



ns

WFP EVALUATION



World Food Programme

SAVING  
LIVES  
CHANGING  
LIVES

# Evaluation of Iraq WFP Transitional Interim and Country Strategic Plans 2018–2024

Evaluation Report – Volume II Annexes  
OEV/2023/004

October 2024

# Acknowledgements

The evaluation team would like to express their gratitude for all the assistance provided during the various stages of the evaluation process by Hansdeep Khaira (Evaluation Manager, inception and data collection phases), Giulia Pappalepore (Evaluation Manager, reporting phase), Alexandra Chambel, Raffaella Muoio and Anne-Claire Luzot at World Food Programme (WFP) Office of Evaluation. We extend special thanks to Ally Raza Qureshi, WFP Country Director, and Ekram Elhuni, WFP Deputy Country Director for their guidance and feedback. The team would also like to thank all WFP colleagues in the Iraq country office (especially Amin Alhillo and Mohamed Salaheldin for acting as liaison for the evaluation team), the regional bureau in Cairo, headquarters in Rome, as well as the numerous government, multilateral, bilateral, and non-governmental organizations in Iraq that generously gave their time and advice during the inception, data collection and reporting phase.

## Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the WFP. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply WFP endorsement of the opinions expressed.

The designations employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

## Photo credits

Cover photo: WFP/Basra Office

# Contents

Annex 1: Summary terms of reference .....	1
Annex 2: Evaluation timeline .....	2
Annex 3: Detailed methodology .....	3
Annex 4: Reconstructed Theory of Change .....	10
Annex 5: Evaluation Matrix .....	13
Annex 6: Data collection tools .....	28
Annex 7: List of people interviewed.....	43
Annex 8: Fieldwork agenda.....	45
Annex 9: Secondary data analysis.....	48
Annex 10: Summary of partnerships.....	91
Annex 11: Findings–conclusions–recommendations mapping.....	94
Annex 12: Bibliography/Evaluation Library/e-Library .....	99
Annex 13: Acronyms .....	105

# Annex 1: Summary terms of reference

## Evaluation of Iraq WFP's Country Strategic Plan (2020-2024)

### Summary Terms of Reference

*Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders.*

#### Subject and focus of the evaluation

The evaluation will cover all of WFP interventions for the period starting from the Transitional Interim CSP (T-ICSP) and the CSP i.e., 2018 to mid-2023, with a cut-off date for performance and financial data at the end of the data collection phase. The evaluation will also look at the preceding year (2017) to assess if the envisaged strategic shift before the T-ICSP and the CSP has taken place.

The CSP pursues three Strategic Outcomes (SO) as follows - SO1: Crisis-affected people in Iraq, including internally displaced persons and refugees, are able to meet their basic food and nutrition needs; SO2: Targeted communities, including farmers, have enhanced livelihoods and increased resilience to shocks by 2024; SO3: National and subnational institutions have strengthened capacities and systems for targeting and assisting food-insecure vulnerable people by 2024.

The Country Portfolio Budget as originally approved by WFP's Executive Board (Needs Based Budget) was USD 460,514,522 but increased to USD 600,878,218 through three budget revisions. As of April 2023, the CSP was funded at 52 percent. In terms of focus areas, 58 percent of funds are earmarked for resilience building and the remaining for crisis response.

The evaluation will assess WFP contributions to the CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

#### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and present an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2024.

#### Key evaluation questions

The evaluation will address the following four key questions:

#### **QUESTION 1: To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?**

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

**QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Iraq?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?** The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; and the cost-efficient delivery of assistance.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

**Scope, methodology and ethical considerations**

The main unit of analysis is the T-ICSP and the CSP (2018-mid 2023) as approved by the Executive Board as well as subsequent budget revisions. Where possible, the evaluation will also look at whether strategic shifts, if any, from the preceding year (2017) took place in the T-ICSP and the CSP.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews and focus group discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

Both the inception and the data collection missions will be conducted in the country. The final Stakeholder Workshop will be held in Baghdad.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy,

confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

**Roles and responsibilities**

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Iraq CSPE (food security, livelihoods, climate change and capacity strengthening).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Hansdeep Khaira, Evaluation Officer, in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Alexandra Chambel, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Director of Evaluation a.i. will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, NGO partners and other UN agencies will be consulted during the evaluation process.

**Communication**

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in October 2023 to inform the new CSP design process. A country stakeholder workshop will be held in January 2024 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

---

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

**Timing and key milestones**

**Inception Phase:** May - September 2023

**Data collection:** September - October 2023

**Remote Debriefing:** October 2023

**Reporting:** November 2023 – April 2024

**Stakeholder Workshop:** January 2024

**Executive Board:** November 2024

# Annex 2: Evaluation timeline

Table 1 – Evaluation timeline

<b>Phases 1 and 2 – Preparation and Inception</b>	<b>1 June to 30 September 2023</b>
Contract signature	30 May 2023
Team preparation, literature review prior to headquarters briefing	18 June 2023
Inception mission (in-country)	18 to 24 June 2023
Headquarters and regional bureau inception briefing (remote)	26 to 30 June 2023
<b>Submit Draft 0 inception report (IR) to Office of Evaluation (OEV)</b>	<b>15 August 2023</b>
Quality assurance of D0 – Evaluation Manager (EM)	18 August 2023
Submit revised IR (D1) to OEV	25 August 2023
IR (D1) review by EM and QA2	1 September 2023
Submit D2 to OEV for review	8 September 2023
QA2 clearance of IR	15 September 2023
<b>EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet</b>	<b>20 September 2023</b>
<b>Phase 3 – Data collection, including fieldwork</b>	<b>8 October to 4 December 2023</b>
In-country mission	8 to 26 October 2023
Exit debrief (PPT)	26 October 2023
Call with OEV	2 November 2023
Internal analysis working session (ET+OEV EM +RA)	15 November 2023
Presentation of preliminary findings (remote)	23 November 2023
<b>Phase 4 – Reporting</b>	<b>5 December 2023 to 10 May 2024</b>
<b>Submit high-quality draft zero Evaluation Report (ER) (D0) to OEV Evaluation Manager</b>	<b>Monday 8 January 2024</b>
OEV Evaluation Manager / Research analyst quality feedback sent to Team Leader (D0 comments)	17 January 2024
Submit revised draft one ER (D1) to OEV Evaluation Manager	24 January 2024
OEV Evaluation Manager / Research analyst quality check	7 February 2024
OEV Director clearance prior to circulating the ER to Internal Reference Group (IRG)	16 February 2024
OEV shares draft Evaluation Report with IRG for feedback (including country office)	20 February 2024
<b>Stakeholder workshop (in-country)</b>	<b>5 to 7 March 2024</b>
Consolidate WFP comments and share with team	18 March 2024
<b>Submit revised draft ER (D2) to OEV based on WFP comments, with team's responses on the matrix of comments.</b>	<b>29 March 2024</b>
OEV Evaluation Manager / Research analyst review D2	12 April 2024
Seek final approval by DDoE	19 April 2024
OEV prepares Summary Evaluation Report and submits to EBS	May 2024
Management Response (led by the Performance Planning and Reporting Branch – seeking country office and regional bureau inputs)	Q4 2024/Q1 2025

# Annex 3: Detailed methodology

1. The general methodology for this evaluation followed a theory-based approach. The evaluation team started with a reconstruction of the Theory of Change (ToC) (See Annex 4) during the inception phase. The team outlined the expected vectors of change and positioned these within a wider set of contextual, influencing factors and assumptions, and validated them in the inception mission by discussing them with country office management and staff. This included identifying the conditions under which results were expected to be achieved to identify critical factors affecting implementation and outcomes.

2. In consultation with relevant evaluation stakeholders, the team also mapped the Evaluation Questions (EQs) (See Annex 5 – Evaluation Matrix) onto this ToC to confirm their relevance to the country office. Framing the EQs in the programme theory allowed the ToC to be an instrumental tool in the analysis phase in the assessment of programme performance, influencing factors and unintended or unforeseen effects. The team developed an Evaluation Matrix to guide the evaluation process (Annex 5). Lines of inquiry and indicators were developed for each EQ and tied to data sources, data collection tools and analysis methods. The Evaluation Matrix served as a key tool in the evaluation process by guiding the development of the data collection tools and ensuring a systematic approach to collecting information from a broad range of identified stakeholders, in all their diversity. The Matrix also guided the data for analysis. The evaluation team triangulated data across different sources to ensure that findings were backed by rigorous evidence, and gender and disability considerations were applied to ensure that findings reflected the views and experiences of different groups. In agreement with country office stakeholders at inception stage, one change was made to the Evaluation Matrix: the exclusion of sub-question 3.4 on efficiency, as this consideration was integrated under EQ3.3 on effectiveness.

3. The evaluation team assessed the evidence applying a modified contribution analysis framework to identify the extent to which WFP's actions could plausibly have contributed to the strategic outcomes and results in the reconstructed ToC (Annex 4), and to identify other factors (internal or external) that could have impacted on the observed results (either positively or negatively).

## Box 1 – Contribution analysis framework

The general contribution analysis framework consists of six steps to facilitate critical reflections with the objective of assessing cause and effect by building and verifying a programme's "contribution story". The steps generally boil down to the following:

1. Set out the attribution problem to be addressed
2. Develop a Theory of Change (ToC) and identify the risks for it
3. Gather the evidence on the ToC
4. Assemble and assess the contribution story and challenges to it
5. Seek out additional evidence
6. Revise and strengthen the contribution story.

In the case of this Country Strategic Plan Evaluation, the steps are tailored to WFP's Centralized Evaluation Quality Assurance System (CEQAS) process. Step 1 has been initiated by the Office of Evaluation in the Terms of Reference during the Preparation phase and has been finalized together with the evaluation team during the inception phase. Progress was made on steps 1 and 2, especially during the inception mission, in which the Evaluation Manager, Research Analyst and Team Leader worked closely with the Iraq Country Office to finalize the Evaluation Matrix and the ToC.

Steps 3 and 4 were conducted during the data collection phase, with the presentation of the preliminary findings as a first step towards step 5. Throughout the reporting phase, an iterative process covering steps 5 and 6 will ensure that stakeholders at different organizational levels at WFP have the opportunity to share feedback on the emerging contribution story (which will be translated by the evaluation team into findings and conclusions).

Source: Evaluation team based on Pasanen and Barnett. 2019. *Supporting adaptive management: monitoring and evaluation tools and approaches*.

4. Sampling of respective data collection activities relied on the stakeholder analysis conducted during the inception phase, maximizing the number of stakeholders met with high and medium importance, within the limited time in-country. The team sought to establish a balance between internal and external views in Key Informant Interviews (KIIs). The team and the country office optimized the site selection to ensure a good balance across Strategic Objectives (SOs) – focus group discussions (FGDs) – within the time and security constraints.

5. The evaluation team integrated gender and disability considerations throughout the evaluation process to assess the extent to which WFP has identified opportunities for women’s empowerment and disability considerations, responded appropriately programmatically to these opportunities and the results generated accordingly (both intended and unintended). Gender and disability considerations were applied to each stage of the analysis, from recruiting a gender expert for the team, collecting sex and age disaggregated data, obtaining the views of women and people with disabilities, and evaluating WFP Iraq’s effects on women, men, girls, boys and people with disabilities.

6. There were no serious risks to the evaluation that affected the reliability of the findings. The main evaluation risks and mitigation measures are summarized in Table 2 below.

## EVALUABILITY ASSESSMENT

7. Table 2 summarizes the most prevalent challenges and mitigation measures identified in the evaluability assessment conducted during the inception phase of this evaluation.

**Table 2 – Main challenges to evaluability and proposed mitigations**

Main challenges	Mitigations	Degree of priority
Recent implementation of government capacity building activity limits expected progress to be observed at data collection.	During interviews, the team also probed for the expected contributions of capacity building activities, where relevant. The team evaluated progress against WFP’s own Country Capacity Strengthening Framework. Interviews with donors of school feeding were set up – UNICEF, Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO).	Medium
Humanitarian coordination activities ended in December 2022. No direct observations of the country office’s work in this area are expected. Involved parties may have moved on from their posts in Iraq.	The team included staff and activity partners (including humanitarian coordinators and partners that interacted with WFP) in the list of stakeholders to be interviewed. A sample of those stakeholders were interviewed.	Medium
High occurrence of missing data on cross-cutting issues, specifically AAP, protection, gender equality and empowerment of women, nutrition integration and environment.	Special attention was given to these issues during the KIIs and focus group discussions. Probes into the level of information the beneficiaries have about WFP assistance, as well as the documentation and integration of beneficiaries’ feedback into WFP programmes, were made to cover the gaps in the existing data.	High
Challenges mapping activities across Transitional Interim and Country Strategic Plans (T-ICSPs) and Country Strategic Plans (CSPs).	Indicators were compared within each of the four-year periods covered by successive result frameworks, rather than between the frameworks themselves, over the whole evaluation period. Interviews were held with country office staff who can best outline trends and challenges during each results framework, and between successive frameworks.	Medium
No disaggregation by age, nor information about disability	The team filled these gaps in consultation with the country office, for example, through analysis of Community Feedback Mechanism outputs. Probing questions were added to the interview and discussion guides for relevant stakeholders.	High

Main challenges	Mitigations	Degree of priority
Potential issues in accessing gender-balanced information during the field mission	The team adopted a gender-sensitive approach, by ensuring a balance between its members during the field mission, and by fostering a secure environment for participants to both FGDs and KIIs.	High
Potential key external stakeholder evaluation fatigue	The team agreed on a detail mission schedule with the country office as fast as possible to give the them sufficient time to liaise with key stakeholders, creating time to anticipate any setbacks.	Medium
Unpredictable security constraints during the data collection mission	The team maintained contact with the country office prior to the data collection mission, and developed a contingency plan for high-risk areas such as Ninewa and Basra.	High

Source: Evaluation team

## ETHICAL CONSIDERATIONS

8. The evaluation was conducted in conformity to the 2020 United Nations Evaluation Group (UNEG) ethical guidelines. ADE safeguarded WFP's, as well as its own, ethical standards at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of stakeholders. Evaluators treated sensitive information that stakeholders do not want to disclose to others accordingly. The team also ensured cultural sensitivity, respecting the autonomy of participants, ensuring fair selection of participants (including women and socially excluded groups), appropriate and inclusive representation and treatment of the various stakeholder groups in the evaluation process, and that the evaluation did not cause any harm to participants or their communities.

9. The evaluation team started with a gender balance and was composed of a mix of local and international consultants. However, due to unforeseen, required changes to the team composition, the gender balance was lost, and three out of four evaluators conducting the field visit were men. To minimize the effect on the evidence collected, the team ensured that a woman was always present during the FGDs. The gender, cultural, and linguistic diversity within the team facilitated communication with both men and women who will be consulted during data collection.

10. No potential for conflict of interest in the performance of this evaluation was identified before, nor during the implementation of the evaluation. None of the potential ethical issues and related risks, as identified during the inception stage, materialized during the evaluation.

## DATA COLLECTION ACTIVITIES

### *Desk review*

11. The desk review was conducted during both the inception and data collection phases. Given the volume of documentation, the methodology for the literature review followed a structured approach, using MAXQDA to categorize documentation and code relevant information. Through this software, documents were directly mapped against the Evaluation Matrix lines of inquiry, facilitating learning and ensuring consistency between reviewers.

12. This methodology consisted of: (i) gathering all relevant documents in cooperation with the Office of Evaluation, further complemented during interviews with WFP and external stakeholders; (ii) 'coding' all documents with MAXQDA (i.e. associating all relevant segments of information with specific Evaluation Matrix indicators, while ensuring consistency between 'coders'); (iii) extracting and compiling the segments of information for each sub-section; and (iv) using this information, while systematically triangulating with other sources (KIIs/FGDs notes, secondary data analysis) in the drafting of the report. All in all, more than 300 documents were reviewed by the evaluation team, including past evaluations, WFP annual reports at country, regional and global levels, syntheses, audit reports, and stakeholder consultations. An overview of the library of documents is included in Annex 12 – Bibliography/Evaluation Library/e-Library.

13. During the desk review, only publicly available documents were eligible for this type of analysis, as ADE ensured that no confidential information was uploaded. Moreover, the team acknowledges the potential for bias in content generated by artificial intelligence (AI) and used AI tools exclusively for efficiency improvements and support. Maintaining a commitment to accountability and transparency, the approach ensured that the information derived from AI is directly traceable to the documents under review.

### **Key Informant Interviews (KIIs)**

14. During the inception and the data collection phases (see Annex 8 – Fieldwork agenda), the evaluation team conducted an extensive number of interviews with key stakeholders. While the KIIs conducted at the Inception stage were meant to frame the evaluation and mainly targeted WFP staff at country office, regional bureau and headquarters levels, KIIs during the data collection phase targeted a larger set of informants including stakeholders from other United Nations agencies, government and private sector partners, donors, relevant partners and non-governmental organizations (NGOs). A detailed list of stakeholders that were interviewed by the evaluation team is included in Annex 7. The senior evaluators conducted semi-structured interviews to complement and/or validate findings, based on the interview guides in Annex 6 – Data collection tools.

15. In total, the evaluation team conducted interviews with 74 key stakeholders. Table 3 below shows the number of interviews conducted by type of stakeholders and the type of evaluation criteria covered – such as, relevance, effectiveness, efficiency, sustainability, and coherence. While the evaluation team maximized the number of interviews conducted in person during the in-country visit, complementary interviews were also organized remotely at both the inception and the data collection phases.

**Table 3 – Key Informant Interviews by group**

<b>Group</b>	<b>Priority evaluation criteria</b>	<b>Key Informant Interview</b>
WFP staff	Relevance, effectiveness, efficiency, coherence, sustainability	21 KIIs for 29 people (11 women, 18 men)
Partners: Government of Iraq/ Kurdistan Region of Iraq (KRI)	Relevance, effectiveness, sustainability	13 KIIs for 21 people (2 women, 19 men)
Partners: United Nations and Cooperating Partners	Relevance, effectiveness, coherence, sustainability	15 KIIs for 18 people (2 women, 16 men)
Partners: Donors	Relevance, coherence	4 KIIs for 6 people (2 women, 4 men)
<b>TOTAL</b>		<b>53 KIIs for 74 people (17 women, 57 men)</b>

Source: Evaluation team

### **Focus group discussions (FGDs)**

16. As part of the data collection mission, several FGDs were conducted (Annex 8 – Fieldwork agenda), based on the FGD guides (Annex 6 – Data collection tools). These were revised on a rolling basis to maximize the relevance of the information collected during the mission, keeping in mind that the FGDs were meant to gain a better understanding of the contexts of the affected populations. As is the case for the KIIs, FGDs were also structured around the Evaluation Matrix and directly linked to the evaluation questions. This activity obtained the perspectives and views of affected populations, notably those that are exceptionally vulnerable. It contributed to ensuring that “all voices are heard” and biases are avoided. As such, special consideration was given to vulnerable groups such as women, boys and girls, the elderly and people with disabilities. As part of this, the evaluation team was divided in two gender-balanced groups. This encouraged interviewed women and men to share their views in the most appropriate and respectful

environment. Where this was not possible, probes were made during discussions to test how groups may be affected differently. The in-country local experts played a crucial role in connecting with local WFP officials and external stakeholders.

17. Overall, the evaluation team conducted 26 FGDs with 252 people (53 women, 109 men, 68 girls, 22 boys) to understand beneficiary views on the services provided, focusing on resilience programming, CBT, youth skills development, and school feeding to optimize the learning from Tier 1 beneficiaries (see Table 4).

**Table 4 – Focus Group Discussions**

Group	Priority evaluation criteria	Focus Group Discussions (FGDs)
Beneficiaries: Farmers	Relevance, effectiveness	9 FGDs for 81 people (19 women, 62 men)
Beneficiaries: Youth (Vocational Training Centre/Josour)	Relevance, effectiveness	10 FGDs for 73 people (27 women, 46 men)
Beneficiaries: School feeding	Relevance, effectiveness	7 FGDs for 90 children (68 girls, 22 boys, 7 women, 1 man)
<b>TOTAL</b>		<b>26 FGDs</b> for 252 people (53 women, 109 men, 68 girls, 22 boys)

Source: Evaluation team

## DATA ANALYSIS

### *Quantitative secondary data analysis*

18. The team used the substantial library of secondary quantitative data that had been compiled with support from the country office and Office of Evaluation to perform a quantitative analysis of the overall performance of WFP Iraq's activities. The team incorporated additional data from assessments conducted by the country office, as well as from the Decentralized Evaluation Report, *Evaluation of WFP Livelihood Support, Asset Creation, and Climate Adaptation interventions in Iraq from January 2020 to December 2021*. This analysis was instrumental to understanding the performance of WFP interventions in terms of efficiency and effectiveness of the key components of operations, and was used as a strong information source for triangulation in sections addressing those evaluation criteria.

19. When conducting the secondary data analysis, the methodology consisted of: (i) a mapping of lines of inquiry from the Evaluation Matrix that could be directly informed by secondary data made available by Office of Evaluation and country office focal points; (ii) the formulation of assumptions based on the lines of inquiry to be tested with the data; (iii) the drafting of a standalone document presenting the preliminary quantitative analyses, submitted to the Office of Evaluation on 9 November, and triangulation of quantitative analysis with other sources of information; (iv) addressing Office of Evaluation comments ; and (v) integrating the final graphs into the Evaluation Report. Graphs and tables that were not considered essential for the EQ answers were included in Annex 9 – Secondary data analysis.

20. Further analysis of the coverage of reported output and outcome data showed both inconsistency between Transitional Interim and Country Strategic Plan (T-ICSP) and Country Strategic Plans (CSP) indicators, as well as a high occurrence of missing data for 2018 and 2019. This limited the scope of the trend analysis to 2020–2022 for most indicators. The team worked closely with the Office of Evaluation to correctly combine output and outcome values reported under the T-ICSP, to provide comparable values at the activity and Strategic Objective level of the CSP. Where data were not available, special care should be taken with the interpretation of values represented in the figures, and a clarifying note was added under that figure.

## **Qualitative primary and secondary data analysis**

21. The evaluation team used a mixed-methods approach to data analysis, drawing on content analysis and elements of contribution analysis. The Evaluation Matrix served as the main tool for data analysis. The team collected data against each EQ and line of enquiry, drawing on the proposed combination of data collection activities. It met regularly throughout the data collection process to triangulate and review emerging findings from different parallel activities, assess the strength of evidence collected against each EQ, and identify gaps in evidence to focus on throughout the subsequent steps in the data collection process.

22. At the end of the data collection phase, the evaluation team carried out a triangulation exercise to interpret patterns across the evidence into main findings. First, the team conducted a content analysis of the data collected during the data collection phase (KIIs, FGDs, document review) using data analysis software (MAXQDA), complemented by a detailed review of key documents and interview transcripts. This first level analysis identified major words, phrases, topics and content emerging from the data. Second, the team assessed and categorized the recurring themes and patterns from the MAXQDA analysis to triangulate findings to focus on conclusions and recommendations backed by solid evidence. The team drew on their own notes from the data collection mission and remote KIIs to fill in any key issues not picked up by this initial exercise. During the triangulation phase of the data analysis, the evaluation team weighted and assessed emerging findings. In most cases, observations or comments that only came from a single source, or a single category of stakeholder, were given less weight. The team applied gender and disability considerations to data analysis, ensuring that equal consideration was given to women, men, people with a disability, and their organizations. This triangulation analysis was carried out by the team members individually and jointly during multiple data analysis sessions after the completion of the in-country mission and remote KIIs. Third, the evaluation team assessed the evidence against a modified contribution analysis framework to seek to identify the extent to which WFP’s actions could plausibly have contributed to the strategic outcomes and strategic results in the reconstructed Theory of Change (Annex 4), and to identify other factors (internal or external) that could have impacted on the observed results (either positively or negatively).

## **Risks and mitigation measures**

**Table 5 – Summary of the key risks and mitigation measures**

Key risks	Mitigation measures
Iraq’s unstable context, increased anger and mobilization against foreigners, materialized during the final week of the data collection mission, with large protests occurring in Iraq’s cities due to conflict between Israel and Palestine.	<p>The evaluation team worked closely with WFP Iraq to mitigate this risk. One site visit to a university was cancelled due to protests, and one school feeding visit was adapted to only include national consultants. However, this did not translate into major limitations in collecting relevant data for the Evaluation Report.</p> <p>Overall, the evaluation team was able to conduct more Key Informant Interviews (KIIs) and focus group discussions (FGDs) with stakeholders and beneficiaries than those set out in the initial fieldwork agenda.</p>

Key risks	Mitigation measures
<p>The evaluation team was not able to achieve full gender parity (one woman, and three men) due to the late withdrawal of one female member of the evaluation team.</p> <p>There were concerns that this could impact on the ability to conduct FGDs with women beneficiaries during the data collection phase, especially when the team had to split with two male evaluators covering the south (Basra and Dhi Qar) (see Annex 8 – Fieldwork agenda).</p>	<p>The evaluation team was able to mitigate this by conducting FGDs in mixed groups in vocational training centres and university campuses where it was socially appropriate for the male evaluators to interview female participants. In one case, in a rural area, the team invited a female WFP staff member to support the women-led focus group. However, this is recognized as a methodological flaw regarding the evaluation principles. In all other cases, WFP staff were not involved in FGDs and KIIs to ensure independence and confidentiality. However, the evaluation team was able to triangulate findings from the many other FGDs led by the female evaluator in central and northern Iraq.</p>
<p>The evaluation team has strong Arabic language, but no Kurdish language skills.</p>	<p>To mitigate the impact this could have had on data collection in the Kurdish Region of Iraq, a Kurdish translator, selected in consultation with the Office of Evaluation and the country office, was present for relevant FGDs and KIIs.</p>
<p>Conflict of interest</p>	<p>The evaluation team did not identify any potential conflict of interest throughout the evaluation process</p>

# Annex 4: Reconstructed Theory of Change

23. Neither the Transitional Interim and Country Strategic Plan (T-ICSP) (2018–2019) or the Country Strategic Plan (CSP) (2020–2024) contain a clearly articulated Theory of Change (ToC) for the programme, as it was not a corporate requirement at the time of design. However, both documents contain several strategic themes which guide how WFP intended to respond to the challenges facing Iraq.<sup>1</sup> The evaluation team developed a reconstructed ToC as a key tool for this evaluation.

24. The proposed ToC (Figure 1) is based on the CSP's refitted Line of Sight.<sup>2</sup> It was reviewed with the Iraq Country Office during a workshop on 29 June 2023 to test and understand the process of change initiated by WFP's activities and outcomes, and refine the key assumptions underpinning the change process.

25. During the next phases of the evaluation process, the ToC was used as a reference to indicate the scope of the evidence to be collected to respond to the Evaluation Questions (EQs). It was also used by the evaluation team as a reference to build plausible chains of evidence from WFP activities to vectors of change for Strategic Objectives and to test and refine the validity of these change stories.

26. The ToC starts from inputs and activities, which are both under WFP's sphere of control. The inputs are the available resources, capacities and partnerships that the Iraq Country Office can apply to implement its activities. The activities are based on the current CSP (2020–2024) but refer to the previous classification as per the I-TCSP (2018–2019) as relevant. EQ3 evaluates how efficiently WFP Iraq has translated inputs into activities throughout the evaluation period.

27. The vectors of change form the sphere of influence of the Iraq Country Office. The vectors of change outline the areas in which WFP Iraq's activities aim to exert influence to support change towards the overall strategic outcomes. EQ2 evaluates how effectively WFP is influencing change and the extent to which reasonable assumptions can be made on the contribution of these changes to the CSP Strategic Outcomes, as well as other factors that have impacted on WFP's ability to achieve its Strategic Outcomes, either positively or negatively.

28. The evaluation also considers the extent to which WFP Iraq has been able to leverage links between the Strategic Outcomes, for example, considering the extent to which stronger national and subnational institutions (SO3) have contributed to: an increased ability for crisis-affected people to meet their food needs (SO1); or to communities that are more resilient to shocks (SO2).

29. The long-term results of the CSP are defined as the Strategic Results, or the country offices sphere of interest. These are the long-term objectives that the CSP aims to contribute to, but which WFP has less control and influence over.

30. The ToC also outlines assumptions that are made to allow for the logical process from the inputs and activities to the results. The assumptions (see Box 2) are formulated as hypotheses and were assessed by the evaluation team during the data collection phase.

---

<sup>1</sup> WFP. 2019. *Iraq Country Strategic Plan*.

<sup>2</sup> WFP. 2022. *Country Strategic Plan. Iraq Budget Review 04*.

## Box 2 – Assumptions to the Theory of Change

### Assumptions at the lower level of the results chain

1. Government of Iraq and/or donors are willing to fund WFP development activities and/or provide flexible funding.
2. WFP has the internal capacities, systems and skills to deliver capacity strengthening and development interventions and to demonstrate impact from its work.
3. WFP has effective partnerships with other organizations working in capacity strengthening, climate change, livelihoods and resilience to avoid duplication and deliver sustainable support.

### Assumptions at the middle level of the results chain

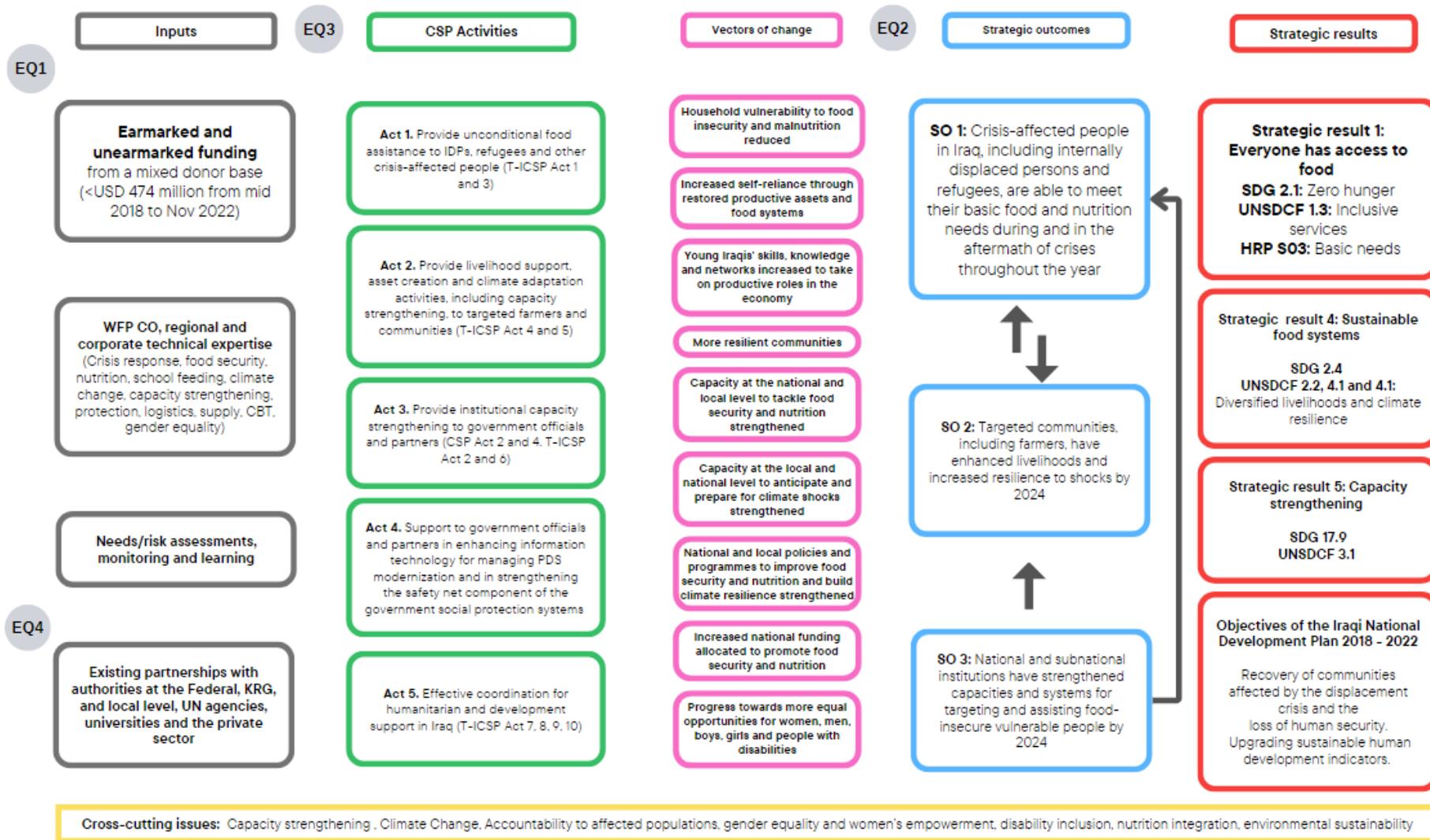
4. Government of Iraq and donors see WFP as a reliable and competent partner for delivering development and humanitarian interventions.
5. Vulnerable/food insecure Iraqis are able to transition to government social safety nets or graduate to livelihoods programmes.
6. Communities are willing to engage with WFP on promoting food security and climate resilience.
7. Assets restored by WFP can be sustained by the community and have a positive influence on community resilience to climate shocks.
8. Skills developed by WFP are relevant to the needs of Iraq's economy, and employment opportunities exist.

### Assumptions at the higher level of the results chain

9. Government of Iraq has the capacity, willingness and funding to implement reforms and take over activities from WFP.
10. WFP is globally committed to staying long enough in the development space (at least five to ten years) to build effective capacity building approaches and sustainably hand over to government.
11. Iraq remains stable and there is no new humanitarian crisis or serious deterioration in security.

Source: Evaluation team

Figure 1 – Theory of Change



Source: Evaluation team

# Annex 5: Evaluation Matrix

The purpose of the Evaluation Matrix is to provide a clear analytical framework that helps to reduce subjectivity in the evaluative judgment identifying for question and sub-questions: i) dimensions of analysis; ii) lines of inquiry and/or indicators as appropriate; iii) data sources; iv) data collection methods; and v) data analysis.

