



WFP EVALUATION



**World Food
Programme**

**SAVING
LIVES
CHANGING
LIVES**

Evaluation of Syrian Arab Republic WFP Transitional and Interim Country Strategic Plans 2018-2025

Evaluation Report – Final Annexes (Volume II)
OEV/2022/019

June 2024

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Annex I. Summary Terms of Reference

ToR: see [here](#)

Annex II. Key Informants' Overview

Table 1: Key informants' overview during the inception phase

Organization	F	M
Office for the Coordination of Humanitarian Affairs (OCHA)	1	
United Nations Country Team (UNCT)		1
WFP headquarters (HQ)	8	3
WFP regional bureau in Cairo (RBC)	6	6
WFP country office (CO)	18	23
Grand total	33	33

Table 2: Key informants' overview during the data collection phase

Organization	F	M
ACTED		1
AlBer Association		1
Al-Ihsan	4	
Al-Namaa		1
Al-Taalouf		1
Department of Water Resources		1
European Civil Protection and Humanitarian Aid Operations (ECHO)		1
Embassy of Japan in Syria	1	
Education Policy Data Centre (EPDC)	1	
Food and Agriculture Organization (FAO)		1
German Federal Foreign Office (GFFO)	2	
Global Affairs Canada	1	
Global Surveys (GS) Company	1	3
Government		5
International Centre for Agriculture in the Dry Areas (ICARDA)		3
International Business Centre (IBC)		1
Ministry of Agriculture and Agrarian Reform (MAAR)	1	1
Mar Mansour	1	1
Ministry of Health	2	
Ministry of Education		1
Ministry of Foreign Affairs and Expatriates		1
Ministry of Local Administration and Environment	1	
Ministry of Social Affairs and Labour	3	1
Mobahrah		1
Norwegian Embassy Delegation	1	
OCHA	2	
OXFAM		1
SARA Company		1
Syrian Arabic Red Crescent (SARC)		5
Syria Al Yamama		1
Syrian Bakery Management		1
Syrian Company of Grains		2
Tamayouz	5	5
United Nations Population Fund (UNFPA)	1	
United Nations High Commissioner for Refugees (UNHCR)		1

Organization	F	M
UNICEF	1	1
United States Agency for International Development (USAID) Bureau for Humanitarian Assistance	2	1
Venture		1
WFP country office	24	30
WFP field offices	19	27
Grand total	73	102

Table 3: List of focus group discussions (FGDs) during the data collection phase¹

Topic	Number of participants and gender	Location
Beneficiary FGD on general food assistance (GFA)	9 F	Rural Damascus
Beneficiary FGD on pregnant and lactating women (PLW)	13 F	Rural Damascus
Beneficiary FGD with farmers	16 M	Rural Damascus
Beneficiary FGD with parents of out of school children (OoSC)	4 M, 5 F	Rural Damascus
Beneficiary FGD on PLW	7 F	Rural Damascus
Beneficiary FGD on non-formal education	16 F	Dara'a
Non-beneficiary FGD at a bakery	9 M	Daraa
Beneficiary FGD on GFA	6 F	Aleppo
Beneficiary FGD on GFA	7 M	Aleppo
Beneficiary FGD on PLW	7 F	Aleppo
Beneficiary FGD voucher distribution point (VDP) cash-based transfers (CBT)	7 F	Aleppo
Beneficiary FGD VDP CBT	8 F	Aleppo
Beneficiary FGD VDP CBT	3 F	Aleppo
Beneficiary FGD with farmers and mayor	12 M	Aleppo
Non-beneficiary FGD with cooperating partners (CPs)	4 F, 2 M	Aleppo
Beneficiary FGD on resilience	26 M, 4 F	Al-Hasakah
Beneficiary FGD on GFA	8 F	Al-Hasakah
Beneficiary FGD on GFA	7 M	Al-Hasakah
Beneficiary FGD on OoSC	2 M, 4 F	Al-Hasakah
Beneficiary FGD on PLW	5 F	Al-Hasakah
Beneficiary FGD with third country nationals beneficiaries	4 F	Al-Hasakah
Non-beneficiary FGD with water users association	7 M	Homs
Beneficiary FGD with farmers	8 M	Homs
Beneficiary FGD with farmers	7 F	Homs

¹ FGD participants' personal information is not disclosed to respect data protection rules and regulations.

Annex III. Data Collection Schedule

Table 4: In-country data collection schedule

Date	Timing	Activity	Location
Sunday 7 May	8:30 - 09:30	WFP Senior Management introduction	Damascus
	9:30 - 10:00	Security briefing	Damascus
	10:00- 11:00	Time for the Evaluation Team	Damascus
	11:00- 11:30	Break	Damascus
	12:00 - 01:00	SARC	Damascus
	01:30- 03:00	Break	Damascus
	03:00- 04:00	South Area Office	Damascus
	04:00- 05:00	ICSPE Evaluation focal points	Damascus
	05:00- 06:00	Food Security	Damascus
Monday 8 May - Wednesday 10 May	Field visits to South Area Office		
Monday 8 May	8:30 - 9:00	Departure time towards Al Midan	Damascus
	9:00 - 9:30	Introduction	Damascus
	9:30 - 10:00	Tamayouz presents	Damascus
	10:00 - 10:45	Tamayouz visit	Damascus
	11:00 - 12:00	FGD with beneficiaries from PLW programme	Damascus
	12:15 - 1:15	FGD with beneficiaries from GFA programme	Damascus
	13:30 - 13:45	Visiting CMAM clinic within Tamayouz premises	Damascus
	13:45 - 14:30	Discussing activities implementation with Tamayouz team	Damascus
	15:00	Mission concluded	Damascus
Tuesday 9 May	Team 1		
	8:30 - 9:00	Travel time towards rural Damascus	Rural Damascus
	9:00 - 9:20	Date bars distribution in Mansoura School (Nutrition)	Rural Damascus
	9:20 - 9:30	10 minutes commuting to Otaqa	Rural Damascus
	9:30 - 10:00	Visiting mobile clinic (Nutrition)	Rural Damascus
	10:00 - 10:10	10 minutes Commute to Shafuniyah	Rural Damascus
	10:15 - 11:15	FGD with farmers benefiting from rehabilitating water treatment station / irrigation channels	Rural Damascus
	11:15 - 11:30	15min commuting time in Duma	Rural Damascus
	11:30 - 12:00	CMAM Clinic: Gheras	Rural Damascus
	12:00 - 12:30	10 min commuting time in Sahfuniyah	Rural Damascus
	12:40 - 13:40	Distribution for GFA /BSFP	Rural Damascus
	13:40 - 14:10	30 min commuting time in Adra Industrial City	Rural Damascus
	14:10 - 15:45	Visiting water treatment station	Rural Damascus
	15:45 - 16:15	Travel back to Damascus	Rural Damascus
	16:45	Mission concluded	Rural Damascus
	Team 2		
	8:30 - 9:00	Travel time towards rural Damascus	Rural Damascus
	9:00 - 9:20	Fresh meal distribution in Fathi Laham School (Nutrition)	Rural Damascus
	9:20 - 9:30	10 minutes commuting to Tamayouz Kitchen	Rural Damascus
	9:30 - 10:00	Visit Tamayouz Kitchen where the fresh meals are being produced (Nutrition)	Rural Damascus

	10:00 - 10:10	5 minutes commute to Mobadarah	Rural Damascus
	10:15 - 11:15	FGD with PLW	Rural Damascus
	11:15 - 12:15	FGD with parents of OoSC	Rural Damascus
	12:15 - 13:00	Mobadarah VDP for OoSC, PLWs and GFA Hybrid beneficiaries	Rural Damascus
	13:05 - 13:30	Retailer visit	Rural Damascus
	13:30 - 14:00	Travel back to Damascus	Rural Damascus
	14:30	Mission concluded	Rural Damascus
Wednesday 10 May	8:00 - 8:30	Security Briefing	Dara'a
	8:30 - 10:00	Travel time towards Dara (approx. 1.5 hours)	Dara'a
	10:00 - 11:00	FGD with non-formal education students in Daraa city	Dara'a
	11:00 - 12:00	1 hour commuting to Nawa	Nawa
	12:00 - 13:00	Visit the rehabilitated bakery of Nawa + FGD with the Head of Municipality and members from the community	Nawa
	13:00 - 13:15	Commuting time	Dara'a
	13:15 - 14:15	GFA convoy distribution	Dara'a
	14:15 - 15:45	Travel back to Damascus (approx. 1.5 hours)	Rural Damascus
	17:15	Mission concluded	Rural Damascus
Thursday 11 May	-	South Area Office Debrief	Rural Damascus
Friday 12 May	11:00 - 12:00	Internal team meeting	Damascus
Saturday 13 May	-	Off	Damascus
Sunday 14 May	09:30- 10:30	MoLAE	Damascus
	10:00 - 11:00	MAAR	Damascus
	11:00 - 12:30	MOFA	Damascus
	13:00 – 14:00	MoSAL	Damascus
Monday 15 May - Thursday 18 May	Field visits to Aleppo		
Monday 15 May	09:00	Departure from hotel to airport	Damascus
	11:00	Take off UNHAS	Damascus
	12:00	Landing at Aleppo	Aleppo
	12:20	Check-in at hotel	Aleppo
	12:30	Security briefing	Aleppo
	13:00	Lunch	Aleppo
	14:00	Programme briefing and office work	Aleppo
	19:30	Dinner	Aleppo
Tuesday 16 May	09:15	Departure from hotel	Aleppo
	09:30	In-kind GFA food distribution + FGD with female beneficiaries and FGD with male beneficiaries	Aleppo
	11:30	CMAM center	
	12:30	Departure to warehouse	Aleppo
	13:00	WFP warehouse with production lines	Aleppo
	14:00	Lunch	Aleppo
	15:30	Retailer Abu Tamer (CBT) and FGD with beneficiaries of PLW vouchers	Aleppo
	16:00	Office work	Aleppo
	19:30	Dinner	Aleppo
Wednesday 17 May	Team 1		
	8:15	Departure from hotel	Aleppo
	08:30	Fresh Meals kitchen	Aleppo

	09:30	FM distribution at Essam Nadri school	Aleppo
	10:30	In-kind GFA food distribution	Aleppo
	11:30	FGD at VDP (CBT)	Aleppo
	13:00	Lunch	Aleppo
	15:30	FGD with CPs	Aleppo
	17:30	Debriefing with FO	Aleppo
	19:30	Dinner	Aleppo
	Team 2		
	08:00	Departure from hotel	Aleppo
	10:00	Visit of irrigation project and FGD with farmers	Aleppo
	11:30	Departure to Deir Affer	Aleppo
	12:00	In-kind GFA food distribution	Aleppo
	13:00	FGDs with PLW/OOSC VDP (CBT)	Aleppo
	14:00	Retailers Abu Brej (CBT)	Aleppo
	14:30	Departure to Aleppo	Aleppo
	15:30	FGD with CPs	Aleppo
Thursday 18 May	09:00	Check-out and departure	Aleppo
	09:30	Sakhour rehabilitated bakery	Aleppo
	10:30	Arrival at airport	Aleppo
	12:30	Take off UNHAS	Aleppo
	13:20	Landing at Damascus	Aleppo
	14:00	Arrival at hotel	Aleppo
Friday 19 May	11:00 - 12:00	Internal team meeting	Damascus
	12:00 - 12:30	Meeting with OEV	Damascus
Saturday 20 May	-	Off	Damascus
Sunday 21 May - Wednesday 24 May	Field visits to Qamishli		
Sunday 21 May	12:15- 12:30	Arrival in Qamishli FO	Qamishli
	12:30 - 13:00	Security briefing	Qamishli
	13:00 - 15:00	Visit Tawarij Silo	Qamishli
	15:30 -16:00	KII with HoFO	Qamishli
	16:00 - 16:30	KII with HoP	Qamishli
	16:30 – 17:30	Meeting with Programme and Operation Team	Qamishli
	17:30	Free evening and rest time	Qamishli
Monday 22 May	8:30 - 10:00	Departure & arrival at Hassakeh	Hassakeh
	10:00 - 11:00	Meeting with Su Relief Committee Hassakeh + FGD with OOSC beneficiaries	Hassakeh
	11:00 – 12:00	Visit PLW VDP	Hassakeh
	12:00 – 13;00	Visit CBT retailers	Hassakeh
	13:00 – 13:45	Visit rural Hassakeh and FGD with project beneficiaries (Act3)	Hassakeh
	13:30 - 15:30	Visit Areesha Camp, meeting with SARC and camp management, FGD with female beneficiaries and FGD with male beneficiaries	Hassakeh
	15:30 - 17:30	Depart and arrival at Qamishli	Qamishli
	18:30	Free evening and rest time	Qamishli
Tuesday 23 May	08:30 - 10:30	Visit food distribution Qamishli	Qamishli
	10:30 - 11:45	Departure and arrival Malkiyeh	Malikeyah
	11:45 - 12:30	Visit PLW VDP and FGD with women Malikeyah	Malikeyah

	12:30 -14:30	Visit Roj camp, meeting with camp management + FGD with Third Country Nationals (TCN) beneficiaries	Qamishli
	14:30 – 15:30	Visit Retailer in Jawadiyeh	Jawadiyeh
	15:30-17:30	Depart and arrival at Qamishli	Qamishli
Wednesday 24 May	9:00 - 09:30	Debriefing with Field Office staff before departure	Qamishli
	09:30 - 11:00	Visit Dajleh warehouse & meeting with SARA Company and GS Company	Qamishli
	11:00 – 11:30	Check-in at Qamishli Airport	Qamishli
Thursday 25 May	8:30 - 09:30	DCD	Damascus
	10:00- 11:00	Livelihoods and SSN Unit	Damascus
	11:00 -12:00	Risk and compliance	Damascus
	11:00 -12:00	CBT Unit	Damascus
	12:00 - 01:00	Budget & Programme, Finance Unit	Damascus
	01:00 - 01:30	Break	Damascus
	01:30 - 2:30	Human Resources unit	Damascus
	02:30- 03:00	Break	Damascus
	03:00 - 04:00	Retailers	Damascus
	03:00 - 04:00	VAM unit	Damascus
Friday 26 May	11:00 - 12:00	Internal team meeting	Damascus
	12:00 - 12:20	Meeting with OEV	Damascus
Saturday 27 May - Tuesday 30 May	Field visits to Central Area Office		
Saturday 27 May	Afternoon	Travel to Homs	Homs
		Security briefing session covering arrangements in Homs and Hama governorates	Homs
		Briefing on the mission agenda	Homs
		Briefing on Central Area Office Operation	Homs
		Transportation from WFP Offices to hotel	Homs
Sunday 28 May	8:00-8:10	Transportation from hotel to WFP Offices	Homs
	8:15-9:00	Travel from WFP Offices to Taldu (Al-Houleh)	Taldu
	9:00-9:30	Field Visit to the dam and the irrigation canal gate	Taldu
	9:30-10:00	KII with Dam Manager, Water Resources representative	Taldu
	10:00-10:30	KII with Water Users Association representative	Taldu
	10:30-10:45	Travel to Agriculture Extension Office + FGD with Water Users Association	Taldu
	10:45-12:00	FGD livelihoods project beneficiaries (male farmers)	Taldu
	12:00-13:15	FGD livelihoods project beneficiaries (female farmers)	Taldu
	13:15-13:45	KII with Agriculture Extension FP	Taldu
	13:45-14:30	Travel from Taldu to WFP Offices	Homs
	14:30-16:30	KIIs with WFP Staff	Homs
16:30-16:40	Transportation from WFP Offices to hotel	Homs	
Monday 29 May	8:00-8:10	Transportation from hotel to WFP Offices	Homs
	8:15-9:00	Travel from WFP Offices to Ar-Rastan	Ar-Rastan
	9:00-10:00	Field Visit to Ar-Rastan Bakery	Ar-Rastan
	10:00-10:30	KII with Bakery Manager	Ar-Rastan
	10:30-11:15	Travel to Bakery Management Department in Homs	Homs
	11:15-12:00	KII with Bakeries Manager in Homs	Homs
	12:00-12:30	Travel from Bakery Management Department in Homs to WFP Offices	Homs
	12:30-16:30	KIIs with WFP Staff	Homs

	16:30-16:40	Transportation from WFP Offices to hotel	Homs
Tuesday 30 May	09:00 - 13:00	Morning travel from Homs to Damascus	Damascus
	13:00 - 14:00	Meeting with HoP and Deputy HoP	Damascus
	15:00- 16:00	MoE (Team 1)	Damascus
	14:30 - 15:30	Donor Relations (Team 2)	Remote
	15:30 - 16:30	GFA unit (Team 2)	Remote
Wednesday 31 May	09:00- 11:00	Preparation of the debriefing	Damascus
	11:00- 12:00	Nutrition & School Feeding Unit (Regional Expert)	Damascus
	12:00- 13:00	Meeting with UN HC + OCHA	Damascus
	13:00- 13:30	Break	Damascus
	13:30- 15:00	Meeting with M&E	Damascus
Thursday 1 June	10:00 - 11:00	AAP, Gender & Protection unit	Damascus
	11:00- 11:30	Break	Damascus
	11:30- 13:30	CO Debriefing including CD, DCD's, heads of units.	Damascus
	13:30- 14:00	Break	Damascus
	14:00- 15:00	MoH	Damascus
	14:00- 15:00	Partnership	Remote

Table 5: Remote data collection schedule

Date	Timing	Activity	Location
Tuesday 6 June	10:00-11:00	Logistics Cluster	Remote
Wednesday 7 June	11:00-12:00	ETC Cluster / WFP	Remote
	11:30-12:30	UNFPA	Remote
	13:00-14:00	FAO	Remote
Monday 12 June	10:00-11:00	UNICEF	Remote
	12:30-13:30	Oxfam	Remote
	14:00-15:00	Global Surveys (GS)	Remote
	16:00-17:00	Gaziantep Head of Office	Remote
Tuesday 13 June	16:00-17:00	ICARDA	Remote
Wednesday 14 June	10:00-11:00	Venture	Remote
Thursday 15 June	11:00-12:00	UNHCR	Remote
Friday 16 June	9:00-10:00	Norwegian Embassy Delegation	Remote
	10:00-11:00	ECHO	Remote
Monday 19 June	12:30-13:30	Embassy of Japan in Syria	Remote
	14:00-15:00	Management services	Remote
Tuesday 20 June	9:00-10:00	Security	Remote
Thursday 22 June	9:00-10:00	Gaziantep HoP	Remote
	15:00-16:00	Global Affairs Canada	Remote
	16:00-17:00	USAID	Remote
Monday 26 June	16:00-17:00	USAID nutrition follow up call	Remote
Tuesday 27 June	11:00-12:00	German Federal Foreign Office	Remote

Annex IV. Evaluation Timeline

Table 6: Evaluation timeline

Phase 2 – Inception			
	Team preparation, literature review prior to headquarters briefing	Team	1-16 September 2022
	Headquarters & regional bureau (RB) inception briefing	Evaluation manager (EM) & team leader (TL)	22 September-14 October 2022
	Inception mission in Syria/Damascus (aiming at in-person)	EM + TL	30 October – 4 November 2022
	Inception mission debrief with Director of Evaluation (DoE)		10 November 2022
	Submit draft inception report (IR) – Draft 0 + revision done by team	TL	1 st sub: 28 November 2022 2 nd sub: 12 December 2022
	Office of Evaluation (OEV) quality assurance and feedback	EM	22 December 2022
	Submit revised IR – Draft 1	TL	11 January 2023
	IR review	EM	23 January 2023
	Comments shared with team	EM	23 January 2023
	Submit revised IR – Draft 2	TL	27 January 2023
	IR clearance to share with country office / QA2	DoE	1 February 2023
	EM circulates draft IR to country office for comments	EM	1 February 2023
	Consolidate country office comments and share with team	EM	24 March 2023
	Submit revised IR – Draft 3	TL	31 March 2023
	Seek final approval by DoE	DoE	6 April 2023
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	11 April 2023
Phase 3 – Data collection, including fieldwork			
	In country / remote data collection	Team	7 May–27 June 2023
	Exit debrief PowerPoint presentation (ppt)	TL	1 June 2023
	Preliminary findings debrief	Team	13 July 2023
Phase 4 – Reporting			

Draft 0	Submit high quality 0 draft evaluation report (ER) to OEV (after the company's quality check)	TL	21 August 2023
	OEV quality feedback sent to TL	EM	31 August 2023
Draft 1	Submit revised 1st draft ER to OEV	TL	21 September 2023
	OEV quality check	EM	29 September 2023
	Seek clearance prior to circulating the ER to IRG	DoE	6 October 2023
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	10 October 2023
	Consolidate internal reference group (IRG) comments and share with team	EM	6 November 2023
	Stakeholder workshop (in country)		27-30 November 2023
Draft 2	Submit revised 2 nd draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	25 January 2024
	Review 2nd draft ER	EM	
	OEV shares revised 2nd draft evaluation report + team's responses on the matrix of comments with IRG prior to the stakeholder workshop	EM	
Draft 3	Submit revised 3rd draft ER to OEV	TL	
	Review D3	EM	
	Seek final approval by DoE	DoE	
SER SER	Draft summary evaluation report (SER)	EM	
	Seek SER validation by TL	EM/TL	
	Seek DoE clearance to send SER	DoE	
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE	
Phase 5 – Executive Board (EB) and follow-up			
	Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response + SER to Executive Board (EB) Secretariat for editing and translation	EM	15 Jan 2024 (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	Director of CPP (D/CPP)	November 2024

Annex V. Detailed Stakeholder Analysis

Table 7: Detailed stakeholder analysis

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
Internal (WFP) stakeholders			
WFP Executive Board	Executive Board is accountable for approving the new country strategic plan (CSP) for WFP Syria.	Secondary: Conclusions and recommendations contribute to strategic direction for the Syria portfolio within corporate priorities and plans.	
WFP headquarter divisions	WFP programme units have an interest in lessons relevant to their programme areas.	Secondary: The CSPE seeks information on WFP approaches, standards and success criteria from these units linked to the main themes of the evaluation. Some have already been engaged in the initial briefings with the evaluation team. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	<u>Remote consultation of key informants:</u> <ul style="list-style-type: none"> • Director of Emergencies • Humanitarian and Transition • Supply Chain • Global Logistics Cluster • Head of Operational Support
WFB regional bureau in Cairo (RBC)	Interest in lessons to strengthen the programme and technical support to the country office. Interest in learning from the evaluation results to inform regional plans and strategies.	Primary: Conclusions and recommendations guide the strategic direction of future interventions in Syria. Provide comments on the draft evaluation report, participate in the remote debriefing, and comment on the summary evaluation report and management responses to the CSPE.	<u>Remote consultation of key informants:</u> <ul style="list-style-type: none"> • Regional Food Security Advisor • Global Coordinator of Cash Transfers • Safeguards • Transitions and Climate Change • Research, Assessment and Monitoring (RAM) • Humanitarian and Transition

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
Country office and field offices	<p>The country office is the primary stakeholder and is responsible for country-level planning and implementation of the current ICSP. It is the primary user of the evaluation results and in developing the extension of the current ICSP and the development of the new CSP.</p> <p>The CSPE is timed to inform the design of the next CSP. Findings, conclusions, and recommendations support the design and implementation of new operations and strategies.</p>	<p>Primary: The country office staff was involved in planning, briefing, and feedback sessions. As key informants, they were interviewed during the inception phase and main mission. They have an opportunity to review and comment on the draft Evaluation Report and provide a management response to the CSPE. The country office also assisted the evaluation team in liaising with in-country stakeholders, assisted the data collection, prepared the field mission schedule and provided support with the applications for the necessary visas and permits. The country office also provided logistics support to the evaluation team.</p> <p>Considering the decentralized nature of WFP operations in Syria the evaluation team conducted interviews and visits to the operations of four WFP field offices. The Gaziantep field office was contacted remotely.</p>	<ul style="list-style-type: none"> • Country Director • Deputy Country Director Operations • Deputy Country Director Support Services • Special Advisor to CD • Head of Security • Head of Programme • Deputy Head of Programme • Head of Emergency Relief, NGO & Partnership sections • Livelihood & Social Safety Net Officer Programme Policy Officer (CBT Coordinator) • Monitoring and evaluation (M&E) Unit • Gender and Protection Officer; PPO (AAP); Gender Specialist; PPO (community engagement) • VAM Officer; Food Security Analyst. • Government Partnership Officer • Budget & Programming Officer <p><u>Support Services</u></p> <ul style="list-style-type: none"> • Head of Supply Chain; Supply Chain Officer; Logistics Officer; Senior Procurement Officer. • HR Officer <p><u>Field offices</u></p> <ul style="list-style-type: none"> • Head of Gaziantep Office (remote) + staff • Head of Al Qamishli (in-person) + staff • Head of South Area Office (in-person) + staff • Head of Aleppo (in-person) + staff • Head of Central Area Office (in-person) + staff
OEV	OEV commissioned the evaluation and is responsible for managing the whole	Provided decision makers/stakeholders with independent accountability for results and learning to inform policy, strategic and programmatic decisions.	<p>Director of OEV Senior Evaluation Manager Monitoring and Evaluation Officer</p>

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
	evaluation process and presenting the SER to the Executive Board		
External stakeholders			
Affected populations			
<p>Poor and vulnerable people and communities, internally displaced persons (IDPs), returnees, refugees, school children, pregnant and lactating women, children under five etc.</p>	<p>As the rights holders who are the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining its assistance is relevant, appropriate and effective.</p>	<p>Secondary interest, but primary priority for data collection: They were interviewed and consulted during the field missions.</p> <p>Feedback sessions on evaluation findings are to be considered in the process.</p>	<p>SO1. food-insecure populations, pre- and primary school children and out-of-school children enrolled in informal education, participants in the rehabilitation of home-based.</p> <p>SO2. participants and communities of group-based and communal assets through FFA and FFT activities.</p> <p>SO3. 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>Focus group discussions by gender (women, men, girls and boys), age and residence were disaggregated. Beneficiaries of GFA (in-kind, value vouchers); school feeding, livelihoods support; community assets; nutrition assistance</p>
Government			
National government	<p>The Government of 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 coordinating humanitarian and transition activities to</p>	<p>Secondary: National government and ministry representatives were not consulted during the inception phase and received an important focus during the data collection phase.</p>	

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
	<p>which WFP contributes through the UN strategic framework in Syria, and for oversight of WFP collaboration with ministries. Potential input to national strategies, policies, and plans.</p>		
<p>Ministry of Foreign Affairs and Expatriates</p>	<p>All communication with the line ministries was implemented through the Ministry of Foreign Affairs. WFP also requested approval from them to implement the project. Hence the Ministry had a potential interest in the evaluation.</p>	<p>Secondary. Key informant interviews during the data collection phase and participation in the feedback session.</p> <p>Consulted on the ongoing relevance of WFP operations, the effectiveness of the activities in achieving the outcomes of the (T)ICSPs.</p>	<p>Key Informant Interviews with selected ministries and representatives at policy and technical levels</p>
<p>Ministry of Education</p>	<p>School feeding.</p>		
<p>Ministry of Agriculture and Agrarian Reform (MAAR)</p>	<p>Livelihoods, resilience, and social safety-nets activity incl. rehabilitation of irrigation infrastructure.</p>		
<p>Ministry of Water Resources</p>	<p>Rehabilitation of irrigation infrastructure.</p>		
<p>Ministry of Health</p>	<p>Directorates of Health cooperate in institutional feeding programmes as part of the health-sector-led response to COVID-19;</p>		

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
	furthermore, in nutrition and health programme with UNFPA with pregnant and lactating women and girls.		
Ministry of Social Affairs and Labour	Cooperating Ministry on sustainable livelihoods, economic recovery, and social inclusion. Target ministry for support to social protection.		
Planning and International Cooperation Commission	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.		
UN agencies			
UN Humanitarian Coordinator's Office	Learn from the evaluation to feed into the response.	Primary: The evaluation team sought key informant interviews with the UN during the data collection mission. Possible involvement in feedback sessions and report dissemination. Assessment of appropriateness, efficiency, effectiveness, targeting, and connectedness contribute to future strategy and direction of the UN strategic framework and the UN Country Team.	Key Informant Interviews with select UN agencies
UNICEF	Active in malnutrition treatment community-based management of acute malnutrition (CMAM) and prevention, coordination on education/school		

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
	feeding, and working with out-of-school children. Joint initiative on social and behaviour change communication (SBCC) for complementary feeding (2022).		
UNFPA	Direct partner in nutrition and health support for pregnant and lactating women and girls programme and providing monthly top-up to the WFP e-voucher.		
FAO	Rehabilitation of irrigation infrastructure.		
UNDP	Allocation to support the provision of general food assistance and enable collaboration on urban and rural resilience and recovery.	<p>Secondary. The evaluation team sought informant interviews with a select few stakeholders and reviewed reports and documents from the UN agencies to complement the analysis or triangulate findings, as relevant.</p>	Key Informant Interviews with select UN agencies
UNHCR	Coordination on education, school feeding		
OCHA	Manager of country-based pooled funds (SHF) and the Central Emergency Response Fund (CERF) and allocations for joint programmes		

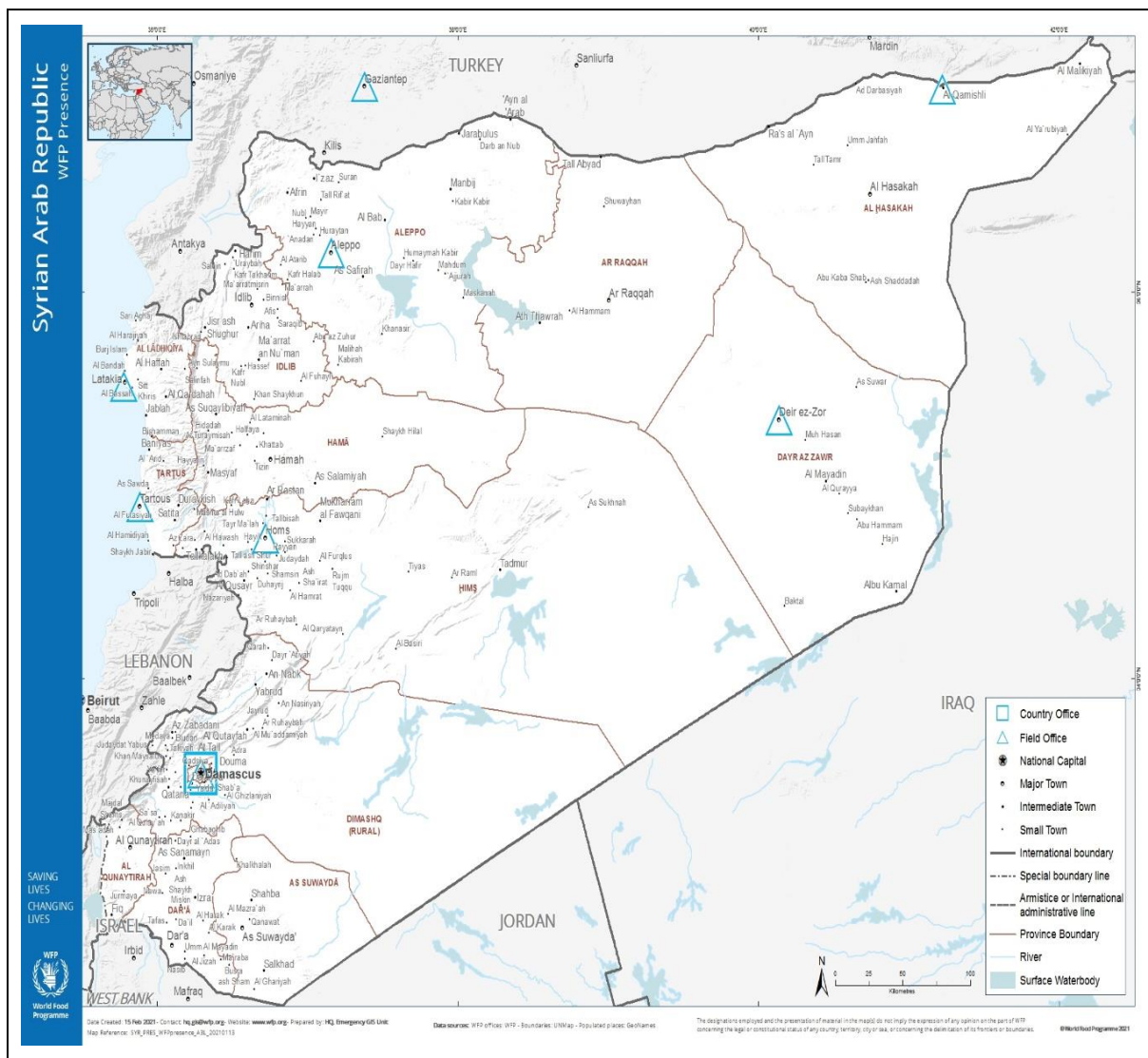
Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
Donors			
<p>Top five bilateral donors to Syria: Germany, USA, European Union institutions, UK, Norway</p> <p>Top 5 humanitarian donors: USA, Germany, UK, European Commission, Norway</p> <p>Top 5 donors to WFP: US, Germany, Canada, European Commission and Japan.</p>	<p>Review of efficiency and effectiveness of WFP operations. The added value of WFP versus other actors. Findings, conclusions, and recommendations may contribute to funding strategy regarding location and duration. Information on alignment to Grand Bargain.</p>	<p>Secondary: The evaluation team sought key informant interviews during the data collection phase regarding the performance of WFP and the overall context (future outlook). The country office will keep donors informed of the evaluation progress and results.</p>	<p>Key informant interviews with representatives of donors working on the files of humanitarian assistance to Syria and following the contributions to WFP</p>
Coordinating bodies			
Food security sector	Coordination of food security and food assistance-related activities.	<p>Secondary: User as input to improve coordination and avoid overlaps in the assistance delivered by the various actors. Help to clarify the role of WFP and its positioning in the wider humanitarian and recovery landscape.</p>	Key informant interviews with select coordinating bodies
Logistics cluster	<p>WFP leads this cluster, support through logistics coordination and information management services (incl. UNHAS). Assessment and guidance for fuel crisis and preposition of relief supplies.</p>		

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
Emergency telecommunications cluster	Led by WFP. facilitates shared security communications and internet connectivity services.		
International non-governmental organizations (NGOs), national NGOs, civil society organizations and community-based organizations			
55 cooperating partners (38 local/national NGOs, three international NGOs, and 15 NGOs active in cross-border operations)	Each of the partners implement at least one activity, but most implement more than one activity to maximize coverage.	Secondary: Key informant interviews with selected partner NGOs during the data collection phase. Liaised with them to facilitate data collection/ FDGs with beneficiaries. Support was requested to access the project sites with possible involvement in feedback sessions and report dissemination.	Selected key informants were undertaken based on a sampling strategy, balancing coverage of SOs and activities, and geographic distribution
Syrian Arab Red Crescent (SARC)	Only partner with broad access. Helped WFP to reach beneficiaries with emergency food assistance.	Secondary: The evaluation team sought key informant interviews during the data collection mission. Support was requested to access the project sites, with possible involvement in feedback sessions and report dissemination.	Consulted through key informant interviews
Private sector			
Wheat millers and salt producers	Support to wheat fortification and salt iodisation.	Secondary. Assessment of engagement and/or partnership. Identification of needs, gaps, constraints, successes, best practices, and lessons learned contribute to future planning and strategies.	Not consulted
General Company for Bakeries	Support to wheat fortification.		
Retailers	The retailers in the areas of CBT activities implementation have a stake in WFP strategies and activity implementation.	Primary. Interviews with selected retailers in the areas of CBT activities. Direct observations of the retailers during the field mission.	Selected retailers in WFP activity areas

Stakeholder	Interest in the evaluation	Participation in the evaluation. Primary/secondary. How and when?	Who? Consultation methodology
Other external stakeholders			
Syrian Commission for Family Affairs and Population	Works with WFP and other UN agencies to research gender barriers in the labour market. They 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.	Secondary.	Not consulted
Third-party monitoring/monitors (TPM)	WFP commissions TPM when both national and international WFP staff lack access to the activity sites.	Secondary. Interviews during the data collection phase.	Selected TPMs consulted
UNHAS users/ Service recipients of emergency telecommunications cluster (ETC) and logistics clusters	Under SO4, WFP has provided logistics and emergency telecommunications capacity and services to humanitarian partners and communities across Syria to enable them to assist crisis-affected populations.	Secondary. Interviews during the data collection phase.	Key informants selected from the above-mentioned UN/ NGO partners

Annex VI. Map of Syria

Figure 1: Map of Syria and WFP Offices



Source: WFP OP Web.

