Evaluation of IRAQ
WFP Country Strategic Plan
2020-2024

Terms of reference

WFP
World Food Programme

SAVING
LIVES
CHANGING
LIVES

April 2023

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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; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation approach and methodology; and section 6 indicates how the evaluation will be organized. The annexes include the detailed timeline and the CSP Document approved by the Executive Board.

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 Plans and the WFP Evaluation Policy.

1.2. CONTEXT

4. Iraq is classified as an upper middle-income country, where the economy and livelihoods have been impacted by conflict, political uncertainty and environmental change. Iraq's area is 435,052 Km[2] with a population of 43.5 million in 2021 of which 49.9 percent are females.[1]

5. The country ranked 121st of 191 countries on the 2021-2022 Human Development Index.[2] Systemic and socio-cultural gender inequalities have resulted in Iraq being ranked 145th of 169 countries on the 2018 Gender Inequality Index.[3] Poverty was roughly 1.7 percent of the population reported to be living below the international poverty line ($1.90 per day) in 2018 with 1.3 percent of the population in severe multidimensional poverty and 5.2 percent vulnerable to multidimensional poverty.[4] COVID-19 pandemic in 2020 widened and deepened the socio-economic vulnerabilities of the poor. [5]

6. The United Nations Children's Fund (UNICEF) reports that during the 2014-2020 period in Iraq, 12 percent of children under five were stunted, 3 percent suffered moderate or severe wasting and 9 percent were overweight.[6] The average life expectancy in 2020 was 71 years and the mortality rate of children under five was 26 in 2019.[7]

7. In the 2022 Global Hunger Index, Iraq ranks 66th out of the 121 countries with a score of 13.7, falling into the category "moderate hunger condition."[8] Due to insecurity, loss of livelihood, high unemployment rates and reduced purchasing power among households in 2020, the food insecurity were higher than usual. In 2021, around 6 percent of Iraqis had inadequate food consumption during the year. This improvement in food security was caused by the ability of the government to increase the availability of food commodities due to improvements in the fiscal situation, higher oil prices and devaluation of the Iraqi dinar.[9] In 2020, 19.9 million people in Iraq were unable to afford a healthy diet.[10] Iraq has considerably a low to insufficient food consumption of 5.49 percent.[11]

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[1] World Bank. Data bank. Accessed 20/12/2022. https://data.worldbank.org/country/iraq
2 UNDP Human Development Report 2021/2022
3 UNDP Human Development Report 2021/2022
4 UNDP Human Development Report 2021/2022
5 WFP Annual Country Report 2020
6 UNICEF. The state of the world's children 2021
7 UNICEF. The state of the world's children 2021
8 Global Hunger Index report 2022
[9] WFP's hunger monitoring system
[10] 2022 The state of food security and nutrition in the world
[11] WFP. RAM. Global food crisis dashboard. Data extracted in January 2023

8. There are 263,233 Syrian refugees (80,834 households)[12] in the country and the number of internally displaced people (IDP) at 2.1 million in 2021 (a decrease from 3.6 million in 2016).[13] Around 65 percent of the Syrian refugees live in urban areas whereas the rest reside in refugee camps and a transit facility facing limited immediate return prospects mainly due to deteriorating security situation in north-east Syria (origin of most of the refugees).[14]

9. The country is the fifth most vulnerable country to climate breakdown[15] and is entering the third consecutive drought year in 2022.[16] This has had a debilitating effect on its agricultural sector as the country mainly relies on rain-fed agriculture with a considerable proportion of its farmland dependent on irrigation. The sector accounts for 5 per cent of the country's gross domestic product (GDP) and the second largest contributor after the oil sector.[17] In the face of severe water scarcity, agricultural production decreased to 2.7 million tons in 2022 as compared to 4.2 and 6.2 million tons in the previous two consecutive years.[18]

10. In May 2018 the first Iraqi parliamentary elections were held since 2014 and the new government was formed. A president and a prime minister were appointed as a result of a grand coalition. In August 2018 and the last quarter of 2019, hundreds of Iraqis protested demanding employment opportunities, basic services and end of corruption. In 2020, protests were renewed alongside sporadic violence and ongoing insecurity in the country; protests were initiated because of the delays in government salary payments and limited basic services as well. The violence and political instability continued in 2021 in addition to a suicide bombing in Baghdad and armed attacks of ISIL. In several governorates, protests sparked against the economic and political situation and parliamentary elections took place in October and resulted in demonstrations.[19] In June 2022, the Iraq's parliament passed the Emergency Food Security Law allowing the government to use public funds to meet urgent food needs. [20]After a year-long crisis, in October 2022, the new government led by Mohammed Shia' Al Sudani obtained the confidence of the National Assembly.[21]

2. Reasons for the evaluation

2.1. RATIONALE

11. 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. The timing will enable the Iraq country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board approval November 2024.

2.2. OBJECTIVES

12. 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,

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[12] UNHCR data portal September 2022
[13] UNHCR. Refugee statistics. https://www.unhcr.org/refugee-statistics/download/?url=E5cf1n
[14] UNHCR Factsheet, December 2022. https://reporting.unhcr.org/document/3933
[15] UNEP. GEO 6 report. https://www.unep.org/resources/global-environment-outlook-6
[16] WFP. IRAQ Market Monitor Report. October 2022
[17] Oxfam. March 2022. Joint Agency Briefing Note
[18] FAO. 2023. GIEWS Country Brief – The Republic of Iraq
[19] WFP Annual Country Reports 2018, 2019, 2020 and 2021
[20] Reuters. 2022. Iraq's parliament passes emergency food bill (8 June 2022)
[21] Al Jazeera. 2022. Iraq's parliament approves new government (27 October 2022)

specifically for developing the future engagement of WFP in Iraq; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDERS

13. 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 this CSPE are the WFP Iraq country office, regional bureau in Cairo and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, Government of Iraq, 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.

14. The Government of Iraq is an important partner of WFP in the country. Specifically, WFP works with the Ministry of Agriculture on resilience, the Ministry of Trade on digitalization of the Public Distribution System for food rations, the Ministry of Education on school feeding, and the Ministry of Migration and Displacement on food baskets for internally displaced persons (IDPs). It is also collaborating with the Ministry of Planning, Ministry of Trade and Ministry of Labour and Social Affairs to build evidence for informed decision making for social protection systems in Iraq. In addition, it works with the Ministry of Migration on the establishment of a technical working group on data sharing and a technology platform.

15. WFP also partners with other UN agencies in the country such as Food and Agriculture Organization (FAO), the United Nations Children's Fund (UNICEF), the International Labour Organization (ILO), the United Nations Population Fund (UNFPA), Office for the Coordination of Humanitarian Affairs (OCHA), UN High Commissioner for Refugees (UNHCR), International Organization for Migration (IOM), the United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Development Programme (UNDP), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), International Trade Centre (ITC).

16. Key donors of WFP Iraq are Germany, United States, Japan, Canada, European Union (EU), Switzerland, Korea and Ireland.

3. Subject of the evaluation

17. WFP has been present in Iraq since 1964. The assistance provided by WFP in Iraq has focused on saving lives, resilience-building and social protection, supporting the Iraqi Government towards Zero Hunger. Through enhancing social protection, emergency assistance for IDPs and refugees, skill development and work projects for vulnerable communities, WFP has aimed to help the Government of Iraq build people's self-reliance and food security, towards longer-term social cohesion, peace and development.

