in 2021, 4.9 million pregnant and lactating women and children were in need of life-saving nutrition interventions, of which 3.9 million were in acute need with severity 4 and 5. It is estimated that an additional 5.5 million mothers and children are in acute need of nutrition intervention.²⁹

16. Whilst overall malnutrition levels in Syria remain below emergency levels, levels close to the emergency threshold are observed among displaced and hard to reach populations.³⁰ A quarter-million children under five years old are acutely undernourished. Children under two years old and under-five children of IDP households are disproportionately affected by malnutrition, with highest severity levels observed in the sub-districts of north-western Idlib, northern Aleppo, Deir-Ez-Zor, Ar-Raqqa and Al-Hasakeh Governorates. Malnutrition and micro-nutrient deficiency also affect an estimated 1.1 million pregnant and lactating women (PLW).³¹

17. Chronic malnutrition was a problem in Syria even before the crisis.³² Annually more than 0.6 million Syrian children and one in three displaced children lose their future development potentials due to stunting.³³

Agriculture

18. While Syria's agriculture has suffered serious setbacks since the beginning of the current crisis, the agriculture sector accounted for about 60 percent³⁴ of the country's GDP by 2018, compared with 18 percent in 2010, due to even greater productivity reductions in other sectors of the economy with 10 percent of the population engaged in agricultural production in 2019.³⁵

19. In 2021, the situation in the north-east, COVID-19 and price increases impacted farmers' capacity to plant wheat and barley. In south-central governorates, farmers are facing challenges in accessing quality

²⁸ OCHA. 2021. HNO

²⁹ OCHA. 2022. HNO 2022-23 projected need.

³⁰ OCHA. 2022. HNO.

³¹ OCHA. 2021. HNO

³² Whole of Syria Global Nutrition Cluster Mid-Year Report - January to June 2019

³³ Whole of Syria Nutrition Cluster. 2021 end year report..

³⁴ Estimate of the Ministry of Agriculture and Agrarian Reform (MAAR)

³⁵ World Bank Open Data

agriculture inputs due to the high cost. The impact of the economic crisis on food production puts pressure on the smallholder farming sector, which is mainly driven by women, as well as seasonal and daily labourers.³⁶

20. The livestock sector, which has been an essential part of the Syrian farming system, has also seen substantial reductions with herd and flock sizes falling by between 47 and 57 percent due to high fodder prices, inadequate veterinary services, insufficient access to grazing lands. Women have traditionally played a central role in livestock tending and have therefore been disproportionately affected by the loss of livelihoods in this sector.³⁷

Climate change and vulnerability

21. Syria is a drought-prone country, with impacts on food systems. For example, in the 2017/2018 winter season, the worst drought in 30 years affected cereal production which added stress to the already stretched agriculture sector, and to national food security.

22. Since April/May 2021, water availability and access were significantly reduced in north-eastern governorates, as a result of the climatic and man-made factors including unprecedented low water levels of the Euphrates River since January 2021. Combined with other factors, it is predicted to further cause substantial harvest losses as well as increases in food prices.³⁸

Education

23. Prior to the crisis Syria retained a 106 percent gross enrolment rate in basic education of grades 1 - 9, close to the achievement of universal primary education. However, it reduced to 79 percent by 2015.³⁹ The net enrolment rate in basic education of grades 1-9 has also been reduced from 98 percent in 2011 to 70 percent in 2015, while the rate is even lower in some areas of the country.⁴⁰ With an estimated 18 per cent of school age children not attending any form of learning, out of school children remain one of the most affected groups.⁴¹ Children with disabilities are also less likely to access learning due to insufficient investment in learning facilities, specialized teachers and materials to provide adequate support.

Gender

24. Prior to the crisis, a positive trend in improving gender parity was observed across areas such as education, women's involvement in remunerated employment and political participation. In 2011, the Gender Inequality Index was 0.511 ranking Syria at 86 among 162 countries, falling to 0.482 ranking Syria at 122 in 2020.⁴²

25. Since the start of the crisis, women and adolescent girls have faced significant and widespread exposure to violence, neglect, abuse and exploitation, and sexual and other forms of gender-based violence (GBV). In parts of the country influenced by designated terrorist groups, women experienced serious curtailment of their human rights, including freedom of movement, right to work, to study and to participate in society. Early and forced marriage spread both as a coping mechanism in times of dire family stress, and as outright compulsion by designated terrorist groups.⁴³

26. The COVID-19 pandemic and related psychological distress have led to an increase in GBV by intimate partners and family violence, affecting women and girls. The restrictions of movement and lockdowns have increased the loss of livelihood and levels of violence within the family, while the possibility of accessing in-person services or remote services safely and confidentially has become challenging.⁴⁴

³⁶ OCHA. 2021. HNO

³⁷ FAO. WFP. 2019. 2019 FAO/WFP CFSAM

³⁸ Syria Humanitarian Country Team. September 2021. Water Crisis in Northern and Northeast Syria Immediate Response and Funding Requirements

³⁹ United Nations Educational Scientific and Cultural Organization (UNESCO). 2016. UNESCO Regional Education Response Strategy for the Syria Crisis (2016-2017)

⁴⁰ Planning and International Cooperation Commission. The United Nations. The Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016 -2017 (extended to 2019).

⁴¹ OCHA. 2022. HNO

⁴² UNDP, Human Development Report data, 2011, 2020

⁴³ Planning and International Cooperation Commission. The United Nations. The Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016 -2017 (extended to 2019).

⁴⁴ OCHA. 2021. HNO

27. The traditional gender roles in Syria that expect women not to engage in income-generating activities and/or household or community level decision-making have mostly remained the prominent trend, even though women have taken on additional roles traditionally associated with men, such as primary breadwinner, this does not automatically translate into decision making power. For women with disabilities, the opportunity to participate in decision making is even further reduced.

28. Women and girls also face challenges to access services including health/reproductive health, water and hygiene facilities. Maternal mortality ratio was 31 per 100,000 live birth in 2017.⁴⁵

Migration, refugees and internally displaced people

29. In late 2021 there were an estimated 6.7 million Internally Displaced Persons (IDPs) in Syria.⁴⁶ Sixty-eight percent of IDPs living in informal settlements and are concentrated in Idleb Governorate, followed by Aleppo, Al-Hasakeh, Deir-Ez-Zor and Ar-Raqqa Governorates.⁴⁷

30. Two-thirds of IDP households report being unable to meet the basic needs of all household members, and the majority of IDPs prioritize access to food and livelihood support. IDPs' disability prevalence is 36 percent, higher than average, and is reaching 51 percent for women in camps. While conflict and insecurity remain the top reason for displacement, the deteriorating economic situation and lack of access to services have become the second most important reason for IDPs.⁴⁸

31. Syria also hosts 438,000 Palestine refugees, and it is estimated that 91 percent of them live in absolute poverty, and 40 percent remain displaced.⁴⁹

Humanitarian protection

32. The Syria crisis has been characterized as a 'protection crisis'.⁵⁰ In addition to ongoing and new hostilities, the deteriorating economy and widespread poverty, lack and loss of livelihoods and properties, protracted and multiple cycles of displacement and the breakdown of family or community support structures have depleted the coping abilities of individuals and communities. Protection issues disproportionately affect groups such as women, children, especially adolescent boys and girls, older persons, persons with disabilities and other vulnerable, marginalized or socially excluded people and groups.⁵¹

33. Lack/loss of civil documentation, housing, land and property issues, explosive hazards and freedom of movement remain major and countrywide protection issues.⁵² The disproportionate impact of negative coping mechanisms on women and children is evident.

34. Adolescent boys are more likely to be killed and injured, detained and recruited or to be involved in child labour, while adolescent girls are particularly at risk of child marriage, cyber harassment and other forms of GBV. Boys are also at risk of sexual violence, primarily in the context of detention.⁵³

International development assistance

35. During the period of 2018 - 2021, Syria has received a yearly average US\$ 10 billion gross Official Development Assistance (ODA) (**Error! Reference source not found.**). In 2018 - 2019, 90 percent of ODA to Syria were received in the humanitarian sector.⁵⁴ The 2019 gross ODA to Syria is US\$ 10 billion, more than doubled compared to US\$ 4.9 billion ODA in 2015. The top five ODA funding sources are Turkey, Germany, United States (USA), European Union institutions (EU) and United Kingdom (UK) (**Error! Reference source not found.3**).

⁴⁵ Middle East and North Africa Region's ratio is 57. United Nations Children's Fund (UNICEF). 2021. The State of the World's Children 2021

⁴⁶ OCHA. Humanitarian Response IDPs Tracking page. Accessed on 11 October 2021.

<https://www.humanitarianresponse.info/en/operations/stima/idps-tracking>

⁴⁷ OCHA. 2021. HNO

⁴⁸ Ibid.

⁴⁹ OCHA. 2021. HNO

⁵⁰ European Union. United Nations (2018) Brussels II Conference - Supporting the future of Syria and the Region (24-25 April 2018) - Document Annex - Situation inside Syria.

⁵¹ OCHA. 2021. HNO

⁵² Ibid.

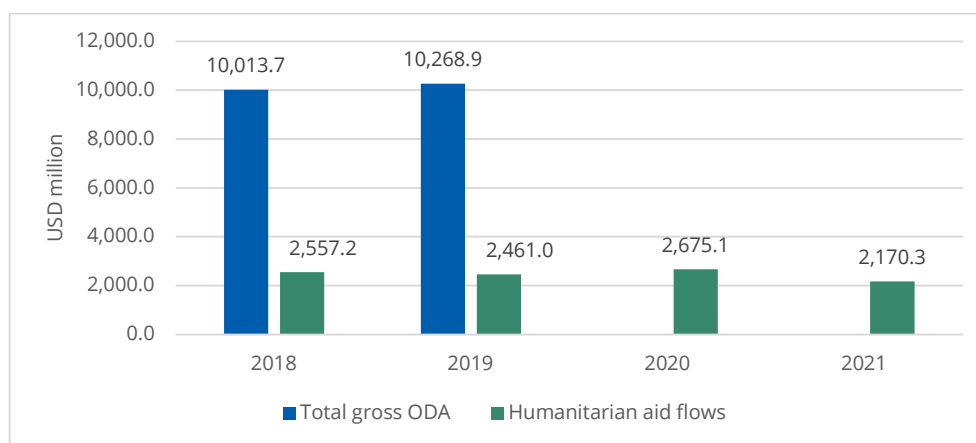
⁵³ OCHA. 2022. HNO

⁵⁴ OECD data website accessed 20 October 2021

36. Syria Humanitarian Response Plans have appealed an average US\$ 3.6 billion annually between 2018 – 2021 with a yearly average US\$ 2.6 billion humanitarian funding reported between 2018 - 2020 (**Error! Reference source not found.**). The top five humanitarian donors are USA, Germany, United Kingdom, European Commission and Norway.⁵⁵

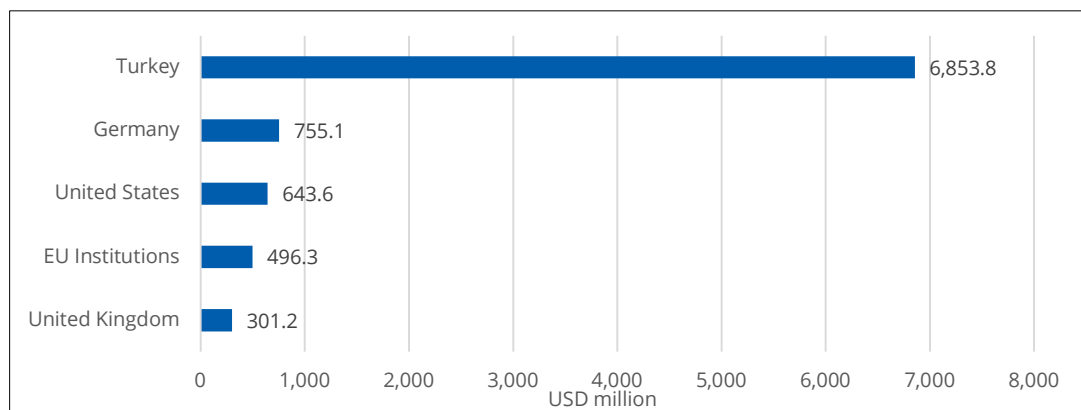
37. Five rounds of the Brussels Conference, co-chaired by the European Union and the United Nations, were held between 2017 to 2021 to call international donors’ assistance on supporting the future of Syria regional crisis and over US\$ 27 billion of contributions and loans have been pledged thus far.⁵⁶

Figure 2: International assistance to Syrian Arab Republic (2018-2021)



Source: OECD website, data extracted on 20.10.2021

Figure 3: Top five donors of gross official development assistance for Syrian Arab Republic, 2018-2019 annual average, USD million

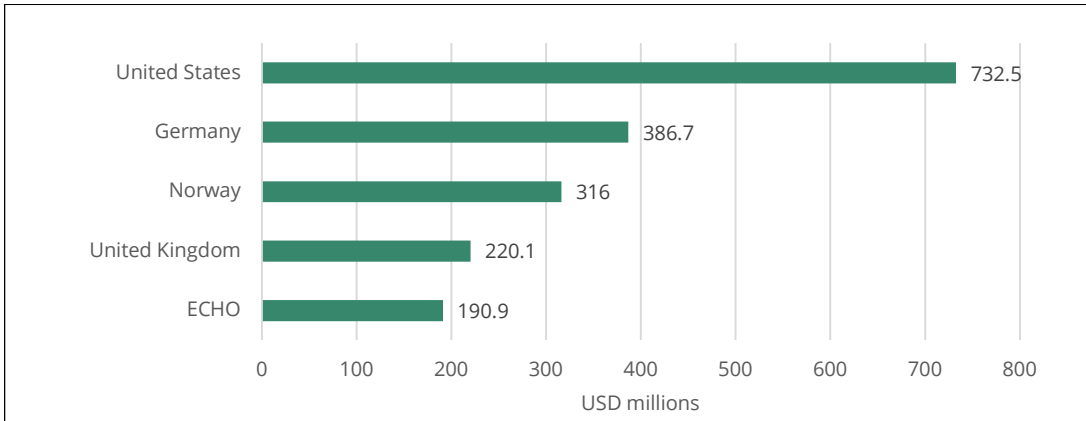


Source: OECD website, data extracted on 20.10.2021

⁵⁵ OCHA. Financial Tracking System (FTS). <https://fts.unocha.org/> Accessed on 12 October 2021.

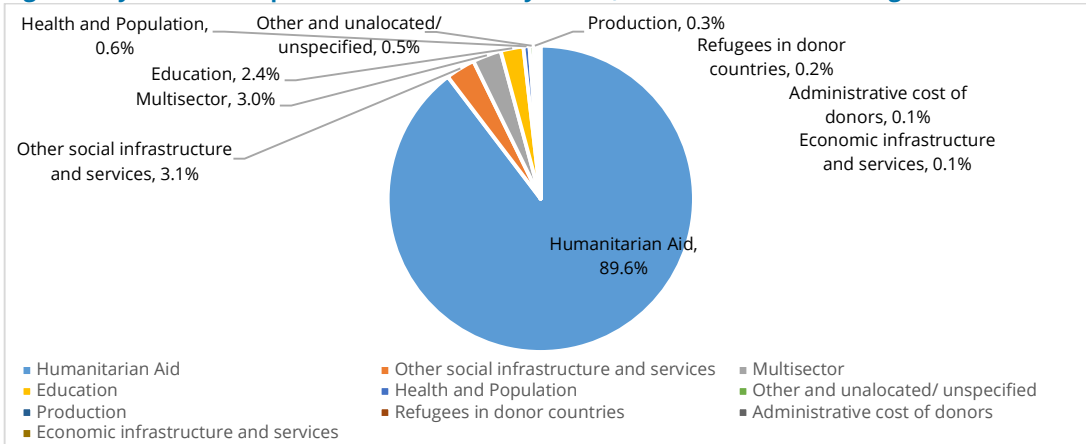
⁵⁶ European Commission: https://eeas.europa.eu/headquarters/headquarters-homepage/93313/node/93313_en/

Figure 4: Top five donors of humanitarian assistance for Syrian Arab Republic, 2018-2021 annual average, USD million



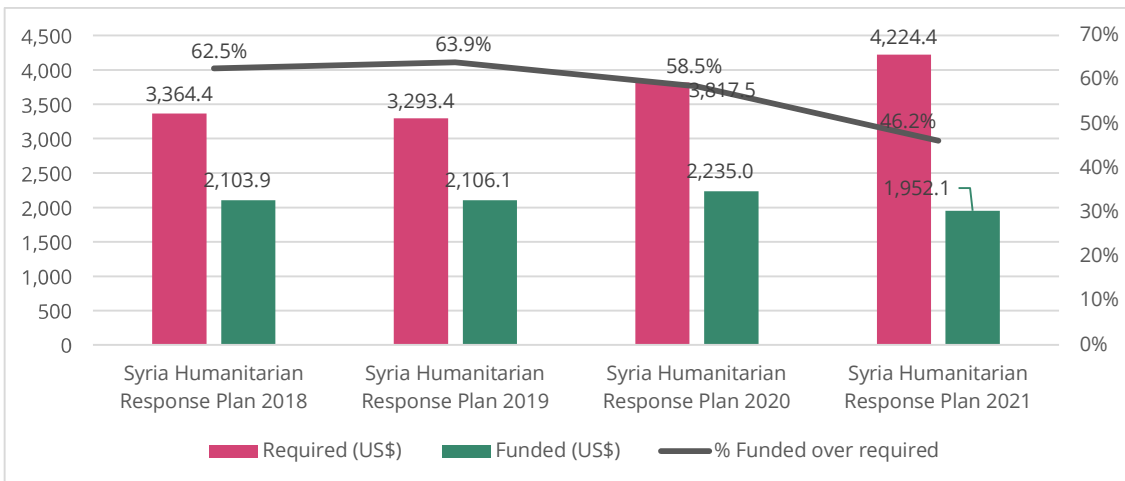
Source : UN OCHA – FTS (Accessed 20.10.2021)

Figure 5: Syrian Arab Republic: Bilateral ODA by sector, 2018-2019 annual average



Source: <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

Figure 6: Syrian Arab Republic: Funding against response plans and appeals (2018-2021) (sub-component of total Humanitarian Assistance)



Source: OCHA FTS website, data extracted on 31.01.2022

38. The United Nations system in Syria is composed of the United Nations common system in Syria with 16 resident organizations and 7 non-resident organizations (Annex 4).