Annex VII. Detailed Context Overview

National policies and the Sustainable Development Goals (SDGs)

1. 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.² The situation has dramatically changed since, with high levels of deterioration recorded in progress made under SDG Goals 2 (zero hunger), 4 (quality education) and 5 (gender equality).³
2. In 2019, the Government developed the Syria 2030 Strategic Plan,⁴ focusing on the reconstruction and development of the country. In 2020, the Government presented its first national report on the SDGs.⁵ The report notes several 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.⁶

Agriculture

3. While Syria's agriculture sector has suffered severe setbacks since the beginning of the crisis, it has increasingly accounted for a larger proportion of gross domestic product (GDP), due to even more significant productivity reductions in other sectors of the economy. In 2020, agriculture, forestry and fishing accounted for about 36.6 percent of the country's gross domestic product, compared with 19.4 percent in 2010,⁷ with an estimated 12 percent of the population engaged in agricultural production in 2021.⁸
4. The extended crisis, coupled with a water crisis and drought-like conditions, has led to low agricultural yield and worsening food insecurity. In south-central governorates, farmers face challenges accessing quality agriculture inputs due to the high cost. Wheat production was at 1.05 million tons in 2021, down from 2.8 million in 2020 and a quarter of the pre-crisis average of 4.1 million tons.⁹ The impact of the economic crisis on food production puts pressure on the smallholder farming sector, mainly driven by women and seasonal and daily labourers.¹⁰
5. The livestock sector, 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, and 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.¹¹

Environmental risks

6. Syria's arid climate makes it vulnerable to several environmental risks, including drought, seasonal flooding and wildfires, while the country's response capacity remains amongst the lowest globally.¹²
7. Drought presents the most serious environmental challenge, with the country experiencing severe and long-term droughts since 2017, impacting food production. In the 2017/2018 winter season, Syria experienced the worst drought in 30 years, affecting cereal production and adding stress to the already stretched agriculture sector and national food security. Since April/May 2021, water availability in north-

² 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).

³ UN. 2022. Syria Sustainable Development Report 2022.

⁴ Syrian Arab Republic. 2020. The National Development Program for Post-War Syria, Syria Strategic Plan 2030. Available here: <https://andp.unescwa.org/plans/1379>.

⁵ UN ESCWA. 2020. The 2020 Voluntary National Review (VNR) of the Syrian Arab Republic.

⁶ Syrian Arab Republic. 2019. The First National Report on Sustainable Development Goals SDGs – Executive Summary.

⁷ World Bank. 2020. Agriculture, forestry and fishing, value added (% of GDP) – Syria. Accessed 14/07/2023. <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=SY>.

⁸ World Bank. 2021. Employment in agriculture (% of total employment) – Syria. Accessed 14/07/2023. <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=SY>.

⁹ OCHA. December 2022. Syria HNO 2023.

¹⁰ OCHA. 2021. Syria HNO 2021.

¹¹ FAO, WFP. 2019. 2019 FAO/WFP CFSAM.

¹² OCHA. February 2022. Syria HNO 2022.

eastern governorates has been further reduced due to climatic and man-made factors.¹³ These factors include unprecedented low water levels of the Euphrates River since January 2021, poor vegetation conditions, continuous shutdowns and reduced operational capacity of the Alouk water station.¹⁴ The water crisis increased the risk of 1.9 million people slipping into food insecurity.¹⁵

8. In 2021, torrential rain and strong winds in Aleppo governorate damaged or destroyed at least 25,000 tents in 407 internally displaced person sites, leaving 142,000 people to live in increasingly unsanitary and unsafe conditions, including persistent standing water. Rains destroyed 182 schools in Idlib and 18 schools in Aleppo, which supported more than 21,200 students and almost 1,000 educational personnel were affected.¹⁶

9. Raging wildfires in 2020 have led to the devastation of at least 25-30 percent of the total forest area in Syria.¹⁷ At the same time, deforestation is rising, with rates increasing by 159 percent from 2019 to 2020, affecting soil erosion, reducing its ability to hold rainwater and increasing the risk of floods.¹⁸

Education

10. Before the crisis, Syria retained a 106 percent gross enrolment rate in basic education of grades 1–9, achieving close to universal primary education levels, compared to 79 percent by 2015.¹⁹ Currently, only two thirds of Syria's schools are operational, one third is out of service due to the conflict and access to education is a serious concern. Most internally displaced person camps offer minimal or no educational services.²⁰

11. Approximately 12 percent of children do not attend school, with some data sources estimating over two million children out of school. Attendance rates are similar for boys and girls until age 11, after which boys have a lower attendance. Children with disabilities are even less likely to access learning. Out of school children (OoSC) are particularly exposed to protection and gender-based violence (GBV) threats such as child labour and child marriage.²¹

12. Following initial COVID-19 closures, there have also been substantial dropout and limited return-to-school rates. Statistics reveal a decline in overall student enrolment. Findings suggest that economic and security issues influence student enrolment, with women being the most negatively impacted. These factors also affect decisions to pursue higher education or finish degrees that have been interrupted.²²

Gender

13. Before 2011, the country observed a positive trend in gender parity improvements 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. However, these gains have retreated, and a gender gap has deepened. The Index fell to 0.477 in 2021 ranking at 119 respectively.²³

14. Since the start of the crisis, women and adolescent girls have faced significant and widespread exposure to violence including sexual and gender based violence (SGBV), abuse and exploitation. The COVID-19 pandemic and restrictions on movement and lockdowns exacerbated this.²⁴ Early and forced marriage spread as a coping mechanism in times of dire family stress and as a result of compulsion by designated terrorist groups.²⁵

¹³ Syria Humanitarian Country Team. September 2021. Water Crisis in Northern and Northeast Syria Immediate Response and Funding Requirements.

¹⁴ Syria Humanitarian Country Team. August 2022. Critical Response and Funding Requirements Response to the Water Crisis In Syria.

¹⁵ Ibid.

¹⁶ OCHA. February 2022. Syria HNO 2022.

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ UNESCO. 2016. UNESCO Regional Education Response Strategy for the Syria Crisis (2016-2017).

²⁰ UNICEF. 2019. Whole of Syria. Facts and Figures, Mid-Year 2019.

²¹ OCHA. December 2022. Syria HNO 2023.

²² Almelhem, S., et al. 2022. Factors affecting gender balance in higher education in northwest Syria: Challenges and potential actions. International Journal of Educational Research Open.

²³ UNDP. 2021. Gender Inequality Index 2021.

²⁴ OCHA. 2021. Syria HNO 2021.

²⁵ The Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the UN 2016 -2017 (extended to 2019).

15. There is a heightened risk of gender-based violence for displaced women and girls, particularly those who reside in camps, shelters and informal settlements nationwide.²⁶ Increases in child marriages and short-term unions are often a result of economic difficulties and a lack of employment opportunities.²⁷

16. Women have taken on additional roles traditionally associated with men, such as primary breadwinners, though this did not automatically translate into decision making power or societal acceptance. While formal employment options have diminished for both men and women, women have been disproportionately pushed into informal and low-paying labour. They increasingly make up the majority in several industries, such as the agricultural sector.²⁸

Social protection

17. Before the crisis, Syria had implemented various social protection measures and programmes, including food and fuel subsidies. In 2011, the Government prepared to establish a National Social Aid Fund, which would establish Syria's main social safety net.²⁹ These initiatives were put on pause due to the crisis.

18. In 2013, the Government implemented ration subsidies to address growing fiscal challenges, resulting in significant price increases for essential foods and fuel. Households continue to receive subsidies for key food items, but prices are continuously adjusted, requiring families to fulfil their needs at ever-increasing market prices. Over the recent years the Government started the reduction of subsidies, including fuel in June 2020, followed by reduction in bread subsidies in October 2020 and June 2021, and an exclusion of 3 million from subsidy programmes in February 2022.

Migration, refugees and internally displaced people

19. There are currently an estimated 6.8 million internally displaced persons, of which 5.3 million are in need of humanitarian assistance. Over two million IDPs are located in last resort sites with vulnerable shelters, primarily located in Idleb governate (63 percent) and Aleppo governate (23 percent).³⁰

20. More than half of households in camps reported non-food items as an unmet need, while 60 percent of households also reported that they rely on in-kind humanitarian assistance to cover their basic needs. Around 24 percent of internally displaced person households out of camps reported that lack of access to and availability of basic services limit their ability to meet their basic needs.³¹

21. Internally displaced person disability prevalence is 36 percent, higher than the average 25 percent within the Syrian population, and reaching 51 percent for women in camps. While hostilities and insecurity remain the top reason for displacement, the deteriorating economic situation and lack of access to services have become the second most important factor for displacement.³²

22. Syria also hosts 438,000 Palestinian refugees, with an estimated 91 percent living in absolute poverty.³³

Humanitarian protection

23. The Syria crisis has been characterized as a 'protection crisis'.³⁴ 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, widows, children, especially adolescent boys and girls, older persons, persons with disabilities and other vulnerable, marginalized or socially excluded groups.³⁵

24. Lack and loss of civil documentation, housing, land and property issues, explosive hazards and freedom of movement remain major and countrywide protection issues.³⁶ The disproportionate impact of negative coping mechanisms on women and children is evident.

²⁶ World Vision. 2022. Women and Children of Syria's Widow Camps.

²⁷ OCHA. 2021. Syria HNO 2021.

²⁸ UNCT Syria. November 2019.

²⁹ ESCWA. 2020. Social Protection in the Syrian Arab Republic.

³⁰ OCHA. December 2022. Syria HNO 2023.

³¹ Ibid.

³² OCHA. 2021. Syria HNO 2021.

³³ OCHA. February 2022. Syria HNO 2022.

³⁴ EU. UN. 2018. Brussels II Conference - Supporting the future of Syria and the Region.

³⁵ OCHA. 2021. HNO.

³⁶ Ibid.

25. Adolescent boys are more likely to be killed and injured, detained, and recruited, or involved in child labour. Adolescent girls are particularly at risk of child marriage and gender-based violence. Boys are also at risk of sexual violence, primarily in the context of detention.³⁷

³⁷ OCHA. December 2022. Syria HNO 2023.

Annex VIII. Main Evaluation Reports Relevant for this CSPE

26. A number of internal and external evaluations have been conducted that are relevant to the Syria CSPE and the development of its CSPs.

27. Two corporate evaluations of the WFP regional response have informed the development of the interim country strategic plans (ICSPs). In 2015, WFP Office of Evaluation (OEV) commissioned the first Corporate Emergency Evaluation of WFP's Regional Response to the Syrian Crisis 2011-2014.³⁸ The main recommendations relevant to the Syria CSPE include:

- develop scenario-based, long-term transition plans and exit strategies;
- undertake further analysis on cash and vouchers, gender, and conflict dynamics;
- monitor the application of the humanitarian principles in Syria, manage competing pressures and perceptions;
- consolidate food security data on affected populations to inform vulnerability-based targeting; and
- ensure modality selection is based on context-specific and technical evidence, report on costs per beneficiary by delivery modality.

28. In 2018, WFP Office of Evaluation commissioned the second Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis between January 2015 and March 2018.³⁹ Recommendations of this evaluation relevant to the current CSPE include:

- strengthen accountability to affected population (AAP) capacity and systems, improve targeting and complaint feedback mechanisms (CFM);
- centralize gender in the responses;
- reinforce protection;
- build capacity to improve adherence to humanitarian principles;
- improve knowledge management;
- define success – build a clear intended vision; and
- conceptualize 'resilience' to enable a relevant response in middle income urban contexts.

29. Several recommendations of the corporate evaluations were considered in the transitional interim strategic country plan (T-ICSP) 2018 and the ICSP 2019-2020 with the following actions taken:⁴⁰

- strengthened analysis of various topics including markets, food insecurity and beneficiary selection;
- the market price watch system was further expanded;
- establishment of a food security situation monitoring system reflecting sex- and age-disaggregated data supporting an improved food security system;
- developed a beneficiary selection tool to identify the most vulnerable households, based on vulnerability indicators and supported by the WFP corporate beneficiary platform SCOPE;
- the partner base in Syria was scaled up from 28 partners in 2013 to 55 in 2017, including partners with stronger technical skills, the majority of which are national non-governmental organizations (NGOs);

³⁸ WFP. 2015. An Evaluation of WFP's Regional Response to the Syrian Crisis, 2011-2014.

³⁹ WFP. 2018. Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis, 2015-2018.

⁴⁰ WFP. 2018. Syria. Transitional Interim Country Strategic Plan. P. 8.

- strengthened knowledge base on gender issues by completing a gender analysis and a study of gender issues, risks and urban livelihoods; and
- advocacy for adherence to humanitarian principles.

30. In 2019, the School-Based Programmes Unit in Rome commissioned an Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria (2015–2019). The Syria report concludes the following key points relevant to this evaluation:⁴¹

- the environmental and social framework (ESF) was able to adequately address the needs and priorities of children and adolescents in an evolving crisis;
- despite efforts made to mainstream gender in the environmental and social framework, gender considerations remained at an insufficient level in the overall environmental and social framework portfolio;
- adherence to humanitarian assistance principles and synergies between WFP units made the environmental and social framework internally coherent, though no institutionalized nor operational accountability system towards its beneficiaries existed;
- complementarity with other United Nations agencies should be reinforced for food security, nutrition, health and sanitation activities and be combined in one coherent package in schools;
- the environmental and social framework reach was expanded due to improved security situation, leading to an increase in beneficiaries;
- the environmental and social framework contributed to improvements in food security and nutrition, and education indicators. The environmental and social framework increased food production, opened markets and created employment opportunities;
- monitoring of child labour and child, early and forced marriage was insufficient; and
- The environmental and social framework programme had the unintended consequence of: i) children offloading date bars from trucks; and ii) parents changing their children's curriculum (from A to B) to receive food vouchers.

31. In response to the findings of the evaluation, WFP outlined the following actions in the ICSP 2019-2020:

- refocused the school feeding strategy to target school-age children in especially vulnerable areas to boost their food security, nutrition and health;
- expand cooperation with partners, including the Ministry of Education and the United Nations Children's Fund (UNICEF), and the education sector; and
- ensure that ICSP implementation is guided by gender-responsive monitoring and evaluation activities, activity-based reviews and lessons learned exercises.

32. An extensive external review of cash-based approaches in humanitarian emergencies: a systematic review was conducted in 2016.⁴² The review found concluded that:

- unconditional cash transfers and vouchers may improve household food security among conflict-affected populations and maintain household food security among food insecure and drought-affected populations;
- unconditional cash transfers led to greater improvements in dietary diversity and quality than food transfers, but food transfers are more successful in increasing per capita caloric intake than unconditional cash transfers and vouchers;
- unconditional cash transfers may be more effective than vouchers in increasing household savings, and equally effective in increasing household asset ownership;

⁴¹ WFP. 2022. Evaluation Series on Emergency School Feeding in the Democratic Republic of Congo, Lebanon, Niger and Syria, 2015-2019. Syria Evaluation Report.

⁴² Doocy S, Tappis H. 2017. Cash-based approaches in humanitarian emergencies: a systematic review. Campbell Systematic Reviews.

- mobile transfers may be a more successful asset protection mechanism than physical cash transfers;
- cash transfers can be an efficient strategy for providing humanitarian assistance;
- unconditional cash transfer programmes have a lower cost per beneficiary than vouchers, which, in turn, have a lower cost per beneficiary than in-kind food distribution;
- cash transfer programmes can also benefit the local economy;
- intervention design and implementation play a greater role in determining the effectiveness and efficiency of cash-based approaches than in the emergency context or humanitarian sector; and
- factors that influence implementation include resources available and technical capacity of implementing agencies, resilience of crisis-affected populations, beneficiary selection methods, use of new technologies, and setting-specific security issues, none necessarily unique to cash-based interventions.

Annex IX. Detailed Overview of the Current ICSP 2022-2023

33. Table 8 below provides an overview of the current ICSP and a description of its activities.

Table 8: Overview of the current ICSP (2022-2023) strategic outcomes and related activities⁴³

SO /Activity	Description performance – summary under each strategic outcome
<p>SO1. Food-insecure populations affected by the crisis, including host communities, internally displaced persons and returnees across all governorates in Syria, meet their basic food and nutrition needs all year round.</p>	
<p>Activity 1. Unconditional resource transfers to food-insecure households</p>	<p>The focus is crisis response to address the growing basic food and nutrition needs of food insecure Syrians through general food assistance (GFA) (in-kind food baskets, CBTs – mainly vouchers – or a hybrid in-kind/CBT) and school feeding. Assistance is provided across all governorates assisting residents, IDPs, returnees and refugees.</p> <p>Despite attempts to transition to CBT, the GFA in-kind modality has remained the primary mode of assistance. Over the four-year period under review, the number of people benefiting from GFA has increased by over 50 percent. In 2020, WFP piloted the use of CBT (value and commodity vouchers) as a GFA transfer modality on its own and as part of a hybrid transfer modality, combining in-kind and electronic vouchers. WFP has started a pilot to use cash transfers as a modality. Increased needs and reduced funding contributed to a redesign of targeting in 2021 through a household-level vulnerability needs review (VNR) exercise in government-controlled areas. Resource constraints forced WFP to reduce the caloric value of the GFA food basket to avoid reducing the number of beneficiaries assisted.</p>
<p>Activity 2. Provide meals and cash-based transfers to school-age boys and girls attending formal and non-formal education centres</p>	<p>The focus is crisis response. At the pre-primary and primary school level, WFP distributes fortified snacks (date bars) to children enrolled in formal and non-formal education, daily fresh meals, and the provision of CBTs (vouchers) to beneficiaries of UNICEF-supported formal and non-formal educational programmes. Assistance is provided to encourage regular school attendance and enrolment. The ICSP indicates that WFP aims to provide comprehensive support to attract out-of-school children. The 2021 first-ever nutrition assessment results for school-aged children within public schools will inform further targeting and modalities.</p>
<p>SO2. 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.</p>	

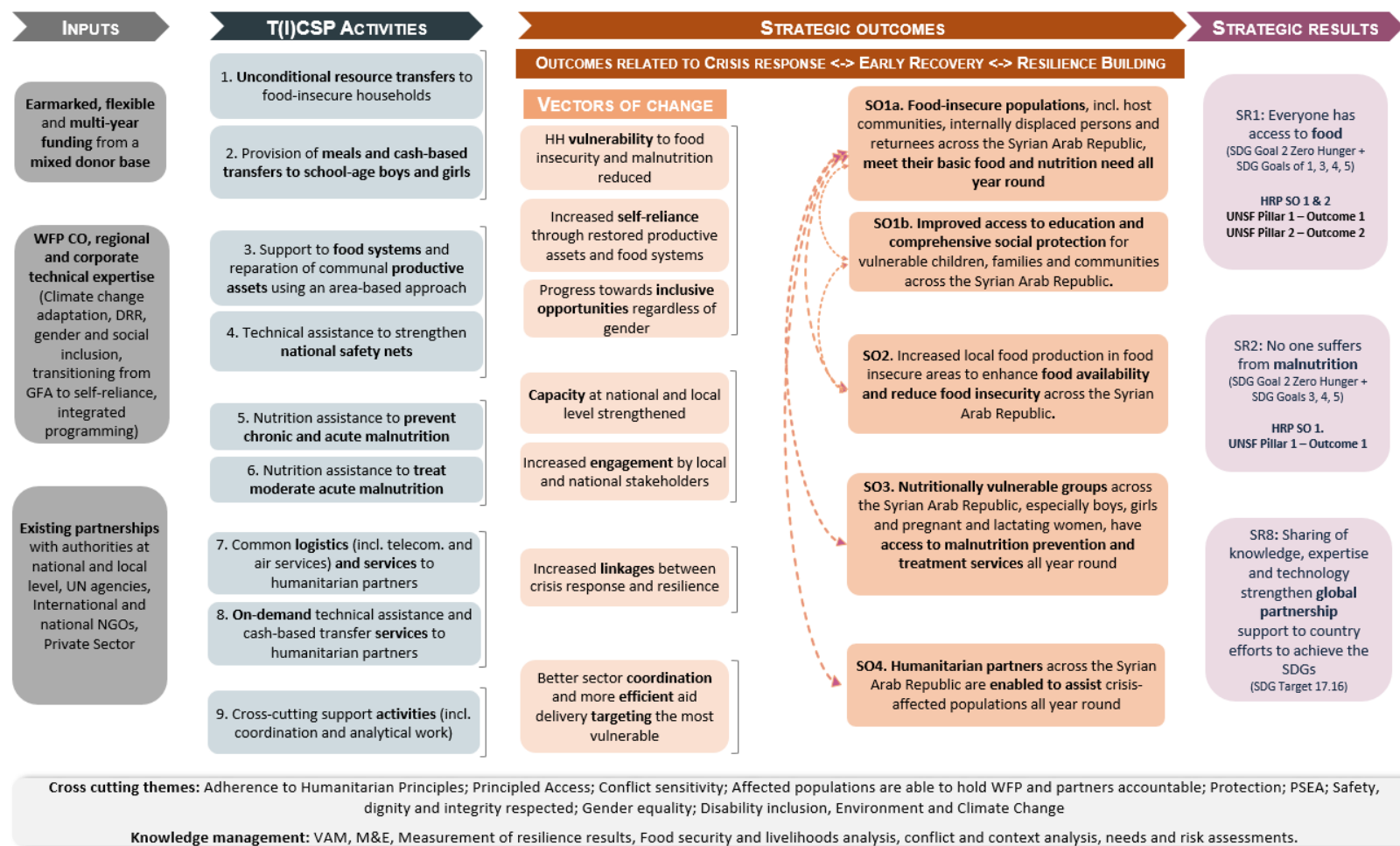
⁴³ Please refer to Annex XVII: Line of sight.

SO /Activity	Description performance – summary under each strategic outcome
<p>Activity 3. Support diversified and sustainable livelihoods and food systems at the household, community and national levels</p>	<p>The focus is resilience building through improving livelihoods and restoring community-level assets and food systems. The interventions are expected to support sustainable food security and affect social cohesion. The main modalities include the rehabilitation of agricultural infrastructure, supporting the bread value chain pillar (subsidized bread through three public bakeries rehabilitated by WFP) and support for household-level assets and cooperative food processing units under food assistance for assets (FFA).</p>
<p>Activity 4. Provide technical assistance to strengthen national safety nets</p>	<p>The focus is resilience building, and it was newly introduced under the current ICSP. It provides technical capacity and knowledge sharing to enhance national social protection systems, including supporting the Ministry of Education with developing the national school feeding framework.</p>
<p>SO3. Nutritionally vulnerable groups across Syria, especially boys, girls and pregnant and lactating women, have access to malnutrition prevention and treatment services throughout the year.</p>	
<p>Activity 5. Provide nutrition assistance to prevent chronic and acute malnutrition</p>	<p>The focus is resilience building through preventing and treating malnutrition among pregnant and lactating women (PLW), the latter being reached jointly with United Nations Population Fund (UNFPA). WFP works with UNICEF to conduct more systematic monitoring of malnutrition in response to the prevalence of acute malnutrition, reaching 11 percent in 2020.⁴⁴ Prevention is implemented through a community management (CMAM) approach. MAM treatment assistance includes providing specialized nutritious food, CBT to PLW to improve their dietary diversity, reviving the national wheat fortification programme, and raising awareness on dietary diversity.</p>
<p>Activity 6. Provide nutrition assistance to treat moderate acute malnutrition (MAM)</p>	
<p>SO4. Humanitarian partners across Syria are enabled to assist crisis-affected populations all year long.</p>	
<p>Activity 7. Provide common logistics services to humanitarian partners</p>	<p>The focus is crisis response through supporting a more effective humanitarian response and addressing gaps in the ability of the humanitarian actors to deliver on their humanitarian commitments. The logistics cluster provides logistics coordination and information management services to humanitarian partners, including UN agencies and national and international NGOs. Services provided include warehousing, air transportation and addressing fuel shortages. The emergency telecommunications cluster provides shared telecommunications and internet services for UN agencies, as well as solar power pack up systems where necessary. The United Nations Humanitarian Air Service (UNHAS) provides critical air transport links for humanitarian agencies, donors and diplomats between Damascus, Al Qamishli and Aleppo addressing concerns of vast distances and localized insecurity. Light cargo is also transported. The CBT platform enables other UN agencies to use the WFP SCOPE system for more efficient delivery of cash and voucher transfers to beneficiaries. The platform is used by UNFPA to provide hygiene items. The WFP-UNFPA partnership is the largest joint CBT initiative in Syria. A joint platform reduces delivery costs for humanitarian actors and supported a cash injection into local markets.</p>
<p>Activity 8. Provide common emergency telecommunications services to humanitarian partners</p>	
<p>Activity 9. Provide humanitarian air services to humanitarian partners</p>	
<p>Activity 10. Provide on-demand technical assistance and support services to humanitarian partners</p>	
<p>Activity 11. Provide on-demand cash-based transfer services to humanitarian partners (CPA 4.5)</p>	

⁴⁴ UNICEF. 2020. Nutrition surveillance in northwestern Syria.

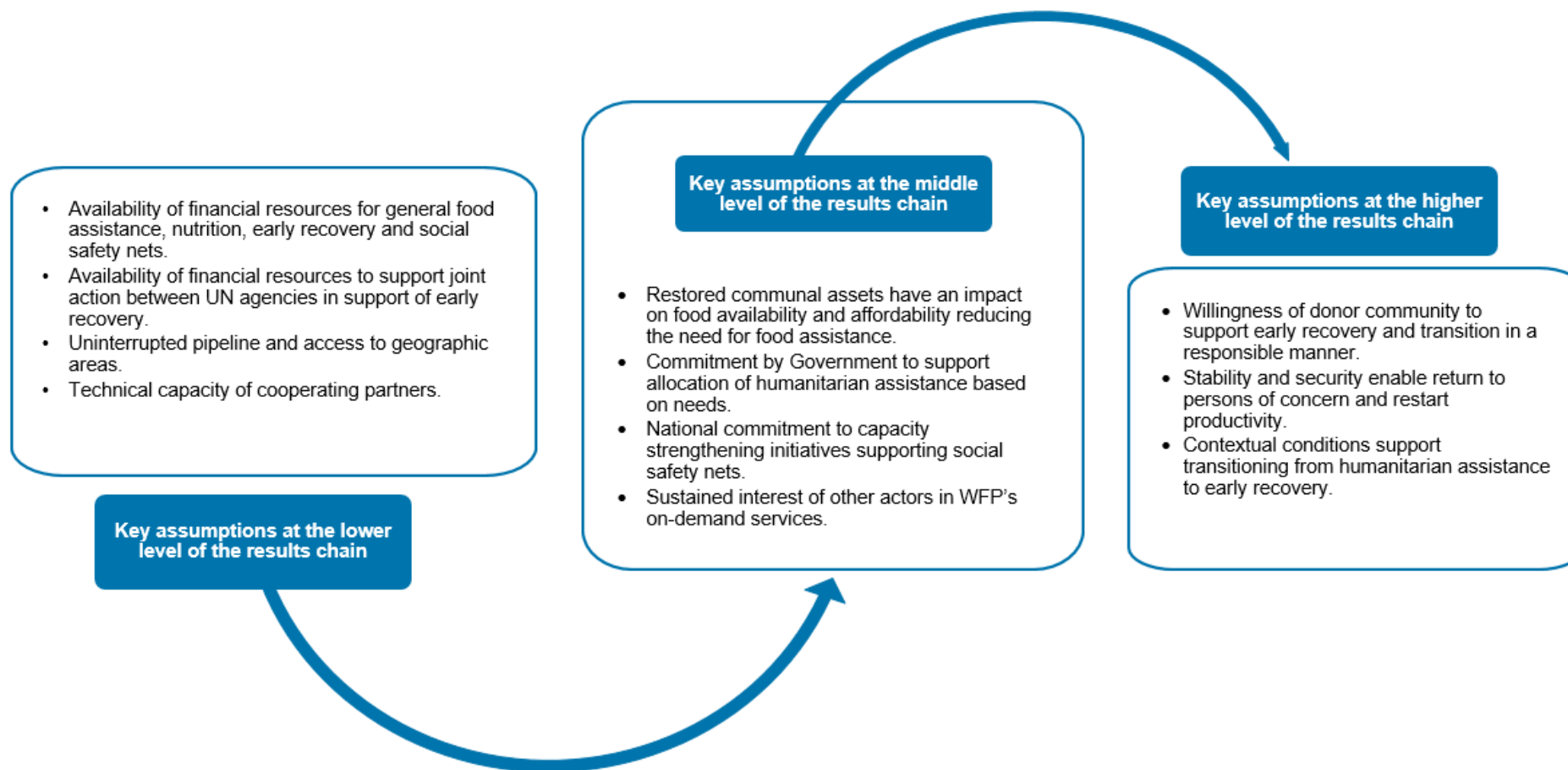
Annex X. Revised Reconstructed Theory of Change

Figure 2: Revised reconstructed theory of change



Source: Evaluation team.

Figure 3: Key assumptions of the revised reconstructed theory of change



Source: Evaluation team.

Annex XI. Detailed Performance Overview

FINANCIAL OVERVIEW

Table 9: T-ICSP (SY01) cumulative financial overview (USD), 2018

Focus area	Strategic outcome	Activity	Original NBP	NBP as per last BR	% on total DOC	Allocated resources	% on latest NBP	Expenditures	% on allocated resources
Crisis response	SO1	Act1	500,903,307	503,479,798	69%	405,357,096	81%	306,382,575	76%
		Act2	82,285,825	82,254,454	11%	38,518,790	47%	31,901,639	83%
	Sub-total SO1		583,189,132	585,734,253	81%	443,875,886	76%	338,284,214	76%
Resilience	SO2	Act3	99,759,313	98,768,624	14%	11,515,398	12%	9,024,508	78%
	Sub-total SO2		99,759,313	98,768,624	14%	11,515,398	12%	9,024,508	78%
	SO3	Act4	12,399,816	12,395,018	2%	11,182,583	90%	7,574,703	68%
		Act5	16,956,389	16,953,650	2%	9,674,309	57%	8,699,538	90%
		Act6	2,025,899	2,021,943	0%	1,750,272	87%	839,476	48%
	Sub-total SO3		31,382,104	31,370,612	4%	22,607,164	72%	17,113,717	76%
Crisis response	So4	Act7	11,391,165	8,110,966	1%	7,524,808	93%	4,910,830	65%
		Act8	932,631	929,699	0%	189,592	20%	56,690	30%
	Sub-total SO4		12,323,796	9,040,665	1%	7,714,400	85%	4,967,520	64%
Non SO specific /Non Act specific			0	0	0%	3,755,394		0	0%
Total direct operation costs (DOC)			726,654,345	724,914,154	100%	489,468,242	68%	369,389,959	75%
Total direct support costs (DSC)			17,160,951	17,009,339		14,722,720	87%	8,609,464	58%
Total indirect support costs (ISC)			52,067,071	48,225,027		28,539,308	59%	28,539,308	100%
Grand total (incl. DS and ISC)			795,882,366	790,148,520		532,730,269	67%	406,538,730	76%

Source: WFP Syria 2018 ACR.

