

WFP EVALUATION

Evaluation of Somalia WFP Country Strategic Plan 2022–2025

Centralized evaluation report – Annexes

OEV/2024/007
January 2026



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Annex I. Terms of reference

Rationale, objectives and stakeholders of the evaluation

1. Country strategic plan evaluations (CSPEs) are mandatory and are conducted in line with the WFP policy for country strategic plans (2016) and the Evaluation Policy (2022). The Evaluation Policy also states a requirement to evaluate all emergency responses classified as 'corporate scale-up' or 'corporate attention'. The evaluation serves two objectives: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Somalia; and 2) to provide accountability for results to WFP stakeholders.
2. The stakeholders of this CSPE are WFP country office, the regional bureau for Eastern Africa and the headquarters technical divisions. Other key stakeholders include the Federal Government of Somalia, the WFP Executive Board (EB), beneficiaries, local and international non-governmental organizations (NGOs), the United Nations country team (UNCT) and humanitarian country team (HCT), and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.

Evaluation scope, criteria and questions

3. The unit of analysis of this evaluation is the WFP interim country strategic plan (ICSP) and the country strategic plan (CSP) for Somalia, understood as a set of strategic outcomes, outputs, activities and inputs that were included in the ICSP and CSP documents approved by the WFP Executive Board (EB) as well as subsequent budget revisions. The evaluation will assess progress towards ICSP and CSP expected outcomes and cross-cutting results, including any unintended consequences, positive or negative. The evaluation will also analyse the WFP partnership strategy. The evaluation will cover the period January 2019 to mid-2024 with the cut-off date being the end of the data collection phase. It will assess the strategic shifts from previous programmes introduced by the ICSP and CSP with particular attention to the emergency response to prevent famine in Somalia. In so doing, it will consider how the budget revisions and adaptation of WFP interventions in response to crisis affected other interventions planned under the country strategic plans.

4. The evaluation will address four main evaluation questions (EQs) outlined below:

1. **Evaluation question 1: To what extent and in what ways is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food- and nutrition-insecurity in Somalia?** The evaluation will assess the extent to which: 1) the designs of the ICSP and CSP and their consecutive budget revisions were informed by credible evidence and strategically focused to address the food security and nutrition situation in Somalia; 2) the ICSP and CSP were designed to support national priorities, the United Nations cooperation framework, humanitarian response plans and the SDGs; 3) the ICSP and CSP designs were internally coherent and based on a clear theory of change and realistic assumptions; and 4) WFP's strategic positioning remained relevant throughout the implementation of the ICSP and CSP given significant contextual changes and the CSP provided an adequate framework for corporate scale-up response.
2. **Evaluation question 2: What difference did the CSP make to food and nutrition security in Somalia?** The evaluation will focus on the extent of and ways in which: 1) targeting and prioritization of assistance ensured that communities and individuals most vulnerable to food insecurity and malnutrition were reached and no one was left behind, despite resource, access and other constraints; 2) WFP activities contributed to the expected outcome of the CSP and any unintended outcomes, positive or negative; 3) WFP contributed to the achievement of cross-cutting aims and adherence to humanitarian principles; 4) the CSP facilitated linkages between humanitarian action, development cooperation and contribution to peace and fostered sustainability of achievements. The evaluation will also assess how well-prepared WFP was to respond to consecutive and compounding crises in Somalia.
3. **Evaluation question 3: To what extent has WFP used its resources efficiently?** The evaluation will reflect on: 1) the extent to which the CSP outputs were delivered within the intended

timeframe, in particular in response to successive humanitarian emergencies; and 2) the CSP was delivered in a cost-efficient manner and limited resources optimized. The evaluation will also assess how effectively WFP anticipated and managed risks to staff and operations.

4. **Evaluation question 4: What are the critical internal and external factors that explain performance and results?** The evaluation will assess the extent to which WFP has been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP; how well WFP established and leveraged strategic and operational partnerships at the national and field levels and the extent to which these influenced performance and results. The evaluation will also assess the role of the following factors in influencing the performance of the CSP: programme integration at the design stage and during implementation; adequacy of human resources and well-being of staff; innovation in the design and implementation of activities; availability and use of monitoring data; the protracted drought emergency 2021-2023; and other internal and external factors.

Evaluation approach

5. The evaluation will use a theory-based approach to assess WFP's contributions to outcomes. This will entail the reconstruction of the theory of change (ToC) to show the results chain as well as the internal and external assumptions made for change to be possible along this results chain. The evaluation will assess WFP's contribution to its strategic outcomes in Somalia by verifying the internal logic of the ToC, the quantity and quality of outputs delivered, and the validity of internal and external assumptions made. It will also consider any external factors that might have affected outcome level changes. The evaluation will estimate the likelihood that WFP has contributed to outcome-level changes.

The CSP will adopt a participatory, mixed-methods approach, whereby data collection and analysis are informed by a feedback loop combining both deductive and inductive approaches. Data will be collected through mixed primary and secondary sources using various techniques including desk review, semi-structured or open-ended interviews, focus group discussions and direct observation. Data will be systematically triangulated across sources and methods to validate findings and avoid bias in evaluative judgement.

6. The methodology should aim at disaggregating data by sex, age, disability status, nationality and other characteristics relevant to specific contexts. The selection of informants and site visits should ensure that all voices are heard. In this connection, a detailed stakeholder mapping and analysis will be undertaken at the inception stage. The evaluation shall be designed and conducted in a gender-responsive and inclusive manner.

7. The evaluation team will develop a detailed methodological design which will be presented in the inception report, informed by evaluability assessment.

Roles and responsibilities

8. **Office of Evaluation (OEV):** This evaluation is managed by the WFP Office of Evaluation. Vivien Knips has been appointed as evaluation manager (EM) and Sameera Ashraf has been appointed as OEV research analyst (RA). Neither of them has worked on issues associated with the subject of evaluation. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the internal reference group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michael Carbon, Senior Evaluation Officer, will provide second-level quality assurance. The director of evaluation or deputy director of evaluation will clear the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2025.

9. **Internal Reference Group:** An internal reference group composed of selected WFP stakeholders at the country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports; provide feedback during evaluation briefings; and be available for interviews with the evaluation team.

10. **WFP Somalia country office:** The country office will facilitate the evaluation team's contacts with stakeholders in Somalia; provide logistical support during the fieldwork and organize an in-country stakeholder workshop. Muzafar Kaemdin has been nominated as the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

Communication

11. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the country office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2025. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

Timelines

- Preparation phase: December 2023 to January 2024
- Inception phase: July to September 2024
- Data collection: October to November 2024
- Reporting: November 2024 to March 2025
- Dissemination: April to November 2025

Annex 2: Evaluation timeline

Phase 2 – Inception			
	Team preparation, literature review prior to headquarters (HQ) briefing	Team	17-28 June 2024
	Headquarters (HQ) & regional bureau (RB) inception briefing	Evaluation manager (EM) & team	18-28 June 2024
	Inception briefings	EM + team leader (TL)	18-28 June 2024
	Submit draft inception report (IR)	TL	29 July 2024
	Office of Evaluation (OEV) quality assurance and feedback	EM	9 August 2024
	Submit revised IR	TL	23 August 2024
	IR review	EM	30 August 2024
	IR clearance to share with country office (CO)	Director of Evaluation (DoE)/Deputy Director of Evaluation (DDoE)	20 September 2024
	EM circulates draft IR to CO for comments	EM	20 September 2024
	Submit revised IR	TL	11 October 2024
	IR review	EM	11 October 2024
	Seek final approval by Quality Assurance (QA)2	EM	30 October 2024
	EM circulates final IR to WFP key stakeholders for their information & posts a copy on intranet.	EM	3 November 2024
	Phase 3 – Data collection, including fieldwork ¹		
	In-country / remote data collection	Team	1-23 October 2024
	Exit debrief	TL	24 October 2024
	Joint working session Nairobi	Team & EM	11-13 November 2024
	Preliminary findings presentation (Power Point Presentation)	Team	20 November 2024
	Phase 4 – Reporting		
Draft 0	Submit high quality draft evaluation report (ER) to OEV (after the company's quality check)	TL	20 February 2025
	OEV quality feedback sent to TL	EM	28 February 2025
Draft 1	Submit revised draft ER to OEV	TL	7 March 2025
	OEV quality check	EM	14 March 2025
	Seek clearance prior to circulating the ER to internal reference group (IRG)	DoE/DDoE	28 March 2025
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	4 April 2025
	Stakeholder workshop (in country or remote)		20/21 April 2025
	Consolidate WFP comments and share with team	EM	May 2025
Draft 2	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	May 2025
	Review draft 2	EM	May 2025
	Submit final draft ER to OEV	TL	June 2025
Dr	Review draft 3	EM	June 2025

¹ Minimum six weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Seek final approval by DoE/DDoE	DoE/DDoE	June 2025
	Draft summary evaluation report	EM	July 2025
	Seek strategic evaluation report (SER) validation by TL	EM	July 2025
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	July 2025
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's director	DoE/DDoE	May-November 2025
Phase 5 – Executive Board (EB) and follow-up			
	Submit SER/recommendations to Corporate Planning and Performance Division (CPP) for management response + SER to EB secretariat for editing and translation	EM	November 2025
	Tail-end actions, OEV website posting, EB round table etc.	EM	November 2025
	Presentation and discussion of SER at EB round table	DoE/DDoE & EM	November 2025
	Presentation of summary evaluation report to the EB	DoE/DDoE	November 2025
	Presentation of management response to the EB	D/CPP	November 2025

Annex 3: Methodology

Overall methodological approach

12. The evaluation employed a mixed methods approach combining qualitative and quantitative data collection and analysis to assess the country strategic plan (CSP). The methodology was guided by the WFP Office of Evaluation's guidance for CSP evaluations and aligned with the Organization for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) evaluation framework and quality standards.
13. The evaluation team utilized a theory-based approach to examine the causal logic underpinning the CSP pathways to change, from inputs and activities to outputs and contributions to outcomes. A reconstructed theory of change was developed during the inception phase, through consultation with the WFP country office, to inform the evaluation design since the original CSP did not include an explicit theory of change. This reconstructed theory guided the assessment of how activities resulted in planned outputs and whether these outputs contributed to intended CSP outcomes.
14. An evaluation matrix served as the primary analytical framework, setting out specific lines of inquiry and data collection methods for each evaluation question and subquestion. Multiple data sources were identified for each subquestion to enable triangulation and strengthen data validity and reliability. The matrix guided all stages of data collection and analysis.
15. Special attention was given to assessing cross-cutting aims, including gender equality and women's empowerment, protection including protection from sexual exploitation and abuse, accountability to affected populations, social inclusion, humanitarian principles, and the humanitarian-development-peace (HDP) nexus. The evaluation team utilized both WFP corporate and country office guidance and tools in examining these cross-cutting themes.

Data collection methods

16. The evaluation employed multiple complementary data collection methods:

Document review

17. A comprehensive desk review of qualitative and quantitative secondary documentation was conducted throughout the evaluation process. Over 250 documents were systematically reviewed, including WFP corporate policies, plans and guidelines, evaluation reports relevant to the CSP, CSP documents, results frameworks, budget revisions, annual country reports and project-specific reports. The evaluation matrix guided the identification of relevant documents for each evaluation subquestion. The document review findings were used to refine the primary data collection tools and provide secondary data for triangulation.

Key informant interviews

18. Semi-structured interviews were conducted with stakeholders at national, regional and district levels. These interviews were carried out both face-to-face and virtually, depending on accessibility and stakeholder preference. Interview guides were tailored to each stakeholder's role in the CSP and aligned with the evaluation matrix's lines of inquiry. The evaluation team prioritized conducting interviews at stakeholders' offices to build trust and gain deeper insights into institutional contexts.

Focus group discussions

19. Focus group discussions (FGDs) were conducted with beneficiaries of CSP strategic outcomes 1, 2 and 3. These included separate discussions with men and women, internally displaced people (IDP), caregivers of children under 5 years, pregnant and breastfeeding women and girls receiving nutrition support, women beneficiaries of safety net programmes and smallholder farmers. Focus group discussions were conducted in the Somali language with six to ten participants per group, and discussions were gender-segregated with women team members leading women's groups.