39. In recognition of the need for longer-term resilience-based interventions to restore and maintain institutions, services and livelihoods, a two-year Strategic Framework for Cooperation between the government of the Syrian Arab Republic and the United Nations (UNSF) 2016 – 2017 was signed in 2016 and later extended to 2020 to complement the annual humanitarian response plan, which remains the main framework for the response to humanitarian needs. The UNSF has a strong emphasis on resilience-building in response to prevailing conditions through three outcomes: institutional mechanisms, restoration of basic and social services and infrastructure.

40. The UNSF for the period 2022–2024 recognizes the need to strengthen and expand partnerships with national and international stakeholders in the policy, capacity-building and service delivery areas.

2. Reasons for the evaluation

2.1. RATIONALE

41. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations.

42. In line with the Evaluation Policy norms, an I-CSP requires CSP Evaluation if the portfolio has not been evaluated the last 5 years for the 10 largest portfolios as per WFP Programme of Work. While two corporate emergency evaluations assessed the overall WFP Syria regional crisis response in 2014 and 2017, there has not yet been Syria Country Office specific evaluations. Hence, in line with the Syria I-CSP,⁵⁷ an evaluation of Syria I-CSPE is scheduled to commence in mid-2022.

43. The timing will enable the Country Office to use the CSPE evidence on past and current performance in the design of the new Country Strategic Plan (CSP) – currently scheduled for Executive Board approval in November 2024.

2.2. OBJECTIVES

44. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Syrian Arab republic; and 2) provide accountability for results to WFP stakeholders. The evaluation also assesses the progress towards gender equality and women’s empowerment (GEWE) through its CSP in-country and pay particular attention to the accountability to affected populations (AAP).

2.3. STAKEHOLDER ANALYSIS

45. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFP country office, regional bureau in Cairo and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the government of Syrian Arab Republic, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

46. Give details of the key stakeholders at country level, including beneficiaries, national government and civil society institutions as relevant, international development actors present in the country, including the United Nations system, international financial institutions and key donors.

⁵⁷ WFP. 2018. Interim Country Strategic Plan Syrian Arab Republic. Section 5. Performance Management and Evaluation section and budget.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

47. **Background of operations in Syria:** WFP has been present in Syria since 1964, and WFP's assistance approach had shifted towards development-oriented projects until the eruption of the unrest in 2011. WFP Level-3 corporate emergency protocol has been activated for the Syria operation since December 2012. Following the enforcement of new WFP emergency activation protocol in January 2022, it has been recategorized under corporate attention.

48. Following the start of the crisis, WFP rapidly scaled-up its emergency assistance through the Emergency Operation (EMOP) 200339 "Emergency Food Assistance to People Affected by Unrest in Syria" (2011-2016). It had a strong emergency food assistance component having targeted more than 5 million people in 2016 through 16 budget revisions.

49. In 2017, Protracted Relief and Recovery Operation (PRRO) 200988 (2017-2018) "Food, Nutrition and Livelihood Assistance to the People Affected by the Crisis in the Syrian Arab Republic" was launched. PRRO 200988 highlighted the shift from emergencies to livelihood programmes in more stable areas, even though they were small in scale compared to the continuous needs of general food assistance for an estimated 5.5 million beneficiaries.

50. In line with the Whole of Syria approach, WFP provided transport, storage and telecommunications support for the humanitarian community through SO 200477 (July 2012 - December 2014) and SO 200788 (2015-2017) "Logistics and Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Syria".

51. **Syria Transitional Interim Country Strategic Plan (T-ICSP [SY 01] 2018):** In January 2018, the first Syrian Arab Republic T-ICSP started targeting 4.8 million beneficiaries with US\$ 796 million budget. While T-ICSP maintained large-scale humanitarian assistance, it followed the concept of gradual transition presented in the PRRO, namely shift from the provision of general food assistance (GFA) to interventions that increase resilience and recovery and support the rehabilitation of social safety nets that will be required in a post-crisis scenario. The T-ICSP consisted of four strategic outcomes (Annex 7).

52. Following the evaluation recommendations of the 2015 WFP Corporate Emergency Evaluation of WFP's Regional Response to the Syrian Crisis,⁵⁸ the T-ICSP strengthened analysis of various topics including markets, food insecurity and beneficiary selection, establishment of a food security situation monitoring system reflecting sex and age disaggregated data. WFP and its cooperating partners developed a beneficiary selection tool to identify the most vulnerable households, which is based on vulnerability indicators. Based on an extensive review of cash-based transfers (CBT) as a modality in 2016, a progressive expansion of CBT was also planned under the T-ICSP.

53. **The Syrian Arab Republic Interim Country Strategic Plan (ICSP [SY02] 2019 - 2021)** started in January 2019. It originally planned for two years until, then was extended to December 2021. The T-ICSP and the ICSP have the same four Strategic Objectives (Annex 7). The ICSP is designed to contribute to the outcomes of the UNSF and to SDG 1, 2, 3, 4, 5, 11 and 17, both directly and indirectly. It is also aligned with the strategic objectives of the humanitarian response plan through work in six sectors and clusters: early recovery, nutrition, education as well as food security and agriculture, logistics, and emergency telecommunication that WFP chairs or co-chairs.

54. The main strategic shift since 2017–2018 was envisaged in the enhancement of operational processes and procedures such as targeting, beneficiary management, data collection and analysis to strengthen evidence-based programming and knowledge management systems. Continuous efforts in increasing the use of CBT,

⁵⁸ WFP. 2015. [An Evaluation of WFP's Regional Response to the Syrian Crisis, 2011-2014](#)

scaling up livelihood activities and reinforcement of age- and gender-sensitive and gender-transformative approaches are woven into its design.

55. Responding to the deterioration of the humanitarian and food security situation in Syria since the late 2019 due to combination of increased armed hostilities in northwest and northeast of Syria, the economic pressure related to Lebanon financial crisis including price inflation and the Syrian pound devaluation and the impact of COVID-19, the ICSP increased assistance through general food assistance, leading to four budget revisions between 2019 and 2021.

56. **Syria Interim Country Strategic Plan (ICSP [SY03] 2022 - 2023)** started in January 2022, aiming at responding to the growing food and nutrition needs, the severe deterioration of livelihoods and resilience and the collapse of food systems with four SOs (Annex 7). While SOs largely remain same to those of previous T/ICSPs, SO 2 are elaborated as " food-insecure communities in targeted areas are able to meet their food and nutrition needs throughout the year thanks to resilient livelihoods and restored access to basic services" and SO 3 was specified as "Nutritionally vulnerable groups across the Syrian Arab Republic, especially boys, girls and pregnant and lactating women, have access to malnutrition prevention and treatment services throughout the year".

57. WFP continues its large-scale provision of life-saving unconditional food assistance, while it refocuses its education and nutrition activities learning from the decentralized evaluation of emergency school feeding in the Syrian Arab Republic and expand its livelihoods strengthening activities complemented by support for national social protection systems. Responding to the evaluation recommendations of the 2018 WFP Corporate Emergency Evaluation of WFP's Regional Response to the Syrian Crisis,⁵⁹ WFP has strengthened its commitments related to gender, protection and accountability to affected populations (AAP).

58. **Syria I-CSP beneficiaries:** The ICSP (SY 02 - 2019 -2021) originally planned a total of 5 million food and cash-based transfer beneficiaries for two years (**Error! Reference source not found.**). Four million and 1.25 million beneficiaries planned⁶⁰ for the General Food Assistance and school meals activities respectively under SO1 accounted for the majority of planned beneficiaries in the I-CSP, followed by the livelihood activities of 1.9 million beneficiaries under SO 2.⁶¹ The target beneficiary numbers increased to a total of 11.2 million in 2021 (Table 1),⁶² among which 8.25 million beneficiaries planned for the General Food Assistance, and 2.5 million beneficiaries for the livelihood activities. An average of 109 percent beneficiaries reached between 2019 and 2021 (Table 2), majority being children and adults over 5 and 18 years respectively (Figure 7). Overall, more beneficiaries were reached under the food modality with SO1 recording the highest number (Figure 8).

59. The ICSP (SY 03 - 2022 -2023) plans to assist total 9.9 million beneficiaries, including 8.3 million with General Food Assistance, 985,000 with school feeding, 1.25 million with livelihood activities, 898,500 with under-nutrition prevention activities and 100,000 with acute malnutrition treatment activities.⁶³

⁵⁹ WFP. 2018. [Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis \(January 2015–March 2018\)](#).

⁶⁰ These figures per activity include beneficiary overlap.

⁶¹ Figures are based on the original ICSP SY02. Note that these figures for activities include beneficiary-overlap, while total planned beneficiary of 5 million (5,055,000) excludes overlap.

⁶² Figures are based on the ICSP SY02 BR04. These figures per activity include beneficiary overlap.

⁶³ Figures are based on the ICSP SY03. These figures per activity include beneficiary overlap.

Table 1: Actual versus planned beneficiaries (including budget revisions)⁶⁴

	Date approved	Planned			Actual		
		F	M	Total	F	M	Total
TI-CSP (SY 01) Original/BR02	2018	2,487,526	2,389,976	4,877,502	2,585,869	2,202,778	4,788,647
I-CSP (SY02) Original	2019	2,583,100	2,471,900	5,055,000	3,477,756	3,255,249	6,733,005
BR 01	2020	3,094,300	2,960,700	6,055,000	2,906,324	2,755,386	5,661,710
BR02		3,884,251	3,570,749	7,455,000			
BR03		4,186,689	3,699,811	7,886,500			
BR04	2021	5,983,279	5,287,472	11,270,751	3,553,863	3,409,295	6,963,158
I-CSP (SY03) Original	2022	4,648,032	4,460,118	9,108,150	N/A	N/A	N/A
I-CSP (SY03) Original	2023	4,783,657	4,590,943	9,374,600	N/A	N/A	N/A

Source: T-ICSP SY01, SY02, Budget Revision 01, 02, 03, 04, and SY03, ACR 2018, 2019, 2020, draft 2021 (Date of Extraction: 15.10.2021).

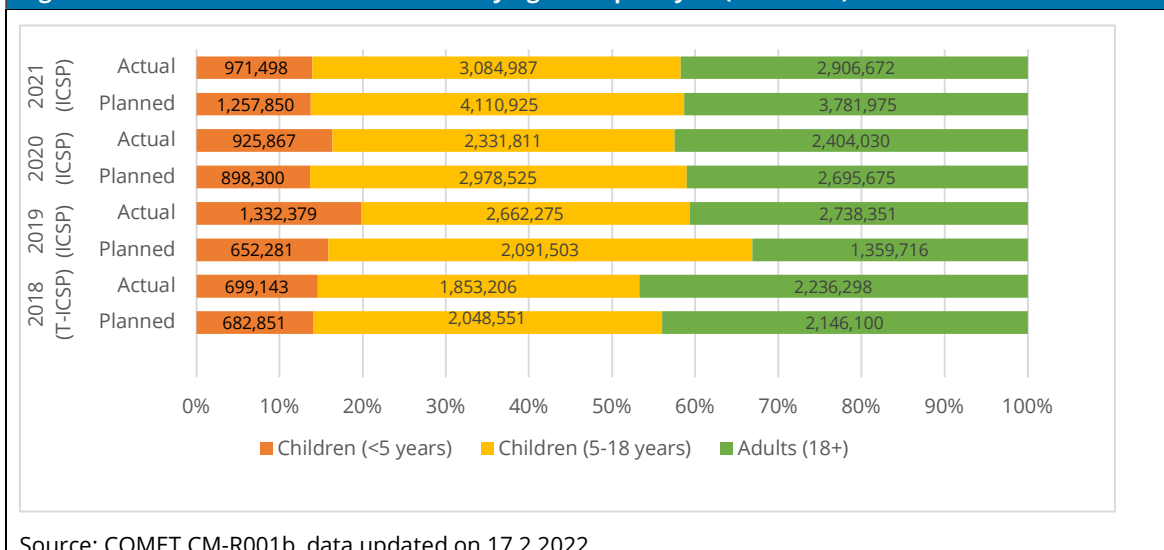
Table 2: Overview of beneficiaries reached 2018 – 2021

Year	Planned			Actual			Percentage achieved
	Female	Male	Total	Female	Male	Total	
2018	2,487,525	2,389,975	4,879,518	2,585,869	2,202,778	4,788,647	98%
2019	2,109,015	1,994,485	4,105,519	3,477,756	3,255,249	6,733,005	164%
2020	3,354,838	3,217,662	6,574,520	2,906,322	2,755,386	5,661,708	86%
2021	4,669,844	4,480,906	9,150,750	3,553,863	3,409,295	6,963,158	76%
2022	4,648,032	4,460,118	9,108,150				

Source: COMET report CM-R001b (years 2018 – 2021), data extracted on 17.2.2022; COMP 2021 data extracted on 16.12.2021, COMP 2022 extracted on 11.2.2022

Figure 7: Actual vs Planned Beneficiaries by Age Group in Syria (2018-2021)

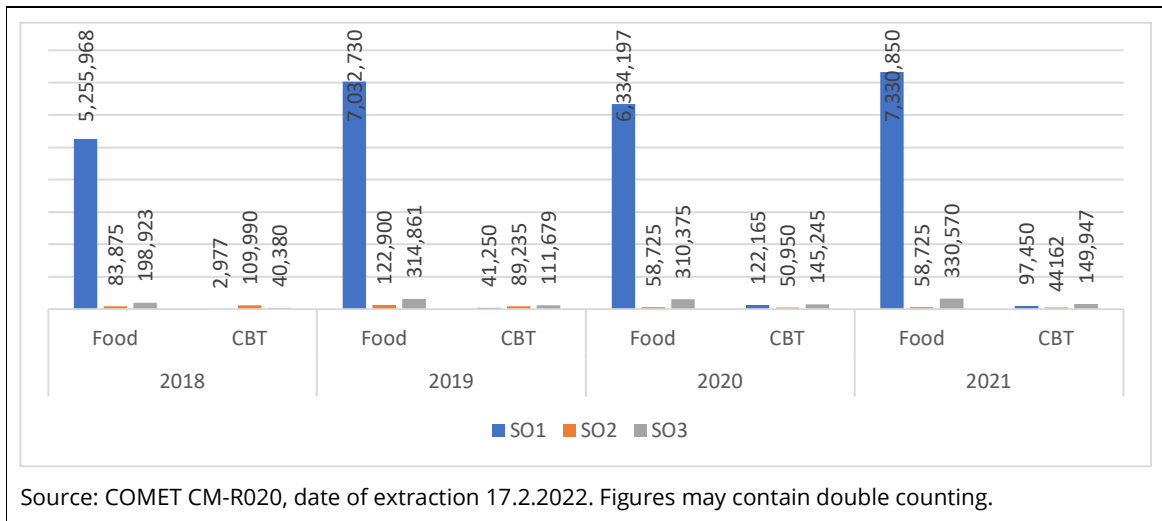
Figure 8: Actual vs Planned Beneficiaries by Age Group in Syria (2018-2021)



Source: COMET CM-R001b, data updated on 17.2.2022

⁶⁴ The planned beneficiaries are for the entire T-ICSP and ICSP periods respectively, and the date approved gives the year when the various documents were approved.

Figure 9: Actual beneficiaries by SO and by transfer modality (2018 – 2021)



60. **Requirement and funding:** In 2018, the T-ICSP was resourced at 54 percent of the total US\$ 790 million requirement (**Error! Reference source not found.**). Germany and USA were the two biggest funders providing 70 percent of total allocated contributions, followed by European Commission and Canada. (**Error! Reference source not found.**).