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<b>Evaluation Question 1: To what extent is the Country Strategic Plan (CSP) evidence based and strategically focused to address the needs of the most vulnerable?</b>				
1.1 To what extent was the CSP informed by existing evidence on the hunger challenges, the food security and nutrition issues prevailing in the country to ensure its relevance at design stage?				
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Quantity and quality of needs assessments and context analysis performed by WFP and its partners</li> <li>Evidence that perceptions of affected people (female, male, people with a disability), including the most vulnerable, have been included in assessments</li> <li>Structure of reporting, quality, and quantity of Research Assessment and Monitoring (RAM), Post Distribution Monitoring (PDM), mission and monitoring &amp; evaluation (M&amp;E) reports and audits, including gender, age, and disability disaggregated data</li> </ul>	<ul style="list-style-type: none"> <li>CSP documents, Annual Country Reports (ACRs), budget revisions</li> <li>United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020–2024, National Development Plan (NDP), Poverty Reduction Strategy (PRS), Vision 2030</li> <li>United Nations Priority Working Group meeting minutes</li> <li>WFP Evaluation Reports: Resilience and Livelihoods (SO2) evaluation (2023); Mid-Term Review of the CSP (2023)</li> <li>WFP/UNICEF Nutrition Assessments.</li> <li>SMART Surveys</li> <li>WFP Corporate Nutrition Policy</li> <li>Food Security Assessments</li> <li>Emergency Assessments</li> <li>WFP country office level Gender</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, Regional Bureau in Cairo (RBC) and country office level</li> <li>Focus group discussions (FGDs)</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data, including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		Assessments <ul style="list-style-type: none"> <li>• Project-level targeting criteria</li> <li>• Maps of geographic locations reflecting vulnerability assessments</li> </ul>		
<ul style="list-style-type: none"> <li>• WFP used the data available to enhance the responsiveness of the CSPs to the needs of the affected population</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence that the current CSP is built on results and lessons from the previous T-ICSP</li> <li>• Evidence that needs assessments have been used for decision making</li> <li>• Evidence that other data (e.g., from RAM, PDM, M&amp;E, Community Feedback Mechanism (CFM) reports, feasibility studies) have informed decision making in a timely manner</li> <li>• Extent to which the CSP's Strategic Objectives (SOs) and activities are responsive to drivers of food insecurity, nutrition, livelihoods and gender issues as evidenced in available reports</li> <li>• Perceptions of international partners and cooperating partners on WFP's understanding of the local context</li> </ul>	<ul style="list-style-type: none"> <li>• CSP documents, ACRs, budget revisions</li> <li>• UNSDCF 2020–2024, NDP, PRS, Vision 2030</li> <li>• Working Group Reports</li> <li>• WFP Evaluation Reports: Resilience and Livelihoods (SO2) evaluation (2023); Mid-Term Review of the CSP (2023)</li> <li>• WFP/UNICEF Nutrition Assessments</li> <li>• SMART Surveys</li> <li>• WFP Corporate Nutrition Policy</li> <li>• Food Security Assessments</li> <li>• Emergency Assessments</li> <li>• WFP country office level Gender Assessments</li> <li>• Targeting criteria under SOs.</li> <li>• Maps of geographic locations reflecting vulnerability assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at headquarters, RBC and country office level</li> <li>• FGDs</li> <li>• Site visits</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> <li>• Political economy analysis</li> </ul>
<b>1.2 To what extent is the CSP aligned to national policies and plans and to the Sustainable Development Goals (SDGs)?</b>				
<ul style="list-style-type: none"> <li>• Alignment with relevant country plans</li> <li>• Alignment with associated national strategies, including the NDP, PRS and Vision 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of matching between SOs and national objectives</li> <li>• Degree to which WFP is involved the government in CSP design</li> <li>• Perception of government officials on the alignment of WFP objectives with national</li> </ul>	<ul style="list-style-type: none"> <li>• CSP and T-ICSP documents and budget revisions</li> <li>• UNSDCF 2020–2024, United Nations Development Assistance Framework 2015–2019</li> <li>• HNOs, HRPs, United Nations Office</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at headquarters, RBC and country office level</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> <li>• Political economy</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<ul style="list-style-type: none"> <li>Alignment with Sustainable Development Goals (SDGs) 2 and 17</li> </ul>	<p>priorities</p> <ul style="list-style-type: none"> <li>Degree of alignment of the CSPs to evidenced government and other partner capacity gaps, including the extent to which capacity strengthening activities were designed based on a joint analysis of needs/gaps</li> </ul>	<p>for the Coordination of Humanitarian Affairs (UNOCHA) data</p> <ul style="list-style-type: none"> <li>NDP 2018–2022, PRS 2018–2022, Vision 2030</li> <li>National policy and strategy documents in relevant thematic areas, such as food security, resilience, livelihoods, nutrition, and school feeding</li> </ul>	<ul style="list-style-type: none"> <li>FGDs</li> <li>Site visits</li> </ul>	<p>analysis</p>
<p>1.3 To what extent is the CSP coherent and aligned with the wider UN and includes 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"> <li>Alignment with the UNSDCF, United Nations Development Assistance Framework (UNDAF), United Nations Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs) (2018 to 2022)</li> <li>Alignment of the Country Strategic Plan (CSP) outcomes with the CSP outcomes of other agencies, and the CSP's alignment or lack thereof with the UNSDCF, UNDAF and HRPs (up to 2022)</li> <li>The degree of synergy with key United Nations agencies in Iraq,</li> </ul>	<ul style="list-style-type: none"> <li>Degree of matching between CSP SOs and the analysis and objectives set out in the UNSDCF</li> <li>Degree of matching between CSP SOs and the analysis and objectives set out in the HRP and HNOs from 2018 to 2022</li> <li>Objectives and results have links to relevant UNSDCF, UNDAF and HRP outcomes</li> <li>Evidence of coherence of WFP's interventions with the priorities and principles of United Nations engagement in Iraq as outlined in UNSDCF, UNDAF and HRP</li> </ul>	<ul style="list-style-type: none"> <li>T-ICSP and CSP documents and budget revisions; UNSDCF 2000–2024, UNDAF 2015–2019 and HRPs (up to 2022)</li> <li>Joint needs assessments, strategies, programmes and initiatives</li> <li>Memorandum of understanding (MoU) signed with government, United Nations agencies and the World Bank</li> <li>Minutes of working groups and clusters (up to 2022)</li> <li>Joint plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, RBC and country office level</li> <li>FGDs</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
including the Rome Based Agencies				
<u>Appropriateness of partnerships</u> <ul style="list-style-type: none"> <li>WFP's use of its comparative advantage in relation to other United Nations agencies, civil society, the private sector, and academia in Iraq</li> <li>WFP's ability to adapt to changes in funding, in its own capacity and in its relations with other United Nations agencies in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>T-ICSP and CSP documents outline WFP's comparative advantage in relation to the government and other United Nations agencies in Iraq, and show how these are exploited</li> <li>Evidence of synergies and/or joint programmes of WFP and other United Nations agencies</li> <li>Perceptions of stakeholders on the comparative advantages of WFP and coherence with national and United Nations plans</li> <li>Evidence of partnerships based on and using WFP's comparative advantage</li> </ul>			
<b>1.4 To what extent is the CSP design internally coherent and based on a clear Theory of Change articulating WFP role and contributions in a realistic manner and based on its comparative advantages as defined in the WFP strategic plan?</b>				
<u>Coherence</u> <ul style="list-style-type: none"> <li>Coherence between Activities and related SOs</li> <li>Coherence and synergies between the SOs</li> <li>Alignment of T-ICSP and CSP with relevant WFP corporate strategies and policies</li> </ul>	<ul style="list-style-type: none"> <li>WFP's role and contributions are clearly articulated in the T-ICSP and CSP documents and understood by WFP units and partners</li> <li>Internal and partners' perceptions on the level of alignment and synergies between different activities</li> <li>The T-ICSP and CSP design is well aligned with relevant WFP strategies and policies</li> <li>The ToC is based on realistic assumptions, adequately considers external risks, and makes explicit WFP's comparative advantage in the</li> </ul>	<ul style="list-style-type: none"> <li>T-ICSP and CSP documents, Results Frameworks, Line of Sight, I-CSP logframe and monitoring framework</li> <li>WFP global strategies</li> <li>WFP Corporate Results Framework</li> <li>Specific WFP policies on cross-cutting themes</li> <li>WFP evaluations and findings</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, RBC and country office level</li> <li>FGDs</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	country (see also EQ1.3)			
1.5 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs? – In particular, in response to the COVID-19 pandemic?				
<u>Relevance to changes in context</u> <ul style="list-style-type: none"> <li>Flexibility given by the T-ICSP and CSP to respond to an evolving national and international context</li> <li>Programmatic adaptation to changes in operational needs and the broader context</li> <li>Relevance of WFP in adapting to the COVID-19 context</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of regular contextual analysis informing programmatic adjustments</li> <li>Degree to which WFP's implementation plans and budgets revisions were informed by assessments and analyses</li> <li>Evidence of main shifts in WFP strategy and programme in response to emerging needs by the government and the most vulnerable groups</li> <li>Perceptions of government stakeholders and partners regarding WFP as being sufficiently flexible to adapt as necessary to changes in the context</li> <li>Extent to which focus on the most vulnerable was sustained during the changes to context</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP, CSPs, ACRs and budget revisions</li> <li>Targeting strategies</li> <li>Country Operations Management Plan (COMP)</li> <li>Vulnerability Analysis and Mapping (VAM) reports</li> <li>M&amp;E data</li> <li>Market price watch</li> <li>Other studies and analytical reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, RBC and country office level</li> <li>FGDs</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>
<b>Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes and the UNSDCF in the country?</b>				
2.1 To what extent did WFP activities and outputs contribute to the expected outcomes of the CSP and to the UNSDCF? Were there any unintended outcomes, positive or negative?				
<u>Attainment of planned outputs</u> <ul style="list-style-type: none"> <li>Achievement against target (outputs), including by vulnerable group</li> <li>Appropriateness of activities to achieve outputs</li> </ul>	<ul style="list-style-type: none"> <li>Number of beneficiaries reached (actual vs planned in comparison, by gender, residency, transfer modality)</li> <li>Percentage of food, cash-based transfers, assets creation and capacity strengthening achieved</li> <li>Degree of achievements at activity and output level against targets (mapping)</li> <li>Use of modalities for assistance of delivery against targets</li> <li>Perceptions of stakeholders on appropriateness of</li> </ul>	<ul style="list-style-type: none"> <li>PDM reports, activity implementation reports, distribution monitoring and process monitoring reports.</li> <li>ACRs</li> <li>Annual Performance Plans and Reviews</li> <li>M&amp;E data</li> <li>Ad hoc reports for donors</li> </ul>	<ul style="list-style-type: none"> <li>FGDs with beneficiaries</li> <li>Direct observations – site visits</li> <li>Desk review</li> <li>Key Informant Interviews at country office level</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<ul style="list-style-type: none"> <li>activities and modalities</li> <li>Clarity of the rationale behind the choice of delivery modality, including references to contextual factors affecting this choice</li> </ul>	<ul style="list-style-type: none"> <li>CP reports</li> <li>Multisectoral assessments</li> </ul>		
<p><u>Progress towards outcomes</u></p> <ul style="list-style-type: none"> <li>Progress made against each of the three SOs</li> <li>Links between the SOs</li> <li>Effectiveness of shifting WFP's role from the direct implementation of activities to the enabling of national programmes</li> </ul>	<ul style="list-style-type: none"> <li>Achievements at SO level, including changes in performance over time</li> <li>Number of beneficiaries reached (by category of vulnerability)</li> <li>Unanticipated effects (positive, negative) particularly for vulnerable groups</li> <li>Synergies achieved between activities and SOs</li> <li>Identified contributions in areas such as building partner capacity, influencing national strategies, and resilience building</li> </ul>	<ul style="list-style-type: none"> <li>ACR, PDM, FSOM, Food Consumption Score and other outcome assessments.</li> <li>External studies and Evaluation Reports</li> <li>Annual Performance Plans and Reviews</li> <li>RAM reports</li> <li>Perception of internal and external stakeholders: country office and RBC WFP staff, government, cooperating partners, United Nations agencies on progress toward outcome achievements</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at country office level</li> <li>FGDs</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> </ul>
<p><u>Contributions towards the provision of social cohesion, protection and inclusive services to people in Iraq (UNSDCF outcome 1.3, HRP SO3), inclusive economic growth (UNSDCF 2.2), resilience to climate change and natural resource management (UNSDCF 4.1 and 4.2), strengthening institutions and systems (UNSDCF 3.1 and SDG 17), zero hunger (SDG 2)</u></p>	<ul style="list-style-type: none"> <li>UNSDCF 1.3, HRP SO3, SDG 2.1: Number of vulnerable people provided with assistance in comparison with overall needs. Trends in food insecurity</li> <li>UNSDCF 2.2: Evidence of effective strategies to diversify livelihoods with government, private sector and academia. Integration of sustainability in activities</li> <li>UNSDCF 4.1 and 4.2: Evidence of effective strategies to build community resilience to climate shocks, including the most vulnerable. Integration of sustainability in activities</li> <li>UNSDCF 3.1 and SDG 17: Evidence of effective</li> </ul>	<ul style="list-style-type: none"> <li>CSP Mid-Term Review</li> <li>Livelihoods, asset creation and climate adaptation decentralized evaluation (May 2023)</li> <li>UNSDCF 2020–2024</li> <li>Food security cluster data (to end 2022)</li> <li>Social Protection Joint Programme Sector Support and Public Distribution System (PDS) Reform project documents</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters and RBC levels (structured interviews with WFP, UN Resident Coordinator Office, government, World Bank, UNICEF, UNHCR, FAO, OCHA)</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>approaches to strengthening government capacity to build effective social protection systems, including enhanced use of information technology. Effective pathways in place to hand over to national authorities</p> <ul style="list-style-type: none"> <li>• SDG 2: What are the key trends in terms of achieving Zero Hunger in Iraq? What is WFP's expected impact pathway towards the overall goal of achieving Zero Hunger in Iraq?</li> </ul>			
<p>2.2 To what extent did WFP contribute to achievement of cross-cutting aims (climate change adaptation, environmental sustainability, gender equality and women's empowerment, disability inclusion, accountability to affected populations, nutrition integration and other issues as relevant)?</p>				
<p><u>Integration of climate adaptation</u> and environmental sustainability</p> <p>Building community resilience to climate shocks and reducing environmental risks</p>	<ul style="list-style-type: none"> <li>• Evidence that WFP is building community resilience to climate shocks</li> <li>• Perceptions of stakeholders on additional actions that could be taken</li> <li>• Evidence of environmental risk assessments being put into action</li> </ul>	<ul style="list-style-type: none"> <li>• Livelihoods, asset creation and climate adaptation decentralized evaluation (May 2023)</li> <li>• Government documents</li> <li>• Early warning watchlist reports</li> <li>• Cluster documents (to end 2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at headquarters and RBC levels</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> <li>• Political economy analysis</li> </ul>
<p><u>Integration of gender equality, women's empowerment, disability inclusion, accountability to affected populations, protection and Protection from Sexual Exploitation and Sexual Abuse (PSEA)</u></p>	<p>Gender equality and empowerment of women (GEEW) and disability inclusion</p> <ul style="list-style-type: none"> <li>• Evidence that WFP has adapted approaches based on specific needs, promoted equitable decision making and supported leadership and decision making by women and girls</li> <li>• Extent to which gender and disability mainstreaming and targeted actions are put into practice throughout WFP functions and reflected in data collection, reporting, needs assessments and analysis</li> <li>• Specific protection risks linked to gender and disability are addressed, including PSEA</li> <li>• Number of women, girls and people with</li> </ul>	<ul style="list-style-type: none"> <li>• WFP corporate guidance and evaluation documents on gender, disability, protection, inclusion</li> <li>• ACRs, activity reports, PDMs and monitoring data of WFP and CPs</li> <li>• Gender, PSEA, country office gender transformation programme and Gender with Age Marker (GAM) reports and protection monitoring plans</li> <li>• Targeting approach</li> <li>• PSEA capacity strengthening activities</li> <li>• Communication strategy for AAP</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at headquarters and RBC levels</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> <li>• Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	<p>disabilities included as beneficiaries or contributing to programme design and monitoring</p> <ul style="list-style-type: none"> <li>• Performance against targets specified in the Gender Action Plan</li> <li>• Perceptions of stakeholders on additional actions that could be taken to address GEEW, gender transformative actions , disability inclusion, protection and PSEA</li> </ul> <p>Accountability to affected people (AAP)</p> <ul style="list-style-type: none"> <li>• Analysis of feedback mechanisms (CFM, PSEA) and user satisfaction</li> <li>• Evidence that WFP is using AAP feedback to inform programme design and delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Call centre and monthly meeting reports GEEW analyses – WFP and cooperating partners</li> <li>• M&amp;E data and RAM reports</li> <li>• Disability inclusive strategies or designs</li> </ul>		
<p><u>Integration of nutrition services into programming</u> Effective pathway to hand over nutrition services to the government</p>	<ul style="list-style-type: none"> <li>• Number of vulnerable people reached with nutrition services, including school feeding and Social and Behaviour Change Communication targets</li> <li>• Evidence of an effective strategy to hand over nutrition services to the government</li> <li>• Sustainability is built into plans</li> <li>• Perceptions of stakeholders on additional actions that could be taken</li> </ul>	<ul style="list-style-type: none"> <li>• WFP corporate guidance and evaluation documents on school feeding and social and behaviour change communication</li> <li>• ACRs, activity reports, PDMs and monitoring data of WFP and CPs</li> <li>• Targeting approach</li> <li>• M&amp;E data and RAM reports</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at headquarters and RBC levels</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> <li>• Political economy analysis</li> </ul>
<p>Application of humanitarian principles (humanity, impartiality, neutrality and operational independence) and principled access in crisis response programming (S01)</p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Evidence of effective strategies and approaches to maintain WFP neutrality and operational independence</li> <li>• Stakeholders' opinions on the operationalization of humanitarian principles</li> <li>• Degree of awareness of staff and the (CPs) on the</li> </ul>	<ul style="list-style-type: none"> <li>• WFP corporate guidance and evaluation documents on Humanitarian Principles and access</li> <li>• ACRs</li> <li>• Annual Performance Plans and Reviews</li> <li>• Project reports and monitoring data of WFP and CPs</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at headquarters and RBC levels</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> <li>• Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	integration of humanitarian principles	<ul style="list-style-type: none"> <li>Cluster reports (to 2022)</li> <li>HRPs, HNOs (to 2022)</li> </ul>		
2.3 To what extent are the achievements of the CSP likely to be sustainable, in particular, from a financial, social, institutional and environmental perspective?				
<u>The benefits of CSP likely to be continuing</u> , in terms of: <ul style="list-style-type: none"> <li>Capacity support to government and non-government entities</li> <li>Sustainability of livelihoods/assets created</li> <li>Community resilience</li> <li>National crisis response capacities</li> </ul>	<ul style="list-style-type: none"> <li>Evidence capacity of partners has been strengthened to deliver social protection, school feeding and information technology for food and cash assistance</li> <li>Capacity supported through technical assistance and other resources</li> <li>Technical and financial viability of productive assets and community infrastructure enhanced by WFP programmes</li> <li>Effect of assets created on local economic development and climate resilience</li> <li>Evidence of community participation in asset creation, and capacity to manage the asset</li> <li>Systems and capacity of national partners to respond to crisis is strengthened</li> <li>Perceptions of stakeholders</li> <li>Ability of government to meet costs of continuing and expanding support it has developed with WFP through the CSP</li> <li>Extent to which WFP has agreed transition/handover strategy with the government and/or intended beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Relevant strategies including the country office livelihood and resilience, capacity building and climate resilience strategies</li> <li>Livelihoods, asset creation and climate adaptation decentralized evaluation (May 2023)</li> <li>Mid-Term Review of the CSP (2023)</li> <li>Project reports and monitoring data of WFP and CPs</li> <li>Agreements with CPs, academia and the private sector</li> <li>Project budgets</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters and RBC levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>
2.4 To what extent did the CSP facilitate more strategic links between humanitarian action, development cooperation and, where appropriate, contributions to peace?				
<u>Synergies between crisis response, recovery, and resilience</u>	<ul style="list-style-type: none"> <li>Analysis of WFP's work in its contribution to strengthening links between humanitarian aid, recovery and resilience</li> </ul>	<ul style="list-style-type: none"> <li>WFP T-ICSP and CSP project reports and monitoring data, humanitarian, resilience, and livelihoods analyses</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<ul style="list-style-type: none"> <li>Balance between humanitarian approaches and interventions aimed at development in WFP portfolio</li> <li>Conditions to enable recovery and resilience</li> </ul>	<ul style="list-style-type: none"> <li>Intentional synergies between the different outcomes and activities in CSPs and the extent to which these are put into practice</li> <li>Evidence of coherent approaches to design, monitoring and reporting of humanitarian and development action</li> <li>Stakeholder opinions on opportunities to strengthen synergies</li> <li>Have WFP activities been conducive for strengthening links between humanitarian aid and resilience work? Did WFP advocate for that while taking into account the specifics of the country context?</li> <li>What are the main challenges and opportunities to move forward on the nexus?</li> </ul>	<ul style="list-style-type: none"> <li>Livelihoods, asset creation and climate adaptation decentralized evaluation (May 2023)</li> <li>Mid-Term Review of the CSP (2023)</li> <li>WFP Corporate Results Framework (2022–2025)</li> <li>ACRs</li> </ul>	<ul style="list-style-type: none"> <li>headquarters, RBC and country office levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> </ul>
<p><u>Contributions to social cohesion at community level</u></p> <p>WFP contributions to social cohesion between different population groups (returnees, internally displaced persons (IDPs), refugees, camp residents, local communities)</p>	<ul style="list-style-type: none"> <li>Intentional inclusion of different population groups to support social cohesion and avoid communal tension</li> <li>Perceptions of stakeholders on the effects of WFP activities on social cohesion</li> <li>Targeting criteria consider tensions at community level</li> <li>Evidence that community-level conflict-sensitive analysis informed interventions</li> </ul>	<ul style="list-style-type: none"> <li>WFP ICSPs, ACRs and project reports</li> <li>Conflict analysis conducted by WFP</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters and RBC levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> </ul>
<b>Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>				
<b>3.1 To what extent were outputs delivered within the intended timeframe?</b>				
<p><u>Timeliness of delivery</u></p> <ul style="list-style-type: none"> <li>Timeliness of activities/outputs</li> <li>Main external and</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>ACRs, CSP logframe/output reporting, Annual Performance Plans, and other CSP and activity-level monitoring and data</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, RBC</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<p>internal factors and bottlenecks influencing timeliness (including COVID-19)</p> <ul style="list-style-type: none"> <li>Consequences of delays</li> </ul>	<ul style="list-style-type: none"> <li>Beneficiary feedback on timeliness</li> <li>Degree of delays in processing new beneficiaries and appeals processes</li> <li>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)</li> <li>Likely effects (including unintended) of adaptations introduced in the CSP implementation on timeliness of delivery</li> <li>Timeliness of donor contributions/pipeline breaks and level of use of available funds (see also EQ4.1)</li> </ul>	<ul style="list-style-type: none"> <li>COMP</li> <li>Country Portfolio Budget grant database</li> <li>Implementation plans (and actuals), including field-level agreements with CPs</li> <li>Audit reports</li> <li>Past evaluations</li> <li>Logistics cluster reports</li> <li>Internal supply chain reports</li> </ul>	<p>and country office levels</p> <ul style="list-style-type: none"> <li>FGDs</li> </ul>	
<p>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>				
<p><u>Appropriateness of coverage</u></p> <ul style="list-style-type: none"> <li>Relevance criteria and alignment with the Iraq context</li> <li>Appropriateness of coverage across different local settings and types of needs and shocks (including returns, COVID-19, socioeconomic, etc.)</li> <li>Coordination with other agencies for coverage of unmet needs</li> </ul>	<ul style="list-style-type: none"> <li>Percent of population in need covered by WFP (including geographical coverage); actual coverage ratios compared to target (by CSP activity)</li> <li>Level of coverage of overall needs, proportion of overall needs met by WFP</li> <li>Engagement of WFP in cluster/sector coordination (up to 2022)</li> <li>Examples of measures taken/support provided by the country office to enhance targeting by institutional and cooperating partners</li> <li>Stakeholder perceptions on adequacy of coverage level</li> <li>Budget revisions reflect priority needs for assistance</li> </ul>	<ul style="list-style-type: none"> <li>Food and nutrition security vulnerability/needs assessments</li> <li>CSP document and budget revisions</li> <li>ACRs; monitoring data of WFP and CPs</li> <li>Summary reports/websites of other agencies' key interventions</li> <li>Findings of previous evaluations</li> <li>HRPs, HNOs (up to 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, RBC and country office levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<p><u>Appropriateness of targeting</u></p> <ul style="list-style-type: none"> <li>• Alignment of targeting with the needs of target populations, local operating environment, and funding levels</li> <li>• Adaptation of targeting to changes in needs, operational and financial constraints</li> </ul>	<ul style="list-style-type: none"> <li>• Extent to which the targeting strategy (including gender and age, vulnerability, etc.) is adapted to changes in beneficiary needs</li> <li>• Availability, quality and use of data for targeting the most food insecure under funding constraints</li> <li>• Stakeholder opinions on targeting challenges, inclusion and exclusion errors</li> <li>• Evidence that adequate feedback loops exist to continuously enhance learning</li> </ul>	<ul style="list-style-type: none"> <li>• T-ICSP and CSP documents and budget revisions</li> <li>• ACRs, monitoring data</li> <li>• Targeting strategies, tools, and databases of WFP, CPs, other humanitarian actors</li> <li>• COMET data on beneficiaries</li> <li>• Headquarters/regional bureaux guidance on targeting</li> <li>• Findings of previous evaluations</li> <li>• Post Distribution Monitoring (PDM)</li> <li>• CFM/Case Review Committee (CRC) records</li> </ul>		
<p>3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?</p>				
<p><u>Cost efficiency in delivery</u></p> <ul style="list-style-type: none"> <li>• Delivery of activities and outputs within allocated budgets</li> <li>• Main efficiency factors under WFP control (main cost drivers of activities and outputs)</li> <li>• Cost-saving measures relating to the acquisition of inputs and delivery of assistance (including unintended consequences)</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring mechanisms and examples of specific measures taken by WFP and CPs to address efficiency issues</li> <li>• Measures taken by the country office to obtain best possible prices for inputs</li> <li>• Evidence that cost-saving measures took into account trade-offs, e.g. on quality of assistance</li> <li>• Stakeholder perceptions on the main drivers of (in)efficiency</li> <li>• Changes in actual delivery costs on implementation</li> </ul>	<ul style="list-style-type: none"> <li>• ACRs and monitoring data</li> <li>• Annual Performance Plans and Reports</li> <li>• Audit reports</li> <li>• Budget and financial data (planned budget, expenditure)</li> <li>• WFP cost containment exercise results</li> <li>• COMET data on beneficiaries reached and transfers</li> <li>• Supply Chain Performance Indicators</li> <li>• WFP market monitoring reports</li> <li>• DOTS platform reports (if available)</li> <li>• Annual actual spending and</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review</li> <li>• Key Informant Interviews at RBC and country office levels</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Triangulation across data including interview sources</li> <li>• Content analysis</li> <li>• Contribution analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		budgeted spending by activity/outcome/strategic objective		
<b>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 CSP?</b>				
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable, and flexible resources to finance the CSP?				
<u>Adequacy and timeliness of resources</u> <ul style="list-style-type: none"> <li>Effect of donors' policies and strategies on allocations to different outcomes/activities</li> <li>Analysis of Needs Based Plan versus mobilized resources</li> <li>Identification of associated risks in WFP's fundraising strategy for the CSP</li> </ul>	<ul style="list-style-type: none"> <li>Drivers of donors' decision making on financing the T-ICSP and CSP (donor's appetite)</li> <li>Level of resources received against planned financial needs</li> <li>Level of financial coverage for each SO, by activity, by year</li> <li>Stakeholder opinions on the factors influencing level of support provided by activity, including consequences of funding shortfalls</li> <li>Actions taken to diversify funding base and manage risks</li> </ul>	<ul style="list-style-type: none"> <li>ACRs</li> <li>Budget revisions</li> <li>Funding sources and allocations</li> <li>Audit reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at RBC and country office levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>
<u>Predictability and flexibility</u> <ul style="list-style-type: none"> <li>Influence of predictability and duration of funding cycles on achievements of the CSP objectives</li> <li>Implications of earmarking of resources provided to the CSPs</li> </ul>	<ul style="list-style-type: none"> <li>Evolution of the level of earmarking of donor funds by year</li> <li>Proportion of funding provided as multi-year funds</li> <li>Stakeholder opinions on the factors influencing level of earmarking and the consequences</li> <li>Challenges and adaptations to the constraints of existing and future funding</li> </ul>	<ul style="list-style-type: none"> <li>Funding sources and allocations</li> <li>Fundraising strategy</li> <li>Advocacy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at RBC and country office levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> </ul>
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?				
<u>Quality of results-based management (RBM)</u>	<ul style="list-style-type: none"> <li>Evidence of comprehensive monitoring data promptly generated as a tool for RBM</li> </ul>	<ul style="list-style-type: none"> <li>RAM and M&amp;E reporting</li> <li>ACRs</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
<ul style="list-style-type: none"> <li>Evidence of adaptation based on results</li> <li>Opportunities to strengthen RBM</li> <li>Coherent and complete results frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Examples of monitoring data contributing to operational adaptations</li> <li>Results frameworks consider synergies and interlinkages, and cross-cutting issues</li> <li>Evidence that data collection and analysis tools are appropriate for effective monitoring</li> <li>Quality of the monitoring and reporting systems</li> <li>Stakeholder opinions on the adequacy of WFP reporting</li> <li>Stakeholder opinions on opportunities to strengthen RBM</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation Reports</li> </ul>	Interviews at RBC and country office levels <ul style="list-style-type: none"> <li>FGDs</li> </ul>	interview sources <ul style="list-style-type: none"> <li>Content analysis</li> <li>Contribution analysis</li> </ul>
4.3 How did the partnerships and collaborations with other actors influence performance and results?				
<u>Appropriateness of partnerships and collaboration with other actors</u> <ul style="list-style-type: none"> <li>The consequence of WFP's move towards working more closely with the government on work with its different partner groups</li> <li>Type and diversity of partnerships and their influence on the CSP performance</li> <li>Ability to leverage comparative advantage of other agencies to achieve CSP results</li> </ul>	<ul style="list-style-type: none"> <li>Trends in partners and types of partnerships over time maximize the potential of quality programming</li> <li>Stakeholder opinions on factors promoting or limiting partnerships</li> <li>Stakeholders' perceptions on the appropriateness of WFP's choice of partners</li> <li>Evidence of harmonized approaches and collaborations to strengthen CSP outcomes</li> </ul>	<ul style="list-style-type: none"> <li>MoUs with strategic partners</li> <li>Framework agreements with cooperating partners</li> <li>Assessment of cooperating partners' performance</li> <li>Review of project documentation of joint initiatives (with other United Nations agencies)</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at headquarters, RBC and country office levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.4 To what extent did the country office have appropriate human resources capacity to deliver on the CSP?				
<p><u>Adequacy of human resources</u></p> <ul style="list-style-type: none"> <li>Changes in staff capacity to support the transition to mainstreaming WFP's work into government programmes</li> <li>Staffing of the country office in relation to needs</li> </ul>	<ul style="list-style-type: none"> <li>Levels of staffing in relation to requirements by activity</li> <li>Stability of staffing including turn over and contract type (duration)</li> <li>Availability of experienced staff in relation to CSP activities, especially capacity building</li> <li>Training and guidance provided by RBC and headquarters</li> </ul>	<ul style="list-style-type: none"> <li>Organizational alignment mission from headquarters and the regional bureaux</li> <li>ACRs</li> <li>Annual Performance Reports</li> <li>Office staffing review</li> <li>Analysis of staff turn-over</li> <li>Review of staffing structure</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at country office and RBC levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Political economy analysis</li> </ul>
<ul style="list-style-type: none"> <li>How can WFP engage effectively in the development space?</li> <li>Other factors supporting or limiting shifts in results areas (not already covered above)</li> </ul>	<ul style="list-style-type: none"> <li>Lessons on how WFP can become fit for purpose to operate in the development space (systems, people, approaches)</li> <li>Evidence of external and internal factors that have positively or negatively affected progress toward the CSP SOs</li> <li>Extent to which WFP was able to innovate and identify/undertake activities not foreseen at design phase</li> </ul>	<ul style="list-style-type: none"> <li>ACRs</li> <li>SO-related programme documentation</li> <li>RBC mission reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Key Informant Interviews at country office and RBC levels</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Triangulation across data including interview sources</li> <li>Content analysis</li> <li>Contribution analysis</li> <li>Political economy analysis</li> </ul>

# Annex 6: Data collection tools

## KEY INFORMANT INTERVIEW GUIDES – IRAQ COUNTRY STRATEGIC PLAN EVALUATION 2023

**Introduction** (to be read at the beginning of each interview): “We are doing a study for WFP looking at its strategies and programmes in Iraq. The objective is to formulate recommendations to contribute to the development of the new WFP’s country strategy. For this meeting, we shall focus our questions on this specific [thematic area XX] however, any relevant and valuable general information on WFP’s support is also very much welcome.”

**Presentation of each participants and evaluation team members:** “My name is XXX & YYY, we are the evaluation team in charge of [sector XX], we work in collaboration with ADE, a Belgian consultancy company that supervises the study.”

**Confidentiality aspects:** “Before we start, I would like to already thank you for your time and availability – we would also like to stress the confidentiality of your responses – feel free to share what you think in a very open manner.”

**Participation is voluntary:** “Your participation in the interview is voluntary. You can withdraw from the interview after it has begun, for any reason, with no penalty.”

If you have any **questions**, now or at any time in the future, you may contact the evaluation team via email: ...

**Strategic questions:** 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 Iraq? What are the main operational, institutional, and geo-political challenges that have an impact on the operations and results of WFP in Iraq?
- WFP has undergone major shifts over the past two years, including the transition from working through cooperating partners to direct implementation, the change in focus from emergency cash assistance to resilience and building government capacity and the shutting down of the humanitarian coordination structure. What elements of these transitions did WFP manage well? Which elements could it have managed better?
- Is WFP’s response to food security able to address the root causes of food insecurity/malnutrition?
- In terms of coordination with the Government of Iraq and the role of WFP in Iraq’s strategies to strengthen food security, where do you see WFP’s strengths and comparative advantage?
- In terms of coordination with other United Nations agencies and the role of WFP in the United Nations Country Team, where do you see WFP’s strengths and comparative advantage?
- 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?
- On protection and gender – including Protection from Sexual Exploitation and Sexual Abuse (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?
- Since the introduction of the Transitional Interim and Country Strategic Plan (T-ICSP) and Country Strategic Plan (CSP), a stronger emphasis/focus has been placed on resilience and institutional capacity strengthening. How much progress has WFP made on these interventions? Given the current situation and financial and political outlook, how do you see this evolving?
- On General Food Assistance, Strategic Objective 1 (SO1), how effectively did WFP manage the changing context, including the closure of camps and the sharp reduction in funding for this strategic objective? Did WFP make the best use of its resources under SO1 over the past six years? Is WFP targeting the remaining resources for this strategic objective in the most effective way possible?
- Humanitarian principles and principled access were at the core of the humanitarian response to the Mosul crisis from 2014 to 2022. How effectively did WFP manage issues around humanitarian principles (with government and local authorities, but also with donors)?
- The financial situation of WFP in Iraq has reduced drastically in previous years. What are your views on the financial outlook for WFP? How will this impact WFP’s operation in Iraq? 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? How likely is the Government of Iraq to provide additional funding, and in what areas?
- Has the focus/resource allocation for each Strategic Outcome been appropriate to the needs? What are the factors influencing the allocation of resources against SO each and/or activity?

- Is the current institutional setup of WFP in Iraq effective and efficient in terms of direct implementation, institutional capacity strengthening and decentralization 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?
- Did the introduction of the T-ICSP/CSP in Iraq bring opportunities for WFP that were previously not possible under the Emergency Operations and the Protracted Relief and Recovery Operations? Did processes and procedures become more efficient under the T-ICSP/CSP? 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 have been the strengths and limitations of WFP's fundraising strategy?

#### **Cooperating Partners**

- How well did WFP manage the transition from working through Cooperating Partners (CPs) to direct implementation? What were the successes? What could WFP have done better?
- When WFP was working through CPs, what was the average duration of WFP's contracts with cooperating partners? From efficiency and cost-effectiveness perspectives, was the duration optimal?
- What was the percentage required to cover the admin/overhead costs of CPs? How does this compare to the resources WFP needs for direct implementation?
- What were the main challenges and risks working with CPs 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 bottlenecks in the supply chain and, if yes, how did WFP address these?
- Were there bottlenecks in project delivery that impacted on timeliness?

#### **Procurement**

- How does WFP ensure the best competitive price for the procurement of goods?

#### **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?
- How did the COVID-19 pandemic impact on logistics operations? How could this have been handled better? What are the main lessons learned from this?
- 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? 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 concerns based on need? What has been the comparative advantage of WFP? Does WFP sufficiently coordinate its operations with relevant government authorities?
- What is your view on WFP interventions in terms of addressing food insecurity and supporting livelihoods, capacity building, food assistance and nutrition? How effectively did WFP manage the transition from providing life-saving humanitarian assistance with supporting resilience and 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 other 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 development context, does WFP have the right approach in terms of activities and coverage?

- What are the current trends in donor funding for Iraq? How likely is the Government of Iraq to fund programmes? What is the forecast on funding for the United Nations Sustainable Development Cooperation Framework (UNSDCF) in the next couple of years? In which sectors do you see the most critical gaps under the UNSDCF?
- What is your view on the quality of the data and needs assessments informing the UNSDCF and Iraq's National Development Plan? 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? Have you seen any changes, positive or negative, in the way WFP manages data and needs assessments with the transition from humanitarian response to development assistance?

#### **On coordination of WFP with the development community**

- What role does WFP play in terms of supporting coordination among development actors to support a more effective and efficient response? What has been the role of WFP in the UNSDCF mechanism?
- 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?
- 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 with the right partners, and what expertise does it bring? Is WFP balancing its dual mandate (humanitarian and development) in a good way?

#### **On coordination of WFP with the humanitarian community (2018 to 2022)**

- Between 2018 to 2022, how did WFP make available its cluster coordination, logistics, emergency telecommunications and other capacity to other agencies? Was this done in a timely manner? What difference did this make to your operations?
- What are your views on the quality and timeliness of the support services provided by WFP to the wider humanitarian community?
- What mechanisms were in place to enable feedback to WFP on how these could be improved? Did those mechanisms work?
- What could have been done to improve WFP's delivery of support services?
- What are your views on the quality of the needs assessments, research and other data produced by WFP to support the humanitarian response? To what extent are these used by your own organization?
- Did WFP play a role on advocating for adherence to humanitarian principles and protection with relevant duty bearers?
- Did WFP plan sufficiently to hand over its coordination, logistics and emergency telecommunications functions to government or development actors? What capacities do you think will continue on under the development system? What capacities were lost with the end of the humanitarian system?

## **SECTOR-SPECIFIC QUESTIONS**

The sector-specific sub-questions will be matched to relevant respondents depending on their expertise and involvement in sector-specific WFP activities (such as General Food Assistance (GFA), school feeding, nutrition and livelihood opportunities). This sector-specific guide should not be seen as a tool in isolation. It will be used alongside the strategic questions, mixing questions from both tools to look at issues from different angles. Context-related questions are meant to kick-start the discussion and to triangulate the information gathered from other data sources, such as document review.

### ***SO1. Crisis affected people – internally displaced persons (IDPs) and refugees – meet emergency food and nutrition needs – cash-based transfers (CBTs), vouchers in Jadaa camp***

#### **Relevance (EQ1)**

- Who are the food insecure groups in Iraq? Where are they located? What are the trends in terms of food insecurity for these groups? How did WFP maintain the relevance of its GFA response in relation to the changing needs and trends?
- What are the main drivers in terms of food insecurity/malnutrition? What are the main shocks and stresses people are facing, and do you see any emerging priorities (not currently covered)?
- Are the food security assessment (FSA) methods used by WFP (including Vulnerability Analysis and Mapping (VAM) and WFP's involvement with FSAs) appropriate/adequate to inform WFP's response? What are the gaps, if any, in these assessments?
- In what way are WFP activities addressing the underlying causes of food insecurity and malnutrition?
- Has there been any changes in WFP's strategic positioning in response to recent major developments (including the pandemic and its aftermath)?
- How has WFP been working with other partners to improve complementarity of targeting strategies?

### **Targeting and coverage (EQ1, 2)**

- What is WFP's targeting strategy for General Food Assistance? How did the targeting evolve, considering reduced funding. Do you have any views on inclusion and exclusion errors?
- What efforts have been made to harmonize targeting criteria internally and with partners?
- What methods and information are used to decide on what transfer modality to use in each area? Do beneficiaries have the opportunity to express their preferences?
- Have these methods resulted in the right modality being used? How do you know?

### **Effectiveness (EQ2)**

- Which modality has shown the strongest results in terms of food security, nutrition and food consumption score?
- Were activities well designed/selected to achieve planned outputs? If not, why not? What was missing?
- Has WFP achieved planned outputs? If not, where are the gaps and what contributed to and/or limited outputs?
- Has WFP reached beneficiaries according to plan, in terms of need, number and frequency?
- Did monitoring & evaluation (M&E) provide timely information for adaptive management?
- Cross-cutting themes: how were gender, protection, accountability to affected people (AAP) and inclusion integrated in the interventions? What have been the positive results? And what have been the challenges?

### **Outcomes**

- To what extent has WFP's expected outcomes been achieved? What contributed to and/or limited output/outcome results?
- What unintended results have you identified within the activities undertaken? Were they positive or negative?
- Under the latest CSP, do results start to look different?

### **Efficiency (EQ3)**

- Where the different transfer modalities used by WFP efficient (cost, beneficiary preference, speed, etc.)? How do you know?
- Did the transition from CP to direct implementation of assistance affect efficiency (either positively or negatively)? How?
- In-kind versus cash. Did WFP undertake a cost analysis of in-kind distribution versus the use of vouchers or cash?

### **Sustainability (EQ2, 3)**

- To what extent do you think that the systems WFP has put in place will be continued by partners/government authorities without WFP's support?
- To what extent have WFP beneficiaries been able to transition to government social safety nets? If yes, who would assume responsibility? If, no, what are the challenges?

### **Coordination (EQ4)**

- Was there agreement between humanitarian actors on the size of the transfer/modality?
- How well did coordination on this and other areas work? Please give examples.

## ***SO2. Livelihoods and resilience***

### **Relevance (EQ1)**

- Have analyses of resilience, shocks/stresses and vulnerabilities systematically been conducted? Have they informed programming?
- How have climate concerns been integrated in resilience interventions? In the rehabilitation of community-based reproductive assets?

### **Effectiveness (EQ2)**

- What has been the progress made so far in terms of improving food security/resilience? What have been the main successes? Challenges? Lessons?
- How did asset creation activities contribute to the livelihoods and economic condition of beneficiaries at the household and community level? Were assets appropriate? Sustainable?
- Have activities increased the availability of nutritious food on the markets? How is WFP contributing to nutrition-sensitive value chains?
- What is the sustainability of food assistance for assets activities? Has food assistance for assets increased capacity among producers and farmer organizations?
- What has been the sustainability of food for training activities? Have these activities resulted in sustainable jobs?
- How did WFP mitigate the challenges of working on resilience with returnees and IDPs? Any specific approach to IDPs? Returnees? Refugees?
- Is the CSP conducive for gender substantive transformational action in livelihoods? With which activities is WFP aiming to have a gender transformative approach? Is it working? If not, why not?
- How is improvement in resilience measured?

### **Cross-cutting themes:**

- How was climate change integrated in the interventions? What have been the positive results? What have been the challenges?

- How were gender, protection, AAP and inclusion integrated in the interventions? What have been the positive results? What have been the challenges?
- Have there been any specific capacity-building efforts of authorities at the local level in the food security/resilience domain? What progress has been made?
- What has been the performance of cooperating partners for the implementation of food assistance for assets and resilience-related activities? How did the performance of CPs compare to WFP direct implementation?
- Has the CSP facilitated linkages between humanitarian and development work? Please share specific examples.
- What has been the capacity in terms of technical expertise within the country office and CPs?
- What have been the factors affecting the results negatively or positively?

#### **Efficiency (EQ3)**

- Have outputs been delivered on time?
- Were resources allocated to food security/livelihoods/resilience-related activities sufficient? Efficiently used?
- What has been the fundraising strategy, in particular for resilience components?
- How adequate is WFP staffing structure/capacities for supporting food security/livelihoods/resilience-related activities?
- What internal and external factors affected this efficiency?

#### **Partnerships (EQ4)**

- With regard to food security, livelihoods and resilience, how did WFP harmonize their activities with those of partners?
- What have been the main joint efforts/initiatives? (With United Nations, government, non-governmental organizations (NGOs), etc.). Lessons learned?
- How is WFP contributing to improving food security/resilience coordination among different stakeholders?
- What are the donors' expectations vis a vis WFP in terms of resilience building? Did it change with the introduction of the CSP? Are they satisfied with the relationship they have with WFP?

### ***SO3. Institutional capacity strengthening***

#### ***School feeding***

##### **Relevance (EQ1)**

- What analysis is the programme based on? What are the most pressing needs of school children, and do you believe this programme meets these?
- What linkages are there between this support and other WFP activities, including nutrition?

##### **Targeting (EQ1, EQ2)**

- How have particular schools been targeted/selected? What are the selection criteria? Are these the right ones?
- Have out-of-school children been adequately selected and reached?
- How involved are communities themselves in designing implementation, and monitoring of school feeding programme activities?

##### **Effectiveness (EQ2)**

- Are the activities undertaken under the various forms of school feeding appropriate to target groups' priorities, the local context and operational realities?
- To what extent has the programme been responsive to any changing situations and needs of the targeted populations?
- Is there any government policy or strategy relevant to school feeding? Is WFP assistance coherent to these?
- Is there the prospect for a national programme or policy on school feeding? Is WFP working on or towards that? To what extent are (sub)national authorities involved in the response?
- To what extent have school feeding activities improved access to education and the retention of pupils at school, including for girls and out-of-school children?
- What indicators have been used to monitor progress related to school feeding? Were these the right indicators? Could these be improved?
- What capacities does WFP believe the government needs to make school feeding sustainable? Have they been identified, and are the appropriate people involved to build these capacities?

##### **Coordination, partnerships (EQ2, EQ4)**

- To what extent has there been effective cooperation and coordination in the design and implementation of the school feeding activities between WFP, government, cooperating partners and beneficiary communities?
- To what extent does the external operating environment influence results?

##### **Secondary questions:**

- Have gender, AAP, and protection been mainstreamed in school feeding activities?
- Have nutritional considerations been included school feeding?

- Is the design and implementation of the CSP M&E system adequate for monitoring the progress and quality of achievements and measuring performance on school feeding? Are analyses available (including baseline), quality control procedures, use of M&E information prospectively and retrospectively?
- What is the perception of external actors of the quality and usefulness of WFP's reporting on school feeding activities?

## ***Social safety net (SSN)/Public Distribution System (PDS) reform***

### **Relevance (EQ1)**

- WFP support to social protection (SP) sits within SO3 of the current CSP. How does this link with other activities within SO3? And with other SOs?
- WFP supports to SP primarily focused for the period 2018–2021 on the digitalization of SP: why? What evidence, assessment served to inform the design of WFP support to SP in Iraq? How frequently is this evidence updated?
- WFP supports to SP primarily focused for the period 2018–2021 on PDS, that has universal coverage: why choose PDS rather than SSN?
- WFP contributes to SP within the larger UNSDCF, and in 2020 WFP co-chaired the Priority Working Group (PWG) that focuses on social protection: is WFP still the co-chair? How does WFP engagement contribute to the UNSDCF and vice versa to CSP achievements?
- In 2018, the Social Protection Forum was activated as a coordination forum for all SP actors. However, the Forum did not progress and got deactivated. Platform for SP actors coordination got revived in June 2022 as the Social Protection Sector Coordination Committee currently chaired by the European Union and the government. Is WFP an active member of this forum? If not, why not? If so: How does this WFP engagement contribute to CSP achievements?
- Through its engagement in support SP protection, how has WFP contributed to a larger, broader development plan such as the 2018–2022 Poverty Reduction Strategy?
- Since 2021, WFP support to SP is also channelled through the United Nations Joint Programme (a four-year initiative implemented by WFP, International Labour Organization (ILO) and UNICEF supporting overall SP reform in Iraq). How was this partnership designed?
- What are WFP comparative advantages when it comes to supporting SP in Iraq?

### **Effectiveness (EQ2)**

- What have been the effects of WFP support to SP on people, systems and policies? (civil servant capacities, coverage of households (IDP and host communities))
- What have been the unintended effects, both positive and negative?
- What factors have contributed or undermined those results? External and internal factors?
- How does WFP refer households from emergency CBT to SP (in a context where the civil registry has been closed since 2016)?
- How is WFP mainstreaming gender and protection when supporting SP?
- How is WFP mainstreaming conflict sensitivity and social cohesion when supporting SP?
- How is WFP ensuring principled humanitarian action when supporting SP and engaging with the government (especially the principle of independence)?
- How is WFP support to SP strengthening shock responsiveness of SP?