Sample size and stakeholder coverage

20. The evaluation covered 11 selected sites to ensure comprehensive coverage of CSP activities. These sites were strategically chosen based on: concentration of different types of CSP activities across strategic outcomes; accessibility considering security situations; logistical constraints; and geographic representation across different regions and contexts. The evaluation reached a total of 508 stakeholders through various data collection methods. The breakdown of stakeholders interviewed is shown below.

Table 1: Number of key informants and focus group participants interviewed by the evaluation team

Stakeholder category	Women	Men	Total
Current and former WFP country office (CO) area office (AO), field office (FO) staff	34	70	104
Federal and state government officials	3	46	49
Cooperating partners	9	19	28
United Nations agencies	6	9	15
Private sector	0	3	3
Donors and financial institution staff	3	2	5
District officials	2	17	19
Community leaders and other community actors	2	9	11
Others (clusters, networks and non-governmental organizations (NGOs))	2	13	15
FGD participants and beneficiaries	179	80	259
Total	239	268	508

Evaluation process

21. The evaluation was conducted in three distinct phases:

Inception phase

- Team preparation and preliminary document review
- Remote briefings with WFP headquarters and regional bureau
- Inception mission to the WFP country office
- Evaluability assessment
- Theory of change reconstruction
- Development of data collection tools
- Preparation and finalization of inception report.

Data collection phase

- In-depth desk review of documents and data
- Preparation for primary data collection including stakeholder mapping and appointment scheduling
- Field data collection through face-to-face and virtual interviews
- Daily team meetings to review emerging findings and identify areas requiring further investigation
- Regular quality assurance of collected data
- Debriefing with the WFP country office on preliminary findings.

Reporting phase

- Systematic data analysis and triangulation
- Synthesis of findings, conclusions and recommendations
- Development and revision of evaluation report through multiple drafts
- Stakeholder workshop to validate findings
- Incorporation of stakeholder feedback
- Quality assurance review
- Finalization of evaluation report.

Ethical considerations

22. The evaluation adhered to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms throughout all phases. All team members were bound by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations.

23. Specific ethical safeguards included:

24. Informed consent: All participants were informed about the evaluation's purpose, their role, how their information would be used and their right to withdraw participation at any time. Particular attention was paid to ensuring informed consent was obtained in culturally appropriate ways.

25. Privacy and confidentiality: Interviews were conducted in private settings with no third-party participation. Data were anonymized during analysis and reporting, with no direct attribution of quotes or information to specific individuals. All data were stored securely on a common platform accessible only to the evaluation team.

26. Cultural sensitivity: The evaluation team included national consultants who provided guidance on cultural norms and practices. The team adhered to appropriate dress codes, language use and meeting protocols. Women team members were assigned to collect data from women participants when culturally appropriate.

27. Do no harm: The evaluation design and implementation carefully considered potential risks to participants and their communities. This included being mindful of time demands on participants, ensuring discussions did not create or exacerbate tensions and protecting sensitive information.

Limitations

28. The evaluation encountered several limitations that were addressed through various mitigation strategies:

29. Access constraints: Security situations and logistical challenges limited access to some CSP activity sites and targeted populations. This was mitigated by: a) deploying Somali nationals who could access areas that were inaccessible to international team members; b) using virtual data collection methods when necessary; and c) careful selection of accessible sites that still provided representative coverage of CSP activities.

30. Language barriers: Some key informants and focus group discussion participants were more comfortable communicating in the Somali language. The evaluation team included two Somali nationals who provided translation support and conducted interviews in the local language when needed.

31. Data availability: Some CSP indicators lacked complete data, particularly for certain output and outcome indicators, as follows:

- SO1 output data on beneficiaries reached against those planned could not be disaggregated by state or region to allow for the assessment of any geographical variations in the output results. This type of assessment could have shown whether there are regions or states where the relief programme performance was better than others and the reasons behind such variations. The SO1 data for the relief programme captured the individual beneficiaries supported annually.
- Under SO2, the school feeding programme output data (number of schools and children reached by state or district against those targeted) were not available. The data available were aggregated at the national level and could not support analysis of any regional variations in performance. In addition, data for key outcome indicators – retention and dropout rate and gender ratio for 2023 were also missing. Under SO2, the safety net programme did not have significant data gaps.
- The nutrition programme under SO2 had data gaps for the social, behavioural change communication (SBCC) output indicators for 2022. The output data available could also be disaggregated by state and district to allow for assessment of regional variations. Outcome indicators for this programme also did not have data for 2022. This limited the extent to which the nutrition programme effectiveness could be assessed and the findings presented are based on the available data.

- The malnutrition prevention and treatment programme under SO2 faced a similar challenge. The data could not be disaggregated by district or state in which this programme was implemented to assess geographical variations in performance.
- The indicators for two outputs under SO3 did not have data for 2022: smallholder farmers accessing technology and training and smallholder farmer cooperatives benefiting from rehabilitated infrastructure and improved food supply chain. Data for outcome indicators were also not complete, with data missing for 2022 for food assistance for assets (FFA), the Kaaftomiye project, and Kobciye project outcomes. Consequently, the evaluation presents partial output and outcome results.
- The evaluation faced challenges in assessing achievements against plans. For instance, the number of planned beneficiaries for nutrition and school feeding programme was based on funds available at the beginning of the year (which were low) but more beneficiaries were reached because the programmes received additional funds in the course of the year. This led to significant overachievement of the planned targets. There was also a challenge in assessing the amount of food (mt) and value of cash-based transfer (CBT) (USD) planned against delivered for general distribution due to the changes in food assistance modalities and differences in minimum expenditure baskets across regions, which made assessment of whether beneficiaries received the right amount of assistance challenging.
- SO4 indicators in the CSP results framework were not appropriate for measuring output and outcome results. This was acknowledged by the WFP country office but a more detailed monitoring plan for capacity strengthening that could have defined other indicators was not completed. The evaluation presents the achieved outputs identified from interviews and review of documents but does not make a judgement on whether planned results were achieved.

32. Overall, the evaluation team addressed these gaps by:

- Using qualitative data from annual country reports and project-specific reports to fill information gaps
- Triangulating multiple data sources to validate findings
- Presenting partial results based on available data where there were no mitigation measures.

Annex 4: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
Relevance: Evaluation question 1 – To what extent and in what ways is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity in Somalia?				H
1.1 To what extent were the designs of the ICSP and CSP and their consecutive budget revisions informed by credible evidence and strategically focused on addressing the food security and nutrition situation in Somalia?				H
Adequacy and relevance of evidence that informed ICSP and CSP designs and positioning (Relevance)	<ul style="list-style-type: none"> What and how appropriate was the evidence that informed ICSP and CSP designs and consecutive budget revisions (BRs)? How was the analysis of the evidence reflected in choices of ICSP and CSP objectives and activities, as well as BRs? How well did the planned assistance correspond to the needs of the most food-insecure and malnourished areas, communities, households and individuals? What existing evidence was used to identify the capacity gaps addressed by ICSP and CSP? 	<ul style="list-style-type: none"> Evidence of variety of information utilized including surveys, assessments, evaluations, monitoring data on food security and nutrition Adequacy of evidence used (e.g. disaggregation, up-to-date, food security and nutrition indicators covered etc.) Evidence used to identify humanitarian assistance needs and how the CSP design corresponded to this evidence Evidence of ICSP and CSP designs addressing needs of vulnerable populations (disability, gender, IDPs, conflict-affected and marginalized populations) Evidence of utilization of data on capacity gaps to inform capacity strengthening 	<p>Documents review:</p> <ul style="list-style-type: none"> ICSP and CSP documents and budget revisions IPC analysis Internal audits Food security, nutrition and vulnerability assessments Gender assessments Capacity (gap) assessments Fill nutrient gap analysis World Bank indicators Education statistics HIV/TB data Country programme portfolio evaluation United Nations common country assessment <p>Key informant interviews:</p> <p>WFP staff, other United Nations agencies, government institutions, cooperating partners and donors, focus group discussions with beneficiaries</p>	H
1.2 To what extent and in what ways were the ICSP and CSP designed to support national priorities, wider United Nations cooperation framework and humanitarian response plans and to what extent were they based on WFP's comparative advantage in Somalia?				H
Alignment of ICSP and CSP designs to national priorities (Relevance)	<ul style="list-style-type: none"> To what extent did ICSP/CSP activities align with national (federal) level priorities across relevant sectors? To what extent did ICSP/CSP activities align with state level priorities? To what extent did WFP complement national programmes and fill national capacity gaps? 	<ul style="list-style-type: none"> Degree of matching between ICSP and CSP outcomes and activities to specific national priorities Process of consultation with government at CSP design Evidence of national programmes or national capacity gaps complemented/filled by WFP 	<p>Documents review:</p> <ul style="list-style-type: none"> ICSP and CSP documents and budget revisions Federal and state policies and plans (agriculture, food security, nutrition, education, gender, social protection policies and plans etc.) UNSDCF 	H
Alignment of ICSP and CSP to and support for United Nations Sustainable Development Cooperation	<ul style="list-style-type: none"> To what degree did ICSP and CSP match with the objectives of HNOs and HRPs? Was the ICSP/CSP scale of contribution adequate to sufficient contribute to these plans? 	<ul style="list-style-type: none"> Evidence of alignment of ICSP and CSP with objectives of HNOs and HRPs Evidence of ICSP and CSP support for UNSDCF outcomes Evidence of CSP value addition to HNOs, HRPs and 	<ul style="list-style-type: none"> HNOs, HRPs, United Nations Office for the Coordination of Human Affairs (OCHA) data Inter-Agency Humanitarian Response Evaluation 	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
Framework (UNSDCF), Humanitarian needs overview (HNOs) and humanitarian response plans (HRPs) for Somalia (Relevance)	<ul style="list-style-type: none"> To what extent did WFP complement efforts by other agencies and fill the gaps where other United Nations agencies were absent or weaker? What was the added value of WFP in the UNSDCF/HRPs in relation to other agencies? 	UNSDCF <ul style="list-style-type: none"> Evidence of gaps/efforts complemented/filled by WFP 	Key informant interviews: <ul style="list-style-type: none"> WFP staff, government officials, cooperating partners and donors 	
Reflection of WFP comparative advantage in ICSP and CSP designs (Relevance)	<ul style="list-style-type: none"> To what degree did ICSP and CSP design exploit or were in line with WFP Somalia's comparative advantage in relation to other key actors in Somalia? 	<ul style="list-style-type: none"> Evidence that selected ICSP and CSP activities matched WFP comparative advantage in Somalia 		
1.3 To what extent is the CSP design internally coherent and based on a clear theory of change and realistic assumptions?				H
Internal coherence of CSP designs (Coherence)	<ul style="list-style-type: none"> To what extent were the CSP outputs and activities interlinked and synergistic? How was CSP activity implementation across strategic objectives (SOs) complementary, harmonized and coordinated? To what extent does the CSP design reflect programme integration? 	<ul style="list-style-type: none"> Evidence of synergies and interlinkages across CSP outputs and activities Evidence of coordinated and harmonized implementation of CSP activities across SOs Evidence of inclusion of programme integration in the CSP design 	Documents: <ul style="list-style-type: none"> CSP documents including results framework, line of sight, reconstructed theory of change (ToC), budget revisions Results framework Key informant interviews: <ul style="list-style-type: none"> WFP staff, other United Nations agencies, government officials, cooperating partners and donors 	H
Clarity and appropriateness of CSP theory of change (ToC) (Coherence)	<ul style="list-style-type: none"> Did CSP each have a clear ToC with logical causal linkages? Was CSP ToC based on clear and realistic assumptions and adequately considered internal and external risks? Was WFP's role in the ToC clearly understood by WFP staff and partners? 	<ul style="list-style-type: none"> Evidence of appropriateness of ToC logic Clarity, adequacy and relevance of ToC assumptions Evidence of participation of WFP staff and partners in the design and dissemination of ICSP and CSP 		
1.4 To what extent has WFP strategic positioning remained relevant throughout the implementation of the ICSP/CSP in view of significant contextual changes and did the CSP provide an adequate framework for the corporate scale-up response?				M
Flexibility and adaptation of ICSP and CSP to contextual changes (political, policy, global crises, floods, droughts, locust infestation etc) (Relevance)	<ul style="list-style-type: none"> How appropriately did WFP adapt the implementation of ICSP and CSP in response to contextual changes? What was the effect of the adaptation to the original ICSP and CSP design including results framework? 	<ul style="list-style-type: none"> Evidence of ICSP and CSP adaptations in response to contextual changes Evidence of timeliness of adaptation of ICSP and CSP Evidence of contextual changes informing shifts from ICSP to CSP Evidence of effects of adaptations to ICSP and CSP due to contextual changes (budget revisions, staffing, implementation modalities etc.) 	Documents review: <ul style="list-style-type: none"> ICSP and CSP documents including annual country reports (ACRs), results framework, line of sight, budget revisions, staffing data etc. Vulnerability analysis and mapping (VAM) reports and monitoring and evaluation (M&E) data Inter-agency humanitarian response evaluation Somalia task force and situational reports Key informant interviews <ul style="list-style-type: none"> WFP staff, government officials and donors 	H