18. The Iraq CSP was approved by the EB in November 2019 for a five-year period (January 2020-December 2024). As per the CSP document, WFP's country strategic plan for Iraq is informed by findings and recommendations derived from a zero hunger strategic review carried out in 2018 and the Country Program Evaluation (CPE) in 2016. The CPE recommended WFP to reorient its capacity development interventions for targeted safety net programmes in food-insecure areas.

19. WFP Iraq transitioned into the current CSP through a Transitional Interim Country Strategic Plan (T-ICSP, 2018-2019). The T-ICSP marked a turning point for WFP's engagement in Iraq, with a distinct shift from emergency humanitarian response to longer-term recovery and livelihood-based activities. The current CSP plans to continue that shift, mapping out a transition for WFP from implementer to enabler, progressively phasing out the direct provision of assistance while building the resilience of individuals and institutions, enabling them to meet their own needs in the future. WFP's work rests on the assumption that development and peace are intrinsically interlinked and that humanitarian interventions can contribute to lasting solutions.

20. The T-ICSP had five strategic outcomes (SO) (Table 1). These were narrowed down to three in the current CSP, as follows:

    a. Crisis-affected people in Iraq, including internally displaced persons and refugees, are able to meet their basic food and nutrition needs during and in the aftermath of crises throughout the year.

    b. Targeted communities, including farmers, have enhanced livelihoods and increased resilience to shocks by 2024.

    c. National and subnational institutions have strengthened capacities and systems for targeting and assisting food-insecure vulnerable people by 2024.

Table 1: Iraq T-ICSP (2018-2019), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	**Activities**
SO 1: Food insecure households of IDPs in affected areas have access to life-saving and nutritious food throughout the year. *Crisis response, emergency response.*	**Activity 1:** Provision of general food assistance in the form of regular cash-based transfers or in-kind monthly food entitlements and ready-to-eat rations in the initial phase of displacement.
	Activity 2: Provision of assistance in schools newly reclaimed and rehabilitated.
SO 2: Food insecure Syrian refugees have access to life-saving and nutritious food throughout the year. *Crisis response.*	**Activity 3**: Provision of general food assistance to vulnerable refugees.
	Activity 4: Provision of support for resilience and livelihood activities for Syrian refugees, Iraqi IDPs and people from affected communities.

Strategic Outcomes	Activities
SO 3: Vulnerable returnees and conflict affected communities rebuild their assets, recover livelihoods and improve their food security across the country by the end of the year. *Emergency response, resilience building.*	**Activity 5:** Resilience building through livelihoods activities and social protection to support the food insecure.
SO 4: Vulnerable groups, including children, adolescents, pregnant and lactating women, and girls, have improved nutritional awareness through IYCF, and the government capacity is strengthened to manage fortified food commodities through the national safety net programme by the end of the year. *Resilience Building.*	**Activity 6:** Nutrition capacity strengthening for Government partners.
SO 5: Effective coordination for humanitarian support in Iraq. *Crisis response.*	**Activity 7**: Provision of Logistics Cluster services to the humanitarian community.
	Activity 8: Provision of Emergency Telecommunications Cluster services to the humanitarian community.
	Activity 9: Provision of Food Security Cluster services to the humanitarian community.
	Activity 10: Provision of platform services for the humanitarian community.

Table 2: Iraq CSP (2020-2024), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	**Activities**
SO 1: Crisis-affected people in Iraq, including internally displaced persons and refugees, are able to meet their basic food and nutrition needs during and in the aftermath of crises throughout the year. *Crisis response.*	**Activity 1:** Provide unconditional food assistance to internally displaced persons, refugees and other crisis-affected people.
SO 2: Targeted communities, including farmers, have enhanced livelihoods and increased resilience to shocks by 2024. *Resilience building.*	**Activity 2**: Provide livelihood support, asset creation and climate adaptation activities, including capacity strengthening, to targeted farmers and communities.
SO 3: National and subnational institutions have strengthened capacities and systems for	**Activity 3**: Provide institutional capacity strengthening to government officials and partners.

targeting and assisting food-insecure vulnerable people by 2024. *Resilience building.*	**Activity 4:** Provide support to government officials and partners in enhancing information technology for managing PDS modernization and in strengthening the safety net component of the government social protection systems.

Financial overview

21. The Country Portfolio Budget as originally approved by the Executive Board (EB) was USD 460,514,522 (Needs Based Budget) but increased to USD 600,878,218 through three budget revisions (BRs) as follows:

   - BR01, February 2020: Increase of USD 12,034,655 in budget and addition of in-kind as a modality of assistance in Activity 1 from 2020 onwards. Beneficiaries were planned to be increased by 30,000.
   - BR02, March 2021: Increase of USD 49,311,162 in budget and extend the school feeding programme under SO3 until May 2022. Beneficiaries were planned to be increased by 611,804.
   - BR03, March 2022: Increase of USD 79,017,880 in budget and extend the school feeding programme under SO3 until May 2023. Beneficiaries were planned to be increased by 277,546.

22. Table 3 below shows the cumulative Needs Based Plan and allocated resources as of April 2023 and their distribution between the three strategic outcomes. In terms of focus areas, some 58 percent of the funds in the CSP are budgeted for crisis response, and the rest for resilience. (Figure 1)

| Table 3: Iraq T-ICSP (2018-2019), Cumulative financial overview (USD)								
Focus Area	**Strategic Outcome**	**Activity**	**Needs-based plan as per original T-ICSP (2018-2019)** USD million	**% on total**	**Current needs-based plan (2018-2019)** USD million	**% on total**	**Allocated resources** USD million	**% on total**
Crisis response	SO 1	Act.1	132,392,691	48.5%	173,247,420	57.3%	107,642,871	64.4%
		Act.2	23,133,905	8.5%	35,070,147	11.6%	5,531,690	3.3%
	Sub-total SO1		**155,526,596**	**56.9%**	**208,317,567**	**68.9%**	**113,174,561**	**67.7%**
Crisis response	SO 2	Act. 3	23,631,173	8.7%	14,091,290	8.0%	20,764,648	12.4%
		Act. 4	8,615,865	3.2%	5,993,096	2.0%	5,440,492	3.3%
	Sub-total SO2		**32,247,038**	**11.8%**	**30,084,386**	**9.9%**	**26,205,140**	**15.7%**
Resilience Building	SO 3	Act. 5	73,705,049	27.0%	55,760,517	18.4%	23,575,806	14.1%
	Sub-total SO3		**73,705,049**	**27.0%**	**55,760,517**	**18.4%**	**23,575,806**	**14.1%**
Resilience Building	SO 4	Act. 6	1,081,036	0.4%	897,992	0.3%	-	0.0%
	Sub-total SO4		**1,081,036**	**0.4%**	**897,992**	**0.3%**	**-**	**0.0%**
Crisis response	SO 5	Act. 7	9,470,182	3.5%	3,417,093	1.2%	2,357,877	1.4%
		Act. 8	636,081	0.2%	2,010,554	0.7%	1,255,919	0.8%
		Act. 9	170,132	0.1%	517,778	0.2%	449,845	0.3%
		Act. 10	304,594	0.1%	1,374,285	0.5%	68,823	0.0%
	Sub-total SO5		**10,580,988**	**3.9%**	**7,319,710**	**2.5%**	**4,132,465**	**2.5%**
Total operational costs			273,140,706	100%	302,380,172	100%	167,087,971	100%
Total direct support costs			17,050,136	-	17,891,646	-	13,816,710	-
Total indirect support costs			19,884,879	-	20,817,668	-	9,944,450	-
Grand total cost			**310,075,721**	-	**341,089,486**	-	**190,849,132**	-