### **Factors (EQ4)**

- How is WFP leveraging resources for supporting SP, and how does that differ from SO 1 resources mobilization efforts?
- To what extent has WFP been able to mobilize the right amount of flexible and multi-year funding to support SP? Why?
- To what extent is the outcome measurement effective when it comes to support SP? (NB: global evaluation shows it is not: see Evaluation Synthesis of WFP's Performance Measurement and Monitoring (2018–2021))
- For SP work, to what extent has WFP diversified its partnerships? What have been the effects of such partnerships (specific prompt for the partnership with ILO and UNICEF since 2021, partnership with the World Bank, partnership with Ministry of Trade, Ministry of Interior and Ministry of Labour and Social Affairs)?
- Are there other factors that influenced the success of WFP support to SP?

## ***Cross-cutting issues***

### **Protection**

- Has WFP analysed or used existing analysis of protection issues?
- Did the design and implementation of WFP operations consider protection issues properly? How did the CSP process consider protection issues?
- Has PSEA been mainstreamed and does adequate reporting take place? Have there been achievements under PSEA? If yes, which ones; if not, what is the challenge?
- Were recommendations from the WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts and/or recent protection unit assessments considered? Were they applied?

- Have systems/recommendations for protecting beneficiaries' data been adopted? Were any issues observed/documentated?

**Gender**

- Has WFP analysed or used existing recent and reliable analyses of gender equality and empowerment of women (GEEW) issues? Are analyses sufficiently contextualized?
- How have gender issues been integrated in various activities (GFA, livelihoods, school feeding, institutional capacity strengthening etc.)?
- Have gender-related indicators and gender-sensitive questions been included in the M&E framework?
- Does WFP bring the importance of gender mainstreaming forward with partners? Are partners held accountable? How successful is this? What are the challenges?
- Are beneficiaries of WFP's interventions sensitized on GEEW issues?

**Nexus operations – linking humanitarian and development interventions + peace**

- Has WFP integrated resilience-building efforts into their crisis response type activities? How did this work? What were the challenges? What do donors say?
- Is there any evidence that WFP's interventions contribute to social cohesion in communities? Is social cohesion integrated purposively into the interventions. How?

## FOCUS GROUP DISCUSSION GUIDES – IRAQ COUNTRY STRATEGIC PLAN EVALUATION 2023

The following format will be used for focus group discussions (FGDs) with beneficiaries of WFP's interventions. The purpose of the FGDs is to seek beneficiaries' views on the assistance they have received, the difference it has made, and how the assistance provided can be improved. To support participants to feel at ease, it is best that only the evaluation team and the direct participating beneficiaries are present in the room.

Efforts will be made to engage appropriately and respectfully with participants, upholding the principles of confidentiality and anonymity; dignity and diversity; human rights; gender equality; and the avoidance of harm, as per United Nations Evaluation Group (UNEG) ethics standards.

Introduce the reason for the meeting. Explain the evaluation. We want to see what has worked well and less well and ask the group to be open and contribute as much as possible. FGDs are strictly gender- and age-disaggregated, ideally in a small informal group setting with elderly and disabled persons towards the front.

Explain that this is so we can understand the different views of different types of people. The size of the discussion groups should not be more than 12 participants.

When asking yes/no questions, please ask participants to raise hands clearly while they are counted. Please explain that it is important for us to know how many people think what.

The team should introduce themselves (all facilitators within the group, including any translators) and a summary of what we would like to talk about, and how the data will be used. This includes:

- This is an independent evaluation of WFP support in Iraq.
- This discussion is voluntary, and nobody will be forced to answer any question they are uncomfortable with (although we encourage everyone to tell us what they would like to tell).
- Everything is confidential. Participant names will not be included in the report, and direct quotes will be anonymized. Participants are also urged to keep the responses of others confidential.
- We cannot promise any further services or programming based on responses today (not raising expectations). Participants should be invited to introduce themselves (ages and names).

(ينبغي للفريق أن يقدم نفسه (جميع الميسرين داخل المجموعة، بما في ذلك أي مترجمين  
وملخصًا لما نود التحدث عنه، وكيف سيتم استخدام البيانات. هذا يتضمن: هذا تقييم مستقل لدعم برنامج الأغذية العالمي في العراق

هذه المناقشة طوعية، ولن يضطر أحد للإجابة على أي سؤال لا يشعر بالارتياح تجاهه  
(على الرغم من أننا نشجع الجميع على إخبارنا بما يرغبون في قوله)

كل شيء سري. لن يتم تضمين أسماء المشاركين في التقرير وسيتم إخفاء هوية الاقتباسات المباشرة  
كما يتم حث المشاركين على الحفاظ على سرية ردود الآخرين

(لا يمكننا أن نعد بأي خدمات أو برامج أخرى بناءً على الاستجابات اليوم (وليس رفع التوقعات  
(ينبغي دعوة المشاركين للتعريف بأنفسهم (الأعمار والأسماء

Guides have been structured based on the assistance provided by WFP.

### **General Food Assistance**

**Introduction:** We would like to understand the difference general food assistance has made in meeting your family's food needs. We would like to hear from you your preferences on what kind of food support is best for you and your family: a food basket or a voucher to go to the shops and buy your own food? We would also like to know whether you had the opportunity to complain if you were not happy with the assistance.

#### **Cash-based transfer (CBT) voucher**

- Can you describe to us the programme?
- What is the amount you received and how often?
- Could you buy anything with the assistance or were there limitations?
- What did you use the assistance for, and what difference did it make in the nutrition and food security of your family?

- How did you collect the assistance?
- How far did you have to travel to receive your vouchers?
- Were there any transport costs involved? If yes, how much?
- Did you feel safe travelling to and from the cash or distribution collection point? If not, why not?

Yes=                      No=                      If no, reasons:

- How far are the shops where you can buy items? (Check travel costs to market as well)
- Did you face any issues travelling to/from the market with your items? E.g. security, lack of transport, hard to carry items, market only open on certain days of week...

Yes=                      No=                      If yes, issues:

- Is there a hotline to call if you have any complaints or problems with the assistance? Did you ever reach out to WFP or another organization about the voucher programme? Was your problem or concern resolved?

Thank you for talking to us today – do you have any questions for us?

المساعدات الغذائية العامة

المقدمة: نود أن نتعرف على الفرق الذي أحدثته المساعدات الغذائية العامة في تلبية الاحتياجات الغذائية لعائلتك. نود أن نسمع منك تفضيلاتك بشأن نوع الدعم الغذائي الأفضل لك ولعائلتك: سلة غذائية أو قسيمة للذهاب إلى المتاجر وشراء طعامك. نود أيضًا أن نعرف ما إذا كانت لديك الفرصة لتقديم شكوى إذا لم تكن راضيًا عن المساعدة

قسيمة CBT

هل يمكنك أن تصف لنا البرنامج؟

ما هو المبلغ الذي تلقته وكم مرة؟

هل يمكنك شراء أي شيء بالمساعدة أم كانت هناك قيود؟

فيم استخدمت المساعدة وما الفرق الذي أحدثته في التغذية والأمن الغذائي لعائلتك؟

كيف جمعت المساعدات؟

ما هي المسافة التي كان يتعين عليك قطعها للحصول على قسائمك؟

هل كانت هناك أي تكاليف نقل؟ إذا كانت الإجابة بنعم، كم؟

هل شعرت بالأمان أثناء التنقل من وإلى نقطة تحصيل النقد أو التوزيع؟ إذا لم يكن كذلك، لماذا؟

الأسباب لا= إذا كانت الإجابة لا، نعم=

(إلى أي مدى المحلات التجارية كانت قريبة أو بعيدة حيث يمكنك شراء العناصر؟ (التحقق من تكاليف التنقل إلى السوق أيضًا

هل واجهت أي مشاكل في التنقل من/إلى السوق مع أغراضك؟ على سبيل المثال الأمن، نقص وسائل النقل، صعوبة حمل الأشياء، السوق مفتوح فقط في أيام معينة من... الأسبوع

=نعم لا= إذا كانت الإجابة بنعم، المشاكل

هل لديك معرفة بان هناك خط ساخن للاتصال به إذا كان لديك أي شكاوى أو مشاكل في المساعدة؟ هل سبق لك أن تواصلت مع برنامج الأغذية العالمي أو منظمة أخرى بشأن برنامج القسائم؟ هل تم حل مشكلتك أو مشكلتك؟

شكراً لك على التحدث إلينا اليوم – هل لديك أي أسئلة لنا؟

### **School-based feeding programme**

The evaluation team is looking at WFP's school feeding programme. We would like to talk to you, to see what has worked well and less well in terms of WFP's school feeding programme. The purpose of the meeting is to get the feedback of the participants of this group, to understand the different views of people in the community, to know about the challenges you have faced and obtain suggestions for improvement.

Note: When referring to food or food items, the team will clarify whether reference is made to the date bars or fresh meals.

- Do your children attend school? Do they receive food there?
- Do they receive date bars or fresh meals?
- Do your kids like the food?

Yes= No= If no, reasons:

- Do you/your child think the food is of good quality?

Yes= No=

- Why? Or why not?
- Do you/your child think the food is of sufficient quantity?

Yes= No=

- Do they eat the food in school or take it home?
- Is every child at that school supported?
- If not, what are the selection criteria?
- Are there any selection criteria specifically targeted at girls? If so, what are they?
- If there was no food for them at school, would you still send them?

Yes= No=

- How does this food contribute to your household's food security? Is your household more food secure now than it was before?

Yes better= Yes a little better= No, not much difference=

- Do your children eat breakfast before going to school?

Yes=

No=

- Does the school food replace a meal they would normally eat at home? Or is it additional food for them?
- Are there any problems regarding the school feeding programme?
- How could implementation of the school feeding programme be improved?
- Do you know children who are not attending school? Why don't they come? What are they doing instead?

Thank you for talking to us today – do you have any questions for us?

#### برنامج التغذية المدرسية

يركز فريق التقييم التابع لبرنامج الأغذية العالمي على برنامج التغذية المدرسية. نود أن نتحدث معك لنترى ما الذي نجح وما لم ينجح فيما يتعلق ببرنامج التغذية المدرسية التابع لبرنامج الأغذية العالمي. الغرض من الجلسة هو الحصول على تعليقات المشاركين/ات في هذه المجموعة، وفهم وجهات النظر المختلفة للأشخاص في المجتمع، ومعرفة التحديات التي واجهتها وأيضا نود الحصول على اقتراحات لتحسين البرنامج.

ملاحظة: عند الإشارة إلى الأطعمة أو المواد الغذائية، سيوضح الفريق ما إذا كانت الإشارة إلى ألواح التمر أو الوجبات الطازجة.

هل يذهب أطفالك إلى المدرسة؟ هل يحصلون على الطعام هناك؟

هل يتلقون ألواح التمر أو الوجبات الطازجة؟

هل يحب أطفالك الطعام؟

نعم=

لا= إذا كانت الإجابة لا، الأسباب

هل تعتقد أنت و/أو طفلك أن الطعام ذو نوعية جيدة؟

نعم=

لا=

أو لماذا لا؟ لماذا؟

هل تعتقد أنت و/أو طفلك أن كمية الطعام كافية؟

=نعم

=لا

هل يأكلون الطعام في المدرسة أم يأخذونه إلى المنزل؟

هل يتم دعم كل طفل في تلك المدرسة؟

إذا لم يكن الأمر كذلك، ما هي معايير الاختيار؟

هل هناك أي معايير اختيار تستهدف الفتيات على وجه التحديد؟ إذا كان الأمر كذلك، ما هي؟

إذا لم يكن هناك طعام لهم في المدرسة، هل ستستمر في إرسالهم؟

=نعم

=لا

كيف يساهم هذا الغذاء في الأمن الغذائي لأسرتك؟ هل تتمتع أسرتك بالأمن الغذائي الآن عما كانت عليه من قبل؟

نعم أفضل قليلاً = نعم أفضل =

= لا ليس هناك فرق كبير

هل يتناول أطفالك وجبة الإفطار قبل الذهاب إلى المدرسة؟

=نعم

=لا

هل يحل الطعام المدرسي محل الوجبة التي يتناولونها عادة في المنزل؟ أم أنه طعام إضافي لهم؟

هل هناك أي مشاكل فيما يتعلق ببرامج التغذية المدرسية؟

كيف يمكن تحسين تنفيذ برنامج التغذية المدرسية؟

هل تعرف أطفالاً لا يذهبون إلى المدرسة؟ لماذا لا يأتون؟ ماذا يفعلون بدلا من ذلك؟

شكراً لك على التحدث إلينا اليوم – هل لديك أي أسئلة لنا؟

## **Resilience and Livelihoods**

We would like to understand how your participation in livelihoods and resilience opportunities has made a difference to you and your family. We would like to understand your views on the suitability of the support provided by WFP, the process for selecting participants, and whether taking part in this activity has contributed to you finding more long-term income. We also would like to know whether you had the opportunity to complain if you were not happy with the assistance. And lastly, we would like to hear your views on how to make this kind of assistance better. What should be changed? Have you or your family members participated in employment and income-generating opportunities supported by WFP? Can you explain briefly:

- Have you or your family members participated in livelihoods and resilience-generating opportunities supported by WFP? Can you explain briefly:
  - What was the project?
  - How were you selected for this project?
- What did WFP provide? What were you expected to provide?
- Was the type of asset or training suitable for you and your family? Were women included? Was the type of work suitable for women?
- What have been the benefits for you and your family participating in this programme?
- Were there any broader benefits to the community from the programme?
- Were there any negative consequences from the programme?
- How could the programme be made more effective?

### **For training:**

- Did the training help you to get a job?
- How much did it increase your earnings?
- Did it have any other benefits?

### **For assets:**

- Did the asset help to increase your income? By how much?
- Do you think you will be able to sustain the asset without ongoing support from WFP?
- How will you pay for ongoing maintenance/upkeep of the asset?

### **Complaints**

- Is there a hotline to call if you have any complaints or problems with the livelihoods programme? Did you make a complaint? If yes, was your problem or concern resolved?

Thank you for talking to us today – do you have any questions for us?

: القدرة على الصمود وسبل العيش

نود أن نفهم كيف أحدثت مشاركتك في برنامج سبل العيش وفرص المرونة فرقاً لك ولعائلتك. نود أن نفهم آراءكم حول مدى ملاءمة الدعم المقدم من برنامج الأغذية العالمي، عملية اختيار المشاركين وما إذا كانت المشاركة في هذا النشاط قد ساهمت في تحقيق دخل أكبر على المدى الطويل.

نود أيضاً أن نعرف ما إذا كانت لديك الفرصة لتقديم شكوى إذا لم تكن راضياً عن المساعدة

وأخيراً، نود أن نسمع آرائكم حول كيفية تحسين هذا النوع من المساعدة. ما ينبغي تغييره

: هل شاركت أنت أو أحد أفراد أسرتك في فرص العمل وإدارة الدخل التي يدعمها برنامج الأغذية العالمي؟ هل يمكنك أن تشرح باختصار

: هل شاركت أنت أو أفراد أسرتك في سبل العيش وفرص توليد القدرة على الصمود التي يدعمها برنامج الأغذية العالمي؟ هل يمكنك أن تشرح باختصار

ماذا كان المشروع؟

كيف تم اختيارك لهذا المشروع؟

ماذا قدم برنامج الأغذية العالمي؟ ماذا كنت تتوقع أن تقدم؟

هل كان نوع التدريب مناسباً لك ولعائلتك؟ هل تم تضمين النساء؟ هل كان نوع العمل مناسباً للنساء؟

ما هي الفوائد التي حصلت عليها أنت وعائلتك من المشاركة في هذا البرنامج؟

هل كانت هناك أي فوائد أوسع للمجتمع من البرنامج؟

هل كانت هناك أي نتائج سلبية للبرنامج؟

كيف يمكن جعل البرنامج أكثر فعالية؟

:للتدريب

هل ساعدك التدريب في الحصول على وظيفة؟

وكم زادت أرباحك؟

وهل كان لها فوائد أخرى؟

:بالنسبة للأصول

هل ساعدت الأصول في زيادة دخلك؟ بكم؟

هل تعتقد أنك ستتمكن من الحفاظ على الأصول دون الدعم المستمر من برنامج الأغذية العالمي؟

كيف ستدفع مقابل الصيانة/الصيانة المستمرة للأصول؟

شكاوي

هل هناك خط ساخن للاتصال به إذا كان لديك أي شكاوى أو مشاكل في برنامج سبل العيش؟

هل قدمت شكوى؟ إذا كانت الإجابة بنعم، هل تم حل مشكلتك أو مشكلاتك؟

شكراً لك على التحدث إلينا اليوم – هل لديك أي أسئلة لنا؟

# Annex 7: List of people interviewed

The following table contains WFP staff interviewed by the evaluation team during the inception phase.

Division of staff interviewed
<b>HQ Briefing (26 –30 June 2023)</b>
WFP Headquarters (HQ) Global Capacity Strengthening
RBC Resilience and Climate Change (2 persons)
<b>Inception Mission (20–25 June 2023)</b>
WFP Country Office (2 persons)
WFP Country Office Programmes (6 persons)
WFP Country Office Monitoring, Evaluation and Learning
WFP Country Office RMU Resource Management Unit
WFP Country Office Finance and Administration
WFP Country Office Supply Chain
WFP Field Office, Bagdad
WFP Field Office, Sulaymaniyah (2 persons)
WFP Field Office, Duhok
WFP Field Office, Ninawa
WFP Field Office, Sulaymaniyah
WFP Field Office, Erbil
Human Resources
External Partnerships Unit
Resident Coordinator Office
<b>Recordings of other evaluations reviewed</b>
HQ, Introduction to Integrated Road Map
HQ, Research, Assessment and Monitoring
HQ, Gender
HQ, Country Capacity Strengthening (CCS) (2 persons)
HQ, Protection
HQ, Triple Nexus
HQ, Ethics in Evaluation
Regional Bureau in Cairo (RBC), Resilience
RBC, Emergency Preparedness
RBC, Social Protection
RBC, Cash-based Transfers (CBT)
RBC, Partnership

Category		Girls	Boys	Women	Men
FGD	Beneficiaries	68	22	43	85
	Non-beneficiaries	0	0	10	24
KII	Donors	0	0	2	4
	Gov of Iraq/KRI	0	0	2	19
	UN and Cooperating Partner	0	0	2	16
	WFP staff	0	0	11	18
Total		68	22	70	166

# Annex 8: Fieldwork agenda

Table 6 – Data collection plan for 2020–2023 CSP evaluation

Baghdad Field Office, two evaluation teams 1 and 2		
Evaluation Team activity (10–12 October)	Date	Location
Meeting with Directorate of Agriculture in Anbar	10/10/2023	Ramadi/Ramadi Centre Directorate of Agriculture
Meeting with Directorate of Water Resources in Anbar	10/10/2023	Fallujah/Saqlawiyah
2 focus group discussions (FGDs) (female, male) irrigation/SBCC projects in Anbar ( minimum 5 in each FGD)	10/10/2023	Ramadi /Nisif Jasim Village
2 FGDs (female, male) pumping station projects in Anbar	10/10/2023	Ramadi /Ramadi Centre/Directorate of Water Resources.
Meeting with Ministry of Health (for completed rural activities)	10/10/2023	Fallujah/Saqlawiyah
2 FGDs (female, male) cash for work under rural livelihood activities in Anbar	10/10/2023	Fallujah/Saqlawiyah
2 FGDs with VTC graduates (male, female)	11/10/2023	Ramadi /Anbar Vocational Training Centre
Meetings with VTC employers	11/10/2023	Ramadi / Al-Hay Al-Sinai
meeting with VTC staff	11/10/2023	Ramadi /Anbar Vocational Training Centre
Erbil Field Office – Evaluation team 1 (Hisham and Hassan)		
Team 1 in Erbil (15 October) + 19 October (team 2)		
KRSO meeting about (land use/land cover mapping, food monitoring capacity building with WFP)	15/10/2023	KRSO Office

### Baghdad Field Office, two evaluation teams 1 and 2

Ministry of Labour and Social Affairs meeting in Kurdistan (Erbil)	19/10/2023	VTC Office
Meeting with university partners (Erbil)	19/10/2023	Erbil Polytechnic University
Field visits to refugee camp – Key Informant Interviews (KIIs) with beneficiaries receiving cash assistance (SO1). KIIs with Financial Service Providers	15/10/2023	Kawergosk camp-Iraqi Wallet FSP
2 FGDs with Josour graduates (female, male), in Erbil	19/10/2023	Erbil Polytechnic University

### Duhok Field Office – Evaluation team 1 (Hisham and Hassan)

#### Team 1 in Duhok (16–17 October)

Ministry of Labour and Social Affairs meeting in Kurdistan (Duhok)	16/10/2023	Duhok Centre
2 FGDs with VTC graduates (female, male), Duhok	16/10/2023	Duhok Centre
Meeting with university partners (Duhok)	16/10/2023	Duhok Centre
2 FGDs with Josour graduates (female, male), Duhok	16/10/2023	Duhok Centre
Meet with Yazidi communities supported by WFP programming	17/10/2023	Kabarto 1 Camp
Field visit to hydroponic location in Duhok /2 FGDs with beneficiaries (male, female)	17/10/2023	Domiz 2
Field visit to refugee camp – KIIs with beneficiaries receiving cash assistance (SO1). KIIs with Financial Service Providers	17/10/2023	Domiz 2

### Mosul Field Office – Evaluation teams 1 and 2

#### Two teams should cover (18–19 October)

Meeting with Mosul University, site visit to Zero tillage project	18/10/2023	University of Mosul
Meeting with ABC representatives (Area Based Coordination working group)	18/10/2023	Online from Mosul Space
2 FGDs with Jadaa 1 camp beneficiaries (5 male, 5 female) + meeting with WFP retailer	19/10/2023	Jadaa 1 Camp + WFP retailer

## Baghdad Field Office, two evaluation teams 1 and 2

2 FGDs with irrigation systems beneficiaries ( 5 male, 5 female)

18/10/2023

Bashiqa DoA extension  
branch

### Basrah Field Office – Evaluation team 2 (Joel and Ilham)

#### Team 2 travel to Basra (15–17 October)

Meeting with VTC staff, management in Basra

VTC participants FGDs (5 male, 5 female) in Basra

Meeting with VTC staff and management in Thi-Qar

VTC participants FGDs (5 male, 5 female) in Thi-Qar

Site visit: Mangroves project in Basra

2 FGDs for solar pumping station (5 male, 5 female) beneficiaries + meeting with CP (ACF, etc.) in Basra

2 FGDs for beekeeping (5 male, 5 female) beneficiaries + meetings with private sectors that buy honey (in Basra)

2 FGDs for beekeeping (5 male, 5 female) beneficiaries + meetings with private sectors that buy honey (in Thi-Qar)

Site visit: aquaponic project in Basra, meeting with representative of Agricultural College.

2 FGDs for School Feeding children (5 boys, 5 girls) beneficiaries in Basra

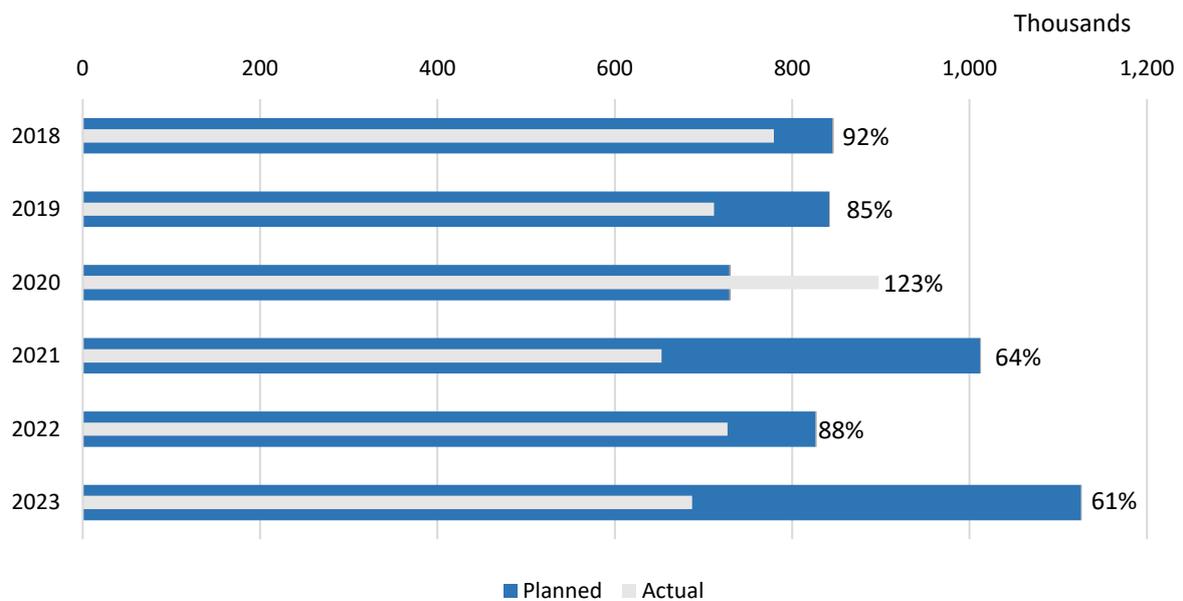
2 FGDs for School Feeding children (5 boys, 5 girls) beneficiaries in Thi-Qar

# Annex 9: Secondary data analysis

## OVERVIEW OF BENEFICIARIES REACHED

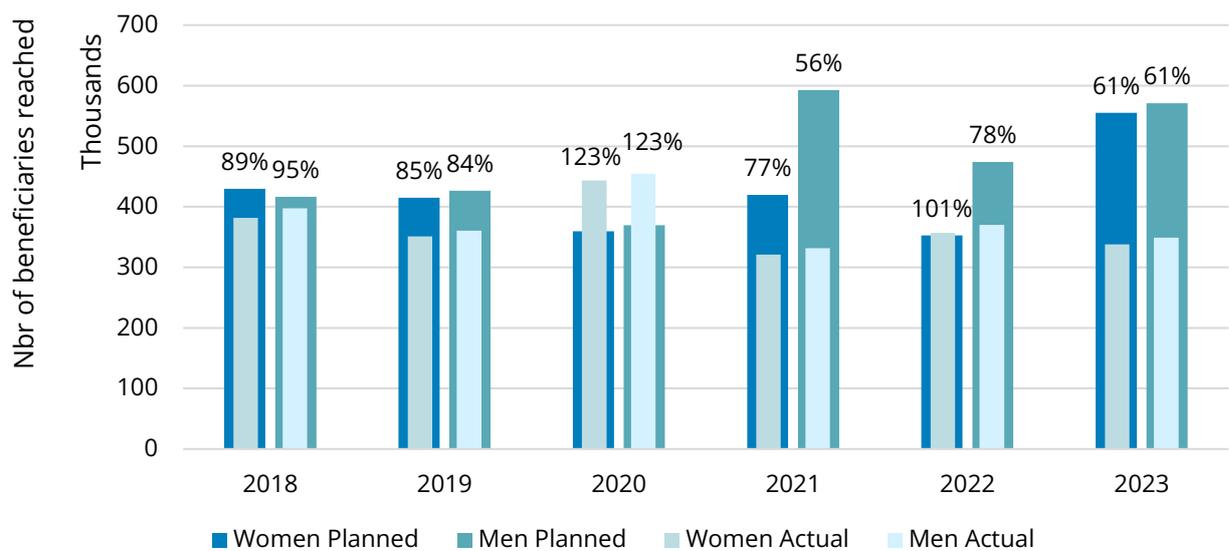
31. The figures below illustrate the planned and actual number of beneficiaries from 2019 to 2023 using several disaggregations including: activities, gender, age category, residence status, and programme area.

**Figure 2 - Beneficiaries reached (planned and actual) 2018-2023**



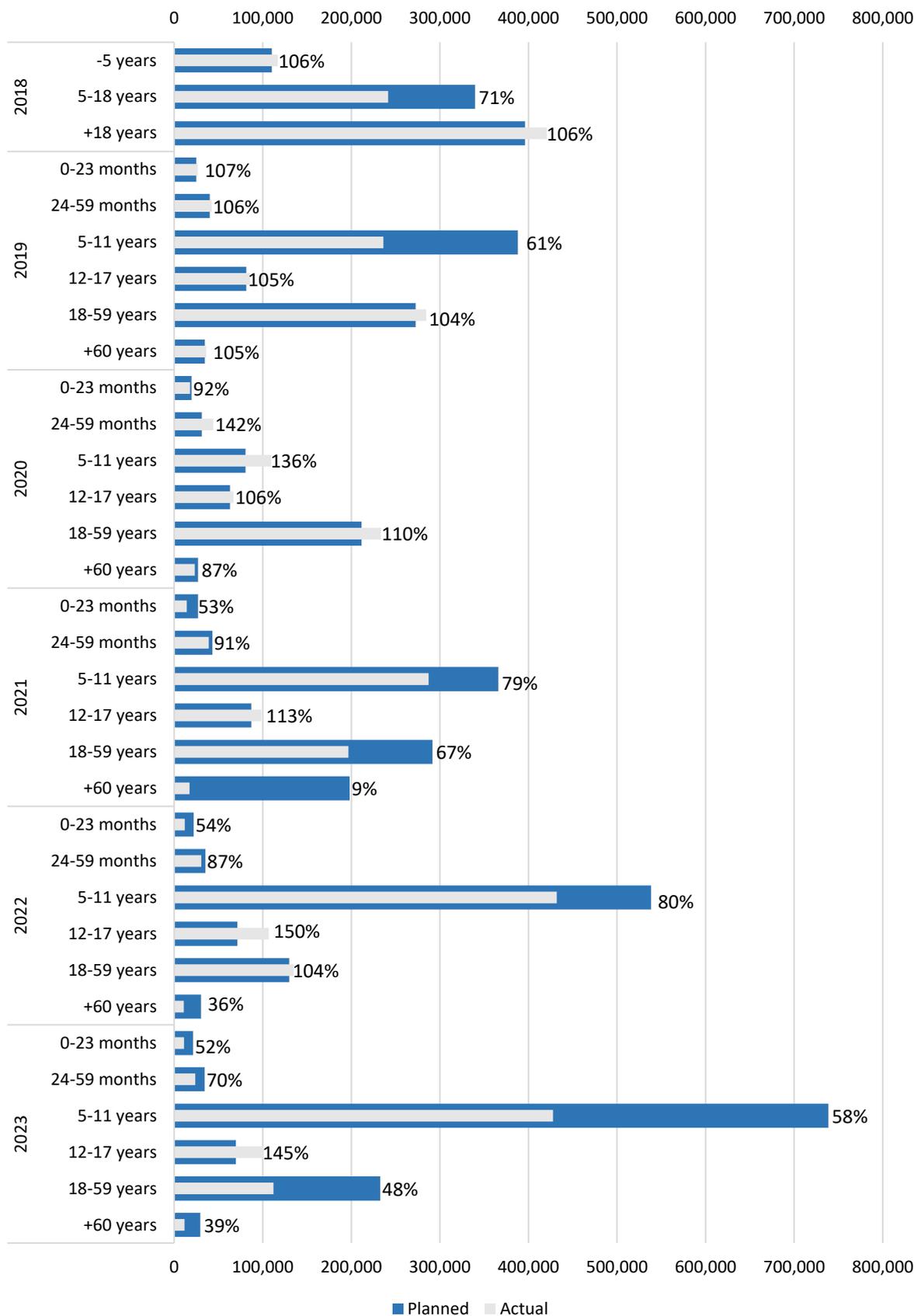
Source: WFP COMET

**Figure 3 - Beneficiaries reached (planned and actual) disaggregated by gender**



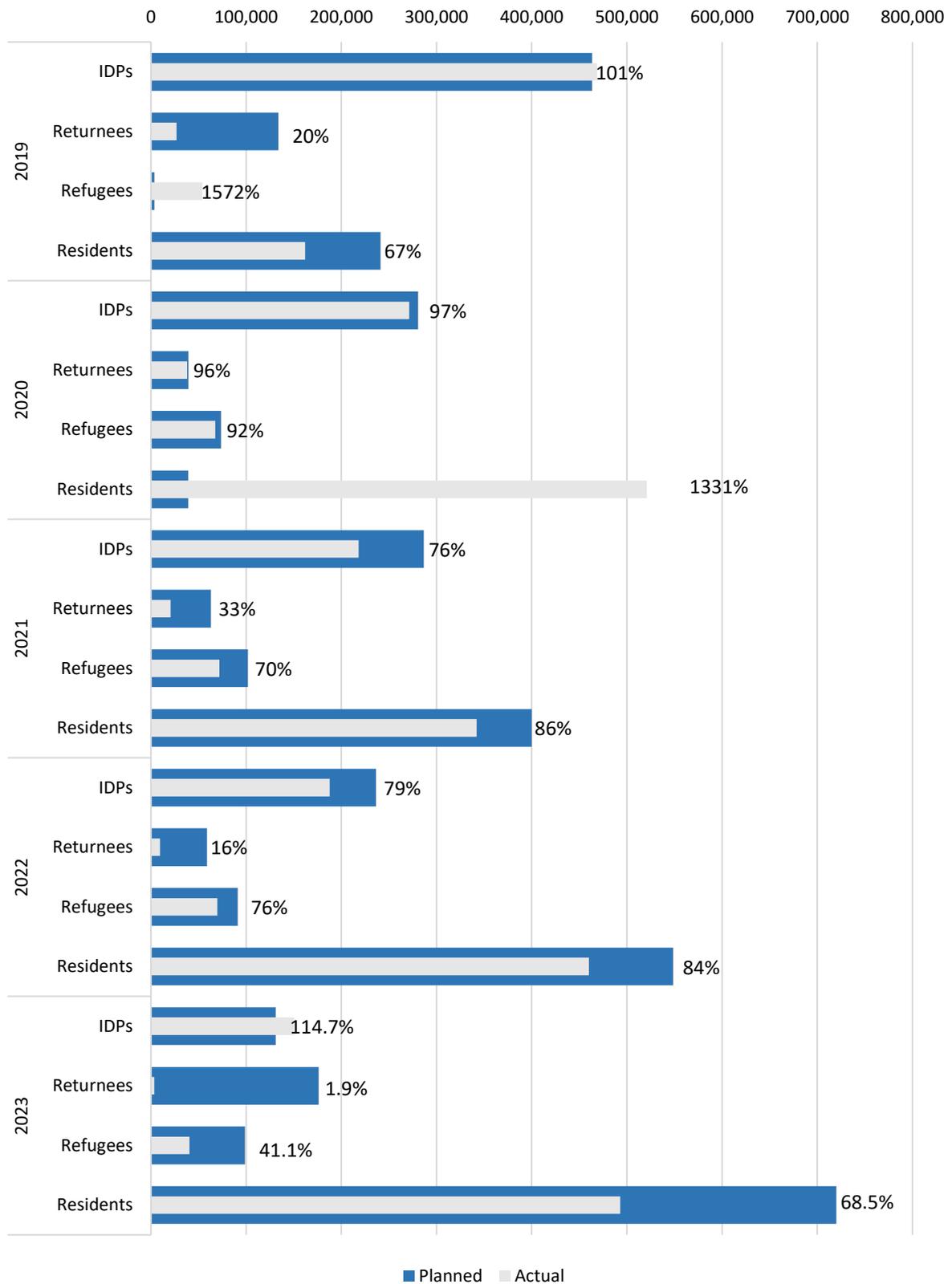
Source: WFP COMET

**Figure 4 - Beneficiaries reached (planned and actual) disaggregated by age category**



Source: WFP COMET

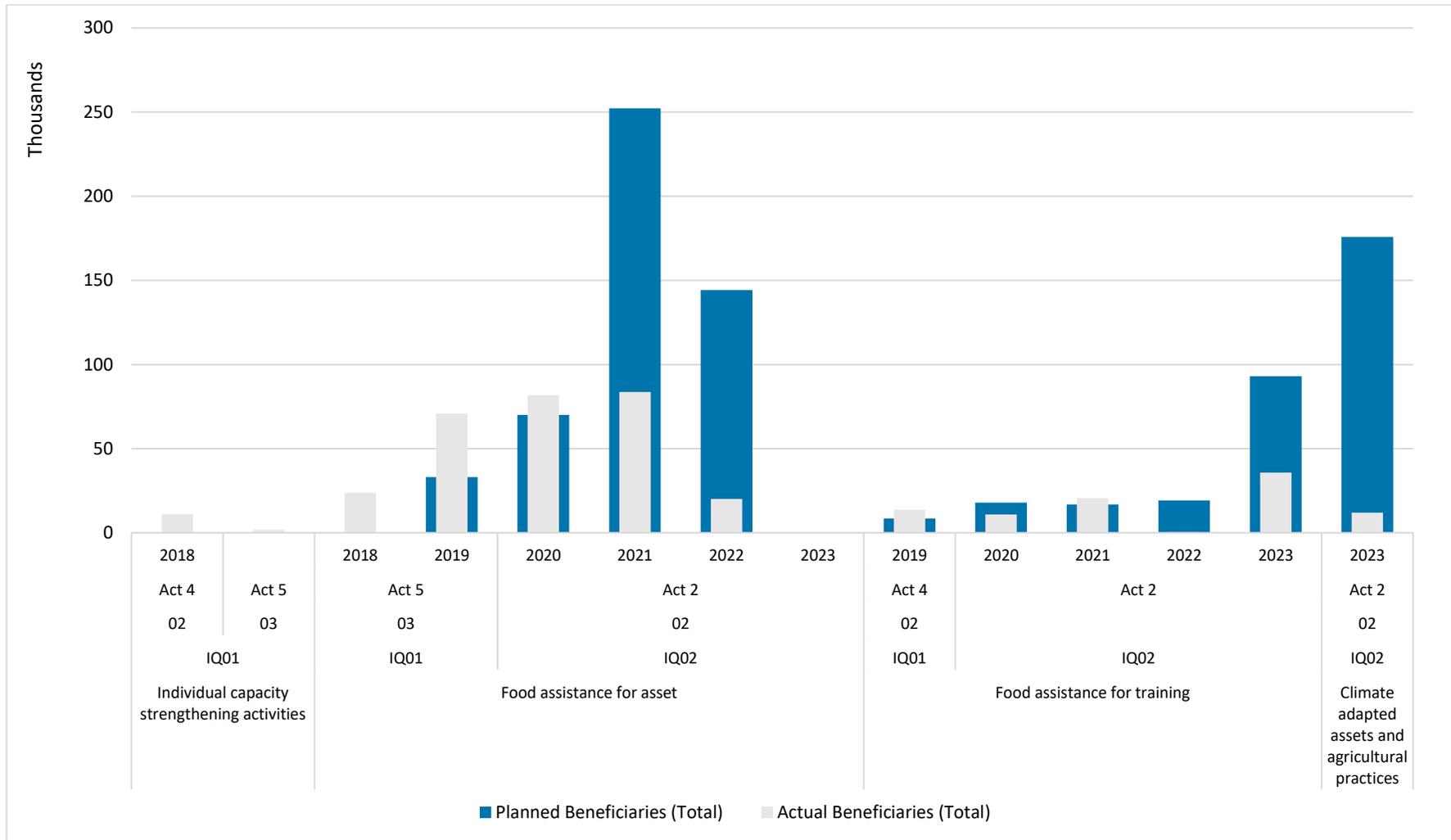
**Figure 5 - Beneficiaries reached (planned and actual) disaggregated by residence status**



Source: WFP COMET

Note: IDPs are internally displaced persons.