Table 10: ICSP (SY02) cumulative financial overview (USD), 2019-2021

Focus area	Strategic outcome	Activity	Original NBP	NBP as per last BR	% on total DOC	Allocated resources	% on latest NBP	Expenditures	% on allocated resources
Crisis response	SO1	Act1	808,772,220	1,994,439,869	71%	1,303,357,252	65%	1,261,016,160	97%
		Act2	121,227,402	187,974,829	7%	65,428,236	35%	58,014,345	89%
	Sub-total SO1		929,999,622	2,182,414,698	77%	1,368,785,488	63%	1,319,030,505	96%
Resilience	SO2	Act3	232,294,708	342,105,022	12%	49,619,821	15%	40,711,910	82%
	Sub-total SO2		232,294,708	342,105,022	12%	49,619,821	15%	40,711,910	82%
	SO3	Act4	84,158,952	240,237,785	9%	95,230,023	40%	85,861,014	90%
		Act5	4,175,473	6,430,328	0%	3,485,427	54%	3,047,530	87%
	Sub-total SO3		88,334,425	246,668,114	9%	98,715,450	40%	88,908,544	90%
Crisis response	So4	Act6	11,781,928	15,702,602	1%	11,222,873	71%	9,619,739	86%
		Act7	3,201,355	4,089,589	0%	1,428,636	35%	1,408,163	99%
		Act8	111,366	464,366	0%	228,013	49%	219,370	96%
		Act9	-	11,867,728	0%	8,275,571	70%	7,527,792	91%
		Act10	-	15,120,000	1%	3,697,155	24%	2,844,404	77%
	Sub-total SO4		15,094,649	47,244,285	2%	24,852,248	53%	21,619,468	87%
Non SO specific / NonAct specific			-	0	0%	16,541,291		0	0%
Total direct operation costs (DOC)			1,265,723,404	2,818,432,119	100%	1,558,514,298	55%	1,470,270,427	94%
Total direct support costs (DSC)			35,973,183	74,066,459		51,262,516	69%	43,884,913	86%
Total indirect support costs (ISC)			84,610,278	186,974,007		87,613,340	47%	87,613,340	100%
Grand total (incl. DS and ISC)			1,386,306,865	3,079,472,585		1,697,390,154	55%	1,601,768,680	94%

Source: WFP Syria 2021 ACR.

Table 11: ICSP (SY03) cumulative financial overview (USD), 2022-2023

Focus area	Strategic outcome	Activity	Original NBP	% on total DOC	Allocated resources	% on NBP	Expenditures	% on allocated resources	
Crisis response	SO1	Act1	918,508,612	73%	663,798,174	72%	593,192,782	89%	
		Act2	69,199,819	5%	30,451,112	44%	20,220,036	66%	
	Sub-total SO1			987,708,431	78%	694,249,286	70%	613,412,818	88%
Resilience	SO2	Act3	110,792,024	9%	19,174,998	17%	6,200,012	32%	
		Act4	83,242	0%	0	0%	0		
	Sub-total SO2			110,875,266	9%	19,174,998	17%	6,200,012	32%
	SO3	Act5	120,344,995	10%	63,156,079	52%	44,179,238	70%	
		Act6	2,144,841	0%	5,142,870	240%	3,040,540	59%	
	Sub-total SO3			122,489,836	10%	68,298,949	56%	47,219,778	69%
	Crisis response	SO4	Act7	4,703,492	0%	4,137,493	88%	2,258,220	55%
Act8			845,520	0%	757,229	90%	359,625	47%	
Act9			7,370,939	1%	6,244,046	85%	4,389,308	70%	
Act10			899,745	0%	73,628	8%	63,515	86%	
Act11			30,240,000	2%	7,690,646	25%	5,105,719	66%	
Sub-total SO4			44,059,696	3%	18,903,042	43%	12,176,387	64%	
NonSO specific/NonAct specific			0	0%	10,761,440		0	0%	
Total direct operation costs (DOC)			1,265,133,228	100%	811,387,715	64%	679,008,994	84%	
Total direct support costs (DSC)			23,209,670		27,091,095	117%	18,012,795	66%	
Total indirect support costs (ISC)			81,681,072		44,165,780	54%	44,165,780	100%	
Grand total (incl. DS and ISC)			1,370,023,970		882,644,590	64%	741,187,569	84%	

Source: WFP Syria 2022 ACR.

BENEFICIARIES

Table 12: Planned versus actual beneficiaries by age group, 2018-2022

		Children (<5 years)	Children (5-18 years)	Adults (18+)
2018	Planned	682,851	2,048,551	2,146,100
	Actual	699,143	1,853,206	2,236,298
	% achieved	102%	90%	104%
2019	Planned	652,281	2,091,503	1,359,716
	Actual	1,332,379	2,662,275	2,738,351
	% achieved	204%	127%	201%
2020	Planned	898,300	2,978,525	2,695,675
	Actual	925,867	2,331,811	2,404,030
	% achieved	103%	78%	89%
2021	Planned	1,257,850	4,110,925	3,781,975
	Actual	971,498	3,084,987	2,906,672
	% achieved	77%	75%	77%
2022	Planned	1,253,300	4,094,174	3,760,676
	Actual	991,908	2,434,033	2,593,486
	% achieved	79%	59%	69%

Source: WFP Syria 2018-2022 ACRs. Note: No 2023 data disaggregated by age available.

Table 13: Planned versus actual beneficiaries by residence status, 2018-2022

		Internally displaced persons (IDPs)	Returnees	Residents	Refugees
2018	Planned	2,775,298	1,219,375	877,950	4,878
	Actual	2,499,673	866,745	1,417,439	4,789
	% achieved	90%	71%	161%	98%
2019	Planned	2,380,030	898,666	820,700	4,104
	Actual	3,588,692	1,036,883	2,080,499	26,932
	% achieved	151%	115%	254%	656%
2020	Planned	3,812,049	1,439,378	1,314,500	6,573
	Actual	3,098,593	1,188,229	1,319,287	55,601
	% achieved	81%	83%	100%	846%
2021	Planned	5,307,435	2,004,014	1,830,150	9,151
	Actual	3,185,039	902,468	2,841,484	34,167
	% achieved	60%	45%	155%	373%
2022	Planned	5,282,727	1,994,685	1,821,630	9,108
	Actual	2,861,860	899,917	2,205,340	52,310
	% achieved	54%	45%	121%	574%

Source: WFP Syria 2018-2022 ACRs. Note: No 2023 data disaggregated by residence status available.

Table 14: T-ICSP (SY01) planned versus actual beneficiaries by activity and gender, 2018

SO	Act	2018					
		Planned		Actual		% achieved	
		M	F	M	F	M	F
1	1	1,960,000	2,040,000	1,955,386	2,332,741	100%	114%
	2	535,500	514,500	494,753	476,065	92%	93%
2	3	392,000	408,000	88,145	105,721	22%	26%
3	4	98,000	102,000	84,595	96,940	86%	95%
	5	0	60,000	0	40,380		67%
	6	12,000	33,000	4,248	13,140	35%	40%

Source: COMET Report 2018-2020 CM-R020. Note: figures may contain double counting.

Table 15: ICSP (SY02) planned versus actual beneficiaries by activity and gender, 2019-2021

SO	Act	2019						2020						2021					
		Planned		Actual		% achieved		Planned		Actual		% achieved		Planned		Actual		% achieved	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1	1	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%	4,040,355	4,209,645	3,299,915	3,438,181	82%	82%
	2	563,550	541,450	397,947	383,926	71%	71%	637,500	612,500	568,156	534,280	89%	87%	405,450	389,550	360,634	332,457	89%	85%
2	3	440,766	459,234	127,295	84,839	29%	18%	489,740	510,260	53,713	55,962	11%	11%	293,844	306,156	32,047	33,390	11%	11%
3	4	144,452	220,348	140,810	258,539	97%	117%	131,343	298,708	126,686	291,110	96%	97%	195,412	403,388	135,619	302,880	69%	75%
	5	12,000	33,000	6,993	20,198	58%	61%	9,600	35,400	9,960	27,864	104%	79%	9,600	35,400	10,063	31,955	105%	90%

Source: COMET Reports 2018-2021 CM-R020. Note: figures may contain double counting.

Table 16: ICSP (SY03) planned versus actual beneficiaries by activity and gender, 2022-Q1 2023

SO	Act	2022						Q1 2023					
		Planned		Actual		% achieved		Planned		Actual		% achieved	
		M	F	M	F	M	F	M	F	M	F	M	F
1	1	4,064,842	4,235,158	2,857,264	2,893,942	70%	68%	4,566,833	4,758,179	2,402,289	2,655,162	53%	56%
	2	412,590	396,410	316,455	299,694	77%	76%	346,800	333,200	345,763	319,166	99.7%	96%
2	3	244,871	255,131	9,757	9,920	4%	4%	183,654	191,349	3,499	3,362	2%	2%
3	5	195,412	403,388	147,765	286,660	76%	71%	195,412	403,388	82,640	258,285	42%	64%
	6	12,000	38,000	15,407	50,382	128%	133%	12,000	38,000	9,032	24,210	75%	64%

Source: COMET Report 2022 R020; 2023 data shared by Syria country office on 17.07.2023. Note: figures may contain double counting.

FOOD TRANSFERS

Table 17: T-ICSP (SY01) planned versus actual food transfers (in mt) by activity

SO	Act	2018		
		Planned	Actual	% achieved
1	1	596,361	362,161	61%
	2	41,700	31	0%
2	3	31,061	3,010	10%
3	4	3,120	1,680	54%
	6	431	76	18%
Total		672,672	366,957	55%

Source: COMET Report 2018-2020 CM-R014.

Table 18: ICSP (SY02) planned versus actual food transfers (in mt) by activity

SO	Act	2019			2020			2021		
		Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
1	1	446,999	480,854	108%	817,320	588,667	72%	938,044	532,467	57%
	2	18,014	4,656	26%	20,052	5,577	28%	8,239	4,456	54%
2	3	30,942	5,527	18%	33,757	3,566	11%	20,582	771	4%
3	4	4,764	2,574	54%	4,417	2,767	63%	6,873	3,308	48%
	5	465	165	35%	480	242	50%	480	323	67%
Total		501,183	493,776	99%	876,026	600,819	69%	974,219	541,325	56%

Source: ACRs 2019-2021.

Table 19: ICSP (SY03) planned versus actual food transfers (in mt) by activity

SO	Act	2022			2023		
		Planned	Actual	% achieved	Planned	Actual	% achieved
1	1	900,168	466,352	52%	1,696,545	88,206	5%
	2	7,207	4,495	62%	14,415	982	7%
2	3	11,062	279	3%	33,171	0	0%
3	5	7,178	3,400	47%	14,357	511	4%
	6	525	453	86%	1,050	134	13%
Total		926,140	474,980	51%	1,759,538	89,834	5%

Source: ACR 2022; COMET Report 2023 CM-C002, as at 19.5.23.

CASH-BASED TRANSFERS

Table 20: T-ICSP (SY01) planned versus actual cash-based transfers (USD) by activity

SO	Act	2018		
		Planned	Actual	% achieved
1	2	13,800,000	253,958	2%
2	3	33,600,000	1,589,139	5%
3	5	15,750,000	8,416,849	53%
Total		63,150,000	10,259,945	16%

Source: COMET Report 2018-2020 CM-R014.

Table 21: ICSP (SY02) planned versus actual cash-based transfers by activity (USD)

SO	Act	2019			2020			2021		
		Planned	Actual	% achieved	Planned	Actual	% achieved	Planned	Actual	% achieved
1	1	86,400,000	0	0%	36,000,000	1,718,072	5%	68,400,000	1,408,750	2%
	2	18,750,000	2,972,504	16%	29,400,000	8,202,685	28%	38,162,000	5,554,723	15%
2	3	36,000,000	3,524,152	10%	43,200,000	3,966,658	9%	28,080,000	2,791,467	10%
3	4	25,200,000	17,501,349	69%	58,321,440	23,648,568	41%	86,400,000	25,471,034	29%
Total		166,350,000	23,998,005	14%	166,921,440	37,535,984	22%	221,042,000	35,225,974	16%

Source: ACRs 2019-2021.

Table 22: ICSP (SY03) planned versus actual cash-based transfers by activity (USD)

SO	Act	2022			2023		
		Planned	Actual	% achieved	Planned	Actual	% achieved
1	1	94,860,000	15,445,978	16%	172,280,000	4,105,728	2%
	2	47,652,000	6,455,172	14%	58,780,000	4,145,012	7%
2	3	47,758,320	226,942	0.5%	71,651,040	0	0%
3	5	86,400,000	31,063,259	36%	86,400,000	7,666,556	9%
Total		276,670,320	53,191,351	19%	389,111,040	15,917,297	4%

Source: ACR 2022. COMET Report 2023 CM-P006 and CM-A004, as at 6.7.23. Note: 2023 reflects planned and actual figures up until June 2023.

OUTCOMES

Table 23: T-ICSP (SY01) outcome indicators

Indicator	Sex	Baseline	CSP End target	2018		
				Target	Follow up	% Achieved
Strategic 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 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						
Target Group: all - Location: Syria - Modality: Food - Subactivity: General distribution						
Consumption-based Coping Strategy Index (Average)	Female	11.96	≤11.96	≤11.96	9.86	121%
	Male	11.67	≤11.67	≤11.67	9.75	120%
	Overall	11.74	≤11.74	≤11.74	9.77	120%
Dietary Diversity Score	Female	5.84	≥5.84	≥5.84	5.91	101%
	Male	6.12	≥6.12	≥6.12	5.61	92%
	Overall	6.05	≥6.05	≥6.05	5.68	94%
Food Consumption Score/Percentage of households with Acceptable Food Consumption Score	Female	49.60	>49.60	>49.60	41.00	83%
	Male	63.10	>63.10	>63.10	56.00	89%
	Overall	59.60	>59.60	>59.60	52.00	87%
Food Consumption Score/Percentage of households with Borderline Food Consumption Score	Female	33.00	<33.00	<33.00	40.00	83%
	Male	26.90	<26.90	<26.90	31.00	87%
	Overall	28.50	<28.50	<28.50	34.00	84%
Food Consumption Score/Percentage of households with Poor Food Consumption Score	Female	17.30	<17.30	<17.30	19.00	91%
	Male	10.00	<10.00	<10.00	13.00	77%
	Overall	11.90	<11.90	<11.90	14.00	85%
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						

Indicator	Sex	Baseline	CSP End target	2018		
				Target	Follow up	% Achieved
Target group: students (primary); Location: Syria; Modality: food, value voucher; Subactivity: School feeding (on-site and out-of-school)						
Attendance rate (Food)	Female	97.39	≥80,00	≥80.00	94.64	118%
	Male	97.65	≥80,00	≥80.00	92.85	116%
	Overall	97.47	≥80,00	≥80.00	93.59	117%
Attendance rate (Value voucher)	Female	94.71	≥85.00	≥85.00	90.36	106%
	Male	92.47	≥85.00	≥85.00	93.01	109%
	Overall	93.48	≥85.00	≥85.00	90.61	107%
Enrolment rate	Female	16.08	>6	>6	10.16	169%
	Male	22.31	>6	>6	6.95	116%
	Overall	18.03	>6	>6	8.34	139%
Retention rate	Female	97.32	70.00	70.00	97.68	140%
	Male	96.96	70.00	70.00	96.91	138%
	Overall	97.16	70.00	70.00	97.33	139%
Strategic 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						
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)						
Target group: all; Location: Syria; Modality: food and value vouchers; subactivity: food assistance for assets						
Consumption-based Coping Strategy Index (Average) (Food)	Female	12.66	<12.66	<12.66	10.39	122%
	Male	13.26	<13.26	<13.26	6.9	192%
	Overall	12.87	<12.87	<12.87	8.23	156%
Consumption-based Coping Strategy Index (Average) (Value voucher)	Female	13.18	≤13.18	≤13.18	7.97	165%
	Male	9.13	≤9.13	≤9.13	8.77	104%
	Overall	9.83	≤9.83	≤9.83	8.61	114%
Dietary Diversity Score (Food)	Female	5.77	≥5.77	≥5.77	6.29	109%
	Male	6.03	≥6.03	≥6.03	6.08	101%

Indicator	Sex	Baseline	CSP End target	2018		
				Target	Follow up	% Achieved
	Overall	5.86	≥5.86	≥5.86	6.16	105%
Dietary Diversity Score (Value voucher)	Female	6.77	≥6.77	≥6.77	6.22	92%
	Male	6.47	≥6.47	≥6.47	6.38	99%
	Overall	6.52	≥6.52	≥6.52	6.35	97%
Food Consumption Score/ Percentage of households with acceptable Food Consumption Score (Food)	Female	69.3	>69.30	>69.30	76.40	110%
	Male	72.1	>72.10	>72.10	65.80	91%
	Overall	70.2	>70.20	>70.20	69.90	100%
Food Consumption Score/ Percentage of households with acceptable Food Consumption Score (value voucher)	Female	40.00	>40.00	>40.00	67.90	170%
	Male	43.7	>43.70	>43.70	59.60	136%
	Overall	43.00	>43.00	>43.00	61.30	143%
Food Consumption Score/Percentage of households with borderline Food Consumption Score (food)	Female	23.9	<23.90	<23.90	18.90	126%
	Male	21.30	<21.30	<21.30	24.40	87%
	Overall	23.1	<23.10	<23.10	22.30	104%
Food Consumption Score/Percentage of households with borderline Food Consumption Score (value voucher)	Female	57.5	<57.50	<57.50	12.10	475%
	Male	49.50	<49.50	<49.50	13.90	356%
	Overall	50.9	<50.90	<50.90	13.50	377%
Food Consumption Score/Percentage of households with poor Food Consumption Score (food)	Female	6.80	<6.80	<6.80	4.70	145%
	Male	6.6	<6.60	<6.60	9.80	67%
	Overall	6.7	<6.70	<6.70	7.80	86%
Food Consumption Score/Percentage of households with poor Food Consumption Score (value voucher)	Female	2.50	<2.50	<2.50	20.00	13%
	Male	6.8	<6.80	<6.80	26.50	26%
	Overall	6.10	<6.10	<6.10	25.20	24%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households not using livelihood based coping strategies (food)	Female	1.00	>1	>1	8.70	870%
	Male	1.60	>1.60	>1.60	16.60	1038%
	Overall	1.10	>1.10	>1.10	13.60	1236%
	Female	5.00	>5	>5	24.40	488%

Indicator	Sex	Baseline	CSP End target	2018		
				Target	Follow up	% Achieved
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households not using livelihood based coping strategies (value voucher)	Male	17.90	>17.90	>17.90	23.70	132%
	Overall	15.60	>15.60	>15.60	23.80	153%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using crisis coping strategies (food)	Female	23.80	<23.80	<23.80	18.90	126%
	Male	11.50	<11.50	<11.50	19.50	59%
	Overall	19.70	<19.70	<19.70	19.30	102%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using crisis coping strategies (value voucher)	Female	10.00	<10.00	<10.00	7.10	141%
	Male	16.40	<16.40	<16.40	10.10	162%
	Overall	15.20	<15.20	<15.20	9.50	160%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using emergency coping strategies (food)	Female	11.1	<11.10	<11.10	18.9	59%
	Male	13.1	<13.10	<13.10	19.5	67%
	Overall	11.8	<11.80	<11.80	19.2	61%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using emergency coping strategies (value voucher)	Female	10	<10.00	<10.00	6.4	156%
	Male	16.8	<16.80	<16.80	7.1	237%
	Overall	15.7	<15.70	<15.70	7	224%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using stress coping strategies (food)	Female	64.1	<64.10	<64.10	53.5	120%
	Male	73.8	<73.80	<73.80	44.4	166%
	Overall	67.4	<67.40	<67.40	47.9	141%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using stress coping strategies (value voucher)	Female	75	<75.00	<75.00	62.1	121%
	Male	48.9	<48.90	<48.90	59.1	83%
	Overall	53.5	<53.50	<53.50	59.7	90%
Strategic Outcome 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.						

Indicator	Sex	Baseline	CSP End target	2018		
				Target	Follow up	% Achieved
Target group: children 6-59 months and pregnant and lactating; location: Syria; Modality: food and value voucher; Subactivity: NPA and NTA						
Activity 4: Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age						
Proportion of eligible population that participates in programme (coverage)	Female	84.23	>70.00	>70.00	69.6	99%
	Male	84.23	>70.00	>70.00	65.8	94%
	Overall	84.23	>70.00	>70.00	67.7	97%
Proportion of target population that participates in an adequate number of distributions (adherence) - Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age.	Female	74.3	>66.00	>66.00	61.1	93%
	Male	74.6	>66.00	>66.00	68.9	104%
	Overall	74.5	>66.00	>66.00	64.7	98%
Activity 5: CBT to targeted PLWG to improve their dietary diversity and intake of fresh food items such as dairy, meat and vegetables.						
Minimum Dietary Diversity - Women	Female	-	-	-	-	-
	Male	-	-	-	-	-
	Overall	90.2	≥90.20	≥90.20	79.3	88%
Activity 6: Treatment of moderate acute malnutrition in children aged 6-59 months and PLWG						
MAM treatment default rate	Female	27.56	<15.00	<15.00	13.9	108%
	Male	27.15	<15.00	<15.00	15.3	98%
	Overall	27.39	<15.00	<15.00	14.3	105%
MAM treatment mortality rate	Female	0	<3	<3	0.30	1000%
	Male	0	<3	<3	0	
	Overall	0	<3	<3	0	
MAM treatment non-response rate	Female	0.48	<15.00	<15.00	4.1	366%
	Male	0.33	<15.00	<15.00	4.1	366%
	Overall	0.42	<15.00	<15.00	4.1	366%
MAM treatment recovery rate	Female	70.53	>75.00	>75.00	81.7	109%
	Male	71.19	>75.00	>75.00	80.6	107%

Indicator	Sex	Baseline	CSP End target	2018		
				Target	Follow up	% Achieved
	Overall	70.81	>75.00	>75.00	81.4	109%
Proportion of target population that participates in an adequate number of distributions (adherence) - Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women	Female	72.33	>66.00	>66.00	81.7	124%
	Male	71.19	>66.00	>66.00	80.6	122%
	Overall	71.98	>66.00	>66.00	81.4	123%
Strategic Outcome 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						
Target group: all - Location: Syria						
User satisfaction rate - whole of Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps.	Female	-	-	-	-	-
	Male	-	-	-	-	-
	Overall	92.52	>90.00	>90.00	90.33	100%
Activity 8: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas						
User satisfaction rate - shared ICT services, emergency telecommunications coordination and IT emergency preparedness training to humanitarian organizations in common operational areas.	Female	-	-	-	-	-
	Male	-	-	-	-	-
	Overall	86	>80.00	>80.00	86	108%

Source: WFP Syria ACR 2018.

Table 24: ICSP (SY02) outcome indicators

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
Strategic 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												
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												
Target Group: all - Location: Syria - Modality: Food – Subactivity: General distribution												
Consumption-based Coping Strategy Index (Average)	Female	10	≤10	≤10	13.0	77%	≤10	11.08	90%	≤10	13.89	72%
	Male	10	≤10	≤10	15.0	67%	≤10	10.47	96%	≤10	11.55	87%
	Overall	10	≤10	≤10	15.0	67%	≤10	10.63	94%	≤10	12.14	82%
Dietary Diversity Score	Female	5.9	≥6	≥6	6.0	100%	≥6	5.57	93%	≥6	5.39	90%
	Male	5.6	≥6	≥6	6.0	100%	≥6	5.75	96%	≥6	5.80	97%
	Overall	5.7	≥6	≥6	6.0	100%	≥6	5.70	95%	≥6	5.70	95%
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	41	>50	>45	47.0	104%	>50	36.8	74%	>50	31.80	64%
	Male	56	>60	>60	58.0	97%	>60	37.8	63%	>60	37.40	62%
	Overall	52	>55	>52	54.0	104%	>55	37.5	68%	>55	36.00	65%
Food Consumption Score / Percentage of households with borderline Food Consumption Score	Female	40	<31	<40	31.0	129%	<31	34.5	90%	<31	39.60	78%
	Male	31	<27	<30	28.0	107%	<27	36.4	74%	<27	44.80	60%
	Overall	34	<31 (2019); <29 (2020-21)	<35	29.0	121%	<29	35.9	81%	<29	43.50	67%
Food Consumption Score/ Percentage of households with poor Food Consumption Score	Female	19	<19	<15	23.0	65%	<19	28.7	66%	<19	28.50	67%
	Male	13	<13	<10	13.0	77%	<13	25.8	50%	<13	17.80	73%
	Overall	14	<14	<13	16.0	81%	<14	26.5	53%	<14	20.50	68%
Livelihood-based Coping Strategy Index Percentage of households using coping strategies) /Percentage of households not using livelihood based coping strategies	Female	15.0	>15	-	-	-	>15	11.0	73%	>15	13.40	89%
	Male	18.6	>18.6	-	-	-	>18.6	14.0	75%	>18.6	14.80	80%
	Overall	17.4	>17.4	-	-	-	>17.4	13.0	75%	>17.4	14.50	83%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) /Percentage of households using crisis coping strategies	Female	12.5	<12.5	-	-	-	<12.5	13.0	96%	<12.5	7.20	174%
	Male	8.8	<8.8	-	-	-	<8.8	15.0	59%	<8.8	12.80	69%
	Overall	10.1	<10.1	-	-	-	<10.1	14.0	72%	<10.1	11.40	89%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies (value voucher)	Female	27.50	<27.5	-	-	-	<27.5	33.0	83%	<27.5	36.90	75%
	Male	37.0	<37	-	-	-	<37	37.0	100%	<37	36.30	102%
	Overall	27.0	<27	-	-	-	<27	36.0	75%	<27	36.50	74%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies (food)	Female	45	<45	-	-	-	<45	43.0	105%	<45	42.50	106%
	Male	46.0	<46	-	-	-	<46	34.0	135%	<46	36.10	127%
	Overall	45.40	<45.4	-	-	-	<45.4	37.0	123%	<45.4	37.70	120%
Target Group: all - Hybrid modality - Location: Syria - Modality: Food, Value voucher- Subactivity: General distribution												
Consumption-based Coping Strategy Index (Average)	Female	10	≤10	-	-	-	-	-	-	≤10	13.89	72%
	Male	10	≤10	-	-	-	-	-	-	≤10	11.55	87%
	Overall	10	≤10	-	-	-	-	-	-	≤10	12.14	82%
Dietary Diversity Score	Female	5.9	≥6	-	-	-	-	-	-	≥6	5.65	94%
	Male	5.6	≥6	-	-	-	-	-	-	≥6	5.57	93%
	Overall	5.7	≥6	-	-	-	-	-	-	≥6	5.60	93%
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	41.0	>50	-	-	-	-	-	-	>50	34.20	68%
	Male	56.0	>60	-	-	-	-	-	-	>60	32.30	54%
	Overall	52.0	>55	-	-	-	-	-	-	>55	33.00	60%
Food Consumption Score / Percentage of households with borderline Food Consumption Score	Female	40.0	<31	-	-	-	-	-	-	<31	34.20	91%
	Male	31.0	<27	-	-	-	-	-	-	<27	40.40	67%
	Overall	34.0	<29	-	-	-	-	-	-	<29	38.20	76%
	Female	19.0	<19	-	-	-	-	-	-	<19	31.50	60%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
Food Consumption Score / Percentage of households with poor Food Consumption Score	Male	13.0	<13	-	-	-	-	-	-	<13	27.30	48%
	Overall	14.0	<14	-	-	-	-	-	-	<14	28.80	49%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	Female	15.00	>15	-	-	-	-	-	-	>15	33.30	222%
	Male	18.60	>18.6	-	-	-	-	-	-	>18.6	20.20	109%
	Overall	17.40	>17.4	-	-	-	-	-	-	>17.4	24.9	143%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	Female	12.5	<12.5	-	-	-	-	-	-	<12.5	4.5	278%
	Male	8.8	<8.8	-	-	-	-	-	-	<8.8	8.6	102%
	Overall	10.1	<10.1	-	-	-	-	-	-	<10.1	7.1	142%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies (value voucher)	Female	27.5	<27.5	-	-	-	-	-	-	<27.5	12.6	218%
	Male	37.0	<37	-	-	-	-	-	-	<37	18.7	198%
	Overall	27.0	<27	-	-	-	-	-	-	<27	16.5	159%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies (food)	Female	45.0	<45	-	-	-	-	-	-	<45	49.5	91%
	Male	46.0	<46	-	-	-	-	-	-	<46	52.5	88%
	Overall	45.4	<45.4	-	-	-	-	-	-	<45.4	51.5	88%
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												
Target group: Students (primary); location: Syria; Modality: Food; Subactivity: School feeding (on-site)												
Enrolment rate	Female	10	>22	>9	22	244%	>22	-	-	>22	9	41%
	Male	7	>22	>9	22	244%	>22	-	-	>22	8	36%
	Overall	8	>22	>9	22	244%	>22	-	-	>22	8	36%
Attendance rate	Female	95	>95	>95	92	97%	>95	-	-	>95	88	93%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
	Male	93	>95	>95	95	100%	>95	-	-	>95	86	91%
	Overall	94	>95	>95	93	98%	>95	-	-	>95	87	92%
	Female	98	>98	>98	98	100%	>98	-	-	>98	95	97%
Retention rate	Male	97	>98	>98	97	99%	>98	-	-	>98	94	96%
	Overall	97	>98	>98	98	100%	>98	-	-	>98	95	97%
	Target group: students (primary); location: Syria; Modality: value voucher; Sub activity: School feeding (take-home rations)											
Attendance rate (new)	Female	90	≥90	≥90	79	88%	≥90	-	-	≥90	86	96%
	Male	93	≥90	≥90	81	90%	≥90	-	-	≥90	80	89%
	Overall	91	≥90	≥90	80	89%	≥90	-	-	≥90	83	92%
Strategic 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												
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)												
Target group: all; location: Syria; Modality: food; Subactivity: food assistance for assets												
Consumption-based Coping Strategy Index (Average)	Female	10	<8	≤10	8	125%	<8	10.30	78%	<8	13.17	61%
	Male	7	<6	≤6	7	86%	<6	8.54	70%	<6	8.52	70%
	Overall	8	<7	≤8	7	114%	<7	8.78	80%	<7	9.52	74%
Dietary Diversity Score	Female	6.3	>6.30	>6.30	5.6	89%	>6.30	6.02	96%	>6.30	5.46	87%
	Male	6.1	>6.10	>6.10	5.8	95%	>6.10	6.05	99%	>6.10	5.61	92%
	Overall	6.2	>6.20 (2019); >6.30 (2020-21)	>6.20	5.8	94%	>6.20	6.04	97%	>6.30	5.58	89%
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	76	>80	>80	59	74%	>80	63.2	79%	>80	70.73	88%
	Male	66	>70	>70	54	77%	>70	61.8	88%	>70	43.10	62%
	Overall	70	>76	>76	55	72%	>76	62.0	82%	>76	49.00	64%
Food Consumption Score / Percentage of households with	Female	19	<16	<16	24	67%	<16	21.10	76%	<16	12.20	131%
	Male	24	<21	<21	14	150%	<21	23.90	88%	<21	15.89	132%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
borderline Food Consumption Score	Overall	22	<17	<17	17	100%	<17	23.50	72%	<17	15.10	113%
Food Consumption Score / Percentage of households with poor Food Consumption Score	Female	5	<4	<4	17	24%	<4	15.80	25%	<4	17.07	23%
	Male	10	<9	<9	32	28%	<9	14.20	63%	<9	41.06	22%
	Overall	8	<7	<7	28	25%	<7	14.50	48%	<7	35.94	19%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	Female	9	>24	>13	20	154%	>24	12.30	51%	>24	12.20	51%
	Male	17	>26	>20	19	95%	>26	18.20	70%	>26	18.80	72%
	Overall	14	>23	>17	19	112%	>23	17.40	76%	>23	17.30	75%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	Female	19	<13	<18	13	138%	<13	8.8	148%	<13	4.90	265%
	Male	20	<13	<19	13	146%	<13	13.7	95%	<13	8.30	157%
	Overall	19	<13	<19	13	146%	<13	13.0	100%	<13	7.60	171%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies	Female	19	<18	<18	23	78%	<18	71.9	25%	<18	58.50	31%
	Male	20	<19	<19	13	146%	<19	55.0	35%	<19	22.90	83%
	Overall	19	<19	<19	15	127%	<19	57.4	33%	<19	30.80	62%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies	Female	54	<45	<51	45	113%	<45	7.0	643%	<45	24.40	184%
	Male	44	<42	<42	55	76%	<42	13.1	321%	<42	50.00	84%
	Overall	48	<45	<45	53	85%	<45	12.3	366%	<45	44.30	102%
Target group: location: Syria; Modality: value voucher; Subactivity: food assistance for assets												
Consumption-based Coping Strategy Index (Average)	Female	8	<7	<7	16	44%	<7	15.55	45%	<7	17.77	39%
	Male	9	<8	<8	11	73%	<8	11.18	72%	<8	14.17	56%
	Overall	9	<8	<8	12	67%	<8	12.15	66%	<8	14.92	54%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
Dietary Diversity Score	Female	6.2	>6.20	>6.20	6.2	100%	>6.20	5.86	95%	>6.20	5.48	88%
	Male	6.4	>6.40	>6.40	6.4	100%	>6.40	6.34	99%	>6.40	5.83	91%
	Overall	6.4	>6.40	>6.40	6.3	98%	>6.40	6.23	97%	>6.40	5.76	90%
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	68	>87	>73	70	96%	>87	42.90	49%	>87	45.60	52%
	Male	60	>87	>65	86	132%	>87	32.70	38%	>87	62.30	72%
	Overall	61	>86 (2019); >87 (2020-21);	>67	84	125%	>87	34.90	40%	>87	58.80	68%
Food Consumption Score / Percentage of households with borderline Food Consumption Score	Female	12	<11	<11	28	39%	<11	16.70	66%	<11	31.60	35%
	Male	14	<12	<12	13	92%	<12	21.80	55%	<12	20.70	58%
	Overall	14	<13 (2019); <12 (2020-21)	<13	15	87%	<12	20.60	58%	<12	22.90	52%
Food Consumption Score / Percentage of households with poor Food Consumption Score	Female	20	<2	<16	2	800%	<2	40.50	5%	<2	22.80	9%
	Male	27	<1	<23	1	2300%	<1	45.60	2%	<1	17	6%
	Overall	25	<1	<20	1	2000%	<1	44.40	2%	<1	18.20	5%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	Female	24	>38	>29	11	38%	>38	21.40	56%	>38	11.70	31%
	Male	24	>39	>29	15	52%	>39	17.00	44%	>39	11	28%
	Overall	24	>39	>29	15	52%	>39	18.0	46%	>39	11.10	28%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	Female	7	<6	<6	6	100%	<6	23.8	25%	<6	5.20	115%
	Male	10	<9	<9	15	60%	<9	42.2	21%	<9	8.80	102%
	Overall	10	<8	<8	14	57%	<8	38.1	21%	<8	8.10	99%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of	Female	6	<5	<5	32	16%	<5	31.0	16%	<5	40.30	12%
	Male	7	<6	<6	23	26%	<6	22.4	27%	<6	32.90	18%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
households using emergency coping strategies	Overall	7	<6	<6	25	24%	<6	24.3	25%	<6	34.40	17%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies	Female	62	<51	<60	51	118%	<51	23.8	214%	<51	42.90	119%
	Male	59	<46	<56	46	122%	<46	18.4	250%	<46	47.4	97%
	Overall	60	<47	<57	47	121%	<47	19.6	240%	<47	46.4	101%
Strategic Outcome 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 aged 6-23 months and pregnant and lactating women and girls.												
Target group: children; location: Syria; Modality: food; Subactivity: Prevention of acute malnutrition												
Proportion of eligible population that participates in programme (coverage)	Female	70	>97 (2019); >70 (2020-21)	>70	97	139%	>70	90.4	129%	>70	99.3	142%
	Male	66	>97 (2019); >70 (2020-21)	>70	97	139%	>70	90.4	129%	>70	99.3	142%
	Overall	68	>97 (2019); >70 (2020-21)	>70	97	139%	>70	90.4	129%	>70	99.3	142%
Proportion of target population that participates in an adequate number of distributions (adherence) - Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age.	Female	61	>69 (2019); >66 (2020-21)	>69	69	100%	>66	59.9	91%	>66	87.0	132%
	Male	69	>66	>66	58	88%	>66	51.1	77%	>66	84.5	128%
	Overall	65	>66	>66	61	92%	>66	54.9	83%	>66	84.6	128%
Target group: Pregnant and lactating women; location: Syria; Modality: value voucher; Subactivity: Prevention of acute malnutrition												
Minimum Dietary Diversity - Women	Female	-	-	-	-	-	-	-	-	-	-	-
	Male	-	-	-	-	-	-	-	-	-	-	-
	Overall	79	>80	>80	78	98%	>80	71.2	89%	>80	57.7	72%
Activity 5: Treatment of moderate acute malnutrition in children aged 6-59 months and pregnant and lactating women and girls												
Target group: children; location: Syria; Modality: food; Subactivity: treatment of moderate acute malnutrition												