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
Adequacy of framework for corporate scale-up response (Coherence)	<ul style="list-style-type: none"> What structures and measures were put in place to integrate corporate scale-up response into overall WFP operations? To what extent did the CSP provide a strategic framework to guide corporate scale-up response? What lessons emerged from the scale-up and scale-down process that could inform such events in future? 	<ul style="list-style-type: none"> Evidence of operational measures put in place to integrate corporate scale-up response Evidence of CSP providing a framework to guide a corporate scale-up response 	Documents <ul style="list-style-type: none"> Corporate response guidelines, terms of reference (ToRs) and standard operating procedures (SOPs) Concept of operations (CONOPS) Situation reports and task force notes for the record ACRs, beneficiary data Key informants: <ul style="list-style-type: none"> WFP staff, cooperating partners, donors, government officials 	H
Effectiveness: Evaluation question 2 – What difference did the CSP make to food and nutrition security in Somalia?				M
2.1 To what extent and in what ways did targeting and prioritization of assistance ensure that the communities and individuals most vulnerable to food insecurity and malnutrition were reached and no one was left behind, despite resource, access and other constraints?				H
Appropriateness and effectiveness of targeting and prioritization strategy (Effectiveness)	<ul style="list-style-type: none"> How appropriate was the targeting strategy at all levels (community and household)? How well was the targeting strategy implemented to ensure communities and individuals most vulnerable to food insecurity and malnutrition were the ones reached? How appropriate were the decisions made to prioritize assistance in the context of inadequate resources and other constraints? How were gender, disability and conflict sensitivity integrated in targeting and prioritization and to what effect? 	<ul style="list-style-type: none"> Evidence of targeting strategy and its application/implementation Evidence of application of prioritization criteria % of population in need of food and nutrition assistance covered by WFP in agreement with partners Stakeholder perceptions on the adequacy of coverage of WFP assistance Evidence that WFP planned coverage is coordinated with the Government of Somalia (GoS), United Nations and other partners Evidence of gender, disability, inclusion and conflict sensitivity integration into targeting and prioritization of assistance Level of consistency of CSP budget revisions with changes in planned coverage 	Documents review: <ul style="list-style-type: none"> Targeting and prioritization strategy Community and household assessment reports Food security and nutrition data etc. Monitoring reports and data including post-distribution monitoring (PDM) Assessment reports Audit reports Risk assessment reports Conflict and protection analysis Humanitarian response plans Data and reports on quantity of food and value of CBTs Key informant interviews: <ul style="list-style-type: none"> WFP staff, other United Nations agencies, cooperating partners, government institutions at all levels, humanitarian cluster, NGOs and other players in the food security and nutrition space, the International Organization for Migration (IOM), NGOs and gatekeepers Beneficiaries' focus group discussions: (women, men, IDP, caregivers, persons with disabilities, smallholder farmers etc.)	M

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
2.2 To what extent and in what ways did WFP activities contribute to the expected outcomes of the CSP? Were there any unintended outcomes, positive or negative?				M
Achievement of CSP outputs (Effectiveness)	<ul style="list-style-type: none"> • To what extent were CSP output targets achieved? • What effect did the shift from in-kind to CBT assistance modalities have on delivery? 	<ul style="list-style-type: none"> • Number of beneficiaries reached against plans with adequate level of assistance by activity and sub-activity, modality (CBT/in-kind), gender, disability, residence status and age • Number of beneficiaries reached through in-kind and CBT modalities • Type and scale of capacity strengthening and service delivery activities and outputs against plans • Level of planned output achievement against total plan • Stakeholder perception of output quality and appropriateness of assistance to beneficiaries' preferences and needs • Reasons for achievement or non-achievement of output targets (deeper analysis in EQ4) 	<p>Documents:</p> <ul style="list-style-type: none"> • CSP results framework, ACRs, monitoring reports and data • Implementation plans and end year reports • Donor reports • Data/reports on quantity of food and value of CBTs • Beneficiary data • ToC analysis <p>Key informants:</p> <ul style="list-style-type: none"> • WFP staff, cooperating partners, government institutions, donors, private sector, United Nations agencies, focus group discussions - beneficiaries: women, men, IDP, caregivers, persons with disabilities, smallholder farmers etc. 	M
Activity/outputs contribution to CSP outcomes including unintended outcomes (Effectiveness)	<ul style="list-style-type: none"> • To what extent did activities/outputs contribute to CSP outcomes (applying ToC analysis)? • What effect did the shift from in-kind to CBT assistance modalities have on beneficiaries and the local economy? • Did beneficiaries utilize cash/food transfers as expected? • To what extent were women involved in decision making on use of CBTs? • Were food/cash transfers of a sufficient size and frequency to result in improvements in coping strategy index (CSI), dietary diversity (DD), and food consumption (FC) scores? What accounts for the discrepancies between beneficiaries reached and the amount of food and CBTs delivered? • What benefits did SHF derive from training sessions and cooperative membership? • To what extent did the scale of interventions (especially in SO3) affect CSP contribution to outcomes? • Did federal and state governments utilize the capacity strengthened as expected? How and to what effect? • To what extent did the key assumptions hold true during implementation? • Did CSP implementation result in any unintended positive or negative results, and did WFP take any measures to address negative outcomes? 	<ul style="list-style-type: none"> • Planned vs actual outcome results • Changes in outcome indicator for specific locations for population groups over time (For SO1, changes at specific periods) • Evidence of utilization of CSP outputs (e.g. cash/food transfers, smallholder farmer (SHFs) training, government institutions, capacities, logistical support etc) • Evidence of reduction of long-term need for food assistance • Types of unintended positive or negative outcomes • Evidence of effort to address negative outcomes • Evidence on CSP ToC assumptions • Evidence on planned vs actual quantity of food/value of CBTs • Evidence of utilization of capacity strengthened among federal and state governments 		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
	2.3 To what extent did WFP contribute to the achievement of cross-cutting aims (protection, accountability to affected populations and gender equality and women's empowerment), and adhere to humanitarian principles?			H
WFP country office contribution to protection of affected populations (Effectiveness)	<ul style="list-style-type: none"> • What was the extent of adherence to and implementation of mechanisms and WFP policy for protection? • How well did WFP coordinate its protection efforts with those of other actors, especially within the United Nations? • What prevention of sexual exploitation and abuse (PSEA) mechanisms were put in place and how well did they work? • To what extent were targets for protection of affected populations achieved? • What accounts for their achievement or non-achievement? 	<ul style="list-style-type: none"> • Evidence of application of protection mechanisms and policy • Evidence of implementation of PSEA mechanism • Extent of achievement of protection targets • Evidence of WFP coordination with other partners including United Nations agencies on protection • Awareness of WFP staff and cooperating partners (CPs) of protection principles • Stakeholder opinions of WFP Somalia's adherence to protection • Reasons accounting for achievement or non-achievement of protection targets 	<p>Documents review:</p> <ul style="list-style-type: none"> • WFP corporate guidance on protection, protection guidelines of country office, community feedback mechanism (CFM) reports, risk assessments and monitoring data <p>Key informant interviews: WFP staff, cooperating partners and government institutions</p> <p>Focus group discussions - beneficiaries: (women, men, IDP, caregivers, persons with disabilities etc)</p>	H
WFP country office accountability to affected populations (AAP) (Effectiveness)	<ul style="list-style-type: none"> • What was the extent of adherence and implementation of AAP mechanisms and policy • How well did affected populations have access to feedback mechanisms? • How well did WFP and its partners follow up on feedback from target population groups? • How well do staff and cooperating partners understand AAP and its application? • What was the effect of AAP on programme quality including design, targeting and delivery? • To what extent were targets for AAP achieved? • What accounts for their achievement or non-achievement? 	<ul style="list-style-type: none"> • Evidence of application and use of AAP mechanisms and policy for each category of target population group • Extent to which AAP targets were achieved • Evidence of dissemination and familiarization of AAP principles and approaches to staff and cooperating partners • Reasons accounting for achievement or non-achievement of AAP targets • Extent of follow-up provided on feedback from targeted population groups • Extent to which feedback has been used to enhance inclusive programming and protection 	<p>Documents:</p> <ul style="list-style-type: none"> • WFP Corporate guidance on AAP, AAP guidelines of CO, reports on AAP; PDM reports, risk matrix, monitoring data, sector working group reports <p>Key informants:</p> <ul style="list-style-type: none"> • WFP staff, cooperating partners, government institutions, private sector, NGOs etc. <p>Focus group discussions - beneficiaries: (women, men, IDP, caregivers, persons with disability etc.)</p>	H
WFP country office contribution to gender equality and women's	<ul style="list-style-type: none"> • How well does WFP integrate GEWE and inclusion principles and objectives in programming including in staffing arrangements? • How well did WFP implement its strategies for promotion 	<ul style="list-style-type: none"> • Evidence of integration of GEWE and inclusion • Evidence of application of GEWE strategies/approaches 	<p>Documents:</p> <ul style="list-style-type: none"> • WFP corporate guidance on gender (GEWE), GEWE guidelines of country office, reports on GEWE; monitoring data, PDM reports, ACR, gender analysis 	H

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
empowerment (GEWE) and inclusion (Effectiveness)	<ul style="list-style-type: none"> of GEWE and inclusion? • To what extent were targets for GEWE achieved? • What accounts for their achievement or non-achievement? 	<ul style="list-style-type: none"> • Proportion of GEWE targets achieved • Reasons accounting for achievement or non-achievement of GEWE targets 	<p>Key informants:</p> <ul style="list-style-type: none"> • WFP staff, cooperating partners, government institutions, NGOs etc <p>Focus group discussions - beneficiaries: (Women, men, IDP, caregivers, persons with disability etc)</p>	
WFP country office adherence to humanitarian principles (HPs) (Effectiveness)	<ul style="list-style-type: none"> • What considerations and efforts did WFP Somalia make to ensure adherence to HPs (humanity, impartiality, neutrality and operational independence)? • What tensions and challenges did WFP experience in its adherence to HPs? • How did WFP Somalia address tensions, what drove the decisions and what effect did these have on CSP performance and partnerships? 	<ul style="list-style-type: none"> • Evidence that WFP humanitarian assistance delivery approaches promoted adherence to HPs • Evidence that WFP decision making processes promoted HPs • Evidence of WFP coordination with other partners including United Nations agencies promoting HPs • Stakeholder opinions on WFP Somalia adherence to humanitarian principles • Awareness of WFP staff and CPs of humanitarian principles • Affected population's perceptions on dignity and impartiality of WFP assistance 	<p>Documents:</p> <ul style="list-style-type: none"> • Policies, strategic planning and operational documents, monitoring data and reports • Minutes of meetings such as humanitarian coordination clusters • Risk assessments and risk matrices for country office • Country office communication with stakeholders • Social media <p>Key informants:</p> <ul style="list-style-type: none"> • WFP senior management and staff, donors, United Nations leadership and other United Nations agencies, cooperating partners • Focus group discussions: populations in need of assistance: women, men, IDP, caregivers, persons with disability etc. 	M
2.4 To what extent did the CSP facilitate strategic linkages between humanitarian action, development cooperation and contributions to peace as far as feasible in Somalia, and foster sustainability of achievements including leveraging more permanent solutions to recurrent food crises in Somalia?				M
Humanitarian–development–peace (HDP) strategic linkages established or strengthened (Connectedness)	<ul style="list-style-type: none"> • How did the CSP activities and implementation approaches promote humanitarian action and development cooperation linkages? • How did WFP ensure conflict sensitivity of specific CSP activities and implementation approaches? • Was there any evidence of contribution to peace? • What dilemmas emerge for WFP in making linkages between humanitarian action and the HDP nexus overall? 	<ul style="list-style-type: none"> • Extent to which the CSP links crisis response (SO1) and resilience building (SO2 and SO3) in programming and implementation • Evidence that humanitarian activities (SO1) have leveraged community or development partners' initiatives • Evidence of effective transition approaches to reduce assistance dependency • Evidence of WFP humanitarian and resilience building activities contributing to and fostering social cohesion 	<p>Documents:</p> <ul style="list-style-type: none"> • CSP documents and ACRs • Analysis of CSP humanitarian actions and development cooperation <p>Key informants:</p> <ul style="list-style-type: none"> • WFP senior management and staff, government officials, donors, other actors in humanitarian assistance and development cooperation in Somalia, United Nations agencies, cooperating partners <p>Beneficiaries: women, men, IDP, caregivers, persons with disability, smallholder farmers etc.</p>	M
Likelihood of sustainability of achievements through strengthening humanitarian action and development cooperation linkages	<ul style="list-style-type: none"> • How did/were the humanitarian action and development cooperation linkages likely to contribute to sustainability of achievements? • How did/were the humanitarian action and development cooperation linkages likely to promote more permanent 	<ul style="list-style-type: none"> • Evidence of realistic handover strategies for supported programmes • Evidence of whether capacity strengthening results are contributing to sustainability • Evidence that WFP Somalia is responding to the 	<p>Documents:</p> <ul style="list-style-type: none"> • CSP documents and ACRs • Analysis of CSP humanitarian actions and development cooperation <p>Key informants:</p>	M