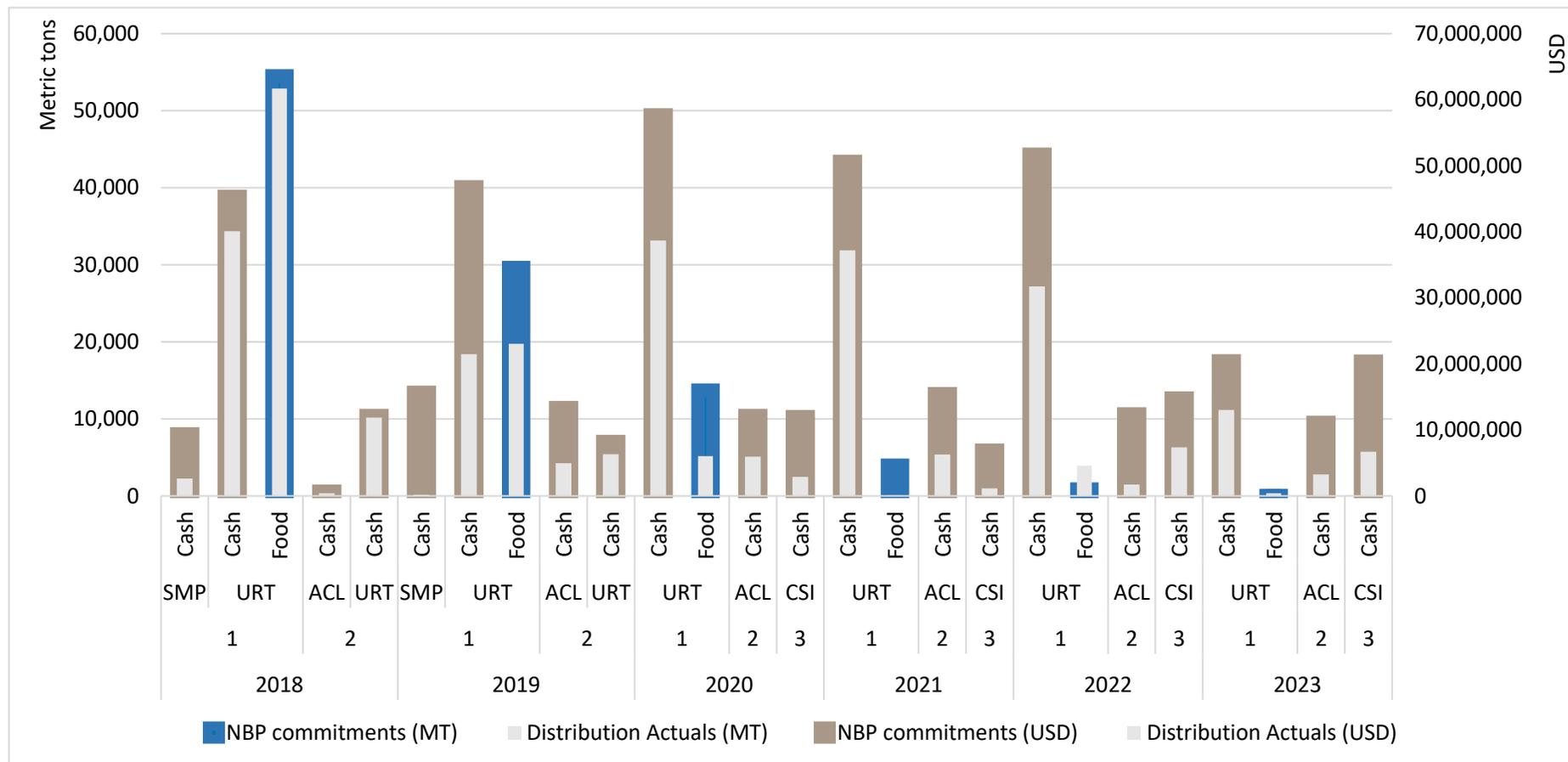
Figure 6 – Beneficiaries reached (planned and actual) disaggregated by programme area (2018–2023)



Source: WFP COMET. Note: Only years in which activities under each programme area took place are shown.

## OVERVIEW OF TRANSFERS BY MODALITY

Figure 7 - Total transfers made (commitments and actual) disaggregated by modality and activity category (2018-2023)



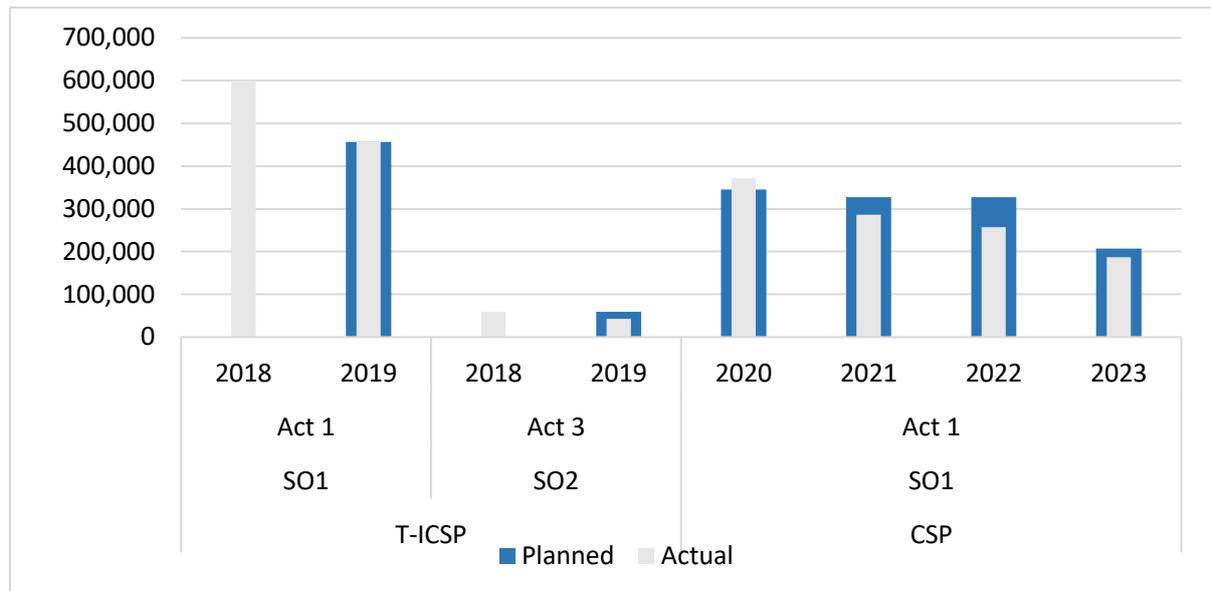
Source: WFP COMET. Note: Activity tags represent Unconditional Resource Transfers (URTs); Asset Creation and Livelihoods (ACLs); School Meals (SMP); and Institutional Capacity Strengthening (CSI).

## ACHIEVEMENT LEVELS OF OUTPUT AND OUTCOME INDICATORS

### CSP SO1 – General Food Assistance

32. This section assesses the reported output and outcome indicators for Transitional Interim and Country Strategic Plan (T-ICSP) and Country Strategic Plan (CSP) activities related to the CSP Strategic Objective 1 (SO1) – General food distribution of WFP in Iraq. Reported values for 2018 and 2019 are based on T-ICSP Act 1 (initial phase of displacement) and Act 3 (refugees).

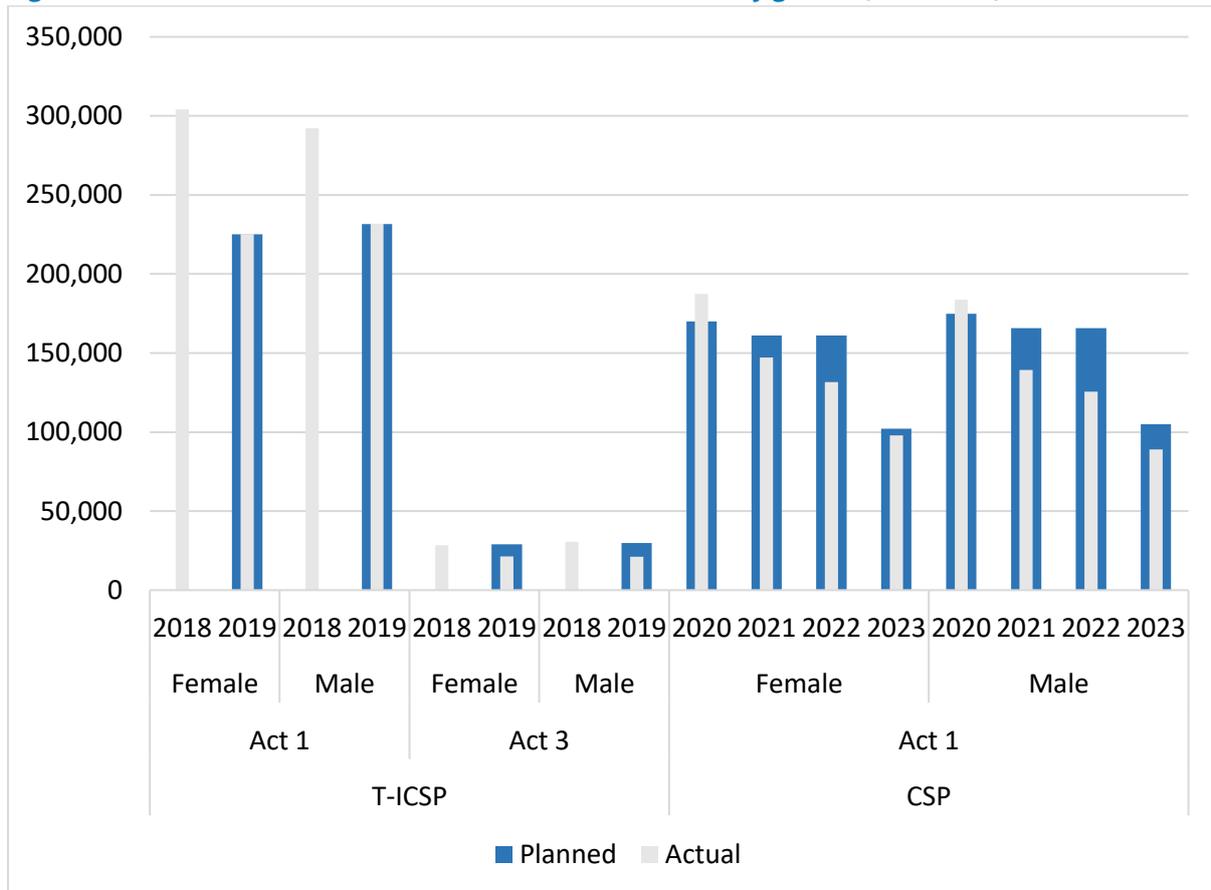
**Figure 8 – CSP SO1-related number of beneficiaries reached (2018–2023)**



Source: WFP COMET.

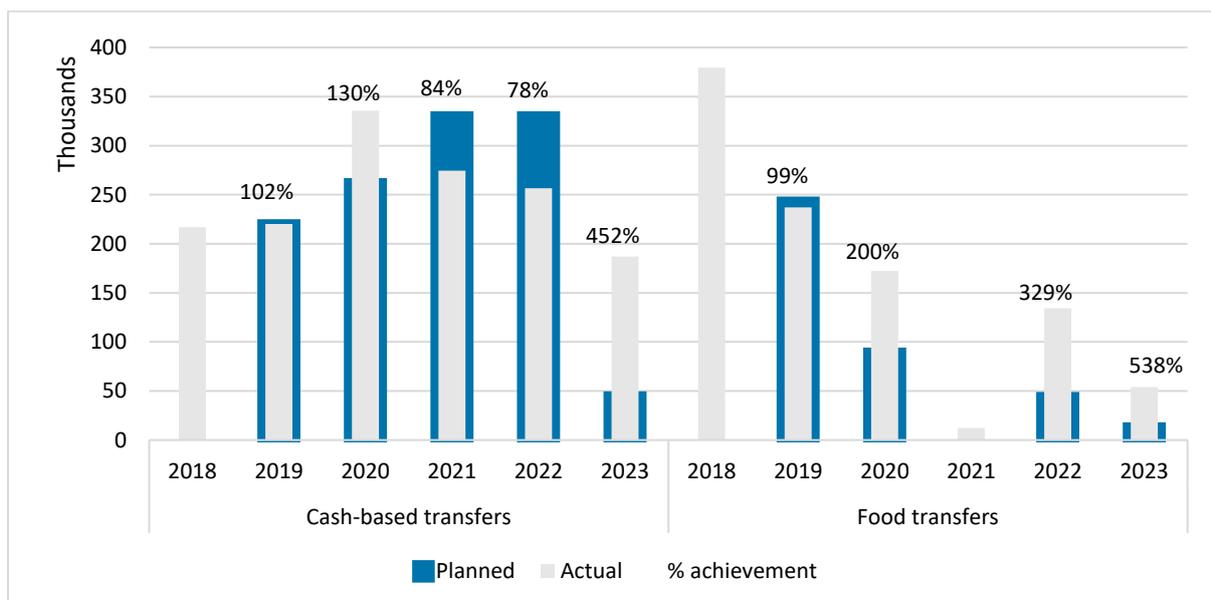
Beneficiary data across activities include overlaps.

**Figure 9 – CSP Act 1-related number of beneficiaries reached by gender (2018–2023)**



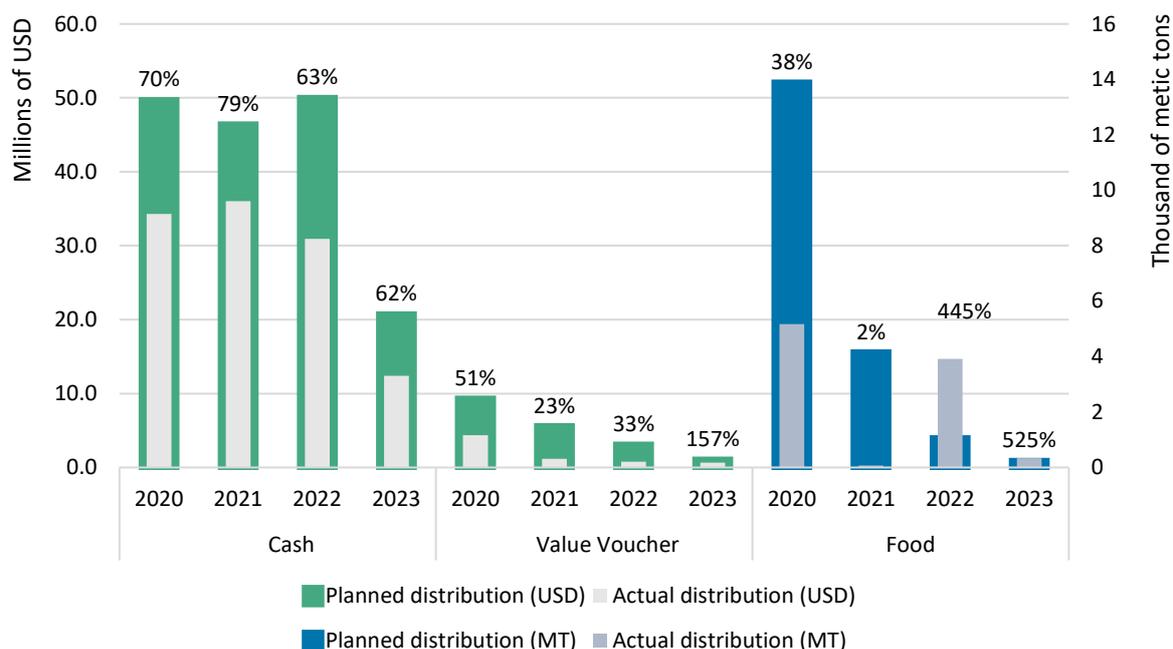
Source: WFP COMET.  
Beneficiary data across activities include overlaps.

**Figure 10 – CSP Act 1-related number of beneficiaries reached by modality**



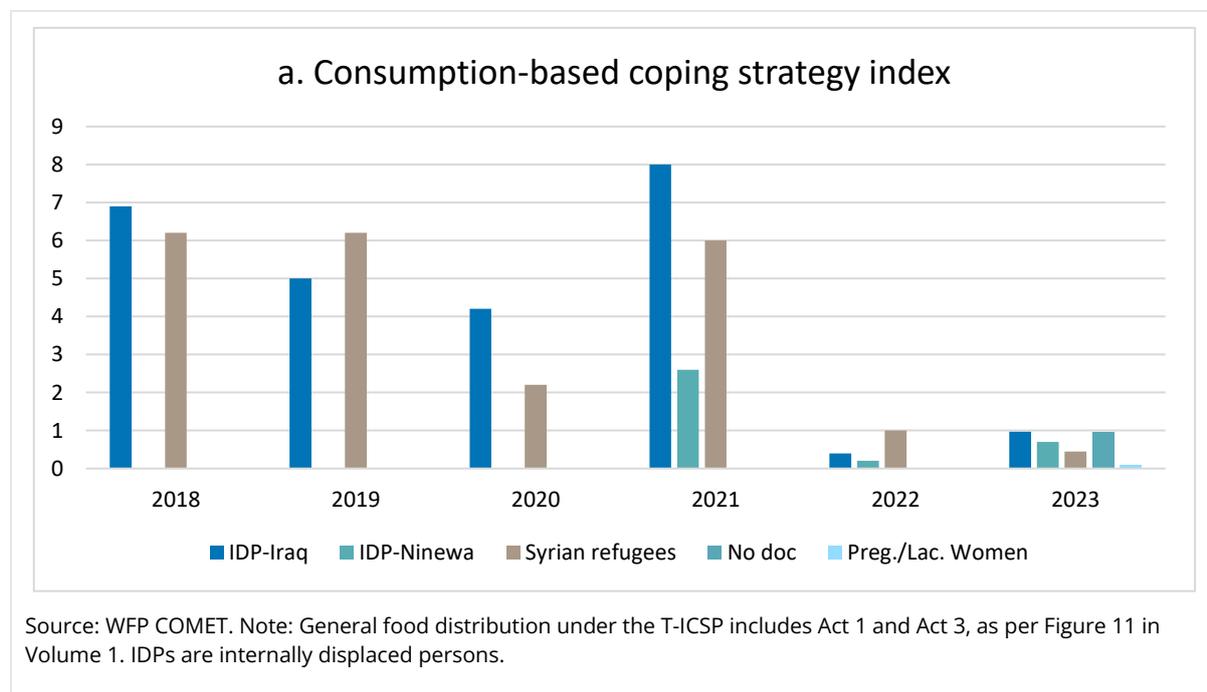
Source: ACRs (2019–2022). No planned values reported for 2018. Beneficiary data across modalities include overlaps.

**Figure 11 – Total SO1 transfers (planned versus actual) by modality (2020–2023)**

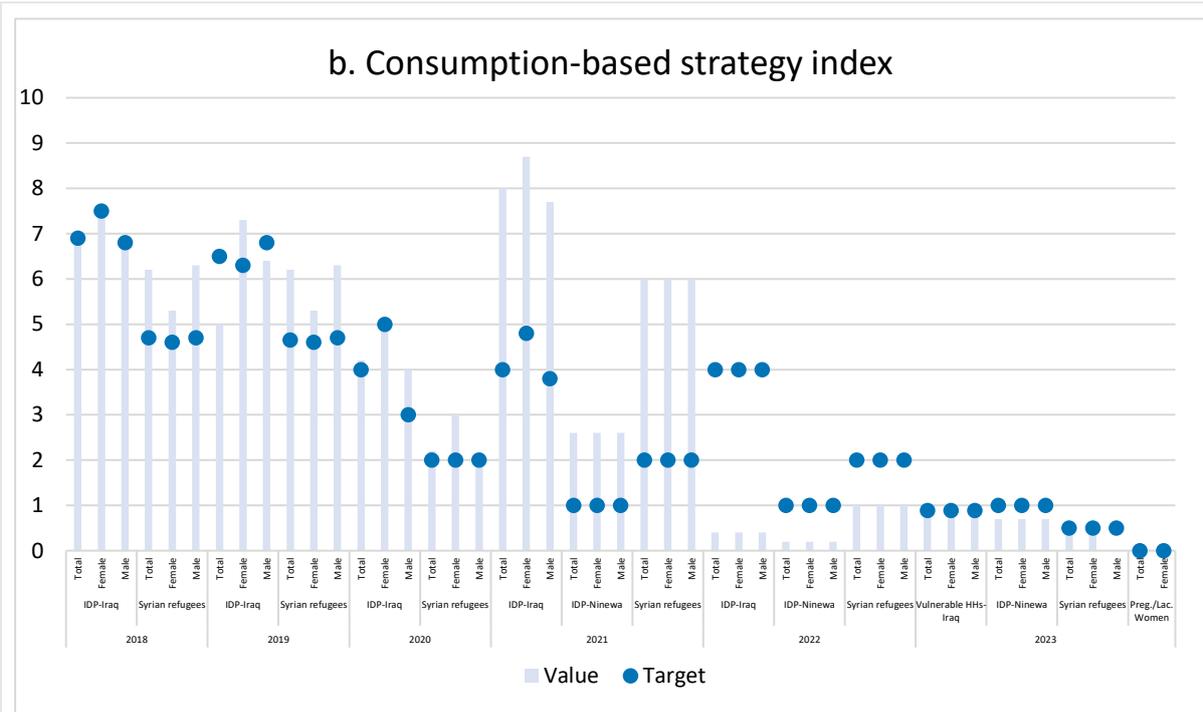


Source: WFP COMET . Note: T-ICSP data are only available at the SO level and can therefore not be used to compare transfer volumes at the CSP SO level.

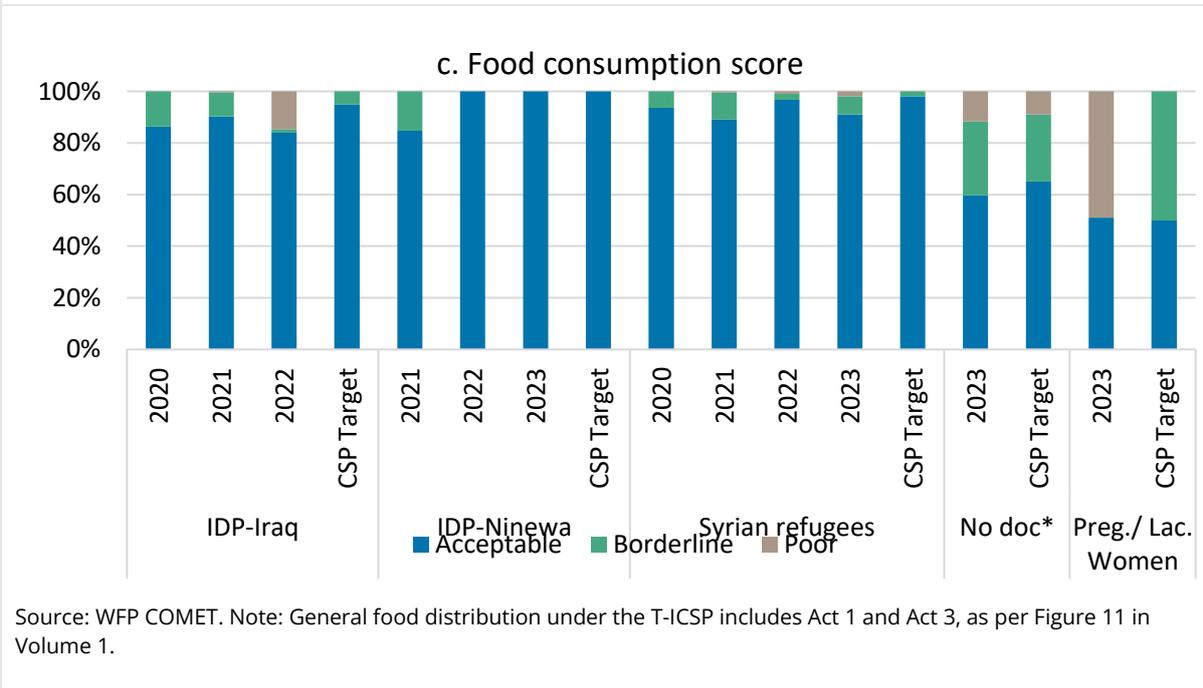
**Figure 12 – CSP SO1-related outcome indicators and levels of achievement (2018–2023)**



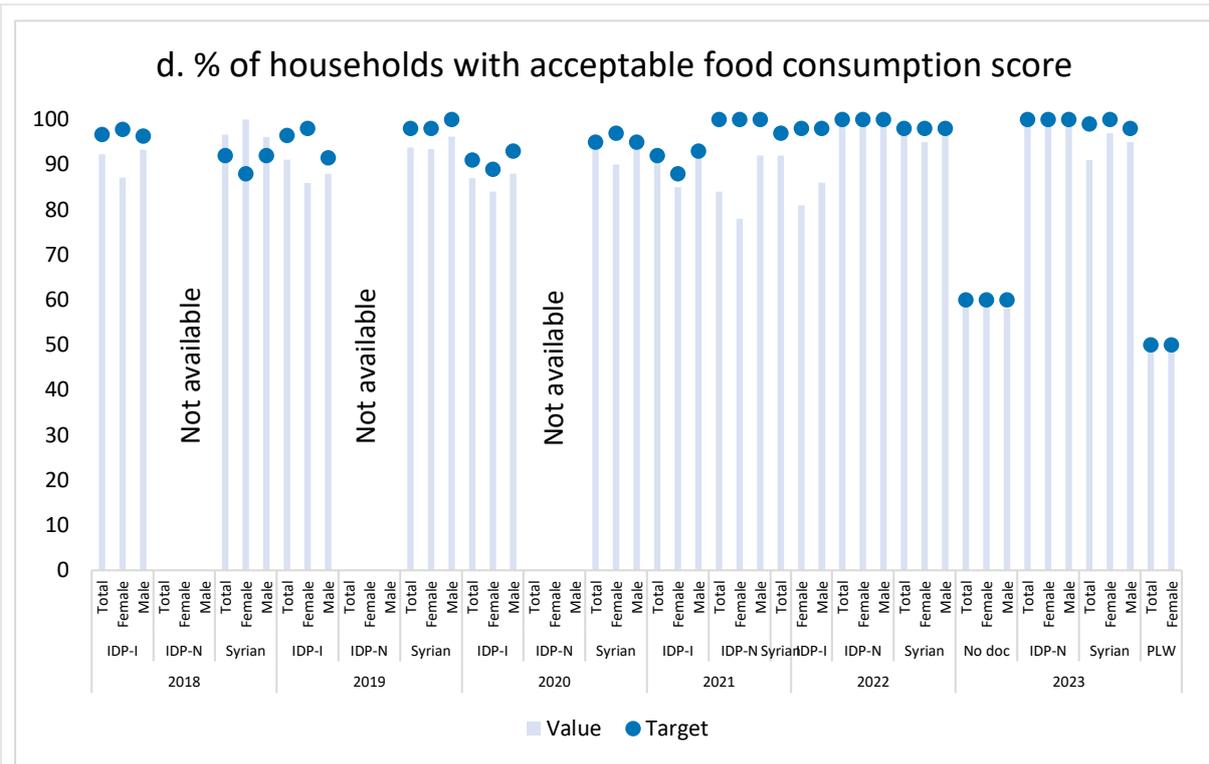
Source: WFP COMET. Note: General food distribution under the T-ICSP includes Act 1 and Act 3, as per Figure 11 in Volume 1. IDPs are internally displaced persons.



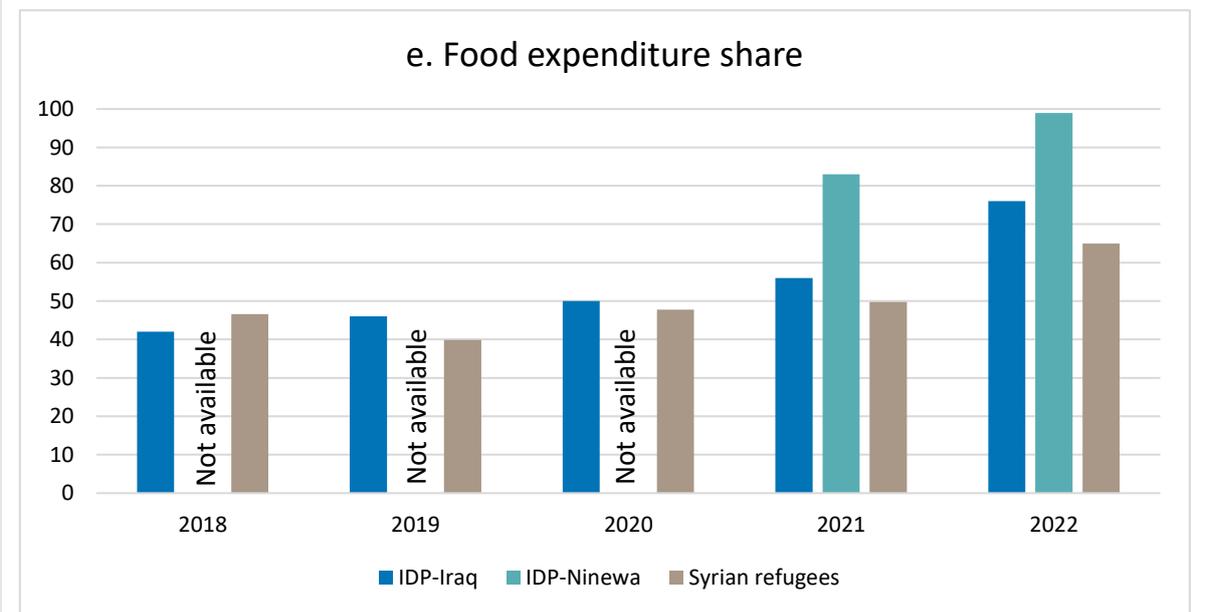
Source: WFP COMET. Note: General food distribution under the T-ICSP includes Act 1 and Act 3, as per Figure 11 in Volume 1.



Source: WFP COMET. Note: General food distribution under the T-ICSP includes Act 1 and Act 3, as per Figure 11 in Volume 1.

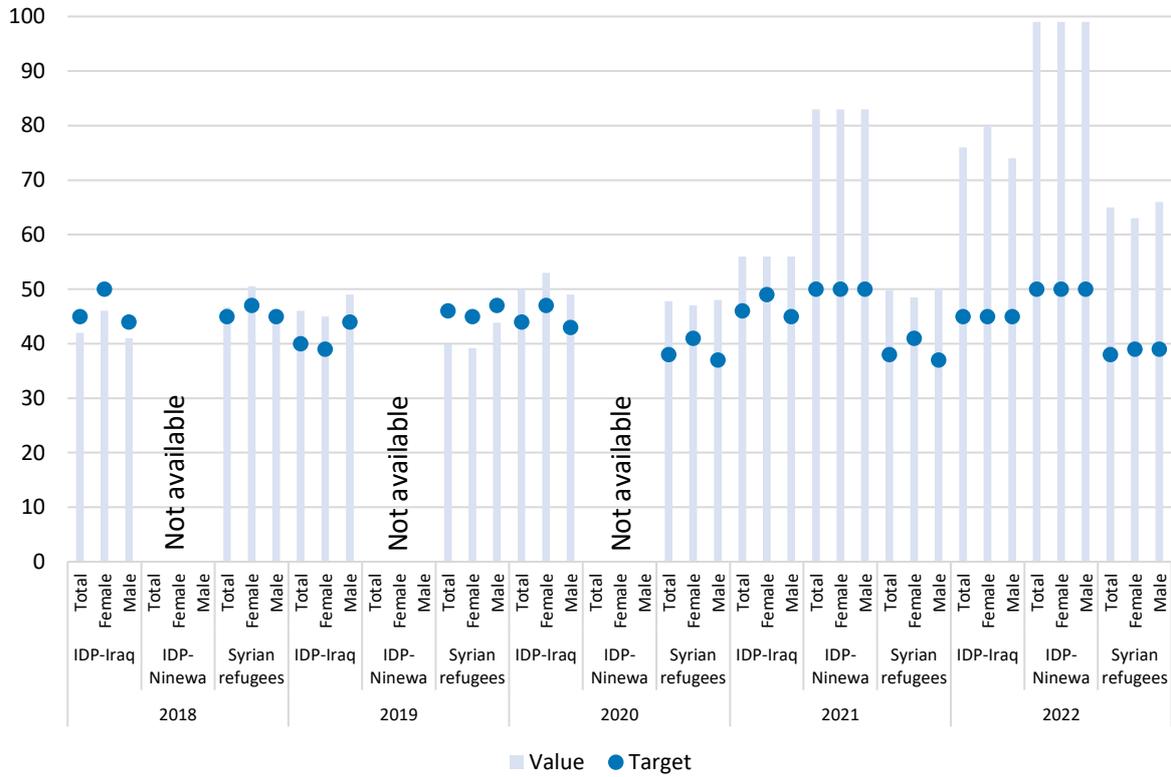


Source: WFP COMET. Note: General food distribution under the T-ICSP includes Act 1 and Act 3, as per Figure 11 in Volume 1. IDP = Internally displaced persons; IDP-I=IDPs Iraqi; IDP-N=IDP Ninewa; Syrian=Syrian refugees



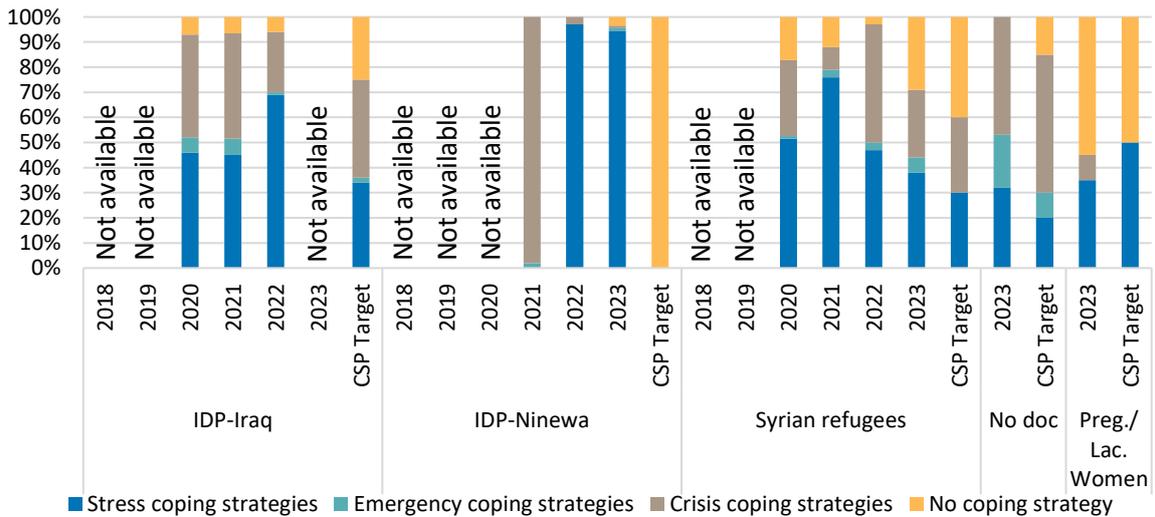
Source: WFP COMET. Note: General food distribution under the T-ICSP includes Act 1 and Act 3, as per Figure 11 in Volume 1. IDP = Internally displaced persons. No data for 2023 yet.

### f. Food expenditure share – achievement



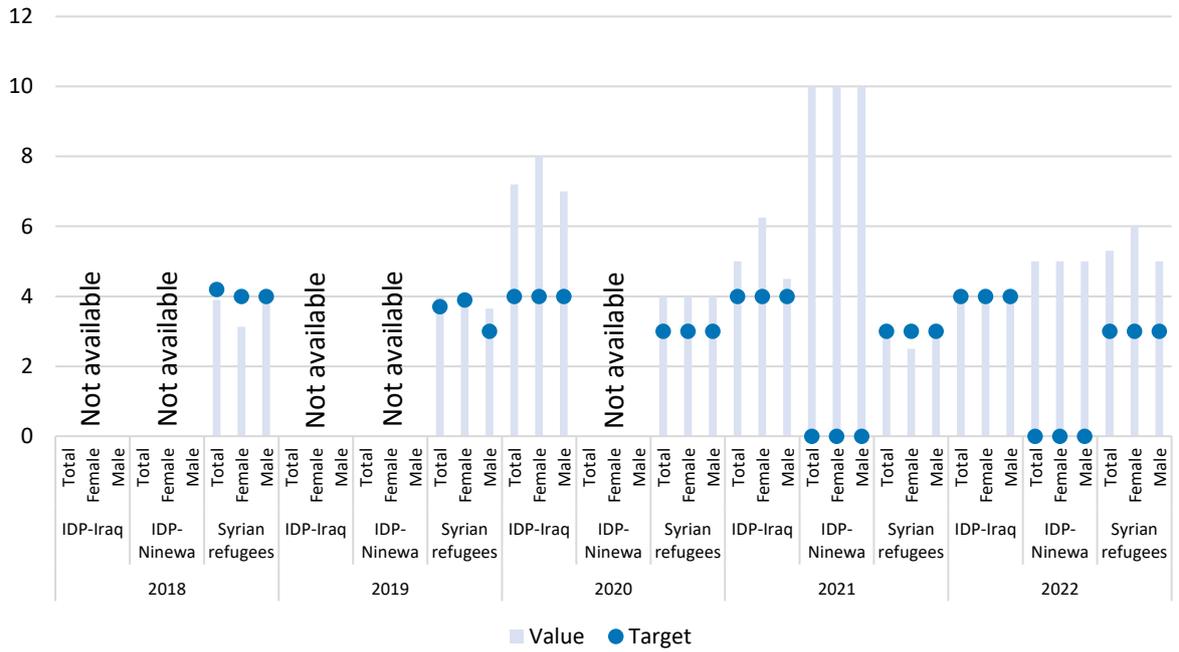
Source: WFP COMET. Note: General food distribution under the T-ICSP includes Act 1 and Act 3, as per Figure 11 in Volume 1. IDP = Internally displaced persons. No data for 2023 yet.

### g. Use of livelihoods coping strategies



Source: WFP COMET. Note: Indicator not reported under the T-ICSP. IDP = Internally displaced persons.

### h. Livelihood-based coping strategy index – achievement

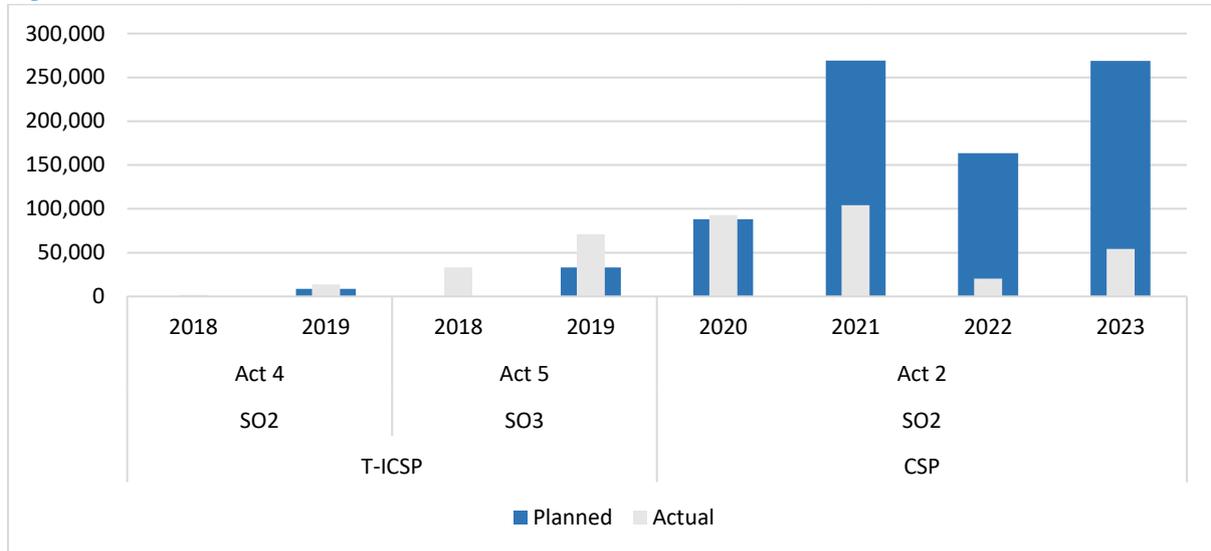


Source: WFP COMET. Note: Indicator not reported under the T-ICSP.  
IDP = Internally displaced persons.

### CSP SO2 – Climate adaptation and livelihoods

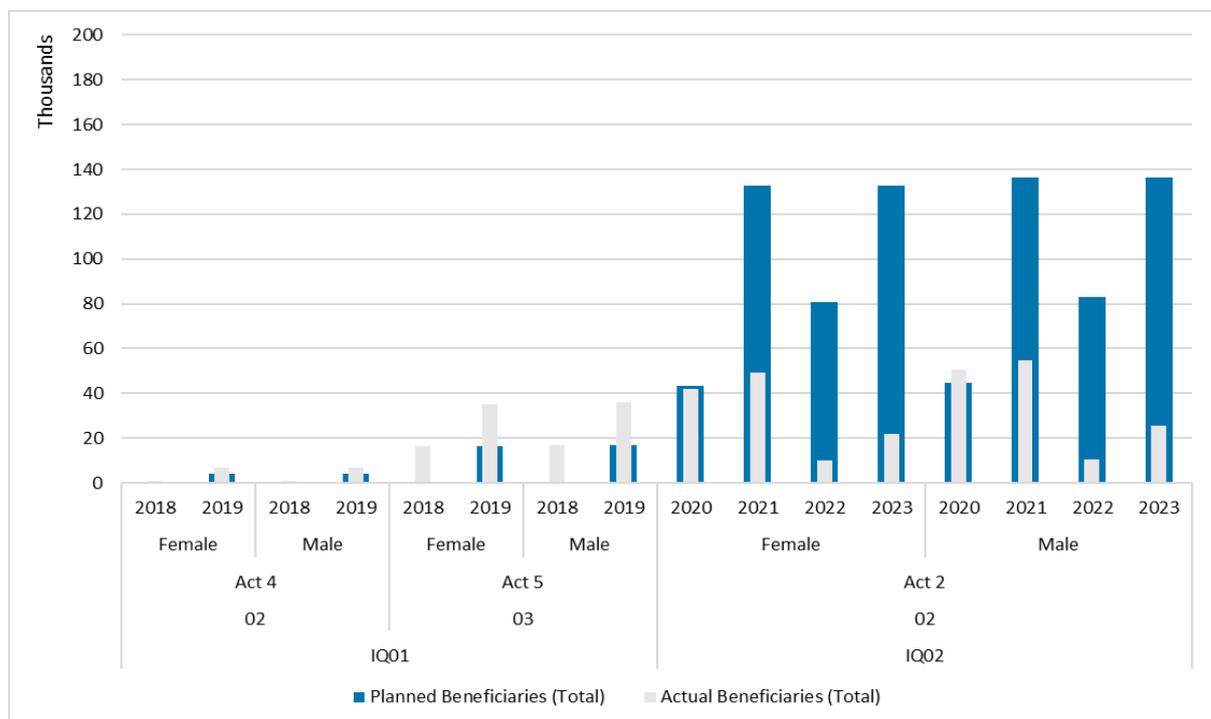
33. This section assesses the reported output and outcome indicators for T-ICSP and CSP activities related to the CSP SO2 – Climate adaptation and livelihoods work of WFP in Iraq. Reported values for 2018 and 2019 are based on T-ICSP Act 4 (livelihood activities) and Act 5 (social protection).