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
Proportion of target population that participates in an adequate number of distributions (adherence) - Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating	Female	82	>87 (2019); >66 (2020-21)	>82	87	106%	>66	75	114%	>66	86.3	131%
	Male	81	>86 (2019); >66 (2020-21)	>82	86	105%	>66	77	117%	>66	86.3	131%
	Overall	81	>87 (2019); >66 (2020-21)	>82	87	106%	>66	76	115%	>66	86.3	131%
MAM Treatment Default rate	Female	14	<11 (2019); <15 (2020-21)	<11	11	100%	<15	24.0	63%	<15	12.6	119%
	Male	15	<13 (2019); <15 (2020-21)	<13	13	100%	<15	21	71%	<15	12.6	119%
	Overall	14	<12 (2019); <15 (2020-21)	<12	12	100%	<15	23	65%	<15	12.6	119%
MAM Treatment Mortality rate	Female	0	<0 (2019); <3 (2020-21)	<0	0	100%	<3	0		<3	0	
	Male	0	<0 (2019); <3 (2020-21)	<0	0	100%	<3	0		<3	0	
	Overall	0	<0 (2019); <3 (2020-21)	<0	0	100%	<3	0		<3	0	
MAM Treatment Non-response rate	Female	4	<2 (2019); <15 (2020-21)	<2	2	100%	<15	1	1500%	<15	0.9	1667%
	Male	4	<1 (2019); <15 (2020-21)	<1	1	100%	<15	1	1500%	<15	0.9	1667%
	Overall	4	<2 (2019); <15 (2020-21)	<2	2	100%	<15	1	1500%	<15	0.9	1667%
MAM Treatment Recovery rate	Female	82	>87 (2019); >75 (2020-21)	>82	87	106%	>75	75	100%	>75	85.6	114%
	Male	81	>86 (2019); >75 (2020-21)	>82	86	105%	>75	77	103%	>75	85.6	114%

Indicator	Sex	Baseline	CSP End target	2019			2020			2021		
				Target	Follow up	% Achieved	Target	Follow up	% Achieved	Target	Follow up	% Achieved
	Overall	81	>87 (2019); >75 (2020-21)	>82	87	106%	>75	76	101%	>75	85.6	114%
Strategic 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												
Activity 6: Provide coordination, information management, capacity development and shared logistics services to sector partners that face logistics gaps												
User satisfaction rate - Logistics Cluster	Overall	90	>99	>90	98	109%	>99	93	94%	>99	89	90%
Activity 7: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas												
User satisfaction rate - Emergency Telecommunication Cluster	Overall	80	>87	>81	86	106%	>87	96	110%	>87	87	100%
Activity 9: Provide passenger and light cargo services (United Nations Humanitarian Air Service (UNHAS)) to the humanitarian community												
User satisfaction rate - Humanitarian Air Service	Overall	90	>90	-	-	-	-	-	-	>90	90	100%

Source: WFP Syria ACRs 2019-2021. Note: Due to COVID-19-related school closures and movement restrictions, 2020 outcome monitoring data is not available for activity 2 (school feeding) as it was not possible to conduct sufficient school visits to collect representative data.

Table 25: ICSP (SY03) outcome indicators

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
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						
Activity 1: Unconditional resource transfer to food-insecure households						
Target Group: all - Location: Syria - Modality: food – Subactivity: General distribution						
Consumption-based Coping Strategy Index (Average)	Female	13.89	≤10	≤10	13.76	73%
	Male	11.55	≤10	≤10	12.24	82%
	Overall	12.14	≤10	≤10	12.68	79%
Dietary Diversity Score	Female	5.39	≥6	≥6	5.65	94%
	Male	5.8	≥6	≥6	5.88	98%
	Overall	5.7	≥6	≥6	5.82	97%
Food Consumption Score: Percentage of households with acceptable Food Consumption Score	Female	31.8	>60	>60	35.20	59%
	Male	37.4	>60	>60	44.50	74%
	Overall	36	>60	>60	41.80	70%
Food Consumption Score/ Percentage of households with borderline Food Consumption Score	Female	39.6	≤30	≤30	45.80	66%
	Male	44.8	≤30	≤30	43.00	70%
	Overall	43.5	≤30	≤30	43.80	68%
Food Consumption Score/Percentage of households with poor Food Consumption Score	Female	28.5	≤10	≤10	19.00	53%
	Male	17.8	≤10	≤10	12.50	80%
	Overall	20.5	≤10	≤10	14.40	69%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households not using livelihood based coping strategies	Female	13.4	>25	>25	6.30	25%
	Male	14.8	>25	>25	8.10	32%
	Overall	14.5	>25	>25	7.60	30%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/Percentage of households using crisis coping strategies	Female	7.2	<7.1	<7.1	7.60	93%
	Male	12.8	<7.1	<7.1	10.80	66%
	Overall	11.3	<7.1	<7.1	9.90	72%
	Female	36.90	<14.85	<14.85	39.10	38%

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households using emergency coping strategies	Male	36.3	<14.85	<14.85	39.80	37%
	Overall	36.5	<14.85	<14.85	39.60	38%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households using stress coping strategies	Female	42.5	<37.7	<37.7	47.00	80%
	Male	36.1	<37.7	<37.7	41.20	92%
	Overall	37.7	<37.7	<37.7	42.90	88%
Target Group: all - Hybrid modality - Location: Syria - Modality: Food, Value voucher- Subactivity: General distribution						
Consumption-based Coping Strategy Index (Average)	Female	13.89	≤10	≤10	16.78	60%
	Male	11.55	≤10	≤10	19.03	53%
	Overall	12.14	≤10	≤10	18.08	55%
Dietary Diversity Score	Female	5.65	>6	>6	5.6	93%
	Male	5.57	>6	>6	5.66	94%
	Overall	5.60	>6	>6	5.63	94%
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	34.2	>55	>55	48.4	88%
	Male	32.3	>55	>55	48.8	89%
	Overall	33.0	>55	>55	48.6	88%
Food Consumption Score / Percentage of households with borderline Food Consumption Score	Female	34.3	<30	<30	36.6	82%
	Male	40.4	<30	<30	38.7	78%
	Overall	38.2	<30	<30	37.8	79%
Food Consumption Score/ Percentage of households with poor Food Consumption Score	Female	31.5	<15	<15	15.0	100%
	Male	27.3	<15	<15	12.5	120%
	Overall	28.8	<15	<15	13.6	110%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	Female	33.4	>25	>25	10.8	43%
	Male	20.2	>25	>25	14.9	60%
	Overall	24.9	>25	>25	13.2	53%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	Female	4.5	<7.1	<7.1	5.2	137%
	Male	8.6	<7.1	<7.1	7	101%
	Overall	7.1	<7.1	<7.1	6.2	115%

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies (value voucher)	Female	12.6	<14.85	<14.85	26.8	55%
	Male	18.7	<14.85	<14.85	22.8	65%
	Overall	16.5	<14.85	<14.85	24.5	61%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) Percentage of households using stress coping strategies	Female	49.5	<37.7	<37.7	57.2	66%
	Male	52.5	<37.7	<37.7	55.3	68%
	Overall	51.5	<37.7	<37.7	56.1	67%
Target Group: All-CBT - Location: Syria - Modality: Value Voucher – Subactivity: General Distribution						
Consumption-based Coping Strategy Index (Average)	Female	9.43	≤8	≤8	-	-
	Male	8.12	≤8	≤8	-	-
	Overall	8.47	≤8	≤8	-	-
Dietary Diversity Score	Female	6.29	≥6.5	≥6.5	-	-
	Male	6.31	≥6.5	≥6.5	-	-
	Overall	6.3	≥6.5	≥6.5	-	-
Food Consumption Score/ Percentage of households with acceptable Food Consumption Score	Female	301	>45	≥45	-	-
	Male	46.7	>48	≥48	-	-
	Overall	42.3	>47	≥47	-	-
Food Consumption Score/ Percentage of households with borderline Food Consumption Score	Female	62.3	≤49	≤49	-	-
	Male	48.9	≤48	≤48	-	-
	Overall	52.4	≤48	≤48	-	-
Food Consumption Score / Percentage of households with poor Food Consumption Score	Female	7.5	<6	≤6	-	-
	Male	4.4	<4	≤4	-	-
	Overall	5.2	<5	≤5	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households not using livelihood based coping strategies	Female	3.8	>9	≥9	-	-
	Male	7.3	>10	≥10	-	-
	Overall	6.3	>10	≥10	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households using crisis coping strategies	Female	8.4	<8	≤8	-	-
	Male	12.4	<12	≤12	-	-
	Overall	11.4	<11	≤11	-	-

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households using emergency coping strategies (value voucher)	Female	33.9	<31	≤31	-	-
	Male	31.9	<30	≤30	-	-
	Overall	32.4	<30	≤30	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households using stress coping strategies	Female	54	<52	≤52	-	-
	Male	48.4	<48	≤48	-	-
	Overall	49.9	<49	≤49	-	-
Activity 2: Provide meals and cash-based transfers to school-aged boys and girls attending formal and non-formal education						
Target Group: PRI: Students (primary schools) - Location: Syria - Modality: Food - Subactivity: School feeding (on-site)						
Enrolment rate	Female	9	>22	>22	5	23%
	Male	8	>22	>22	4	18%
	Overall	8	>22	>22	4	18%
Attendance rate	Female	88	>98	>87	98	113%
	Male	86	>98	>87	98	113%
	Overall	87	>98	>87	98	113%
Retention rate / Drop-out rate (new): Drop-out rate	Female	5	≤2	<2	2	100%
	Male	6	≤2	<2	3	67%
	Overall	5	≤2	<2	2	100%
Retention rate / Drop-out rate (new): Retention rate	Female	95	>98	>98	98	100%
	Male	94	>98	>98	97	99%
	Overall	95	>98	>98	98	100%
Target group: students (primary); location: Syria; Modality: value voucher; Subactivity: School feeding (take-home rations)						
Attendance rate (<i>new</i>)	Female	86	≥99	≥83	99	119%
	Male	80	≥99	≥83	99	119%
	Overall	83	≥99	≥83	99	119%
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						
Activity 3: Support diversified and sustainable livelihoods and food systems at household, community and national level						

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
Target Group: All- cash-based transfer - Location: Syria - Modality: Value Voucher – Subactivity: Food assistance for asset						
Consumption-based Coping Strategy Index (Average)	Female	17.77	≤14.92	≤14.92	-	-
	Male	14.17	≤14.92	≤14.92	-	-
	Overall	14.92	≤14.92	≤14.92	-	-
Dietary Diversity Score	Female	5.48	>6.2	>6.2	-	-
	Male	5.83	>6.4	>6.4	-	-
	Overall	5.76	>6.4	>6.4	-	-
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	45.6	>60	>60	-	-
	Male	62.3	>60	>60	-	-
	Overall	58.8	>60	>60	-	-
Food Consumption Score / Percentage of households with borderline Food Consumption Score	Female	31.6	≤30	≤30	-	-
	Male	20.7	≤30	≤30	-	-
	Overall	22.9	≤30	≤30	-	-
Food Consumption Score / Percentage of households with poor Food Consumption Score	Female	22.8	≤10	≤10	-	-
	Male	17.0	≤10	≤10	-	-
	Overall	18.2	≤10	≤10	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	Female	11.7	>17.3	>17.3	-	-
	Male	11	>17.3	>17.3	-	-
	Overall	11.1	>17.3	>17.3	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	Female	5.2	<7.6	<7.6	-	-
	Male	8.8	<7.6	<7.6	-	-
	Overall	8.1	<7.6	<7.6	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies	Female	40.3	<30.8	<30.8	-	-
	Male	32.9	<30.8	<30.8	-	-
	Overall	34.4	<30.8	<30.8	-	-
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies	Female	42.9	<44.3	<44.3	-	-
	Male	47.4	<44.3	<44.3	-	-
	Overall	46.4	<44.3	<44.3	-	-

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
Target Group: All- Food - Location: Syria - Modality: Food – Subactivity: Food assistance for asset						
Consumption-based Coping Strategy Index (Average)	Female	13.17	≤6.04	≤9.52	6.04	158%
	Male	8.52	≤6.01	≤9.52	6.01	158%
	Overall	9.52	≤6.02	≤9.52	6.02	158%
Dietary Diversity Score	Female	5.46	>6.3	>6.3	6.04	96%
	Male	5.61	>6.1	>6.1	6.01	99%
	Overall	5.58	>6.3	>6.3	6.02	96%
Food Consumption Score / Percentage of households with acceptable Food Consumption Score	Female	70.73	>65.4	>60	65.4	109%
	Male	43.1	>65	>60	65.0	108%
	Overall	49	>65.1	>60	65.1	109%
Food Consumption Score / Percentage of households with borderline Food Consumption Score	Female	12.20	≤9.6	≤30	9.6	313%
	Male	15.89	≤24.3	≤30	24.3	123%
	Overall	15.10	≤20.3	≤30	20.3	148%
Food Consumption Score / Percentage of households with poor Food Consumption Score	Female	17.07	≤25	≤10	25.0	40%
	Male	41.01	≤10.7	≤10	10.7	93%
	Overall	35.9	≤14.6	≤10	14.6	68%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	Female	12.2	>17.3	>17.3	3.8	22%
	Male	18.8	>17.3	>17.3	11.4	66%
	Overall	17.3	>17.3	>17.3	9.4	54%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	Female	4.90	<7.6	<7.6	13.5	56%
	Male	8.30	<7.6	<7.6	18.6	41%
	Overall	7.60	<7.6	<7.6	17.2	44%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies	Female	58.5	<30.8	<30.8	23.1	133%
	Male	22.9	<30.8	<30.8	34.3	90%
	Overall	30.8	<30.8	<30.8	31.3	98%
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies	Female	24.4	<44.3	<44.3	59.6	74%
	Male	50	<44.3	<44.3	35.7	124%
	Overall	44.3	<44.3	<44.3	42.2	105%

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
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						
Activity 5: Provide nutrition assistance to prevent chronic and acute malnutrition						
Target Group: Children - Location: Syria - Modality: Food – Subactivity: Prevention of acute malnutrition						
Proportion of eligible population that participates in programme (coverage)	Female	99.3	>70	>70	97	139%
	Male	99.3	>70	>70	97	139%
	Overall	99.3	>70	>70	97	139%
Proportion of target population that participates in an adequate number of distributions (adherence)	Female	87	>93.6	>84.6	93.6	111%
	Male	84.5	>94.4	>84.6	94.4	112%
	Overall	84.6	>94.4	>84.6	94.4	112%
Target Group: Pregnant and lactating women and girls - Location: Syria - Modality: Value Voucher – Subactivity: Prevention of acute malnutrition						
Minimum Dietary Diversity – Women	Overall	57.7	>70	>70	50.4	72%
Activity 6: Provide nutrition assistance to treat moderate acute malnutrition.						
Target Group: Children - Location: Syria - Modality: Food – Subactivity: Treatment of moderate acute malnutrition						
MAM Treatment Default rate	Female	12.6	<11	<12.6	11	115%
	Male	12.6	<11	<12.6	11	115%
	Overall	12.6	<11	<12.6	11	115%
MAM Treatment Mortality rate	Female	0	= 0	= 0	0	100%
	Male	0	= 0	= 0	0	100%
	Overall	0	= 0	= 0	0	100%
MAM Treatment Non-response rate	Female	0.9	<0.9	<0.9	1	90%
	Male	0.9	<0.9	<0.9	1	90%
	Overall	0.9	<0.9	<0.9	1	90%
MAM Treatment Recovery rate	Female	85.6	>85.6	>85.6	85	99%
	Male	85.6	>85.6	>85.6	86	100%
	Overall	85.6	>85.6	>85.6	85	99%
	Female	86.3	>86.3	>86.3	85	98%
	Male	86.3	>86.3	>86.3	86	99.7%

Indicator	Sex	Baseline	CSP End target	2022		
				Target	Follow up	% Achieved
Proportion of target population that participates in an adequate number of distributions (adherence)	Overall	86.3	>86.3	>86.3	85	98%
Strategic Outcome 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 partner						
User satisfaction rate - Logistics cluster	Overall	89	>90	>90	89	99%
Activity 8: Provide common emergency telecommunications services to humanitarian partners						
User satisfaction rate - Emergency telecommunication cluster	Overall	87	>91	>88	91	103%
Activity 9: Provide humanitarian air services to humanitarian partners						
User satisfaction rate - humanitarian air service	Overall	90	≥98.7	≥90	98.7	110%

Source: WFP Syria ACR 2022.

OUTPUTS

Table 26: T-ICSP (SY01) output indicators

Detailed indicator	Unit	2018		
		Target	Actual	% Achieved
Strategic 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 long				
Output A: Targeted students receive nutritious school meals or CBT, in order to increase enrolment and attendance				
Act 2. Provision of school meals for pre- and primary school children in regular schools and cash-based transfer to out-of-school children enrolled in informal education or alternate learning opportunities				
Number of schools assisted by WFP	school	2,244	2,034	91%
Number of retailers participating in cash-based transfer programmes	retailer	52	27	52%
Output B: Targeted students receive nutritious school meals or cash-based transfers, in order to increase enrolment and attendance				
Act 2. Provision of school meals for pre- and primary school children in regular schools and cash-based transfers to out-of-school children enrolled in informal education or alternate learning opportunities				
Quantity of fortified food provided	mt	13,900	13,900	100%
Output C: Food insecure populations benefit from enhanced capacity of cooperating partners in areas such as protection and beneficiary registration, in order to protect access to food				
Act 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				
Number of training sessions/workshop organized	training session	54	44	81%
Number of people trained	individual	630	511	81%
Output C: Food insecure populations benefit from enhanced coordination through WFP leadership of the food security sector and improved harmonization of monitoring and data collection within the sector, in order to protect access to food				
Act 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				
Number of training sessions/workshop organized	training session	9	12	133%
Number of people trained	individual	165	267	162%

Detailed indicator	Unit	2018		
		Target	Actual	% Achieved
Output C: Food insecure populations benefit from targeted local producers' increased capacity to produce nutritious food products				
Act 2. Provision of school meals for pre- and primary school children in regular schools and cash-based transfers to out-of-school children enrolled in informal education or alternate learning opportunities				
Number of technical assistance activities provided	unit	150	140	93%
Number of training sessions/workshop organized	training session	29	13	45%
Number of people trained	individual	2,326	1,306	56%
Number of trained personnel involved in local production of fortified food	individual	400	390	98%
Strategic 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				
Output A: Food-insecure families improve and maintain livelihood assets for targeted communities and households, in order to protect their access to food				
Act 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)				
Number of retailers participating in cash-based transfer programmes	retailer	6	56	933%
Output A: Targeted vulnerable Syrian IDPs and families in host communities build marketable skills to strengthen their livelihoods				
Act 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)				
Number of retailers participating in cash-based transfer programmes	retailer	5	10	200%
Output C: Targeted farmers, including women, receive training and/or technical support in order to increase their production and sales				
Act 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)				
Number of people trained	individual	20,727	20,727	100%
Number of training sessions/workshop organized	training session	20,727	20,727	100%

Detailed indicator	Unit	2018		
		Target	Actual	% Achieved
Output C: Targeted vulnerable Syrian IDPs and families in host communities build marketable skills to strengthen their livelihoods				
Act 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)				
Number of training sessions/workshop organized	training session	2,612	2,612	100%
Number of people trained	individual	2,612	2,612	100%
Output D: Food-insecure families improve and maintain livelihood assets for targeted communities and households, in order to protect their access to food				
Act 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)				
Number of assets built, restored or maintained by targeted communities	Number	36,327	36,327	100%
Strategic Outcome 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				
Output A: Children, 6-59 months, and pregnant and lactating women and girls are treated for moderate acute malnutrition (MAM)				
Act 6. Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women and girls				
Number of health centres/sites assisted	health centre	138	198	143%
Output A: Pregnant and lactating women and girls receive cash-based transfers in order to improve their dietary diversity and nutrient intake				
Act 5. Cash-based transfers to targeted pregnant and lactating women and girls to improve their dietary diversity and intake of fresh food items such as dairy, meat and vegetables				
Number of retailers participating in cash-based transfer programmes	retailer	72	63	88%
Output B: Children, 6-59 months, and pregnant and lactating women and girls are treated for moderate acute malnutrition (MAM)				
Act 6. Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women and girls				
Quantity of specialized nutritious foods provided	mt	430.56	430.56	100%

Detailed indicator	Unit	2018		
		Target	Actual	% Achieved
Output B: Targeted children, aged 6-23 months, receive specialized nutritious foods in order to prevent acute malnutrition and micronutrient deficiencies				
Act 6. Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women and girls				
Quantity of specialized nutritious foods provided	mt	3,120	3,120	100%
Output C: Beneficiaries and caregivers benefit from improved capacity of cooperating partners and health care providers, in order to improve nutrition				
Act 6. Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women and girls				
Number of training sessions/workshop organized	training session	15	5	33%
Number of people trained	individual	54	40	74%
Output C: Food-insecure families benefit from WFP efforts through the nutrition sector to rehabilitate national fortification programmes				
Act4. Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age				
Number of training sessions/workshop organized	training session	16	5	31%
Output E: Beneficiaries and/or caregivers are provided with behavioural change communications, in order to improve nutrition				
Act 5. Cash-based transfers to targeted pregnant and lactating women and girls to improve their dietary diversity and intake of fresh food items such as dairy, meat and vegetables				
Number of men exposed to WFP-supported nutrition messaging	individual	100,365	86,465	86%
Number of women exposed to WFP-supported nutrition messaging	individual	144,635	135,318	94%
Act 6. Treatment of moderate acute malnutrition in children 6-59 months and pregnant and lactating women and girls				
Number of men exposed to WFP-supported nutrition messaging	individual	12,250	4,180	34%
Number of women exposed to WFP-supported nutrition messaging	individual	32,750	13,208	40%
Strategic Outcome 4: Humanitarian partners across Syria benefit from augmented logistics and emergency telecommunications capacity, enabling them to provide their technical assistance throughout the crisis				
Output C: Crisis-affected populations benefit from humanitarian organizations being provided with shared ICT services and coordination support in common operational areas				
Act 8. Provide shared ICT services, emergency telecommunications coordination and IT emergency preparedness training to humanitarian organizations in common operational areas				
Number of training sessions/workshop organized	training session	2	5	250%
Number of people trained	individual	50	115	230%

Detailed indicator	Unit	2018		
		Target	Actual	% Achieved
Output C: Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistical gaps, enabling the implementation of activities				
Act 7. Provide whole-of-Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps				
Number of training sessions/workshop organized	training session	10	16	160%
Number of people trained	individual	200	362	181%
Output H: Crisis-affected populations benefit from humanitarian organizations being provided with shared ICT services and coordination support in common operational areas				
Act 8. Provide shared ICT services, emergency telecommunications coordination and IT emergency preparedness training to humanitarian organizations in common operational areas				
Number of services provided	service	6	6	100%
Output H: Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistical gaps, enabling the implementation of activities				
Act 7. Provide whole-of-Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps				
Metric tons of cargo transported	metric ton	23,055	20,778	90%
Percentage of cargo movement requests served against requested	%	100	100	100%
Output K: Crisis-affected populations benefit from humanitarian organizations being provided with shared ICT services and coordination support in common operational areas				
Act 8. Provide shared ICT services, emergency telecommunications coordination and IT emergency preparedness training to humanitarian organizations in common operational areas				
Number of partners supported	partner	6	9	150%
Act 7. Provide whole-of-Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps				
Number of partners supported	partner	50	115	230%

Source: WFP Syria ACR 2018.

Table 27: ICSP (SY02) output indicators

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
Strategic 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											
Activity 1: Provision of general food assistance in the form of regular in-kind or cash-based transfer monthly food assistance with ready-to-eat rations in the initial phase of displacement											
Target: All; Location: Syria; Modality: Food transfers and voucher transfers; Subactivity: General distribution											
A.1: Beneficiaries receiving cash-based transfers		Female	306,156	0	0%	255,129	18,007	7%	255,129	18,851	7%
		Male	293,844	0	0%	244,871	17,283	7%	244,871	18,094	7%
		Total	600,000	0	0%	500,000	35,290	7%	500,000	36,945	7%
A.1: Beneficiaries receiving commodity vouchers transfers		Female	-	-	-	-	-	-	0	4,373	-
		Male	-	-	-	-	-	-	0	4,209	-
		Total	-	-	-	-	-	-	0	8,582	-
A.1: Beneficiaries receiving food transfers		Female	1,479,754	3,249,853	220%	3,010,534	2,732,638	91%	4,209,645	3,452,240	82%
		Male	1,420,246	3,042,254	214%	2,889,466	2,585,998	89%	4,040,355	3,277,274	81%
		Total	2,900,000	6,292,107	217%	5,900,000	5,318,636	90%	8,250,000	6,729,514	82%
Target: n/a; Location: Syria; Modality: Food transfers and voucher transfers; Subactivity: n/a											
A.2: Food transfers		mt	446,999	480,854	108%	817,320	588,667	72%	938,044	532,467	57%
A.3: Cash-based transfers		USD	86,400,000	0	0%	36,000,000	1,718,072	5%	68,400,000	1,408,750	2%
A.4: Commodity vouchers transfers		USD	-	-	-	-	-	-	-	120,748	-
A: Targeted food-insecure populations receive adequate food assistance to meet their basic food needs											
Subactivity: General distribution											
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	-	-	-	-	-	-	200	179	90%
B: Targeted food-insecure populations receive adequate food assistance to meet their basic food needs.											
Subactivity: General distribution											
B.1: Quantity of fortified food provided	B.1.1: Quantity of fortified food provided	mt	100,752	151,279	150%	161,593.05	195,919.98	121%	153,247	142,348.71	93%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
B.3*: Percentage of staple commodities distributed that is fortified	B.3*.1: Percentage of staple commodities distributed that is fortified	%	100	32	32%	100	33	33%	100	100	100%
C: Food-insecure populations benefit from enhanced capacities of cooperating partners in areas such as protection and beneficiary registration to protect access to food											
Subactivity: General distribution											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	300	300	100%	300	200	67%	1,500	1,450	97%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	15	15	100%	30	22	73%	62	58	94%
C: Food-insecure populations benefit from enhanced coordination through WFP leadership of the food security sector and improved harmonization of monitoring and data collection within the sector, to protect access to food											
Subactivity: General distribution											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	180	155	86%	180	100	56%	700	575	82%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	12	10	83%	12	7	58%	28	23	82%
C: Vulnerable groups benefit from strengthened capacity of the national logistics sector in freight transport and supply chain management											
Subactivity: General distribution											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	340	270	79%	200	0	0%	-	-	-
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	27	20	74%	10	0	0%	-	-	-
Activity 02: Provision of school meals for pre- and primary schoolchildren in regular schools and cash-based transfers to out-of-school children enrolled in informal education or alternate learning opportunities											
Target: primary school students; Location: Syria; Modality: cash-based transfer; Sub activity: School feeding (take-home rations)											
A.1: Beneficiaries receiving cash-based transfers		Female	36,750	21,021	57%	49,000	27,300	56%	61,250	29,035	47%
		Male	38,250	20,229	53%	51,000	29,575	58%	63,750	31,470	49%
		Total	75,000	41,250	55%	100,000	56,875	57%	125,000	60,505	48%
Target: all; Location: Syria; Modality: commodity voucher transfers, cash-based transfers; Subactivity: School feeding (on-site)											
A.1: Beneficiaries receiving commodity vouchers transfers		Female	-	-	-	-	-	-	-	14,781	-
		Male	-	-	-	-	-	-	-	16,469	-
		Total	-	-	-	-	-	-	-	31,250	-
		Female	-	-	-	0	14,356	-	-	-	-

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
A.1: Beneficiaries receiving cash-based transfers		Male	-	-	-	0	15,644	-	-	-	-
		Total	-	-	-	0	30,000	-	-	-	-
Target: primary school students; Location: Syria; Modality: commodity voucher transfers, food transfers, cash-based transfers; Subactivity: School feeding (on-site)											
A.1: Beneficiaries receiving commodity vouchers transfers		Female	-	-	-	-	-	-	34,300	0	0%
		Male	-	-	-	-	-	-	35,700	0	0%
		Total	-	-	-	-	-	-	70,000	0	0%
A.1: Beneficiaries receiving food transfers		Female	504,700	362,905	72%	563,500	492,624	87%	328,300	288,641	88%
		Male	525,300	377,718	72%	586,500	522,937	89%	341,700	312,695	92%
		Total	1,030,000	740,623	72%	1,150,000	1,015,561	88%	670,000	601,336	90%
A.1: Beneficiaries receiving cash-based transfers		Female	-	-	-	24,500	0	0%	-	-	-
		Male	-	-	-	25,500	0	0%	-	-	-
		Total	-	-	-	50,000	0	0%	-	-	-
Target: n/a; Location: Syria; Modality: food transfers, cash-based transfers commodity vouchers transfers; Subactivity: n/a											
A.2: Food transfers		mt	18,014	4,656	26%	20,052	5,577	28%	8,239	4,456	54%
A.3: Cash-based transfers		USD	18,750,000	2,972,504	16%	29,400,000	8,202,685	28%	30,000,000	5,188,790	17%
A.4: Commodity vouchers transfers		USD	-	-	-	-	-	-	8,162,000	365,933	4%
A: Targeted students receive nutritious school meals and/or cash-based transfers that meet food needs while increasing enrolment and attendance and promoting stability											
Subactivity: School feeding (on-site)											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	510,000	377,718	74%	480,000	-	-	321,300	322,619	100.4%
	A.1.29: Number of project participants (female)	individual	490,000	362,905	74%	520,000	-	-	308,700	309,967	100.4%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	341,447	-	-	-	-