61. The ICSP [SY02] originally planned a total requirement of US\$ 1.38 billion, increasing to US\$ 3 billion after the BR 04. By the end of 2021, the SY02 received US\$ 1.66 billion, at 55 percent of total requirement (**Error! Reference source not found.**4). USA and Germany remained the two biggest funders providing more than three-quarters of total allocated contributions, followed by Canada which also provided significant amounts of funding (**Error! Reference source not found.**).⁶⁵

62. The current ICSP [SY03], which started in January 2022, requires a total of US\$ 2.86 billion of which 11 percent is funded as at the end of January 2022 (**Error! Reference source not found.**). USA and Germany remain the two biggest funders (**Error! Reference source not found.**11).⁶⁶

Figure 10: Syria T-ICSP [SY 01] Top 5 Donors /Funding Sources (2018)

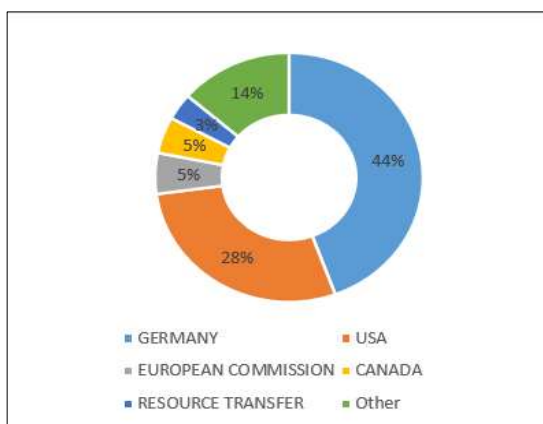
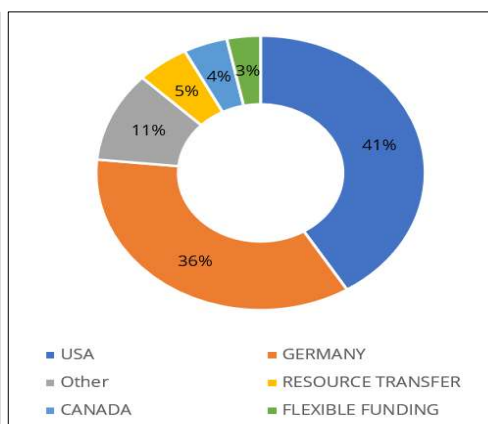


Figure 10: Syria I-ICSP [SY 02] Top 5 Donors /Funding Sources (2019-2021)

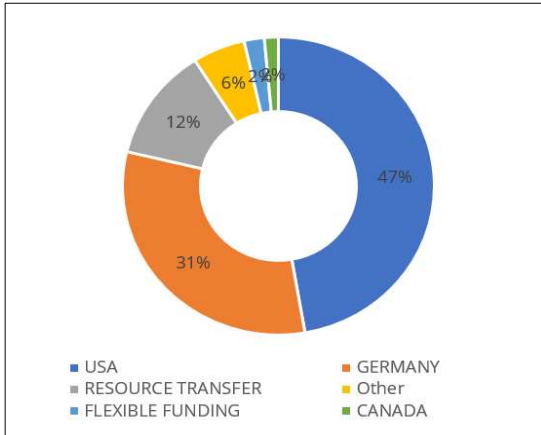


⁶⁵ Source: Syria T-ICSP Resource Situation Report. Data as of 21/1/2019.

⁶⁶ Source: Syria ICSP Resource Situation Report. Data updated on 17/1/2022.

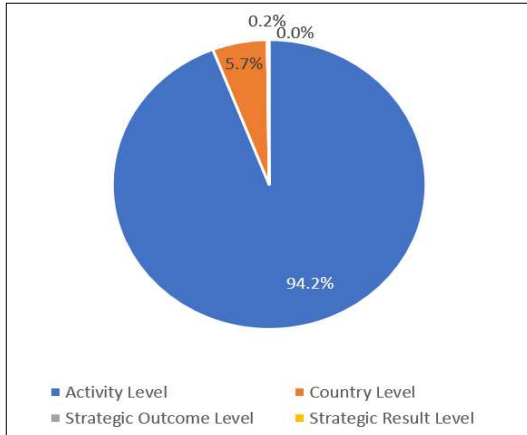
⁶⁶ Syria ICSP Resource Overview. 30 January 2022. Note that US\$ 38 million of resource transfer is not listed among donors.

Figure 11: Syria I-CSP [SY03] Top 5 Donors /Funding Sources (2022 – 2023) as of January 2022



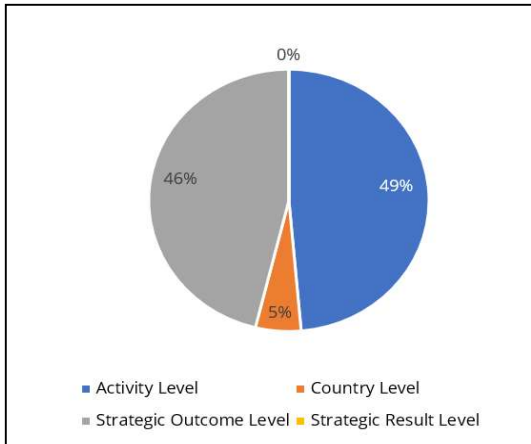
Source: Syria ICSP Resource Situation Report. Data updated on 21/1/2022.

Figure 12: Syria T-ICSP CPB [SY01] (2018): directed multilateral contributions by earmarking level



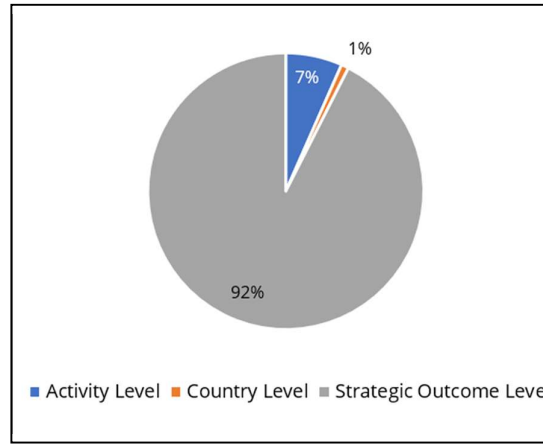
Source: Syria ICSP Resource Situation Report. Data updated on 21/1/2022.

Figure 13: Syria ICSP CPB [SY02] (2019-2021): directed multilateral contributions by earmarking level



Source: WFP FACTORY, Distribution Contribution and Forecast Stats - data extracted on 7/10/2021

Figure 14: Syria ICSP CPB [SY03] (2022-2023): directed multilateral contributions by earmarking level



Source: WFP FACTORY, Distribution Contribution and Forecast Stats - data extracted on 21/2/2022

63. Funding is earmarked at activity levels in SY01 and SY02 at 94 percent and 49 percent respectively (Figure 12&13), but while it is earmarked at Strategic Outcome level in SY03 and SY02 at 92 percent and 46 percent respectively (Figure 13 and 14).

64. The original NBP of the T-ICSP was USD 796 million and was revised downwards in 2018 (Table 3) due to a discontinuation of the Damascus-Qamishli airlift operation in activity 7. SO1 accounted for most of the allocated resources (91%).

65. Between 2019 and 2021, the original NBP was USD 1.386 million under the ICSP with four BRs increasing the NBP to USD 3.079 million. SO1 also had the largest share of the allocated resources (88%) (Table 4).

66. A new ISCP was introduced in 2022 with a NBP of 2.865 million and only USD 288 million allocated compared to previous years (Table 5).

Table 3: T-ICSP (SY01) Cumulative financial overview (USD)

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2018)	% on total	Needs-based plan as per last BR (2018)	% on total	Allocated resources	% on total
			USD million		USD million		USD million	
Crisis response	SO 1	Act.1	500,903,307	69%	503,479,798	69%	238,905,133	81%
		Act.2	82,285,825	11%	82,254,454	11%	30,857,077	10%
	Sub-total SO1		583,189,132	80%	585,734,253	81%	269,762,210	91%
Resilience	SO 2	Act. 3	94,529,365	13%	98,768,624	14%	7,552,075	3%
	Sub-total SO2		94,529,365	13%	98,768,624	14%	7,552,075	3%
	SO 3	Act. 4	11,739,096	2%	12,395,018	2%	4,906,753	2%
		Act. 5	16,427,600	2%	16,953,650	2%	8,957,427	3%
		Act. 6	1,398,525	0%	2,021,943	0%	462,173	0%
Sub-total SO3		29,565,221	4%	31,370,612	4%	14,326,353	5%	
Crisis response	SO 4	Act. 7	11,391,165	2%	8,110,966	1%	5,202,909	2%
		Act. 8	932,631	0%	929,699	0%	84,499	0%
	Sub-total SO4		12,323,796	2%	9,040,665	1%	5,287,408	2%
Total operational costs			726,654,345	100 %	724,914,154	100%	296,351,620	100%
Total direct support costs			17,160,951	-	17,009,339	-	11,213,353	-
Total indirect support costs			52,067,071	-	48,225,027	-	26,809,843	-
Grand total			795,882,367	-	790,148,520	-	334,374,817	-

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data updated on 17/1/2022

Table 3: ICSP (SY02) Cumulative financial overview (USD)

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2019-2021)	% on total	Needs-based plan as per last BR (2019-2021)	% on total	Allocated resources as of 17.1.2022	% on total
			USD million		USD million		USD million	
Crisis response	SO 1	Act.1	808,772,220	64%	1,994,439,869	71%	1,274,514,890	84%
		Act.2	121,227,402	10%	187,974,829	7%	61,123,515	4%
	Sub-total SO1		929,999,622	73%	2,182,414,698	77%	1,335,638,405	88%
Resilience	SO 2	Act. 3	232,294,708	18%	342,105,022	12%	48,999,844	3%
	Sub-total SO2		232,294,708	18%	342,105,022	12%	48,999,844	3%
	SO 3	Act. 4	84,158,952	7%	240,237,785	9%	93,455,177	6%
		Act. 5	4,175,473	0%	6,430,328	0%	3,057,371	0%
Sub-total SO3		88,334,425	7%	246,668,114	9%	96,512,548	6%	
Crisis response	SO 4	Act. 6	11,781,928	1%	15,702,602	1%	11,167,311	1%
		Act. 7	3,201,355	0%	4,089,589	0%	1,484,198	0%
		Act. 8	111,366	0%	464,366	0%	225,873	0%
		Act. 9	-	0%	11,867,728	0%	8,275,571	1%
	Act. 10	-	0%	15,120,000	1%	3,697,155	0%	
Sub-total SO4		15,094,649	1%	47,244,285	2%	24,850,108	2%	
Non-SO Specific/Non act Specific			-	0%	-	0%	14,940,385	1%
Total operational costs			1,265,723,404	100%	2,818,432,119	100%	1,520,941,290	100%
Total direct support costs			35,973,183	-	74,066,459	-	51,292,241	-
Total indirect support costs			84,610,278	-	186,974,007	-	88,647,584	-
Grand total cost			1,386,306,865	-	3,079,472,585	-	1,660,881,115	-

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data updated on 17/1/2022

Table 4: ICSP (SY03) Cumulative financial overview (USD)

Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2022-2023)	% on total	Allocated resources as of 17.1.2022	% on total
			USD million		USD million	
Crisis response	SO 1	Act.1	1,888,660,847	71%	218,726,498	81%
		Act.2	149,011,004	6%	7,810,683	3%
		Non act Specific	-	0%	14,170,894	5%
	Sub-total SO1		2,037,671,851	77%	240,708,074	89%
Resilience	SO 2	Act. 3	280,725,298	11%	6,954,785	3%
		Sub-total SO2		280,725,298	11%	6,954,785
	SO 3	Act. 4	186,484	0%	-	0%
		Act. 5	240,440,340	9%	19,387,291	7%
		Sub-total SO3		240,626,824	9%	19,387,291
Crisis response	SO 4	Act. 6	4,245,843	0%	659,272	0%
		Act. 7	9,459,412	0%	461,046	0%
		Act. 8	1,697,897	0%	576,223	0%
		Act.9	14,749,588	1%	-	0%
		Act.10	1,799,490	0%	2,140	0%
		Act.11	60,480,000	2%	-	0%
	Sub-total SO4		92,432,230	3%	1,698,681	1%
Non SO Specific/Non act Specific		-	0%	1,568,573	1%	
Total operational costs			2,651,456,203	100%	270,317,404	100%
Total direct support costs			43,186,212	-	3,996,954	-
Total indirect support costs			171,037,291	-	13,766,065	-
Grand total cost			2,865,679,705	-	288,080,423	-

Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data downloaded on 17/1/2022

Staffing: WFP Syria Country Office has 475 employees, of which 38 percent is female and 85 percent of WFP personnel were national staff. The Country Office is located in Damascus, and there are sub offices in Aleppo, Al Qamishili, Damascus, Deir Ezzor, Hama, Homs, Latakia and Tartous.⁶⁷

67. **WFP's Partners in Syria:** WFP's national government partners comprise ministries such as the Ministry of Foreign Affairs and Expatriates, the Ministry of Agriculture and Agrarian Reform, and the Ministry of Education among others (see **Error! Reference source not found.** for more detail).

68. WFP works closely with the United Nations sister agencies including FAO, UNICEF, UNFPA, UNDP, OCHA, UNESCO and UNDSS as a member of the UN Country Team.

69. WFP engages extensively with partners through coordination of the Food Security, Logistics and ETC sectors and participates in education sector initiatives, including the No Lost Generation initiative and the Middle East and North Africa regional initiative for school meals and social protection.

70. While the Syrian Arab Red Crescent (SARC) remains as one of the key WFP cooperating partners, WFP also expanded its cooperating partner base from 28 partners in 2013 to 55 in 2021, as the CO expanded its cooperating partners network, in part based on the previous evaluation findings.⁶⁸

71. WFP also closely communicates with donors, and works with private sector partners, including local food suppliers and retailer for CBT activities, third-party monitoring companies and logistics service providers, thereby investing in the Syrian economy through the private sector.

72. **Evaluations and Audit:** the Syria programme has been subject to a range of evaluations and a number of internal audits since 2013 as follows.

- **Corporate emergency evaluation of WFP's Regional Response to the Syrian Crisis (2011 - 2014):** The evaluation assessed that WFP responded to the crisis rapidly and on a large scale in a highly politicized

⁶⁷ WFP Dashboard accessed on 25 October 2021.

⁶⁸ [An Evaluation of WFP's Regional Response to the Syrian Crisis, 2011-2014](#)

conflict environment in Syria, having established good practices for logistics and that the programme would remain vital for millions of Syrians for the foreseeable future. At the same time, WFP needs to pay greater attention to strategic issues including management of the reputational costs of working closely with the Syrian government and the need for a transition plan to enable sustained assistance targeted to the most vulnerable Syrians. It recommended to develop country-specific transition strategies using a vulnerability-based targeting and modality selection analysis, evidence-based programming, monitoring of humanitarian access and principles, enhanced regional support to programmes, human resources and measuring results with systematic data collection.

- **Inter-Agency Humanitarian Evaluation (IAHE) Coordinated Accountability and Lessons Learning Syria (Syria CALL):** This initiative was launched in 2013 as an inter-agency activity, following the activation of Inter-Agency Standing Committee System-Wide Level 3 emergency for Syria Crisis. The Syria CALL evaluation synthesis indicated some learning spaces that include the synergy between the political and humanitarian component of UN led response, financing of protracted responses, and the respective roles of humanitarian and development actors.
- **Corporate emergency evaluation of the WFP Regional Response to the Syrian Crisis (2015 - March 2018):** The evaluation found that overall WFP has executed a professionally adept and technologically sophisticated response navigating through the politically sensitive operating terrain, but issues relating to gender, protection and accountability to affected populations have been insufficiently addressed, and the response has not fully met beneficiary concerns, needs or expectations. It recommended actions to address these concerns, and to build capacity to improve adherence to the humanitarian principles, improve knowledge management and articulation of a clear regional vision.
- **Decentralised Evaluation on Emergency School Feeding (ESF) in Syrian Arab Republic⁶⁹** in 2020 concluded that ESF in Syria was appropriate to address the needs of children in the evolving crisis and contributed to improving education indicators, while further development can be expected in the areas of gender mainstreaming and social inclusion, buy-in of school principals, monitoring and reporting, and coordination with UN agencies and the national partners including the government ministry.
- **Internal Audits:** The audited themes in Syria include: general food assistance and livelihood activities (2019), food quality and safety (2017), WFP operations in Syria and neighbouring countries (2013 and 2014) and WFP operations in Syria (2016 and 2022). The 2022 report focuses on the areas of delegation of authority, beneficiary management, retail and CBT management, supply chain optimisation, commodity management, monitoring and cooperating partner management.