**Figure 13 – CSP SO2-related number of beneficiaries reached (2018–2023)**



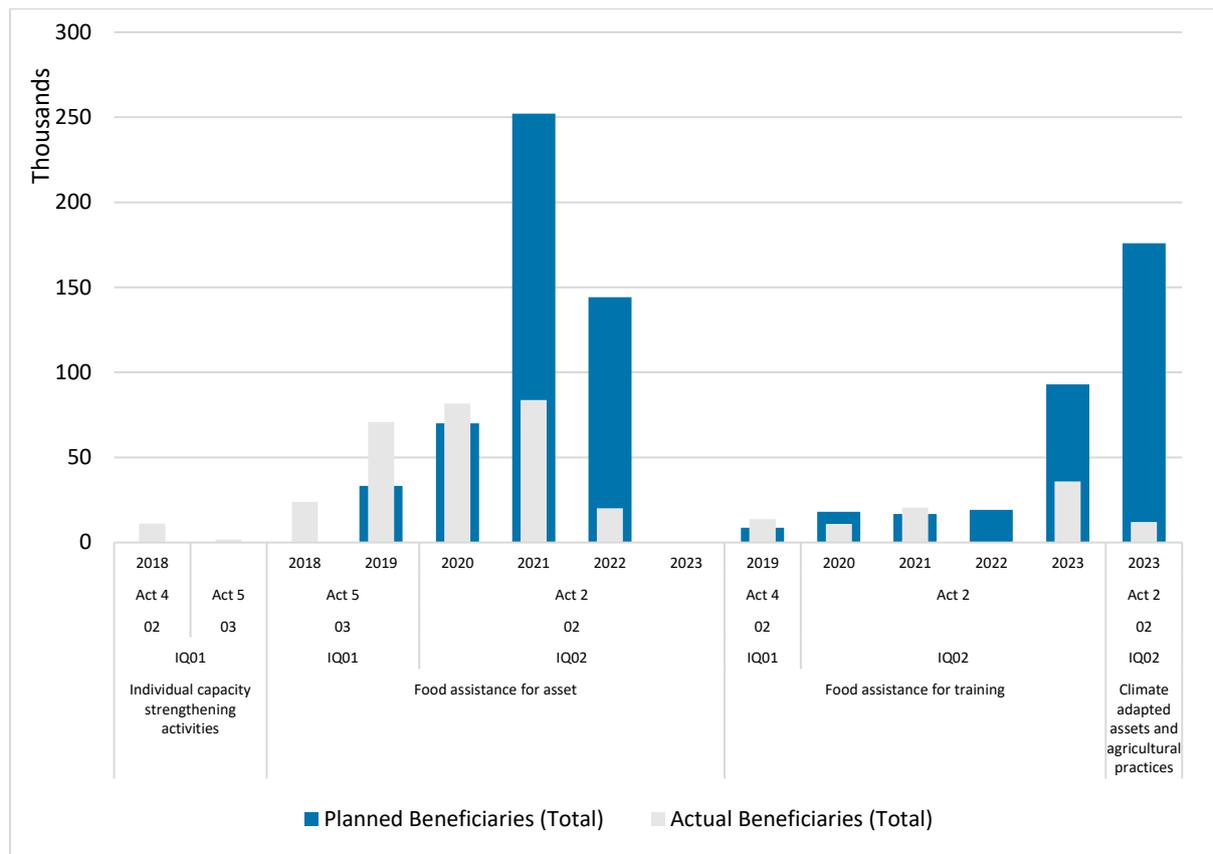
Source: WFP COMET.

**Figure 14 – CSP SO2-related number of beneficiaries reached by gender (2018–2023)**



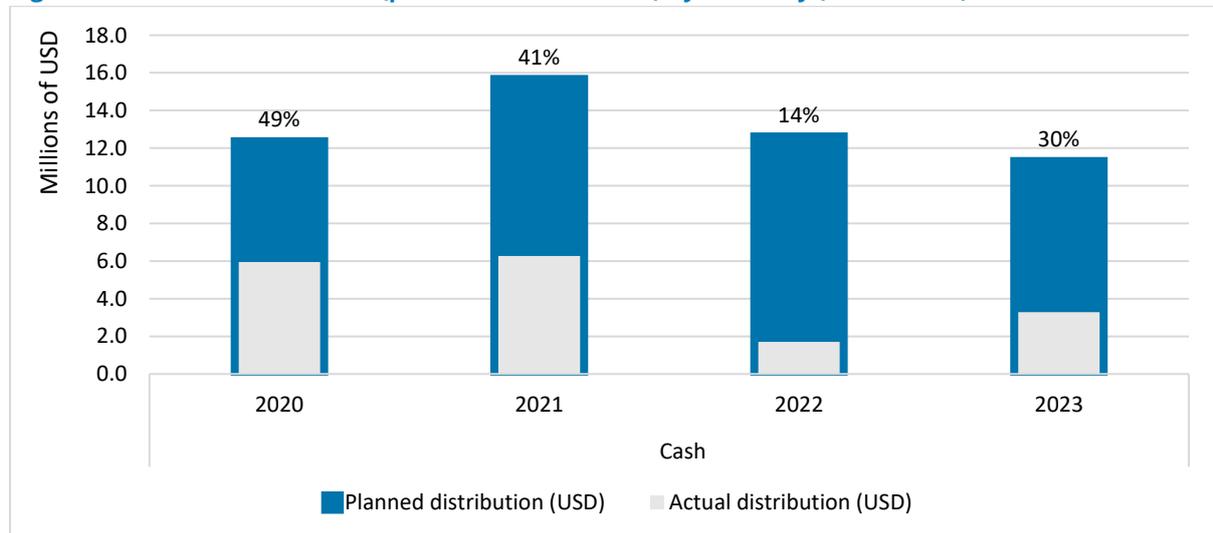
Source: WFP COMET.

**Figure 15 – CSP SO2-related number of beneficiaries reached by sub-activity (2018–2023)**



Source: WFP COMET.

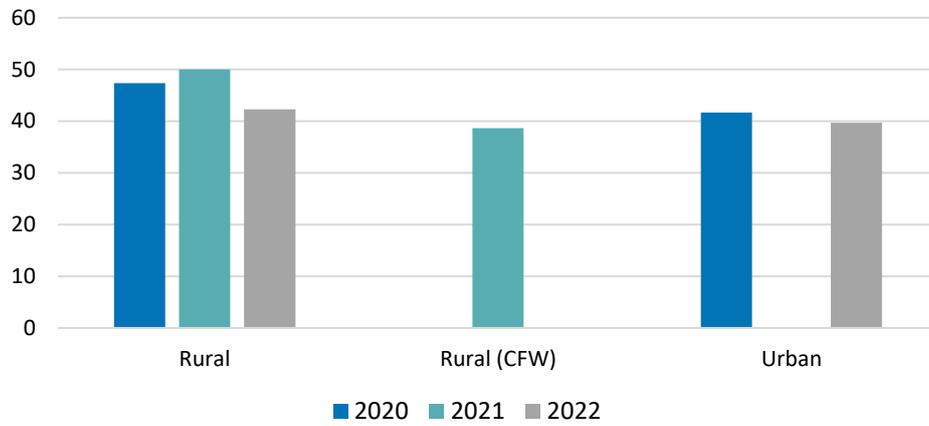
**Figure 16 – Total SO2 transfers (planned versus actual) by modality (2020 – 2023)**



Source: WFP COMET. Note: T-ICSP data are only available at the SO level and can therefore not be used to compare transfer volumes at CSP SO level.

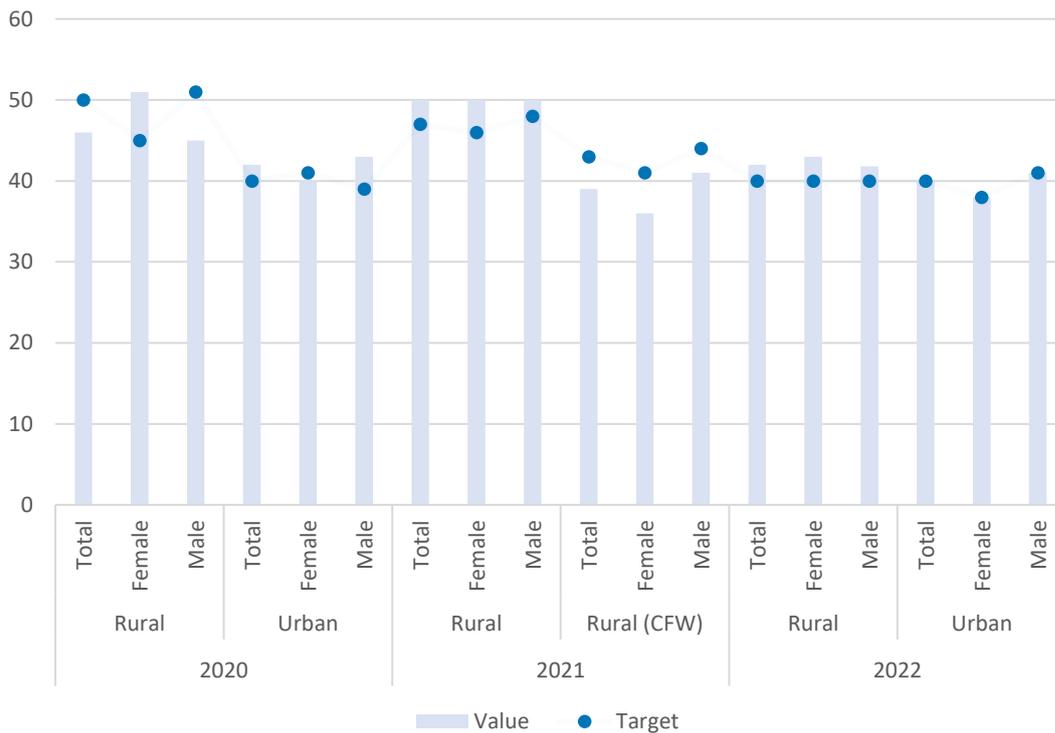
Figure 17 – Level of achievement of SO2 outcome indicators (2020–2022)

a. Food expenditure share (in percent) (CSP Act 2, 2020–2022)

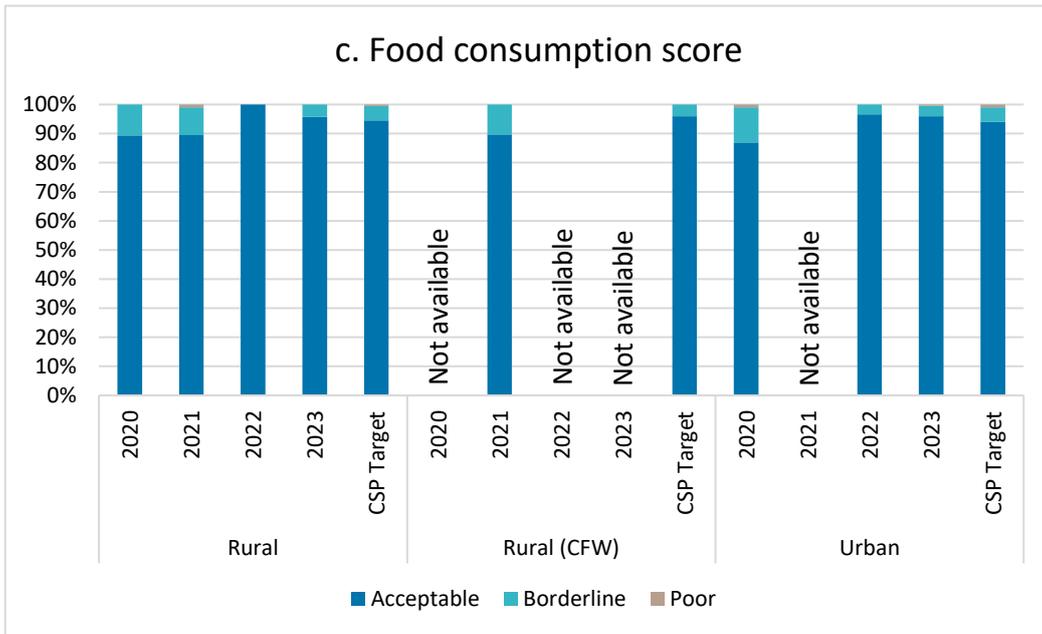


Source: WFP COMET. Data not yet available for 2023.

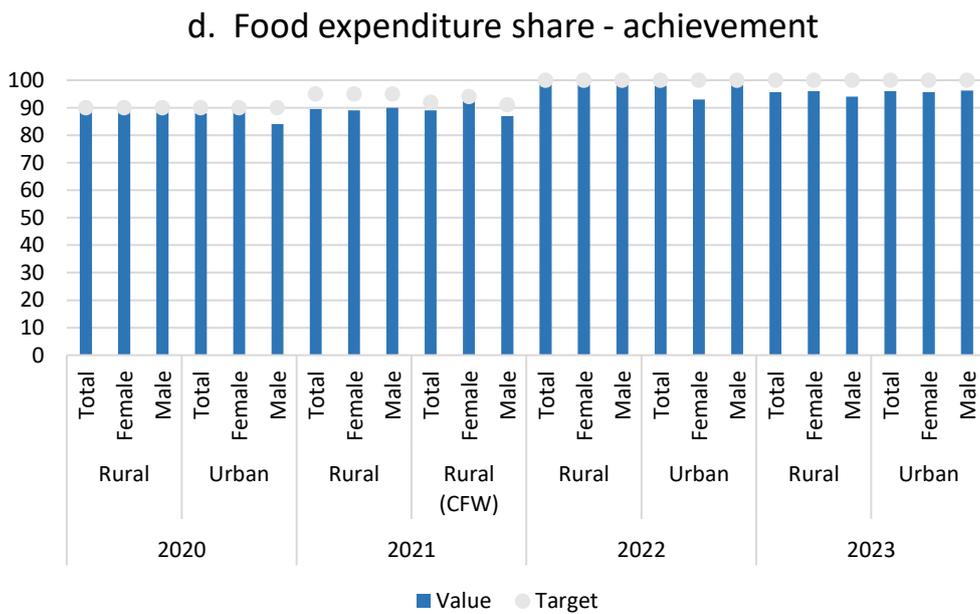
b. Food Expenditure share



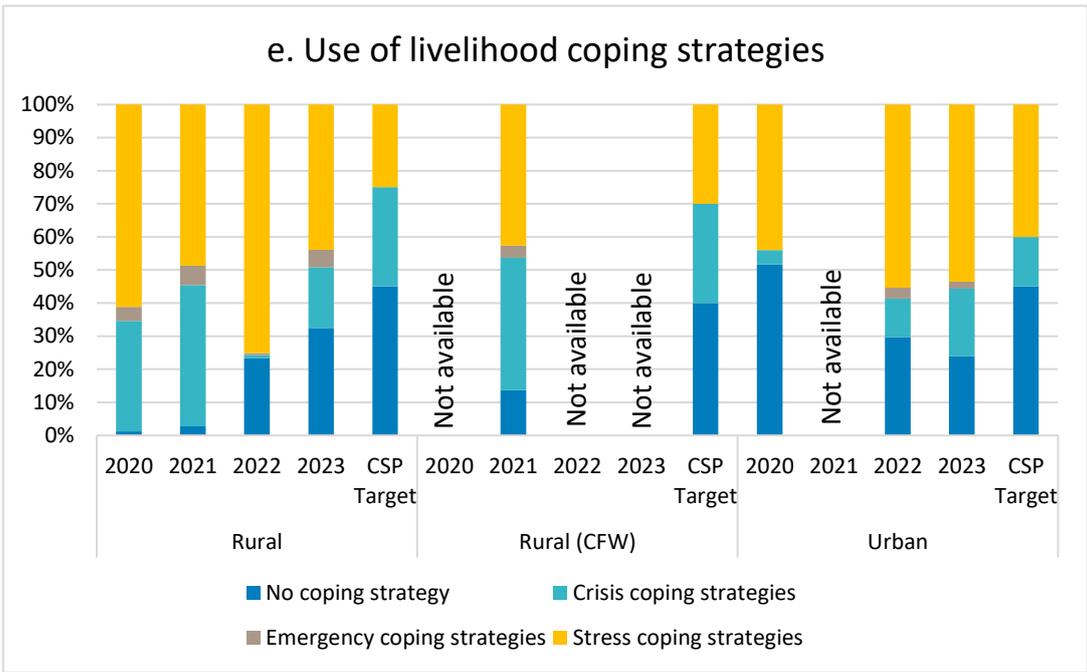
Source: WFP COMET. Data not yet available for 2023.



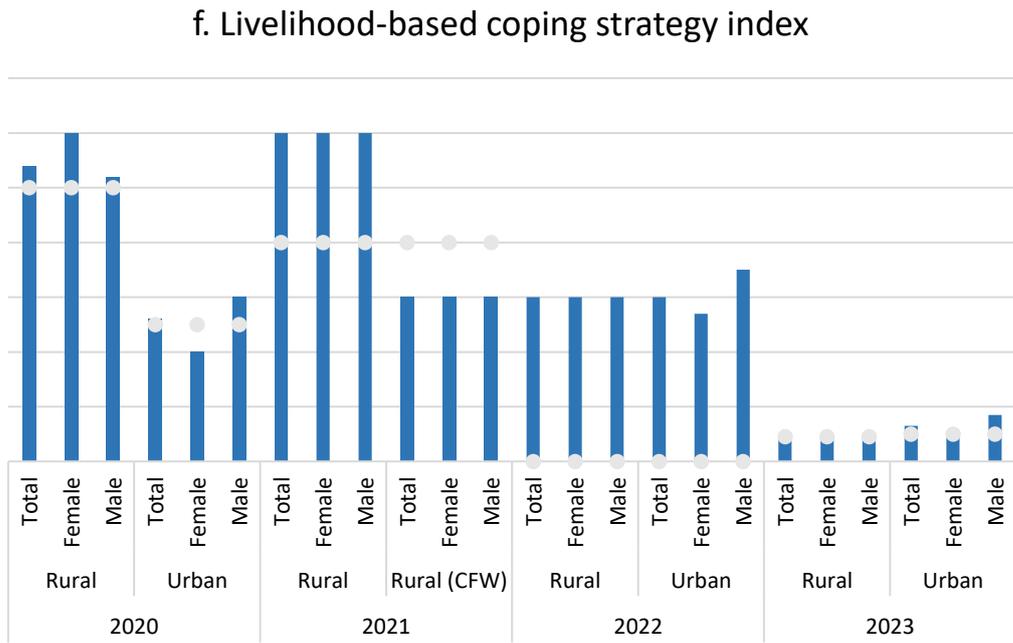
Source: WFP COMET.



Source: WFP COMET.

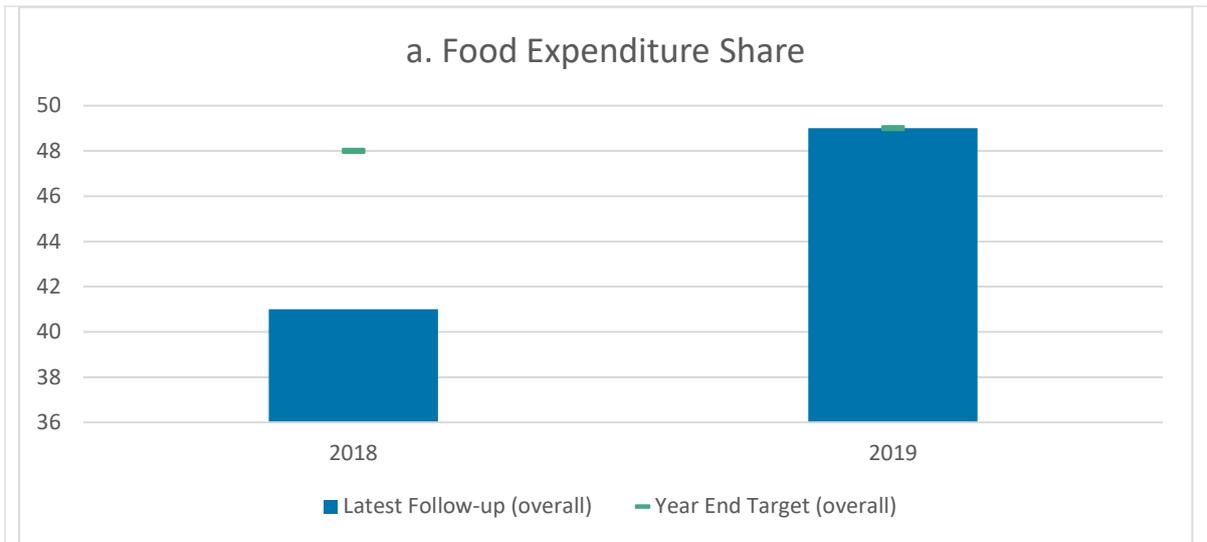


Source: WFP COMET.

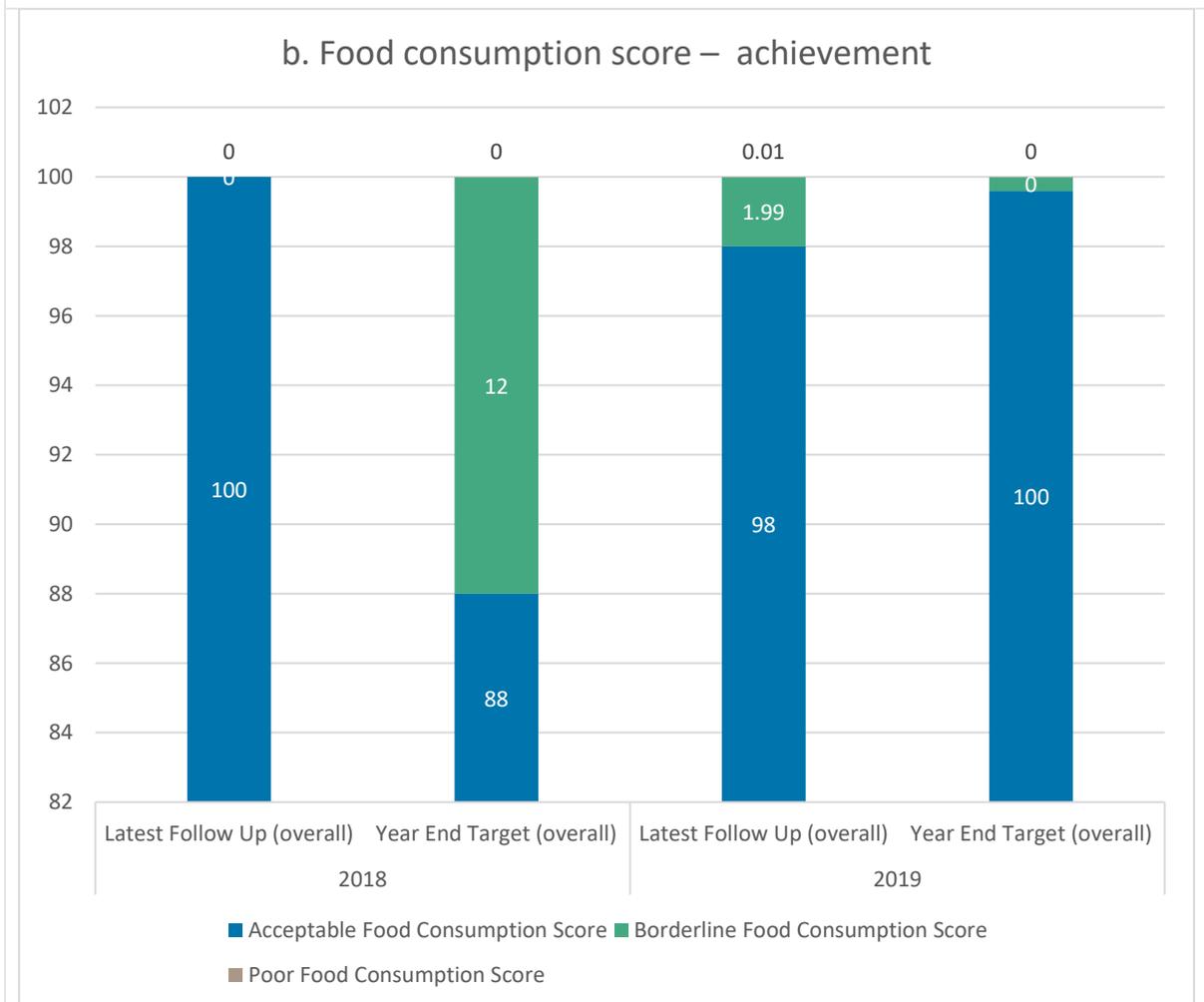


Source: WFP COMET.

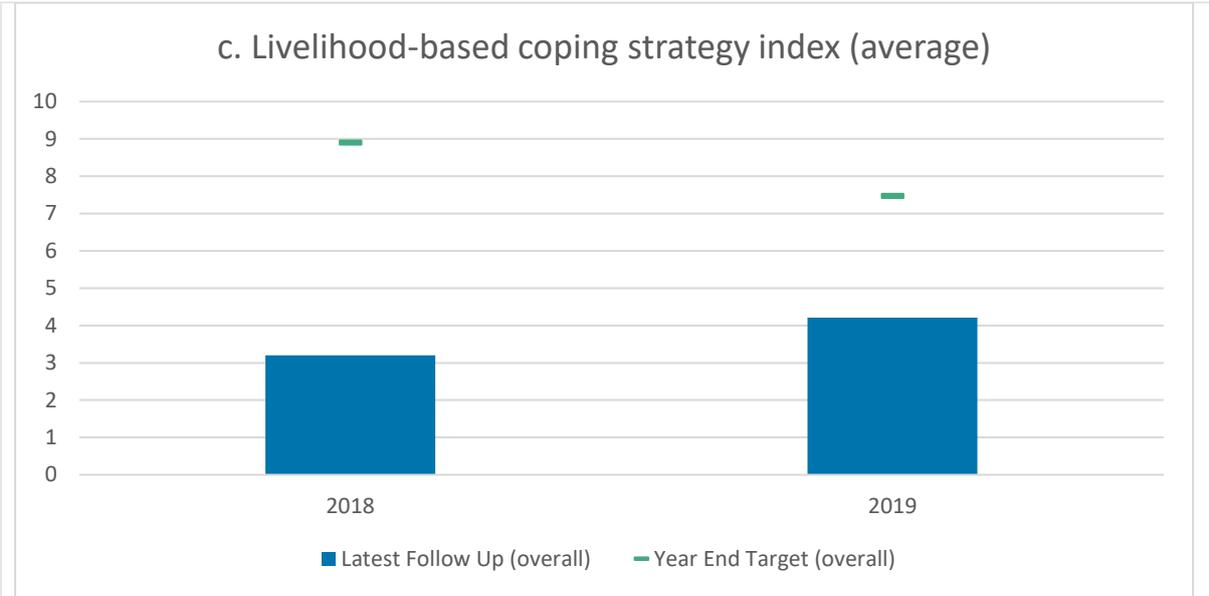
Figure 18 – Level of achievement of SO2 corresponding T-ICSP outcome indicators (2018–2019)



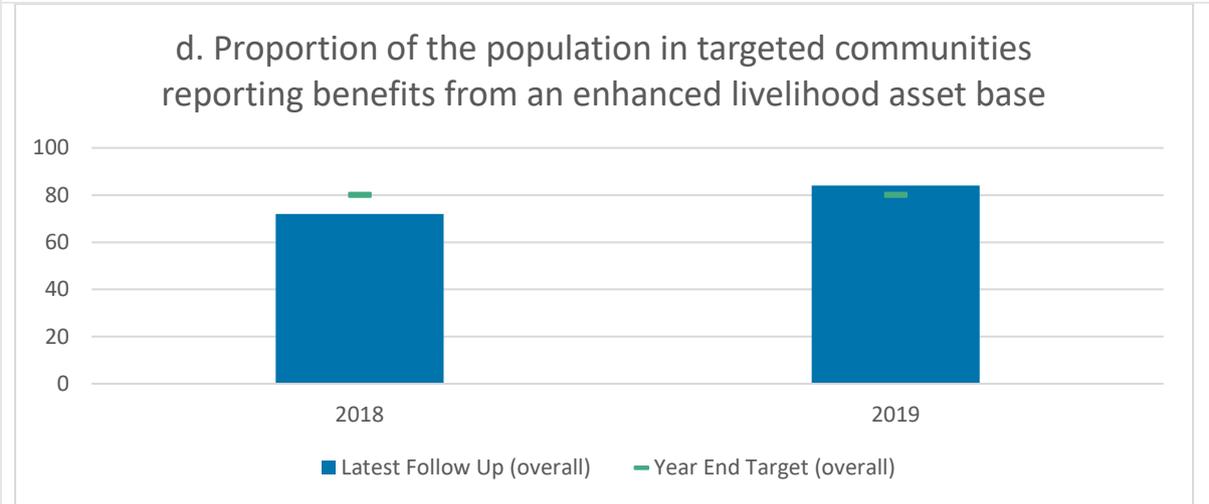
Source: WFP COMET.



Source: WFP COMET



Source: WFP COMET.

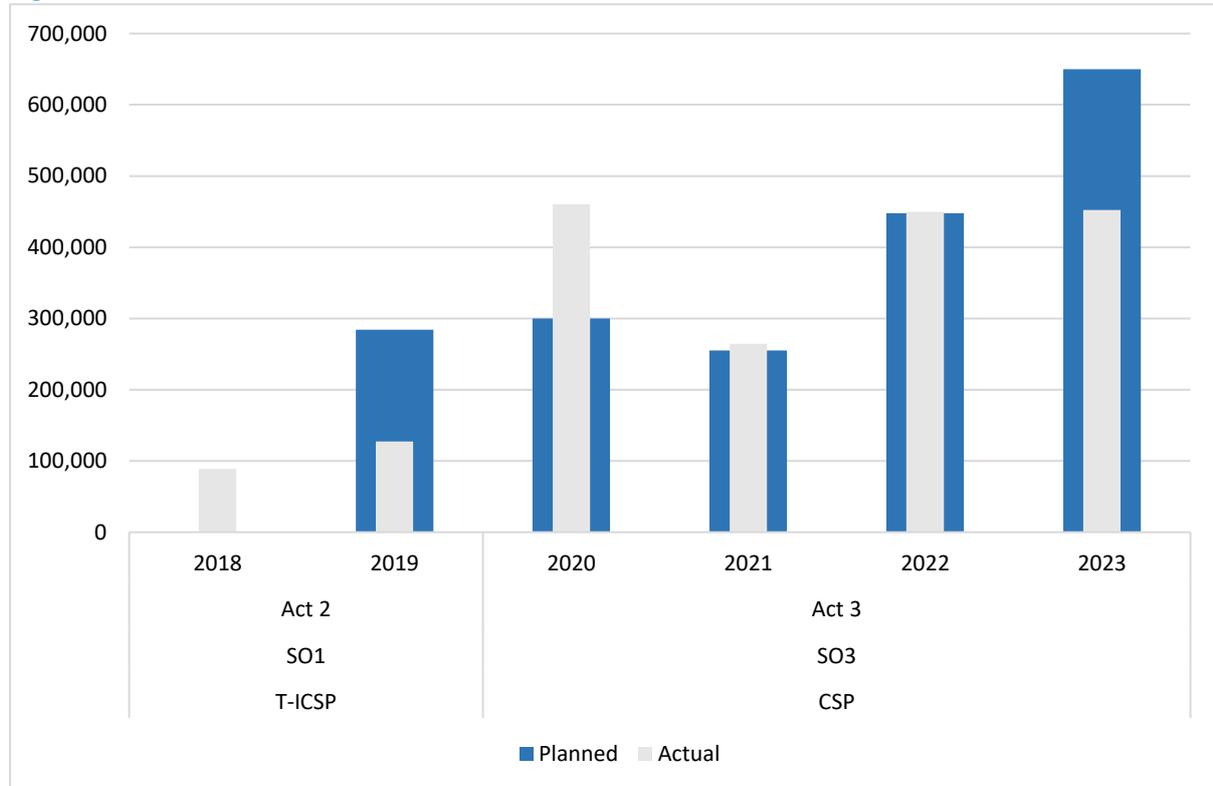


Source: WFP COMET.

### CSP SO3 – Institutional Capacity Strengthening

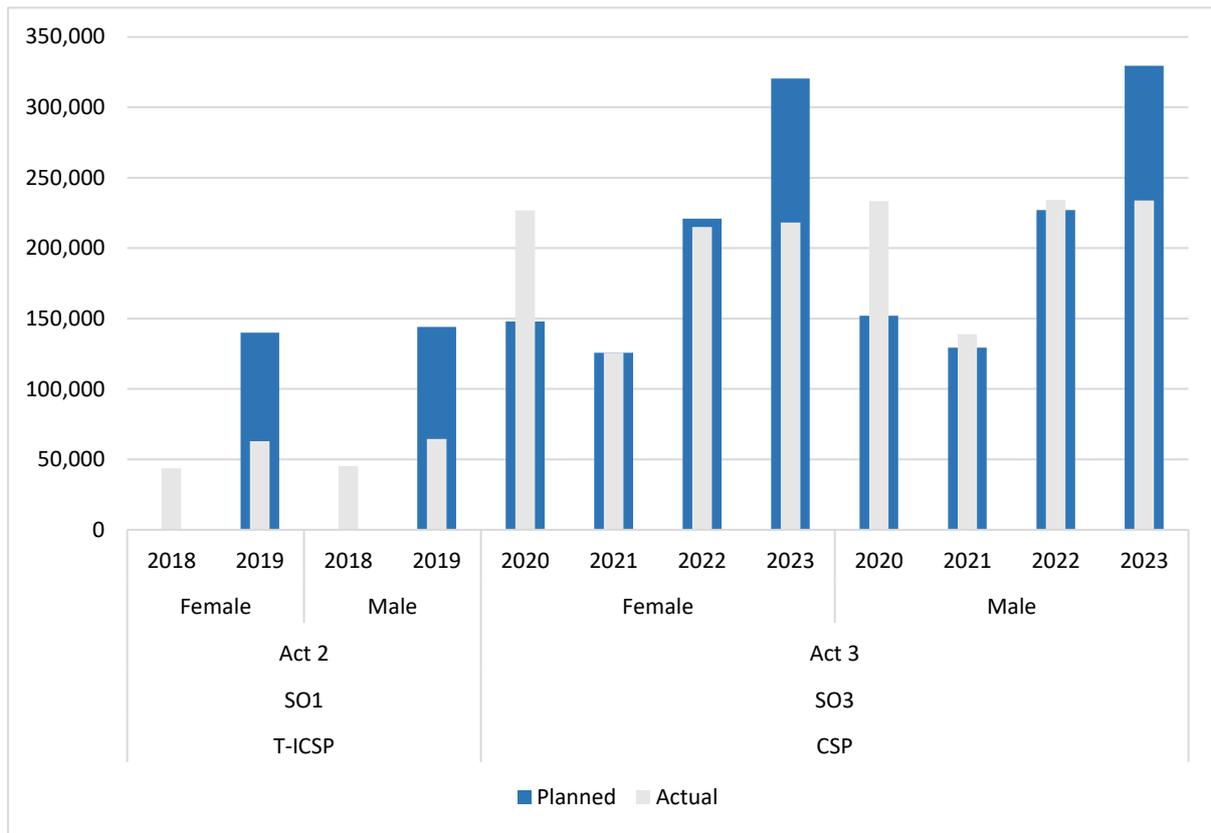
34. This section assesses the reported output and outcome indicators for T-ICSP and CSP activities related to the CSP SO3 – Climate adaptation and livelihoods work of WFP in Iraq. Reported values for 2018 and 2019 are based on T-ICSP Act 2 (School feeding) and Act 6 (nutrition capacity strengthening).

**Figure 19 – CSP SO3-related number of beneficiaries reached (2018–2022)**



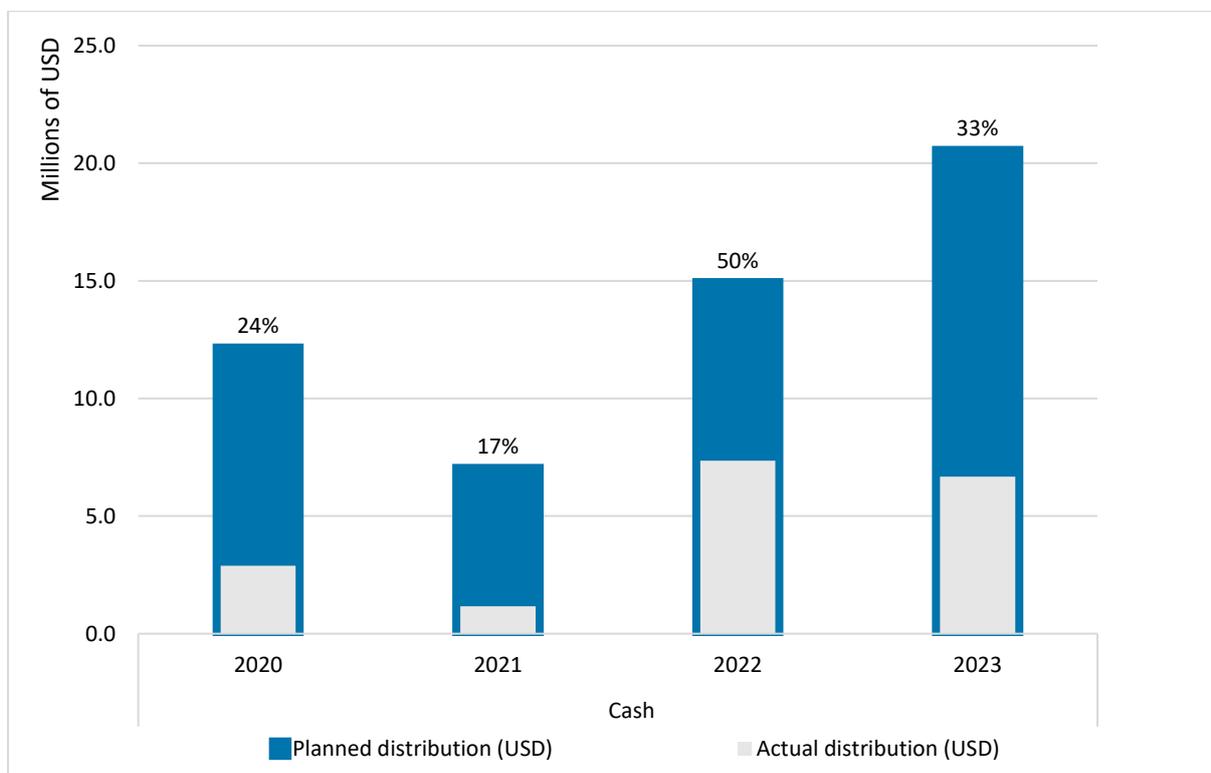
Source: WFP COMET.

**Figure 20 – CSP SO3-related number of beneficiaries reached by gender (2018–2022)**



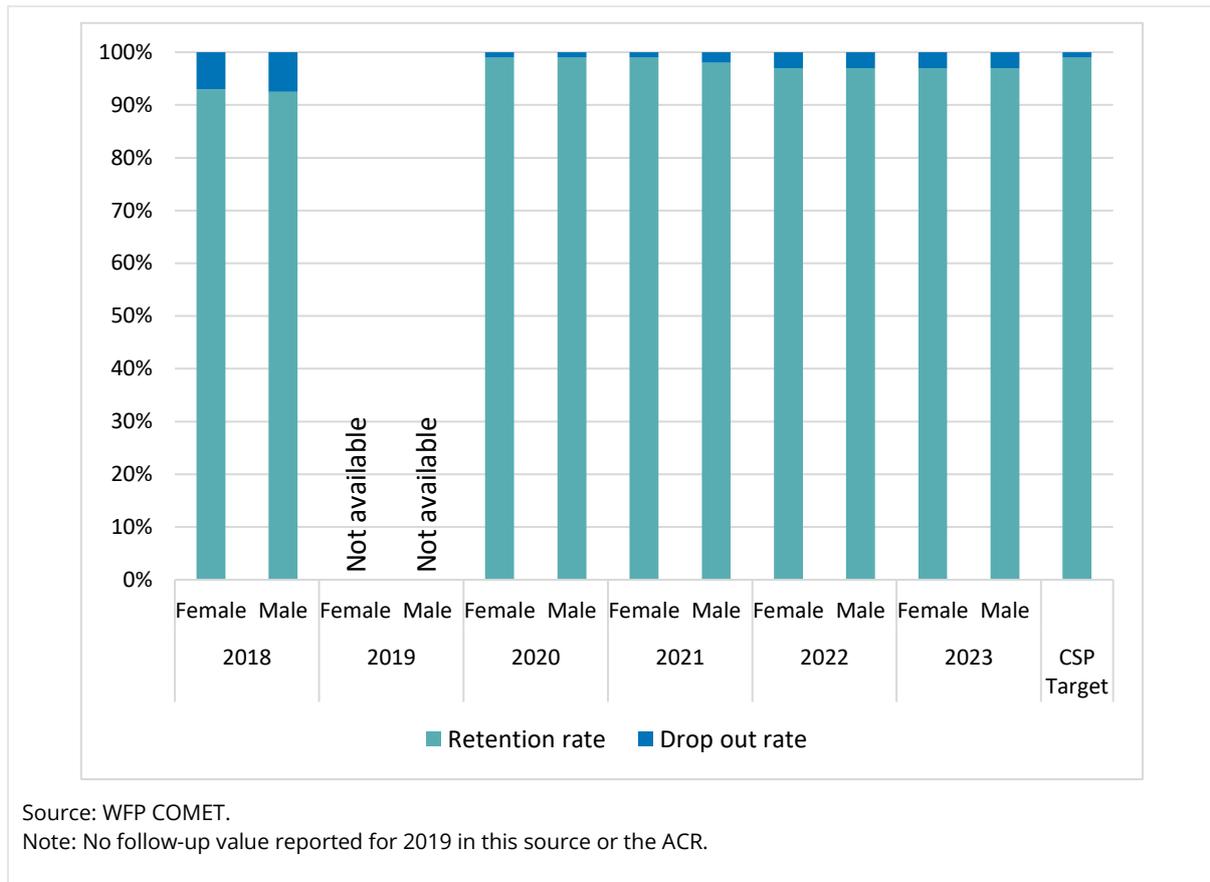
Source: WFP COMET.