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	364,800	-	-	-	-
A.6: Number of institutional sites assisted	A.6.23: Number of schools assisted by WFP	school	4,020	2,083	52%	4,744	4,744	100%	2,947	3,094	105%
Subactivity: School feeding (take-home rations)											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	38,250	20,229	53%	75,000	-	-	20,400	38,670	190%
	A.1.29: Number of project participants (female)	individual	36,750	21,021	57%	75,000	-	-	19,600	37,153	190%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	23,535	-	-	-	-
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	22,369	-	-	-	-
A.6: Number of institutional sites assisted	A.6.23: Number of schools assisted by WFP	school	1,128	707	63%	989	989	100%	1,260	1,260	100%
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	90	90	100%	98	180	184%	200	179	90%
B: Targeted students receive nutritious school meals and/or cash-based transfers that meet food needs while increasing enrolment and attendance and promoting stability											
Subactivity: School feeding (on-site)											
B.1: Quantity of fortified food provided	B.1.1: Quantity of fortified food provided	mt	17,600	4,519	26%	19,360	5,346.56	28%	5,784	4,265.15	74%
C: Food-insecure populations benefit from local producers' increased capacity to produce nutritious food products											

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
Subactivity: School feeding (on-site)											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	1,814	609	34%	3,000	1,940	65%	2,091	2,091	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	12	5	42%	16	15	94%	17	17	100%
N*: Targeted students receive nutritious school meals and/or cash-based transfers that meet food needs while increasing enrollment and attendance and promoting stability											
Subactivity: School feeding (on-site)											
N*.1: Feeding days as percentage of total school days	N*.1.1: Feeding days as percentage of total school days	%	100	88	88%	100	60	60%	100	80	80%
Strategic 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											
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)											
Target: All; Location: Syria; Modality: Capacity strengthening, cash-based transfers and food transfers; Sub activity: Food assistance for asset											
A.1: Beneficiaries receiving capacity strengthening transfers	Female		-	-	-	-	-	-	204,104	33,372	16%
	Male		-	-	-	-	-	-	195,896	32,063	16%
	Total		-	-	-	-	-	-	400,000	65,435	16%
A.1: Beneficiaries receiving cash-based transfers	Female		127,565	41,030	32%	275,540	23,586	9%	149,252	22,532	15%
	Male		122,435	36,990	30%	264,460	22,639	9%	143,248	21,628	15%
	Total		250,000	78,020	31%	540,000	46,225	9%	292,500	44,160	15%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
A.1: Beneficiaries receiving food transfers		Female	204,104	39,426	19%	204,104	29,964	15%	140,320	9,580	7%
		Male	195,896	83,474	43%	195,896	28,761	15%	134,680	9,195	7%
		Total	400,000	122,900	31%	400,000	58,725	15%	275,000	18,775	7%
Target: All; Location: Syria; Modality: cash-based transfer; Subactivity: Food assistance for training											
A.1: Beneficiaries receiving cash-based transfers		Female	127,565	4,374	3%	30,615	2,411	8%	16,584	0	0%
		Male	122,435	6,841	6%	29,385	2,314	8%	15,916	0	0%
		Total	250,000	11,215	4%	60,000	4,725	8%	32,500	0	0%
Target: n/a; Location: Syria; Modality: cash-based transfers and food transfers; Subactivity: n/a											
A.2: Food transfers		mt	30,942	5,527	18%	33,757	3,566	11%	20,582	771	4%
A.3: Cash-based transfers		US\$	36,000,000	3,524,152	10%	43,200,000	3,966,658	9%	28,080,000	2,791,467	10%
A: Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food											
Subactivity: Food assistance for assets											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	131,475	131,475	100%	64,160	-	-	47,000	39,381	84%
	A.1.29: Number of project participants (female)	individual	82,145	82,145	100%	96,240	-	-	53,000	33,385	63%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	79,836	-	-	-	-
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	65,539	-	-	-	-
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	79	79	100%	98	180	184%	200	179	90%
Subactivity: Food assistance for training											

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	6,840	6,840	100%	2,366	-	-	611	611	100%
	A.1.29: Number of project participants (female)	individual	4,375	4,375	100%	3,549	-	-	611	611	100%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	2,960	-	-	-	-
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	2,995	-	-	-	-
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	79	79	100%	98	180	184%	200	179	90%
A: Targeted farmers, including women, receive training and/or technical support to increase their knowledge and skills, enabling them to enhance production and sales											
Subactivity: Food assistance for asset											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	131,475	131,475	100%	64,160	-	-	611	611	100%
	A.1.29: Number of project participants (female)	individual	82,145	82,145	100%	96,240	-	-	611	611	100%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	79,836	-	-	-	-

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	65,539	-	-	-	-
A.5: Quantity of non-food items distributed	A.5.14: Quantity of agricultural tools distributed	non-food item	42,724	42,377	99%	32,080	29,075	91%	11,764	11,764	100%
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	79	79	100%	98	180	184%	200	179	90%
A: Targeted food-insecure Syrian internally displaced persons, returnees and residents build marketable skills to strengthen their livelihoods											
Subactivity: Food assistance for training											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	6,840	6,840	100%	2,366	-	-	611	611	100%
	A.1.29: Number of project participants (female)	individual	4,375	4,375	100%	3,549	-	-	611	611	100%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	2,960	-	-	-	-
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	2,995	-	-	-	-
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	79	79	100%	98	180	184%	200	179	90%
B: Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food											

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
Subactivity: Food assistance for asset											
B.1: Quantity of fortified food provided	B.1.1: Quantity of fortified food provided	mt	6,057	1,949	32%	5,586.12	1,292.40	23%	2,520	253.88	10%
B.3*: Percentage of staple commodities distributed that is fortified	B.3*.1: Percentage of staple commodities distributed that is fortified	%	100	0	0%	100	36	36%	100	100	100%
C: Targeted food-insecure Syrian internally displaced persons, returnees and residents build marketable skills to strengthen their livelihoods											
Subactivity: Food assistance for training											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	2,243	2,243	100%	-	-	-	-	-	-
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	16	16	100%	-	-	-	-	-	-
Subactivity: Food assistance for asset											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	-	-	-	58	58	100%	60	120	200%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	-	-	-	25	25	100%	5	4	80%
C: Targeted vulnerable Syrian internally displaced persons, returnees and residents increase their financial literacy and business management skills while enhancing their access to financial services to strengthen their livelihoods											
Subactivity: Food assistance for asset											
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	-	-	-	25	25	100%	-	-	-
D: Food-insecure households benefit from creation of community assets in the environment and agriculture sectors to protect their access to food											
Subactivity: Food assistance for asset											
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	D.1.119: Kilometres (km) of irrigation canals rehabilitated	Km	-	-	-	237	237	100%	31	67.89	219%
	D.1.22: Hectares (ha) of gardens created	Ha	-	-	-	1,354	1,294	96%	610.1	653.95	107%
	D.1.45: Number of assets built, restored or maintained by targeted communities	Number	42,644	42,377	99%	32,109	29,104	91%	11,764	13,484	115%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
	D.1.5: Hectares (ha) of agricultural land benefiting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc)	Ha	-	-	-	3,500	3,500	100%	18,274	21,035	115%
D: Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food											
Subactivity: Food assistance for asset											
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	D.1.50: Number of social infrastructures and income generating infrastructures constructed (school building, facility centre, community building, market stalls, etc.)	Number	-	-	-	-	-	-	6	5	83%
L: Food-insecure households improve and maintain livelihood assets for targeted communities and households to protect their access to food											
Subactivity: Food assistance for asset											
L.1: Number of infrastructure works implemented, by type	L.1.1: Number of infrastructure works implemented	unit	-	-	-	-	-	-	9	9	100%
Strategic 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											
Activity 4: Prevention of acute malnutrition and micronutrient deficiencies in children aged 6-23 months and pregnant and lactating women and girls											
Target: Pregnant and lactating women; Location: Syria; cash-based transfers; Subactivity: Prevention of acute malnutrition											
A.1: Beneficiaries receiving cash-based transfers		Female	700,000	1,116,790	160%	162,004	145,245	90%	200,000	149,947	75%
		Total	700,000	1,116,790	160%	162,004	145,245	90%	200,000	149,947	75%
Target: Children; Location: Syria; Food transfers; Sub activity: Prevention of acute malnutrition											
		Female	150,348	146,860	98%	136,704	145,865	107%	203,388	152,933	75%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
A.1: Beneficiaries receiving food transfers		Male	144,452	140,810	97%	131,343	126,686	96%	195,412	135,619	69%
		Total	294,800	287,670	98%	268,047	272,551	102%	398,800	288,552	72%
Target: n/a; Location: Syria; Food transfers and cash-based transfers; Sub activity: n/a											
A.2: Food transfers		mt	4,764	2,574	54%	4,417	2,767	63%	6,873	3,308	48%
A.3: Cash-based transfers		US\$	25,200,000	17,501,349	69%	58,321,440	23,648,568	41%	86,400,000	25,471,034	29%
A: Pregnant and lactating women and girls receive cash-based transfers to improve their dietary diversity and nutrient intake											
Subactivity: Prevention of acute malnutrition											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.29: Number of project participants (female)	individual	70,000	111,679	160%	80,000	-	-	80,000	149,947	187%
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	145,245	-	-	-	-
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	92	89	97%	98	180	184%	200	179	90%
A: Targeted children aged 6-23 months receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies											
Subactivity: Prevention of acute malnutrition											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	134,972	140,810	104%	109,160	-	-	145,550	135,619.0	93%
	A.1.29: Number of project participants (female)	individual	129,679	146,860	113%	113,617	-	-	151,491	152,933.0	101%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	139,001	-	-	-	-

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	133,550	-	-	-	-
B: Targeted children aged 6-23 months receive specialized nutritious foods to prevent acute malnutrition and micronutrient deficiencies											
Subactivity: Prevention of acute malnutrition											
B.2: Quantity of specialized nutritious foods provided	B.2.1: Quantity of specialized nutritious foods provided	mt	4,763	2,562	54%	4,417.42	2,714.43	61%	4,590	3,351.12	73%
C: Nutritionally vulnerable groups benefit from the strengthened capacity of national stakeholders to develop universal salt iodization and wheat flour fortification											
Subactivity: Prevention of acute malnutrition											
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	16	10	63%	22	8	36%	22	17	77%
E*: Social and behaviour change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and infant and young child feeding practices											
Subactivity: Prevention of acute malnutrition											
E*.4: Number of people reached through interpersonal social and behavioural change communication (SBCC) approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches (male)	Number	134,972	140,810	104%	109,160	139,001	127%	145,550	135,619	93%
	E*.4.2: Number of people reached through interpersonal SBCC approaches (female)	Number	199,679	213,114	107%	193,617	278,795	144%	231,491	302,880	131%
Activity 05: Treatment of moderate acute malnutrition in children aged 6-59 months and pregnant and lactating women and girls											
Target: Children; Location: Syria; Food transfers; Subactivity: Treatment of acute malnutrition											
A.1: Beneficiaries receiving food transfers		Female	13,000	9,542	73%	10,400	13,148	126%	10,400	14,336	138%
		Male	12,000	6,993	58%	9,600	9,960	104%	9,600	10,063	105%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
		Total	25,000	16,535	66%	20,000	23,108	116%	20,000	24,399	122%
Target: Pregnant and lactating women; Location: Syria; Food transfers; Subactivity: Treatment of acute malnutrition											
A.1: Beneficiaries receiving food transfers		Female	20,000	10,656	53%	25,000	14,716	59%	25,000	17,619	70%
		Total	20,000	10,656	53%	25,000	14,716	59%	25,000	17,619	70%
Target: n/a; Location: Syria; Food transfers; Subactivity: n/a											
A.2: Food transfers		mt	465	165	35%	480	242	50%	480	323	67%
A: Children aged 6-59 months and pregnant and lactating women and girls are treated for moderate acute malnutrition											
Treatment of moderate acute malnutrition											
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	12,750	7,039	55%	9,800	-	-	9,800	10,063	103%
	A.1.29: Number of project participants (female)	individual	32,250	20,152	62%	35,200	-	-	35,200	31,955	91%
	A.1.30: A. Number of direct beneficiaries of capacity strengthening transfers (male)	person	-	-	-	-	9,959	-	-	-	-
	A.1.31: A. Number of direct beneficiaries of capacity strengthening transfers (female)	person	-	-	-	-	27,865	-	-	-	-
A.6: Number of institutional sites assisted	A.6.10: Number of health centres/sites assisted	health centre	267	268	100%	281	281	100%	281	379	135%
B: Children aged 6-59 months and pregnant and lactating women and girls are treated for moderate acute malnutrition											
Treatment of moderate acute malnutrition											
B.2: Quantity of specialized nutritious foods provided	B.2.1: Quantity of specialized nutritious foods provided	mt	465	166	36%	480	239.11	50%	480	326.61	68%
E*: Social and behaviour change communication is provided to beneficiaries and caregivers to improve dietary diversity, nutrient intake and infant and young child feeding practices											

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
Treatment of moderate acute malnutrition											
E*.4: Number of people reached through interpersonal SBCC approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches (male)	Number	12,750	7,039	55%	9,800	9,959	102%	9,800	10,063	103%
	E*.4.2: Number of people reached through interpersonal SBCC approaches (female)	Number	32,250	20,152	62%	35,200	27,865	79%	35,200	31,955	91%
Strategic Outcome 4: Humanitarian partners across the Syrian Arab Republic benefit from augmented logistics and emergency telecommunications capacity and air 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											
C: Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities											
Subactivity: Logistics cluster											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of government/national partner staff receiving technical assistance and training	individual	300	300	100%	-	-	-	-	-	-
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	Number of training sessions/workshop organized	training session	16	13	81%	-	-	-	-	-	-
H: Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities											
Subactivity: Logistics cluster											
H.4: Total volume of cargo transported	H.4.25: Volume of cargo handled through storage services	m ³	10,000	10,000	100%	16,000	16,532.75	103%	4,000	4,851.6	121%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
	Percentage of cargo movement requests served against requested	%	100	100	100%	-	-	-	-	-	-
K: Crisis-affected populations benefit from humanitarian partners being provided with coordination and services that cover logistics gaps, enabling the implementation of activities											
Subactivity: Logistics cluster											
K.1: Number of partners supported	K.1.1: Number of partners supported	partner	100	107	107%	100	77	77%	75	87	116%
Activity 7: Provide shared ICT services, emergency telecommunications coordination and information technology (IT) emergency preparedness training to humanitarian organizations in common operational areas											
C: Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas											
Subactivity: Emergency telecommunication cluster											
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	20	34	170%	25	14	56%	25	21	84%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	1	2	200%	2	1	50%	2	1	50%
H: Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas											
Subactivity: Emergency telecommunication cluster											
H.1: Number of shared services provided, by type	H.1.105: Number of services provided	service	6	6	100%	4	4	100%	4	4	100%

Output indicator	Detailed indicator	Unit	2019			2020			2021		
			Planned	Actual	% Achieved	Planned	Actual	% Achieved	Planned	Actual	% Achieved
K: Crisis-affected populations benefit from humanitarian organizations being provided with shared information and communications technology (ICT) services and coordination support in common operational areas											
Subactivity: Emergency telecommunication cluster											
K.1: Number of partners supported	K.1.1: Number of partners supported	partner	15	15	100%	15	15	100%	15	15	100%
Activity 8: Provide technical assistance and support services to humanitarian partners											
H: Crisis-affected populations benefit from humanitarian partners being provided with technical assistance and support services											
Subactivity: Logistics cluster											
H.1: Number of shared services provided, by type	H.1.105: Number of services provided	service	2	2	100%	3	4	133%	4	4	100%
H.1: Number of shared services provided, by type	H.1.129: Total storage space made available (m2)	unit	-	-	-	11,500	7,850	68%	7,850	7,850	100%
Activity 9: Provide passenger and light cargo services (United Nations Humanitarian Air Service (UNHAS)) to the humanitarian community											
H: 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											
Subactivity: Humanitarian Air Service											
H.4: Total volume of cargo transported	H.4.13: Quantity of cargo delivered (mt)	mt	-	-	-	1	2.2	220%	24	35.1	146%
H.6: Percentage of payload delivered against available capacity	H.6.1: Percentage of payload delivered against available capacity	%	-	-	-	0.4	39.8	9950%	100	100	100%
H.7: Total number of passengers transported	H.7.3: Number of passengers transported	individual	-	-	-	150	-	-	1,800	4,492	250%
	H.7.5: Number of passengers transported monthly against planned (passengers transported)	individual	-	-	-	-	115	-	-	-	-

Source: WFP Syria ACR 2019-2022.

Table 28: ICSP (SY03) output indicators

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
Strategic 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					
Activity 1: Unconditional resource transfer to food-insecure households					
Target: All; Location: Syria; Modality: cash-based transfers, food transfers and commodity vouchers; Subactivity: General distribution					
A.1: Beneficiaries receiving cash-based transfers		Female	535,773	212,991	40%
		Male	514,227	182,177	35%
		Total	1,050,000	395,168	38%
A.1: Beneficiaries receiving food transfers		Female	3,699,385	2,820,133	76%
		Male	3,550,615	2,788,578	79%
		Total	7,250,000	5,608,711	77%
Target: n/a; Location: Syria; Modality: cash-based transfers, food transfers and value vouchers; Subactivity: n/a					
A.2: Food transfers		mt	900,168	466,352	52%
A.3: Cash-based transfers		US\$	94,860,000	15,376,744	16%
A.4: Commodity voucher transfers		US\$	0	69,234	
A: Targeted food-insecure populations receive adequate food assistance to meet their basic food needs					
Subactivity: General distribution					
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	2,793,000	2,857,264	102%
	A.1.29: Number of project participants (female)	individual	2,907,000	2,893,942	100%
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	220	222.0	101%
B: Targeted food-insecure populations receive adequate food assistance to meet their basic food needs.					
Subactivity: General distribution					
B.1: Quantity of fortified food provided	B.1.1: Quantity of fortified food provided	mt	93,467.81	93,467.81	100%
B.3*: Percentage of staple commodities distributed that is fortified	B.3*.1: Percentage of staple commodities distributed that is fortified	%	100	100	100%
C: Cooperating partners have enhanced capacities that contribute to improving food-insecure communities' access to safe and dignified food assistance					
Subactivity: General distribution					

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	320	320	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	60	53	88%
C: Households headed by men and women in vulnerable circumstances benefit from WFP support to the national food supply chain in order to access affordable food from markets					
Subactivity: General distribution					
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	29	15	52%
M: Food-insecure communities' benefit from the WFP-led food security analysis and sector coordination in order to receive harmonized food assistance					
Subactivity: General distribution					
M.1: Number of national coordination mechanisms supported	M.1.1: Number of national coordination mechanisms supported	unit	6	6	100%
Activity 02: Provide meals and cash-based transfers to school-aged boys and girls attending formal and non-formal education					
Target: all; Location: Syria; Modality: cash-based transfers; Sub activity: School feeding (take-home rations)					
A.1: Beneficiaries receiving cash-based transfers		Female	0	34,712	
		Male	0	27,803	
		Total	0	62,515	
Target: students (primary schools); Location: Syria; Modality: cash-based transfers; Subactivity: School feeding (take-home rations)					
A.1: Beneficiaries receiving cash-based transfers		Female	90,650	0	0%
		Male	94,350	0	0%
		Total	185,000	0	0%
Target: all; Location: Syria; Modality: commodity voucher transfers; Subactivity: School feeding (on-site)					
A.1: Beneficiaries receiving commodity vouchers transfers		Female	0	25,045	
		Male	0	30,086	
		Total	0	55,131	
Target: students (primary schools); Location: Syria; Modality: commodity voucher transfers; Subactivity: School feeding (on-site)					

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
A.1: Beneficiaries receiving commodity vouchers transfers		Female	41,160	0	0%
		Male	42,840	0	0%
		Total	84,000	0	0%
Target: students (primary schools); Location: Syria; Modality: food transfers; Subactivity: School feeding (on-site)					
A.1: Beneficiaries receiving food transfers		Female	305,760	239,938	78%
		Male	318,240	258,566	81%
		Total	624,000	498,504	80%
Target: n/a; Location: Syria; Modality: food transfers, cash-based transfers commodity vouchers transfers; Subactivity: n/a					
A.2: Food transfers		mt	7,207	4,495	62%
A.3: Cash-based transfers		USD	37,950,000	5,367,829	14%
A.4: Commodity vouchers transfers		USD	9,702,000	1,087,343	11%
A: 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					
Subactivity: School feeding (on-site)					
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	291,316	291,316.0	100%
	A.1.29: Number of project participants (female)	individual	267,401	267,401.0	100%
A.6: Number of institutional sites assisted	A.6.23: Number of schools assisted by WFP	school	1,981	1,981	100%
Subactivity: School feeding (take-home rations)					
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	Number of project participants (male)	individual	38,454	27,803	72%
	Number of project participants (female)	individual	36,946	34,712	94%
A.6: Number of institutional sites assisted	A.6.23: Number of schools assisted by WFP	school	1,505	1,505	100%
B: School-aged boys and girls receive school meals and/or cash-based transfers to meet their food and nutrition needs and to stimulate their enrolment and school attendance					
Subactivity: School feeding (on-site)					

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
B.1: Quantity of fortified food provided	B.1.1: Quantity of fortified food provided	mt	4,309	4,309	100%
N*: School-aged boys and girls receive school meals and/or cash-based transfers to meet their food and nutrition needs and to stimulate their enrolment and school attendance.					
Subactivity: School feeding (on-site)					
N*.1: Feeding days as percentage of total school days	N*.1.1: Feeding days as percentage of total school days	%	100	100	100%
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					
Activity 3: Support diversified and sustainable livelihoods and food systems at household, community and national levels					
Target: All; Location: Syria; Modality: Capacity strengthening, cash-based transfers and food transfers; Subactivity: Food assistance for asset					
A.1: Beneficiaries receiving capacity strengthening transfers		Female	255,129	9,920	4%
		Male	244,871	9,756	4%
		Total	500,000	19,676	4%
A.1: Beneficiaries receiving cash-based transfers		Female	179,714	2,623	1%
		Male	172,486	2,517	1%
		Total	352,200	5,140	1%
A.1: Beneficiaries receiving food transfers		Female	75,416	6,314	8%
		Male	72,384	6,298	9%
		Total	147,800	12,612	9%
Target: n/a; Location: Syria; Modality: food transfers, cash-based transfers; Subactivity: n/a					
A.2: Food transfers		mt	11,062	279	3%
A.3: Cash-based transfers		US\$	47,758,320	226,942	0%
A: Food-insecure households headed by men and women benefit from conditional food or cash-based transfers to meet their food and nutrition needs in exchange of their participation in livelihood activities					
Subactivity: Food assistance for asset					
	A.1.28: Number of project participants (male)	individual	9,756	9,756	100%

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.29: Number of project participants (female)	individual	9,920	9,920	100%
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	220	222	101%
B: Food-insecure households headed by men and women benefit from conditional food or cash-based transfers to meet their food and nutrition needs in exchange of their participation in livelihood activities					
Subactivity: Food assistance for asset					
B.1: Quantity of fortified food provided	B.1.1: Quantity of fortified food provided	mt	224.5	112.5	50%
B.3*: Percentage of staple commodities distributed that is fortified	B.3*.1: Percentage of staple commodities distributed that is fortified	%	100	100	100%
C: Crisis-affected communities improve their food security and nutrition through the restoration and enhancement of staple food value chains					
Subactivity: Food assistance for asset					
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	397,433	397,433	100%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	17	17	100%
D: Smallholder farmers and their communities benefit from rehabilitated community assets to protect their access to food and promote their self-reliance					
Subactivity: Food assistance for asset					
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	D.1.119: Kilometres (km) of irrigation canals rehabilitated	Km	632	632	100%
	D.1.22: Hectares (ha) of gardens created	Ha	750	750	100%

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
	D.1.45: Number of assets built, restored or maintained by targeted communities	Number	3,055	3,055	100%
	D.1.50: Number of social infrastructures and income generating infrastructures constructed (school building, facility centre, community building, market stalls, etc.)	Number	7	7	100%
	D.1.5: Hectares (ha) of agricultural land benefiting from rehabilitated irrigation schemes (including irrigation canal repair, specific protection measures, embankments, etc)	Ha	19,328	19,328	100%
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					
Activity 5: Provide nutrition assistance to prevent chronic and acute malnutrition					
Target: pregnant and lactating women; Location: Syria; Modality: cash-based transfer; Subactivity: Prevention of acute malnutrition					
A.1: Beneficiaries receiving cash-based transfers		Female	200,000	131,455	66%
		Total	200,000	131,455	66%
Target: children; Location: Syria; Modality: food transfers; Subactivity: Prevention of acute malnutrition					
A.1: Beneficiaries receiving food transfers		Female	203,388	155,206	76%
		Male	195,412	147,765	76%
		Total	398,800	302,971	76%
Target: n/a; Location: Syria; Modality: cash-based transfer and food transfers; Subactivity: n/a					
A.2: Food transfers		mt	7,178	3,400	47%
A.3: Cash-based transfers		US\$	86,400,000	31,063,259	36%
A: Pregnant and lactating women and boys and girls receive cash-based transfers to improve their dietary diversity and nutrient intake					
Subactivity: Prevention of acute malnutrition					

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
A.1: Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	A.1.28: Number of project participants (male)	individual	135,660	148,763	110%
	A.1.28: Number of project participants (female)	individual	205,340	269,037	131%
A.7: Number of retailers participating in cash-based transfer programmes	A.7.1: Number of retailers participating in cash-based transfer programmes	retailer	220	222	101%
B: Targeted boys and girls aged 6-23 months receive specialized nutritious foods to prevent acute and chronic malnutrition and micronutrient deficiencies					
Subactivity: Prevention of acute malnutrition					
B.2: Quantity of specialized nutritious foods provided	B.2.1: Quantity of specialized nutritious foods provided	mt	3,990	3,388	85%
C: Nutritionally vulnerable groups benefit from strengthened national capacity to implement fortification and food supplementation programmes in order to improve their nutrition status					
Subactivity: Prevention of acute malnutrition					
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.4*.1: Number of government/national partner staff receiving technical assistance and training	individual	1,423	919	65%
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new)	C.5*.2: Number of training sessions/workshop organized	training session	5	5	100%
E*: Pregnant and lactating women and girls and caregivers, receive social and behaviour change communication to improve their dietary, hygiene and young child feeding practices					
Subactivity: Prevention of acute malnutrition					
E*.4: Number of people reached through interpersonal SBCC approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches (male)	Number	135,660	148,763	110%

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
E*.4: Number of people reached through interpersonal SBCC approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches (female)	Number	205,340	269,037	131%
Activity 6: Provide nutrition assistance to treat moderate acute malnutrition					
Target: children; Location: Syria; Modality: food transfer; Subactivity: Treatment of acute malnutrition					
A.1: Beneficiaries receiving food transfers		Female	13,000	21,762	167%
		Male	12,000	15,407	128%
		Total	25,000	37,169	149%
Target: pregnant and lactating women; Location: Syria; Modality: food transfer; Subactivity: Prevention of acute malnutrition					
A.1: Beneficiaries receiving food transfers		Female	25,000	28,620	114%
		Total	25,000	28,620	114%
Target: n/a; Location: Syria; Modality: food transfers; Subactivity: n/a					
A.2: Food transfers		mt	525	453	86%
B: Boys and girls aged 6-59 months and pregnant and lactating women and girls receive specialized nutritious food to treat moderate acute malnutrition					
Subactivity: Treatment of acute malnutrition					
B.2: Quantity of specialized nutritious foods provided	B.2.1: Quantity of specialized nutritious foods provided	mt	150	433	289%
E*: Pregnant and lactating women and girls and caregivers, receive social and behaviour change communication to improve their dietary, hygiene and young child feeding practices					
Subactivity: Treatment of acute malnutrition					
E*.4: Number of people reached through interpersonal SBCC approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches (male)	Number	12,750	14,718	115%
E*.4: Number of people reached through interpersonal SBCC approaches	E*.4.1: Number of people reached through interpersonal SBCC approaches (female)	Number	37,250	47,513	128%
Strategic Outcome 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					
H: Crisis-affected populations benefit from logistics services provided to humanitarian partners to deliver their programmes					
Subactivity: Logistics cluster					

Output indicator	Detailed indicator	Unit	2022		
			Planned	Actual	% Achieved
H.4: Total volume of cargo transported	H.4.10: Quantity (mt) of cargo transported	mt	156,000	195,620	125%
H.4: Total volume of cargo transported	H.4.14: Quantity of cargo handled through storage services	mt	1,500	3,370	225%
Activity 8: Provide common emergency telecommunications services to humanitarian partners					
H: Crisis-affected populations benefit from emergency telecommunications services provided to humanitarian partners to deliver their programmes					
Subactivity: Emergency telecommunication cluster					
H.1: Number of shared services provided, by type	H.1.105: Number of services provided	service	4	4	100%
Activity 9: Provide humanitarian air services to humanitarian partners					
H: Crisis-affected populations benefit from the availability of humanitarian air services for the safe transportation of humanitarian staff and the timely delivery of assistance					
Subactivity: Humanitarian Air Service					
H.4: Total volume of cargo transported	H.4.13: Quantity of cargo delivered (mt)	mt	30	24	80%
H.6: Percentage of payload delivered against available capacity	H.6.1: Percentage of payload delivered against available capacity	%	100	100	100%
H.7: Total number of passengers transported	H.7.3: Number of passengers transported	individual	4,500	4,963	110%
Activity 10: Provide on-demand technical assistance and support services to humanitarian partners					
H: Crisis-affected populations benefit from technical assistance and support services provided to humanitarian partners to deliver their programmes					
Subactivity: Logistics cluster					
H.1: Number of shared services provided, by type	H.1.24: Number of bulletins, maps and other logistics information produced and shared	item	12	29	242%
	H.1.25: Number of cluster coordination meetings conducted	instance	24	14	58%
Subactivity: Service delivery general					
H.1: Number of shared services provided, by type	H.1.105: Number of services provided	service	4	4	100%

Source: WFP Syria ACR 2022.

Annex XII. Detailed Methodology

METHODOLOGICAL APPROACH

34. This annex sets out the evaluation methodology. Overall, the evaluation design sought to create an approach that was sufficiently contextually sensitive to evaluate a complex crisis and speak to the WFP operating model and culture. The evaluation was guided by the criteria of relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage as applicable. The approach gave particular attention to assessing adherence to top humanitarian principles, protection issues and accountability to affected populations. The criteria were covered according to the needs and of the relevant stakeholders and the context. The evaluation put emphasis on the ongoing relevance of the operations of WFP in the changing conflict context and the effectiveness and efficiency of the interventions responding to both large scale humanitarian needs and the need to move toward sustainable interventions where feasible.

35. The evaluation was theory-based and relied on a mixed methods approach using a combination of primary and secondary data. The evaluation team adopted an iterative, consultative approach with regular exchanges with Office of Evaluation and the country office. This approach enhanced ownership of the evaluation by key stakeholders and enriched the evidence base. It also allowed the country office to consider early findings in preparing the new country strategic plan and to adjust its activities and operations to any contextual changes.

36. The evaluation reviewed the inter-operability of activities and how the country office developed and operationalized its approach for the different activities. The evaluation also looked at the linkages between the different strategic outcomes. The evaluation team use the reconstructed theory of change to discuss with activity managers, M&E and VAM staff the different pathways and changes over time.

37. The evaluation team also assessed, based on document review and semi-structured interviews, whether deliberate efforts were taken to make connections between the different activities during the design and implementation phases. The evaluation team reviewed to what extent the results from the different activities contributed to one or more strategic outcomes. The approach to data is further discussed below.

38. Overall approach on data: The evaluation collected qualitative and quantitative data through various methodologies, including a desk review of documentation, key informant interviews and group interviews with stakeholders. During the in-country mission, emphasis was placed on consultations with direct beneficiaries and used direct observation to collect additional data.

39. Data sources: The evaluation used two main sources of data: secondary programme/project/corporate documentation/data and key informants/focus groups. The evaluation team sought to conduct discussions with sex- and age-disaggregated groups of beneficiaries and community members during each field visit to WFP-supported activities to assess their relevance, coverage, coherence and effectiveness. The interviews and group discussions included residents, internally displaced persons (IDPs) and refugees.

40. Document and data review: The documentation and data were provided by WFP Office of Evaluation and the country office. Review of documentation and data were completed before the field mission, enabling the evaluation team to explore identified issues more deeply and address gaps during the field mission. A list of documentation is presented in Annex XIX: Bibliography.

41. Key informant interviews: Semi-structured, face-to-face or remote interviews with a wide variety of stakeholders were used to obtain qualitative information, promote reflection and response by people knowledgeable and engaged with the programming and coordination role of WFP. The evaluation team was able to probe and follow up with interviewees in a way that other static instruments did not allow, yielding more nuanced information relevant to the evaluation. Evaluation team members selected questions relevant to specific interviewees. Where possible, questions or discussion topics were shared with the interviewees before the interview.

42. Focus group discussions: These discussions – mainly with direct beneficiaries – permitted data collection from more substantial groups of people and thus proved an efficient means of data collection. The general objective of this methodology was to gain an understanding of: a) community needs with respect to food security, nutrition and livelihoods; changing priorities and needs and if responses adapted

over time aligning with relevance (EQ1); and b) community perspectives of the quality of WFP-supported services – aligning with effectiveness (EQ2). The evaluation team recorded responses through detailed note-taking (in English and Arabic). The use of digital recording devices was prohibited.

43. Site visits and direct observations: These assisted in triangulation of findings and validating other data sources, notably what was verbally reported in interviews and qualitative information available from secondary research. Site visits and direct observations included food distribution sites, voucher distribution points, school feeding, camps, bakeries, warehouses, clinics, water stations, irrigation canals, wastewater treatment plants, dams, siloes and retailers. Field visits were undertaken across the five governorates of Aleppo, Al-Hasakah, Damascus, Dara'a and Homs.