Source: IRM analytics, data as at 22/11/2022

Table 4: Iraq CSP (2020-2024), Cumulative financial overview (USD)								
Focus Area	**Strategic Outcome**	**Activity**	**Needs-based plan as per original CSP (2020-2024)** USD million	**% on total**	**Current needs-based plan (2020-2024)** USD million	**% on total**	**Allocated resources** USD million	**% on total**
Crisis response	SO 1	Act.1	140,742,216	36.1%	222,013,789	42.5%	146,820,039	55%
	SO1	Non-Activity Specific	-	-	-	-	1,680,004	1%
	Sub-total SO1		**140,742,216**	**36.1%**	**222,013,789**	**42.5%**	**148,500,043**	**55%**
Resilience	SO 2	Act. 2	178,992,109	45.9%	179,786,372	34.4%	66,652,663	25%
	Sub-total SO2		**178,992,109**	**45.9%**	**179,786,372**	**34.4%**	**66,652,663**	**25%**
Resilience	SO 3	Act. 3	26,391,575	13.4%	69,777,936	13.4%	34,635,027	13%
		Act. 4	43,800,213	9.8%	50,952,724	9.8%	15,351,736	6%
	Sub-total SO3		**70,191,788**	**18.0%**	**120,730,660**	**23.1%**	**49,986,763**	**19%**
Non-SO Specific			-	-	-	-	3,880,277	1%
Total operational costs			389,926,114	100%	522,530,820	100%	269,019,747	100%
Total direct support costs			42,481,888	-	41,674,080	-	24,371,189	-
Total indirect support costs			28,106,520	-	36,673,318	-	15,997,898	-
Grand total cost			**460,514,522**	**-**	**600,878,218**	**-**	**283,430,684**	**-**

Source: IRM analytics, data as at 06/04/2023

**Figure 1: Iraq CPB (2020-2024): breakdown of needs-based plan by focus area**
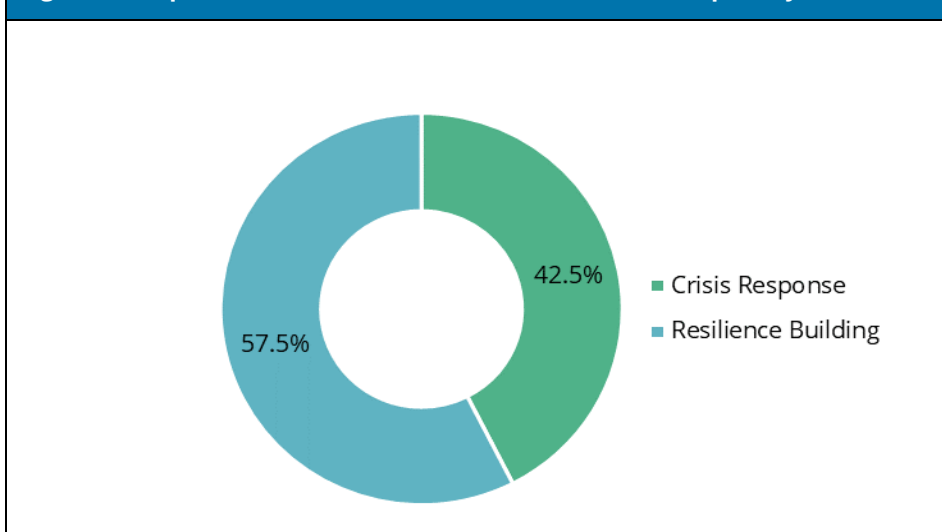
*Source: IRM analytics, data as at 06/04/2023*

Main donors

23.   As of April 2023, the CSP was funded at 52 percent. The largest contributions were from Germany, USA, by a way of flexible funding and Iraq (Figure 2).[22] 43 percent of confirmed contributions were allocated at activity level (Figure 9) and only 10 percent at the country level.

Figure 2: Iraq CSP (2020-2024): Top donors
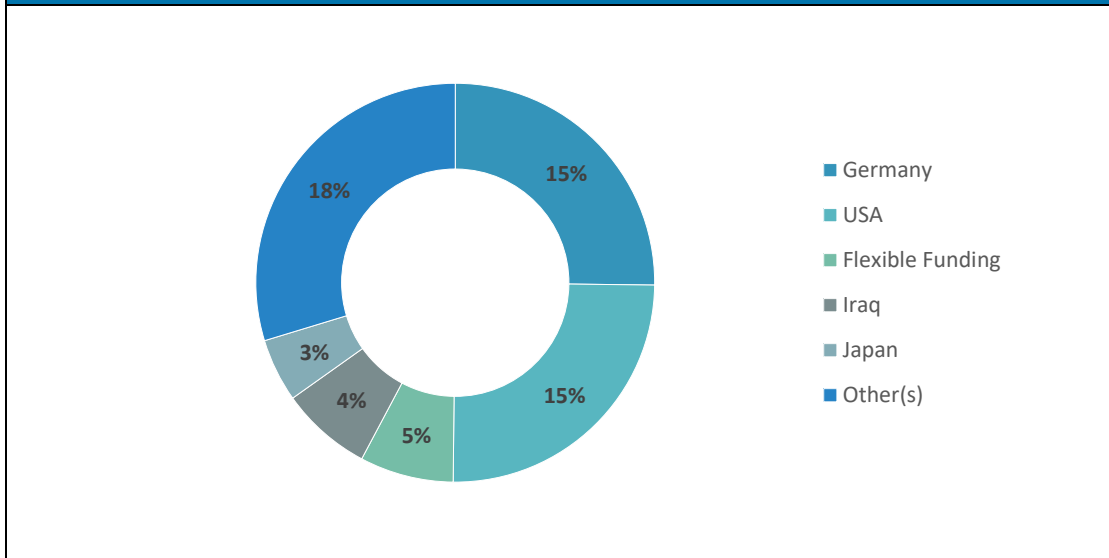
Source: FACTORY, data as at 06/04/2023