**Figure 21 – Total SO3 transfers (planned versus actual) by modality (2020–2023)**



Source: WFP COMET.

**Figure 22 – Level of achievement of SO3 outcome indicators (2020–2022)**



**Figure 23 – CSP SO3 – Act 4 level of achievement outcome indicators (2020–2022)**

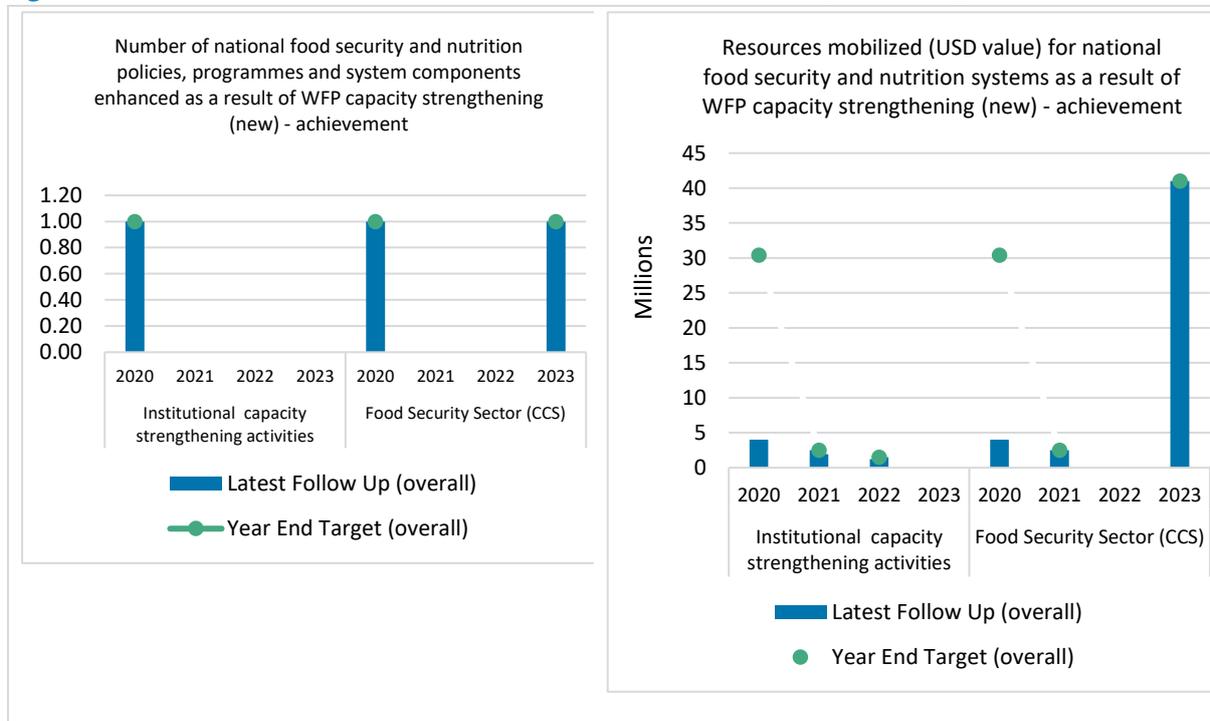
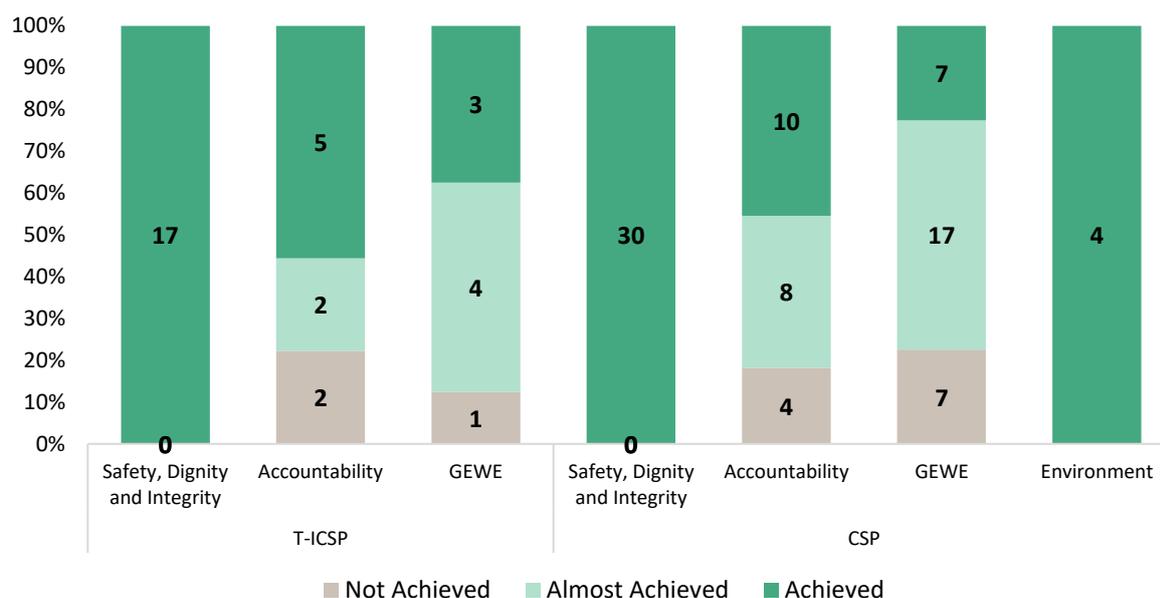


Figure 24 – Level of achievement of cross-cutting outcome indicators by category (2018–2022)<sup>3</sup>



Source: WFP COMET.<sup>4</sup> Note: GEEW = gender equality and empowerment of women.

Table 7 – Select APP and protection indicators (2018–2022)

	2018		2019		2020		2021		2022	
	Target	Follow-up								
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Proportion of targeted people receiving assistance without safety challenges (new).			100%	100%	100%	100%	100%	100%	100%	100%
Proportion of targeted people who report that WFP programmes are dignified (new).			100%	100%	100%	100%	100%	100%	100%	100%

Source: WFP COMET

<sup>3</sup> **Safety, Dignity and Integrity** relates to “Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity.”  
**Accountability** relates to “Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences”.  
**GEEW** relates to “Improved gender equality and women’s empowerment among WFP-assisted population.”  
**Environment** relates to “Targeted communities benefit from WFP programmes in a manner that does not harm the environment.”

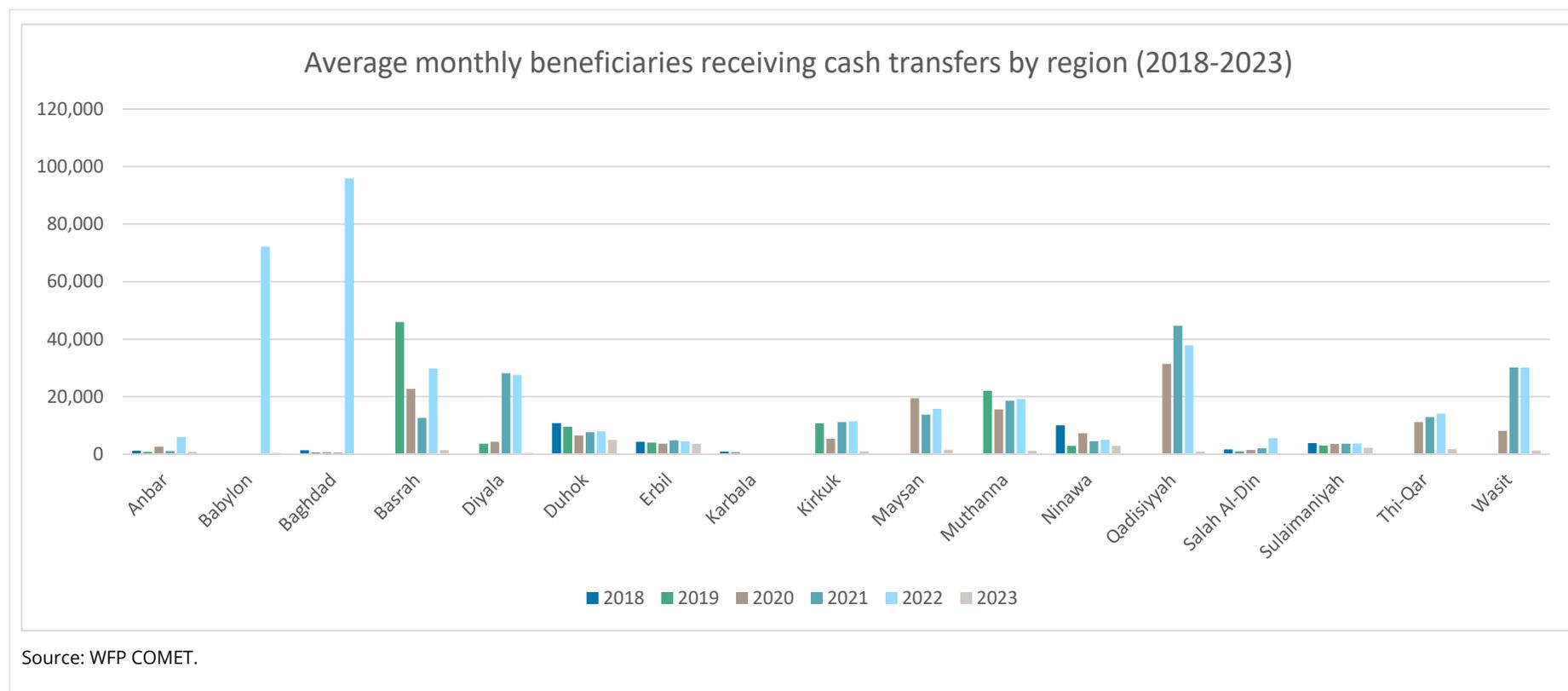
<sup>4</sup> This graph looks at all the years and reported indicators by category, then shows how many of those were achieved or not. We considered it a good way of showing overall achievement.

## GEOGRAPHICAL ANALYSIS OF NEEDS TARGETING

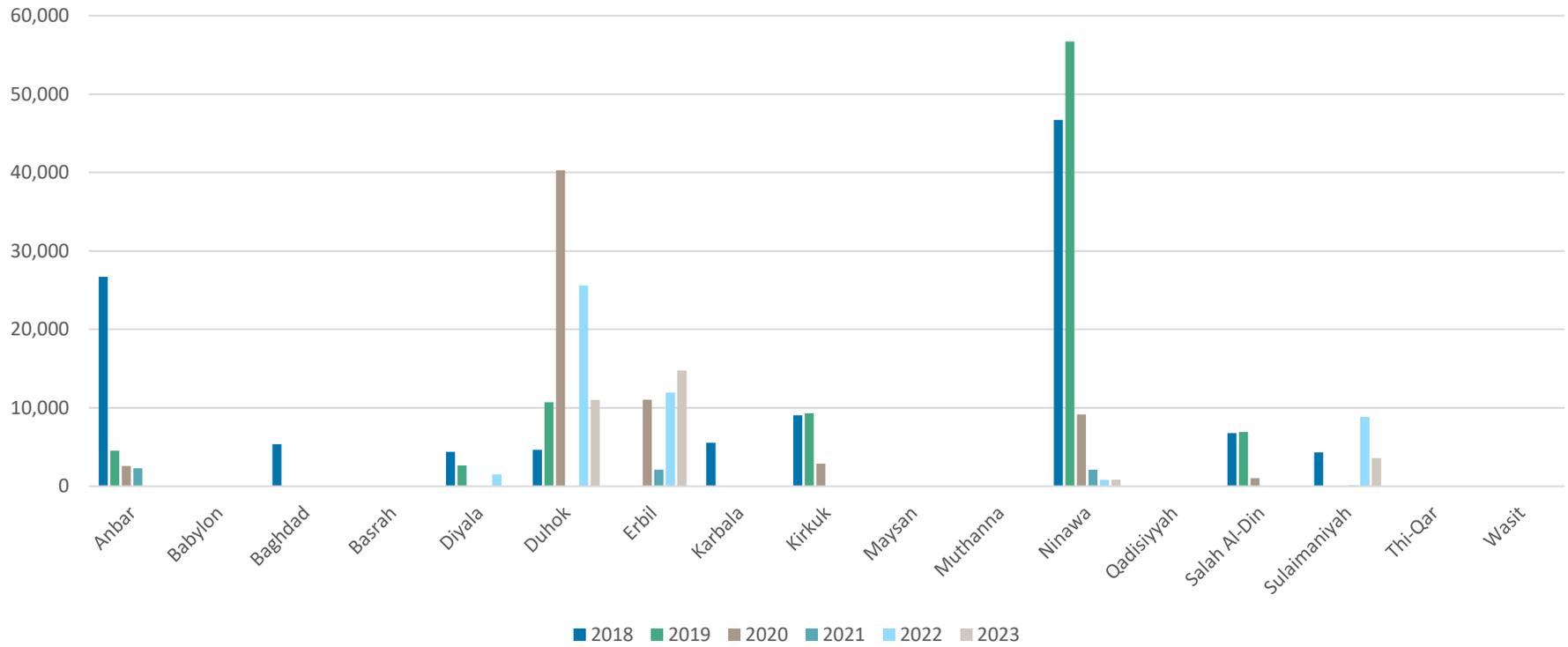
35. The figures below illustrate the governorates where beneficiaries were located by T-ICSP and CSP activities, as well as comparisons between WFP targeting and International Organization for Migration (IOM) internally displaced persons (IDPs) Master Lists and WFP Hunger Map data.

36. The graphs were all developed by averaging monthly beneficiary data, aiming at presenting a measure for intervention intensity for each region, by modality and activity.

**Figure 25 – Number of beneficiaries reached per location per transfer modality, average annual value**

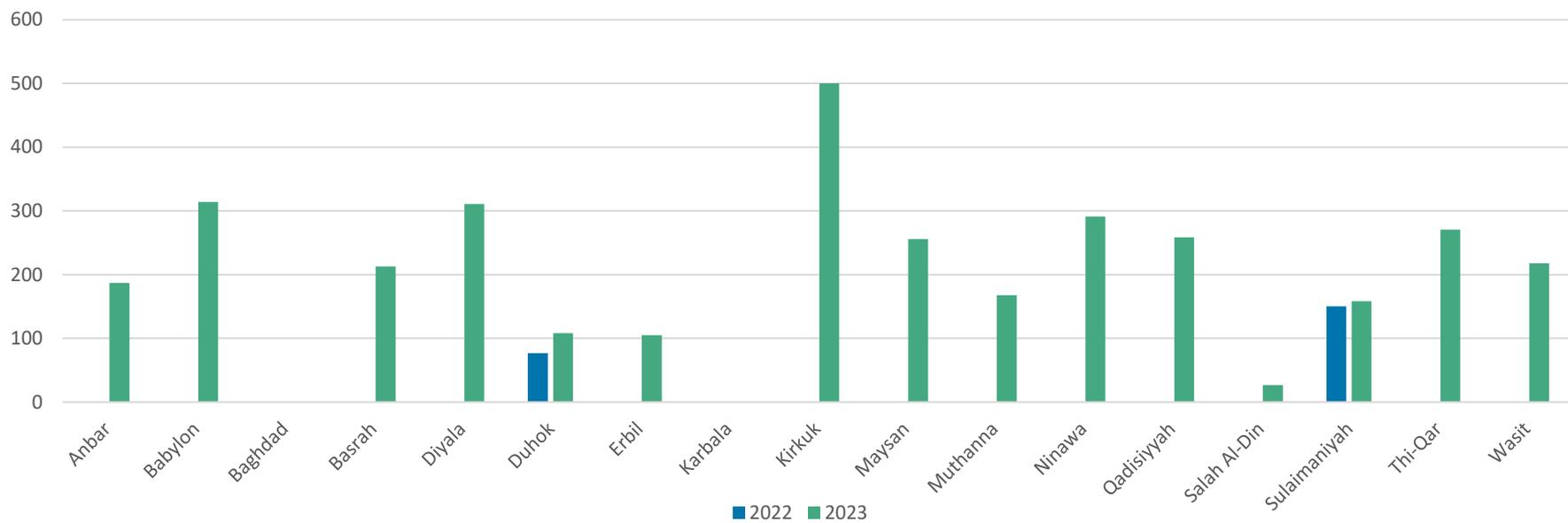


Average monthly beneficiaries receiving food transfers by region (2018-2023)



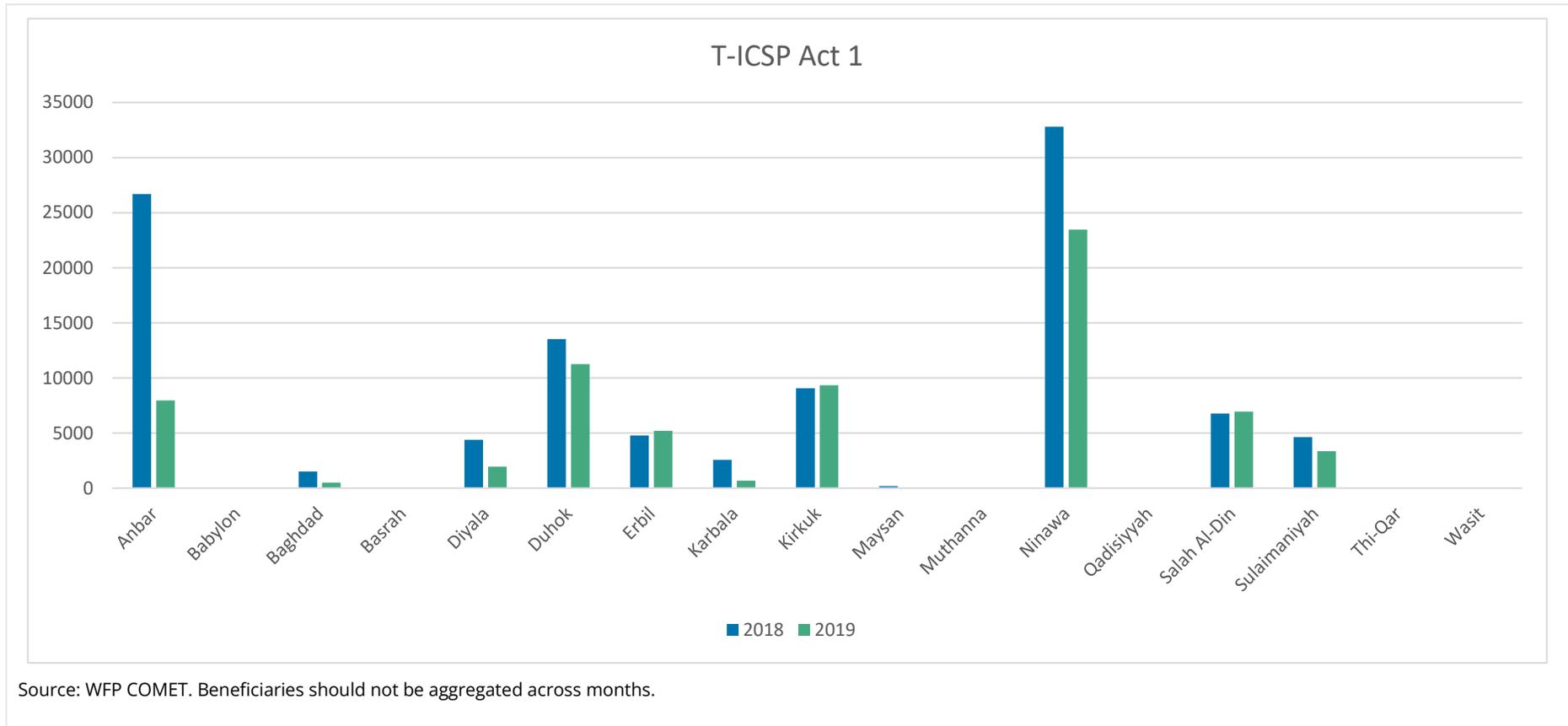
Source: WFP COMET.

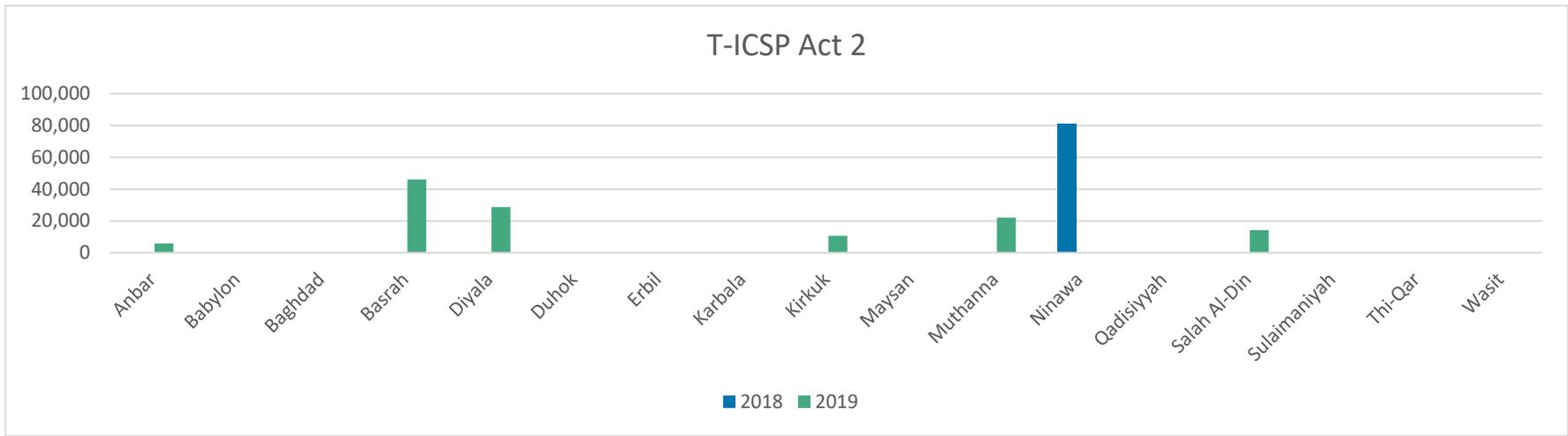
Average monthly beneficiaries participating in capacity strengthening by region (2022-2023)



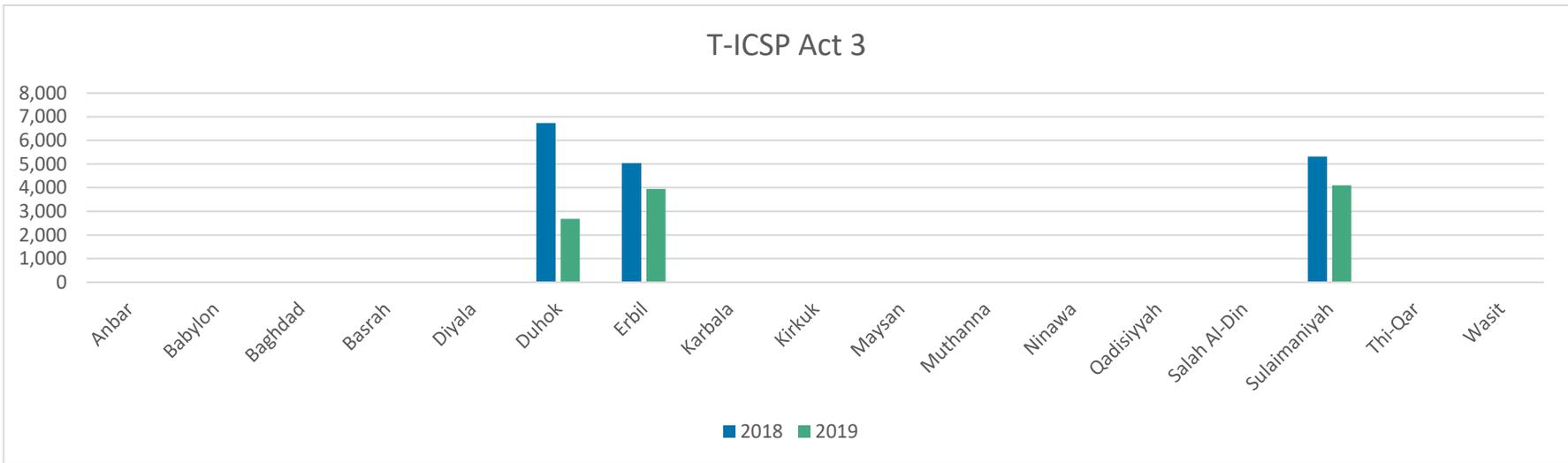
Source: WFP COMET . Note: Capacity strengthening is exclusively related to 2023; however, we observe a modest initiation in 2022 with the following data: Duhok: 77 beneficiaries, and Sulaimaniyah: 150 beneficiaries.

Figure 26 – Beneficiaries reached per location per activity (T-ICSP), average annual values

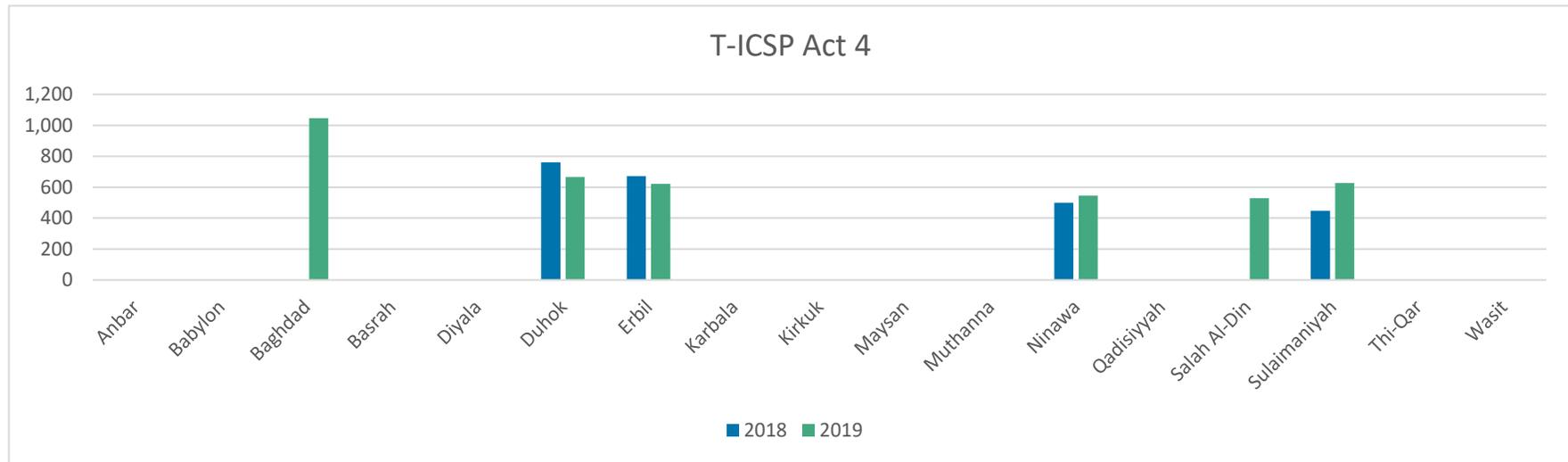




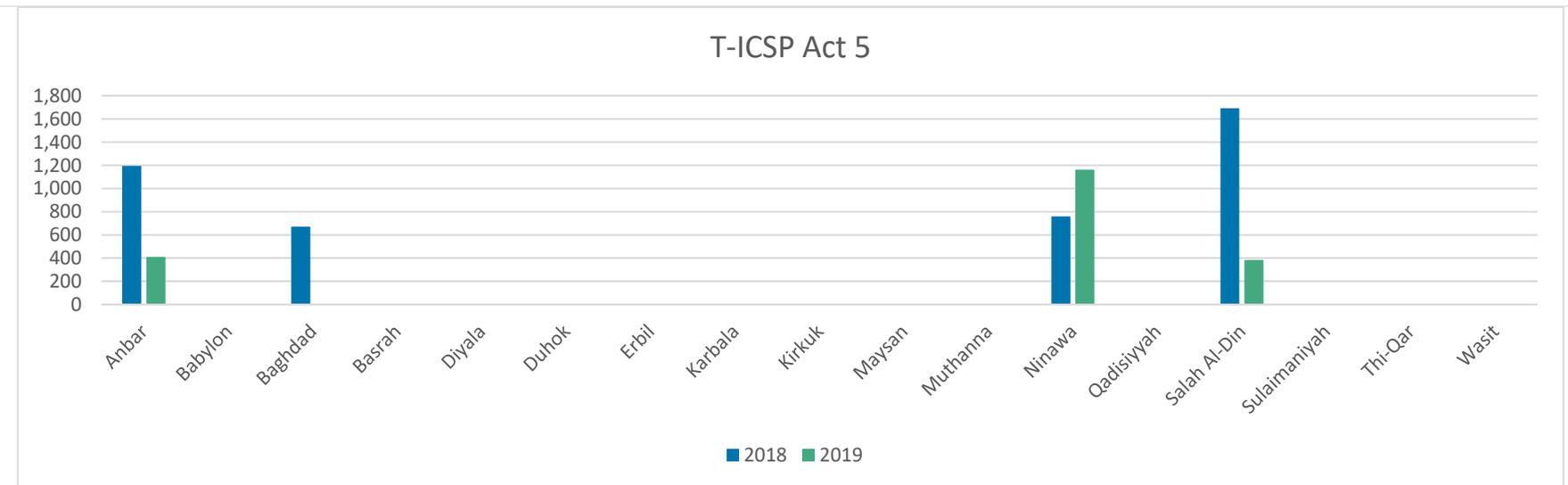
Source: WFP COMET. Beneficiaries should not be aggregated across months.



Source: WFP COMET. Beneficiaries should not be aggregated across months.

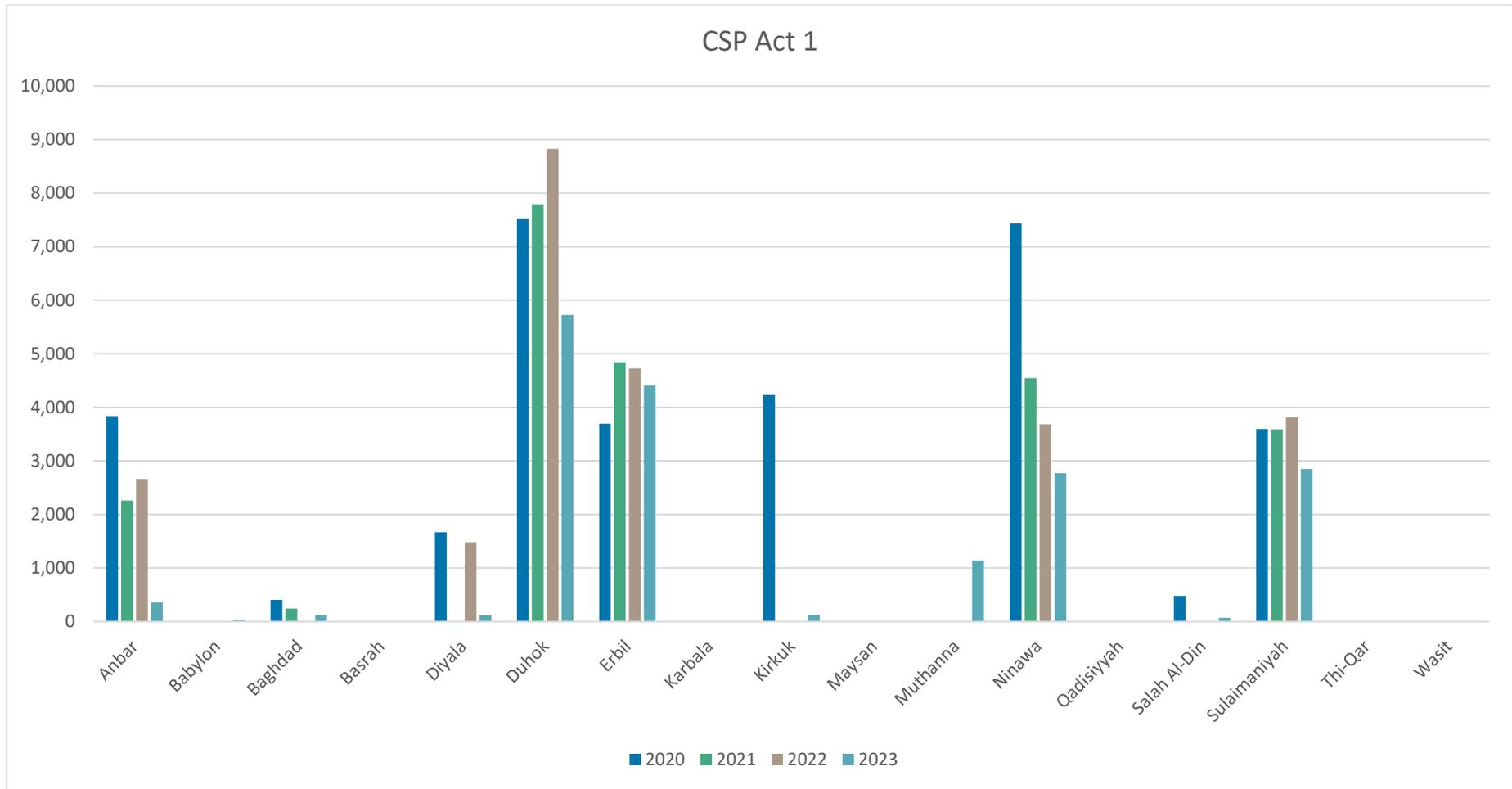


Source: WFP COMET. Beneficiaries should not be aggregated across months.

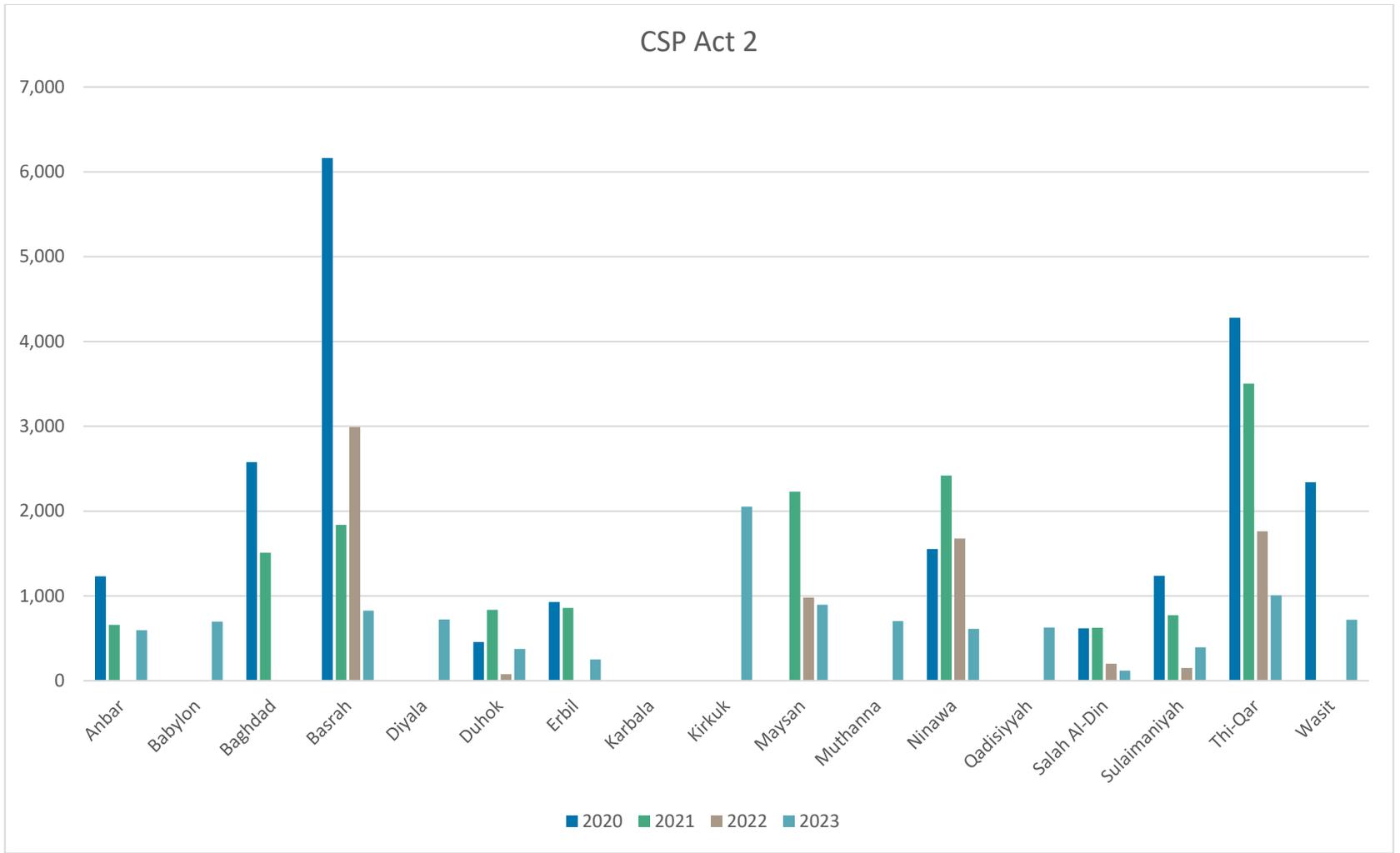


Source: WFP COMET. Beneficiaries should not be aggregated across months.

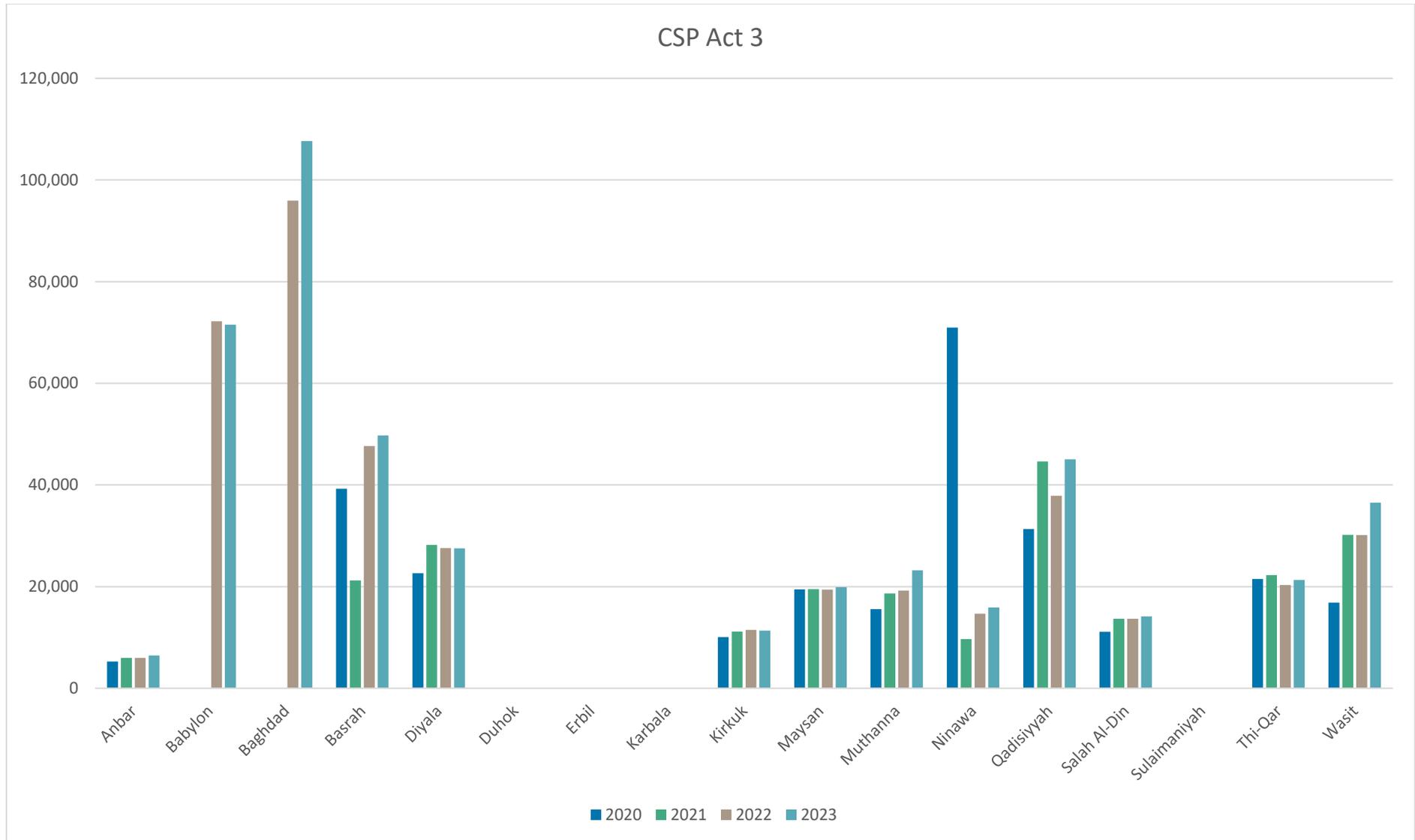
Figure 27 – Beneficiaries reached per location per activity (CSP), average annual values



Source: WFP COMET

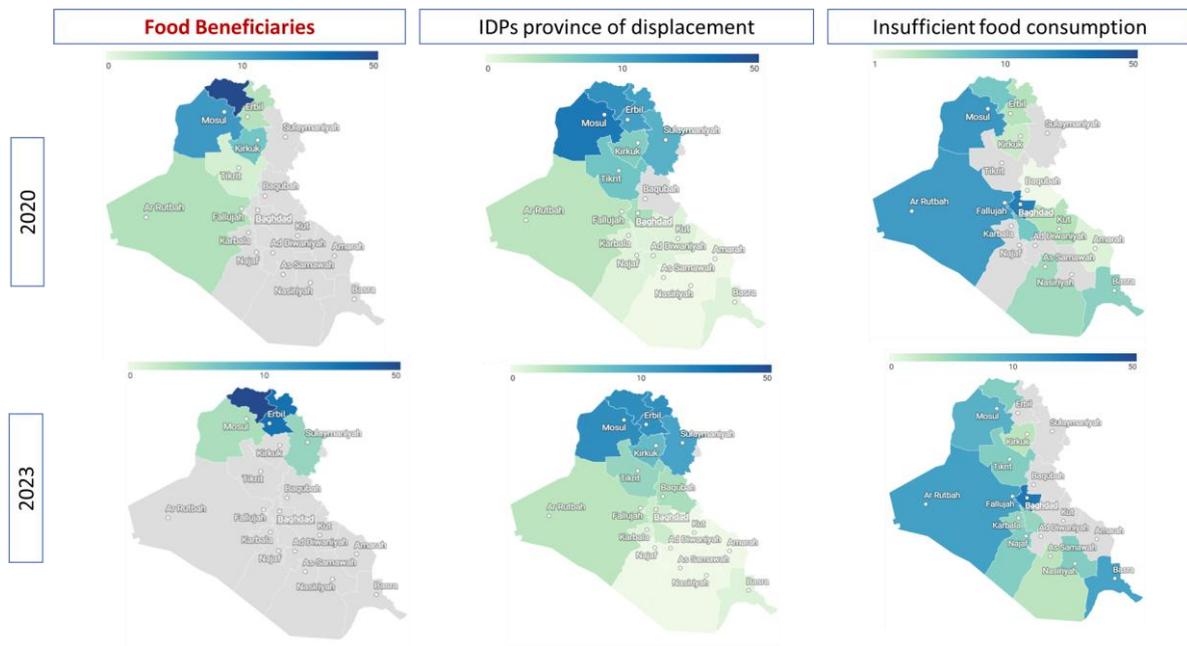


Source: WFP COMET.