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
(Sustainability)	solutions to the food crises in Somalia?	protracted nature of the crises (with attention to IDPs and climate shocks) in Somalia	• WFP senior management and staff, government officials, donors, other actors in humanitarian assistance and development cooperation in Somalia, United Nations agencies, cooperating partners	
Efficiency: Evaluation question 3 – To what extent has WFP used its resources efficiently?				M
3.1 How well prepared was WFP to respond to the threat of famine and other crises in Somalia?				
Adequacy of WFP preparedness to respond to the threat of large-scale famine in 2022/2023 (Efficiency)	• How appropriate and sufficient were the crisis preparedness measures put in place to respond to the threat of famine?	• Evidence of WFP Somalia having appropriate resources and planning mechanisms for responding to the threat of famine in 2022/23 in particular?	Documents: • Policies, guidelines, SOPs for crisis preparedness etc; monitoring data, ACRs	H
Adequacy of WFP preparedness to respond to other recurring crises in Somalia (Efficiency)	• How effective were these measures in enabling WFP country office to respond to the threat of famine? And in enabling WFP to achieve response objectives i.e. saving lives?	• Evidence of crisis preparedness measures (guidelines, SOPs, surge plans, training etc) • Contribution of the crisis preparedness measures to results achieved in response to humanitarian emergencies	Key informants: • WFP senior management and staff, cooperating partners, government officials, other humanitarian assistance actors, other United Nations agencies	
3.2 To what extent were the CSP outputs delivered within the intended timeframe, in particular in response to successive humanitarian emergencies?				H
Timeliness in ICSPS and CSP implementation (Efficiency)	• SO1 – Analysis of upstream and downstream food assistance pipeline and beneficiaries reached • SO2 – Pipeline, consistency, predictability (safety nets and school feeding) • SO3 – Seasonal considerations, consistency, timeliness in payment • SO5 – Timeliness, consistency, adaptation to context, availability of service	• Degree of delivery of planned outputs according to agreed timeframe including frequency of delays • Beneficiary feedback on timeliness • Response time to emerging needs and crisis • Examples of time-saving measures adopted by WFP and potentially unintended consequences and trade-offs • Timing of donor contributions (also see EQ 4.1)	Documents review: • Implementation plans, monitoring data, financial data, ACRs, activity level monitoring, audit reports, logistics cluster reports, internal supply chain performance reports Key informant interviews: • WFP senior management and staff, cooperating partners, donors and government officials	H
3.3 To what extent was the CSP delivered in a cost-efficient manner and how well were limited resources optimized, e.g. to prioritize beneficiary groups?				M
Economy and acquisition of inputs (Efficiency)	• What measures did WFP Somalia put in place to optimize the staffing and post-movement to Mogadishu?	• Evidence of changes in staffing pre- and post-movement to Mogadishu	Documents review: • Available country office cost efficiency analysis Key informant interviews: • WFP senior management and staff	M

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
Cost efficiency in delivery of outputs (Efficiency)	<ul style="list-style-type: none"> How well did the cost-saving measures that WFP put in place in delivery of CSP work? How did humanitarian food assistance delivery modalities influence achievement of outputs at optimized cost? 	<ul style="list-style-type: none"> Evidence of main cost components of the CSP budget and stakeholder Evidence of cost-saving measures adopted by WFP Somalia in delivery of CSP Evidence of influence of humanitarian food assistance delivery modalities to achievement of outputs 	Documents review: <ul style="list-style-type: none"> Budget and financial data analysis Audit reports Key informant interviews: <ul style="list-style-type: none"> WFP staff, cooperating partners and donors 	M
3.4 How effectively did WFP anticipate and manage risks to staff and operations?				H
Risk assessment and adequacy of risk mitigation planning and management (Efficiency)	<ul style="list-style-type: none"> How did WFP country office continuously undertake/update assessments of risk to staff and operations? What mechanisms were put in place to manage the risks? (monitoring, reporting, decision making etc.) How well did the risk avoidance or mitigation measures work? 	<ul style="list-style-type: none"> Evidence of risk assessments undertaken Evidence of implementation of risk mitigation plans Evidence of risk management mechanisms in place 	Documents review: <ul style="list-style-type: none"> Risk assessment reports, risk matrices, minutes of meetings and reports Key informant interviews: <ul style="list-style-type: none"> WFP country office senior management and staff; other United Nations agencies, government officials, cooperating partners, donors 	H
Efficiency and effectiveness: Evaluation question 4 – What are the critical internal and external factors that explain performance and results?				H
4.1 To what extent has WFP been able to mobilize adequate, timely, predictable and flexible resources to finance the CSP?				H
Adequacy, timeliness and predictability of CSP financial resources (Efficiency)	<ul style="list-style-type: none"> How effective was WFP approaches to resource mobilization? How timely and appropriate were WFP approaches and engagement with donors? How timely and predictable was donor funding? How flexible was donor funding and what effect did this have on CSP implementation across SOs? 	<ul style="list-style-type: none"> Funds mobilized by SO and by year against needs-based plan and funding gap Evidence of resource mobilization strategy of the country office Funding sources (dependency on specific donors) Extent of needs for unearmarked funding and availability of such funding 	Documents review: <ul style="list-style-type: none"> Needs-based plan, financial data and ACR reports and programme data, budget revisions Data on funding sources, allocations and grant database Country office resource mobilization documents Key informant interviews: <ul style="list-style-type: none"> WFP senior management and staff, government officials and cooperating partners and donors 	
4.2 How well did WFP establish and leverage strategic and operational partnerships at the national and field levels and to what extent did these influence performance and results?				H
Strategic and operational partnerships at federal and state levels and their influence on CSP performance and results (Effectiveness)	<ul style="list-style-type: none"> How appropriate are the strategic partnerships established by WFP country office at federal and state levels? How did the partnerships influence CSP performance and results? 	<ul style="list-style-type: none"> Evidence of strategic partnerships put in place Evidence of partnerships' contribution to CSP performance and results 	Documents review: <ul style="list-style-type: none"> Partnership strategy, agreements, reports, ACR, programme data Key informant interviews: <ul style="list-style-type: none"> WFP senior management and staff, partner organizations, cooperating partners 	H
4.3 To what extent did the country office have appropriate human resources capacity and structure to deliver on the CSP?				H

Dimensions of analysis	Lines of inquiry	Indicators	Data sources and data collection techniques	Evaluability rating
Appropriateness of human resources capacity and structure (Efficiency)	<ul style="list-style-type: none"> How stable was staffing including recruitment, deployment and retention? How appropriate was the staffing structure? To what extent did WFP Somalia ensure staff well-being? 	<ul style="list-style-type: none"> Stability of staffing including recruiting, deployment and retention Levels of staffing in relation to requirements by activity at country, area and sub-office levels including availability of experienced staff in relation to all CSP activities (thematic and managerial expertise) Evidence of internal measures to support staff well-being and safety and security 	Documents review: <ul style="list-style-type: none"> Human resources data, staffing structure, staff well-being policy and reports Key informant interviews: <ul style="list-style-type: none"> WFP senior management and staff 	H
4.4 To what extent was monitoring used to track progress and inform decision making?				H
Availability and use of relevant monitoring data (Efficiency)	<ul style="list-style-type: none"> How well did monitoring systems work? To what extent is data available for the CSP indicators? How appropriate are the mechanism/platforms for data use in informing decision making? 	<ul style="list-style-type: none"> Existence of mechanisms for collection, analysis and utilization of M&E data Availability of data for CSP indicators Evidence of use of M&E data to inform decision making 	Documents: <ul style="list-style-type: none"> Monitoring data and reports for all activities of CSP Reports presented to decision makers e.g. senior management, at field level etc., minutes of such meetings, ACRs and other reports documents changes due to decisions made Key informant interviews: <ul style="list-style-type: none"> WFP senior management and staff, cooperating partners, government officials and private sector 	H
4.5 To what extent did the political and security context influence CSP performance?				H
Influence of political and security context on the CSP (Effectiveness)	<ul style="list-style-type: none"> What was the effect of the relationship between Federal Government and state governments and other political configurations on CSP implementation? How well did WFP navigate this complex political environment? How did the security context including access constraints influence decisions made on CSP activity targeting and coverage? How well did WFP country office manage security risks? How well did WFP country office manage the food aid diversion risks? 	<ul style="list-style-type: none"> Evidence of consideration of political context in decisions made by WFP Somalia office Evidence of decisions made in consideration of security situation in Somalia Evidence of measures taken to improve access Evidence of strategies put in place to manage food aid diversion risks Decisions made by WFP to navigate this context Strategies and mechanisms put in place to navigate this context 	Documents review: <ul style="list-style-type: none"> Risk analysis reports Management reports/decisions Capacity strengthening reports CSP targeting strategy Key informants: <ul style="list-style-type: none"> WFP staff, cooperating partners, government officials, other United Nations agencies, donors, other actors in Somalia 	H

Annex 5: Data collection tools

Semi-structured interview guide: WFP country office staff

34. This key informant interview guide will be further tailored to the specific role of the WFP staff. It will be administered in accordance with the ethical considerations of this evaluation.