44. Data coding and analysis: The evaluation team coded qualitative/discussion data into meaningful categories, which enabled the organization of notes and identification of themes or patterns common to key informant interviews and focus group discussions and responses that address specific assumptions and/or lines of inquiry and indicators. After field visits, while information was still fresh, the team performed initial coding and included the information in a spreadsheet to facilitate the allocation of themes across data collected.

45. Guiding principles: The evaluation's design recognized the challenging operating conditions and sought to mitigate these through a systematic and structured approach while recognizing the unpredictability of the context and building in the need to adapt. Consequently, the evaluation adopted the following operating principles:

Table 29: Operating principles for the evaluation

Principle	Explanation	Built into evaluation's design and implementation through the following:
Flexibility	The need to adapt to the context, the operating conditions and the different aspects of the WFP response were fully recognized.	Evaluation questions, sub-questions and lines of inquiry were discussed with the country office for greater contextual sensitivity; adaptation of methods based on findings from the inception phase.
Minimal footprint	The evaluation maximized coordination and information sharing to reduce pressure on busy staff.	The team ensured that existing data were shared/made maximum use of, and that field time with WFP and participating partner staff was maximized for its value (e.g., thorough preparation to ensure that fieldwork did not cover ground already available from existing documentation).
Prioritizing independence and impartiality	International evaluation standards were upheld to ensure the evaluation's credibility.	This was achieved through transparency and traceability of evidence (within the boundaries of ethical standards).
Systematic approach	Ensured methodological rigour and reinforced the evaluation's credibility with a wide range of stakeholders.	A systematic approach was undertaken, prioritizing the use of structured tools for data gathering and analysis. Further details and individual tools are presented Annex XIV.
Ethical standards	Ensured informed consent was secured, particularly when conducting interviews and fieldwork in highly sensitive contexts; interviewees and focus group participants were assured of their ability to speak in confidence and that no harm would be done.	A full statement on the ethical standards of the evaluation was included in the inception and evaluation reports. At all times, the evaluation team coordinated with WFP to ensure that the team was aware of any sensitive issues to adhere to, especially at community level and in IDP settings.

46. The evaluation was gender responsive as summarized in Box 1 below. The evaluation team was also sensitive to contextually relevant issues including inclusion of persons with disabilities and the power relations between advantaged and disadvantaged groups, implementers and stakeholders and how the interventions have impacted on this (negatively and positively). For assessing inclusion of women, youth, people with disabilities and other vulnerable groups, the evaluation team relied on available WFP disaggregated data.

Box 1: A gender-responsive evaluation

The evaluation assessed the degree to which WFP support in Syria (through the CSPs) embraced a gender-responsive and gender-transformative approach in planning, design, implementation and monitoring.

Gender and human rights issues were mainstreamed into the evaluation framework with explicit sub-questions included in the evaluation matrix. In this sense, it reviewed whether WFP actions in Syria integrated the perspectives of women, girls, men and boys in decision making and if assistance was adapted to gender, age and disability requirements. The evaluation also assessed: i) the extent to which

the Gender Action Plan for Syria progressed (Question 2.2); ii) whether the CSP process and partnerships facilitated further integration of gender considerations (Question 1.1); and iii) whether human and financial resources adequately reflected the needs for implementation of gender concerns and priorities, in line with the WFP corporate gender policy (Question 3.2). The evaluation assessed the extent to which gender budget lines were included and how allocated gender funding has been used. The evaluation explored to what extent ex-ante gender analysis became standard practice across the country office. The evaluation reviewed gender-and age-disaggregated data for relevant outcome indicators over time. Gender analysis looked into human resources at the country office and field office levels.

Participation and protection were equally important in the context of Syria. In traditional societies such as Syria, the domestic role of women in the household, in relation to food security and nutrition, is crucial. Involving women and girls in all aspects of project design and implementation can increase the effectiveness and efficiency of interventions. The evaluation assessed whether and how the specific needs of different gender and age groups and of persons living with a disability were identified and how these needs were integrated into the project designs of WFP and its partners. Using available baseline figures and time trends, the evaluation assessed the extent to which the country strategic plan implementation has monitored the response to these specific needs. Special attention was given to assessing how gender-sensitivity and gender considerations were understood and implemented under the different activities.

Mixed quantitative and qualitative data analysis, and participatory data collection methods, were used for integrating gender and human rights issues into the implementation of the evaluation:

- semi structured interviews and focus group discussions were gender-sensitive; and
- mixed group settings were avoided when not culturally acceptable.

The evaluation ensured there was equal representation of women and men during the stakeholders' consultations and that women were given the space to speak.

47. The approach to assessing efficiency was structured around three dimensions of efficiency (see Table 30 and EQ3 in Table 34: Evaluation matrix): i) timeliness; ii) coverage/targeting; and iii) economy and cost efficiency. Consistent with the "strategic evaluation" nature of the assignment and the limited resources allocated to complex quantitative analysis and data collection related to efficiency in country strategic plan evaluations (CSPEs), two elements guided the approach: i) a focus on the broad performance of WFP and its cooperating partners in terms of efficiency, shedding light on specific parts of the country portfolio relevant for the overall analysis at the ICSP level with an emphasis on general food assistance (see Table 30); and ii) the identification of 'illustrative cases' at the activity level (including good practices) to support both the accountability and learning dimensions of the evaluation. Despite the resource constraints, the efficiency assessment built on an analysis of qualitative and quantitative information using both primary and secondary data.

48. The three dimensions of efficiency covered are not independent of each other; they are also linked to other key issues covered by the evaluation matrix, such as sustainability. Considering these interlinkages, the evaluation team analysed efficiency from a 'strategic decision making' angle, paying attention to the trade-offs between and effectiveness made by WFP when designing and implementing the country strategic plan and its various components.

49. The evaluation team paid attention to reflect in the efficiency analysis that the (T-)ICSP responded to very different geographical (subnational) contexts, with specific constraints on the choice of mechanisms, including modalities and cooperating partners, to deliver assistance in these various geographical areas.

Table 30: Planned focus of the efficiency analysis

Part of the portfolio \ efficiency dimension	Timeliness	Coverage/ targeting	Economy/cost efficiency	Cost effectiveness
Unconditional resource transfer (URT) (SO1)	+++	+++	+++	+++
School meals programme (SMP) (SO1)	+	+	+++	+
Asset creation and livelihood (ACL) (SO2)	+	+	+	+++
Malnutrition prevention activities (MPA)/ Nutrition treatment activities (NTA) (SO3)	+	+	+	+
Service provision and platforms activities (CPA) (SO4)	+	+	+	+
Overall portfolio	+++	+++	+++	+++

Legend: '+++'=strong emphasis in the analysis; '+'= some emphasis in the analysis.

50. Annex XVI presents the quantitative efficiency analysis.

51. The hybrid data collection phase included an in-country mission and a remote mission taking place in parallel. The in-country mission took place from 7 May to 1 June 2023. The parallel remote mission was carried out by the two senior experts – who were not able to travel to Syria. The schedule was very tight, given the size of WFP operations and the complex environment (including Syria’s protracted conflict situation and the recent earthquake). The in-country team prioritized government, local stakeholders, and site visits, while the remote team focused on WFP staff. The Gaziantep field office was also consulted remotely after the main mission was completed. After the in-country mission the team also undertook any final key informant interviews with WFP and external stakeholders who were not interviewed during the main data collection mission. Annex III outlines the full data collection schedule.

EVALUATION MATRIX

52. The detailed evaluation matrix guiding this assignment is attached as Annex XIII. The evaluation matrix addressed four main questions common to all WFP CSPEs and 14 sub-questions. The evaluation matrix contained the evaluation team’s relevant approaches including lines of inquiry, indicators, data sources and data collection methods. The evaluation matrix was reviewed with the country office during the inception mission. The evaluation matrix constituted the analytical framework of the evaluation. The key themes of interest of the evaluation were captured in the evaluation matrix including synergies between crisis response, recovery and resilience. Other elements of strategic importance captured by the evaluation matrix included the cross-cutting themes of accountability, humanitarian principles, gender, inclusion and climate adaptation.

53. Responses to each evaluation question were evidence-based, combining qualitative and quantitative data. This included analysis of information gathered through semi-structured interviews, extended desk reviews of available reports, and quantitative analysis of WFP output and outcome data. Information was triangulated across various sources to validate the findings. Evidence from desk review, interviews and focus group discussions were systematically captured against the evaluation questions and sub-questions. The evaluation matrix also informed the data collection instruments, interview and focus group discussions guides.

DATA COLLECTION

54. During the data collection phase, semi-structured interviews focused on key issues within the remit of each person or group interviewed, according to the stakeholder mapping (Annex IV). Analysis of data from pre-existing documentation and quantitative datasets informed interviews and focus group discussions with stakeholders. Instruments proposed for interviews and focus group discussions are provided in Annex XIV.

55. Focus groups with cooperating partners included as many partners as possible when considered appropriate for meetings with cooperating partners. Partners were also present during site visits, which gave additional opportunities to listen to the perspectives of the cooperating partners. More strategic aspects of the evaluation were addressed by a series of semi-structured interviews predominantly with the country office, field offices, donors, government authorities, United Nations agencies and cooperating partners. The role and functionality of the cluster and sector working groups that WFP participates in was also assessed.

56. Focus group discussions with beneficiaries (residents, internally displaced persons, refugees in urban, rural and camp locations) and other stakeholders (farmers, retailers and local government officials) was an important element in seeking the views of the affected population and those with some knowledge of their situation. All interviews were confidential and data-protected.

57. The evaluation team also conducted a detailed desk review and manual analysis of qualitative and quantitative secondary documentation. A substantial library of secondary data was compiled with support from the country office and the Office of Evaluation. The documentary analysis identified preliminary answers to the evaluation questions ahead of the in-country mission and resulted in a populated evaluation matrix containing selected preliminary answers to the evaluation questions. An analysis of existing WFP data sets was also conducted using Excel, notably on output and outcome data (Annex XI) and evaluation reports commissioned by WFP that are relevant to this evaluation (Annex VII)

58. In terms of site selections, and focus group discussions with beneficiaries and other stakeholders (farmers, retailers, local government officials), locations were selected taking into consideration the following criteria:

- number of people in need and levels of food insecurity in the different geographic areas (based on WFP data);
- type and concentration of the activities available (with an emphasis on general food assistance, cash-based transfers, livelihoods and protection);
- type and variety of beneficiary availability (for example, mix of residents, internally displaced persons; mix of those receiving support under the different strategic outcomes);
- type of activities reaching different gender and age groups (women, men, girls and boys);
- accessibility and security of sites; and
- presence of WFP field offices and presence of cooperating partners.

59. The locations for the in-country mission were coordinated with the country office.⁴⁵ Table 31 shows the active locations⁴⁶ for each field office. Table 31 gives the active locations in government-controlled areas and the active locations supported by the Gaziantep field office through cross-border operations. In terms of activity, Gaziantep (cross-border operations) has the highest number of active locations followed by Damascus/south area office. In terms of beneficiary case load, south area office has the highest case load of 298,011 households followed by Gaziantep.

60. Table 32 shows the total active locations in government-controlled areas. The evaluation team conducted field visits (including site visits, focus group discussions with beneficiaries, meeting with local officials and cooperating partners) in the areas supported through four field offices including Aleppo, Damascus, Homs and Qamishli. Considering the active locations managed by these four field offices, the evaluation team has selected the geographic areas where 80 percent of WFP operations are implemented in government-controlled areas.

⁴⁵ Northwest Syria was not been selected for the in-country data mission since WFP Syria country office does not have access to the area.

⁴⁶ Active locations are areas where WFP has at least one activity implemented in a given cycle. Each cycle is one year. The above data reflect active location recorded as of end of 2022.

Table 31: WFP Syria country office active locations for each field office

	Field offices	Total active locations
Government-controlled areas	Aleppo field office	575
	Damascus field office (south area)	1,148
	Deir-ez-Zor field office	282
	Homs field office (central area)	570
	Qamishli field office	595
	Tartous field office	437
	Subtotal	3,607
Cross-border	Gaziantep field office	1,172
	Grand Total	4,779

Source: Syria country office 11.12.2022.

Table 32: Total number of WFP active locations in Syria

Category	Coverage
Total WFP active locations in government-controlled areas.	3,607
Total active locations covered by the four selected WFP field offices in Damascus, Aleppo, Homs and Qamishli.	2,888
Coverage	80%

Source: Syria country office 11.12.2022.

61. The selection of the areas covered by the in-country data collection was confirmed with the country office and the following geographical areas (governorates) were covered in the in-country schedule:

- Aleppo;
- Al-Hasakah;
- Damascus;
- Dara’a; and
- Homs

62. In the different geographical locations, the team obtained an overview of the WFP operation in the different locations but applied a selective approach and put emphasis and more in-depth consultations on a few activities and delivery mechanisms in some of the geographical areas:

- general food assistance (including in-kind and vouchers);
- school feeding;
- livelihoods support and community assets;
- assistance to vulnerable population groups in urban settings; and
- assistance to vulnerable population groups in rural settings.

63. During field visits, four⁴⁷ WFP field offices and local government offices were visited. Heads of field offices and M&E staff or activity managers were invited to join the evaluation team during site visits to provide further insights into WFP operations and to provide coordination support with the local authorities. Focus group discussions with beneficiaries and key informant interviews with local officials and community actors were conducted by the evaluation team independent of WFP presence. Semi-structured interviews

⁴⁷ Engagement with the Gaziantep field office was done through remote consultations.

with local government officials focused on the priorities and changes in the area as a result of WFP assistance combined with a forward-looking lens.

64. During field visits, and identified in consultation with WFP and stakeholders, the evaluation team carried out site visits to observe the activities and outputs of operations. Field observations undertaken for livelihood support activities and community assets created through WFP support (SO2) included bakeries, water stations, irrigation canals, a wastewater treatment plant, a dam and a silo. Under strategic outcome 1, the team visited in-kind food distribution sites, voucher distribution points, camps, bread selling points and retailers where beneficiaries are able to redeem the WFP vouchers in exchange for food. These site visits complemented focus group discussions with beneficiaries. The team also visited schools supported by WFP under the school feeding programme and met with teachers and parents to discuss the school feeding activities and the nutritional and educational impact. The team also meet with women supported under the nutrition programme (SO3) supporting pregnant women and breastfeeding mothers, and also visited clinics. Finally, under humanitarian coordination support (SO4), the team visited warehouses.

DATA ANALYSIS

65. The evaluation matrix was used as the main tool for the analysis of data gathered, as team members looked at information responding to the evaluation questions according to the lines of inquiry and indicators.

66. The team ensured that all information feeding into the evaluation process came from credible sources⁴⁸ and was triangulated with other primary or secondary sources. In particular, the responses given by key informants and beneficiaries, together with information gathered during the collection of secondary data and information, was triangulated using a thematic analysis approach arising from the different sources of information. The team also consulted the internal reference group (IRG) and country office on preliminary findings as a secondary level of validation.

67. Where feasible, the team conducted quantitative analysis and presented findings in charts to provide a quick overview. Since no large-scale data collection was undertaken, the evaluation team did not expect any statistically significant findings.

68. Qualitative data analysis was based on an iterative process where data from different sources were clustered in relation to each evaluation question, key themes were identified and recategorized until clear patterns emerged. The data analysis relied on interview notes from semi-structured interviews and focus group discussions as the main data sources. The themes were clustered into categories, as were emerging themes from each category for further analysis and recategorization to identify key patterns. Evidence for conclusions were built through triangulation analysis. The team then examined emerging themes or patterns to determine whether they were coming from multiple stakeholder levels and categories. Observations or comments from a single source or a single category of stakeholders were given less weight during analysis.

69. Although a fully fledged contribution analysis approach was not feasible with the resources available, the analysis of WFP contributions to the observed changes in the different outcome areas built on contribution analysis and followed an incremental process to gradually construct a credible story on the causal relationships hypothesized across the results chains. The analysis of causal linkages and the identification of 'contribution claims' or the construction of 'contribution stories' relied on a combination of basic analyses looking at issues such as sequencing,⁴⁹ strategic and quantitative consistency,⁵⁰ and process.

70. The evaluation discussed emerging findings in regular exchanges with the country office during the data collection mission and concluded with an exit debrief. Later, a preliminary findings debrief was conducted. Preliminary findings were tested in a participatory feedback session with the Internal Reference Group including the country office staff. This feedback was used to further complement, substantiate, or question the evaluation team's initial observations.

⁴⁸ Persons with direct experience or expertise on the subject. Identification of potential bias of informants and sources were addressed through triangulation of sources. The evaluation team did not rely on information from single sources and systematically validated statements through triangulation.

⁴⁹ E.g., whether there is a time correlation between the assistance provided and significant changes observed in the systems relevant for the achievement of the targeted outcomes.

⁵⁰ E.g., whether there is a quantitative correlation that shows that the quantity of inputs provided, in combination with other factors, is consistent with the observed changes.

ETHICAL CONSIDERATIONS

71. The evaluation conformed to 2020 United Nations Evaluation Group (UNEG) ethical guidelines. Particip was responsible for safeguarding ethics at all stages of the evaluation cycle (Table 33). This included ensuring the informed consent of interviewees, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair selection of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

Table 33: Ethical issues and safeguards

Phases	Ethical issues / Risks	Safeguards
Inception/reporting	Anonymity, confidentiality and data protection	No individual was named as the source of any information or opinion. The evaluation team (ET) was General Data Protection Regulation compliant and respected the confidentiality of all data and information received and will took thorough precautions to prevent the access of any unauthorized persons to them.
Data collection	Rights of participants, avoidance of harm, anonymity and confidentiality	All interviewees and FGD participants were notified at the start of each meeting that their participation is voluntary, confidential and anonymous. They were invited to raise any concerns that they had about participation and could withdraw if they chose. The ET emphasized its independence and neutrality and invited informants to speak plainly about positive and negative aspects of WFP performance. The ET worked carefully and respectfully with vulnerable respondents to reassure them that their interests were not harmed in any way by their participation in the evaluation. FGDs were conducted in Arabic facilitated by the national and regional experts. The ET ensured the security of women participants by holding interviews in safe locations. The ET was gender-balanced hence women team members interviewed women participants and vice versa as relevant.
Data analysis/ Dissemination	Honesty and integrity	The ET committed to accurately present procedures, data and findings in the reports. Validity of data and findings were tested using multiple methods and data sources, allowing for triangulation. This approach avoided bias.

QUALITY ASSURANCE

72. WFP developed a centralized evaluation quality assurance system (CEQAS) based on UNEG norms and standards and good practices of the international evaluation community (ALNAP) and the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC). The CEQAS sets out process maps with in-built steps for quality assurance and templates for evaluation products. It also includes checklists for feedback on the quality of each product. CEQAS was systematically applied during this evaluation, and relevant documents were provided to the evaluation team.

73. Particip's quality assurance was guided by the principles of independence, credibility and utility. It ensured compliance with the requirements of the terms of reference and CEQAS.

74. The evaluation team's internal quality assurance system covered the organization and timeliness of the process, the quality and utility of deliverables, and relations with the stakeholders. A key dimension of this approach was continuity in quality support and control throughout the entire evaluation process and

according to the phase of the process and the activities taking place. Particip placed emphasis on methodological support in the inception phase and quality assurance focused on ensuring that results are substantiated by evidence (and thus credible) in the synthesis phase.

75. The evaluation matrix was an important element in guaranteeing the quality and transparency of the evaluation. All information analysed was recorded according to this matrix, allowing for a clear picture of all information gathered, in line with the UNEG transparency principle. This matrix was an essential tool for triangulation and supported the tracking of information sources.

76. Quality assurance was carried out by the following team members, covering several layers of control:

- The team leader ensured supervision of the work carried out by the other team members. She paid attention to the coherence of the reports and the quality of analysis and the validity and accuracy of data. She ensured that conclusions and findings were substantiated.
- Each team member conducted quality assurance for their respective responsibilities and produced quality products that contributed to the full evaluation report.
- The quality assurance director ensured that the evaluation process and its outputs were aligned with the terms of reference and WFP CEQAS. He conducted two rounds of quality control of the inception report and evaluation report.
- The in-house project manager was responsible for the general coordination and support in managing the evaluation process and its products. In coordination with the team leader and quality assurance director, she performed first-level quality assurance (for example, in terms of completeness, structure, language and alignment with the terms of reference and WFP CEQAS).

77. Each deliverable was scrutinized at multiple levels. Sufficient time was built into the workplan for feedback. An internal reference group of WFP staff from the country office and the regional bureau in Cairo reviewed draft reports and provided feedback during briefings.

Annex XIII. Evaluation Matrix

Table 34: Evaluation matrix

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
Evaluation Question 1: To what extent are the transitional and interim country strategic plans evidence-based and strategically focused to address the needs of the most vulnerable?				
1.1 To what extent are the transitional and interim country strategic plans informed by existing evidence on the hunger challenges, food security and nutrition issues prevailing in the country to ensure their relevance at the design stage?				
<p><u>Alignment with needs of the affected population</u></p> <ul style="list-style-type: none"> WFP access to quality information (through needs assessments and other data gathering mechanisms) to understand the context, views and most pressing needs of the affected population WFP use the data available to enhance the responsiveness of the (T-)ICSPs to the needs of the affected population 	<p><u>Access to data</u></p> <ul style="list-style-type: none"> Quantity and quality of needs assessments and context (incl. conflict) analysis performed by WFP and its partners Evidence that perceptions of affected population (male and female), including the most vulnerable, has been included in the assessments Structure of reporting, quality, and quantity of VAM, Product data management (PDM), mission and M&E reports and audits <p><u>Use of data</u></p> <ul style="list-style-type: none"> Evidence that the current ICSP built on results and lessons from the previous ICSP, T-ICSP and protracted relief and recovery operation (PRRO) 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> (T-)ICSP documents, annual country reports (ACRs), budget revisions Humanitarian response plans (HRPs), humanitarian needs overviews (HNOs), cluster, food security situation reports UN SF 22-24 WFP evaluation reports. (2018) Syria Response; 2020 ESF) WFP/UNICEF nutrition assessments 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC), donors, government and external partners 	<ul style="list-style-type: none"> Strategy and context analysis Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
	<ul style="list-style-type: none"> Evidence that needs assessments have been used for decision making Evidence that other data (e.g., from RAM, PDM, M&E, CFM reports) have informed decision making in a timely manner Extent to which (T-)ICSPs SOs and activities are responsive to drivers of food insecurity, nutrition, livelihoods and gender issues as evidenced in available reports Perceptions of international partners and cooperating partners on WFP understanding of the local context 	<ul style="list-style-type: none"> Standardized monitoring and assessment of relief and transition (SMART) surveys WFP Corporate Nutrition Policy Food security assessment. Emergency assessments WFP country office level gender assessments Targeting criteria under SOs Maps of geographic locations reflecting vulnerability assessments 		
<p>1.2 To what extent are the transitional and interim country strategic plans aligned with national priorities and plans, humanitarian response plans (HRP), UN strategic frameworks and the SDGs?</p>				
<p><u>Alignment with relevant country plans</u></p> <ul style="list-style-type: none"> Alignment with the HNOs and HRPs for the period 2018-2022 and relevant other UN country-level strategies and the SDGs 2 and 17 	<ul style="list-style-type: none"> Degree of matching between (T-)ICSPs SOs and the analysis and objectives set out in the HNOs and HRPs (T-)ICSPs strategic directions match those of UNSF (see EQ1.3) (T-)ICSPs expected outcomes in line with WFP and government SDG ambitions 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> (T-)ICSP documents and budget revisions HNOs, HRPs, OCHA data National development policy and strategy documents 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC), humanitarian partners, UNCT, government and donors 	<ul style="list-style-type: none"> Strategy and context analysis Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<ul style="list-style-type: none"> Alignment with associated national strategies 	<ul style="list-style-type: none"> Degree of matching between SOs and national objectives Perception of government officials on the alignment of WFP objectives with national priorities 	<ul style="list-style-type: none"> National policy and strategy documents in relevant thematic areas such as food security, nutrition, school feeding Strategic Framework for Cooperation between the Government of Syria and the UN 2016-2019; 2022 – 2024 		
<p><u>Responsiveness to context</u></p> <ul style="list-style-type: none"> Responsiveness of the (T-)ICSPs to national capacity gaps 	<ul style="list-style-type: none"> Degree of responsiveness of the (T-)ICSPs to evidenced government's and other partners' capacity gaps Degree to which capacity strengthening activities were designed based on a joint analysis of needs/gaps 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> (T-)ICSP documents, ACRs CPs agreements and assessments Capacity assessment reports Evaluations of WFP, other UN agencies and inter-agency committees 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews 	<ul style="list-style-type: none"> Triangulation across data including interview sources
<p>1.3 To what extent are the transitional and interim country strategic plans coherent and aligned with the wider UN and to what extent do they include appropriate strategic partnerships based on the comparative advantage of WFP in the country?</p>				
<p><u>Strategic alignment</u></p> <ul style="list-style-type: none"> Alignment of WFP programme strategies and interventions 	<ul style="list-style-type: none"> Objectives and results have linkages to relevant UNSF outcomes 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> (T-)ICSPs documents and budget revisions; UNSF 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with UN 	<ul style="list-style-type: none"> Portfolio analysis

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<p>with the HRPs and UNSFs in Syria</p> <ul style="list-style-type: none"> Coherence and synergy of WFP interventions with wider UN in-country engagement 	<ul style="list-style-type: none"> Evidence of coherence of WFP interventions with the priorities and principles of UN engagement in Syria as outlined in UNSFs 	<p>2016-2020 and UNSF 2021-2024 (draft)</p> <ul style="list-style-type: none"> Joint needs assessments, programmes and initiatives 	<p>agencies, donors, and partners.</p>	<ul style="list-style-type: none"> Triangulation across data including interview sources
<p><u>Appropriateness of partnerships</u></p> <ul style="list-style-type: none"> WFP use of its comparative advantage in relation to other UN agencies in Syria WFP ability to adapt to changes in funding, in its own capacity and in its relations with other UN agencies in a timely manner 	<ul style="list-style-type: none"> (T-)ICSP documents outline the WFP comparative advantage in relation to other UN agencies in Syria, and show how these are exploited Evidence of synergies and/or joint programmes of WFP and other UN agencies Perceptions of stakeholders on the comparative advantages of WFP and coherence Evidence of partnerships based on and utilizing the WFP comparative advantage 	<ul style="list-style-type: none"> Minutes of clusters and working groups Joint advocacy Progress reports on the UN Joint Programme to 'Build and Strengthen Urban and Rural Resilience and the Conditions for Recovery in Syria' (2020-2022) 		
<p>1.4 To what extent are the transitional and interim country strategic plan designs 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?</p>				
<p><u>Coherence</u></p> <ul style="list-style-type: none"> Coherence between activities and related SOs Coherence and synergies between the SOs 	<ul style="list-style-type: none"> The role and contributions of WFP are clearly articulated in the (T-)ICSPs documents and understood by WFP units and partners Internal and partners' perceptions on the level of alignment and synergies between different activities 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> (T-)ICSPs documents, results frameworks, line of sight, I-CSP logframe and monitoring framework. WFP global strategies 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with country office, RBC and external partners. 	<ul style="list-style-type: none"> Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<ul style="list-style-type: none"> Alignment of (T-)ICSPs with relevant WFP corporate strategies and policies 	<ul style="list-style-type: none"> The (T-)ICSPs design is well aligned with relevant WFP strategies and policies. The ToC is based on realistic assumptions, adequately considers external risks and makes explicit the comparative advantage of WFP in the country (see also EQ1.3) 	<ul style="list-style-type: none"> WFP corporate results framework Specific WFP policies on cross-cutting themes WFP evaluations and findings 		
<p>1.5 To what extent has WFP strategic positioning remained relevant throughout the implementation of the transitional and interim country strategic plans considering changing national context, national capacities and needs? – in particular in response to a number of shocks including the earthquake, COVID-19 pandemic, the economic crisis,⁵¹ the Ukraine crisis (impacting food availability), climate shocks and sanctions?</p>				
<p><u>Relevance to changes in context</u></p> <ul style="list-style-type: none"> Flexibility given by the (T-)ICSPs to respond to an evolving national and international context Programmatic adaptation to changes in operational needs and conflict context 	<ul style="list-style-type: none"> Evidence of regular conflict and contextual analysis informing programmatic adjustments Degree to which WFP implementation plans and budgets revisions were informed by assessments and analyses Evidence of main shifts in WFP strategy and programme in response to emerging needs by the government and the most vulnerable groups Perceptions of government stakeholders and partners regarding WFP as being sufficiently flexible to adapt as necessary to changes in the context 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> WFP (T-)ICSP, ACRs and budget revisions Targeting strategies COMP VAM reports M&E data Market price watch Other studies and analytical reports, including SMART surveys, mid-upper arm 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with country office, RBC, authorities and partners. 	<ul style="list-style-type: none"> Triangulation across data including interview sources

⁵¹ World Bank. 2020. The World Bank In Syrian Arab Republic. Accessed on 21.11.2022.