Figure 3: Iraq CPB (2020-2024): directed multilateral contributions[23] by earmarking level
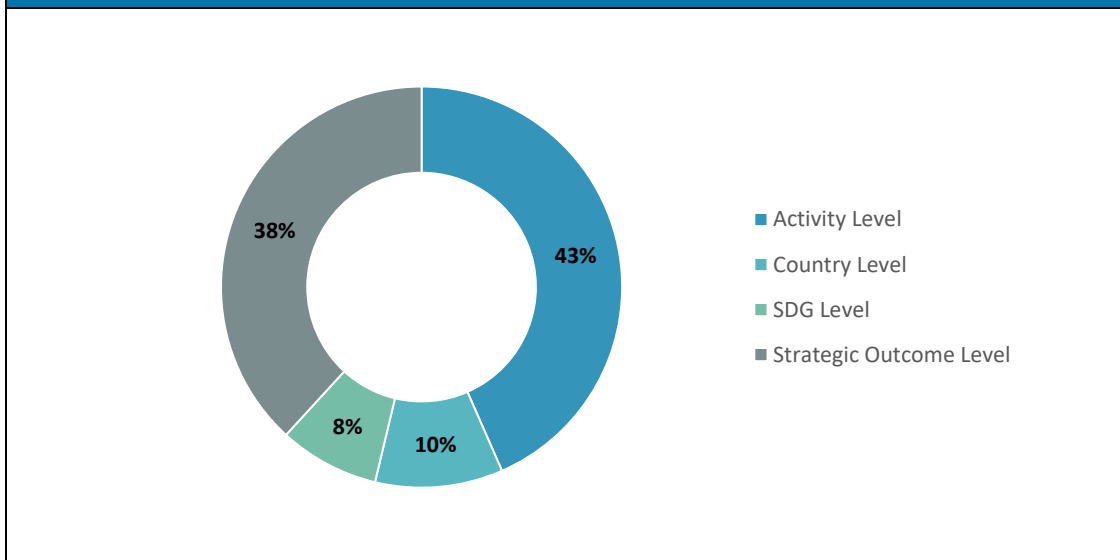
Source: WFP FACTORY, Distribution Contribution and Forecast Stats - data extracted on 06/04/2023

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[22] The category "Flexible Funding" includes contributions for which donors don't impose conditionalities, thus allowing WFP to determine the country programme or its activities in which the contribution will be used and how it will be used. Flexible funding consists of three types: unearmarked multilateral contributions; contributions to life-saving activities through the Immediate Response Account (IRA); and softly earmarked contributions, such as regional and thematic contributions. Note that this definition applies to contributions made in 2022 and onwards, while the historical funding statistics until 2021 exclude softly earmarked funds.

[23] Directed Multilateral Contributions (also known as "earmarked" contributions) refer to those funds, which donors request WFP to direct to a specific country/ies SO/s, or activity/ies

Beneficiaries

24. Table 5 below presents an overview of the planned and actual numbers of beneficiaries between 2020 and 2022. Actual numbers of beneficiaries reached were higher than planned in 2020, but the reverse was true in 2021 and 2022. More male beneficiaries were reached than female beneficiaries.

Table 5: Iraq CSP (2020-2024) planned vs actual number of beneficiaries by year and gender						
	Planned beneficiaries		Actual beneficiaries		% Actual vs planned beneficiaries	
	Female	Male	Female	Male	Female	Male
2020	213,251	219,309	443,170	454,455	208%	207%
2021	419,533	431,447	321,047	331,727	77%	77%
2022	460,846	473,934	356,797	370,074	77%	78%

Source: Iraq Annual Country Reports (ACRs) 2020, 2021 and 2022

Staffing

25. WFP Iraq Country Office has 175 staff as of April 2023, of which 33 percent are women, 86 percent are national staff, with 25 international staff and 54 percent of the positions of a long-term nature. In addition to the Country Office in Baghdad, WFP operates in 6 sub offices, including Al Basrah, Dahok 1, Dahok 2, Kirkuk, Sulaymaniyah 1, Sulaymaniyah 2.

4. Evaluation scope, criteria and questions

26. The evaluation will cover all of WFP interventions (including cross-cutting results) for the period starting from the T-ISCP and the CSP i.e. 2018 to mid-2023, with a cut-off date for performance and financial data at the end of the data collection phase. The main unit of analysis is the T-ICSP and the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in both instruments, approved by WFP EB and revised through subsequent budget revisions. Although the T-ICSP cycle started in 2018, the evaluation will also look at the preceding year (2017) to assess the envisaged strategic shift before the T-ICSP to the CSP has taken place and, if so, what the consequences were. In cases where indicators have remained the same across the T-ICSP and the CSP, a trend analysis will be conducted. This will be verified during inception.

27. Connected to this, the evaluation will focus on assessing WFP contributions to country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment/ country context and the changes observed at the outcome level, including any unintended results, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community. The government of Iraq is also one of WFP's main funders in the country, contributing some 5 percent to the CSP, and the evaluation will assess the implications of the government's funding on the design and implementation of WFP's activities in the country.

28. From a strategic standpoint, the evaluation scope will consider an assessment of the implications of the continuation of WFP shifting from direct assistance to government capacity strengthening that began under the T-ICSP, including, any resulting shifts in terms of WFP's engagement with the government. It will also consider WFP's ability to deliver capacity strengthening services with the resources at its disposal (staff, funding, expertise, etc.).

29. The evaluation will address four main questions common to all WFP CSPEs. The evaluation subquestions mentioned here are standard and will have to be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context. 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.

EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?	
1.1	To what extent was the CSP informed by existing evidence on hunger challenges, country capacity gaps, food security and nutrition issues prevailing in the country to ensure its relevance at design stage?
1.2	To what extent is the CSP aligned to national policies and plans, and the SDGs?
1.3	To what extent is the CSP coherent and aligned with the UNSDCF 2020-2024, and includes appropriate strategic partnerships based on the comparative advantage of WFP in Iraq?
1.4	To what extent is the CSP design internally coherent and based on a clear theory of change articulating WFP's 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 in Iraq throughout the implementation of the CSP considering the 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 and the UNSDCF in Iraq?	
2.1	To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? 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 and inclusion, including disability 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 CSP facilitate more strategic linkages between humanitarian action, development cooperation and contributions to peace in Iraq?
EQ3: 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 in Iraq 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 CSP, given its financing model in Iraq and the general unpredictability of funding and the relatively short window for spending the funds?
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, including NGOs and government, influence results and what were the effects of WFP cooperation on different partner types?
4.4	To what extent did the CO have appropriate Human Resources capacity to deliver on the 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 CSP, including the shift to mainstreaming its work into government programmes and the challenges posed by WFP's existing country level systems and processes to accomplish this?

30. The evaluation will adopt standard OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues, Accountability to Affected

Population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys and other relevant socio-economic groups.

31. During the inception phase, the evaluation team in consultation with the Office of Evaluation and the Country Office 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 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.

32. Some additional areas of interest below were identified by the CO at preparatory stage which will be important for the new CSP, and as such these can be given key attention:

- The degree of synergy with key UN agencies in Iraq, including the Rome Based Agencies i.e. the alignment of the CSP outcomes with the country strategic plan outcomes of other agencies, and the CSP's alignment or lack thereof with the UN Sustainable Development Cooperation Framework (UNSDCF).

- The move towards working more closely with the government i.e. mainstreaming WFP's work into government programmes, and the challenges posed by WFP's country level systems and processes to accomplish it. Also, the consequences of this move on WFP's work with its different partner groups. Equally important is the effect on WFP's activities of the lack of adequate skilled human resources and staff turnover in the public administration.

- The appropriateness of WFP's funding model in the country for its development work given the unpredictability of funding and the relatively short window for spending the funds.

5. Methodological approach and ethical considerations

3.1. EVALUATION APPROACH

33. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. 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 assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).

34. 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.

35. 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.

36. To operationalize this systemic perspective, the CSPE will adopt a mixed methods approach, whereby 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. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data should 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.