3.2. SCOPE OF THE EVALUATION

73. The evaluation will cover all of WFP activities (including cross-cutting results) for the period from 2018 - early 2023. This period follows directly on from the **corporate emergency evaluation of the WFP regional response to the Syrian Crisis (2015 - March 2018)**. The reason for this timeframe beyond the current interim country strategic plan is twofold. Firstly, it enables the evaluation to assess the evolution in the approach. Secondly, it provides an assessment of progress since the last corporate emergency evaluation⁷⁰. Within this timeframe, the evaluation will look at how the transitional/interim country strategic plans build on or depart from the previous activities and assess if the envisaged strategic shift has taken place and, if so, what the consequences are. The unit of analysis is the transitional/interim country strategic plans, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the country strategic plan document approved by WFP Executive Board (EB), as well as any subsequent approved budget revisions.

74. Connected to this, the evaluation will focus on assessing WFP contributions to transitional/interim country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse

⁶⁹ Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria 2015-2019 - Syria Report

⁷⁰ CSPE is conducted or planned in countries in the WFP Syria regional response countries; Egypt (2022), Iraq (2023), Jordan (2022) and Lebanon (2021).

the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

75. The evaluation will also assess the cross-cutting results such as GEWE, equity, protection, AAP and wider inclusion issues.

76. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

77. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is the I-CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the I-CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the I-CSP aligned to national policies and plans and to the SDGs?
1.3	To what extent is the I-CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?
1.4	To what extent is the I-CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?
1.5	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the I-CSP considering changing context, national capacities and needs? – in particular in response to the COVID-19 pandemic?
EQ2 – What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in Syria?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the I-CSP and to the UNSF and other UN Humanitarian frameworks? Were there any unintended outcomes, positive or negative?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?
2.3	To what extent are the achievements of the I-CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?
2.4	To what extent did the I-CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?
EQ3: To what extent has WFP used its resources efficiently in contributing to interim country strategic plan outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from the programme?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	
4.1	To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the I-CSP?
4.2	To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?
4.3	How did the partnerships and collaborations with other actors influence performance and results?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the I-CSP?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the I-CSP?

78. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage as applicable. Moreover, it will give particular attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.

79. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could include **scale up of cash-based-transfer/hybrid modality, school feeding, beneficiary management** and **nutrition** to feed in new strategy, and targeting of beneficiaries. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

4.2. EVALUATION APPROACH AND METHODOLOGY

80. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its former Strategic Plan (2017-2021) and the current Strategic Plans (2022-2026) with a focus on supporting countries to end hunger (SDG 2).

81. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

82. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

83. To operationalize the above-mentioned systemic perspective, the evaluation will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage.

84. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. At inception phase, the evaluation team should explore with the CO the possibility of embedding some of the data collection in upcoming post-distribution monitoring (PDM) or existing feedback mechanisms.

85. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

86. The evaluation's methodology will need to fully consider the complexity and fluidity of the context, adopting a systematic approach. An overarching theory of change should be reconstructed drawing from the

ICSP line of sight to inform data gathering and analysis and validated with the CO during the inception phase. To minimize pressure on WFP and partners' staff, the evaluation will need to maximize coordination and information sharing, drawing from available data and use fieldwork only to cover additional ground. The evaluation should be conducted in a way that promotes the use of findings. This will require the evaluation team to regularly communicate with stakeholders and focus on forward-looking analysis that can contribute to future planning.

87. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that voices of affected people are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

88. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the country strategic plan was designed.
- Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.

89. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

90. Considering that the WFP Syria operation is under corporate attention, the evaluation will give particular attention to assessing adherence to humanitarian principles, protection issues and feedback from and accountability to affected populations in relation to WFP activities and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

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

91. Several issues could have Implications for the conduct of the country strategic plan evaluation. Common evaluability challenges may relate to:

- Relatively vague definitions of the expected outcomes, or outputs
- The validity and measurability of indicators
- The absence of baselines and/or limited availability of monitoring data
- The security situation of the country and its implications for the coverage of field visits during the main mission
- The time frame covered by the evaluation. CSPE are usually meant to be final evaluations of a three to five-year programme cycle, conducted during the penultimate year of the cycle. Evaluating multiple

T/ICSPs with short project cycle has implications for the completeness of results reporting and attainment of expected outcomes.

92. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified:

- While targets, baseline, gender and follow-up data disaggregated by sex is generally available for reporting (see **Error! Reference source not found.**), availability and regularity of disaggregated data such as per locality or other categories including residential status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution. Availability of national level data in some thematic areas may also be limited.
- As of January 2022, 69 indicators (18 Outcome indicators, 6 cross-cutting indicators and 45 output indicators) are registered in the ICSP (2022-2023) logical framework⁷¹ in the corporate system. For ICSPs SY01 and SY02 (2019-2021), 131 indicators (21 Outcome indicators, 11 cross-cutting indicators and 99 output indicators) are registered (see Annex 5 Table 4).
- Validated quantitative data for 2022 will be available from 1 April 2023. The evaluation team is expected to consult with the CO and OEV for the latest available data to be used in the analysis.
- The ICSPs do not have a theory of change. Whilst most activities are humanitarian assistance, there are resilience building components. Analysis on the contribution of WFP activities and their outputs to the outcomes set out in the ICSP can be a challenge in the rapidly changing and geographically diverse situation in Syria.
- Challenges may include to collect data for assessing cost efficiency/effectiveness, sustainability of WFP outputs and results, gender issues, humanitarian principles and protection issues.
- Security issues remain as a challenge to access to and movement within some areas in Syria. Unforeseen political developments and events in Syria and in the region may affect the data collection.
- Requirement of approvals from relevant authorities may have impacted the activities implementation, and affects the evaluability of some activities. Also, it may affect the data collection mission plan for the evaluation.
- Visa arrangements and travel clearance process in/to Syria often take time. Flexibility in the evaluation team's mission schedule for data collection will be required. Turnover and travel schedule of WFP staff and key counterparts may also affect data collection. COVID-19 related travel restrictions also need to be monitored.
- Sensitivities for primary data collection at community level and access to beneficiary households and certain implementation sites, e.g. schools, should also be taken into consideration.

93. The evaluation team needs to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's contribution to the higher-level results as set in the I-CSPs.

94. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).

95. CSPE is expected to coordinate with other events, evaluations and missions planned in-country, including the impact evaluation launched with WFP Syria. There are also studies and reviews available or ongoing in the CO. The evaluation team is expected to utilise them effectively.

96. National and Humanitarian Data: The Central Bureau of Statistics (CBS) gathers information relating to economic, social and general activities and conditions in Syria. UN agencies collaborate on some surveys that are led by CBS. At the same time, UN and its humanitarian partners also collect and analyse the information available to them to feed in the annual Humanitarian Needs Overview (HNO) to help inform joint strategic

⁷¹ COMET Logical Framework version SY 03 (2022 – 2023) v 2.0 as of 20 February 2020

humanitarian planning. Many of the figures used for the HNO are estimates based on sometimes incomplete and partial data sets using the methodologies for collection that were available at the time and the government has expressed its reservations over some data sources and methodology of assessments used to inform the HNO. Below are some samples of humanitarian data collection instruments.

Table 5: Humanitarian Data collection instruments in 2021⁷²

Area	Survey	Leading/Coordinating Entity	Last available
SDG	Voluntary National Review	The Prime Ministry	2020
Multi-sector	Multi-Sector Needs Assessment (MSNA)	OCHA	2021
	IDP Movement Tracking	IDP Task Force	2021
Food Security	Food Security Sector (FSS) Situation Update	FSS	2021
	Market Price Watch	WFP	2021
	Crop and Food Security Assessment Mission (CFSAM)	FAO/WFP	2021
	Food Security Assessment	WFP/CBS	2021 ⁷³
	Food Security & Livelihood Assessment	FSS	2021
Education	Educational Management Information System (EMIS)	Ministry of Education/UNESCO/UNICEF	
	Attacks on schools and personnel	Education Cluster	2020
	Joint Education Needs Assessment for out of school children	UNICEF, Save the Children, Syria Relief, Education Cluster, ACU, Baha	2019
	Education Needs Assessment	UNICEF, Save the Children, REACH, Education Cluster	2018
Nutrition	SMART Survey	Ministry of Health/ WHO/ UNICEF	2019
	Standardized Expanded Nutrition Survey	UNICEF/ Physicians Across Continents	2021
Protection	Protection Monitoring Report	Protection Cluster	2020
	Sector-led Focus Group Discussions (areas outside the control of the government of Syria)	Protection Sector	2019
	Protection Monitoring (in north-west Syria)	Protection Cluster	2019

4.4. ETHICAL CONSIDERATIONS

97. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

98. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the WFP Syria ICSPs, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

⁷² Sample of Key source of data used for the Humanitarian Needs Overview. OCHA.2021.2021 Humanitarian Needs Over View. Those are not exhaustive.

⁷³ Not published yet

4.5. QUALITY ASSURANCE

99. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

100. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.

101. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

102. The evaluation is structured in five phases summarized in Table 6 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Main phases	Timeline	Tasks and deliverables
1. Preparation	April 2022 April 2022 May/June 2022	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	September 2022 October 2022 October - December 2022	HQ briefing Inception mission Inception report
3. Data collection	February – early March 2023	Evaluation mission, data collection and exit debriefing
4. Reporting	April – May 2023 June 2023 June 2023 September 2023 October 2023	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report editing
5. Dissemination	November 2023 September 2024 November 2024	Wider dissemination Management response Executive Board preparation

5.2. EVALUATION TEAM COMPOSITION

103. The CSPE will be conducted by a gender balanced and geographically diversified team of around five to six evaluation consultants including at least two national evaluators (both male/female) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Arabic) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team members will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in evaluating humanitarian, transition contexts and its nexus to development.

Table 7: Summary of evaluation team and areas of expertise required

Areas of CSPE	Experience, knowledge and skills required *
Team Leadership	<ul style="list-style-type: none"> • Excellent skills in team leadership, coordination, communication, planning, presentation and management including the ability to resolve problems. • Strong experience in evaluating implementation of strategic plans and organisation's strategic positioning in complex emergency and transition situations towards higher goals such as SDG 2 and 17. • Extensive evaluation experience of complex emergency programmes in politically sensitive environments and/or in humanitarian and transition situations. • Excellent skills to mainstream cross-cutting themes such as gender, protection and accountability to affected populations. • Excellent skills in high-quality analysis, reporting and synthesis in the CSPE products and their timely submission.
Humanitarian assistance and Emergency Response	<ul style="list-style-type: none"> • Strong skills and experience in evaluating large scale humanitarian assistance and emergency responses, including population displacement, in Syria or similar context. • Knowledge of security and risk assessment, conflict analysis, peacebuilding, humanitarian access, and civil-military coordination. • Good knowledge of Cash-Based Transfer modalities in humanitarian and/or transition settings. • Good Knowledge of logistics, supply chain and common humanitarian services. • Experience in analysing beneficiary feedback mechanisms, other forms of accountability for affected populations, targeting, humanitarian principles and protection.
Food Security and Nutrition	<ul style="list-style-type: none"> • Strong skills and experience to evaluate design, strategic positioning, implementation, outputs and outcomes of WFP's food and nutrition assistance through various activities, partnerships, and transfer modalities. • Experience related to evaluating nutrition programmes in complex emergency and/or in transition situations. • Experience in assessing school feeding in emergency and/or transition situations. • Knowledge of analysing food security and nutrition-related assessments, vulnerability analysis and mapping, targeting, monitoring processes, project implementation and other products concerning food security and nutrition.
Livelihoods/ Social Safety net	<ul style="list-style-type: none"> • Strong skills and experience to evaluate design, strategic positioning, implementation, outputs and outcomes of WFP's food and technical assistance through livelihood and social protection activities in humanitarian or transition situations. • Good Knowledge of livelihoods, smallholder farmers and food systems in Syria or similar context. • Good Knowledge of social protection schemes, including school feeding activities, in humanitarian and/or transition situations. • Good Knowledge of resilience-building and the humanitarian, development peace nexus.
Cross-cutting Themes	<ul style="list-style-type: none"> • Experience in gender analysis, accountability affected populations, protection analysis, efficiency and cost-effectiveness.
Research and Data analysis	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research, fieldwork experience in providing research support to evaluation teams. Knowledge of food assistance. • Qualitative and quantitative research, data searches, storage, cleaning, analysis, documentation, formatting, visualisation, arranging/ facilitating meetings/calls supporting the team's work and evaluation products.

* Note that one evaluator may have expertise in multiple areas listed above, and it does not imply each thematic area requires different specialists.

5.3. ROLES AND RESPONSIBILITIES

104. This evaluation is managed by the WFP Office of Evaluation. Mari Honjo has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. The Director of Evaluation, will provide second-level quality assurance, and will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2024.

105. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The country office will facilitate the evaluation team's contacts with stakeholders in Syrian Arab Republic; provide logistic support during the fieldwork and organize an in-country stakeholder workshop. Mohamad Marji and Aliaa Elsheikh have been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders particularly during the data collection phase.

5.4. SECURITY CONSIDERATIONS

106. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office 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 evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

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

107. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2024. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report. Some communication products in Arabic will also be considered in consultation with the country office.

108. Communication with affected populations could be considered in consultation with the country office. The evaluation team is expected to support, if necessary, such communication activities.

5.6. THE PROPOSAL

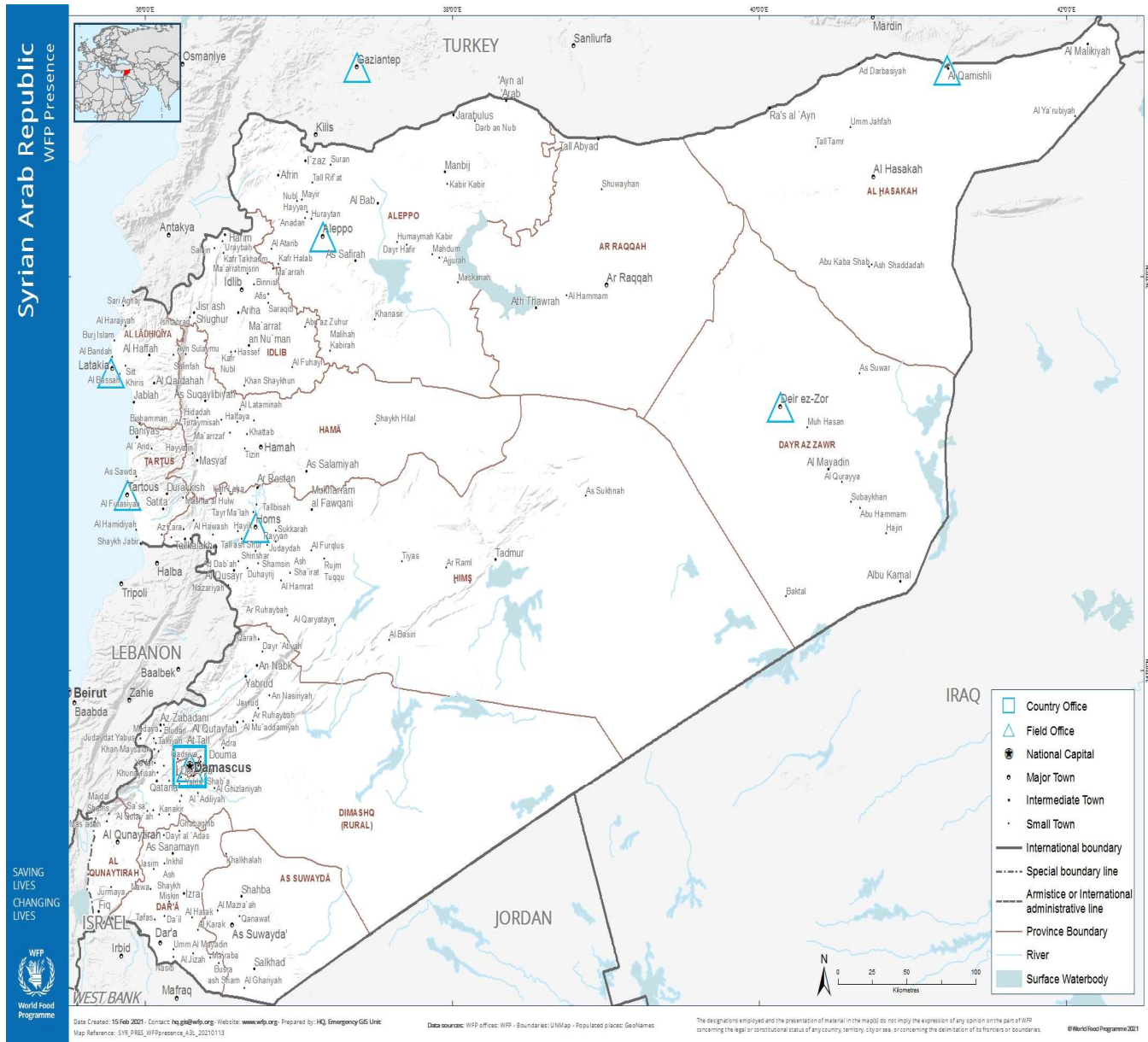
109. The evaluation will be financed through the country portfolio budget.

110. Technical and financial offers for this evaluation should consider the two main scenarios (remote and in-country inception and data collection missions and stakeholder workshop). The final decision on whether the inception mission and data collection mission should be conducted remotely, in country or with a hybrid format will be made close to the date and this will depend on any travel restrictions and measures in place at that time.

111. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

Annexes

Annex 1: Syrian Arab Republic, Map with WFP Offices in 2021



Source: WFP OP Web 23.11.2021

Annex 2: Syrian Arab Republic Fact Sheet

Syria fact sheet						
	Parameter/(source)	2018	2019	2020	Data source	Link
1	Human Development Index (1)	0.563	0.567	not reported	UNDP HDR 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Total number of people of concern (refugees, asylum seekers, others of concern)	6,229,247	6,206,284	6,756,916	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
3	Population total (millions) (2)	16,945,062	17,070,132	17,500,657	World Bank	https://data.worldbank.org/country
4	Population, female (% of total population) (2)	49.8	49.9	49.94	World Bank	https://data.worldbank.org/country
5	Percentage of urban population (1)	54.2	54.8	not reported	UNDP HDR 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
6	Total population by age (1-4) (millions) (6)	2010-2019: 2,775,000			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
7	Total population by age (5-9) (millions) (6)	2010-2019: 2,654,000			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
8	Total population by age (10-14) (millions) (6)	2010-2019: 2,430,000			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
9	Adolescent birth rate (births per 1,000 women ages 15-19)	38.6			UNDP 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
10	GDP per capita (current USD) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
11	Income inequality: Gini coefficient (1)	not reported	not reported	not reported	UNDP HDR 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
12	Foreign direct investment net inflows (% of GDP) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
13	Net official development assistance received (% of GNI) (4)	not reported	not reported	not reported	OECD/DAC	https://public.tableau.com/views/OECD/DACaidatagancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no
14	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	not reported	not reported	not reported	SDG Country Profile	https://country-profiles.unstatshub.org
15	Agriculture, forestry, and fishing, value added (% of GDP) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country

16	Population near multidimensional poverty (%) (1)	7.8	7.8	not reported	UNDP HDR 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Population in severe multidimensional poverty (%) (1)	1.2	1.2	not reported	UNDP HDR 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
18	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	1000 (2017)	not reported	not reported	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
19	Healthy life expectancy at birth (2)	71.78	72.70	not reported	World Bank	https://data.worldbank.org/country
20	Prevalence of HIV, total (% of population ages 15-49) (2)	0.1	0.1	0.1	World Bank	https://data.worldbank.org/country
21	Gender Inequality Index (1)	136	122	not reported	UNDP HDR 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
22	Proportion of seats held by women in national parliaments (%) (2)	13.20	13.20	11.20	World Bank	https://data.worldbank.org/country
23	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	14.64	14.72	not reported	World Bank	https://data.worldbank.org/country
24	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	7.21	6.85	not reported	World Bank	https://data.worldbank.org/country
25	Prevalence of moderate or severe food insecurity in the total population (%) (7)	17.6 (2017-19)	not reported	not reported	UNICEF SOW 2019 & 2021	http://www.fao.org/publications/sofi/en/
26	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	2013-2018: 12	not reported	12	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
27	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	2013-2018: 28	not reported	30	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
28	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	2013-2018: 18	not reported	18	UNICEF SOW 2019 and 2021	https://www.unicef.org/sowc/
29	Mortality rate, under-5 (per 1,000 live births) (2)	22.1	21.5	not reported	World Bank	https://data.worldbank.org/country
30	Adult literacy rate (% ages 15 and older) (1)	not reported	not reported	not reported	UNDP HDR 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
31	Population with at least secondary education (% ages 25 and older) (1)	41	not reported	not reported	UNDP HDR 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
32	Adjusted primary school enrolment, net percent of primary school-age children, 2017 (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country

33	Secondary school enrolment, net percent of secondary school-age children, 2017 (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
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Source: (1) UNDP Human Development Report (HDR) – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF State of World's Children (SOW); (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Phase 1 – Preparation			
	Draft ToR cleared by DoE and circulated for comments to CO	QA2/DoE	7 April 2022
	Comments on draft ToR received	CO	7 – 17 April 2022
	Final ToR circulated to LTA Firms for Proposals	EM/LTA	26 April 2022
	LTA Proposal deadline based on the Final ToR	LTA	15 May 2022
	LTA proposal review	EM	16 May – 1 June 2022
	Contracting evaluation team/firm	EM	20 June 2022
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	1-5 September 2022
	HQ & RB inception briefing	EM & Team	17- 19 September 2022
	Inception Mission in Syria/Damascus (aiming at in-person)	EM + TL	30 September - 10 October 2022
	Submit draft inception report (IR)	TL	21 October 2022
	OEV quality assurance and feedback	EM/QA2	04 November 2022
	Submit revised IR	TL	11 November 2022
	IR review	EM	18 November 2022
	IR clearance to share with CO	DoE	25 November 2022
	EM circulates draft IR to CO for comments	EM	27 November – 4 December 2022
	Submit revised IR	TL	12 December 2022
	IR review	EM	19 December 2022
	Seek final approval by QA2	QA2/DoE	13 January 2023
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	13 January 2023
Phase 3 – Data collection, including fieldwork ⁷⁴			
	In country / remote data collection	Team	12 February - 5 March 2023
	Exit debrief (ppt)	TL	05 March 2023
	Preliminary findings debrief	Team	28 March 2023
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	21 April 2023
	OEV quality feedback sent to TL	EM/QA2	05 May 2023
Draft 1	Submit revised draft ER to OEV	TL	12 May 2023
	OEV quality check	EM	19 May 2023
	Seek clearance prior to circulating the ER to IRG	DoE	02 June 2023
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	5 - 18 June 2023
	Stakeholder workshop (in country or remote)		4-5 July 2023 (TBC)
	Consolidate WFP comments and share with team	EM	07 July 2023
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	14 July 2023
□	Review D2	EM	21 July 2023

⁷⁴ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Submit final draft ER to OEV	TL	28 July 2023
Draft 3	Review D3	EM	04 August 2023
	Seek final approval by DoE	DoE	01 September 2023
SER	Draft summary evaluation report (SER)	EM	15 September 2023
	Seek SER validation by TL	EM/TL	06 October 2023
	Seek DoE clearance to send SER	DoE	20 October 2023
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE	03 November 2023 (TBC)
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	03 November 2023 (TBC)
	Tail end actions, OEV websites posting, EB round table etc.	EM	June - October 2024
	Presentation and discussion of SER at EB Round Table	DoE & EM	October - November 2024
	Presentation of summary evaluation report to the EB	DoE	October - November 2024
	Presentation of management response to the EB	D/ CPP	November 2024

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation (indicate whether primary (have a direct interest in the evaluation) or secondary (have an indirect interest in the evaluation) stakeholder)	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder of this evaluation. Being responsible for the country level planning and overall Country Strategic Plan (CSP) implementation, it has a direct stake in the evaluation and will be a primary user of its results to reposition WFP in the country context, if necessary, and readjust advocacy, analytical work, programming and implementation as appropriate to design the new CSP.	Primary: The Country Office staff will be involved in planning, briefing, feedback sessions. As key informants, they will be interviewed during the inception phase and main mission, and they will have an opportunity to review and comment on the draft Evaluation Report R, and to provide management response to the CSPE. The Country Office will also assist the Evaluation Team to liaise with in-country stakeholders and assist data collection and field mission.	Senior management, unit heads, activity managers, thematic focal points, field office staff, food assistance monitors, programme, supply chain and support services staff
WFP senior management and regional bureau	Syria Operations has been WFP Corporate Level 3 emergency since December 2012 to date. WFP Senior Management and the Regional Bureau in Cairo (RBC) have an interest in learning from the evaluation results, because of the scale of its programme of work, evolving humanitarian situation as well as progress and foothold towards achieving SDG 2 and 17 in Syria in relation to the WFP's assistance from the point of view of corporate and regional plans and strategies.	Primary: RBC will be key informants and interviewees during the inception phase and the main mission, provide comments on the draft Evaluation Report and will participate in the remote debriefing. It will have the opportunity to comment on Summary Evaluation Report and management responses to the CSPE.	RBC management, thematic focal points and unit heads
WFP Divisions	WFP technical units such as programme policy including areas of humanitarian transition, resilience, climate and disaster risk reduction, safety nets and social protection as well as emergency response, partnerships, school feeding, nutrition, gender, CBT, vulnerability analysis, performance monitoring and reporting, and supply chain have an interest in lessons relevant to their mandates.	Secondary: The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation with interest in improved reporting on results. Some may be engaged in the initial briefing with the evaluation team. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Management and/or technical level staff: E.g. Emergency Operations Division
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Syria's evolving contexts and about WFP roles, strategy and performance in its decade of crisis.	Secondary: Presentation of the evaluation results is planned at the November 2024 session to inform Board members about the performance and results of WFP activities in Syria.	Member states representatives

External stakeholders			
Affected population /Beneficiary Groups:	<p>As the ultimate recipients of food assistance supported by WFP, beneficiaries and affected communities have a stake in WFP determining whether its assistance is relevant, appropriate and effective. Affected populations includes: (SO 1) food-insecure populations, pre-and primary school children and out-of-school children enrolled in informal education, participants in rehabilitation of home-based, (SO 2) participants and communities of group-based and communal assets though FFA and FFT activities, (SO 3) children aged 6–23 months, children aged 6–59 months and PLWs and other vulnerable groups such as people with disabilities, targeted by WFP and those in food insecure area</p>	<p>Secondary interest, but primary priority to collect data: They will be interviewed and consulted during the field missions. Feedback sessions on evaluation findings to be considered in the process.</p>	<p>Disaggregated by gender and age groups (women, men, boys and girls), ethnicity (as appropriate), status groups (e.g. internally displaced people, host community, refugees and returnees).</p>
United Nation Agencies / United Nation Country Team	<p>UN agencies in Syria have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. The UN Country Team agencies have an interest in ensuring synergies that WFP activities are effective and aligned with their programmes and UNSF to collective goals. WFP participates in dialogue with the Government regarding the UNSF through UNCT and engages more deeply with specific line ministries for programme implementation. UNCT also share interest to deliver humanitarian and livelihood activities as well as relevant research to support vulnerable population in Syria. WFP also (Co) leads Food Security, Logistics and ETC sectors and support coordinating the International Convoys. Many of UN sister agencies 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.</p> <p>Resident Organizations⁷⁵: FAO, United Nations Office for Project Services (UNOPS), UNDP, United Nations Population Fund (UNFPA), UNHCR, UNICEF, WFP, OCHA, United Nations Human Settlement Programme (UNHABITAT), UNRWA, Office of the Special Envoy (OSE), World Health Organization (WHO), United Nations Department of Safety and Security (UNDSS), United Nations Truce Supervision Organization (UNTSO), United Nations Mine Action Service (UNMAS), United Nations Disengagement Force (UNDOF), Non-resident organizations: ESCWA, UNESCO, United Nations Industrial Development Organization (UNIDO), Office of the United Nations High Commissioner</p>	<p>Secondary: The evaluation team will seek key informant interviews with the UN and other partner agencies during the data collection mission, and possibly during the inception phase. Possible involvement in feedback sessions and report dissemination.</p>	<p>including UNHCR, FAO, UNICEF, UNDP, OCHA, WHO, UNRWA, UNFPA, IOM, UNDSS, WHO and Resident Coordinator's Office.</p>

⁷⁵ United Nations Country Team (UNCT) website accessed on 7 December 2021 <https://syria.un.org/en/about/about-the-un>

	for Human Rights (OHCHR), International Fund for Agricultural Development (IFAD), ILO, United Nations Environment Programme (UNEP).		
Syrian Arab Red Crescent (SARC)	SARC is the coordinating body for all humanitarian assistance in Syria. WFP provided mobile WHs at designated final delivery points and procured trucks and light vehicles to boost SARC's ability to move food within governorates. SARC has been the largest and long-standing operational partner for WFP in Syria. In 2021, SARC administered 38 percent of all WFP general food assistance coverage across Syria. Therefore, SARC will have an interest in the evaluation of WFP CSP.	Secondary: The evaluation team will seek key informant interviews during the data collection mission. Support may be requested to access to the project sites. Possible involvement in feedback sessions and report dissemination.	Representative at policy and technical levels
Non-Governmental Organisations and Cooperating partners: 2019/2020 NGOs listed below (2021 data TBC)	As partners in WFP's CSP implementation, Non-Governmental Organizations will be adopting the approaches that prove to be effective and which might affect future implementation modalities, strategic orientations and partnerships. The NGOs involved in delivering assistance have an interest in the evaluation results to strengthen response capacity and coordination. More broadly, Non-Governmental Organization working in Syria have an interest in knowing the WFP's evaluation as a member of wider humanitarian community in Syria, as WFP (co) chairs food security, logistics and ETC sectors.	Secondary: Key informant interviews with selected partner NGOs during the data collection, and possibly during the inception phase. Also liaise with them to facilitate data collection/ FDGs with beneficiaries. Support may be requested to access to the project sites. Possible involvement in feedback sessions and report dissemination.	Representative at policy and technical levels
Donors	WFP activities are supported by many donors who have an interest in knowing the results of projects that their funds have been spent and if WFP's work is effective in alleviating food insecurity of the most vulnerable population in Syria. Donors include: Australia, Austria, Belgium, Bulgaria, Canada, Czech Republic, European Commission, Finland, France, Germany, Hungary, Iceland, Ireland, Italy, Japan, Kuwait, Luxembourg, Malta, Norway, Private Donors, Republic of Korea, Russian Federation, Switzerland, Syria, United Kingdom, and USA	Secondary: The evaluation team will seek key informant interviews during the data collection. Possible involvement in feedback sessions and report dissemination.	Representative at policy and technical levels
National government	The government of Syrian Arab republic (Syria) has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the ICSP. The government is responsible for co-ordination of humanitarian and transition activities to which WFP contributes through UN strategic framework in Syria, and for oversight of WFP collaboration with ministries.	Secondary: The evaluation team will seek key informant interviews during the data collection. Possible involvement in feedback sessions and report dissemination.	Representative at policy and technical levels
Planning and International Cooperation	WFP collaborates with the commission in order to communicate with the Central Bureau of Statistics (CBS). The commission also signed the UNSF and coordinates WFP engagement with pillars in UNSF.	Key informant interviews during the data collection phase and participation in the feedback	Representative at policy and technical levels

Commission (PICC)		session. Support may be requested to access to the project sites.	
Ministry of Agriculture and Agrarian Reform / Directorate of Rural Women Development	<p>The ministry conducts a joint rapid food security and needs assessment in Aleppo, Al-Hasakeh and Al-Raqqa with FAO and WFP. WFP's rural livelihood activities aligned with the ministry's strategic priorities; technical training services provided by sub-contracted the district/ministries extension services. WFP coordinates with the ministry to implement Livelihoods and Resilience Activity. In 2018, The ministry has invited WFP to provide assistance for the formulation of a national strategy on gender and the empowerment of women in rural areas. In 2020, WFP commenced work under a joint project with the FAO to improve water availability for local agricultural production through the rehabilitation of communal irrigation and drainage systems, in coordination with the Syrian Ministry of Agriculture and Agrarian Reform and the Ministry of Water Resources.</p> <p>The directorate is one of the WFP's primary partner for the livelihood activities.</p>	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels
Ministry of Education	WFP coordinates implementation of education activities with the MOE both at the national and governorate levels as well as UNICEF and other education partners. Joint targeting is pursued with partners to maximize complementarity of interventions, including the rehabilitation of school infrastructure, provision of learning materials, psychosocial support, promoting access to water and sanitation facilities, and school health services. WFP and other UN partners under leadership of the ministry also participated in the development of a national Transitional Education Plan.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels
Ministry of Foreign Affairs and expatriates	All communication with the line ministries is implemented through the Ministry of Foreign Affairs. WFP also requests approval from them to implement the project. Hence the ministry could have an interest in the evaluation.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels
Ministry of Health	The ministry provided supplements and needed medication for the communities in Syria Feeding programme. WFP works closely for malnutrition prevention and treatment programmes. In 2019, The Malnutrition Prevention Activity was conducted in cooperation with the ministry.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels
Ministry of Internal Trade and Consumer Protection	The ministry is one of the WFP's primary partner for the livelihood activities. The ministry is also responsible on all Lab testing for food items.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels

Ministry of Local Administration and Environment	WFP shares the monthly plan of deliveries to the head of High Relief Committee and the entity. The ministry is also responsible through governors where WFP's warehouses present to issue the facilitation letters.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites..	Representative at policy and technical levels
Ministry of Social Affairs and Labour	The ministry conducted a joint rapid food security and needs assessment in Aleppo, Al-Hasakeh and Al-Raqqa with FAO and WFP. In 2018, the ministry was one of the WFP's primary partner for the livelihood activities. WFP with other UN agencies' research on gender barriers in the labour market provides the ministry and the other related entities with evidence on gender barriers to labour markets for women and young people on which to base mitigating actions and policy recommendations. In 2020, in response to COVID-19, the Ministry of Social Affairs and Labour (MoSAL) established a National Campaign for Emergency Social Response for families affected economically by COVID-19, with WFP co-leading the joint MoSAL-UN technical committee established to ensure a coordinated response.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels
Ministry of Water Resources	WFP's Livelihoods and Resilience Activity in 2019 was conducted through 17 projects implemented in coordination with relevant authorities including the Ministry of Water Resources. In 2020, WFP commenced work under a joint project with the FAO to improve water availability for local agricultural production through the rehabilitation of communal irrigation and drainage systems, in coordination with the Ministry of Water Resources and the Syrian Ministry of Agriculture and Agrarian Reform.	Key informant interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and technical levels
Central Bureau of Statistics (CBS)	WFP collaborates with the bureau to conduct Assessments, including the Food Security Assessment.	Possible Interviews during the data collection phase and participation in the feedback session.	Representative at policy and/or technical levels
Chambers of Agriculture	The chambers are one of the WFP's primary partner for the livelihood activities.	Possible Interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and/or technical levels
Other external stakeholders			
Syrian Commission for Family Affairs and Population	WFP with other UN agencies research on gender barriers in the labour market will provide the commission and the other related entities with evidence on gender barriers to labour markets for women and young people on which to base mitigating actions and policy recommendations.	Possible Interviews during the data collection phase and participation in the feedback session. Support may be requested to access to the project sites.	Representative at policy and/or technical levels
Retailers	The retailers, which are in the areas of CBT activities implementation, will have a stake in WFP strategies and activity implementation.	Possible interviews with selected retailers in the areas of CBT	Selected retailers in WFP activity areas

		activities. Direct observations of the retailers during field mission.	
Third Party Monitoring/ Monitors (TPM)	WFP commissions TPM when both national and international WFP staffs have lack of access to the activity sites.	Possible Interviews during the data collection phase. Support may be requested to access to beneficiaries in certain areas.	Selected TPM.
UNHAS Users/ Service recipient of ETC and Logistics clusters	Under SO 4, WFP has provided logistics and emergency telecommunications capacity and services to Humanitarian partners and communities across the Syrian Arab Republic to enable them to assist crisis-affected populations.	Possible Interviews during the data collection phase.	Key informant may be selected from the above mentioned UN/ NGO partners.