SubEQ	Guiding questions
Evaluation Question 1: To what extent and in what ways is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity in Somalia?	
1.1	<ul style="list-style-type: none"> • What evidence informed the design of ICSP and CSP designs? And how is it reflected in the CSP outcomes and activities? • How were capacity gaps addressed by the ICSP and CSP identified?
1.2	<ul style="list-style-type: none"> • What national priorities was the CSP designed to support and how? Looking back, were the CSP adequately positioned to address these priorities? • How was the CSP aligned to the HNOs and HRPs for Somalia? • What was done at CSP design stage to establish alignment and complementarities with UNSDCF? How successful were these efforts? • What is WFP Somalia comparative advantage and was CSP activities aligned it?
1.3	<ul style="list-style-type: none"> • In your view, how well was the CSP ToC designed, disseminated and implemented? • What were the interlinkages across CSP activities across strategic outcomes? How did the CSP promote programme integration? • How well were the CSP activities coordinated and harmonized across SOs during implementation?
1.4	<ul style="list-style-type: none"> • What measures did WFP Somalia take to adapt the CSP to contextual changes and how did this affect CSP implementation? (political, floods/droughts, economic, global changes etc) • How did the CSP framework facilitate or hinder integration of the corporate scale-up into WFP Somalia operations?
Evaluation Question 2: What difference did the CSP make to food and nutrition security in Somalia?	
2.1	<ul style="list-style-type: none"> • How was the beneficiary targeting and prioritization strategy rolled out? What went well and what did not go well in rolling out the strategy? • What considerations did WFP make in deciding on reaching the most vulnerable populations against security concerns, resource limitations and engagement with non-state actors? • How were gender, disability, inclusion and conflict sensitivity integrated into the targeting strategy? And to what effect?
2.2	<p>Analysis of planned output targets vs. actual results to be done prior to the interview?</p> <ul style="list-style-type: none"> • What were the main output results achieved? • What activities contributed to output results achieved? Any challenges in activity implementation? <p>Planned outcome targets vs. actual results to be analysed prior to the interview?</p> <ul style="list-style-type: none"> • How were the output results utilized to contribute to intended outcomes? • Were there any unanticipated outcomes or changes that emerged from the outputs (activities) of the CSP? Which ones and how?
2.3	<ul style="list-style-type: none"> • What mechanisms were put in place to 1) protect vulnerable groups, 2) ensure AAP, and 3) promote GEWE, 4) promoting PSEA? • How well did these mechanisms work? And why? • What tensions/challenges did WFP face in adhering to the humanitarian principles in Somalia? <ul style="list-style-type: none"> ○ Humanity: WFP will seek to prevent and alleviate human suffering wherever it is found and respond with food aid when appropriate. It will provide assistance in ways that respect life, health and dignity. ○ Impartiality: WFP's assistance will be guided solely by need and will not discriminate in terms of ethnic origin, nationality, political opinion, gender, race or religion. In a country, assistance will be targeted to those most at risk from the consequences of food shortages, following a sound assessment that considers the different needs and vulnerabilities of women, men and children. ○ Neutrality: WFP will not take sides in a conflict and will not engage in controversies of a

	<p>political, racial, religious or ideological nature. Aid will not be provided to active combatants.</p> <ul style="list-style-type: none"> ○ Operational independence: WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where such assistance is being provided.²
2.4	<ul style="list-style-type: none"> • What measures did WPF take to prepare to respond to crises in Somalia? How well did these measures work?
2.5	<ul style="list-style-type: none"> • What specific actions were taken to link the CSP humanitarian activities to development programmes? • How did CSP activities promote the linkage to cohesion and peace? How well did this work? • How likely is the humanitarian-development linkage to lead to sustainability of CSP achievements across the SOs?
Evaluation Question 3: To what extent has WFP used its resources efficiently?	
3.1	<ul style="list-style-type: none"> • What factors are accountable for timely or delayed delivery of CSP outputs under each SO?
3.2	<ul style="list-style-type: none"> • What has WFP done to optimize the cost of staffing in the context of CO relocation from Nairobi to Mogadishu? How well have these measures worked? • What steps did WFP take to optimize costs after movement of CO from Nairobi to Mogadishu? • What cost-saving measures were put in place in the implementation of the CSP?
3.3	<ul style="list-style-type: none"> • What measures were put in place to manage risks to staff and operations? How well have these measures worked? • What have been the effects of the risk mitigation measures on achievement of CSP results?
Evaluation Question 4: What are the critical internal and external factors that explain performance and results?	
4.1	<ul style="list-style-type: none"> • What factors facilitated or hindered timely, predictable and flexible funding of the CSP? • How did donor earmarking of funds and multiyear funding affect achievement of CSP results?
4.2	<ul style="list-style-type: none"> • How did WFP partnerships influence the CSP performance? Is there evidence of results achieved due to specific partnerships?
4.3	<ul style="list-style-type: none"> • What measures were taken to ensure adequate capacity and structure of the WFP Somalia CO staffing? What are the existing gaps in staffing?
4.4	<ul style="list-style-type: none"> • How well are the monitoring systems for the CSP working? • How is monitoring data used to inform programming? What are the gaps and challenges?
4.5	<ul style="list-style-type: none"> • How did the nature of the relationship between the federal government and state governments affect achievement of CSP results? • How did the security context (including control of some areas by non-state actors) affect achievement of CSP results?

Semi-structured interview guide: Government key informants

35. This key informant interview guide will be further tailored to the specific role of the government official in the CSP implementation. It will be administered in accordance with the ethical considerations of this evaluation.

SubEQ	Guiding questions
Evaluation Question 1: To what extent and in what ways is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity in Somalia?	
1.1	<ul style="list-style-type: none"> • In your view, to what extent are WFP Somalia activities aligned with food security, nutrition, humanitarian assistance needs? • How were capacity gaps addressed by WFP identified?
1.2	<ul style="list-style-type: none"> • What national priorities was the CSP designed to support and how? Looking back, were the CSP adequately positioned to address these priorities? • How was the WFP CSP aligned to the HNOs and HRPs for Somalia? • What is WFP Somalia comparative advantage and was CSP activities aligned it?
1.3	<ul style="list-style-type: none"> • Is there a clear logic for the activities supported by WFP to address humanitarian assistance needs, food security and nutrition and food systems challenges? What are the gaps and what could be

² WFP, OEV: Evaluating adherence to Humanitarian Principles.

	<ul style="list-style-type: none"> improved? What are the assumptions in the contribution of WFP supported activities to eventual improvement of life of vulnerable populations?
1.4	<ul style="list-style-type: none"> How did WFP respond to contextual changes? (political, floods/droughts, economic, global changes etc). How did this affect the WFP supported activities?
Evaluation Question 2: What difference did the CSP make to food and nutrition security in Somalia?	
2.1	<ul style="list-style-type: none"> To what extent is WFP able to target/select the most vulnerable beneficiaries? <ul style="list-style-type: none"> For humanitarian assistance, nutrition support and food systems support. What role does government plan in this targeting/selection process? What are the challenges in beneficiary selection? What considerations did WFP make in deciding on reaching the most vulnerable populations against security concerns, resource limitations and engagement with non-state actors? Is government involved in making such decisions and how? How were gender, disability, inclusion and conflict sensitivity integrated into the beneficiary targeting or selection? And to what effect?
2.2	<ul style="list-style-type: none"> What were the main achievements of WFP supported activities? How were these activities implemented? Any challenges in activity implementation? In your view, to what extent have the achievements of WFP supported activities contributed to changes in food security, nutrition and production of nutritious foods in the country? What has impeded the contribution of WFP supported activities to such changes? Were there any unanticipated outcomes or changes that emerged WFP supported activities? Which ones and how?
2.3	<ul style="list-style-type: none"> What mechanisms were put in place to 1) protect vulnerable groups, 2) ensure AAP, and 3) promote GEWE, 4) promoting PSEA? How well did these mechanisms work? And why? What tensions/challenges did WFP face in adhering to the humanitarian principles in Somalia?
2.4	<ul style="list-style-type: none"> In your view, how well is WFP prepared to respond to crises in Somalia? How well did these measures work?
2.5	<ul style="list-style-type: none"> What specific actions were taken to link the WFP supported humanitarian activities to development programmes? How did WFP supported activities promote the linkage to cohesion and peace? How well did this work? How likely is the humanitarian–development linkage to lead to sustainability of achievements arising from WFP support?
Evaluation Question 3: To what extent has WFP used its resources efficiently?	
3.1	<ul style="list-style-type: none"> What factors are accountable for timely or delayed delivery of WFP support?
3.3	<ul style="list-style-type: none"> What are the major risks facing implementation of WFP supported activities? What has been done by WFP and/or government to mitigate these risks?
Evaluation Question 4: What are the critical internal and external factors that explain performance and results?	
4.2	<ul style="list-style-type: none"> What is government's role in its partnership with WFP? What results have been achieved due to this partnership? Are there any challenges in your partnership with WFP? If so, which ones?
4.3	<ul style="list-style-type: none"> Do WFP staff have the appropriate expertise and experience to deliver in this context?
4.4	<ul style="list-style-type: none"> In what way are you involved in WFP monitoring approach? How well does WFP keep you informed about the results of monitoring? Is Government able to make use of this data/information to inform decision-making? How?
4.5	<ul style="list-style-type: none"> How did the nature of the relationship between the federal government and state governments affect achievement of results of WFP supported activities? How did the security context (including control of some areas by non-state actors) affect achievement of WFP supported activities?

Semi-structured interview guide: Donors

SubEQ	Guiding questions
Evaluation Question 1: To what extent and in what ways is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity in Somalia?	
1.1	<ul style="list-style-type: none"> Was your government/organization involved in any way in the design of the CSP? Did your inputs have any influence on the design? How well has WFP been able to provide relevant and effective capacity building to government?
1.2	<ul style="list-style-type: none"> How well is the CSP aligned to national priorities? Is the CSP adequately positioned to address these priorities? What is WFP's comparative advantage in Somalia? To what extent is the CSP designed to capitalize on this comparative advantage in Somalia?
1.3	<ul style="list-style-type: none"> How well does the CSP promote program integration - from relief to resilience building to sustainability/durable solutions? How well are CSP activities coordinated and harmonized during implementation? What has been WFP's contribution to the collective aims of the United Nations in Somalia, e.g. the HRP and the UNSDCF?
1.4	<ul style="list-style-type: none"> How well did WFP adapt its programming in response to the changing dynamics in Somalia and in the face of consecutive crises? Has WFP's strategic positioning remained relevant in Somalia in light of these contextual changes? What effect did the corporate scale-up have on the CSP and its objectives?
Evaluation Question 2: What difference did the CSP make to food and nutrition security in Somalia?	
2.1	<ul style="list-style-type: none"> In the face of funding constraints, what was the effect of WFP's choice of assistance modality, and on beneficiary targeting? How is gender, disability, inclusion and conflict sensitivity integrated into the targeting strategy? And to what effect? In the context of funding limitations, how appropriate was the criteria used to prioritize the kind of assistance provided in times of crises? How did this affect the expected food security and nutrition outcomes?
2.2	<ul style="list-style-type: none"> What are the most significant achievements of WFP? What has supported their achievement? How well has WFP been able to strengthen systems and institutions to support humanitarian responses, resilience programming, social protection and supply chains?
2.3	<ul style="list-style-type: none"> How well does WFP integrate cross-cutting issues? 1) Protection of vulnerable groups, 2) AAP, 3) promoting GEWE, 4) promoting PSEA? How well has WFP been able to adhere to humanitarian principles in this context? What trade-offs has it had to make to continue operations?
2.4	<ul style="list-style-type: none"> How responsive has WFP been to the consecutive crises that have affected Somalia?
2.5	<ul style="list-style-type: none"> What specific actions has WFP taken to link CSP humanitarian activities to development programs? How do CSP activities promote the linkage to cohesion and peace? How likely is the link between humanitarian-development able to promote sustainability and permanent solution to recurrent food crises in Somalia?
Evaluation question 3: To what extent has WFP used its resources efficiently?	
3.1	<ul style="list-style-type: none"> How timely has WFP implementation of activities been? What accounts for this or for any delays?
3.2	<ul style="list-style-type: none"> What cost-saving measures has WFP put in place in the implementation of the CSP? To what extent have these measures yielded intended results? What effect have these cost-saving measures had on the CSP?
3.3	<ul style="list-style-type: none"> How well does WFP anticipate and manage risks to staff and operations? Have these risk mitigation measures had any effect on the CSP?
Evaluation Question 4: What are the critical internal and external factors that explain performance and results?	
4.1	<ul style="list-style-type: none"> How has funding to humanitarian and resilience programming to Somalia changed since 2019? How well has WFP adapted? How predictable is the funding from your organization to WFP? Is it usually disbursed on time? Is your funding to WFP earmarked?
4.2	<ul style="list-style-type: none"> How did WFP partnerships influence the CSP performance? Is there evidence of results achieved due to specific partnerships?

4.3	<ul style="list-style-type: none"> • Do WFP staff have the appropriate expertise and experience to deliver in this context?
4.4	<ul style="list-style-type: none"> • What do you assess to be the main strengths of WFP monitoring and reporting? What are its weaknesses?
4.5	<ul style="list-style-type: none"> • What is the effect of the relationship between FGS, member states and other political configurations on CSP implementation?

Focus Group Discussion Guide

36. The evaluation team adapted to focus group discussion questions below to each category of FGD participants

Evaluation Question 1: To what extent and in what ways is the CSP evidence-based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity in Somalia?

- What are your most important needs when it comes to food? And when it comes to nutrition? As a farmer?
- Have there been changes to these needs over the last five years?
- Has WFP been able to provide assistance in a way that addresses these changes in your needs?
- Were you consulted on the kind of assistance you needed before WFP provided it?
- Does the support you receive address these needs?
- Have you received assistance from WFP before? Has this assistance changed in any way between then and now?
- Is WFP assistance different in any way to that of other organizations providing cash/food/nutrition/farming assistance?
- Do you prefer food or cash assistance?