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
		circumference (MUAC) screening		
Evaluation Question 2: What is the extent and quality of WFP’s specific contribution to transitional and interim country strategic plans’ strategic outcomes in Syria?				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the transitional and interim country strategic plans and to the UNSF and other UN humanitarian frameworks? Were there any unintended outcomes, positive or negative?				
<u>Attainment of planned outputs</u> <ul style="list-style-type: none"> Achievement against target (outputs), including by vulnerable group Appropriateness of activities to achieve outputs 	<ul style="list-style-type: none"> Number of beneficiaries reached (actual vs planned in comparison, by gender, residency, transfer modality) Percentage of food and CBT received Degree of achievements at activity and output level against targets (mapping) Use of modalities for assistance of delivery against targets Perceptions of stakeholders on appropriateness of activities and modalities Clarity of the rationale behind the choice of delivery modality, including references to contextual factors affecting this choice 	<u>Documents:</u> <ul style="list-style-type: none"> Product data management (PDM) reports, activity implementation reports, distribution monitoring and process monitoring reports. Annual country reports Annual performance plans and reviews M&E data Ad hoc reports for donors CP reports Multisectoral assessments 	<ul style="list-style-type: none"> Document review Semi-structured interviews with country office and external partners FGDs with beneficiaries Direct observations – site visits Quantitative analysis of WFP data 	<ul style="list-style-type: none"> Triangulation across data including interview sources Systematic analysis of operational and activity-level documentation and data sets Portfolio analysis Contribution analysis
<u>Progress towards outcomes</u>	<ul style="list-style-type: none"> Achievements at SO level, including changes in performance over time 	<u>Documents:</u>	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Contribution analysis

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<ul style="list-style-type: none"> Progress made against each of the four SOs Interlinkages between the SOs 	<ul style="list-style-type: none"> Number of beneficiaries reached by category of vulnerability) Unanticipated effects (positive, negative), particularly for vulnerable groups Synergies achieved between activities and SOs Identified contributions (as context permits) in areas such as building partner capacity, influencing national strategies, and resilience building 	<ul style="list-style-type: none"> ACR, PDM, food security and outcome monitoring (FSOM), food consumption score (FCS) and other outcome assessments. External studies and evaluation reports Annual performance plans and reviews VAM reports Perception of internal and external stakeholders: country office and RBC WFP staff, cooperating partners, government, UN agencies on progress toward outcome achievements 	<ul style="list-style-type: none"> Semi-structured interviews Direct observations – site visits Quantitative analysis of WFP data 	<ul style="list-style-type: none"> Triangulation across data including interview sources Systematic analysis of operational and activity level documentation and data sets Portfolio analysis
<p><u>Contributions towards the provision</u> of life-sustaining humanitarian assistance (HRP SO1), increased resilience (HRP SO3), zero hunger (SDG2), sustainable livelihoods and socioeconomic recovery (UNSF Outcome 2).</p>	<ul style="list-style-type: none"> HRP SO1: Number of people reached in the most vulnerable and hard-to-reach areas in comparison with overall needs. Trends in food insecurity HRP SO3; UNSF Outcome 2: Evidence of joint resilience strategies with other agencies; Integration of sustainability in activities 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> HRPs, HNOs Food security cluster data FSA data Voluntary National Review 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP, RC office, UN OCHA, FAO, UNHCR, Government 	<ul style="list-style-type: none"> Contribution analysis Triangulation across data including interview sources Portfolio analysis

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
	<ul style="list-style-type: none"> SDG2: What are the key trends in terms of achieving zero hunger in Syria? What is WFP Syria's expected impact pathway towards the overall impact of achieving zero hunger in Syria? 			
<p>2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, principled access, conflict sensitivity, protection, protection from sexual exploitation and abuse (PSEA), accountability to affected populations, gender, equity and disability inclusion, environment, climate change and other issues as relevant)?</p>				
<p><u>Centrality of principled action</u></p> <ul style="list-style-type: none"> Application of humanitarian principles (HPs) (humanity, impartiality, neutrality and operational independence), equity and principled access in programming 	<ul style="list-style-type: none"> Evidence that the assistance and its delivery (including targeting, prioritization of the most vulnerable, and assistance levels) reflect to the greatest degree possible humanitarian principles Evidence of tensions between delivering assistance based on needs and authorities' priorities navigated. Any required trade-offs have been appropriately managed. (principled access) Stakeholders' opinions on the operationalization of humanitarian principles Degree of awareness of staff and the CPs on the integration of humanitarian principles 	<p><u>Documents</u></p> <ul style="list-style-type: none"> WFP corporate guidance and evaluation documents on HPs and access ACRs Annual performance plans and reviews Project reports and monitoring data of WFP and CPs Sector working group reports HRPs, HNOs 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP, government, CPs, UN agencies Analysis of data from feedback mechanisms FGDs with beneficiaries 	<ul style="list-style-type: none"> Contribution analysis Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<p><u>Centrality of protection and inclusion</u></p> <ul style="list-style-type: none"> Centrality of gender, inclusion, protection, PSEA, and accountability to affected populations in WFP response 	<ul style="list-style-type: none"> Specific protection risks linked to gender are addressed, including PSEA. Performance against targets specified in the gender action plan Analysis of feedback mechanisms (CFM, PSEA) and user satisfaction Number of people with disabilities included as beneficiaries under the different activities Perceptions of stakeholders on additional actions that could be taken to address protection, PSEA, inclusion, gender equality and women's empowerment (GEWE) and gender-transformative actions 	<p><u>Documents</u></p> <ul style="list-style-type: none"> WFP corporate guidance and Evaluation documents on gender, protection, inclusion ACRs, activity reports, PDMs and monitoring data of WFP and CPs Gender, PSEA, country office gender transformation programme & gender and age marker (GAM) reports and protection monitoring plans Targeting approach PSEA approach Records of call centre and referrals, appeal reports GEWE analyses – WFP and cooperating partners M&E data and VAM reports 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP, government, CPs, UN agencies Analysis of data from feedback mechanisms FGDs with beneficiaries 	<ul style="list-style-type: none"> Contribution analysis Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<p><u>Integration of climate adaptation</u></p> <ul style="list-style-type: none"> Integration of weather events and environmental concerns in WFP strategies and interventions 	<ul style="list-style-type: none"> Evidence that erratic rainfall and extreme weather events are considered in the design of WFP activities Perceptions of stakeholders on additional actions that could be taken Evidence of environmental risks assessments 	<p><u>Documents</u></p> <ul style="list-style-type: none"> Government documents ICARDA documents Early warning watchlist reports FSA Cluster documents 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP, Government, CPs, cluster agencies <p>FGDs with beneficiaries of community assets</p>	<ul style="list-style-type: none"> Contribution analysis Triangulation across data including interview sources
<p>2.3 To what extent are the achievements of the transitional and interim country strategic plans likely to be sustainable, in particular from a financial, social, institutional and environmental perspective?</p>				
<p><u>Continuation of the benefits of ICSPs likely to be continuing, in terms of:</u></p> <ul style="list-style-type: none"> Local humanitarian assistance capacities under crisis response Sustainability of livelihoods/ assets created Community engagement 	<ul style="list-style-type: none"> Systems and capacity of local partners to respond to humanitarian needs are strengthened Evidence capacity of partners been strengthened to deliver GFA, school feeding (SF) Technical and financial viability of productive assets and community infrastructures enhanced by WFP programmes Effect of assets created on local economic development Evidence of community participation in asset creation, and capacity to manage the asset 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> Relevant strategies including the country office livelihood and resilience expansion strategy Project reports and monitoring data of WFP and CPs Progress reports on national school feeding framework Agreements with CPs Project budgets 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP, CPs, government institutions, local authorities <p>FGDs with beneficiaries of community assets</p>	<ul style="list-style-type: none"> Contribution analysis Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<ul style="list-style-type: none"> Capacity support to government and non-government entities 	<ul style="list-style-type: none"> Perceptions of stakeholders Capacity supported through technical assistance and other resources 			
<p>2.4 To what extent did the transitional and interim country strategic plans facilitate more strategic linkages between humanitarian action, development cooperation and, where appropriate, contributions to social cohesion?</p>				
<p><u>Synergies across crisis response, recovery and resilience</u></p> <ul style="list-style-type: none"> Balance between humanitarian approaches and interventions aimed at development in WFP portfolio Conditions to enable recovery and resilience 	<ul style="list-style-type: none"> Analysis of WFP work in its contribution to strengthening linkages across humanitarian aid, recovery and resilience Intentional synergies across the different outcomes and activities in ICSP plans Stakeholder opinions on opportunities to strengthen synergies Have WFP activities been conducive for strengthening linkages between humanitarian aid and resilience work? Did WFP advocate for that while taking into account the specificities of the country context? What are the main challenges to move forward on nexus, transitioning, early recovery? 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> WFP (T-)ICSPs and project reports and monitoring data, humanitarian, resilience, and livelihoods analyses Relevant evaluation reports WFP February 2022. WFP corporate results framework (2022-2025) ACRs 	<ul style="list-style-type: none"> Document review KIIs (WFP staff at HQ, RBC, country office and field office levels, government, donors, strategic partner, cooperating partners) 	<ul style="list-style-type: none"> Triangulation across data including interview sources
<p><u>Contributions to social cohesion at community level</u></p>	<ul style="list-style-type: none"> Intentional inclusion of different population groups to support social cohesion and avoid communal tension 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> WFP ICSPs, ACRs and project reports 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<ul style="list-style-type: none"> WFP contributions to social cohesion across different Syrian population groups (returnees, IDPs, camp residents, local communities) 	<ul style="list-style-type: none"> Perceptions of stakeholders on the effects of WFP activities on social cohesion Targeting criteria consider tensions at community level. Evidence community-level conflict-sensitive analysis informed interventions 		<ul style="list-style-type: none"> KIIs (WFP staff and field office level), cooperating partners FGDs with beneficiaries and community leaders 	
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to transitional and interim country strategic plans' outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
<p><u>Timeliness of delivery</u></p> <ul style="list-style-type: none"> Timeliness of activities/outputs Main external and internal factors and bottlenecks influencing timeliness (including COVID-19 and supply chains) Consequences of delays 	<ul style="list-style-type: none"> Degree of delivery of the planned outputs according to the agreed timeframe, including frequency of delays and number of actual vs planned beneficiaries (by year and activity) Beneficiary feedback on timeliness Degree of delays in processing new beneficiaries and appeals processes Degree of introduction of: i) time-saving measures (including (unintended) effects); ii) mitigation mechanisms to respond to identified bottlenecks; iii) mitigation mechanisms to respond to disruptions related to changes in the context (COVID-19 restrictions, global food crisis) 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> ACRs, CSP logframe / output reporting, annual performance plans, and other CSP and activity-level monitoring and data COMP Country portfolio budget grant database Implementation plans (and actuals), including field-level agreements with CPs Audit reports 	<ul style="list-style-type: none"> Desk review Data analysis Semi-structured interviews (RBC, country office, and SARC and other CP staff; members of clusters; local food suppliers, retailers) FGDs with beneficiaries 	<ul style="list-style-type: none"> Triangulation across data including interview sources Financial analysis

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
	<ul style="list-style-type: none"> Likely effects (incl. unintended ones) of adaptations introduced in the ICSP implementation (e.g. replacement of in-kind by CBT) on timeliness of delivery Timeliness of donor contributions/pipeline breaks and level of utilization of available funds (see also EQ4.1) 	<ul style="list-style-type: none"> Past evaluations Logistics cluster reports Internal supply chain reports (to be received) 		
3.2 To what extent does the depth and breadth of coverage ensure that the most vulnerable to food insecurity benefit from WFP activities?				
<p><u>Appropriateness of coverage</u></p> <ul style="list-style-type: none"> Relevance criteria and alignment with the Syrian context Appropriateness of coverage across different local settings and types of needs and shocks (incl. displacement, COVID-19, socioeconomic, etc.) Coordination with other agencies for coverage of unmet needs. 	<ul style="list-style-type: none"> Percent of population in need covered by WFP; actual coverage ratios compared to target (by CSP activity) Level of coverage of overall needs, proportion of overall needs met by WFP Engagement of WFP in cluster/sector coordination Examples of measures taken/support provided by the country office to enhance targeting by institutional and cooperating partners Stakeholder perceptions on adequacy of coverage level Budget revisions reflect priority needs for assistance 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> Food and nutrition security vulnerability/needs assessments CSP document and budget revisions ACRs; monitoring data of WFP and CPs Summary reports/websites of key interventions of other agencies Findings of previous evaluations HRPs, HNOs 	<ul style="list-style-type: none"> Documentary review Quantitative data review Semi-structured interviews (WFP country office and field office staff, members of clusters, relevant ministries, donors, CPs) FGDs with beneficiaries and community leaders 	<ul style="list-style-type: none"> Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<p><u>Appropriateness of targeting</u></p> <ul style="list-style-type: none"> • Alignment of targeting with the needs of target populations, local operating environment, and funding levels • Adaptation of targeting to changes in needs, operational and financial constraints 	<ul style="list-style-type: none"> • Extent to which the targeting strategy (including gender and age, vulnerability, etc.) is adapted to changes in beneficiary needs • Availability, quality and use of data for targeting the most food insecure under funding constraints • Degree of introduction of mechanisms (for e.g. dialogue, technical support) to jointly enhance targeting with CPs and other humanitarian actors • Stakeholder opinions on targeting challenges, inclusion and exclusion errors • Evidence that adequate feedback loops exist to continuously enhance learning 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> • T-ICSP documents and budget revisions • ACRs, monitoring data • Targeting strategies, tools, and data(bases) of WFP, CPs, other humanitarian actors • COMET data on beneficiaries • HQ/RB guidance on targeting • VNR • Findings of previous evaluations • Post distribution monitoring (PDM) 		
<p>3.3 To what extent were WFP activities cost-efficient in the delivery of its assistance?</p>				
<p><u>Cost efficiency in delivery</u></p>	<ul style="list-style-type: none"> • Monitoring mechanisms and examples of specific measures taken by WFP and CPs to address efficiency issues • Measures taken by the country office to obtain best possible prices for inputs 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> • ACRs and monitoring data • Annual performance plans and reports 	<ul style="list-style-type: none"> • Documentary review • Quantitative data review 	<ul style="list-style-type: none"> • Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<ul style="list-style-type: none"> • Delivery of activities and outputs within allocated budgets • Main efficiency factors under WFP control (main cost drivers of activities and outputs) • Cost-saving measures relating to the acquisition of inputs and delivery of assistance (incl. unintended consequences) 	<ul style="list-style-type: none"> • Evidence that cost-saving measures took into account trade-offs, e.g. on quality of assistance • Stakeholder perceptions on the main drivers of (in)efficiency (relating to, e.g. time variation in financial execution rates, cost ratios and food losses) • Stakeholder perceptions on the possibility of adopting a different (more efficient) decentralized structure for WFP presence in Syria 	<ul style="list-style-type: none"> • Audit reports • Budget and financial data (planned budget, expenditure) • Annual performance plans • COMET data on beneficiaries reached and transfers • Supply chain performance indicators • WFP market monitoring reports • DOTS reports (if available) • WFP global report on food losses • Annual actual spending and budgeted spending by activity/outcome/strategic objective 	<ul style="list-style-type: none"> • Semi-structured interviews (WFP country office and field office staff; SARC and other CPs) 	
<p>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 transitional and interim country strategic plans?</p>				

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the transitional and interim country strategic plans?				
<p><u>Adequacy and timeliness of resources</u></p> <ul style="list-style-type: none"> Effect of donors' policies and strategies on allocations to different outcomes/activities Analysis of needs-based plan versus mobilized resources Identification of associated risks in WFP fundraising strategy for the ICSPs 	<ul style="list-style-type: none"> Drivers of donors' decision making on financing the (T-)ICSP Level of resources received against planned financial needs Level of financial coverage for each SO, by activity, by year Stakeholder opinions on the factors influencing level of support provided by activity, including consequences of funding shortfalls Actions taken to diversify funding base and manage risks 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> ACRS Budget revisions Funding sources and allocations Audit reports 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC) and donors 	<ul style="list-style-type: none"> Triangulation across data including interview sources
<p><u>Predictability and flexibility</u></p> <ul style="list-style-type: none"> Influence of predictability and duration of funding cycles on achievements of the CSP objectives Implications of earmarking of resources provided to the ICSPs 	<ul style="list-style-type: none"> Evolution of the level of earmarking of donor funds by year Proportion of funding provided as multi-year funds Stakeholder opinions on the factors influencing level of earmarking and the consequences Challenges and adaptations to the constraints of existing and future funding 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> Funding sources and allocations Fundraising strategy Advocacy initiatives 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC) and donors 	<ul style="list-style-type: none"> Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
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?				
<p><u>Quality of results-based management (RBM)</u></p> <ul style="list-style-type: none"> Evidence of adaptation based on results Opportunities to strengthen RBM Coherent and complete results frameworks 	<ul style="list-style-type: none"> Evidence of comprehensive monitoring data promptly generated as a tool for RBM Examples of monitoring data contributing to operational adaptations Results frameworks consider synergies and interlinkages, and cross-cutting issues Evidence data collection and analysis tools are appropriate for effective monitoring Quality of the monitoring and reporting systems Stakeholder opinions on the adequacy of WFP reporting Stakeholder opinions on opportunities to strengthen RBM 	<p><u>Documents and data:</u></p> <ul style="list-style-type: none"> VAM and M&E reporting ACRs Evaluation reports Third party monitoring (TPM) reports. 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC), donors and TPM partners. 	<ul style="list-style-type: none"> Triangulation across data including interview sources
4.3 How did the partnerships and collaborations with other actors influence performance and results?				
<p><u>Appropriateness of partnerships and collaboration with other actors</u></p> <ul style="list-style-type: none"> Type and diversity of partnerships and their 	<ul style="list-style-type: none"> Trends in partners and types of partnerships over time maximize the potential of quality programming Stakeholder opinions on factors promoting or limiting partnerships 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> Framework agreements with cooperating partners Assessment of cooperating partners' performance 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews UNOCHA, FAO, UNICEF and UNHCR; donors and 	<ul style="list-style-type: none"> Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
<p>influence on the ICSPs' performance</p> <ul style="list-style-type: none"> Ability to leverage comparative advantage of other agencies to achieve ICSPs' results 	<ul style="list-style-type: none"> Stakeholders' perceptions on the appropriateness of WFP choice of partners Evidence of harmonized approaches and collaborations to strengthen ICSPs' outcomes 	<ul style="list-style-type: none"> Review of project documentation of joint initiatives (with other UN agencies) 	<p>government representatives</p> <ul style="list-style-type: none"> Semi-structured interviews with WFP staff (HQ, RBC, country office) 	
4.4 To what extent did the country office have appropriate human resources capacity to deliver on the transitional and interim country strategic plans?				
<p><u>Adequacy of human resources</u></p> <ul style="list-style-type: none"> Staffing of the country office in relation to the needs Changes in staffing expertise to support transitioning 	<ul style="list-style-type: none"> Levels of staffing in relation to requirements by activity Stability of staffing including turnover and contract type (duration) Availability of experienced staff in relation to CSP activities Trainings and guidance provided by RBC and HQ 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> Annual country reports Annual performance reports Office staffing review Analysis of staff turnover Review of staffing structure 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC) 	<ul style="list-style-type: none"> Triangulation across data including interview sources
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 transitional and interim country strategic plans?				
<ul style="list-style-type: none"> Other factors supporting or limiting shifts in results areas (not already covered above) 	<ul style="list-style-type: none"> Evidence of external and internal factors that have positively or negatively affected progress toward the ICSPs SOs. 	<p><u>Documents:</u></p> <ul style="list-style-type: none"> WFP (T-)ICSPs ACRs SOs related programme documentation 	<ul style="list-style-type: none"> Documentary review Semi-structured interviews with WFP staff (country office, RBC); UN agencies; CPs 	<ul style="list-style-type: none"> Triangulation across data including interview sources

Lines of inquiry	Indicators	Data sources (documents)	Data collection tools	Data analysis
		<ul style="list-style-type: none"><li data-bbox="1106 292 1364 320">• RBC mission reports		

Annex XIV. Data Collection Tools

78. Interview guides were developed to address gaps identified in the document review and reflect the discussions during the inception phase. Interviews were prepared carefully and avoided focusing on information that could be easily found in the documentation shared with the evaluation team. The information obtained during the interviews was analysed and findings were incorporated in the data collection tool constructed around the evaluation matrix. This approach allowed for triangulation between evidence gathered from the document review and the data collected through key informant interviews (KIIs) and focus group discussions (FGDs).

SEMI-STRUCTURED INTERVIEW GUIDES

General remarks

79. Semi-structured interview guides are not intended to be read word for word nor followed exactly, as with a fixed-response questionnaire. When quoting interviews, attribution was made to categories of stakeholders, not individuals or organizations. For ease of analysis, all interview notes were compiled into a compendium. All notes were recorded in a response matrix (coding sheet) and all responses to an evaluation matrix question were analysed together at the end of the field mission phase to determine emergent themes and patterns across the responses.

80. The team engaged appropriately and respectfully with interviewees at all times, according to UNEG ethics standards:⁵² upholding the principles of confidentiality and anonymity, dignity and diversity, human rights, gender equality, and do no harm.

STRATEGIC QUESTIONS (SQ)

81. These questions do not go into the details of the operation but are strategic in nature, assessing the current political and operational situation and providing a forward-looking lens.

WFP staff

WFP Senior Management – Covering relevance, effectiveness, efficiency, and coordination

- What are your views on the main strengths of WFP's operations in Syria? What are the main operational, institutional and geo-political challenges that have an impact on the operations and results of WFP in Syria.
- What are your views on the targeting approach of WFP. Do you believe WFP is reaching those most in need, in the difficult-to-reach areas? What is WFP's coverage of reaching those in need and how are choices in prioritization made?
- On General Food Assistance, what are your views on reducing the in-kind composition of the food basket to keep the same number of beneficiaries reached versus a reduction in the number of beneficiaries to maintain the same level of assistance/food basket composition?
- Since the introduction of the T-ICSP, a stronger emphasis/focus has been placed on resilience and longer-term interventions. Did WFP make any progress on these interventions? Given the current situation and financial and political outlook, how you see this evolving?
- Humanitarian principles and principled access are at the core of such a large-scale humanitarian operation. In this context, how was WFP able to deal with tensions and trade-offs in their access coverage (with Government and local authorities, but also with donors).
- Is WFP's response to food security able to address the root causes of food insecurity/malnutrition?
- What is WFP's strategy and approach in the different geographic regions? How has WFP taken advantage of any opportunities and navigated the challenges? What lessons can be drawn from these experiences?

⁵² Norms and Standards for Evaluation, UNEG 2017.

- On protection and gender (including PSEA), what progress has WFP made to make these cross-cutting issues central to its operations? What steps (if any) are WFP planning to take to address any limitations in mainstreaming protection and gender?
- The financial situation of WFP in Syria has, overall, been adequate in previous years. However, in 2022 WFP's financial situation became very difficult. What are your views on the financial outlook for WFP? How will this impact WFP operation in Syria? What steps has WFP taken to address resource constraints and what are the challenges faced? What are the constraints faced by WFP in expanding its donor base?
- Has the focus/resource allocation for each SO been appropriate to the needs? What are the factors influencing the allocation of resources against each Strategic Outcome and/or activity?
- Is the current institutional set up of WFP in Syria effective and efficient in terms of decentralisation to the field offices (in relation to human resources – stability, expertise, gender balance)?
- In terms of security and safety, are the processes and procedures in place optimal? Is WFP able to follow its own security procedures or is required to follow the procedures of UNDSS? If yes, what is the difference and the impact on the operations of WFP?
- In terms of coordination with other UN agencies and the role of WFP in the Humanitarian Country Team, where do you see WFP's strengths and comparative advantage?
- Did the introduction of the ICSP in Syria bring opportunities for WFP that were previously not possible under the EMOP and the PRRO? Did processes and procedures become more efficient under the ICSPs? For instance the approval of budget revisions?
- Did the introduction of the CSP provide more (or less) opportunities to engage with the national and local authorities?

WFP staff – Covering efficiency

Donor funding

- Donor funding to WFP has covered what duration (six months, one year)? Which proportion of the funding is multi-year?
- What are the constraints faced by WFP in expanding its donor base?
- What has been the strengths and limitations of WFP's fundraising strategy?

Cooperating Partners

- What is the average duration of WFP's contracts with cooperating partners?
- From efficiency and cost-effectiveness perspectives, is the duration optimal? Are there opportunities with certain partners to have longer multi-year contracts?
- What are the main challenges and risks working with cooperating partners and what is the strategy put in place by WFP to address these challenges.

Timeliness in the delivery of assistance

- Did WFP face difficulties in the procurement, arrival and distribution of goods and products?
- Are there any bottle necks in the supply chain and, if yes, how did WFP address these?
- Were there bottlenecks in the cross-line and cross-border operations that impacted on the timeliness?

Procurement

- How does WFP ensure the best competitive price for the procurement of goods.
- How is the composition of in-kind food baskets decided and how is the procurement decided?

Logistics / Supply

- What is the nature of coordination with and support to other departments within WFP. What works well and less well? Why? How could this be improved?
- What is the nature of coordination with and support to WFP partners. What works well and less well? Why? How could this be improved?

- Is the logistics department resourced in a way (financial and human) that allows it to deliver services as expected, on time and to standard?
- What processes are in place to ensure that logistics operations are as climate sensitive as possible? What more could be done?

Government and local authorities covering relevance and effectiveness

- Can you share your views on the needs of the country. Where and what are the highest humanitarian and development needs? How did WFP contribute to responding to these needs? Are the modalities of WFP the most effective in addressing those identified needs?
- In your assessment, how are WFP's operations viewed? Does WFP address priority humanitarian concerns based on need? What has been the comparative advantage of WFP? Does WFP coordinate sufficiently its operations with relevant government authorities?
- What is your view on WFP interventions in terms of addressing food insecurity and supporting food assistance, nutrition and livelihoods? Do you find that WFP has balanced sufficiently providing lifesaving humanitarian assistance with supporting resilience, longer term interventions?
- For the ministry that you are responsible for, what kind of support did WFP provide? What were the changes that have been achieved with the support of WFP? Are there areas where WFP could provide assistance in terms of technical expertise?

United Nations agencies covering relevance, effectiveness and efficiency

- To what extent are the activities implemented by WFP the most effective in terms of addressing food insecurity, nutrition, resilience and livelihoods? Under the current economic and conflict context, does WFP have the right approach in terms of activities and coverage?
- What are the current trends in donor funding for Syria? What is the forecast on funding for the Humanitarian Response Plan in the next couple of years? In which sectors do you see the most critical gaps under the HRP?
- What is your view on the quality of the data and needs assessments informing the Humanitarian Needs Overview? What are the challenges in terms of data and monitoring progress? What role has WFP played in addressing the issues around quality and availability of data?

On coordination of WFP with the humanitarian community:

- What role does WFP play in terms of supporting coordination amongst humanitarian actors to support a more effective and efficient response? What has been the role of WFP in the United Nations Whole of Syria mechanism?
- What are your views on the quality and timeliness of the support services provided by WFP to the wider humanitarian community?
- What are your views on the quality of the needs assessments, research and other data produced by WFP? To what extent are these used by your own organization?
- Does WFP have a role on advocating for adherence to humanitarian principles and protection with relevant duty bearers?
- Did WFP implement cross-border and cross-line deliveries for hard-to-reach areas within the framework of relevant United Nations resolutions?

On coordination of WFP with the United Nations Strategic Framework:

- The UNSF has a focus on capacity support for Government, on supporting socio-economic recovery and sustainable livelihoods. How do you see the feasibility of this in the current context?
- What role has WFP played in supporting livelihoods and rehabilitation of community productive assets? Do you find WFP's approach effective? Is it efficient in terms of working through certain partners and what expertise does it bring? Is WFP balancing its dual mandate (humanitarian and development) in a good way?

On Logistics support provided by WFP (SO4)

- How did WFP make available its logistics and other capacity to other agencies? Was this done in a timely manner? What difference did this make to your operations.

- What is the nature the support that you receive from WFP (Transport, logistics, telecoms, cash transfer tech. etc.) Within these areas, what works well and less well?
- Has the support offered improved, stayed the same or deteriorated over the last four years?
- What mechanisms are in place to enable feedback to WFP on how these may be improved? Do these mechanisms work?
- What could be done to improve WFP's delivery of support services

SECTOR-SPECIFIC QUESTIONS (SSQ)

82. For the sector-specific sub-questions, please refer to the Inception Report.

FOCUS GROUP DISCUSSION GUIDES

83. For the focus group discussion guides, please refer to the Inception Report.

Annex XV. Selected Illustrations

Figure 4: Before and after picture of restored bakery in Sakhour, Syria



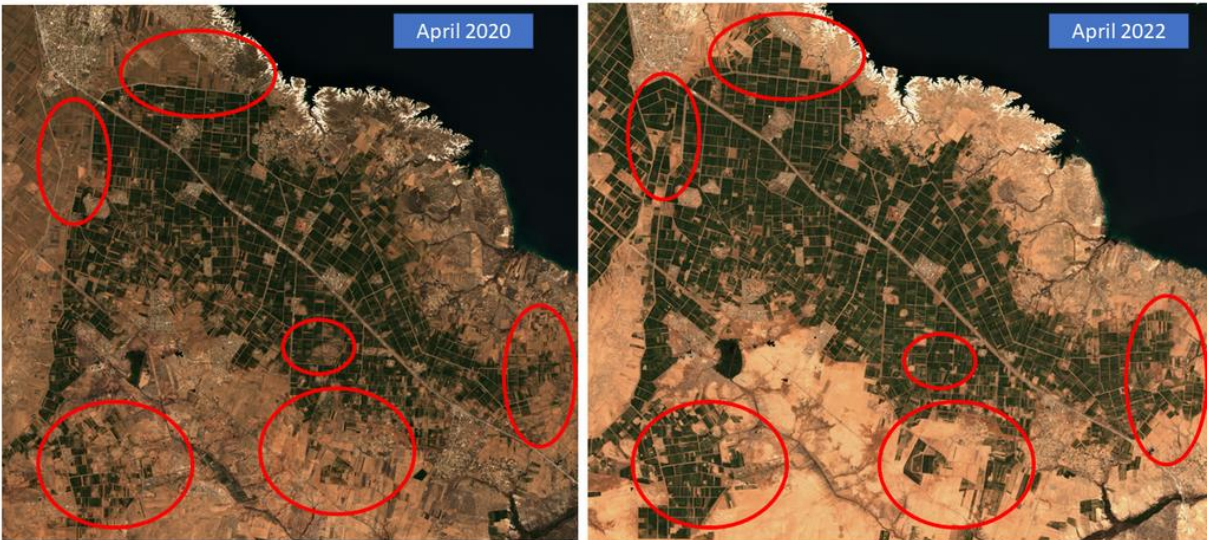
Source: Evaluation team.

Figure 5: Essam Nadri school benefiting from school feeding, Syria



Source: Evaluation team.

Figure 6: Livelihood Maskaneh irrigation project, satellite view April 2020-April 2022



Source: WFP Syria country office.

Annex XVI. Quantitative Efficiency Analysis

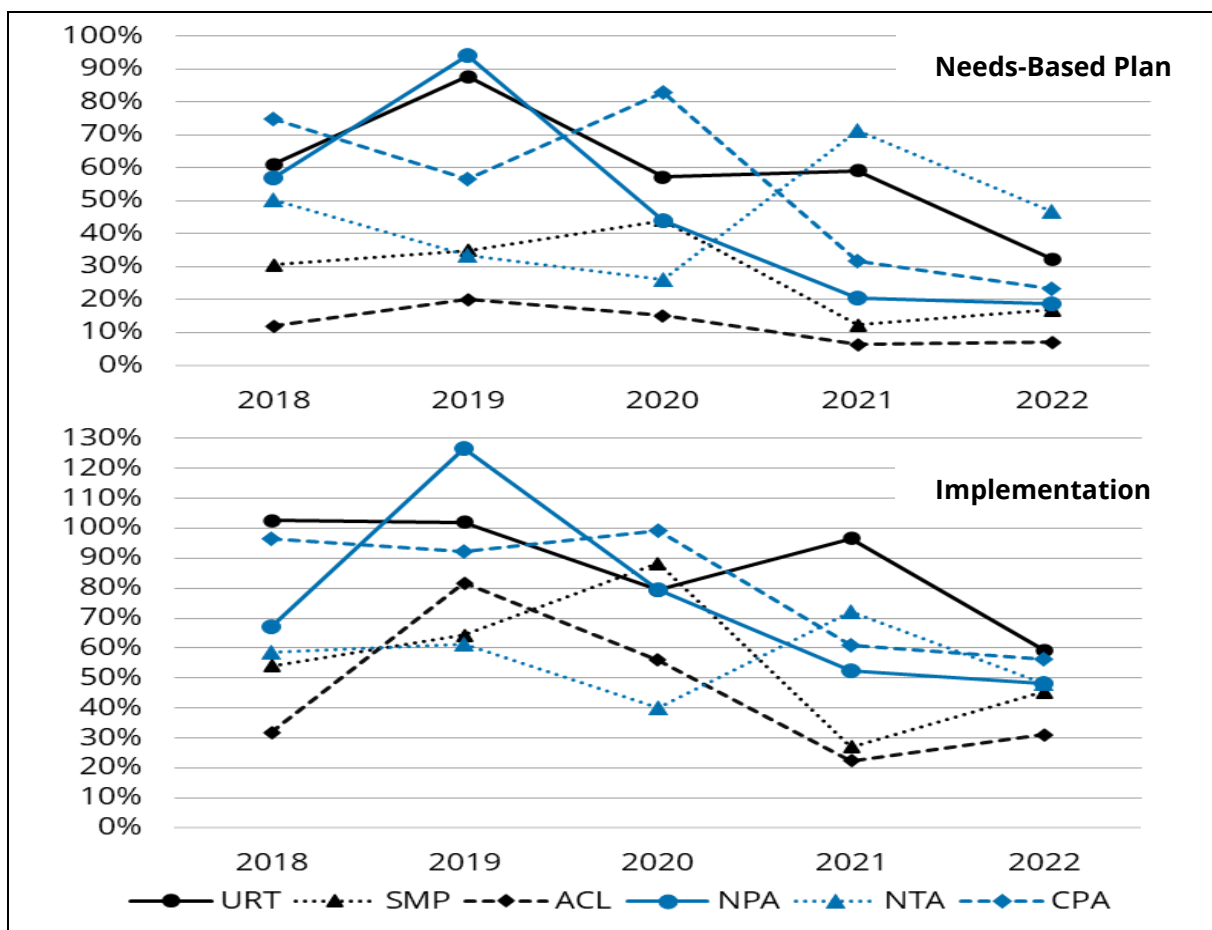
84. Most indicators are presented as time series from 2018 to 2022. The evaluation period covers three different (T-)ICSPs, and activities – but not activity categories – slightly changed over time. Therefore, indicators have been aggregated by activity category.

ALLOCATED RESOURCES FOR NEEDS-BASED AND IMPLEMENTATION PLANS

85. Table 35 displays the proportions of the needs-based plan (NBP) and implementation plan (IP) financed (by activity category and year). Aggregated across all activity categories and years, allocated resources covered 46.5 and 78.8 percent of the total need-based plan and implementation plan respectively.

86. The results by activity category and year are visualized in Figure 7. After peaking in 2019, funding levels declined for most activity categories.

Figure 7: Proportion of current needs-based plan and implementation plan covered with allocated resources (2018-2022, by activity category)



ACL = Asset creation and livelihood support activities CPA = Service provision and platforms activities
 NPA = Nutrition prevention activities NTA = Nutrition treatment activities
 SMP = School meal activities URT = Unconditional resource transfers to support access to food

Source: Evaluation team analysis of data for 2018-2021 from WFP. 2022. CPB Resources Overview EV (accessed on 7 October 2022), and data for 2022 from: WFP. 2023. CPB Resources Overview EV (accessed on 5 April 2023).

87. Table 35 show that unconditional resource transfers (URT) for food access not only represented the bulk (roughly two thirds) of the total need-based plan (NBP) and implementation plan in 2018-2022 but also had the highest funding ratios in relation to its need-based plan (between 32.4 and 87.7 percent in any given year) and implementation plan (59.4 to 102.6 percent), although this ratio declined over time. Asset creation and livelihood support (ACL) had the lowest total funding ratios in relation to its needs-based plan (6.4 to 19.9 percent) and implementation plan (22.3 to 81.7 percent).