37. With the lifting of COVID-19 pandemic related travel restrictions in most parts of the world, including in Iraq, the inception and data collection missions will be undertaken by the evaluation team in-person in the country. Likewise, the stakeholder workshops will be undertaken in Baghdad with the physical presence of the team leader. The team leader and the evaluation manager will arrive in the country at least one full day prior to the workshop to plan and organize the workshop, and if needed, meet with select country office staff.

38. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these 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. Evaluation firms are encouraged to propose realistic, innovative data collection and analysis methods in their proposal.

39. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation sub-question the relevant lines of inquiry and indicators, with corresponding data sources and collection tools and data analysis methods (see template in Annex 7). 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 all voices 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.

40. 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.

41. 'The gender dimensions of the Iraq T-ICSP and CSP are likely to include both gender-responsive and transformative actions for gender equality. 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.

42. The inception report should describe how gender and inclusion considerations are incorporated in the evaluation methodological approach throughout the evaluation design, data collection, analysis and reporting. Similarly, the final report should include gender-sensitive analysis, findings, conclusions, and where appropriate, recommendations, and technical annex

5.1. EVALUABILITY ASSESSMENT AND METHODOLOGICAL IMPLICATIONS

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful 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. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

43. 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. The evaluation team will need 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 CSP. 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).

44. The Iraq CO collects regular food security and market information to facilitate strategy development and programmatic decision-making. The data is disseminated through Food Security Outcome Monitoring (FSOM) Reports, Internal Situation Reports, Market Monitor Reports, and Hunger dashboards. WFP also contributes to inter-agency needs assessments including Multi-Cluster Needs Assessments (MCNA) for IDPs and Multi-Sectoral Needs Assessment (MSNA) for Syrian refugees which eventually contributes to the HNO and HRP processes. WFP also collects retail prices for food as well as non-food items. The analysis of prices data helps monitoring the market price of WFP CBT food basket to adjust the WFP TV as well as Survival Minimum Expenditure Basket (SMEB) for the Cash working group to help adjusting the MPCA in Iraq.

45. In addition, a number of evaluations and other internal and external studies completed or currently underway are expected to generate useful evidence to inform the CSPE, including: Decentralized Evaluation of the WFP Livelihood support, Asset creation, and Climate adaption activities in Iraq (ongoing); the mid-term review of the CSP (ongoing); Food Security in Iraq – Impact of COVID-19; Iraq Zero Hunger Strategic Review 2018; Rebuilding human capital amidst the pandemic - A global analysis of

the impacts of COVID-19 on school-aged children and youth (including case study on Iraq); Conflict Analysis of Al-Qurna and Al-Dair districts in Basra governorate 2022; Improving prospects for peace and stability in vulnerable communities in southern Iraq 2002; the Inter-Agency Humanitarian Evaluation (IAHE) on Gender Equality and the Empowerment of Women and Girls, 2020 (includes case study on Iraq).

46. At this stage the following evaluability challenges have been identified:

- The CSP does not have an explicit theory of change; it will need to be reconstructed at inception phase

- No systematic study or evaluation of the efficiency, sustainability of WFP outputs and results, resilience, humanitarian principles and protection issues have been conducted.

- Three CSP logical frameworks have been entered in the corporate system. The last version of the logical framework (12/02/2023) had 71 indicators (18 outcome indicators, 10 cross-cutting indicators and 43 output indicators). Of these, 16 outcome indicators, 9 cross-cutting indicators and 39 output indicators were included across all CSP logical framework versions.

- In regard to the 18 outcome indicators, for 2020, 2021 and 2022 respectively, baseline values were available for 12, 17 and 15 indicators and target (year-end and end of CSP) and follow up values were reported for 14, 17 and 15 indicators respectively. For the 10 cross cutting indicators, 2021 values were available for all indicators while 2022 and 2020 values were available respectively for 8 and 7 indicators. However, for output indicators, target and actual values were available only for 7 of the 39 indicators in 2020 and 2021, and for 10 indicators for 2022 (Annex 6 provides further details). The evaluation team will have to bear this significant data shortcoming in mind and provide a plan to fill this data gap.

- While targets, baseline and follow-up data disaggregated by sex is generally available for reporting, 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 to results.

- Availability of national level data in some thematic areas may also be limited. Iraq scored 43.3 out of 100 in the 2020 World Bank Statistical Capacity Index[24], ranking among the bottom 10 countries in terms of capacity. Availability of national statistical data is markedly low, with the last Population and Housing Census conducted in 1987 and the last Integrated Household Socioeconomic Survey in 2012. Some more recent surveys include the Iraq Multiple Indicator Cluster Survey carried out in 2018 and the Iraq Women Integrated Social and Health survey in 2021. In 2021, Iraq presented its second national voluntary review report on achievement of the SDGs.

- Some of the challenges related to the operational definition and measurement of progress of indicators concerns the capacity strengthening activities. Given that capacity strengthening is an important element in the CSP, the evaluation team will be expected to elaborate on the best method to measure change in this field.

- CSPEs are meant to be final evaluations of a five-year or a three-year programme cycle, conducted during the penultimate year of the cycle. In order to meet the deadlines for providing data for the design process of the new CSP, data collection is happening a year before the end of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes.

- Some areas do not have security restrictions (for example, Kurdistan) but constrained access in certain parts can limit the coverage of field visits. In some areas, only nationals may be allowed to travel. The CO will assist in obtaining permissions from the government authorities, where possible, but this could affect the timing of the mission. Other unforeseen developments and events in the country could also affect the data collection. The evaluation team will have to take this into account while devising its plan for data collection, alongside language skills and gender aspects.

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[24] World Bank. https://databank.worldbank.org/source/world-development-indicators (accessed in December 2022)

- Sensitivities for primary data collection at community level and access to beneficiary households and certain implementation sites should also be taken into consideration

The evaluation team is expected to review and assess these limitations and devise measures to mitigate them.

5.2. ETHICAL CONSIDERATIONS

47. 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.

48. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Iraq CSP, 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 and the Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator. 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.

5.3. QUALITY ASSURANCE

49. 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.

50. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. It is therefore essential that the evaluation company foresees sufficient resources and time for this quality assurance.

51. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The (Deputy) Director of OEV must approve all evaluation deliverables. In case OEV staff need to invest more time and effort than acceptable to bring the deliverables up to the required standard within acceptable deadlines, this additional cost to OEV will be borne by the evaluation company and deducted from the final payment. A total of three rounds of comments between the QA1 and QA2 is deemed acceptable.

52. 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.

6. Organization of the evaluation

6.1. PHASES AND DELIVERABLES

53. 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 1 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.

Table 6: Summary timeline – key evaluation milestones		
Main phases	**Timeline**	**Tasks and deliverables**
1.Preparation	January - May 2023	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	May – September 2023	HQ briefing Inception mission Inception report
3. Data collection	September-October 2023	Evaluation mission, data collection and exit debriefing
4. Reporting	November 2023 – April 2024	Report drafting Comments process Stakeholder workshop Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	July-November 2024	Management response and Executive Board preparation Wider dissemination

6.2. EVALUATION TEAM COMPOSITION

54. The CSPE will be conducted by a gender balanced team of two international and two national consultants (male and female preferably conversant in main local languages) with relevant expertise, and one researcher. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English, Arabic and Kurdish) 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 will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities. Country capacity strengthening, livelihoods/resilience, social protection and nutrition are crucial activities in the Iraq CSP and expertise in these areas is highly desirable.