Evaluation Question 2: What difference did the CSP make to food and nutrition security in Somalia?

- Has the support provided been able to reach those in most need/most affected by food insecurity and nutrition challenges?
- How were you selected to receive WFP support?
- Were you able to easily access the food and cash assistance that WFP provided?
- Were there those in the community who experienced challenges accessing the food and cash/other assistance provided?
- What are the most important changes you have experienced as a result of WFP assistance?
- What changes has WFP assistance made in this community, e.g. peace, improved livelihoods, etc?
- Were there other organizations providing similar assistance in your community? Did they work with WFP in any way?
- Has government been involved in any way during or after you received WFP assistance? Did they work with WFP?

2.3 To what extent did WFP contribute to the achievement of cross-cutting aims (protection, accountability to affected populations and gender equality and women's empowerment)

- How accessible is WFP staff when you need to communicate with them? Are you able to make complaints or provide feedback to WFP about the assistance provided? Do women and men have similar ability to make complaints or provide feedback on assistance provided?
- Were you given information about how much assistance you would receive? About how long the assistance would last? About the planned delivery schedule for receiving assistance?

- Were there people that had a challenge receiving this information?
- Did the information you received match with how delivery of assistance was done?
- How long does it take between when WFP first approaches you to when you receive the first assistance?
- What measures do you take to support yourself and your family when WFP assistance is not available/sufficient? How do these measures differ between men and women headed households?
- Do you or someone else decide on how to use the support you receive from WFP will be used, e.g. cash?
- Did the assistance have any effect either positive or negative on household dynamics? Did assistance have any effect either positive or negative, on women and girls receiving it?
- Are you required to give any feedback to WFP about how you use the assistance you receive?
- Do you incur any costs to access WFP assistance? Did you encounter any risks or other challenges in accessing assistance? Do these risks and challenges differ between men and women?
- What can WFP do in future to improve the way they provide assistance?

Evaluation Question 4: What are the critical internal and external factors that explain performance and results?

- Have there been any issues occurring here that have affected how WFP has been able to provide assistance to this community?

Annex 6: Fieldwork agenda

37. In addition to the above data collection sites listed in the table below, iRISE collected data in Bosaso, Galkayo, Abudwak, Beledweyne, Dolow, Kismayo, Gebiley and Baidoa.

Somaliland – Hargeisa				
Date	Tom	Mike	Susan	Nasra
2/10/2024	Head of Office		Head of Office	Head of Office
2/10/2024	VAM Officer		VAM Officer	VAM Officer
2/10/2024	Human Resources		SO1 Programme Officer	SO1 Programme Officer
3/10/2024	Logistics – Hargeisa	Food Systems and Livelihood	Logistics – Hargeisa	Logistics - Hargeisa
3/10/2024	Programme Policy Officer (PPO) Gender and Inclusion/AAP	Food Systems and Livelihood	Food Systems and Livelihood	Food Systems and Livelihood
3/10/2024		Head of Nutrition		
4/10/2024	United States Agency for International Development (USAID)/Bureau for Humanitarian Assistance (BHA)	USAID/BHA	USAID/BHA	USAID/BHA
5/10/2024	Somaliland National Disaster Preparedness and Food Reserve Authority (NADFOR)- Acting Commissioner - Director of Administration		NADFOR – Acting Commissioner – Director of Administration	NADFOR – Acting Commissioner – Director of Administration
5/10/2024	Head of Telecom/ZAAD		Head of Telecom/ ZAAD	Head of Telecom/ ZAAD
6/10/2024	Somaliland Ministry of Labour, Social Affairs and Family (MESAF) – Social Protection Advisor		MESAF – Social Protection Advisor	MESAF – Social Protection Advisor
6/10/2024	WFP– NGO Partnerships	WFP- NGO Partnerships	WFP – NGO Partnerships	WFP – NGO Partnerships
6/10/2024	WFP – Head of Finance	Ministry of Agricultural Development, Somaliland – Director Planning	WFP – Logistics Food Safety and Quality	WFP – Logistics Food Safety and Quality
6/10/2024	WFP – Transport Focal Point and Head (Officer in Charge), Berbera Field Office	WFP – Nutrition Officers	Identity Management/Cash-Based Transfer (IDM)/CBT	IDM/CBT
7/10/2024	Planning, Monitoring and Evaluation (PMLE)	Ministry of Education (MoE) – School Feeding Focal Point	Action Aid – Programme Manager	Action Aid – Programme Manager
7/10/2024	WFP – Berbera Field Office, Logistics Officer (Warehouse Management)	Ministry of Livestock and Rural Development (MoLRD) – Director General and Director Planning	World Vision International (WVI) – Food and Cash - Country Director	WVI – Food and Cash - Country Director

7/10/2024	General Assistance and Volunteer Organization (GAVO) – Programme Manager	WFP SO2 School Meals Programme	WVI – Food and Cash Programme Officer	WVI – Food and Cash Programme Officer
7/10/2024	Health Poverty Action (HPA) – Programme Manager	Food and Agriculture organization (FAO) – Resilience and Livelihoods,	WVI – Programme Officer - Health and Nutrition	WVI – Programme Officer - Health and Nutrition
7/10/2024	Taakulo – Project Manager	FAO – Nutrition Officer	WVI – Programme Manager	WVI – Programme Manager
7/10/2024	IFEAL- Programme Manager			
7/10/2024	Welthungerhilfe Area Manager			
7/10/2024	African Children's Rights Foundation (ACRIF) – Programme Assistant			
7/10/2024	ACRIF – Programme Officer			
8/10/2024	WFP – Head of Programmes		Norwegian Refugee Council (NRC) – Country Director, Somaliland	

Puntland State – Garowe

Date	Tom	Mike	Susan	Mohamed
9/10/2024	International Organization for Migration (IOM) – Emergency Coordinator	Ministry of Livestock	IOM – Emergency Coordinator	
9/10/2024	Ministry of Agriculture and Irrigation (MoAI)- Director General	Ministry of Environment and Climate Change	WFP – Call Centre	MoAI – Director General
9/10/2024		Food and Agriculture Organization (FAO) – Puntland		
9/10/2024	WFP – Head of Area Office	WFP – Head of Area Office	WFP – Head of Area Office	WFP – Head of Area Office
9/10/2024	WFP – Aviation Officer	WFP – Programme Associate – School Feeding		
10/10/2024	Ministry of Humanitarian Affairs (MOHADMA)	WFP – Food Systems (2)	Ministry of Humanitarian Affairs (MOHADMA)	Ministry of Humanitarian Affairs (MOHADMA)
10/10/2024	Puntland Highway Authority – Chief Executive Officer	WFP – Food Systems	Puntland Highway Authority – Chief Executive Officer	Puntland Highway Authority – Chief Executive Officer

10/10/2024	WFP – Head of Programmes		WFP – Head of Programmes	WFP – Head of Programmes
10/10/2024	WFP – Gender and Inclusion Officer		WFP – Gender and Inclusion Officer	WFP – Gender and Inclusion Officer
12/10/2024	Himilo – Executive Director			Himilo – Executive Director
13/10/2024	WFP – SO2 PPO		WFP – SO2 PPO	
13/10/2024	Puntland Water Development Agency	WFP – PPO – Nutrition	Puntland Water Development Agency	Puntland Water Development Agency
13/10/2024	KAALO – Programme Director		Ministry of Education (MoE) – School Feeding Coordinator	KAALO – Programme Director
13/10/2024	WFP Head – Finance and Administration		WFP Head – Finance and Administration	
13/10/2024	WFP – Programme Associate – VAM		WFP – PPO SO1 & SO 2	
13/10/2024	WFP Head – Protection, AAP and Community Engagement		WFP Head – Protection, AAP and Community Engagement	WFP Head – Protection, AAP and Community Engagement
14/10/2024	Ministry of Planning and International Cooperation (MOPIED) – Director General	Skills Development Centre (SDC) – Executive Director	WVI – Technical Specialist – Food Security and Nutrition	MOPIED – Director General
14/10/2024	Ministry of Health (MoH) – Head of Nutrition Section		DPA – Director	MoH – Head of Nutrition Section
14/10/2024	Office of Vice President, Scaling Up Nutrition (SUN) Secretariat Coordinator			Office of Vice President, SUN Secretariat Coordinator
14/10/2024	WFP-PPO- Partnership and SO4		Jowle School – School Head Teacher	Jowle School – School Head Teacher
14/10/2024	WFP – M&E Officer	WFP – M&E Officer		
14/10/2024	WFP – Supply Chain Officer	WFP – Head – Social Protection	WFP – Head – Social Protection	

Mogadishu				
Date	Tom	Mike	Susan	Mohemed/Nasra
16/10/2024	WFP CO – Head of Aviation (SO5)	WFP CO – PPO (Agriculture Specialist) – Consultant and Specialist Team (CST)		
16/10/2024		WFP CO – PPO (Food Systems) CST		
16/10/2024		WFP CO – PPO (Market Specialist) CST		
16/10/2024		WFP CO – PPO (Food Systems) National Officer Cat. B (NOB)		
17/10/2024	WFP CO – Head of Programme Partnerships – Cooperating Partners	WFP CO – Programme Management and Evaluation (PMLE) – Planning	WFP CO – Specialist, Market, Price and Economic Analysis	
17/10/2024	WFP CO – Deputy Head of Programme Partnerships – Cooperating Partners		WFP CO – Roving Resilience & Food Systems (1)	
17/10/2024	WFP CO – Lead – Communication	WFP CO – Home-Grown School Feeding Programme (HGSF) e (1)	WFP CO – Roving Resilience & Food Systems (2)	
17/10/2024	WFP CO – Communication Officer	WFP CO – HGSF Programme (2)		
18/10/2024	WFP CO – Head of Budget & Programmes	WFP CO – Roving Resilience & Food Systems (2)	WFP CO – Roving Resilience & Food Systems (2)	
20/10/2024	WFP CO – PPO Gender	WFP CO – Nutrition Emergency Operations	WFP CO – Digital Financial Inclusion & Women's Economic Empowerment & Social Protection	
20/10/2024			WFP CO – Digital Financial Inclusion & Women's Economic Empowerment & Social Protection (2)	
20/10/2024	WFP CO – Senior Risk Officer	WFP CO – Nutrition Information and specialized nutritious food pipeline	WFP CO-Senior Risk Officer	WFP CO – Senior Risk Officer

20/10/2024	WFP CO – Country Director	WFP CO – Nutrition Data	WFP CO-Country Director	WFP CO – Country Director
20/10/2024	WFP CO – Deputy Country Director	WFP CO – School Feeding and Nutrition and Resilience	WFP CO – Deputy Country Director	WFP CO – Deputy Country Director
20/10/2024	WFP CO – Deputy Country Director	WFP CO – Rome-Based Agencies Food Systems Project	WFP CO-Deputy Country Director	WFP CO – Deputy Country Director
20/10/2024	WFP CO – Staff Counsellor	WFP CO – Joint Resilience Programme phases 1 and 2	WFP CO – Head Supply Chain (logistics)	WFP CO – Head Supply Chain (logistics)
20/10/2024			WFP CO – Deputy Head of Logistics	WFP CO – Deputy Head of Logistics
21/10/2024	Ministry of Planning and International Cooperation (MoPIED) – Aid Coordination Director and Acting Director General		WFP CO – Cash-Based Transfer/ Identity Management	MoPIED – Aid Coordination Director and Acting Director General
21/10/2024	MoPIED – Director, Planning			MoPIED – Director, Planning
21/10/2024	Ministry of Labour and Social Affairs (MoLSA) – Project Manager		MOLSA – Project Manager	MOLSA – Project Manager
21/10/2024	United Nations Resident Coordinator Office (RCO) – Climate and Resilience Window		United Nations RCO – Climate and Resilience Window	
22/10/2024	Ministry of Petroleum and Mineral Resources (MoPMS) – Senior Maritime Advisor	FG MoH – Nutrition Programme Manager	WFP CO – Protection Officer	
22/10/2024	World-Bank – Senior Social Protection Specialist	Office of the Prime Minister – SUN Secretariat Coordinator	Concern Worldwide	Concern Worldwide
22/10/2024		Foreign, Commonwealth and Development Office		
23/10/2024	WFP CO – Head of Human Resources (HR)		United Nations High Commission for Refugees (UNHCR) –	UNHCR – Senior protection specialist