Annex 5: Evaluability assessment

Table 1: Syria T-ICSP (2018 [SY01]) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 Nov 2017	Total nr. of indicators	19	7	59
Total number of indicators that were included across all logframe versions		19	7	59

Source: COMET report CM-L010 (accessed 26.10.2021)

Table 2: Syria ICSP (2019 – 2021 [SY 02]) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 Apr 2018	Total nr. of indicators	18	7	62
v 2.0 Apr 2019	New indicators	2	3	31
	Discontinued indicators	-	-	-
	Total nr. of indicators	20	10	93
v 3.0 Jan 2020	New indicators	-	-	3
	Discontinued indicators	-	-	-
	Total nr. of indicators	20	10	96
v 4.0 June 2020	New indicators	-	1	1
	Discontinued indicators	-	-	-
	Total nr. of indicators	20	11	97
v 5.0 Aug 2020	New indicators	1	-	2
	Discontinued indicators	-	-	-
	Total nr. of indicators	21	11	99
Total number of indicators that were included across all logframe versions		18	7	62

Source: COMET report CM-L010 (accessed 26.10.2021)

Table 3: Syria ICSP (2022 – 2023 [SY 03]) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 Feb 2021	Total nr. of indicators	18	6	45
Total number of indicators that were included across all logframe versions		18	6	45




Source: COMET report CM-L010 (accessed 07.02.2022)

Table 4: Analysis of results reporting in Syria annual country reports (2018-2021)					
		ACR 2018	ACR 2019	ACR 2020	ACR 2021
Outcome indicators					
Total number of indicators in applicable logframe		18	20	21	21
Baselines	Nr. of indicators with any baselines reported	18	18	18	21
Year-end targets	Nr. of indicators with any year-end targets reported	18	18	18	21
CSP-end targets	Nr. of indicators with any CSP-end targets reported	18	18	18	21
Follow-up	Nr. of indicators with any follow-up values reported	18	18	15	21
Cross-cutting indicators					
Total number of indicators in applicable logframe		7	10	11	11
Baselines	Nr. of indicators with any baselines reported	5	6	7	2
Year-end targets	Nr. of indicators with any year-end targets reported	5	6	7	2
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	6	7	2
Follow-up	Nr. of indicators with any follow-up values reported	5	6	5	2
Output indicators					
Total number of indicators in applicable logframe		62	93	99	99
Targets	Nr. of indicators with any targets reported	38	57	67	22
Actual values	Nr. of indicators with any actual values reported	38	56	67	60

Source: ACR 2018, ACR 2019, ACR 2020 and draft ACR 2021

Annex 6: WFP Syria presence in years pre-Country Strategic Plan

		2015	2016	2017
Syria relevant events		By 2015, the conflict in Syria has been ongoing for five years and has ultimately led to large-scale population displacement, economic recession, damage to vital infrastructure, and an increase in the population's vulnerabilities and poverty levels. Over 11 million people, half of the pre-crisis population of 23 million, were forced to leave their homes, including 6.5 million people internally displaced and 4.5 million who sought refuge in neighbouring countries.	In 2016, cities continued to be besieged, double-tap attacks increased, and intensified bombing and shelling escalated Syria's humanitarian crisis. By then, many civilian areas had been routinely bombed and deprived of aid. Accessing food and health services was extremely difficult for many people, especially those living in places under siege. In March, the Syrian government retook Palmyra and in December, retook east Aleppo. In 2016, WFP began airdrops to provide humanitarian support.	In 2017, fighting continued to fuel large-scale population movement, with an average of over 6,000 people moving each day. By 2017, 80 percent of Syrians are living in poverty, 9.4 million are food-insecure or at risk of food insecurity, wasting is above 7 percent and stunting is 23 percent.
WFP interventions	PRRO 200988 (Jan-Dec 2017)			<p><i>Activity type</i> GFA; School meals; FFA; Nutrition (treatment of moderate acute malnutrition; prevention of acute malnutrition and micronutrient deficiencies); Capacity development</p> <p><i>Total requirements</i> 854,211,156 USD <i>Total contributions received</i> 456,936,538 USD <i>Funding</i> 53.5%</p>

	EMOP 200339 (Oct 2011 – Dec 2016)	<i>Activity type</i> General Food Assistance; FFA/FFT; Prevention and treatment of Prevention of Acute Malnutrition and Micronutrient deficiencies; School meals <i>Total requirements</i> 2,844,294,565 USD <i>Total contributions received</i> 1,674,995,782 USD <i>Funding</i> 58.9%		
	SO 200788 (Jan 2015 – Dec 2017)	<i>Activity type</i> Logistics and Emergency Telecommunications Clusters <i>Total requirements</i> 37,562,022 USD <i>Total contributions received</i> 24,302,238 USD <i>Funding</i> 64.7%		
	SO 200950 (Feb – Dec 2016)		<i>Activity type</i> Air Deliveries to Provide Humanitarian Support to Besieged and Hard to Reach Areas <i>Total requirements</i> 45,856,206 USD <i>Total contributions received</i> 36,872,414 USD <i>Funding</i> 80.4%	
Outputs at country office level	Food distributed (MT) 	393,960	502,580	438,812
	Cash distributed (USD) 	Value Voucher: 1,193,257	Value Voucher: 3,047,746	Value Voucher: 4,870,728
	Actual beneficiaries (number) 	4,950,933	5,180,835	5,263,658

Source: SPR 2015, SPR 2016, SPR 2017, data compiled on [21/10/21]

Annex 7: ICSP Strategic Outcomes, activities and Line of sight

Syrian Arab Republic ICSPs Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
TICSP (SY 01) 2018	
SO 1: Food insecure populations affected by the crisis, including host communities, IDPs and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year long.	Activity 1: Provision of general food assistance in the form of regular in-kind monthly food rations and ready-to-eat rations in the initial phase of displacement.
	Activity 2: Provision of school meals for pre- and primary school children in regular schools and CBT to out-of-school children enrolled in informal education or alternate learning opportunities.
SO 2: Food insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance, throughout the year.	Activity 3: Creation and rehabilitation of communal assets through Food Assistance for Assets (FFA); and household-level productive assets and enhanced human capital through Food Assistance for Training (FFT).
SO 3: Vulnerable groups, especially children, pregnant and lactating women and girls, across Syria have reduced levels of malnutrition, achieved through high quality, nutrient dense diets, throughout the year.	Activity 4: Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age.
	Activity 5: CBT to targeted PLWG to improve their dietary diversity and intake of fresh food items such as dairy, meat and vegetables.
	Activity 6: Treatment of moderate acute malnutrition in children aged 6-59 months and PLWG.
SO 4: Humanitarian partners across Syria benefit from augmented logistics and emergency telecommunications capacity, enabling them to provide their technical assistance, throughout the crisis.	Activity 7: Provide Whole of Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps.
	Activity 8: Provide shared ICT services, Emergency Telecommunications coordination and Information Technology (IT) Emergency Preparedness training to humanitarian organizations in common operational areas.
ICSP (SY 02) 2019-2021	
SO 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year round	Activity 1: Provision of general food assistance in the form of regular in-kind or CBT monthly food assistance, with ready-to-eat rations in the initial phase of displacement.
	Activity 2: Provision of school meals for pre- and primary schoolchildren in regular schools and CBTs to out-of-school children enrolled in informal education or alternative learning opportunities.
SO 2: Food-insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance throughout the year	Activity 3: Provision of livelihood support through household- and communal-level asset creation through food-for-assets (FFA) activities and enhanced human capital through food-for-training (FFT).
SO 3: Nutritionally vulnerable groups, especially children and pregnant and lactating women and girls, across the Syrian Arab Republic have reduced levels of malnutrition throughout the year	Activity 4: Prevention of acute malnutrition and micronutrient deficiencies in children aged 6–23 months and pregnant and lactating women and girls.
	Activity 5: Treatment of moderate acute malnutrition in children aged 6–59 months and pregnant and lactating women and girls.

SO 4: Humanitarian partners across the Syrian Arab Republic benefit from augmented logistics and emergency telecommunications capacity and services, enabling them to provide humanitarian assistance throughout the crisis	Activity 6: Provide coordination, information management, capacity development and shared logistics services to sector partners that face logistics gaps.
	Activity 7: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas.
	Activity 8: Provide technical assistance and support services to humanitarian partners.
ICSP (SY 03) 2022-2023	
SO 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees across all governorates in the Syrian Arab Republic, meet their basic food and nutrition needs all year round	Activity 1: <i>Unconditional resource transfers to food-insecure households</i>
	Activity 2: Provide meals and cash-based transfers to school-age boys and girls attending formal and non-formal education centres
SO 2: Food-insecure communities in targeted areas are able to meet their food and nutrition needs throughout the year thanks to resilient livelihoods and restored access to basic services	Activity 3: Support diversified and sustainable livelihoods and food systems at the household, community and national levels
	Activity 4: Provide technical assistance to strengthen national social safety nets
SO 3: Nutritionally vulnerable groups across the Syrian Arab Republic, especially boys, girls and pregnant and lactating women, have access to malnutrition prevention and treatment services throughout the year	Activity 5: Provide nutrition assistance to prevent chronic and acute malnutrition
	Activity 6: Provide nutrition assistance to treat moderate acute malnutrition.
SO 4: Humanitarian partners across the Syrian Arab Republic are enabled to assist crisis-affected populations all year long	Activity 7: Provide common logistics services to humanitarian partners.
	Activity 8: Provide common emergency telecommunications services to humanitarian partners
	Activity 9: Provide humanitarian air services to humanitarian partners
	Activity 10: Provide on-demand technical assistance and support services to humanitarian partners
	Activity 11: Provide on-demand cash-based transfer services to humanitarian partners

Source: Syrian Arab Republic TICSP (2018), ICSP (2019-2020) & ICSP (2021-2022)

Interim country strategic plan Syrian Arab Republic SY 02 [2019- 2021] Original, line of sight

CRISIS RESPONSE	CRISIS RESPONSE	RESILIENCE BUILDING	CRISIS RESPONSE
<p>OUTCOME 1: Food insecure populations affected by the crisis, including host communities, IDPs and returnees, in all governorates, have access to life-saving food to meet their basic food needs, all year round.</p>	<p>OUTCOME 2: Food insecure families in urban and rural areas affected by the crisis, are enabled to meet their basic food and nutrition needs and increase their self-reliance, throughout the year.</p>	<p>OUTCOME 3: Vulnerable groups, especially children, pregnant and lactating women and girls, across Syria have reduced levels of malnutrition, throughout the year.</p>	<p>OUTCOME 4: Humanitarian partners across Syria benefit from augmented logistics and emergency telecommunications capacity and services, enabling them to provide humanitarian assistance, throughout the crisis.</p>
<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Targeted, food insecure populations receive adequate food assistance, in order to meet their basic food needs (Tier 1, output category A, SR 1). 2. Food insecure populations benefit from enhanced capacity of cooperating partners in areas such as protection and beneficiary registration to protect access to food. (Tier 3, output category C, SR 1, linked to SDG 17) 3. Food insecure populations benefit from enhanced coordination through WFP's leadership of the Food Security Sector and improved harmonization of monitoring and data collection within the Sector protect access to food. (Tier 3, output category C, SR 1, linked to SDG 17) 4. Targeted students receive nutritious school meals or CBT to increase enrolment and attendance. (Tier 1, output category A, SR 1, linked to SDG 4) 5. Food insecure populations benefit from targeted local producers' increased capacity to produce nutritious food products. (Tier 3, output category C, SR 1, linked to SDG 17) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Food insecure households improve and maintain livelihood assets for targeted communities and households, to protect their access to food. (Tier 1, output category A and D, SR 1). 2. Targeted farmers, including women, receive training and/or technical support to increase their knowledge and skills, enabling them to enhance production and sales. (Tier 1, output category A and C, SR 1) 3. Targeted food insecure Syrian IDPs, returnees and residents build marketable skills to strengthen their livelihoods. (Tier 1, output category A and C, SR 1) 4. Food insecure households benefit from creation of community assets in environmental and agricultural sectors, to protect their access to food. (Tier 2, output category D, SR 1) 5. Targeted vulnerable Syrian IDPs, returnees and residents increase their financial literacy and business management skills while enhancing their access to financial services to strengthen their livelihoods (Tier 1, output category A, C and G, SR 1) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Targeted children, aged 6-23 months, receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies (Tier 1, output category A and B, SR 2). 2. Children, 6-59 months, and pregnant and lactating women and girls PLWG are treated for moderate acute malnutrition (MAM). (Tier 1, output category A and B, SR 2) 3. PLWG receive CBT to improve their dietary diversity and nutrient intake. (Tier 1, output category A, SR 2) 4. Social and Behavioural change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and IYCF practices. (Tier 2, output category E, SR 2) 5. Vulnerable groups will benefit from strengthened capacity of national stakeholders to develop universal salt iodization and wheat flour fortification. (Tier 3, output category C, SR 2) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Crisis affected populations benefit from humanitarian partners being provided with coordination and services that cover logistical gaps, enabling the implementation of activities (Tier 3, output category C, H and K, SR 8). 2. Crisis affected populations benefit from humanitarian organisations being provided with shared ICT services and coordination support in common operational areas (Tier 3, output category C, H and K, SR 8). 3. Crisis affected populations benefit from humanitarian partners being provided with technical assistance and support services. (Tier 3, output category H, SR 8)
<p>ACTIVITY 1: Provision of general food assistance in the form of regular in-kind or CBT monthly food assistance and ready-to-eat rations in the initial phase of displacement. (CBT and in-kind).</p>	<p>ACTIVITY 3: Provision of livelihood support through household and communal level asset creation through Food Assistance for Assets (FAA); and enhanced human capital through Food Assistance for Training (FFT). (CBT and in-kind).</p>	<p>ACTIVITY 4: Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age and PLWG. (CBT and in-kind).</p>	<p>ACTIVITY 6: Provide Whole of Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps.</p>
<p>ACTIVITY 2: Provision of school meals for pre- and primary school children in regular schools and CBT to out-of-school children enrolled in informal education or alternate learning opportunities. (CBT and in-kind).</p>		<p>ACTIVITY 5: Treatment of moderate acute malnutrition in children aged 6-59 months and PLWG. (in-kind).</p>	<p>ACTIVITY 7: Provide shared ICT services, Emergency Telecommunications coordination and IT Emergency Preparedness training to humanitarian organisations in common operational areas.</p>
			<p>ACTIVITY 8: Provide technical assistance and support services to humanitarian partners.</p>

Source: SPA Website

Interim country strategic plan Syrian Arab Republic SY 02 [2019- 2021] BR 03, line of sight