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

Team Leadership	• Team management, coordination, planning, ability to resolve problems and deliver on time • Experience with evaluation of complex multilateral country level programmes. • Strong experience with evaluations in middle-income countries with key players within and outside the UN System • Solid experience in the development and application of evaluation methodology; ability to analyze and synthesize findings • Relevant knowledge and experience in Iraq or similar context (conflict-affected/refugee settings) • Skills to oversee cross cutting themes such as gender, protection, humanitarian principles and accountability to affected populations. • Strong communication and presentation skills • Fluency and excellent writing skills in English • Prior experience in WFP evaluations is strongly preferred • Expertise in one or more of the technical areas below

Capacity strengthening	• Strong technical expertise in and experience of evaluating capacity strengthening and technical assistance of national and sub-national government institutions, in relation to food security and nutrition programmes and social protection, specifically in:
	
	   o policy and strategy support
	
	   o identification and targeting of food-insecure vulnerable populations
	
	   o strengthening of school feeding programmes, food security monitoring systems and technical support to enhance evidence based decision making
	
	   o training in livelihood skills for food insecure beneficiaries and community development projects

Emergency preparedness and response, and logistics, supply chain	• Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts. • Ability and experience in assessing supply chain related matters.
Social protection	• Ability and experience in evaluating Cash Based Transfers and innovative approaches
Food security, Nutrition and Health	• Strong technical expertise in nutrition and proven track record of evaluation of nutrition-sensitive and awareness programmes in the context of development and humanitarian interventions. • Experience in evaluating food security and nutrition monitoring, targeting and assessments.
Livelihoods, resilience	• Ability and experience in evaluating agricultural livelihoods and resilience building related programming

building and climate change	• Ability to assess the climate change impact on food security and livelihoods
Gender, Protection and AAP	• Ability and experience in evaluating gender aspects of multilateral organisations' programme including gender analysis and gender mainstreaming. • Ability and experience in evaluating humanitarian principles, access and protection. • Ability in analysing accountability and feedback mechanisms, social inclusion and other forms of accountability to affected populations.
Cost Efficiency	• Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations.
Research Assistance	• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Quality assurance and editorial expertise	• Experience in evaluations in humanitarian and development operations • Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries) • Experience in quality assurance of written technical reports and briefs

6.3. ROLES AND RESPONSIBILITIES

55. This evaluation is managed by the WFP Office of Evaluation. Hansdeep Khaira has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing 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. Alexander Chambel, Senior Evaluation Officer, will provide second-level quality assurance. Anne-Claire Luzot, the Deputy Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2024.

56. 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 Iraq provide logistic support during the fieldwork and organize an in-country stakeholder workshop. The WFP country office focal point 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.

6.4. SECURITY CONSIDERATIONS

57. 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.

6.5. 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 be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

58. A communication and knowledge management plan (See Annex 8) will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase.

59. 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.

6.6 THE PROPOSAL

60. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in the country's capital. Financial offers should include all costs associated with transportation of the team during the data collection stage. Proposals should build in sufficient flexibility to deal with possible risks e.g., unexpected COVID-19 restrictions or flare-up of civil unrest/conflict.

61. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

62. All evaluation products will be produced in English.

63. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

64. 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: Timeline

Phase 1 – Preparation		Person responsible	Deadline
	Draft TOR quality assurance by QA2	QA2	28 February 2023
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE (Dep Dir of Eval)	3 March 2023
	Comments on draft ToR received	CO	17 March 2023
	Proposal deadline based on the draft ToR	LTA	10 April 2023
	LTA proposal review	Evaluation Manager (EM)	20 April 2023
	Final revised ToR sent to WFP stakeholders	EM	21 April 2023
	Contracting evaluation team/firm	EM	8 May 2023
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	9-20 May 2023
	HQ & RB inception briefing (remote)	EM & Team	22-25 May 2023
	Inception mission (in-country)	EM + TL	29 May – 2 June 2023
	Submit draft inception report (IR) to OEV	TL	24 June 2023
	EM quality assurance	EM	30 June 2023
	QA2 quality assurance	QA2	7 July 2023
	Submit revised IR to OEV	TL	14 June 2023
	IR review by EM and sent to QA2	EM	21 July 2023
	IR review by QA2	QA2	28 July 2023
	IR sent to DDoE for review	EM	31 July 2023
	IR clearance by DDoE to share with CO	DDoE	7 August 2023
	EM circulates draft IR to CO and IRG for comments	EM	8 August 2023
	Comments from CO and IRG received and sent to TL	EM	22 August 2023
	Submit revised IR to OEV	TL	29 August 2023
	IR review by EM and sent to QA2	EM	4 September 2023
	QA2 clearance of IR	QA2	11 September 2023
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	12 September 2023
Phase 3 – Data collection, including fieldwork [25]			
	In country data collection	Team	17 September – 5 October 2023
	Exit debrief (ppt)	TL	5 October 2023
	Preliminary findings debrief	Team	20 October 2023
Phase 4 - Reporting			
Dr	Submit high quality draft ER to OEV (after the company's quality check)	TL	13 November 2023

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

	OEV quality feedback sent to TL	EM	20 November 2023
Draft 1	Submit revised draft ER to OEV	TL	27 November 2023
	OEV quality check completed by EM	EM	30 November 2023
	Quality assurance completed by QA2	QA2	7 December 2023
	Submit revised draft ER to OEV	TL	13 December 2023
	ER sent to DDoE for approval	EM	14 December 2023
	Submit draft ER to OEV revised for DDoE comments	TL	5 January 2024
	Clearance of DDoE	DDoE	12 January 2024
	OEV shares draft evaluation report with CO and IRG for feedback	EM	12 January 2023
	In-country internal and external stakeholder workshops (on two different days)		22-23 January 2024
	Consolidate CO/IRG comments and share with team	EM	29 January 2024
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	5 February 2024
Draft 2 2	Review D2 by EM	EM	9 February 2024
	Quality assurance of D2 by QA2 and sent to ET	QA2	15 February 2024
	Submit final draft ER to OEV	TL	21 February 2024
Draft 3	Review D3 by EM	EM	26 February 2024
	Quality assurance of D3 by QA2 and sent to DDoE	QA2	1 March 2024
	Seek final approval by DDoE	DDoE	11 March 2024
	Draft summary evaluation report prepared	EM	18 March 2024
	Receive SER validation by TL and send to QA2	EM	22 March 2024
	Review by QA2 and sent to DDoE	QA2	29 March 2024
	Seek DDoE clearance to send SER	DDoE	5 April 2024
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	15 April 2024
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	July 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	August-November 2024
	Presentation of summary evaluation report to the EB	DDoE	November 2024
	Presentation of management response to the EB	D/CPP	November 2024

Annex 2: Map with WFP Offices in Iraq, 2022

Source: WFP GIS unit

Annex 3: Line of Sight

Iraq CSP (2020– 2024)