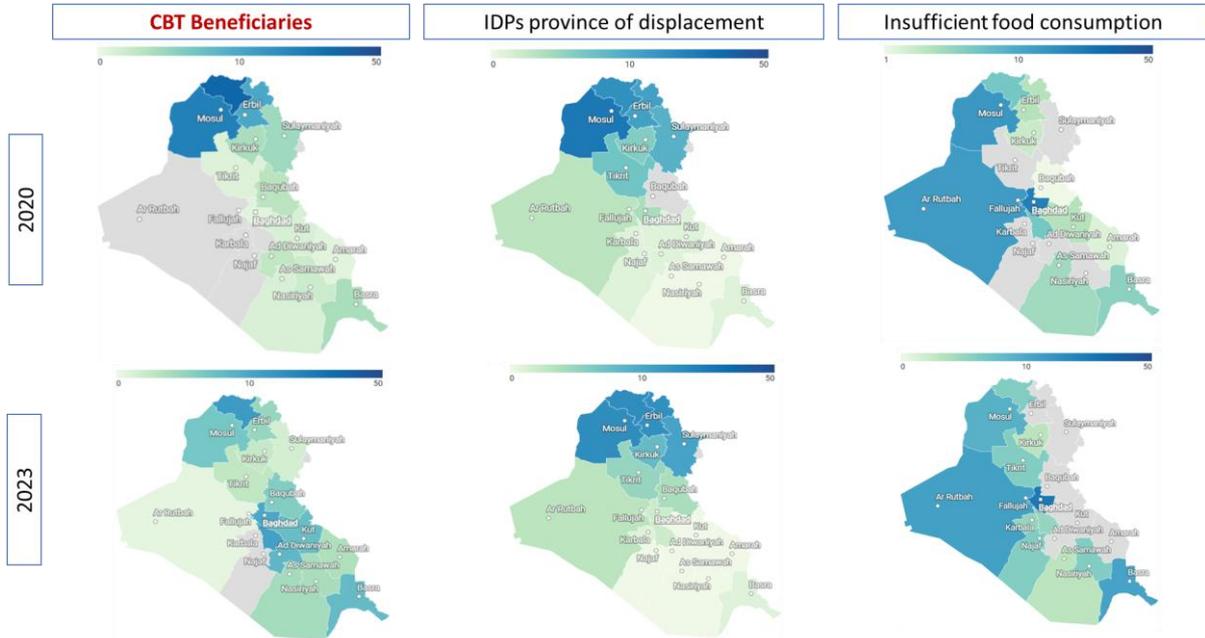
Source: WFP COMET.

**Figure 28 – Total food distributions per region as % of grand total against presence of Internally displaced persons (IDPs) and insufficient food consumption (2020 and 2023)**



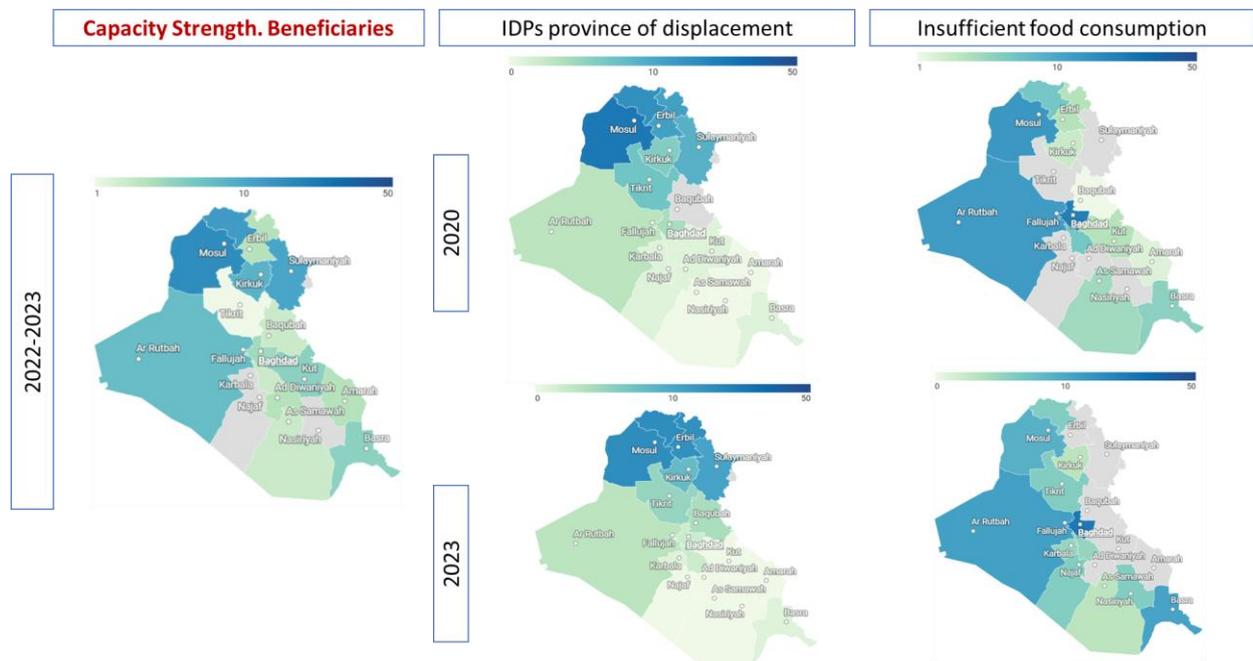
Source: WFP Hunger map data 2023, IOM IDPs Master Lists, CM-A003 Actuals Beneficiaries Detail.

**Figure 29 – Total cash distributions per region as % of grand total against presence of Internally displaced persons (IDPs) and insufficient food consumption (2020 and 2023)**



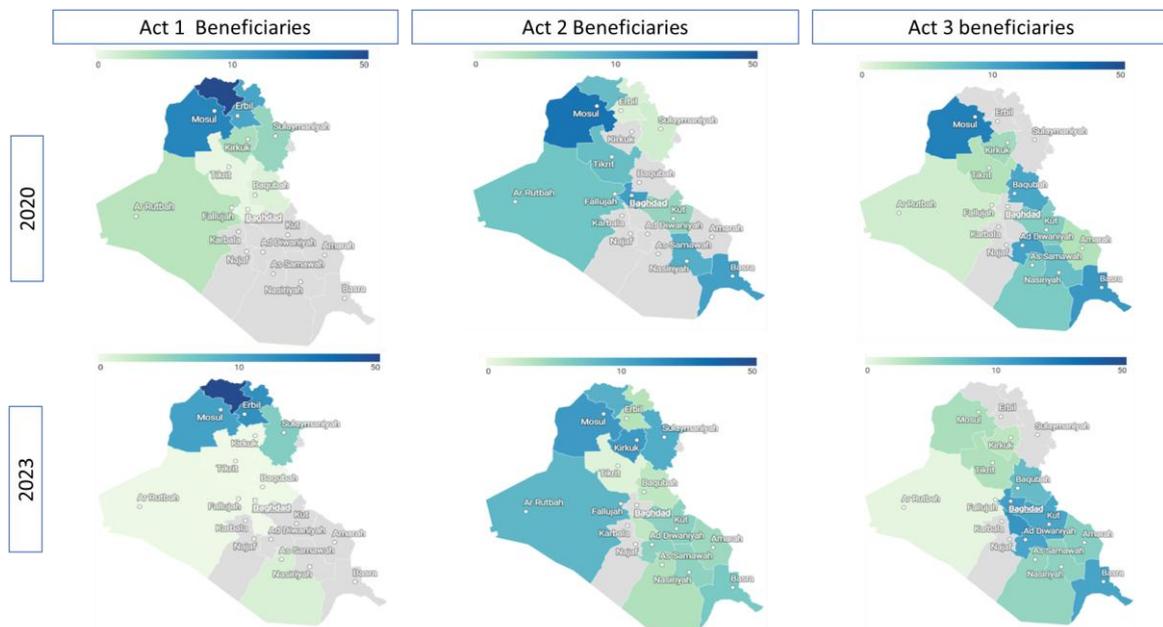
Source: WFP Hunger map data 2023, IOM IDPs Master Lists, CM-A003 Actuals Beneficiaries Detail.

**Figure 30 – Total capacity building participations per region as % of grand total against presence of Internally displaced persons (IDPs) and insufficient food consumption (2020 and 2023)**



Source: WFP Hunger map data 2023, IOM IDPs Master Lists, CM-A003 Actuals Beneficiaries Detail.

**Figure 31 – Location of distributions under CSP Activity 1, 2 and 3 as % of grand total (2020 and 2023)**

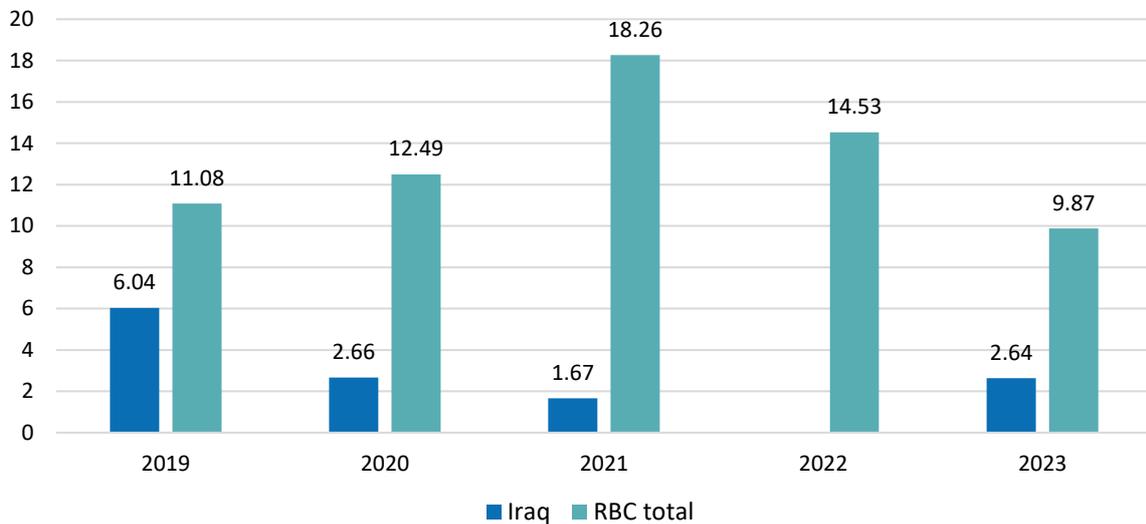


Source: CM-A003\_Actual\_-\_Beneficiaries\_-\_Detailed\_(monthly).

## TIMELINESS OF WFP ACTIVITIES

37. Below are figures representing timeliness of WFP activities in Iraq, as compared to WFP interventions in other regional bureaux in Cairo (RBC).

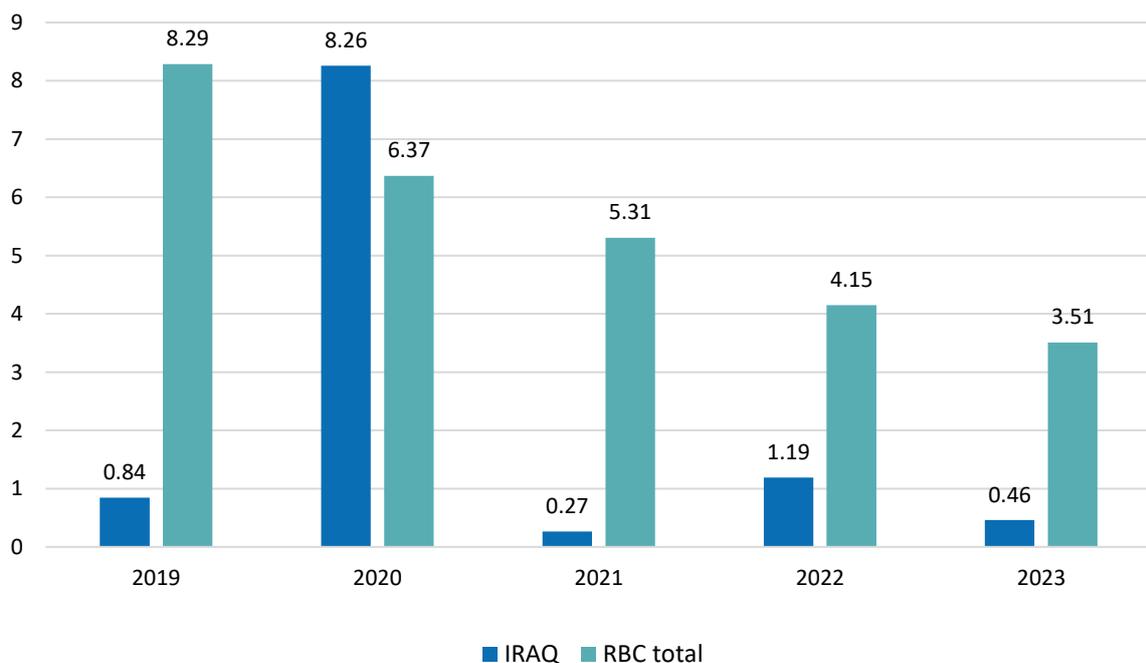
**Figure 32 – Number of days between STO\* planned dispatch and actual uplift date (2019–2023)**



Source: Supply Chain Unit, Indicator RL 3.4

\* Stock Transport Order (STO): system-generated instructions to the transporter (as well as the storekeeper) that provide detailed transport information about what commodity is to be loaded, when (STO validity start date and end date), and its destination.

**Figure 33 – Lead time for delivery to Cooperating Partners (2019–2023)**

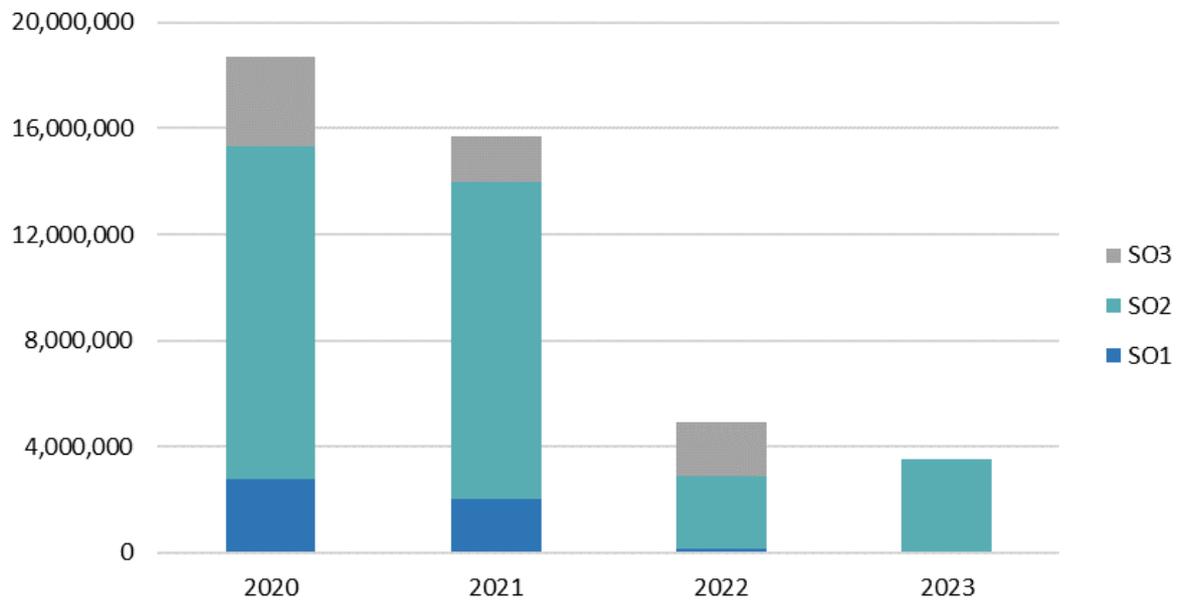


Source: Supply Chain Unit, Indicator RL 3.5

## FUNDING TO COOPERATING PARTNERS

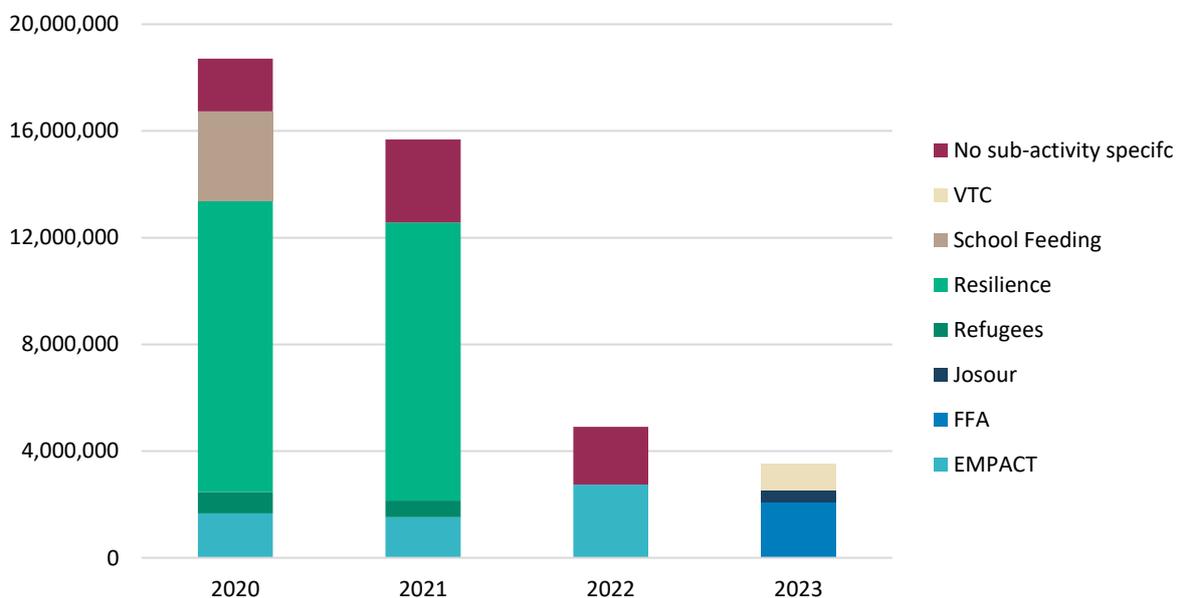
38. The figures below underline the volume of funding transferred to Cooperating Partners by WFP from 2019 to 2023.

**Figure 34 –WFP funding channelled to Cooperating Partners per year in USD (2019–2023)**



Source: WFP data Cooperating Partners Monthly Payment 2023

**Figure 35 – WFP funding channelled to Cooperating Partners per programme in USD (2019–2023)**

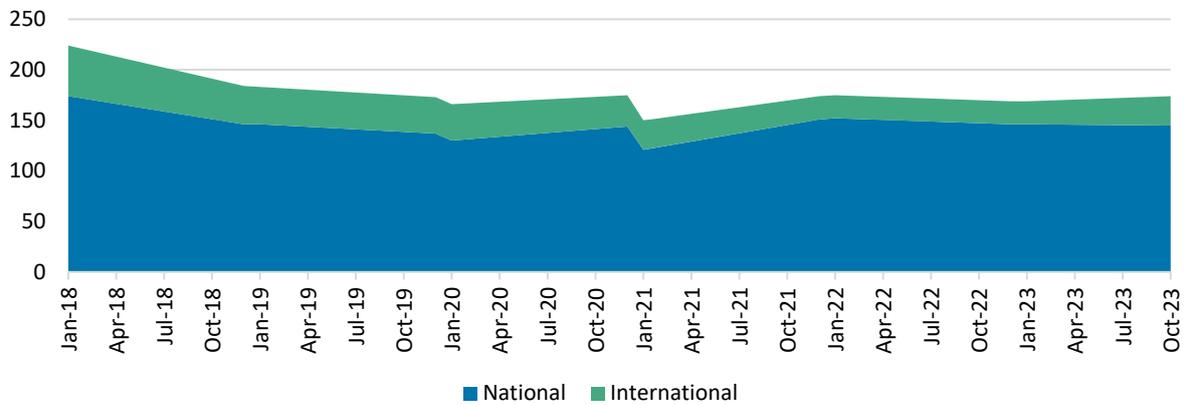


Source: WFP data Cooperating Partners Monthly Payment 2023

## WFP IRAQ COUNTRY OFFICE STAFF

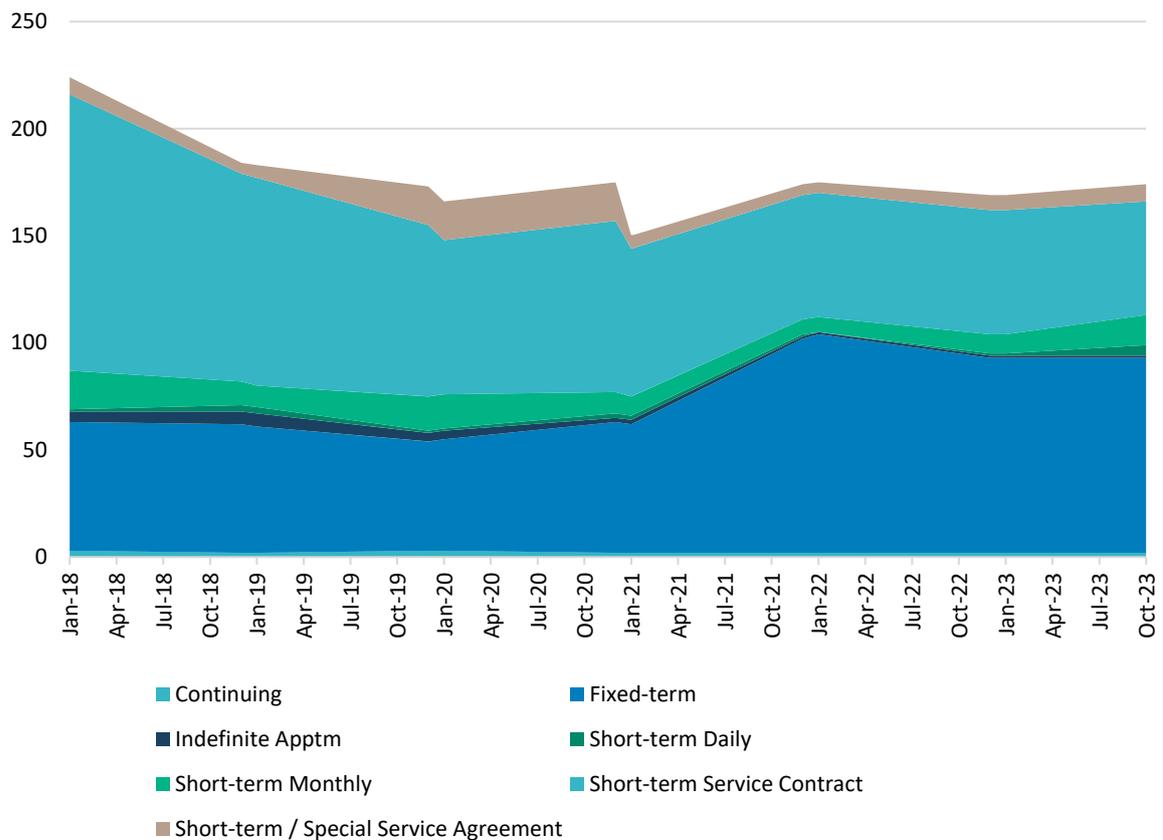
39. The figures below show the evaluation of the number of WFP staff from 2018 to October 2023, disaggregated by several categories.

**Figure 36 – WFP Iraq Country Office staff evolution per nationality (2018–2023)**



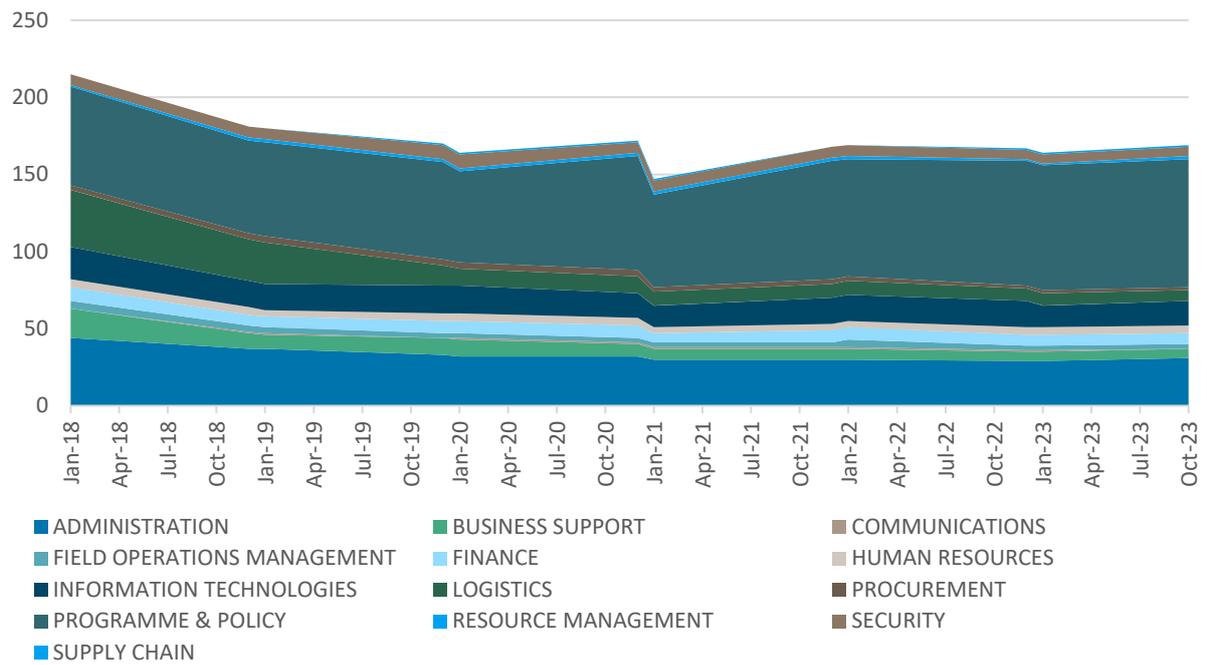
Source: WFP data SDR 2018–2023

**Figure 37 – WFP Iraq Country Office staff evolution per type of contract (2018–2023)**



Source: WFP data SDR 2018–2023

**Figure 38 – WFP Iraq Country Office staff evolution per administrative department (2018–2023)**



Source: WFP data SDR 2018–2023

## FINANCIAL COVERAGE OF WFP INTERVENTION

Table 8 – Financial coverage to T-ICSP and CSP activities

Strategic Plan	Activity	Current Implementation Plan	Allocated resources	Expenditure	Coverage rate	Disbursement rate
T-ICSP	Act 1	28,034,779	5,531,690	5,531,690	20%	100%
	Act 2	128,683,526	107,642,871	107,642,871	84%	100%
	Act 3	5,498,316	5,440,492	5,440,492	99%	100%
	Act 4	23,371,950	20,764,648	20,764,648	89%	100%
	Act 5	38,246,801	23,575,806	23,575,806	62%	100%
	Act 6	0	0	0		
	Act 7	3,049,723	2,357,877	2,357,877	77%	100%
	Act 8	1,349,107	1,255,919	1,255,919	93%	100%
	Act 9	438,263	449,845	449,845	103%	100%
	Act 10	857,144	68,823	68,823	8%	100%
	N/A	33,141,665	22,364,488	13,816,710	67%	62%
	<b>Total T-ICSP</b>	<b>262,671,274</b>	<b>189,452,459</b>	<b>180,904,681</b>	<b>72%</b>	<b>95%</b>
CSP	Act 1	180,449,288	152,234,117	141,836,199	84%	93%
	Act 2	98,388,172	74,252,215	62,768,589	75%	85%
	Act 3	56,621,903	35,524,065	29,932,174	63%	84%
	Act 4	17,564,780	14,501,322	10,198,318	83%	70%
	N/A	56,830,434	44,795,591	22,591,267	79%	50%
	<b>Total CSP</b>	<b>409,854,578</b>	<b>321,307,310</b>	<b>267,326,546</b>	<b>78%</b>	<b>83%</b>

Source: WFP Resource Management Analytics Platform. Note: Coverage rate = Current IP/Allocated resources. Disbursement rate = Expenditures/Allocated resources. Note: Totals do not include unprogrammed resources allocated to the entire I/CSP cycle

Table 9 – Yearly financial coverage and disbursement rates to T-ICSP and CSP

Strategic Plan	Year	Current Implementation Plan	Allocated resources	Expenditure	Coverage rate	Expenditure as % of allocated resources	Median disbursement rate all WFP country offices (2018–2022)
T-ICSP	2017	0	37,500	37,500		100%	
	2018	147,387,351	154,843,113	106,862,134	105%	69%	73%
	2019	115,283,923	54,019,721	73,872,646	47%	137%	89%
	2020	0	-19,447,875	132,402			
	<b>Total T-ICSP</b>	<b>262,671,274</b>	<b>189,452,459</b>	<b>180,904,681</b>	<b>72%</b>	<b>95%</b>	
CSP	2020	130,729,336	141,828,994	78,273,762	108%	55%	81%
	2021	102,350,215	61,119,739	74,481,846	60%	122%	92%
	2022	87,043,307	89,528,992	68,100,988	103%	76%	
	2023	89,731,720	28,829,585	46,469,951	32%	161%	
	<b>Total CSP</b>	<b>409,854,578</b>	<b>321,307,310</b>	<b>267,326,546</b>	<b>78%</b>	<b>83%</b>	

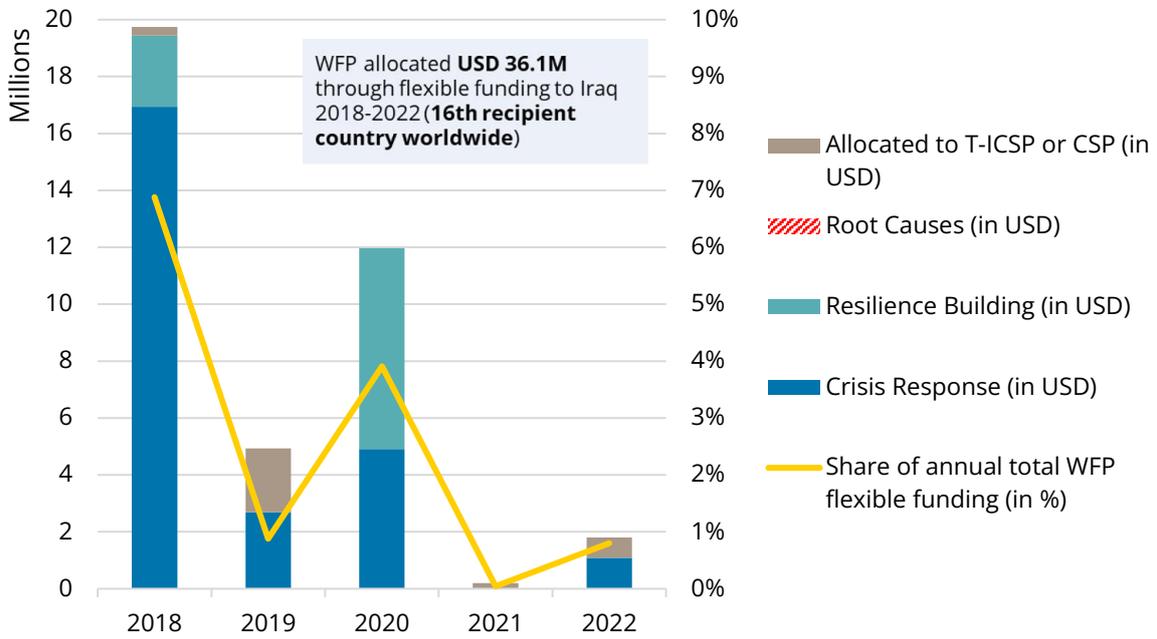
Source: WFP Resource Management Analytics Platform.

Note: Totals do not include unprogrammed resources allocated to the entire I/CSP cycle

## FUNDING OVERVIEW

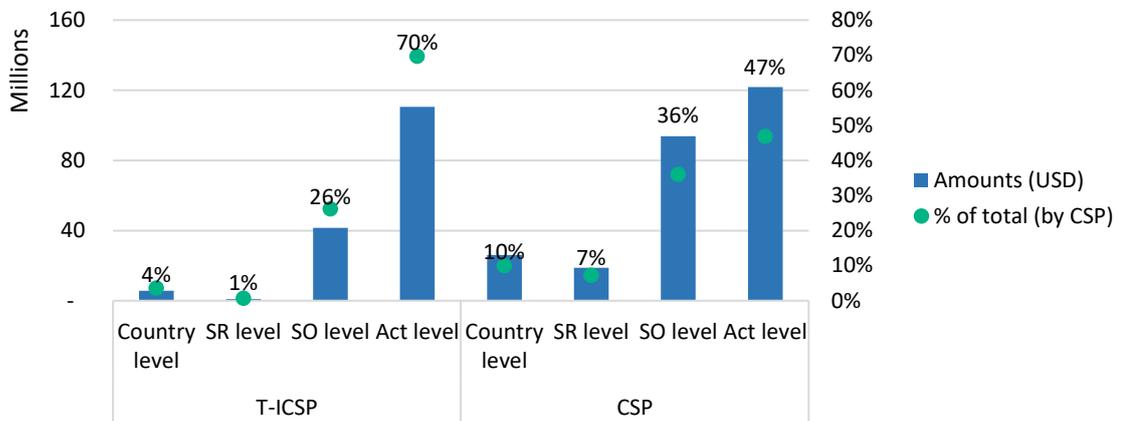
40. The figures below present the share of various types of funding allocated to WFP for Iraq across the years 2018 to 2022, including flexible, earmarked and multi-year funding.

**Figure 39 – Flexible funding allocated by WFP to Iraq 2018–2022 (in USD)**



Source: WFP FACTory

**Figure 40 – Earmarked funding to WFP interventions per level (in USD)**



Source: WFP FACTory

**Table 10 – Summary of earmarked funding to WFP interventions per level (in USD)**

Earmarking level		Amount (USD)	% of total 2018-2023
<b>(T-I) CSP</b>		<b>31,707,312</b>	<b>8%</b>
	Strategic Result	19,829,000	<b>5%</b>
	Strategic Outcome	135,280,239	<b>32%</b>
	Act	232,006,769	<b>55%</b>
<b>Total</b>		<b>418,823,321</b>	

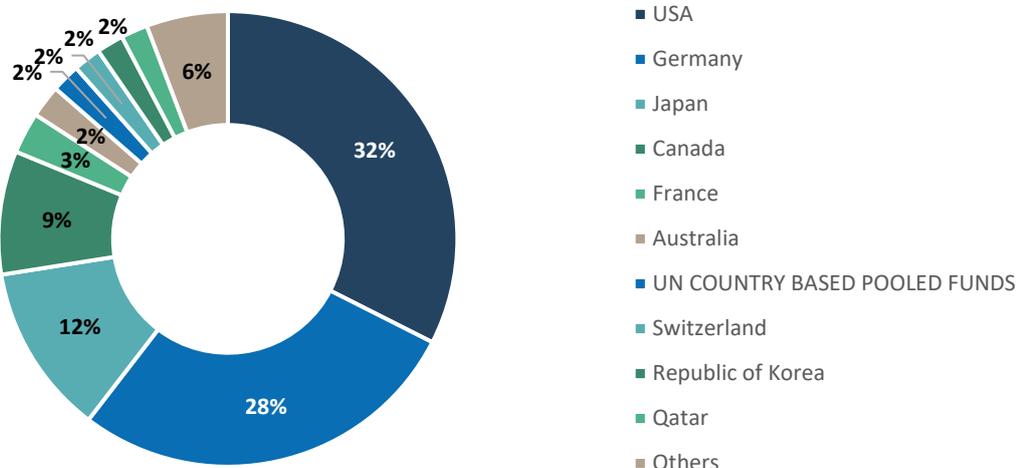
**Table 11 – Detailed earmarked funding to WFP interventions per level (in USD)**

Earmarking level		Amount (USD)	% of total T-ICSP/CSP	% of total 2018-2023
<b>T-ICSP</b>		<b>5,693,905</b>	<b>4%</b>	<b>1%</b>
	SR 1	988,906	1%	0%
	SO 01	19,985,656	13%	5%
	Act 1	74,129,557	47%	18%
	Act 2	37,500	0%	0%
	SO 02	401,559	0%	0%
	Act 3	5,849,996	4%	1%
	Act 4	21,320,984	13%	5%
	SO 03	20,563,804	13%	5%
	Act 5	5,188,567	3%	1%
	SO 05	515,740	0%	0%
	Act 7	2,621,304	2%	1%
	Act 8	1,438,154	1%	0%
	Act 9	-	0%	0%
<b>CSP</b>		<b>26,013,407</b>	<b>10%</b>	<b>6%</b>
	SR 1	13,735,018	5%	3%
	SO 01	25,718,220	10%	6%
	Act 1	112,535,255	43%	27%
	SR 2.4	5,006,964	2%	1%
	SO 02	59,735,391	23%	14%
	Act 2	580,166	0%	0%
	SR 17.9	98,112	0%	0%
	SO 03	8,359,868	3%	2%
	Act 3	297,688	0%	0%
	Act 4	8,007,598	3%	2%
<b>Total T-ICSP</b>		<b>158,735,633</b>		
<b>Total CSP</b>		<b>260,538,609</b>		
<b>Total</b>		<b>419,274,242</b>		

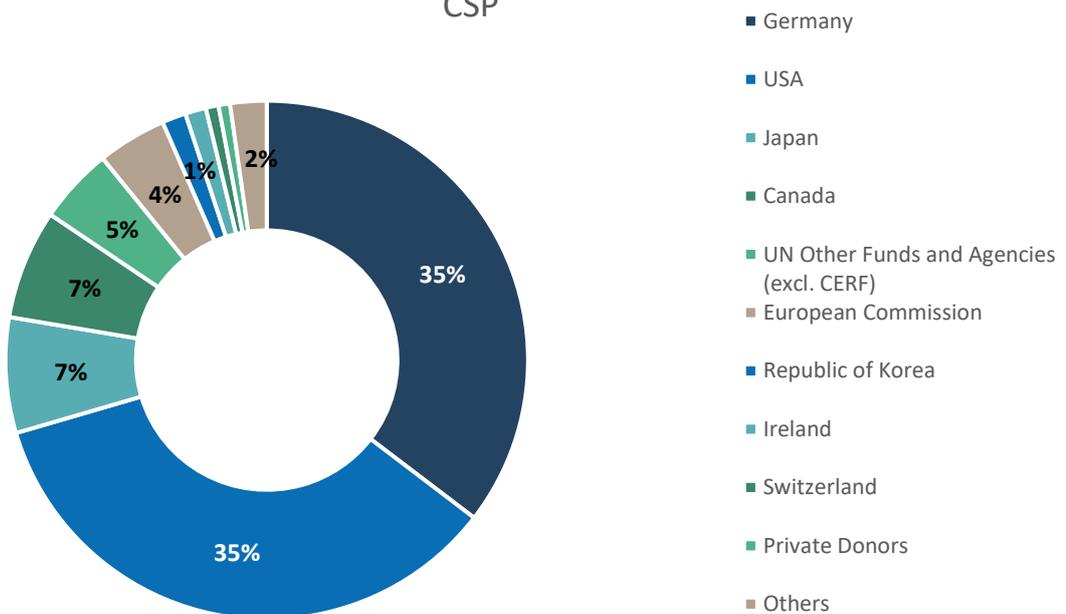
Source: WFP FACTory

Figure 41 – Earmarked funding to WFP interventions per donor (percent)

T-ICSP

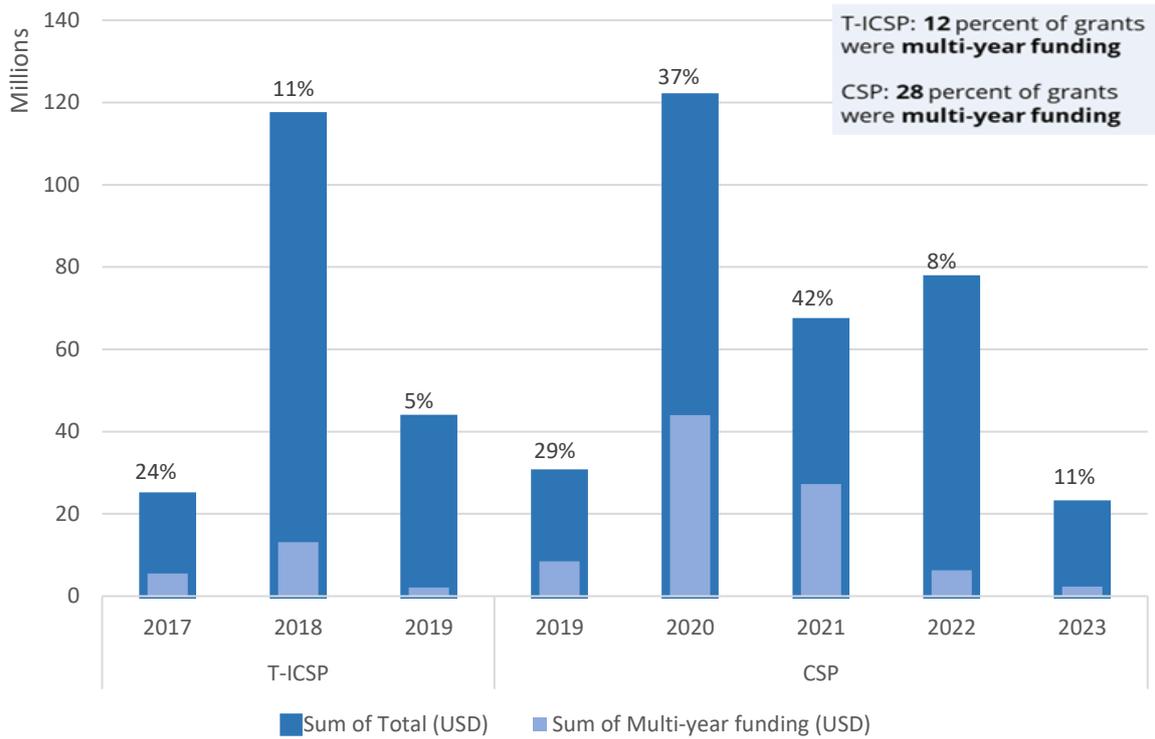


CSP



Source: WFP FACTory

**Figure 42 – Multi-year funding as a % of total funding for T-ICSP and CSP by year of first allocation (2017–2023)**



Source: WFP Resource Management Analytics Platform.<sup>5</sup>

41. The following figure illustrates the total donor contributions as a share of expenditures, programmed budget and current Needs-Based Plan.