SR 1 – Access to food (SDG Target 2.1)		SR 2 – End malnutrition (SDG Target 2.2)		SR 8- Enhance Global Partnership (SDG Target 17.16)	
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE	CRISIS RESPONSE
<p>OUTCOME 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees, in all governorates, have access to life-saving food to meet their basic food needs all year round.</p>	<p>OUTCOME 2: Food-insecure families in urban and rural areas affected by the crisis are enabled to meet their basic food and nutrition needs and increase their self-reliance throughout the year.</p>	<p>OUTCOME 3: Nutritionally vulnerable groups, especially children and pregnant and lactating women and girls, across the Syrian Arab Republic have reduced levels of malnutrition throughout the year.</p>	<p>OUTCOME 4: Humanitarian partners across the Syrian Arab Republic benefit from augmented logistics and emergency telecommunications capacity and services, enabling them to provide humanitarian assistance throughout the crisis.</p>		
BUDGET SO 1: \$ 2 292 340 459	BUDGET SO 2: \$ 374 196 805	BUDGET SO 3: \$ 267 095 554	BUDGET SO 4: \$ 35 133 127		
<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Targeted food-insecure populations receive adequate food assistance to meet their basic food needs. (Tier 1, output A, linked to activity 1) 2. Food-insecure populations benefit from enhanced capacities of cooperating partners in areas such as protection and beneficiary registration to protect access to food. (Tier 3, output C, linked to activity 1) 3. Food-insecure populations benefit from enhanced coordination through WFP's leadership of the food security sector and improved harmonization of monitoring and data collection within the sector, to protect access to food. (Tier 3, output C, linked to activity 1) 4. Targeted students receive nutritious school meals and/or CBTs to meet food needs while increasing enrolment and attendance, and promoting stability. (Tier 1, outputs A and B, SDG 4, linked to activity 2) 5. Food-insecure populations benefit from local producers' increased capacity to produce nutritious food products. (Tier 3, output C, linked to activity 2) 6. Vulnerable groups benefit from strengthened capacity of the national logistics sector in freight transport and supply chain management. (Tier 3, output C, linked to activity 1) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food. (Tier 1, outputs A and D) 2. Targeted farmers, including women, receive training and/or technical support to increase their knowledge and skills, enabling them to enhance production and sales. (Tier 1, outputs A and C) 3. Targeted food-insecure Syrian IDPs, returnees and residents build marketable skills to strengthen their livelihoods. (Tier 1, outputs A and C) 4. Food-insecure households benefit from creation of community assets in environment and agriculture sectors to protect their access to food. (Tier 2, output category D) 5. Targeted vulnerable Syrian IDPs, returnees and residents increase their financial literacy and business management skills, while enhancing their access to financial services to strengthen their livelihoods. (Tier 1, output A, C and G) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Targeted children aged 6-23 months receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies. (Tier 1, output A and B, linked to activity 4) 2. Children aged 6-59 months, and pregnant and lactating women and girls are treated for moderate acute malnutrition. (Tier 1, output category A and B, linked to activity 5) 3. Pregnant and lactating women and girls receive CBTs to improve their dietary diversity and nutrient intake. (Tier 1, output A, linked to activity 4) 4. Social and behaviour change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and young child feeding practices. (Tier 2, output E, linked to activity 4 and 5) 5. Nutritionally vulnerable groups will benefit from strengthened capacity of national stakeholders to develop universal salt iodization and wheat flour fortification. (Tier 3, output C, linked to activity 4) 	<p>OUTPUTS:</p> <ol style="list-style-type: none"> 1. Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities. (Tier 3, output C, H and K, linked to activity 6) 2. Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas. (Tier 3, output C, H and K, linked to activity 7) 3. Crisis-affected populations benefit from humanitarian partners being provided with technical assistance and support services. (Tier 3, output H, linked to activity 8) 4. Crisis-affected populations benefit from the availability of humanitarian air services for the safe transportation of humanitarian staff and the timely delivery of humanitarian assistance. (Tier 3, output category H, linked to activity 9) 		
<p>ACTIVITY 1: Provision of general food assistance in the form of regular in-kind or CBT monthly food assistance with ready-to-eat rations in the initial phase of displacement. (CAT 1; modality: food, CBT, CS)</p>	<p>ACTIVITY 3: Provision of livelihood support through household- and communal-level asset creation through food assistance for assets (FFA) activities and enhanced human capital through food assistance for training (FFT). (CAT 2; modality: food, CBT, CS)</p>	<p>ACTIVITY 4: Prevention of acute malnutrition and micronutrient deficiencies in children aged 6-23 months and pregnant and lactating women and girls. (CAT 6; modality: food, CBT, CS)</p>	<p>ACTIVITY 6: Provide "Whole-of-Syria" coordination, information management, capacity development and shared logistics services to sector partners that face logistics gaps. (CAT 10; modality: SD)</p>		
<p>ACTIVITY 2: Provision of school meals for pre- and primary schoolchildren in regular schools and CBTs to out-of-school children enrolled in informal education or alternate learning opportunities. (CAT 4; modality: food, CBT, CS)</p>		<p>ACTIVITY 5: Treatment of moderate acute malnutrition in children aged 6-59 months and pregnant and lactating women and girls. (CAT 5; modality: food, CS)</p>	<p>ACTIVITY 7: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas. (CAT 10; modality: SD)</p>		
			<p>ACTIVITY 8: Provide technical assistance and support services to humanitarian partners (CAT 10; modality: SD)</p>		
			<p>ACTIVITY 9: Provide air services for personnel and light cargo (United Nations Humanitarian Air Service (UNHAS) (CAT 10; modality: SD)</p>		
<p>DRAFT</p> <p>TOTAL BUDGET: \$ 2 968 765 945</p>					

Source: SPA Website

Interim country strategic plan Syrian Arab Republic SY 03 [2022- 2023] line of sight

Collective Outcome	Collective Outcome	Collective Outcome	Collective Outcome
Restoring and expanding more responsive essential services and infrastructure	Improving socio-economic resilience of the Syrian people	Restoring and expanding more responsive essential services and infrastructure	Capacity development and support for institutions
SR 1 – Access to food (SDG Target 2.1)		SR 2 – End malnutrition (SDG Target 2.2)	SR 8- Enhance Global Partnership (SDG Target 17.10)
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE
STRATEGIC OUTCOME 1: Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees across all governorates in the Syrian Arab Republic meet their basic food and nutrition needs all year round.	STRATEGIC OUTCOME 2: Food-insecure communities in targeted areas are able to meet their food and nutrition needs through resilient livelihoods and restored access to basic services throughout the year.	STRATEGIC OUTCOME 3: Nutritionally vulnerable groups across the Syrian Arab Republic, especially boys, girls and pregnant and lactating women have access to malnutrition prevention and treatment services throughout the year.	STRATEGIC OUTCOME 4: Humanitarian partners across the Syrian Arab Republic are enabled to assist crisis-affected populations all year long.
BUDGET SO 1: \$ 2,205,531,588	BUDGET SO 2: \$ 303,946,782	BUDGET SO 3: \$ 264,859,274	BUDGET SO 4: \$ 91,342,062
UNIQUE DIRECT BENEF. SO 1: 8,644,750	UNIQUE DIRECT BENEF. SO 2: 1,250,000	UNIQUE DIRECT BENEF. SO 3: 998,500	UNIQUE DIRECT BENEF. SO 4: n/a
OUTPUT 1: Targeted food-insecure communities receive adequate food assistance to meet their basic food needs. (Output A and B) direct benef.: 8,300,000	OUTPUT 1: Food-insecure male and female headed households benefit from conditional food or cash-based transfers to meet their food and nutrition needs in exchange of their participation in livelihood activities. (Output A and B) direct benef.: 1,250,000	OUTPUT 1: Targeted boys and girls aged 6-23 months receive specialized nutritious foods to prevent acute and chronic malnutrition and micronutrient deficiencies. (Output B) direct benef.: 518,500	OUTPUT 1: Crisis-affected populations benefit from logistics services provided to humanitarian partners to deliver their programmes. (Output H)
OUTPUT 2: Cooperating partners have enhanced capacities that contribute to improving food-insecure communities' access to safe and dignified food assistance. (Output C) direct benef.: n/a	OUTPUT 2: Smallholder farmers and their communities benefit from rehabilitated community assets to protect their access to food and promote their self-reliance. (Output D) direct benef.: n/a	OUTPUT 2: Pregnant and lactating women and boys and girls receive cash-based transfers to improve their dietary diversity and nutrient intake. (Output A) direct benef.: 380,000	ACTIVITY 7: Provide common logistics services to humanitarian partners. (CAT 10; modality: SD)
OUTPUT 3: Food-insecure communities benefit from the WFP-led food security analysis and sector coordination in order to receive harmonized food assistance. (Output M) direct benef.: n/a	OUTPUT 3: Crisis affected communities improve their food security and nutrition through the restoration and enhancement of staple food value chains. (Output C) direct benef.: n/a	OUTPUT 3: Pregnant and lactating women and girls and caregivers, receive social and behaviour change communication to improve their dietary, hygiene and young child feeding practices. (Output E) direct benef.: n/a	OUTPUT 2: Crisis-affected populations benefit from emergency telecommunications services provided to humanitarian partners to deliver their programmes. (Output H)
OUTPUT 4: Male and female headed households in vulnerable circumstances benefit from WFP's support to the national food supply chain in order to access affordable food from markets. (Output C) direct benef.: n/a	ACTIVITY 3: Support diversified and sustainable livelihoods and food systems at household, community and national level. (CAT 2; modality: food, CBT, CS)	OUTPUT 4: Nutritionally vulnerable groups benefit from strengthened national capacity to implement fortification and food supplementation programmes in order to improve their nutrition status. (Output C) direct benef.: n/a	ACTIVITY 8: Provide common emergency telecommunications services to humanitarian partners. (CAT 10; modality: SD)
ACTIVITY 1: Unconditional resource transfer to food-insecure households. (CAT 1; modality: food, CBT)	OUTPUT 4: Male and female headed households in vulnerable circumstances benefit from improved social safety nets contributing to enhance their food security. (Output C) direct benef.: n/a	ACTIVITY 5: Provide nutrition assistance to prevent chronic and acute malnutrition. (CAT 6, modality: food, CBT, CS)	OUTPUT 3: Crisis-affected populations benefit from the availability of humanitarian air services for the safe transportation of humanitarian staff and the timely delivery of assistance. (Output H)
OUTPUT 5: School aged boys and girls receive school meals and/or CBTs to meet their food and nutrition needs and to stimulate their enrolment and school attendance. (Output A, B and N) direct benef.: 985,000	ACTIVITY 4: Provide technical assistance to strengthen national social safety nets. (CAT 9; modality: CS)	OUTPUT 5: Boys and girls aged 6-59 months and pregnant and lactating women and girls receive specialized nutritious food to treat moderate acute malnutrition. (Output B) direct benef.: 100,000	ACTIVITY 9: Provide humanitarian air services to humanitarian partners (CAT 10; modality: SD)
ACTIVITY 2: Provide meals and cash-based transfers to school-aged boys and girls attending formal and non-formal education. (CAT 4; modality: food, CBT, CS)		OUTPUT 6: Pregnant and lactating women and girls and caregivers, receive social and behaviour change communication to improve their dietary, hygiene and young child feeding practices. (Output E) direct benef.: n/a	OUTPUT 4: Crisis-affected populations benefit from technical assistance and support services provided to humanitarian partners to deliver their programmes. (Output H)
	TOTAL BUDGET: \$ 2,865,679,705	ACTIVITY 6: Provide nutrition assistance to treat moderate acute malnutrition. (CAT 5; modality: food)	ACTIVITY 10: Provide on-demand technical assistance and support services to humanitarian partners. (CAT 10; modality: SD)
	TOTAL UNIQUE DIRECT BENEFICIARIES: 9,944,750		OUTPUT 5: Crisis-affected populations benefit from technical assistance and support services provided to humanitarian partners to deliver their programmes. (Output H)
			ACTIVITY 11: Provide on-demand cash-based transfer services to humanitarian partners. (CAT 10; modality: SD)

Source: SPA website

Annex 8: Key information on beneficiaries and transfers

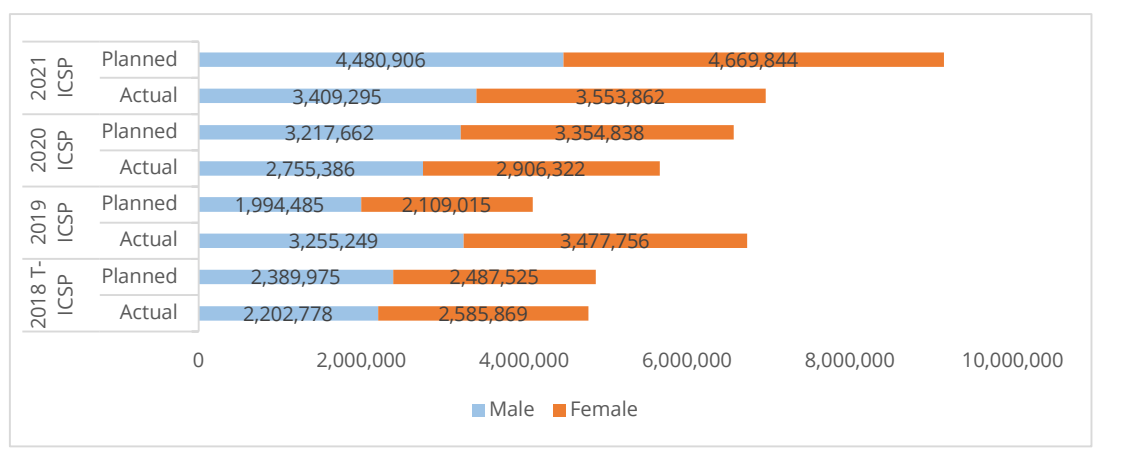
Actual beneficiaries versus planned [2018 - 2020] by year, strategic outcome, activity category and gender																			
Strategic outcome (SO)	Activity	2018 Planned beneficiaries		2018 Actual beneficiaries		2018 Actuals as % of planned beneficiaries		2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as % of planned beneficiaries		2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as % of planned beneficiaries	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
SO1	Act 1	1,960,000	2,040,000	1,955,386	2,332,741	100%	114%	1,714,091	1,785,911	3,042,254	3,249,854	177%	182%	2,889,466	3,010,534	2,585,998	2,732,639	89%	91%
	Act 2	535,500	514,500	494,753	476,065	92%	93%	563,550	541,450	397,947	383,926	71%	71%	637,500	612,500	568,156	534,280	89%	87%
SO2	Act 3	392,000	408,000	88,145	105,721	22%	26%	440,766	459,234	127,295	84,839	29%	18%	489,740	510,260	53,713	55,962	11%	11%
SO3	Act 4	98,000	102,000	84,595	96,940	86%	95%	144,452	220,348	140,810	258,539	97%	117%	131,343	298,708	126,686	291,110	96%	97%
	Act 5	-	60,000	-	40,380	-	67%	12,000	33,000	6,993	20,198	58%	61%	9,600	35,400	9,960	27,864	104%	79%
	Act 6	12,000	33,000	4,248	13,140	35%	40%												

Source: COMET report CM-R020, data extracted on [7/10/2021]

Strategic outcome (SO)	Activity	2021 Planned beneficiaries		2021 Actual beneficiaries		2021 Actuals as % of planned beneficiaries	
		M	F	M	F	M	F
SO1	Act 1	4,040,355	4,209,645	3,299,915	3,438,181	82%	82%
	Act 2	405,450	389,550	360,634	332,457	89%	85%
SO2	Act 3	293,844	306,156	32,047	33,390	11%	11%
SO3	Act 4	195,412	403,388	135,619	302,880	69%	75%
	Act 5	9,600	35,400	10,063	31,955	105%	90%

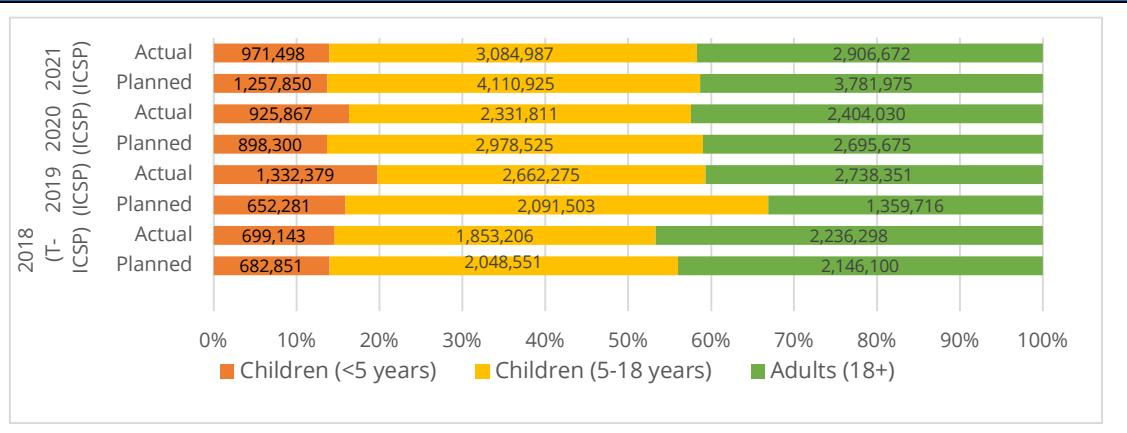
Source: COMET report CM-R020, data extracted on [17/02/2022]