SDG 2: Zero Hunger	SDG 2: Zero Hunger	SDG 17: Partnership for the Goals
2.1 Access to Food	2.4 Sustainable Food Systems	17.9 Capacity Strengthening
UNSDCF Outcome 1.3: People in Iraq participate in and benefit fully from effective mechanisms - at national, subnational and community levels - that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision making, peacebuilding and reconciliation processes.	**UNSDCF Outcome 2.2:** People in Iraq have strengthened capacity to enable inclusive access to and engagement in economic activities. **UNSDCF Outcome 4.2:** Increased engagement of the people of Iraq, subnational institutions, civil society, and private sector to ensure more responsible, inclusive, accountable and transparent management of natural resources and the environment.	**UNSDCF Outcome 3.1:** Strengthened institutions and systems deliver people centred evidence and needs-based equitable and inclusive gender- and age-responsive services, especially for the most vulnerable populations, with particular focus on advocating for women's leadership in decision-making processes
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING
WFP STRATEGIC OUTCOME 1. People are better able to meet their urgent food and nutrition needs	**WFP STRATEGIC OUTCOME 3.** People have improved & sustainable livelihoods	**WFP STRATEGIC OUTCOME 4.** National programmes & systems are strengthened
CSP OUTCOME 1: Crisis-affected people in Iraq, including IDPs and refugees, are able to meet basic food and nutrition needs during and in the aftermath of crises throughout the year.	**CSP OUTCOME 2:** Targeted communities, including farmers, have enhanced livelihoods and increased resilience to shocks by 2024.	**CSP OUTCOME 3:** National and subnational institutions have strengthened capacities and systems for targeting and assisting food-insecure vulnerable people by 2024.
BUDGET OUTCOME 1: $253,438,055 UNIQUE DIRECT BENEF. OUTCOME 1: 472,000	BUDGET OUTCOME 2: $209,254,654 UNIQUE DIRECT BENEF. OUTCOME 2: 841,720	BUDGET OUTCOME 3: $138,185,510 UNIQUE DIRECT BENEF. OUTCOME 3: 668,000
OUTPUT 1: Vulnerable internally displaced persons and other crisis-affected people receive nutritious food or cash-based transfers that meet their basic food and nutrition needs. (A, Output 1.1)	**OUTPUT 3:** Targeted communities benefit from new or rehabilitated assets that improve their agriculture productivity, adaptation to climate change (SDG 13) and social cohesion (SDG 16). (D, Output 3.1)	**OUTPUT 6:** Vulnerable people benefit from better information systems, capacity and coordination mechanisms for food security, nutrition and agriculture interventions. (C, Output 4.2)
OUTPUT 2: Vulnerable refugees receive nutritious food or cash-based transfers that meet their basic food and nutrition needs. (A, Output 1.1)	**OUTPUT 4:** Targeted farmers benefit from strengthened technical capacities and marketable skills that increase agricultural income and improve livelihoods. (F, Output 3.3)	**OUTPUT 7:** School-age children benefit from increased capacities of the national government to manage a national school feeding programme that promotes access to nutritious food, equitable education and equal opportunities (SDG 4). (A, C, N, Output 4.1)
ACTIVITY 1: Provide unconditional food assistance to IDPs, refugees and other crisis-affected people. 1.2 Unconditional resource transfers (URT) Modality: Food; CBT &/or Vouchers	**OUTPUT 5:** Targeted farmers and food-insecure people, especially women and young people, receive conditional assistance in exchange for participating in livelihoods and asset creation activities that enhance their self-reliance. (A, Output 3.1)	**OUTPUT 8:** Vulnerable people and communities benefit from appropriate social and behaviour change communication and nutrition awareness and advocacy that seek to address poor nutrition. (E, Output 4.2)
	ACTIVITY 2: Provide livelihood support, asset creation and climate adaptation activities, including capacity strengthening, to targeted farmers and communities. 1.6 Community and household asset creation (ACL) Modality: Food; CBT &/or Vouchers	**OUTPUT 9:** Vulnerable people benefit from improved emergency preparedness and early warning systems. (C, Output 4.2)
		ACTIVITY 3: Provide institutional capacity strengthening to government officials and partners. 1.10 Social protection sector support (SPS) Modality: Food; CBT &/or Vouchers; Capacity Strengthening
		OUTPUT 10: Vulnerable people benefit from improvements to public distribution system and safety nets that result in improved food security and nutrition. (C, Output 4.1)
		ACTIVITY 4: Provide support to government officials and partners in enhancing information technology for managing PDS modernization and in strengthening the safety net component of the government social protection systems. 1.10 Social protection sector support (SPS) Modality: Capacity Strengthening

Cross-cutting priorities (AAP, Gender equality & Women's empowerment, Nutrition integration, Environmental sustainability)

Annex 4: Approved Country Strategic Plan document

Link

Annex 5: ToR for Internal Reference Group

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 level[26] (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

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)
• Ally-Raza Qureshi, Country Director • Ekram Elhuni, Deputy Country Director(s) • Daniele Manieri, Head of Programme • Fawad Raza, VAM, Food Security and M&E, and CSPE focal point in CO • Adeela Khalid, Head of Social Protection	• Jane Waite (Head, Social Protection) • Javed Yousifi (Lead, Livelihoods) • Siemon Hollema / Maria Lukyanova (Head of Programme)	Felicity Chard (Programme and Policy officer)

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[26] An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

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 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 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.

Annex 6: Evaluability Assessment

Table 1: Iraq Transitional Interim Country Strategic Plan (2018-2019) logframe analysis				
Logframe version		**Outcome indicators**	**Cross-cutting indicators**	**Output indicators**
v 1.0 05/04/2017	**Total nr. of indicators**	**14**	**9**	**25**
v 2.0 28/01/2018	New indicators	1	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	**15**	**9**	**25**
v 3.0 12/03/2018	New indicators	0	0	5
	Discontinued indicators	0	0	0
	Total nr. of indicators	**15**	**9**	**30**
v 4.0 20/03/2018	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	**15**	**9**	**30**
v 5.0 17/05/2018	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	**15**	**9**	**30**
v 6.0 03/12/2018	New indicators	0	0	30
	Discontinued indicators	0	0	30
	Total nr. of indicators	**15**	**9**	**30**
v 7.0 05/03/2019	New indicators	3	**3**	14
	Discontinued indicators	0	**0**	0
	Total nr. of indicators	**18**	**12**	**44**
Total number of indicators that were included across all logframe versions		**14**	**9**	**25**

Source: COMET report CM-L005, data extracted on 22/03/2023

Table 2: Iraq Country Strategic Plan (2020-2024) logframe analysis		Outcome indicators	Cross-cutting indicators	Output indicators
Logframe version		**Outcome indicators**	**Cross-cutting indicators**	**Output indicators**
v 1.0 24/02/2019	**Total nr. of indicators**	**16**	**9**	**39**
v 2.0 19/12/2019	New indicators	0	0	0
	Discontinued indicators	0	8	12
	Total nr. of indicators	**16**	**9**	**39**
v 3.0 15/01/2020	New indicators	2	1	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	**18**	**10**	**39**
v 4.0 12/02/2023	New indicators			4
	Discontinued indicators			
	Total nr. of indicators	**18**	**10**	**43**
Total number of indicators that were included across all logframe versions		**18**	**9**	**39**