<sup>5</sup> The dataset defines multi-year funding as: “Contributions whose validity covers more than 12 months but the programming, implementation, and expenditures of these funds should happen in the future year specified by the donor.” Note: this excludes contributions whose validity covers more than 12 months, but for which the donor has not requested to block the funds’ use by year. Instead, the funds can be used an any point in time within grant validity.

# Annex 10: Summary of partnerships

Table 12 – Summary of partnerships

	Unconditional Food Assistance	Livelihoods and Climate Adaptation	Institutional Capacity Strengthening	Public Distribution System (PDS) Modernization and safety nets
Government	<p>Collaboration with Ministry of Migration and Displacement to hand over response activities.</p> <p>Coordination with the Joint Coordination and Monitoring Centre and the Joint Crisis Coordination Centre on prioritization.</p>	<p>Collaboration with the Ministries of Agriculture and Water Resources.</p> <p>Implementation in partnership with Directorates of Agriculture and Water Resources.</p> <p>Collaboration between the Iraqi Government and WFP on climate change, including COP 28 (2023); Baghdad Climate and Water Conference consequences and sustainable development.</p> <p>Vocational Training (VT) delivered through Ministry of Labour and Social Affairs centres.</p>	<p>School Feeding Programme delivered with the Ministry and Directorates of Education</p> <p>Nutrition Research Institute (NRI) in the Ministry of Health helped to decide the nutrition value of the school feeding basket.</p> <p>Collaboration with the Ministry of Water Resources and Ministry of Agriculture on land use studies.</p> <p>Partnership with Iraq's Central Statistics Organization (CSO) and the Kurdistan Region of Iraq (KRI) CSO on food security monitoring.</p>	<p>Iraq's Ministry of Trade brought technical expertise and support to modernize the PDS.</p> <p>Ministry of Interior worked on a framework, linking the PDS digital identity to the unified national ID.</p> <p>Ministry of Labour and Social Affairs worked on Social Safety Net reform and graduation pathways.</p>
Academia		<p>Josour (and the former EMPACT programme) delivered through universities.</p> <p>Collaboration with universities to develop and pilot innovative agricultural systems, including</p>		<p>American University in Baghdad (AUIB) supported research on social protection systems.</p>

	<b>Unconditional Food Assistance</b>	<b>Livelihoods and Climate Adaptation</b>	<b>Institutional Capacity Strengthening</b>	<b>Public Distribution System (PDS) Modernization and safety nets</b>
		hydroponics and aquaculture.  Collaboration with universities on mangrove restoration and reforestation.		
<b>Private sector</b>	Collaboration with Mobile Money Transfer agencies from 2022 onwards	VT and Josour programmes seek to link youth to private sector job opportunities through job fairs and internships.  Collaboration with PepsiCo Foundation allowed WFP to deliver capacity building for farmers in Ninawa.	Iraqi private contractors deliver school feeding meals	Private sector entities designed and developed the Tamwini app.  Financial service provider ZainCash integrated financial solutions to the Tamwini app.
<b>International agencies</b>	Close collaboration with United Nations High Commissioner for Refugees (UNHCR) and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) on targeting and protection  United Nations Humanitarian Response Depot (UNHRD) supported emergency supplies, especially during COVID-19.  Partnership with the World Bank to maintain WFP's Hunger Monitoring System during COVID-19.	Collaboration with Food and Agriculture Organization of the United Nations (FAO) and UN Women to strengthen women's engagement in the design and implementation of livelihoods and resilience activities.  Agribusiness development in joint project with International Fund for Agricultural Development (IFAD).	Education Management Information System (EMIS) by UNICEF and UNESCO for Ministry of Education in Iraq.  Joint chairing UNSDCF Sector Working Group 4 on Climate Change with United Nations Development Programme (UNDP) and FAO	Collaboration with UNICEF and International Labour Organization (ILO) to reform Iraq's Social Safety Net.  Collaboration with World Bank to bring together Ministry of Labour and Social Affairs and Ministry of Transport on social safety nets reform.

	Unconditional Food Assistance	Livelihoods and Climate Adaptation	Institutional Capacity Strengthening	Public Distribution System (PDS) Modernization and safety nets
(Inter)national and local non-governmental organizations (NGOs)	Transition from NGO-led implementation to direct implementation from 2022 onwards	Transition from NGO-led implementation to direct implementation through directorates from 2022 onwards	<p>Launched a Girls Education project in Basra with UNICEF, Mercy Hands and local partners.</p> <p>NGOs supported technical capacity building, organizational development and eased the communication between CSOs and authorities on development issues.</p>	

# Annex 11: Findings–conclusions–recommendations mapping

Conclusions	Findings
<b>Conclusion 1.</b> WFP Iraq successfully navigated the transition	<b>Findings:</b> 1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 14, 17, 19
<b>Conclusion 2.</b> Extent and quality of WFP’s contribution	<b>Findings:</b> 6, 7, 8, 9, 10, 11, 12, 13, 15
<b>Conclusion 3.</b> Country Strategic Plan (CSP) design	<b>Findings:</b> 1, 2, 3, 4, 6, 7, 8, 10, 11, 12, 13, 14, 17, 18
<b>Conclusion 4.</b> Promoting change across the humanitarian-development nexus	<b>Findings:</b> 13, 3, 5, 8, 9, 15
<b>Conclusion 5.</b> Sustainability	<b>Findings:</b> 12, 5, 7, 8, 9, 14, 16, 17, 20
<b>Conclusion 6.</b> Handling over capacities to government stakeholders	<b>Findings:</b> 2, 4, 5, 12, 7, 8, 9, 16, 18, 19
<b>Conclusion 7.</b> Structures, systems, capacities	<b>Findings:</b> 1, 4, 5, 16, 17, 18, 19, 20, 9
<b>Conclusion 8.</b> Cross-cutting aims	<b>Findings:</b> 11, 6, 7, 8, 9, 15

Recommendation	Conclusions
<b>Recommendation 1:</b> Focus WFP’s efforts on supporting Iraq’s capacity for climate resilience, emergency preparedness and response and social safety nets, with clear milestones in WFP’s transition and exit strategy as Iraq progresses towards upper-middle-income and post-crisis status. Advocate the maintenance of specialist international support for particularly vulnerable people during the transition.	<b>Conclusions:</b> 1, 2, 3, 4, 7
<b>Recommendation 2:</b> Focus country capacity strengthening on strategic approaches for integrating cash-based transfer, resilience, social protection and emergency preparedness initiatives into government systems. Develop a model that can be scaled up in response to a future crisis and that is tailored to Iraq’s transition to upper-middle-income status.	<b>Conclusions:</b> 1, 2, 3, 4, 5, 7, 8
<b>Recommendation 3:</b> Resize and reconceptualize WFP’s operations in Iraq to reflect a constrained funding environment and a development-focused future, and develop contingency plans for cases when funding falls below a minimum viable level.	<b>Conclusions:</b> 1, 5, 6, 7
<b>Recommendation 4:</b> Diversify funding and ensure multi-year funding for sustainable change.	<b>Conclusions:</b> 3, 5, 7
<b>Recommendation 5:</b> Leverage partnerships to ensure the coherent rollout of development interventions over the long term, and to obtain access to specialist expertise.	<b>Conclusions:</b> 4, 5, 6, 7
<b>Recommendation 6:</b> Ensure that women’s empowerment and disability considerations are included where relevant, particularly for emergency preparedness and social protection interventions.	<b>Conclusions:</b> 2, 3, 8

Findings	Conclusions
<p><b>Finding 1.</b> WFP's assistance and areas of intervention are a direct response to the priority needs of vulnerable people in Iraq. Appropriate assessments, contextual and climate data were used to inform the design of the T-I/CSP and its focus on emergency needs of displaced, refugee and returnee populations as well as on community resilience and government capacity to address long-term climate and food security risks. (EQ1.1)</p>	1, 3, 7
<p><b>Finding 2.</b> WFP's approach is well aligned with national priorities under the National Development Plan and Kurdistan Region of Iraq's Vision 2030, in particular the focus on transitioning Iraq to a post recovery stage and building effective state institutions to reduce unemployment, restore productive sectors and establish social safety nets. WFP's support aligns closely with Sustainable Development Goals (SDGs) 2 and 17, though support for livelihoods and climate resilience also contributes to SDGs on decent work (SDG 8) and climate action (SDG 13). (EQ1.2)</p>	1, 3, 6
<p><b>Finding 3.</b> WFP's approach is coherent and aligned with United Nations country team priorities around disaster risk management, resilience and capacity building. WFP has leveraged its comparative advantage in emergency response, food security and digitalization, as well as its presence at the community level, to build strategic partnerships with a broad range of United Nations agencies. However, there is potential to strengthen partnerships with Rome Based Agencies. WFP's work in rural development and job skills supported sustainable returns and the COVID-19 response, but other actors in Iraq have a stronger comparative advantage in these areas under a development focused future. (EQ1.3)</p>	1, 3, 4
<p><b>Finding 4.</b> Despite the lack of an overarching Theory of Change (TOC), WFP's Country Strategic Plan (CSP) interventions are based on a coherent, strategic logic that draws on WFP's comparative advantage, especially for climate change and resilience and social safety nets. WFP's strategic approach provides a logical pathway for its intended transition from implementer to enabler. However, the strategy of handing over capacity to government was not always based on a realistic design. The broad scope of the CSP's outcomes provided important flexibility, but made it harder to articulate planned, longer-term impact. (EQ1.4)</p>	3, 6, 7
<p><b>Finding 5.</b> The T-I/CSP remained relevant to changes in the Iraqi context, providing a guiding framework to adapt WFP's approach from implementer to enabler, and from crisis response to resilience and country capacity strengthening (CCS), while also providing flexibility to respond to major shocks. WFP adapted its programming in response to COVID-19, civil unrest and the return of Iraqis from Syria, adjusting transfer values, adding new urban livelihoods approaches and providing take-home rations and ready-to-eat meals. CCS plans were responsive to changing government priorities, but did not always adapt to governance instability, which undermined sustainable handover of platforms. (EQ1.5)</p>	1, 4, 5, 6, 7
<p><b>Finding 6.</b> Stakeholders credit WFP's unconditional food assistance with providing an important buffer against shocks for vulnerable internally displaced persons (IDPs) and refugees. However, reducing funding for emergency response, limited government capacity, and ongoing shocks such as COVID-19, meant that WFP's assistance fell short of the level needed to reduce IDPs' reliance on coping strategies, and had a mixed impact on food security outcomes for Syrian refugees. (EQ2.1)</p>	1, 2, 3, 8
<p><b>Finding 7.</b> WFP's livelihoods and climate adaptation interventions have supported IDP returns and social cohesion through support to the re-establishment of agricultural activities, income generation and skills development. These investments have improved food security and reduced</p>	1, 2, 3, 5, 6, 8

Findings	Conclusions
<p>emergency coping strategies, however, funding constraints meant that WFP was unable to reach its target, and the scale of activities remained small. The sustainability and quality of activities was impacted by a lack of consideration for market and value chain investment, prolonged employment support and a differentiated approach to skills development.</p>	
<p><b>Finding 8.</b> WFP's work to strengthen institutional capacities to target and assist food-insecure vulnerable people is most developed through the school feeding programme. Despite challenges and delays, including the need to reduce the number of school feeding days, the successful piloting and handover of the school feeding programme serves as a model for potential future capacity strengthening work. Other institutional capacity strengthening activities have failed to achieve the outputs and outcomes set in the CSP. Early warning and preparedness activities have not progressed due to a lack of funding, while planned Social and Behaviour Change Communication activities lost focus as the CSP progressed. (EQ2.1)</p>	1, 2, 3, 4, 5, 6, 8
<p><b>Finding 9.</b> The shift in strategic focus from development of digital assets to providing technical support to build a robust social protection system is positive. WFP is well-positioned to advise the government on the modernization of its Public Distribution System (PDS), in line with its policy on social protection. It offers a pathway to safeguard and foster people's ability to meet their food security, nutrition and associated essential needs, and to manage the risks and shocks they face. Challenges sourcing appropriate technical capacity, both within WFP and from the private sector, and an insufficient focus on ensuring that the government has the capacity to maintain systems, has impacted on the sustainability and effectiveness of WFP's approach to digitalization and social protection reform. (EQ2.1)</p>	1, 2, 4, 5, 6, 7
<p><b>Finding 10.</b> WFP contributed to effective coordination for humanitarian and development support in Iraq, drawing on its logistical and technical capacity. The handover of humanitarian coordination capacities to the government and development partners was not well managed, though this largely related to gaps in government and United Nations leadership that were beyond WFP's control. (EQ2.1)</p>	1, 2, 3
<p><b>Finding 11.</b> WFP made good progress on mainstreaming disability and gender across its programmes and systems, achieving gender parity in programming and introducing a number of interventions tailored to women and girls. However, progress in achieving the more ambitious women's empowerment agenda is mixed due to limited investment and challenges engaging with government stakeholders. WFP has established processes to manage protection risks, including prevention of sexual exploitation and abuse, but must urgently publicize its new feedback mechanism to fill a gap in accountability left by the closure of the joint Iraq Information Centre in 2022. WFP's effort to integrate nutrition into its programming lost momentum after the T-ICSP. Despite a slow start, WFP's policy, research and programming work on climate change has positioned it to play a leading role in environmental sustainability. WFP maintained appropriate adherence to humanitarian principles throughout the transition to development. (EQ2.2)</p>	1, 2, 3, 8
<p><b>Finding 12.</b> WFP pivoted towards more sustainable approaches over the CSP period, including working directly with government and academic institutions to build community assets and invest in job skills development. However, these investments remain too short term to ensure sustainability. Skills development investments are not tailored enough to individual beneficiary capacities, undermining sustainability. (EQ2.3)</p>	2, 3, 5, 6
<p><b>Finding 13.</b> WFP facilitated strategic links between humanitarian action and development cooperation by laying the framework for a transition from emergency to resilience, and drawing on WFP's core strengths in food security</p>	2, 3, 4

Findings	Conclusions
to support broader peace and stability objectives. WFP's resilience and capacity strengthening work, underpinned by conflict-sensitive approaches and effective inclusion of different groups, is contributing to sustainable returns and community-level social cohesion. From 2022 onwards, WFP has increasingly focused on the nexus between climate, conflict and food security. (EQ2.4)	
<b>Finding 14.</b> WFP delivered assistance in a timely manner and implemented appropriate mitigation measures to COVID-19, local conflict and access challenges. However, WFP was late in delivering outputs related to capacity strengthening and climate change, with substantial areas of work only beginning in 2022. (EQ3.1)	1, 3, 5
<b>Finding 15.</b> The depth and breadth of coverage was appropriate to reach the most vulnerable IDPs, returnees and host community members. WFP appropriately adapted its targeting in response to changing needs, declining funding, and an overall transition to development. Targeting beneficiaries with very different backgrounds and needs occasionally undermined results for resilience activities, especially in terms of skills development. (EQ3.2)	2, 4, 8
<b>Finding 16.</b> Overall, a positive evolution in the cost-efficiency of WFP Iraq's activities was observed. Efficiency improved as the CSP progressed, with large cost savings in cash-based transfers (CBT) due mainly to the switch from cooperating partners to direct implementation. On occasion, cost-efficiency was achieved at a cost to sustainability as many beneficiaries needed longer and deeper support to restart livelihoods. (EQ3.3)	5, 6, 7
<b>Finding 17.</b> WFP Iraq was able to raise sufficient resources to cover 78 percent of its CSP implementation plan and 72 percent of its T-ICSP plan, but available resources varied sharply year on year. Inflexible funding, comparatively less resources for resilience and livelihoods and capacity strengthening activities, late arrival of funding, and a decline in multi-year funding from 2022 onwards made it more difficult to manage the transition from emergency response to development. Donors view WFP as a credible development partner, but are unwilling to fund activities beyond building government capacity. The Government of Iraq values partnership with WFP, but is unable to fund WFP direct costs, though it will scale up successful activities. (EQ4.1)	1, 3, 5, 7
<b>Finding 18.</b> WFP Iraq's monitoring and reporting system is aligned with WFP's Corporate Results Framework, which did not suit the specific needs of a country office transitioning towards more development-oriented activities under the CSP. The ability to generate and disseminate evidence, often in partnership with other actors, was a major enabling factor in ensuring the relevance of WFP's strategy throughout a period of major transition. WFP appropriately transitioned away from direct data collection to supporting government evidence generation across the CSP period. (EQ4.2)	3, 6, 7
<b>Finding 19.</b> WFP's move to direct implementation facilitated its transition from implementer to enabler by allowing it to build a diverse network of partnerships across government, the United Nations, universities and the private sector. This enabled the shift towards new approaches to enhance livelihoods, build community resilience to climate shocks, and support national and subnational capacities for addressing food insecurity under a development-focused future. Further opportunities were identified to strengthen engagement with the Food and Agriculture Organization of the United Nations (FAO) and to develop stronger partnership engagement strategies to mitigate the impact of poor communication between central and district ministries on the sustainability of WFP activities. (EQ4.3)	1, 6, 7
<b>Finding 20.</b> Transitioning to development, while continuing to deliver emergency assistance, has stretched staff capacities. WFP made important	5, 7

Findings	Conclusions
<p>steps in bringing on new skills for development programming, but the success of the transition is largely due to strong contributions from motivated staff who reskilled “on the run”. To continue to deliver in a development-focused context, WFP needs to rework its structure to be fit for purpose for a low funding future. (EQ4.4)</p>	

# Annex 12: Bibliography/Evaluation Library/e-Library

**Abdo, G.** 2022. [Third anniversary of the Tishreen protests: Young Iraqis take to the streets again](#). *Viewpoints Series*, 3 October 2022. **Wilson Center**.

**Embassy of the Republic of Iraq in Washington, D.C.** 2023. [Geography](#).

**ESCWA, Iraq Foundation, UNAMI.** 2021. *Promoting Women's Political Participation in Iraq*.

**EU, FIAIS, Government of Iraq, ILO, IOM, UNDP, UN Women.** 2021. *A Diagnostic of the Informal Economy in Iraq*.

**EUA.** 2021. 2.15. [Religious and Ethnic Minorities, and Stateless Persons](#).

**FAO.** 2021. [Agricultural Value Chain Study in Iraq: Dates, grapes, tomatoes and wheat](#).

**FAO.** 2021. Iraq GIEWS – Global Information and Early Warning System.

**FAO.** 2022 Iraq Data in Emergencies Monitoring (DIEM-Monitoring) brief – round 7 – Results and recommendations

**FAO, IFAD, WB, WFP.** 2020 April-June. Food Security in Iraq – Impact of COVID-19

**FAO, IFAD, WB, WFP.** 2020 August-October. Food Security in Iraq – Impact of COVID-19

**FAO, IFAD, WB, WFP.** 2020 June-August. Food Security in Iraq – Impact of COVID-19

**Global Nutrition Report.** 2022. [Country Nutrition Profiles: Iraq](#). (Consulted on 20 October 2023)

**ILO.** 2021. [A Diagnostic of the Informal Sector in Iraq](#).

**ILO.** 2022. *Building Iraq's Social Protection Floor Framework and Recommendations*.

**ILO.** 2022. [Iraq Labour Force Survey 2021](#).

**IOM.** 2021. *An Overview of Displacement in Iraq-DTM Integrated Location Assessment V, 2020*.

**IOM.** 2021. *Persons with Disabilities and their Representative organizations in Iraq – barriers, challenges, and priorities*.

**IOM.** 2021. *Protracted Displacement in Iraq-District of Origin Profiles*.

**IOM.** 2022. *A Climate of Fragility: Household profiling in the south of Iraq-Basra, Thi-Qar and Missan*.

**IOM.** 2022. *Access to Durable Solutions Among IDPs in Iraq*.

**IOM.** 2022. *Mental Health and Psychosocial Needs Assessment Report*.

**IOM.** 2022. *Migration, Environment, and Climate Change in Iraq*.

**OEV.** 2017. *Strategic Evaluation of WFP's Capacity to Respond to Emergencies V2*.

**OCHA.** 2021. *Iraq Inter-Cluster Coordination Group – Situation and needs monitoring – Report #1*.

**OCHA.** 2021. *Iraq Humanitarian Response Plan*.

**OCHA.** 2021. *Iraq Humanitarian Response Plan – Humanitarian Programme Cycle*.

**OCHA.** 2022. *OCHA Iraq COVID-19 Situation Report No. 9*.

**OCHA.** 2023. *Iraq Humanitarian Transition Overview*. <https://iraq.un.org/en/220990-humanitarian-transition-overview-un-ocha>

**OHCHR, UNAMI.** 2021. *Human Rights in the Administration of Justice in Iraq: Legal conditions and procedural safeguards to prevent torture and ill-treatment*.

**Oscar Antezana.** 2023. *Iraq Country Strategic Plan 2020 to 2024: Mid Term Review*.

**OSZPR.** 2019. *Brief on 3PA* – v150519.

**OSZPR.** 2019. *Brief on Food for Assets* – v150519.

**OSZPR.** 2019. *Brief on Resilience* – v150519.

**OSZPR.** 2019. *Brief on the SLP* – v150521.

**Republic of Iraq.** 2021. [The Second National Voluntary Review Report on the Achievement of the Sustainable Development Goals.](#)

**United Nations.** 2019. [United Nations Sustainable Development Cooperation Framework 2020 to 2024.](#) United Nations Sustainable Development Group.

**United Nations.** 2019. UN Disability Inclusion Strategy.

**United Nations.** 2020. [Human Rights in the Administration of Justice in Iraq: Trials under the anti-terrorism laws and implications for justice, accountability and social cohesion in the aftermath of ISIL.](#) United Nations Assistance Mission for Iraq Office of the United Nations High Commissioner for Human Rights January 2020, Baghdad, Iraq.

**United Nations.** 2020. *UN IRAQ Common Country Analysis.*

**United Nations.** 2020. *Human Rights Violations and Abuses in the Context of Demonstrations in Iraq October 2019 to April 2020.*

**United Nations.** 2021. *Climate Change Risks and Opportunities in Iraqi Agrifood Value Chains: Strengthening the Agriculture and Agrifood Value Chain and Improving Trade Policy in Iraq (SAAVI).*

**United Nations.** 2021. *United Nations Sustainable Development Cooperation Framework IRAQ.*

**United Nations.** 2022. [Iraq Common Country Analysis: 2022 Condensed Version.](#)

**United Nations.** 2022. *Women's Participation in Local Mediation – Lessons from Iraq Libya Syria and Yemen.*

**UNAMI.** 2021. *Update on Demonstrations in Iraq: Accountability for human rights violations and abuses by unidentified armed elements.*

**UNCT.** 2021. *UNCT Annual Results Report – Country Annual 2020.*

**UNCT.** 2022. *UNCT Annual Results Report – Country Annual 2021.*

**UNDP.** 2016. *MDGs to SDGs – 15 years of practice.*

**UNDP.** 2021. *Impact of COVID-19 on Iraq's Vulnerable Populations.*

**UNDP.** 2022. [Gender Inequality Index Dataset.](#)

**UNDP.** 2022. *Affiliated with ISIS: Challenges for the return and reintegration of women and children.*

**UNDP.** 2023. [Human Development Insights.](#)

**UNFPA.** [World Population Dashboard.](#) Accessed on 7 August 2023.

**UNHC.** 2021. *The Impact of COVID-19 on Daily-wage Work and the Refugee Households that Rely on it in the Kurdistan Region of Iraq (KR-I).*

**UNHC.** 2023. [Iraq Situation.](#)

**UNHCR.** 2022. [Multi-Sector Needs Assessment](#) – December 2022. UNHCR Romania and REACH.

**UNHCR.** 2022. *Update on UNHCR-led Clusters Transition in Iraq in 2023.*

**UNHCR.** 2023. [Operational data portal: Iraq Operation.](#)

**UNICEF.** 2020. *Iraq Education Factsheets 2020.*

**UNICEF.** 2020. *IYCF Programming COVID-19 Brief.*

**UNICEF.** 2022. [Country Office Annual Report 2022.](#)

**UNIDIR.** 2022. *Rehabilitation and Reintegration of Children from Families with Perceived ISIL Affiliation: Experiences from Iraq and Al Hol.*

**World Bank.** 2020. [Iraq's Universal Public Distribution System: Utilization and Impacts During Displacement.](#) Policy Research Working Paper 9155. World Bank Group. Poverty and Equity Global Practice.

**World Bank.** 2020. [Poverty & Equity Brief – Middle East & North Africa – Iraq. April 2020.](#)

**World Bank.** 2021. *Iraq Economic Monitor: Seizing the opportunity for reforms and managing volatility.*

**World Bank.** 2022. *Iraq – Country Climate and Development Report.*

**World Bank.** 2022. [Data: Urban population \(% of total population\) Iraq.](#)

**World Bank.** 2022. [Iraq Economic Monitor: A New Opportunity to Reform.](#)

**World Bank.** 2023. [Adolescent fertility rate \(births per 1,000 women ages 15-19\) – Iraq.](#)

**World Bank.** 2023. [Fertility rate, total \(births per woman\) – Iraq.](#)

**World Bank.** 2023. [Gross National Income per capita, Atlas Method \(current USD\) – Iraq.](#)

**World Bank.** 2023. [Life expectancy at birth, total \(years\) – Iraq.](#)

**World Bank.** 2023. [Unemployment, total \(% of total labor force\) – Iraq.](#)

**WFP.** Country Strategic Plan – Iraq Narrative.

**WFP.** Strategic Evaluation of WFP's Capacity to Respond to Emergencies.

**WFP.** COMET and Integrated Road Map PPT.

**WFP.** Country Strategic Plan – Guidance for Climate Change Adaptation & Disaster Risk Reduction.

**WFP.** 2004. Policy on Humanitarian Principles.

**WFP.** 2006. Policy on Humanitarian Access and its Implications.

**WFP.** 2009. Capacity Development Policy – An Update on Implementation.

**WFP.** 2009. Comprehensive Food Security & Vulnerability Analysis Guidelines.

**WFP.** 2009. Gender Policy.

**WFP.** 2011. School Feeding Revised Policy.

**WFP.** 2011. Cash & voucher Policy Update.

**WFP.** 2011. Policy on Disaster Risk Reduction.

**WFP.** 2013. Protection Policy.

**WFP.** 2014. Strategic Plan (2014–2017)

**WFP.** 2015. Climate Services Report.

**WFP.** 2015. Policy on WFP Anti-fraud and Anti-corruption.

**WFP.** 2015. Gender Policy.

**WFP.** 2015. Building Resilience for Food Security and Nutrition Policy.

**WFP.** 2015. *Summary Evaluation Report – Iraq Country Portfolio (2010–2015).*

**WFP.** 2016. [Policy on Country Strategic Plans.](#)

**WFP.** 2016. [Strategic Plan 2017–2021.](#)

**WFP.** 2016. *Guide to Personal Data Protection and Privacy.*

**WFP.** 2016. *Iraq: An Evaluation of WFP's Portfolio (2010–2015).*

**WFP.** 2016. Internal Audit of WFP Operations in Iraq Management Response.

**WFP.** 2016. Internal Audit of WFP Operations in Iraq.

**WFP.** 2016. *Food for Assets Core Manual.*

**WFP.** 2016. WFP School Feeding Strategy.

**WFP.** 2016. Accountability to Affected People Strategy.

**WFP.** 2016. Corporate Monitoring Strategy 2017–2021.

**WFP.** 2017. [Iraq Transitional Interim and Country Strategic Plan 2018.](#)

**WFP.** 2017. COMET Map and integration with other systems.

**WFP.** 2017. *Pro-Smallholder Food Assistance Background Paper.*

**WFP.** 2017. *The Potential of Food for Assets to Empower Women and Nutrition: Synthesis Report.*

**WFP.** 2017. Environmental Policy.

**WFP.** 2017. Country Capacity Strengthening Toolkit 1: CCS Activity Matrix.

**WFP.** 2017. Country Capacity Strengthening Toolkit 2: Capacity Needs Mapping.

**WFP.** 2017. Country Capacity Strengthening Toolkit 2: Theory of Change.

**WFP.** 2017. *Synthesis of Evidence on Country Capacity Strengthening from Decentralized Evaluations.*

**WFP.** 2017. Gender and Evaluations.

**WFP.** 2017. *Executive Board Report WFP Field Security.*

**WFP.** 2017. COMET Design Modules logframes design and results.

**WFP.** 2017. Infobit – Food for Assets: Women's empowerment and nutrition.

**WFP.** 2017. *Pro-Smallholder Food Assistance Paper.*

**WFP.** 2017. *The Potential of Food for Assets to Empower Women and Improve Women's Nutrition.*

**WFP.** 2017. Climate Change Policy.

**WFP.** 2017. *School Meals Monitoring Framework and Guidance.*

**WFP.** 2017. Country Capacity Strengthening Toolkit 1: Corporate Framework.

**WFP.** 2017. Country Capacity Strengthening Toolkit 2: CCS Activity Matrix.

**WFP.** 2017. Country Capacity Strengthening Toolkit 3: CCS Activity Matrix.

**WFP.** 2017. *Food Aid and Livelihoods in Emergency Strategies for WFP.*

**WFP.** 2017. *Guidelines and Social Protection.*

**WFP.** 2018. *Iraqi Dinar Devaluation and the Price of the Food Basket.*

**WFP.** 2018. *National Strategic Review of Food Security and Nutrition in Iraq.*

**WFP.** 2018-2022. Iraq Annual Country Report 2018-19-20-21-22

**WFP.** 2018. *Acute Malnutrition: Time for a Fresh Approach.*

**WFP.** 2018. *Strategic Evaluation of WFP Support for Enhanced Resilience Vol I.*

**WFP.** 2018. *Integrating Conflict Sensitivity into Operations – 3PA and FFA.*

**WFP.** 2018. OSZIR Capacity Development Strategy .

**WFP.** 2018. Gender and Age Marker Guidance DRAFT.

**WFP.** 2019. [Iraq Annual Country Report.](#)

**WFP.** 2019. [Iraq Country Strategic Plan 2020–2024.](#)

**WFP.** 2019. *UNHCR: Mitigating risks of abuse of power in cash assistance in Iraq.*

**WFP.** 2019. Enhancing Smallholder Market Access (brochure).

**WFP.** 2019. School Meals Coalition (concept note).

**WFP.** 2019. Local and Regional Food Procurement Policy.

**WFP.** 2019. *Beyond the 2018 Annual Performance Report, Triple Nexus WFP's Contributions to Peace.*

**WFP.** 2020. [Iraq Annual Country Report 2020: Country Strategic Plan 2020–2024.](#)

**WFP.** 2020. Country Operations Management Plan 2020 – Iraq – IQ02.

**WFP.** 2020. *Iraq Country Strategic Plan 2020–2024.*

**WFP.** 2020. WFP synthesis of WFP's policy evaluations.

**WFP.** 2020. *Inter-agency Humanitarian Evaluation – Case Study Iraq.*

**WFP.** 2020. *Inter-agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls.*

**WFP.** 2020. *Strategic Evaluation of WFP's Capacity to Respond to Emergencies Volume II.*

**WFP.** 2020. Internal Audit of WFP's Delivery through Non-Governmental Organizations and Cash-Based Transfers in Iraq.

**WFP.** 2020. Internal Audit of WFP's Delivery through Non-Governmental Organizations and Cash-Based Transfers in Iraq – Management Response.

**WFP.** 2020. Iraq High Frequency Phone Survey (IHFPS) – to Monitor Impacts of COVID-19.

**WFP.** 2020. *Food Security in Iraq: Impact of COVID-19 – with a special section on water shortages and adaptation.*

**WFP.** 2020. *WFP Regional Syrian Refugee Crisis Overview.*

**WFP.** 2020. *Essential Needs Assessment (Guidance Note).*

**WFP.** 2020. *Guidance COVID-19 Disaster Risk Reduction.*

**WFP.** 2020. Nutrition Policy.

**WFP.** 2020. Emergency Preparedness Policy.

**WFP.** 2020. *Minimum Expenditure Baskets (Guidance Note).*

**WFP.** 2020. Evaluation of the Gender Policy Volume I.

**WFP.** 2020. Evaluation of Capacity Development Policy.

**WFP.** 2021. [Strategic Plan 2022–2025.](#)

**WFP.** 2021. Country Operations Management Plan 2021 – Iraq – IQ02

**WFP.** 2021. Joint evaluation on Rome Based Agencies collaboration.

**WFP.** 2021. Synthesis of Country Capacity Strengthening from Decentralized Evaluations.

**WFP.** 2021. [Iraq High Frequency Phone Survey \(IHFPS\) – To Monitor Socioeconomic Trends During COVID-19.](#) World Food Programme, World Bank and Joint Data Center on Forced Displacement.

**WFP.** 2021. [Iraq High Frequency Phone Survey \(IHFPS\) – To Assess the Impact of COVID-19 on Firms.](#) World Food Programme and World Bank.

**WFP.** 2021. *Panel Study III – Impact of COVID-19 on Small- and Medium-Sized Enterprises in Iraq .*

**WFP.** 2021. *Evaluation of WFP Policy on Humanitarian Protection Vol I.*

**WFP.** 2021. Strategy to Support Social Protection.

**WFP.** 2021. *Conflict Analysis and Conflict Sensitivity Risk Assessment.*

**WFP.** 2021. *Food Systems and Nutrition Brief.*

**WFP.** 2021. Gender Policy (2022–2026) draft.

**WFP.** 2021. Revised Anti-fraud and Anti-corruption Policy.

**WFP.** 2021. Update of WFP's Safety Nets Policy.

**WFP.** 2021. 10 minutes to learn about the humanitarian development peace nexus.

**WFP.** 2022. [IRAQ Market Monitor Report. Issue No. 32. April 2022.](#)

**WFP.** 2022. [Iraq Country Strategic Plan 2020–2024.](#)

**WFP.** 2022. Iraq Country Strategic Plan Budget Review 4.

**WFP.** 2022. *Country Operations Management Plan 2020 – Iraq – IQ02.*

**WFP.** 2022. *Corporate Emergency Evaluation COVID-19 Volume I.*

**WFP.** 2022. *Strategic Evaluation on Technology Volume I.*

**WFP.** 2022. *Strategic Evaluation on Technology Volume II.*

**WFP.** 2022. *Conflict Analysis of Al-Qurna and Al-Dair Districts in Basra Governorate.*

**WFP.** 2022. *Rebuilding Human Capital Amidst the Pandemic: The impacts of COVID-19 on school-aged children and youth in Iraq.*

**WFP.** 2022. *Quarterly Bulletin Q1.*

**WFP.** 2022. WFP Early Warning Watch List October 2021 – March 2022 Outlook.

**WFP.** 2022. PRRO EB Recurring Issues – Q1 2022.

**WFP.** 2023. [Evaluation of Iraq WFP's Country Strategic Plan \(2020-2024\): Summary Terms of Reference.](#)

**WFP.** 2023. Iraq Country Strategic Plan 2020–2024: Mid-Term Review.

**WFP.** 2023. Evaluation of the Policy on WFP's Role in Peacebuilding in Transition Settings

**WFP.** 2023. WFP Early Warning Watch List September 2022 – February 2023 Outlook.

**WHO.** 2022. Iraq Situation Report Week 32.

# Annex 13: Acronyms

<b>AAP</b>	accountability to affected people
<b>ACR</b>	Annual Country Report
<b>AI</b>	artificial intelligence
<b>CBT</b>	cash-based transfer
<b>CEQAS</b>	Centralized Evaluation Quality Assurance System
<b>CFM</b>	Community Feedback Mechanism
<b>COMP</b>	Country Operations Management Plan
<b>CP</b>	Cooperating Partner
<b>CPB</b>	Country Portfolio Budget
<b>CPE</b>	Country Programme Evaluation
<b>CSP</b>	Country Strategic Plan
<b>EM</b>	Evaluation Manager
<b>EMIS</b>	Education Management Information System
<b>IMPACT</b>	Vocational Training Centres and the Empowerment in Action
<b>EO</b>	Explosive Ordnance
<b>EQ</b>	Evaluation Question
<b>ET</b>	evaluation team
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FGDs</b>	focus group discussions
<b>FSA</b>	food security assessment
<b>GAM</b>	Gender with Age Marker
<b>GEEW</b>	gender equality and empowerment of women
<b>GFA</b>	General Food Assistance
<b>HNO</b>	Humanitarian Needs Overview
<b>HQ</b>	Headquarters
<b>HRP</b>	Humanitarian Response Plan

<b>IDPs</b>	internally displaced persons
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labor Organization
<b>IOM</b>	International Organization for Migration
<b>KIIs</b>	Key Informant Interviews
<b>KRI</b>	Kurdistan Region of Iraq
<b>M&amp;E</b>	monitoring & evaluation
<b>MoU</b>	memorandum of understanding
<b>NDP</b>	National Development Plan
<b>NGO</b>	non-governmental organization
<b>NRI</b>	Nutrition Research Institute
<b>NSFP</b>	National School Feeding Programme
<b>OEV</b>	Office of Evaluation
<b>PDM</b>	Post Distribution Monitoring
<b>PDS</b>	Public Distribution System
<b>PRS</b>	Poverty Reduction Strategy
<b>PSEA</b>	Protection from Sexual Exploitation and Sexual Abuse
<b>PWG</b>	Priority Working Group
<b>RAM</b>	Research Assessment and Monitoring
<b>RB</b>	Regional Bureaux
<b>RBC</b>	Regional Bureau in Cairo
<b>RBM</b>	results-based management
<b>SDGs</b>	Sustainable Development Goals
<b>SIDA</b>	Sweden's government agency for development cooperation
<b>SO</b>	Strategic Outcome
<b>SP</b>	social protection
<b>SSN</b>	social safety net
<b>T-ICSP</b>	Transitional Interim and Country Strategic Plan

<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UMICs</b>	Upper-Middle-Income Countries
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	United Nations Evaluation Group
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>VAM</b>	Vulnerability Analysis and Mapping
<b>VTC</b>	Vocational Training Centre
<b>WFP</b>	World Food Programme

**WFP Evaluation**

**World Food Programme**

Via Cesare Giulio Viola 68/70

00148 Rome, Italie

Tel.: (+39) 06 65131

**[wfp.org/independent-evaluation](http://wfp.org/independent-evaluation)**