			Senior Protection Specialist	
23/10/2024	WFP CO – HR Officer (Deputy HR Head)		WFP CO – Head of Human Resources	WFP CO – Head of Human Resources
23/10/2024	United Nations RCO – M&E, Data Management and Results Reporting		WFP CO – HR Officer (Deputy HR Head)	WFP CO – HR Officer (Deputy HR Head)
23/10/2024	WFP RCO – Head of Procurement		WFP CO – Head of SO1 – Relief	WFP CO – Head of SO1 – Relief
23/10/2024	WFP CO – Head of Capacity Strengthening (SO4)			
28/10/2024	WFP CO – Former Special Advisor to the Country Director			
29/10/2024	WFP CO – Head, Partnership Unit			
30/10/2024	EU – Project Manager, Resilience			
30/10/2024	SoDMA – Information Management and Analyst	SoDMA – Information Management and Analyst	SoDMA –Information Management and Analyst	
31/10/2024	Mardo, Baidoa – Programme Coordinator			
31/10/2024	World Vision Baidoa – Programme Manager			
31/10/2024	Social Environmental Agency (SEA) – Kismayo- Programme Manager			

31/10/2024	Mardo, Baidoa – Programme Manager	Mardo, Baidoa – Programme Manager	Mardo, Baidoa – Programme Manager	
31/10/2024	Gender Education, Empowerment and Leadership Organization (GEELO), Beletweyne – Project Manager	GEELO, Beletweyne – Project Manager	GEELO, Beletweyne – Project Manager	
31/10/2024	Serving Together for Social Development (STS) – Project Coordinator	STS – Project Coordinator	STS – Project Coordinator	
31/10/2024	Agency for Assistance and Development of Somalia (AADS) – Nutrition Coordinator	AADS – Nutrition Coordinator	AADS – Nutrition Coordinator	
31/10/2024	STS-M&E Coordinator	STS – M&E Coordinator	STS – M&E Coordinator	
31/10/2024	WOLDE (Lower Shabelle, Benadir) – Project Officer Nutrition	WOLDE (Lower Shabelle, Benadir) – Project Officer Nutrition	WOLDE (Lower Shabelle, Benadir) – Project Officer Nutrition	
31/10/2024	GEELO, Beletweyne – Programme Assistant	GEELO, Beletweyne – Programme Assistant	GEELO, Beletweyne – Programme Assistant	
31/10/2024	AADS – Food Systems Lead	AADS – Food Systems Lead	AADS – Food Systems Lead	
4/11/2024			WFP CO – Former Deputy Head of Programme	WFP CO – Former Deputy Head of Programme
4/11/2024	WFP CO – Previous Head of Security			
5/11/2024	WFP CO – Head of Finance			
5/11/2024	WFP CO – Deputy Head of Finance			

5/11/2024	WFP CO – Former Deputy Country Director		WFP CO – Former Deputy Country Director	
6/11/2024	WFP CO – Head of Programme	WFP CO – Head of PMLE	WFP CO – Head of Programme	
6/11/2024		FGS Ministry of Education (School Feeding Coordinator)		

Annex 7: Findings, conclusions and recommendations mapping

38. The table below shows evaluation findings that inform the evaluation conclusions, and the conclusions that form the basis for the recommendations.

Findings	Conclusions	Recommendations
<p>Finding 1.1a: The ICSP and CSP designs were informed by evidence drawn from assessments and evaluations of previous WFP programmes, and the food security and nutrition situation in Somalia. ICSP and CSP activities responded to food security and nutrition needs and challenges in Somalia. However, the ICSP and CSP lacked a more systematic analysis to inform capacity strengthening.</p> <p>Finding 1.1b: The CSP design process itself had a shortcoming in stakeholder engagement, but this was mitigated by the sensitisation undertaken after the CSP was approved by the Executive Board.</p> <p>Finding 1.2a: The ICSP and CSP supported national priorities, particularly those outlined in Somalia's National Development Plans 8 and 9 and specifically to economic and social development pillars. WFP also engaged with state governments and local authorities to align its interventions with state priorities and community needs.</p> <p>Finding 1.2b: The federal and state government in Somalia have limited financial resources and weak human resources. In view of this, WFP Somalia either filled a gap where no government programme existed or complemented government capacity to implement existing programmes by providing financial support and technical expertise.</p> <p>Finding 1.2c: The CSP was aligned to UNSDCF's economic and social development priorities, but this alignment faced challenges due to weaknesses in the coordination of the cooperation framework limiting assessment of WFP's contribution.</p> <p>Finding 1.2d: Both the ICSP and CSP were designed to directly support the Humanitarian Response Plan (HRP) priorities through humanitarian food assistance, life-</p>	<p>Conclusion 1: The CSP design successfully positioned WFP to address both food security and nutrition needs in Somalia through programme integration and enhancing the humanitarian-development-peace nexus but some of the critical assumptions for operationalisation of these design elements did not hold true.</p>	<p>Recommendation 1: The design of the next WFP Somalia CSP should focus on strengthening linkages between relief, early recovery and resilience/livelihood building in order to promote self-sufficiency, while sustaining humanitarian assistance infrastructure. The country strategic plan should.</p> <ul style="list-style-type: none"> Set out a long-term vision and strategies for strengthening humanitarian-development linkages including relevant partnerships, integrated programming backed with deeper analysis on which integrated service package can be different in different livelihood and geographical zones. Establish strategies to expand/improve WFP Somalia comparative advantage in resilience and livelihood building in order to effectively operationalise the humanitarian-development-peace nexus. This includes (but not limited to) building human resources capacity, prioritising regions where integrated programming can be piloted over a period to show case results, and selecting CPs with track record and capacity to deliver integrated programmes. WFP should consider developing a strategy to guide the

<p>saving nutrition services and logistical support to facilitate humanitarian aid delivery while integrating cross cutting aims. WFP made significant contributions to the HRP through support to a large proportion of the population identified for humanitarian assistance in Somalia and complemented efforts of other UN agencies.</p> <p>Finding 1.2e: The ICSP and CSP designs were aligned to and leveraged WFP capacity and experience in humanitarian assistance. However, the CSP was also designed to deliver resilience and livelihood activities, which are sectors in which WFP's comparative advantage is not yet well established and therefore performance was weaker in these activities.</p> <p>Finding 1.3a: The CSP ToC demonstrated linkages and synergy between activities across all SOs at design but inadequate funding for some activities and weak coordination and programme integration across activities affected full realisation of the interlinkages during implementation.</p> <p>Finding 1.4a: WFP positioning remained relevant throughout the CSP implementation largely due to the anticipation of crises such as droughts and flood in the strategic plan design which enabled WFP to respond with limited adaptation.</p> <p>Finding 1.4b: The CSP can be considered as adequate as a framework for the corporate scale-up response and contributed to WFP Somalia operational readiness to respond to crisis of varying magnitude.</p> <p>Finding 2.4a: While the triple nexus was articulated in the CSP design, there was little evidence of synergistic programming of this nature during the CSP implementation.</p> <p>Finding 4.1a: The adequacy of financial resources mobilised for the CSP varied across activities and year on year, impacting on the CSP performance.</p> <p>Finding 4.1b: The funding for the CSP was to a large extent predictable and timely but less flexible.</p>		<p>operationalisation of the humanitarian-development-peace nexus to address the challenges experienced in translating the triple nexus to practice in the Somalia context.</p>
<p>Finding 2.1a: Although WFP reached communities and individuals most vulnerable to food insecurity and malnutrition, challenges in implementation of the targeting and prioritization strategy</p>	<p>Conclusion 2: WFP adapted its targeting of humanitarian food and nutrition assistance to the Somalia context but</p>	<p>Recommendation 2: Develop a resource mobilisation strategy aligned with the next CSP, focusing on securing long-term funding for integrated</p>

<p>such as data quality gaps, local power dynamics, social and clan affiliation influence and low community participation contributed to some eligible individuals being left out.</p> <p>Finding 2.1b: WFP took an appropriate option which enabled the organization to reach a higher number of beneficiaries but for a shorter period in the face of inadequate funding. However, the selection process of vulnerable households for the 3-month rotation proved difficult due to high levels of food insecurity amongst the population. In addition, WFP made limited expansion of access to hard to reach areas reaching due to security concerns.</p> <p>Finding 2.1c: WFP integrated gender, disability and conflict sensitivity in beneficiary targeting and selection but with limitations in data affecting the targeting of displaced populations.</p> <p>Finding 2.2.1a: WFP successfully scaled up relief assistance that largely contributed to famine prevention while efforts in anticipatory actions contributed to the reducing the impact of flooding on affected people during the CSP.</p> <p>Finding 2.2.1b: Increased use of CBT modality to deliver assistance contributed to timely response to crises, contributed to cost efficiency, provided flexibility to beneficiaries, and stimulated local economies.</p> <p>Finding 2.2.1c: Despite food assistance reaching most targeted households, their food security outcomes did not improve largely due to the short time frame of assistance, rotation and scaling down of assistance in 2023.</p> <p>Finding 2.2.2a: The CSP output targets for the safety net for human capital project were achieved largely due to WFP's capacity and systems in place to deliver cash transfers. But the amount of cash transferred to beneficiaries, inflation and shocks affected the impact of cash transfers on beneficiaries of SNHCP resulting in insufficient improvements in food security status.</p> <p>Finding 2.2.2b: The safety-net programmes contribution to food security and nutrition outcomes of beneficiaries shows a mixed picture, partly due to the effect of the</p>	<p>resource constraints and access challenges prevailed. Overall programme coverage varied across activities due to access constraints and fluctuating funding.</p> <p>Conclusion 5: Resource mobilisation: WFP has had mixed results in resource mobilisation for the CSP and this factor was one of the key determinants of CSP performance.</p> <p>Conclusion 6: WFP Somalia optimisation of its staff and structure, decentralisation of function, nationalisation of positions and prioritisation of cost saving measures contributed to improved efficiency, but cost saving measures focused more on humanitarian assistance than other strategic outcomes.</p>	<p>programmes. In view of this, WFP could consider:</p> <ul style="list-style-type: none"> • Developing joint integrated programmes in collaboration with other UN agencies and development actors, • Developing integrated programmes with activity component across strategic outcomes, • Strengthening knowledge management and documentation of result to support compelling value propositions for fund-raising.
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<p>limited amount of cash provided, inflation and other shocks.</p> <p>Finding 2.2.2 c: Achievement of output targets for prevention and treatment of malnutrition varied year on year, with success closely linked to engaging CPs, collaboration with ministries of health and use of health and community systems, and availability of donor funds.</p> <p>Finding 2.2.2d: The availability of sufficient resources enabled WFP to achieve good outcome results in the area of MAM. However, there was lower levels of achievement of dietary diversity targets.</p> <p>Finding 2.2.2 e: The school feeding programme's theoretical approach was sound – combining a range of activities aimed at improving student's nutrition and school attendance. It performed reasonably well in output achievement in 2022, but less so in 2023, mainly a result of low levels of funding, unrealistic targets, and implementation challenges. Some outcome targets were achieved but, overall, the programme's effectiveness was weakened by deficient implementation and lack of resources.</p> <p>Finding 2.2.3a: WFP's resilience programming achieved limited successes through food for assets and training initiatives, but wider impact was constrained by lack of funding, logistical challenges, and limitations in WFPs and other agencies' post-harvest support to farmers.</p> <p>Finding 3.2c: Nutrition and SFP activities were largely delivered within intended timeframes, although the SF programme was affected by significant funding shortfalls and, in some cases, logistical challenges.</p> <p>Finding 3.3a: Measures put in place to optimise staffing including movement of WFP Somalia CO from Nairobi to Mogadishu, decentralisation of functions, strengthening area offices and policies for attracting and retention of diverse staff to a large extent contributed brought WFP closer to the communities and contributed to improved programming and implementation processes.</p> <p>Finding 3.3b: Cost-saving measures put in place by WFP Somalia have contributed</p>		
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<p>to improvement of efficiency in the delivery of the CSP.</p> <p>Finding 3.3c: The use of CBT as a humanitarian assistance delivery modality optimized the cost of food assistance while offering more benefits to beneficiaries.</p> <p>Finding 4.1a: The extent to which the CSP was adequately funded varied across strategic outcomes and activities and fluctuated from year to year due to donor priorities and earmarking, and challenges in mobilizing resources for resilience building and capacity strengthening. The variations in funding levels across activities, to a large extent, determined the coverage of WFP programmes.</p> <p>Finding 4.1b: The funding for the CSP was to a large extent predictable and timely but less flexible.</p>		
<p>Finding 2.3.a: WFP demonstrated a strong commitment to protection through development of appropriate policies, and strong efforts to roll out in practice.</p> <p>Finding 2.3.b: WFP Somalia established community feedback mechanisms, aligned with the AAP policy and community engagement strategy, but these mechanisms were underutilised due to low awareness among beneficiaries and security concerns hindering community engagement.</p> <p>Finding 2.3.c: WFP successfully integrated GEWE but challenges remain in ensuring full implementation due to cultural barriers, societal dynamics and staff capacity.</p> <p>Finding 2.3d: The role of women in decision making improved across the CSP strategic outcomes, largely influenced by strategic targeting of women as key beneficiaries of WFP interventions.</p>	<p>Conclusion 3: WFP heavily invested in the integration of cross cutting themes of protection, AAP and gender and inclusion in the CSP. Beneficiaries received humanitarian assistance with limited constraints while a significant number of women were reached across SO 1 to 3. However, AAP mechanism were not well utilised.</p>	<p>Recommendation 3: Improve community engagement, use of CFM and gender transformative programming:</p> <ul style="list-style-type: none"> • WFP should develop strategies and approaches to increase community engagement in the programme cycle including involving CPs to support community mobilisation (if feasible), strengthening collaboration with state ministries and local authorities and strengthening the capacity of Somali national staff to undertaken community engagement. • Scale up the sensitisation of affected populations to utilise the CFMs in place and improve coordination of the handling of CFMs between CPs and WFP. • Enhance gender transformative programming (GTP) building on progress made in capacity building by operationalising the tools in place (gender checklist) and