Source: COMET report CM-L005, data extracted on 22/03/2023

Table 3: Analysis of results reporting in Iraq annual country reports 2018-2019		ACR 2018	ACR 2019
Outcome indicators			
	Total number of indicators in applicable logframe	**15**	**18**
Baselines	Nr. of indicators with any baselines reported	14	14
Year-end targets	Nr. of indicators with any year-end targets reported	14	14
CSP-end targets	Nr. of indicators with any CSP-end targets reported	14	14
Follow-up	Nr. of indicators with any follow-up values reported	14	14
Cross-cutting indicators			
	Total number of indicators in applicable logframe	**9**	**12**
Baselines	Nr. of indicators with any baselines reported	5	8
Year-end targets	Nr. of indicators with any year-end targets reported	5	8

CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	8
Follow-up	Nr. of indicators with any follow-up values reported	5	8
Output indicators			
	Total number of indicators in applicable logframe	**30**	**44**
Targets	Nr. of indicators with any targets reported	6	14
Actual values	Nr. of indicators with any actual values reported	6	14

Source: COMET report CM-L005, data extracted on 22/03/2023 and ACRs 2020, 2021 and 2022

Table 4: Analysis of results reporting in Iraq annual country reports 2020-2022		ACR 2020	ACR 2021	ACR 2022
Outcome indicators				
	Total number of indicators in applicable logframe	**18**	**18**	**18**
Baselines	Nr. of indicators with any baselines reported	12	17	15
Year-end targets	Nr. of indicators with any year-end targets reported	14	17	15
CSP-end targets	Nr. of indicators with any CSP-end targets reported	14	17	15
Follow-up	Nr. of indicators with any follow-up values reported	14	17	15
Cross-cutting indicators				
	Total number of indicators in applicable logframe	**10**	**10**	**10**
Baselines	Nr. of indicators with any baselines reported	7	9	8
Year-end targets	Nr. of indicators with any year-end targets reported	7	9	8
CSP-end targets	Nr. of indicators with any CSP-end targets reported	8	9	8
Follow-up	Nr. of indicators with any follow-up values reported	7	9	8
Output indicators				
	Total number of indicators in applicable logframe	**39**	**39**	**39**
Targets	Nr. of indicators with any targets reported	7	7	10
Actual values	Nr. of indicators with any actual values reported	7	7	10

Source: COMET report CM-L005, data extracted on 22/03/2023 and ACRs 2020, 2021 and 2022

Annex 7: Template for evaluation matrix

Lines of inquiry	Indicators	Data sources	Data collection tools	Data analysis methods
Evaluation Question 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable?				
1.1 To what extent was the CSP informed by existing evidence on hunger challenges, country capacity gaps, food security and nutrition issues prevailing in the country to ensure its relevance at design stage?				
1.2 To what extent is the CSP aligned to national policies and plans and to the SDGs?				
1.3 To what extent is the CSP coherent and aligned with the wider UN, and where relevant, to the strategic country outcomes of key UN agencies in the country, and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4 To what extent is the 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 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 and the UNSDCF in the country?				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP? And to the UNSDCF? Were there any unintended outcomes, positive or negative?[27]				

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[27] Question 2.1 has to be systematically addressed at SO level. For each SO there must be specific lines of enquiry addressing, as relevant, the different dimensions that are part of the expected outcome.

Lines of inquiry	Indicators	Data sources	Data collection tools	Data analysis methods
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 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 WFP's activities cost-efficient in delivery of its assistance?				
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 country strategic plan?				
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP, given its financing model in the country and the general unpredictability of funding and the relatively short window for spending the funds?				

Lines of inquiry	Indicators	Data sources	Data collection tools	Data analysis methods
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? What was the effect on its partnerships with NGOs, given the close alignment of its work with government?				
4.4 To what extent did the CO have appropriate Human Resources capacity to deliver on the 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 CSP, including the shift to mainstreaming its work into government programmes and the challenges posed by WFP's existing country level systems and processes to accomplish this?				

Annex 8 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
Preparation	Comms in ToR	• Evaluation team	• Email	EM/ CM		March 2023
Preparation	Summary ToR and ToR	• WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders	• Email • WFPgo; WFP.org	EM		April 2023
Inception	Inception report	• WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders	• Email • WFPgo	EM		July 2023
Reporting	Exit debrief	• CO staff & stakeholders	• PPT, meeting support	EM/ET		July 2023
Reporting	Stakeholder workshop	• WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders	• Workshop, meeting • Piggyback on any CSP formulation workshop	EM/ET	CM	October 2023
Dissemination	Summary evaluation report	• WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries	• Executive Board website (for SERs and MRs)	EM/EB	CM	January 2024

		• Partners/civil society /peers/networks				
Dissemination	Evaluation report	• WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks	• Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash	EM	CM	January 2024
Dissemination	Management response	• WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks	• Web (WFP.org, WFPgo) • KM channels	EB	EM	July 2024
Dissemination	ED memorandum	• ED/WFP management	• Email	EM	DE	July 2024
Dissemination	Talking points/key messages	• WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries	• Presentation	EM	CM	Aug-Nov 2024
Dissemination	PowerPoint presentation	• WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries	• Presentation	EM	CM	Aug-Nov 2024
Dissemination	Report communication	• Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders	• Email	EM	DE	Aug-Nov 2024
Dissemination	Newsflash	• WFP EB/governance/ management • WFP country/regional office/local stakeholders	• Email	CM	EM	December 2024

		• WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks				
Dissemination	Business cards	• Evaluation community • Partners/civil society /peers/networks	• Cards	CM		December 2024
Dissemination	Brief	• WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks	• Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward)	EM	CM	December 2024

Annex 9: Acronyms

AAP   Accountability to Affected Persons

ACR   Annual Country Report

ALNAP   Active Learning Network for Accountability and Performance

CBT   Cash based transfer

CO   WFP Country Office

COMET   Country Office Tool for Managing Programmes Effectively

COVID-19   Coronavirus SARS-CoV-2 disease

CPB   Country Portfolio Budget

CSP   Country Strategic Plan

CSPE   Country Strategic Plan Evaluation

DDoE   Deputy Director of Evaluation

EB   Executive Board

EM   Evaluation manager

ET   Evaluation team

FAO   Food and Agriculture Organization

FCS   Food Consumption Score

GBV   Gender-Based Violence

GDP   Gross Domestic Product

GHI   Global Hunger Index

GNI   Gross National Income

GII   Gender Inequality Index

HDI   Human Development Index

HQ   WFP Headquarters

IAHE	Inter-Agency Humanitarian Evaluations
IFAD	International Fund for Agricultural Development
IOM	International Organisation for Migration
IPC	Integrated Food Security Phase Classification
IRG	Internal Reference Group
LTA	Long-term Agreement
NBP	Needs Based Plan
ODA	Official Development Assistance
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	WFP Office of Evaluation
PHQA	Post-Hoc Quality Assessment
RB	Regional Bureau
REO	Regional Evaluation Officer
SDG	Sustainable Development Goals
SER	Summary Evaluation Report
SO	Strategic Outcome
T-ICSP	Transitional Interim Country Strategic Plan
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees.
UNSD	United Nations Statistics Division
UNICEF	United Nations Children's Fund
UNSDPF	United Nations Sustainable Development Partnership Framework
VAM	Vulnerability Assessment and Mapping
VNR	Voluntary National Review

| **WFP** | World Food Programme |
| **WHO** | World Health Organization |