Table 35: Allocated resources for needs-based and implementations plans (2018-2022, by activity category)

SO	Activity category	T-ICSP 2018 (SY01)				ICSP 2019-2021 (SY02)								ICSP 2022-2023 (SY03)							
		2018				2019				2020				2021				2022			
		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed		Plan (million USD)		% of plan financed	
		NBP	IP	% NBP	% IP	NBP	IP	% NBP	% IP	NBP	IP	% NBP	% IP	NBP	IP	% NBP	% IP	NBP	IP	% NBP	% IP
SO1	URT	503.5	300.0	61.1%	102.6%	454.8	390.9	87.7%	102.1%	697.1	501.8	57.2%	79.4%	842.5	516.0	59.2%	96.7%	918.5	500.8	32.4%	59.4%
	SMP	82.3	46.5	30.6%	54.1%	56.0	30.4	35.0%	64.4%	70.3	35.1	44.1%	88.3%	61.7	28.1	12.3%	27.0%	69.2	25.8	16.9%	45.3%
SO2	ACL	98.8	36.8	11.9%	31.9%	110.6	27.0	19.9%	81.7%	123.1	33.2	15.1%	56.0%	108.5	31.0	6.4%	22.3%	110.8	24.8	7.0%	31.1%
SO3	NPA	29.3	24.8	56.9%	67.3%	41.9	31.1	94.1%	126.8%	77.3	42.7	44.0%	79.6%	121.1	47.2	20.4%	52.3%	120.3	46.5	18.7%	48.3%
	NTA	2.0	1.7	50.4%	58.6%	2.1	1.2	33.3%	61.2%	2.1	1.4	26.1%	40.3%	2.2	2.1	71.2%	72.2%	2.1	2.1	46.8%	48.1%
SO4	CPA	9.0	7.0	74.9%	96.5%	7.8	4.8	56.5%	92.4%	11.2	9.4	83.0%	99.3%	28.2	14.7	31.8%	61.1%	44.1	18.3	23.4%	56.2%
	DSC	17.0	35.0	87.0%	42.3%	19.1	11.2	78.5%	133.3%	25.8	25.8	84.6%	84.6%	29.2	28.3	44.6%	46.0%	23.2	23.2	64.9%	65.0%
	ISC	48.2	29.4	42.3%	69.4%	45.0	32.3	76.7%	106.9%	65.4	42.2	46.0%	71.4%	76.5	42.9	23.8%	42.4%	81.7	41.0	11.8%	23.5%
	Total	790.1	481.4	51.2%	84.0%	737.3	528.8	72.5%	101.1%	1,072.3	691.5	50.7%	78.6%	1,269.9	710.2	45.6%	81.6%	1,369.9	682.5	27.4%	55.0%

NBP = Current needs-based plan IP = current implementation plan

ACL = Asset creation and livelihood support activities CPA = Service provision and platforms activities NPA = Nutrition prevention activities NTA = Nutrition treatment activities

SMP = School meal activities URT = Unconditional resource transfers to support access to food

DSC = Direct Support Costs ISC = Indirect Support Costs

Notes:

- % of plan financed = Programmed allocated resources divided by NBP or IP.
- Allocated resources only include programmed resources. Unprogrammed resources are not captured for past periods but only at specific points in time (for example, as of 7 October 2022, less than 1 percent of the total resources had not been programmed yet).
- The table does not display the total for the period 2018-2022. The sum of the five years would obscure additional adaptations required and usually done by WFP. Yet, the data sources only contain the totals for each of the three (T-)ICSP cycles, but not the aggregate across all three (T-)ICSPs.

Source: Evaluation team analysis of data for 2018-2021 from WFP. 2022. CPB Resources Overview EV (accessed on 7 October 2022), and data for 2022 from WFP. 2023. CPB Resources Overview EV (accessed on 5 April 2023).

TIMELINESS

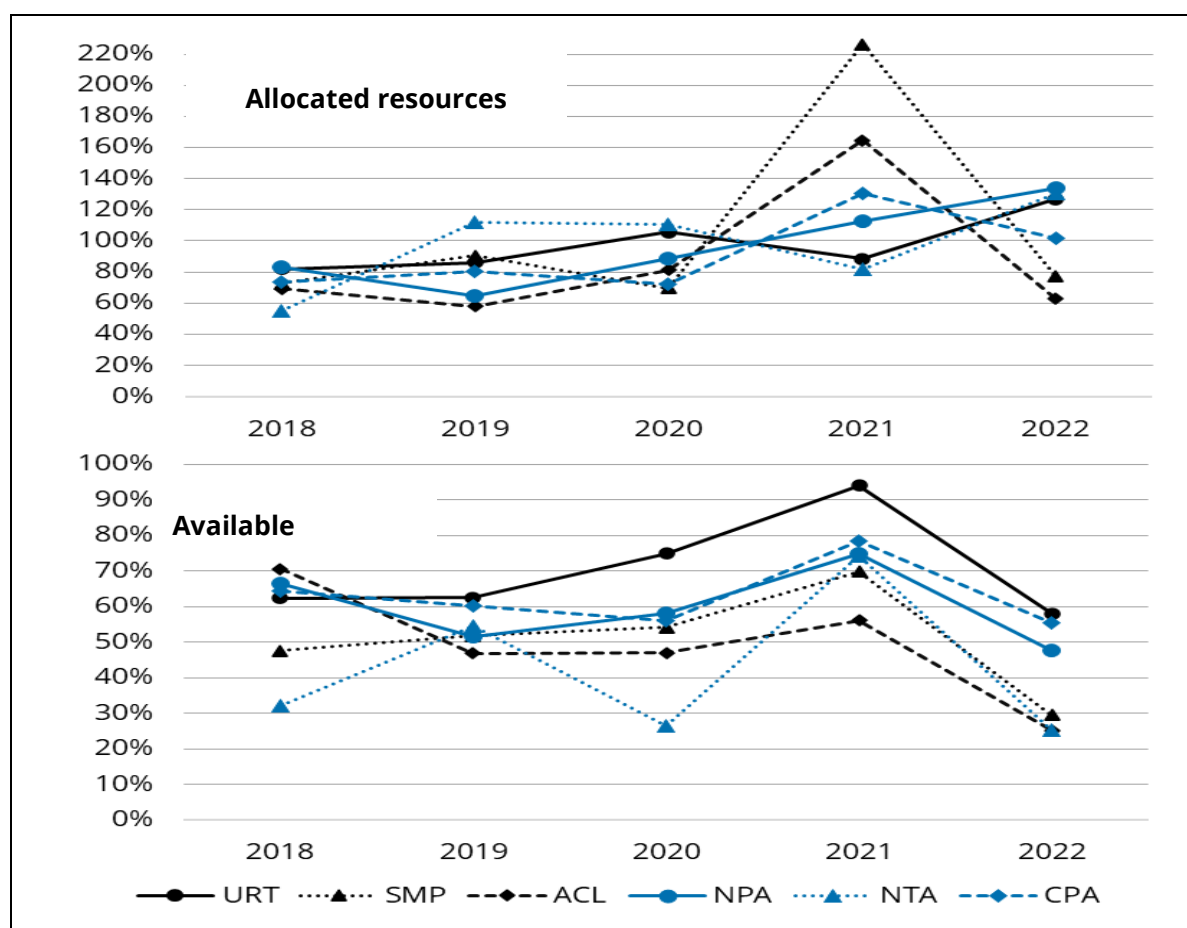
Expenditure rates over time

88. Annual expenditure rates (proportion of resources spent) were computed in relation to both allocated and available resources. The latter includes allocated resources plus unspent balances of multi-year grants from previous years. Considering both ratios shows both how available resources were spent over time, as well as how unspent balances were used in subsequent years. In a given year, expenditure cannot be more than available resources, but it may exceed allocated resources when unspent balances from previous years are used in addition to allocated resources. In the long term (entire period 2018-2022), allocated and available resources converge for all activities, and spending cannot exceed allocated resources.

89. The detailed results are presented in Table 36 below and visualized in Figure 8.

90. Overall, 95.1 percent of allocated (and approximately available) resources were spent in the five-year period. Between 2018 and 2020, expenditure was below allocated resources for most activities – sometimes substantially. In 2021 (and somewhat less in 2022), a part of the unspent resources accumulated in the previous years was spent, lifting expenditures rates of allocated resources above 100 percent in various activity categories. However, even in these two years, not all available resources were spent (86.7 percent in 2021 and 54.2 percent in 2022). Expenditure rates of available resources were highest for unconditional resources transfers for food access under SO1.

Figure 8: Percentages of allocated and available resources spent (2018-2022, by activity)



ACL = Asset creation and livelihood support activities CPA = Service provision and platforms activities
 NPA = Nutrition prevention activities NTA = Nutrition treatment activities
 SMP = School meal activities URT = Unconditional resource transfers to support access to food

Source: Evaluation team analysis of allocated resources and expenditure for 2018-2021 from WFP. 2022. CPB Resources Overview EV (accessed on 7 October 2022); allocated resources and expenditure for 2022 from WFP. 2023. CPB Resources Overview EV (accessed on 5 April 2023); and available resources 2018-2022 from: WFP. 2019-2023. Annual Financial Overviews included in Annual Country Reports 2018-2022.

Table 36: Expenditure in percent of allocated and available resources (2018-2022, by activity category)

Strategic Outcome	Activity category	T-ICSP 2018 (SY01)		ICSP 2019-2021 (SY02)						ICSP 2022-2023 (SY03)		All (T-)ICSPs (SY01-SY03) 2018-2022 % of allocated spent
		2018		2019		2020		2021		2022		
		% of allocated spent	% of available spent	% of allocated spent	% of available spent	% of allocated spent	% of available spent	% of allocated spent	% of available spent	% of allocated spent	% of available spent	
SO1	URT	82.1%	62.3%	86.2%	62.6%	105.7%	75.0%	88.6%	94.0%	126.9%	58.1%	96.6%
	SMP	72.8%	47.6%	90.5%	51.8%	69.4%	54.1%	226.5%	69.9%	77.1%	29.6%	88.2%
SO2	ACL	69.3%	70.6%	58.0%	46.8%	81.2%	47.0%	164.7%	56.2%	62.7%	25.2%	77.9%
SO3	NPA	83.2%	66.6%	64.8%	51.4%	88.5%	58.1%	112.9%	74.8%	134.1%	47.7%	92.9%
	NTA	55.1%	32.1%	112.2%	54.5%	110.3%	26.4%	81.9%	74.2%	130.3%	25.5%	94.0%
SO4	CPA	73.3%	64.4%	80.6%	60.1%	72.1%	56.0%	130.4%	78.4%	101.7%	55.4%	94.1%
Direct Support Costs		58.2%	58.5%	91.6%	72.6%	70.7%	52.0%	133.2%	70.2%	89.4%	49.7%	86.0%
Total		80.0%	60.9%	83.6%	58.9%	99.4%	68.1%	94.1%	86.7%	122.2%	54.2%	95.1%

ACL = Asset creation and livelihood support activities CPA = Service provision and platforms activities NPA = Nutrition prevention activities NTA = Nutrition treatment activities
SMP = School meal activities URT: Unconditional resource transfers to support access to food

Notes:

- Allocated resources only include programmed resources. Unprogrammed resources are not captured for past periods but only at specific points in time (for example, as of 7 October 2022, less than 1 percent of the total resources had not been programmed yet).
- Available resources = allocated contribution in the given year + unspent balance of resources carried forward from previous years + advances and other resources in the given year.
- Available resources only presented at annual basis but not for the total period to avoid double counting (for example, of unspent balances) in multiple years.

Sources:

- Allocated resources and expenditures for 2018-2021 from: WFP. 2022. CPB Resources Overview EV (accessed on 7 October 2022).
- Allocated resources and expenditures for 2022 from: WFP. 2023. CPB Resources Overview EV (accessed on 5 April 2023).
- Available resources 2018-2022 from: WFP. 2019-2023. Annual Financial Overviews included in Annual Country Reports 2018-2022.

Spending patterns of grants

91. Table 37 studies in more detail how fast grants have been spent, also considering the expiration date of grants. The table includes grants associated with specific activity categories in contribution years 2018 to 2022. These grants were earmarked at the activity level, or at higher levels but allocated by the country office to specific activities. The table reflects the status as of 19 May 2023. Global or regional averages for comparison are not available. Calculations followed the procedure outlined in the WFP Research and Analytics Guide, excluding (among others) grants with multi-year pledges associated with donor instructions on when exactly before the terminal disbursement dates (TDDs) grant expenditures must be made.

Table 37: Activity-level grant balances for (T-)ICSP Syria (2018-2022, as of 19 May 2023)

	ALL GRANTS	ALL GRANTS	ALL GRANTS	ALL GRANTS	EXPIRED GRANTS	NON-EXPIRED GRANTS	ALL GRANTS	NON-EXPIRED GRANTS
Activity category	Number of grants associated with Activity	Current budget (million USD)	Pre-commitments, commitments, and actuals (million USD)	Percent of budget spent (as of 19 May 2023)	Percent of budget unspent at TDD	Percent of budget unspent (as of 19 May 2023)	Average number of months from availability to first use	Average number of months left (as of 19 May 2023) until TDD
SO1 – URT	111	1,414.37	1,103.58	78.03%	16.76%	5.21%	5.1	17.0
SO1 – SMP	31	24.89	20.07	80.63%	7.98%	11.39%	7.4	20.3
SO2 – ACL	38	30.07	14.08	46.81%	46.72%	6.47%	8.5	20.7
SO3 – NPA	54	132.69	111.57	84.09%	6.53%	9.39%	6.0	16.9
SO3 – NTA	16	4.97	3.79	76.38%	11.68%	11.94%	6.3	26.5
SO4 – CPA	42	23.71	3.33	14.06%	65.04%	20.91%	4.5	15.3
All activity categories	292	1,630.70	1,256.42	77.05%	17.04%	5.92%	5.2	17.1

TDD = Terminal disbursement date.

ACL = Asset creation and livelihood support activities CPA = Service provision and platforms activities

NPA = Nutrition prevention activities

NTA = Nutrition treatment activities

SMP = School meal activities

URT = Unconditional resource transfers to support access to food

The aggregates in the row 'All Activity categories' are sums (first three columns) or weighted averages (last five columns).

The table only includes grants at the level of (T-)ICSP Activities, but not those at the levels of the (T-)ICSP, strategic outcomes, strategic results, or direct support costs. It is further limited to grants without multiyear pledge (that is, not tied to donor specifications on when a grant expenditure is to be conducted), a positive current budget, and a TDD specified, and contribution years from 2018 to 2022.

Source: Evaluation team analysis of WFP. 2023. CBP Grant Balances Report (extracted on 19 May 2023).

92. The 'Current budget' column shows the available resources. Of this total, 86.7 percent is associated with unconditional resources transfers for food access under SO1. The subsequent column includes expenditure, which has either already been disbursed ('actuals'), committed through legal documents such as purchase orders ('commitments'), or blocked for an eventual expenditure ('pre-commitments'). Dividing expenditure by the current budget yields the fifth column, which shows that the country office spent 77.1 percent of the available grant volume between 2018 and 2022.

93. The next two columns show the shares of unspent budget of expired and non-expired grants. Of the available grant total, 17 percent was not spent until the TDDs of the underlying grants. Asset creation and livelihood support under SO2, and service provision and platform activities under SO4, had the lowest proportions of grants not used until TDD. Not all resources unspent until TDD are necessarily lost. The country office may ask donors for an extension of the expired grants, but there is no guarantee it will be granted (and the data source does not contain any information on grant extensions). A total of 5.9 percent of the available grant total has *not* expired yet by (i.e., with a TDD later than) 19 May 2023. As shown in the last column, the country office has on average still 17.1 months from this date to use the grants.

94. The penultimate column captures the time spent between the time a grant was made available by the donor and its first transaction. The country office in Syria has waited on average 5.2 months before start

spending activity-level grants. Grants for school meal activities, and for asset creation livelihood support, were spent slowest but also still have the longest period for use before they expire (indicating on average longer grant periods). The reverse holds for service provision and platform activities.

COST EFFICIENCY

Overall cost efficiency: Country strategic plan-level economies of scale

95. As a proxy for the overall economies of scale of the country portfolio, Table 38 presents the ratio of direct operational costs to direct support costs (DSC). Direct operational costs include transfer values, transfer costs, implementation costs, capacity strengthening, and service provision associated with specific activities. DSC are essentially the country-level overhead costs of managing the CSP. This includes, for instance; facility rent, vehicle leasing, office and IT equipment, as well as the salaries of staff not linked to specific activities (human resources, IT staff, business support, drivers, helpers, etc.).

Table 38: Direct operational costs and direct support costs in USD by Syria, regional and global levels (2018-2022)

Year	Needs-based plan (WFP Syria)			Expenditure (WFP Syria)			Expenditure (WFP regional)	Expenditure (WFP global)
	Total direct operational costs	Total DSC	DSC/total direct costs - WFP Syria	Total direct operational costs	Total DSC	DSC/total direct costs - WFP Syria	DSC/total direct costs - WFP regional ^a	DSC/total direct costs - WFP Global
2018	724.9	17.0	2.29%	369.4	8.6	2.28%	n.a.	3.53%
2019	673.5	19.2	2.77%	460.5	11.1	2.35%	2.55%	4.27%
2020	981.0	25.8	2.56%	512.3	15.5	2.94%	2.69%	4.37%
2021	1,164.2	29.2	2.45%	497.0	17.3	3.37%	2.73%	4.29%
2022	1,265.1	23.2	1.80%	664.7	18.0	2.64%	3.10%	4.15%

^a 12 countries of the Middle East (excluding Syrian Arab Republic) and Northern Africa with complete data for 2019-2022: Algeria, Armenia, Egypt, Islamic Republic of Iran, Iraq, Jordan, Lebanon, Libya, State of Palestine, Tunisia, Turkey, Yemen. Sources:

Evaluation team analysis of:

- Syria needs-based plan and expenditures from: WFP. 2019-2023. Annual Financial Overviews included in Annual Country Reports 2018-2022.
- Regional expenditures from: Direct expenditure tables by country, region, and focus area. 2020-2023. Annual Performance Reports 2019-2022.
- Global expenditures from: Statement V of WFP. 2019-2023. Audited Accounts 2018-2022.

96. Similar to other countries in the region, the country office managed the country portfolio with relatively less country-level overhead (DSC represented 2.28 - 3.37 percent of total direct expenditure) than the WFP global average (3.53 - 4.37 percent). The relatively low ratio of direct support costs to total direct costs is plausible for a country portfolio that directly implements large volumes of transfers (large direct operational costs and leverage on direct support costs) rather than focusing on country capacity strengthening (small leverage effect).

97. Country strategic plan-level economies of scale (in expenditure terms) declined between 2018 and 2021 (the share of direct support costs in total direct costs increased) but recovered in 2022.

98. From 2020, the actual percentage of direct support costs in total direct costs exceeded the planned percentage. Only approximately half of the needs-based plan was implemented while the overhead (direct support costs) was not reduced in the same proportion.

Cost efficiency of transfers

99. The cost efficiency of transfers is gauged by the ratio of transfer and implementation costs to transfer values. Detailed results are presented in Table 39 below. The ratio is a proxy for the management costs at activity/modality level that the country office has incurred to deliver transfers worth one USD to beneficiaries. A justification for this cost efficiency metric (in lieu of cost per beneficiary) is given in Box 2.

Box 2: Alternative cost efficiency metrics and their components

WFP annual performance reports also report annual and daily cost per beneficiary, but they have less accurate cost efficiency metrics. Cost per beneficiary include: (i) transfer values; (ii) transfer and implementation costs; and (iii) imputed direct and indirect support costs. These three cost components bear different degrees of relation to cost efficiency:

- The transfer value is the largest component of the cost per beneficiary and depends on the assistance days per year, the number of daily rations per beneficiary, ration sizes, and prices. These parameters bear little relation to efficiency but (except prices) are typically chosen by WFP in function of beneficiary needs and resource constraints. The only difference between annual and daily cost per beneficiary is that the latter does not depend on the assistance days per year.
- The transfer and implementation costs essentially reflect the management costs at activity and transfer modality level (the detailed items are listed in the notes to Table 39). They are partially fixed in the short run and do not scale in the same proportion as the transfer value.
- The (imputed) direct and indirect support costs can be interpreted as country and global level management and overhead costs, with little relation to cost efficiency at activity/modality level.

For the reasons outlined before, the evaluation team considers that the ratio of transfer and implementation costs to transfer value is arguably the best proxy of cost efficiency. However, even this metric may still be influenced by external factors (e.g. ease of access to beneficiaries) beyond control of WFP. Unlike the cost per beneficiary, this metric does not include direct and indirect support costs.

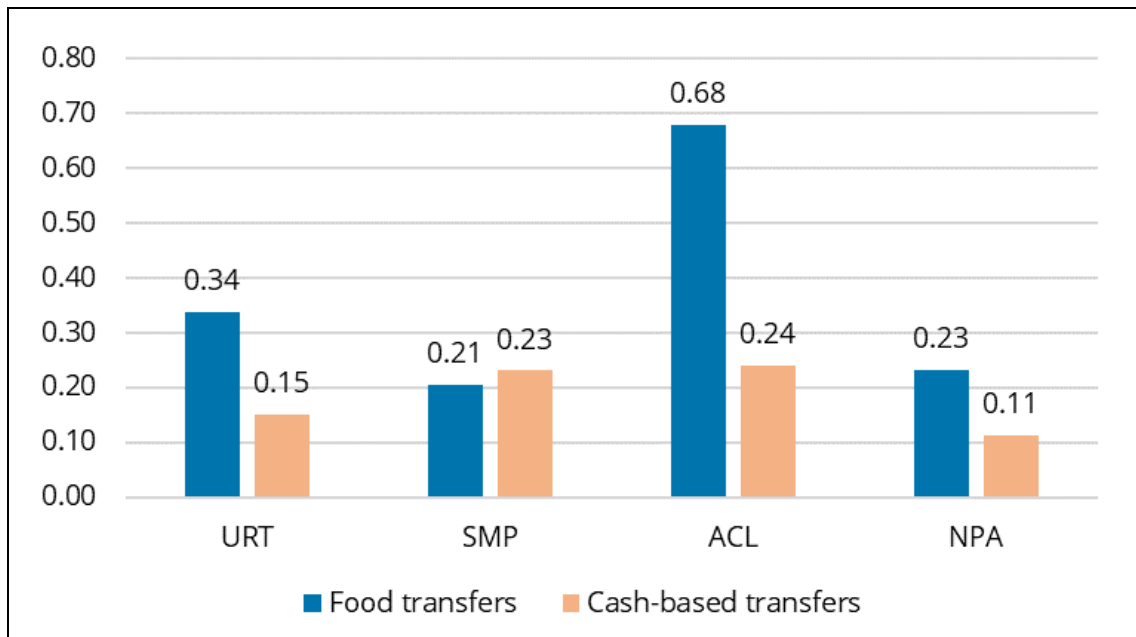
100. Figure 9 summarizes the ratio by activity category and modality for the total period 2018-2022. It reveals two key results:

- The management costs of transferring a value of one USD to beneficiaries are least twice large if the transfers are made in-kind rather than in cash. This is plausible given the extra costs of handling food items, such as storage and transport costs.
- The relative management costs of food transfers were highest for asset creation and livelihood support, which may be related to the low scale (total values) of the transfers made and/or the complexity of managing asset creation programmes.

101. Furthermore, the full time series in Table 39 suggests that:

- The country office did not reap any systematic economies of scale in transfers within activity categories. Since transfer and implementation costs – such as management of supply chains, cooperation partners, and beneficiaries – are partially fixed, one could expect that these costs grow (or decline) proportionally less if the transfer values are scaled up (or down). However, there is no evidence that this was the case.
- The relative management costs of transfers for school meal and nutrition prevention activities declined until 2020 but then increased again.

Figure 9: Ratio of transfer and implementation costs to transfer values, by activity category and transfer modality (total for 2018-2022)



Notes: CPA (no transfers) and NTA (transfer values <USD 1.0 million, and therefore outlier values, in all years) are omitted.

Source: Evaluation team analysis of data for 2018-2021 from WFP. 2022. CPB Resources Overview EV (accessed on 7 October 2022), and data for 2022 from WFP. 2023. CPB Resources Overview EV (accessed on 5 April 2023).

Table 39: Expenditure on transfer values, transfer costs and implementation costs, by activity category, transfer modality, and year (2018-2022)

Activity category	Cost item	All modalities						Food transfers						Cash-based transfers					
		All years	2018	2019	2020	2021	2022	All years	2018	2019	2020	2021	2022	All years	2018	2019	2020	2021	2022
URT	USD of transfer and implementation costs per USD of transfer value	0.34	0.35	0.32	0.35	0.32	0.34	0.34	0.35	0.32	0.36	0.32	0.34	0.15			0.05	0.22	0.16
	Transfer value (million USD)	1,374.5	186.7	260.1	310.9	334.3	282.6	1,362.4	186.7	260.1	309.3	332.8	273.5	12.1			1.6	1.5	9.0
	Transfer costs (million USD)	396.4	59.7	72.9	95.0	89.3	79.5	395.1	59.7	72.9	94.9	89.1	78.5	1.3			0.0	0.3	1.0
	Implementation costs (million USD)	66.1	6.1	11.1	15.2	18.3	15.4	65.5	6.1	11.1	15.1	18.2	15.0	0.6			0.1	0.1	0.4
SMP	USD of transfer and implementation costs per USD of transfer value	0.21	0.30	0.18	0.12	0.19	0.44	0.21	0.29	0.18	0.09	0.16	0.85	0.23	--	0.17	0.18	0.26	0.30
	Transfer value (million USD)	68.7	14.1	15.0	19.1	14.4	6.1	48.6	13.8	12.4	11.6	9.3	1.5	20.2	<1.0	2.7	7.5	5.1	4.6
	Transfer costs (million USD)	11.9	3.8	2.1	2.1	1.9	2.0	8.2	3.7	1.8	0.9	0.9	1.1	3.6	--	0.4	1.2	1.0	0.9
	Implementation costs (million USD)	2.8	0.4	0.5	0.3	0.9	0.7	1.8	0.4	0.4	0.2	0.6	0.2	1.0	--	0.1	0.1	0.3	0.5
ACL	USD of transfer and implementation costs per USD of transfer value	0.41	0.49	0.27	0.25	--	--	0.68	0.65	0.53	0.42	--	--	0.24	0.26	0.10	0.16	--	--
	Transfer value (million USD)	18.3	3.9	6.0	5.6	--	<1.0	6.9	2.3	2.4	2.0	<1.0	--	11.4	1.6	3.6	3.6	--	<1.0
	Transfer costs (million USD)	4.3	1.4	1.2	0.9	--	--	3.4	1.2	1.1	0.6	--	0.3	0.9	0.2	0.1	0.3	--	--
	Implementation costs (million USD)	3.1	0.5	0.4	0.5	--	--	1.3	0.3	0.2	0.2	--	0.4	1.8	0.2	0.2	0.3	--	--
NPA	USD of transfer and implementation costs per USD of transfer value	0.15	0.16	0.12	0.12	0.16	0.19	0.23	0.18	0.18	0.20	0.29	0.28	0.11	0.14	0.10	0.09	0.11	0.15
	Transfer value (million USD)	110.8	12.0	22.9	26.8	23.8	25.3	32.2	4.3	5.5	7.8	6.0	8.7	78.6	7.7	17.4	19.0	17.9	16.6
	Transfer costs (million USD)	11.6	1.2	1.9	2.5	2.6	3.4	5.9	0.5	0.8	1.3	1.4	1.9	5.7	0.7	1.1	1.2	1.2	1.5
	Implementation costs (million USD)	4.8	0.7	0.7	0.8	1.2	1.4	1.5	0.2	0.2	0.2	0.3	0.5	3.3	0.4	0.6	0.5	0.8	0.9

The table includes expenditure on direct operational costs (transfer values, transfer costs, and implementation costs) without capacity strengthening and service provision.

- Transfer costs for food include: transport, storage, port, supply chain management costs, cooperation partners costs, and other food related costs.
- Transfer costs for cash-based transfers include: delivery, managements costs, and cooperating partner costs.
- Implementation costs at activity level include the costs of activity management, beneficiary relationship management, assessment, monitoring, evaluation, and other implementation inputs. The evaluation team allocated these costs to modalities in proportion of the transfer values and transfers costs of each modality for the given activity category and year.

Cases with transfer values below USD 1.0 million are omitted in the table since they lead to outlier ratios. This includes NTA food transfers in all years. ACL values in 2021 for cash-based transfers (transfer value of USD 2.5 million) and total are omitted as well because the low transfer value for food transfers distorts the imputation of implementation costs in this specific case.

Source: Evaluation team analysis of data for 2018-2021 from WFP. 2022. CPB Resources Overview EV (accessed on 7 October 2022), and data for 2022 from WFP. 2023. CPB Resources Overview EV (accessed on 5 April 2023).

Annex XVII. Line of Sight

Figure 10: Line of Sight for Syria ICSP 2022-2023

SYRIAN ARAB REPUBLIC ICSP (January 2022 – December 2023)			
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 17.16)
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)
		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 BUDGET: \$ 2,865,679,705		OUTPUT 5: Crisis-affected populations benefit from technical assistance and support services provided to humanitarian partners to deliver their programmes. (Output H)
	TOTAL UNIQUE DIRECT BENEFICIARIES: 9,944,750		ACTIVITY 11: Provide on-demand cash-based transfer services to humanitarian partners. (CAT 10; modality: SD)

Figure 11: Original line of sight for Syria ICSP 2019-2021

Syria ICSP (2019-2021)			
SR 1 – Everyone has access to food (SDG Target 2.1)		SR 2 – No one suffers from malnutrition (SDG Target 2.2)	
SR 8 – Sharing knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs (SDG 17.16)			
CRISIS RESPONSE	CRISIS RESPONSE	RESILIENCE BUILDING	CRISIS RESPONSE
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.	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.	OUTCOME 3: Vulnerable groups, especially children, pregnant and lactating women and girls, across Syria have reduced levels of malnutrition, throughout the year.	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.
OUTPUTS: 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)	OUTPUTS: 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)	OUTPUTS: 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)	OUTPUTS: 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)
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). 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).	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).	ACTIVITY 4: Prevention of acute malnutrition and micronutrient deficiencies in children 6-23 months of age and PLWG. (CBT and in-kind). ACTIVITY 5: Treatment of moderate acute malnutrition in children aged 6-59 months and PLWG. (in-kind).	ACTIVITY 6: Provide Whole of Syria coordination, information management, capacity development and shared logistics services to sector partners that face logistical gaps. ACTIVITY 7: Provide shared ICT services, Emergency Telecommunications coordination and IT Emergency Preparedness training to humanitarian organisations in common operational areas. ACTIVITY 8: Provide technical assistance and support services to humanitarian partners.

Figure 12: Revised line of sight for Syria ICSP 2019-2021

Syria ICSP (2019-2021)			
SR 1 – Everyone has access to food (SDG Target 2.1)		SR 2 – No one suffers from malnutrition (SDG Target 2.2)	
SR 8 – Sharing knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs (SDG 17.16)			
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 8: Provide technical assistance and support services to humanitarian partners.</p>

Annex XVIII. Findings-Conclusions-Recommendations Mapping

Recommendations	Conclusions	Findings
Recommendation 1	Conclusion 1, 2, 3	Finding 1, 2, 4, 5, 8, 11, 12, 13, 15, 24, 25, 26, 27, 28, 29.
Recommendation 2	Conclusion 1, 3, 4	Finding 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 24, 25, 27, 29.
Recommendation 3	Conclusion 1, 5, 6	Finding 1, 2, 4, 5, 6, 7, 22, 23, 24, 25, 26, 28, 30, 31.
Recommendation 4	Conclusion 5	Finding 22, 23, 24, 25, 26, 28, 30, 31.
Recommendation 5	Conclusion 1, 2, 3	Finding 1, 2, 4, 5, 8, 11, 12, 13, 15, 24, 25, 26, 27, 28.

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Annex XX. Acronyms

AAP	Accountability to affected populations
ACL	Asset creation and livelihood
ACR	Annual Country Report
BR	Budget Revision
BSFP	Blanket supplementary feeding programme
CBT	Cash-based transfers
CEE	Corporate Emergency Evaluation
CERF	Central Emergency Response Fund
CFM	Community feedback mechanisms
CFSAM	Crop and Food Security Assessment Mission
CMAM	Community-based management of acute malnutrition
CO	Country office
CP	Cooperating partner
CPA	Service provision and platforms activities
CPP	Corporate Planning and Performance Division
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CV	Commodity vouchers
DAC	Development Assistance Committee
DoE	Director of Evaluation
DRR	Disaster risk reduction
DSC	Direct support costs
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operation
EMOP	Emergency Operation
EPDC	Education Policy Data Centre
EQ	Evaluation Question
ESF	Environmental and social framework
ET	Evaluation team
ETC	Emergency telecommunications cluster
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FDP	Food distribution point
FFA	Food for Assets
FFT	Food assistance for training
FGD	Focus group discussion
FO	Field office
FSA	Food security assessment
FSIN	Food Security Information Network

FSOM	Food security outcome monitoring
FTS	Financial tracking system
GAM	Gender and Age Marker
GBV	Gender-based violence
GCMF	Global Commodity Management Facility
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GFFO	German Federal Foreign Office
GFA	General food assistance
HNO	Humanitarian needs overview
HP	Humanitarian principles
HQ	Headquarters
HRP	Humanitarian Response Plans
ICARDA	International Centre for Agriculture in the Dry Areas
ICSP	Interim Country Strategic Plan
IDP	Internally displaced person
INGO	International non-governmental organization
IRG	Internal reference group
KII	Key informant interview
M&E	Monitoring and evaluation
MAAR	Ministry of Agriculture and Agrarian Reform
MAM	Moderate acute malnutrition
MDD	Minimum dietary diversity
MoE	Ministry of Education
MoSAL	Ministry of Social Affairs and Labour
MT	Metric ton
MUAC	Mid-upper arm circumference
mVAM	mobile vulnerability and assessment mapping
NBP	Needs-based plan
NGO	Non-governmental organization
NTA	Nutrition treatment activities
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official development assistance
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
OOSC	Out-of-school children
PBWG	Pregnant and breastfeeding women and girls
PDM	Post distribution monitoring
PDM	Product data management
PRRO	Protracted relief and recovery operation
PSEA	Protection from sexual exploitation and abuse
PWD	People with disabilities

RAM	Research, assessment and monitoring
RBC	Regional bureau in Cairo
SARC	Syrian Arabic Red Crescent
SBCC	Social and behaviour change communication
SDG	Sustainable Development Goal
SER	Summery evaluation report
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SMP	School meals programme
SO	Strategic outcome
TDD	Terminal disbursement date
T-ISCP	Transitional interim strategic country plan
TL	Team leader
ToC	Theory of change
TPM	Third-party monitors/monitoring
UK	United Kingdom
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNHCT	United Nations Humanitarian Country Team
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council Resolution
UNSF	United Nations Strategic Framework
URT	Unconditional resource transfer
USA	United States of America
USD	United States Dollar
VAM	Vulnerability analysis and mapping
VDP	Voucher distribution point
VNR	Vulnerability Needs Review
WFP	World Food Programme
WHO	World Health Organization

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