Actual versus planned beneficiaries by gender in Syria, 2018 - 2021



Source: COMET report CM-R001b, data updated on [17.2.2022]

Actual versus planned beneficiaries by age in Syria, 2018 - 2021



Source: ACR 2018 & 2019, COMP 2019 and COMET CM-R001b – data updated on 17.2.2022

Actual beneficiaries by transfer modality in Syria (2018 – 2021) by strategic outcome													
Strategic outcome	Activity	Total number of beneficiaries receiving food in 2018	Actual vs planned beneficiaries receiving food in 2018 (%)	Total number of beneficiaries receiving CBT in 2018	Actual versus planned beneficiaries receiving CBT in 2018 (%)	Total number of beneficiaries receiving food in 2019	Actual vs planned beneficiaries receiving food in 2019 (%)	Total number of beneficiaries receiving CBT in 2019	Actual versus planned beneficiaries receiving CBT in 2019 (%)	Total number of beneficiaries receiving food in 2020	Actual vs planned beneficiaries receiving food in 2020 (%)	Total number of beneficiaries receiving CBT in 2020	Actual versus planned beneficiaries receiving CBT in 2020 (%)
SO1	Act.1	4,288,127	107%	-	-	6,292,107	217.0%	-	0%	5,318,636	90.1%	35,290	7.1%
	Act.2	967,841	97%	2,977	6%	740,623	71.9%	41,250	55.0%	1,015,561	88.3%	86,875	57.9%
SO2	Act.3	83,875	42%	109,990	18%	122,900	30.7%	89,235	17.8%	58,725	14.7%	50,950	8.5%
SO3	Act.4	181,535	91%	-	-	287,670	97.6%	111,679	159.5%	272,551	101.7%	145,245	89.7%
	Act.5	-	-	40,380	67%	27,191	60.4%	-	-	37,824	84.1%	-	-
	Act.6	17,388	39%	-	-	-	-	-	-	-	-	-	-

Source: COMET report CM-R002b, data extracted on [6/10/2021]

Strategic outcome	Activity	Total number of beneficiaries receiving food in 2021	Actual vs planned beneficiaries receiving food in 2021 (%)	Total number of beneficiaries receiving CBT in 2021	Actual versus planned beneficiaries receiving CBT in 2021 (%)
SO1	Act.1	6,729,514	82%	36,945	7%
	Act.2	601,336	90%	60,505	48%
SO2	Act.3	18,776	7%	44,162	14%
SO3	Act.4	288,552	72%	149,947	75%
	Act.5	42,018	93%	-	-

Source: COMET report CM-R020, data extracted on [17/02/2022]

Actual beneficiaries by residential status in Syria [2018 – 2021]								
Residence status	2018 Number of beneficiaries	2018 Actuals as % of planned	2019 Number of beneficiaries	2019 Actuals as % of planned	2020 Number of beneficiaries	2020 Actuals as % of planned	2021 Number of beneficiaries	2021 Actuals as % of planned
Resident	1,417,439	161.4%	2,080,499	253.5%	1,319,287	100.4%	2,841,484	155.3%
IDPs	2,499,673	90.1%	3,588,691	150.8%	3,098,593	81.3%	3,185,039	60.0%
Refugees	4,788	98.2%	26,932	656.3%	55,601	846.0%	34,167	373.4%
Returnees	866,745	71.1%	1,036,883	115.4%	1,188,229	82.6%	902,468	45.0%
Grand total	4,788,645	98.2%	6,733,005	164.1%	5,661,710	86.1%	6,963,158	76.1%

Source: COMET report CM-R001b, data updated on 17.2.2022

Transfers of Food in MT, by SO and activity [2018-2020]										
Strategic Outcome	Activity	T-ICSP 2018			ICSP 2019			ICSP 2020		
		2018 Total planned (MT)	2018 Total distributed (MT)	2018 % MT Planned/ Distributed	2019 Total planned (MT)	2019 Total distributed (MT)	2019% MT Planned/ Distributed	2020 Total planned (MT)	2020 Total distributed (MT)	2020 % MT Planned/ Distributed
SO1	Act. 1	596,361	362,161	61%	446,999	474,004	106%	817,320	588,667	72%
	Act. 2	41,700	31	0%	18,015	4,655	26%	20,052	5,577	28%
Total SO1		638,061	362,191	57%	465,014	478,659	103%	837,371	594,244	71%
SO2	Act. 3	31,061	3,010	10%	30,941	5,527	18%	33,757	3,566	11%
Total SO2		31,061	3,010	10%	30,941	5,527	18%	33,757	3,566	11%
SO3	Act. 4	3,120	1,680	54%	4,764	2,574	54%	4,417	2,767	63%
	Act. 5	-	-	-	465	166	36%	480	242	50%
	Act. 6	431	76	18%	-	-	-	-	-	-
Total SO3		3,551	1,756	49%	5,229	2,740	52%	4,897	3,009	61%
Grand Total		672,672	366,957	55%	501,183	486,926	97%	876,026	600,819	69%

Source: CM-R014 – Annual Distribution (CSP) (Date of Extraction: 6/10/2021)

Transfers of Cash Based Transfers (CBT) in USD, by SO and activity [2018-2020]

Strategic Outcome	Activity	T-ICSP 2018			ICSP 2019			ICSP 2020		
		Total planned	Total distributed	% Planned/Distributed	Total planned	Total distributed	% Planned/Distributed	Total planned	Total distributed	% Planned/Distributed
SO1	Act. 1	-	-	-	86,400,000	0	0%	36,000,000	1,718,072	5%
	Act. 2	13,800,000	253,958	2%	18,750,000	2,972,504	16%	29,400,000	8,202,685	28%
Total SO1		13,800,000	253,958	2%	105,150,000	2,972,504	3%	65,400,000	9,920,757	15%
SO2	Act. 3	33,600,000	1,589,139	5%	36,000,000	3,524,154	10%	43,200,000	3,966,658	9%
Total SO2		33,600,000	1,589,139	5%	36,000,000	3,524,154	10%	43,200,000	3,966,658	9%
SO3	Act. 4	-	-	-	25,200,000	17,501,347	69%	58,321,440	23,648,568	41%
	Act. 5	15,750,000	8,416,849	53%	-	-	-	-	-	-
	Act. 6	-	-	-	-	-	-	-	-	-
Total SO3		15,750,000	8,416,849	53%	25,200,000	17,501,347	69%	58,321,440	23,648,568	41%
Grand Total		63,150,000	10,259,945	16%	166,350,000	23,998,005	14%	166,921,440	37,535,984	22%

Source: CM-R014 – Annual Distribution (CSP) (Date of Extraction: 6/10/2021)

Strategic Outcome	Activity	ICSP 2021 Food distributions (MT)			ICSP 2021 CBT distributions (USD)		
		Total planned	Total distributed	% Planned/Distributed	Total planned	Total distributed	% Planned/Distributed
SO1	Act. 1	938,044.490	532,467.156	57%	68,400,000	1,650,246	2%
	Act. 2	8,238.973	4,456.498	54%	38,162,000	5,554,723	15%
Total SO1		946,283.462	536,923.654	57%	106,562,000	7,084,221	7%
SO2	Act. 3	20,582.100	770.913	4%	30,888,000	2,791,467	9%
Total SO2		20,582.100	770.913	4%	28,080,000	2,791,467	10%
SO3	Act. 4	6,873.381	3,307.846	48%	86,400,000	25,471,034	29%
	Act. 5	480.000	323.331	67%	-	-	-
Total SO3		7,353.381	3,631.177	49%	86,400,000	25,471,034	29%
Grand Total		974,218.943	541,325.744	56%	221,042,000	35,346,722	16%

Source: CM-R014 – Annual Distribution (CSP) (Date of Extraction: 17.2.2022)

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM		Apr 2022	Apr 2022
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • IRG • WFP country/regional office/local stakeholders • WFP technical staff 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		Apr 2022	Apr 2022
Inception	Inception report	<ul style="list-style-type: none"> • CO staff & IRG • WFP staff (through WFP Go) 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		Jan 2023	Jan 2023
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		Mar 2023	
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP CO staff & IRG • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	July 2023 (TBC)	
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP country/regional office/local stakeholders • WFP technical staff • Donors/Countries • Partners/Civil society /Peers/Networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	Nov 2023	Nov 2024
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) 	EM	CM	Nov 2023	Nov 2024

			• Newsflash				
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	Nov 2023 (TBC)	Nov 2024
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	Sep 2024	Nov 2024
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/Governance/Management • WFP staff relevant to the EB presentation • Donors/Countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	Sep 2024	Nov 2024
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	Sep 2024	Nov 2024
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	Nov 2024	Nov 2024
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff • Donors/countries • Partners/civil society /peers/networks 		CM	EM	Nov 2024	Nov 2024
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/Governance/ Management • WFP staff relevant to the EB presentation • Donors/Countries 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	Nov 2024	Nov 2024
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) 	CM	EM	Nov 2024	Nov 2024

			<ul style="list-style-type: none"> • Evaluation Networks (UNEG, ALNAP, EvalForward) 				
Dissemination	Poster/public announcement/cartoon/radio/drama/video (all those are TBC in consultation with the CO/ET) possibly in Arabic	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	EM/CM	CO	Nov 2024 (TBD)	Nov 2024 (TBD)

KEY

Main content (mandatory)

Associated content (optional)

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the I-CSP evidence based and strategically focused to address the needs of the most vulnerable?					
1.1 To what extent was the I-CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?					
1.2 To what extent is the I-CSP aligned to national policies and plans and to the SDGs?					
1.3 To what extent is the I-CSP coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
1.4 To what extent is the I-CSP design internally coherent and based on a clear theory of change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?					
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the I-CSP considering changing context, national capacities and needs? - in particular in response to the COVID-19 pandemic?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the I-CSP and to the UNSF and other UN Humanitarian frameworks? Were there any unintended outcomes, positive or negative?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender, equity and inclusion, environment, climate change and other issues as relevant)?					
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?					
2.4 To what extent did the I-CSP facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to peace?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the interim country strategic plan?					
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the I-CSP?					
4.2 To what extent were the monitoring and reporting systems useful to track and demonstrate progress towards expected outcomes and to inform management decisions?					
4.3 How did the partnerships and collaborations with other actors influence performance and results?					
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the I-CSP?					
4.5 What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the I-CSP?					

Annex 11: Approved Country Strategic Plan document

1. Syrian Arab Republic Transitional Interim Country Strategic Plan (Jan - Dec 2018)

<https://www.wfp.org/operations/sy01-syrian-arab-republic-transitional-interim-country-strategic-plan-jan-dec-2018>

- **T-CSP Document:** https://docs.wfp.org/api/documents/WFP-0000039483/download/?_ga=2.205959123.1588654262.1638778766-1017458756.1634204205
- **Budget Revision 02:** https://docs.wfp.org/api/documents/WFP-0000099013/download/?_ga=2.197051244.1588654262.1638778766-1017458756.1634204205
- **Annual Country Report 2018:** https://docs.wfp.org/api/documents/WFP-0000104231/download/?_ga=2.197051244.1588654262.1638778766-1017458756.1634204205

2. Syrian Arab Republic Interim Country Strategic Plan (2019-2021)

<https://www.wfp.org/operations/sy02-syrian-arab-republic-interim-country-strategic-plan-2019-2021>

- **ICSP Document:** https://docs.wfp.org/api/documents/b690129665bb485c8e8555253d992ce4/download/?_ga=2.172429155.1588654262.1638778766-1017458756.1634204205
- **Budget Revision 01:** https://docs.wfp.org/api/documents/WFP-0000113603/download/?_ga=2.138846451.1588654262.1638778766-1017458756.1634204205
- **Budget Revision 02:** https://docs.wfp.org/api/documents/WFP-0000117177/download/?_ga=2.138846451.1588654262.1638778766-1017458756.1634204205
- **Budget Revision 03:** https://docs.wfp.org/api/documents/WFP-0000121810/download/?_ga=2.138846451.1588654262.1638778766-1017458756.1634204205
- **Budget Revision 04:** https://api.godocs.wfp.org/api/documents/WFP-0000127060/download/?_ga=2.138846451.1588654262.1638778766-1017458756.1634204205
- **Annual Country Report 2019:** https://docs.wfp.org/api/documents/WFP-0000113835/download/?_ga=2.158731130.1588654262.1638778766-1017458756.1634204205
- **Annual Country Report 2020:** https://docs.wfp.org/api/documents/WFP-0000125415/download/?_ga=2.158731130.1588654262.1638778766-1017458756.1634204205

3. Syrian Arab Republic Interim Country Strategic Plan (2022-2023)

<https://www.wfp.org/operations/sy03-syrian-arab-republic-interim-country-strategic-pplan-2022-2023>

- **ICSP Document:** https://executiveboard.wfp.org/document_download/WFP-0000132231?_ga=2.138781939.1588654262.1638778766-1017458756.1634204205

Annex 12: Terms of Reference for the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on:
a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national stakeholder workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level⁷⁶ (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

⁷⁶ An example would be members from the Emergencies Operations Division where there is a corporate scale-up or attention emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Evaluation Focal Point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and RDD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, PROT • Emergencies Operations Division • School Based Programmes, SBP • Protection and AAP, Emergencies and Transition Unit, PROP • Cash-Based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national stakeholder workshop to validate findings and discuss recommendations.

Suggested List of Internal Reference Group (as of April 2022)

Division Acronym	Focal Point	Position	Contact
SY-CO	Mr Ross SMITH	Deputy Country Director (operation)	ross.smith@wfp.org
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SY-CO	Ms Leila MELIOUH	Head of Programme (incoming)	leila.meliouh@wfp.org
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RBC	Ms Eliana FAVARI	Regional Head of RAM	eliana.favari@wfp.org
RBC	Ms Jane WAITE	Regional Head of Social Protection	jane.waite@wfp.org
RBC	Ms Nesrin SEMEN	Regional Monitoring & Evaluation Advisor	nesrin.semen@wfp.org
RBC	Mr Jimi RICHARDSON	Regional Head of Humanitarian & Transition	jimi.richardson@wfp.org
RBC	Mr Andrea CASTORINA	Regional Head of Safeguards	andrea.castorina@wfp.org
RBC	Mr Oscar EKDAHL	Team Lead, Transition & Climate Change	oscar.ekdahl@wfp.org
RBC	Ms Sabah BARIGOU	Regional Head of Nutrition & School Feeding	sabah.barigou@wfp.org
RBC	Ms Barbara CONTE	Regional Head of Partnerships	barbara.conte@wfp.org
RBC	Mr Shane PRIGGE (outgoing)	Regional Head of Supply Chain	shane.prigge@wfp.org
CC: CO	Mr Ross SMITH	Country Director a.i.	ross.smith@wfp.org
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CC: RBC	Ms Rana SALLAM	Regional Evaluation Officer a.i.	rana.sallam@wfp.org
CC: OEV	Ms Judi HAZEM	Regional Evaluation Consultant	judi.hazem@wfp.org

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Annex 14: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ALNAP	The Active Learning Network for Accountability and Performance in Humanitarian Action
BR	Budget Revision
CBS	Central Bureau of Statistics
CBT	Cash-Based Transfers
CFSAM	Crop and Food Security Assessment Mission
CO	WFP Country Office
COMET	Country Office Tool for Managing (programme operations) Effectively
CPP	Corporate Planning and Performance
CSP	Country Strategic Plan
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	WFP Executive Board
EM	Evaluation Manager
EMOP	Emergency Operation
EQ	Evaluation Question
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization
FFA/FFT	Food for Assets/Food for Training
GBV	Gender-based violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GFA	General Food Assistance
GNI	Gross national income
HDR	Human Development Report

HNO	Humanitarian Needs Overview
HQ	WFP Headquarters
IAHE	Inter-Agency Humanitarian Evaluation
I-CSP	Interim Country Strategic Plan
ICT	Information and Communications Technology
IDP	Internally Displaced Persons
IOM	International Organization for Migration
IRG	Internal Reference Group
IRM	Integrate Roadmap
LTA	Long-Term Agreement
MR	Management Response
MSNA	Multi-Sector Needs Assessment
NBP	Needs Based Plan
NGO	Non-Governmental Organizations
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OECD/DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
PHQA	Post Hoc Quality Assessment
PLW	Pregnant and Lactating Women
PRRO	Protracted Relief and Recovery Operation
QA2	Second-level Quality Assurance
RBC	Regional Bureau for The Middle East and Northern Africa
RDD	Regional Deputy Director
REO	Regional Evaluation Officer
SARC	Syrian Arab Red Crescent
SDG	Sustainable Development Goals

SMART	Standardized Monitoring and Assessment of Relief and Transition
SPA PLUS	System for Programme Approval
SPR	Standard Project Report
SSAFE	Safe and Secure Approaches to Field Environments
Syria CALL	Coordinated Accountability and Lessons Learning Syria
T-ICSP	Transitional Interim Country Strategic Plan
TL	Evaluation Team Leader
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSD	United Nations Statistics Division
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSF	United Nations Security Force
VAM	Vulnerability Assessment and Mapping
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WoS	Whole of Syria

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