		establishing and reporting on GTP indicators.
<p>Finding 4.2a: Partnership with government leveraged government leadership and mandate for stakeholder coordination, technical expertise and community mobilisation to influence CSP results. However financial and human resources capacity gaps limited the extent of WFP engagement with government in programme implementation.</p> <p>Finding 4.2b: WFP's partnership with CPs was contributed to delivering programmes at community level, expanding the geographical reach of interventions, managing risk and achieving CSP results.</p> <p>Finding 4.2c: Despite significant achievements in collaborative programming with United Nations agencies, WFP's partnerships faced underlying challenges such as competition for resources, mandate creep and information sharing that highlight the need for clearer role definition and improved field-level coordination systems.</p> <p>Finding 4.2d: While WFP demonstrated success in targeted private sector partnerships, there is significant untapped potential for deeper engagement across multiple areas including food processing, fortification, financial services, and vocational training.</p>	<p>Conclusion 4: Partnership with cooperating partners made the most difference in contributing to CSP results while WFP leveraged partnerships with government and other UN agencies to influence results. However, partnerships with private sector are least developed and have unexploited opportunities.</p>	<p>Recommendation 4: Develop a more systematic, partnership strategy aligned with the next CSP in which resource partnerships are managed from Nairobi, while coordinating broader partnerships at CO and AO levels.</p> <p>To strengthen partnerships WFP should:</p> <ul style="list-style-type: none"> • Develop a robust partnership strategy focusing on aligning and expanding its strategic partnerships in line with the strategic direction to be articulated in the next CSP and setting clear partnerships goals, • Establish a systematic approach to building partnerships with government, other UN agencies, other development actors and private at CO and AO levels.
<p>Finding 1.1a: The ICSP and CSP designs were informed by evidence drawn from assessments and evaluations of previous WFP programmes, and the food security and nutrition situation in Somalia. ICSP and CSP activities responded to food security and nutrition needs and challenges in Somalia. However, the ICSP and CSP lacked a more systematic analysis to inform capacity strengthening.</p> <p>Finding 2.2.4a: WFP contributed to capacity strengthening of government ministries but the utilisation of the capacity to improve food security and nutrition policy and programmes was hampered by financial constraints on the part of government and weak coordination with other development partners.</p>	<p>Conclusion 7: WFP Somalia contributed to capacity strengthening of government but the capacities were not well utilised. In addition, the baseline for government capacity is low and it will take time and significant resources to build sufficient capacity for government to develop and/or lead food security and nutrition programmes.</p>	<p>Recommendation 5: Improve capacity-strengthening approach for government through a clearer statement of its goal, use of capacity assessments, further coordination with partners and enhanced staff capacity:</p> <ul style="list-style-type: none"> • Clearly define the overall goal for capacity strengthening and align the CCS strategic framework. E.g. if the goal is for WFP to play an enable role while government leads implementation, the CCS framework should align to this and have phased milestones leading to such

<p>Finding 2.2.4b: Although CCS outputs were not systematically tracked, the CCS support provided to government ministries has shown output results.</p>		<p>a goal over a realistic timeframe</p> <ul style="list-style-type: none"> • Conduct capacity assessment of relevant government ministries, if possible, in collaboration with other partners so as to have a holistic picture of capacity gaps, support ministries are or will likely receive from other partners and the entry points for WFP support to contribute to holistic capacity strengthening • Build capacity of both government and WFP staff in the development of capacity strengthening plans • Develop a M&E plan for capacity strengthening to more effectively track the results of the support provided to government ministries • Continue convening other partners to establish a coordination platform for government capacity strengthening to create synergies with and leverage other partners' resources.
<p>Finding 4.4a: WFP's monitoring system, combined multiple data collection methods and purposes, enables ongoing operational adjustments, but did not fully track all CSP output and outcome indicators and data management limitations created barriers to utilizing all collected data.</p>	<p>Conclusion 8: While comprehensive monitoring systems were in place on paper, challenges in timely data collection, data quality, access and utilization limited their effectiveness in driving evidence-based program improvements as envisioned.</p>	<p>Recommendation 6: Improve the CSP M&E data management to effectively track data on CSP indicators, produce information for internal use, complement data from process monitoring and CFM. This will involve:</p> <ul style="list-style-type: none"> • Development and regular updating (at least biannually) of dashboards that can be accessed by WFP staff (and others with WFP agreement) so as to better understand progress against output and outcome targets and other metrics of interest.

Annex 8: Somalia development plans and policies

39. The Somalia National Development Plan (NDP, 2020–2024) is a poverty reduction strategy setting out the country's socioeconomic development priorities. The NDP has four pillars: inclusive policies; security and rule of law; economic development; and social development. Pillar 3 particularly prioritizes rehabilitation and expansion of infrastructure and improved resilience of food production systems, while pillar 4 focuses on improved access to social protection and food security safety nets, education, health, and clean water and sanitation, which are all critical for improving food security and nutrition outcomes.³

40. The Ministry of Agriculture and Irrigation (MoAI) developed a strategic plan for 2016–2020, which aimed at restoring the agriculture sector and facilitating the implementation of farming-related activities.⁴ This plan – underpinned by a food and agriculture delivery compact with the African Development Bank (AfDB)⁵ – addressed key challenges such as poor agricultural infrastructure, drought, flooding, lack of agricultural inputs and markets, and the need for an enabling environment. Its objectives include doubling crop production to meet 60 percent of local demand for cereals and oilseeds, increasing commercial crop and livestock exports, and boosting the fisheries sector contribution from 2 percent to 5 percent of GDP, with these themes reflecting the main agricultural development priorities set out in NDP 9. Actions to deliver these objectives included rolling out improved seed varieties, expanding land area under irrigation, promoting value addition, reducing post-harvest losses and strengthening the policy on regulatory environment. Nevertheless, challenges remain, with the World Bank, FAO⁶ and the International Fund for Agricultural Development (IFAD)⁷ identifying infrastructure constraints, limited agricultural extension outreach and capacity, weak public financial management systems, weak land tenure and property rights, limited resilience to environmental extremes, and large arrears to international financial institutions (IFIs) as hurdles that must all be addressed if agricultural productivity is to be improved.

41. The Somalia Multisectoral Nutrition Strategy 2019–2024,⁸ and the Somalia Nutrition Strategy 2020–2025⁹ are the cornerstones of Somalia's nutrition policy framework. The multisectoral nutrition strategy has a broader, multisectoral approach, integrating various policy instruments across different sectors and contains seven strategic objectives, mainly related to capacity and coordination mechanisms that support nutrition outcomes. The Somalia nutrition strategy, on the other hand, is more focused on nutrition-specific interventions within the health sector, and has three main objectives related to stunting, minimum acceptable diet and wasting. Coordination between the two plans is guided by the Common Results Framework (CRF)¹⁰ mechanism, which serves as a unifying tool for Somalia's nutrition strategies, aligning objectives, facilitating multisectoral coordination and guiding implementation, as well as providing a shared framework for prioritization, target-setting, monitoring and resource allocation across sectors.

42. The Somalia Education Policy of 2020 aims at providing equal opportunities within the education system for all citizens with no child being neglected. Basic education (classes 1 to 8) is compulsory for all children. To improve access to quality basic education, the policy seeks to improve school infrastructure, introduce an innovative curriculum, provide key learning materials and establish a conducive environment

³ Ministry of Planning, Investment and Economic Development, Federal Republic of Somalia. Somalia National Development Plan 2020–2024.

⁴ Government of Somalia, Ministry of Agriculture Strategic Plan 2016–2020.

⁵ https://www.afdb.org/sites/default/files/documents/publications/somalie_country_food_and_agriculture_delivery_compact.pdf.

⁶ Rebuilding Resilient and Sustainable Agriculture in Somalia, World Bank and FAO, 2018.

⁷ IFAD Republic of Somalia Country Strategy note, 2022–2023.

⁸ <https://scalingupnutrition.org/sites/default/files/2022-06/national-nutrition-plan-somalia.pdf>.

⁹ <https://www.unicef.org/somalia/media/1756/file/Somalia-nutrition-strategy-2020-2025.pdf>.

¹⁰ Dr Mohamed Abdi Farah, Mohamed Abdi Hasan and Job Gichuki. 'Developing a common results framework for nutrition in Somalia'. *Nutrition Exchange* 11, January 2019.

for learning, such as a reduction in the teacher-learner ratio. The policy also establishes affirmative action to enrol and support orphaned and vulnerable children in school.¹¹

43. Somalia's Social Protection Policy (2019-2040) adopts a multisectoral approach to combat poverty, vulnerability and inequality. Its key objectives are to strengthen social protection systems, expand social assistance, build social insurance within the formal sector, integrate social protection in labour-related policy measures and extend social care services for poor and vulnerable households and individuals. The policy establishes a temporary seasonal safety net for populations vulnerable to droughts, and it institutionalizes seasonal shock response mechanisms within the national system, providing transitional, multisectoral support for food-insecure households.¹²

44. The country has a draft gender policy, which establishes a framework for integrating gender into legislation, and sector policies and programmes to promote equal opportunities for women and men. Some of the objectives of this policy relevant to food security and nutrition include reducing gender inequalities between men and women, and girls and boys and increasing women's participation in decision making processes at all levels.¹³ In addition, the Somalia Disaster Management Agency (SoDMA) has put in place a gender strategy guide and a gender responsive humanitarian response. Key aspects of this policy include undertaking an inclusive disaster response for planning, building the capacity of disaster management policy makers and organizations in gender-sensitive approaches, ensuring gender analysis is done to understand differential disaster impacts on women, men, girls and boys, and developing gender responsive responses and monitoring and evaluation of disaster response programming.¹⁴

45. Adaptation to climate change is guided by the National Adaptation Programme of Action¹⁵ (NAPA) first developed in 2013. The NAPA focuses on addressing the most pressing climate-related risks and building community awareness, improving monitoring and risk-forecasting, and supporting the adoption of government policies to enhance climate change resilience among vulnerable groups. Implementation is guided by the NAP framework of 2022,¹⁶ the focus areas of which include improvement of resilience in agriculture, water resources, health, coastal zones and disaster risk reduction.

46. The National Disaster Management Policy (2020) provides a legislative framework to guide planning and response to disaster prevention, mitigation, preparedness, response, recovery and reconstruction in a way that strengthens linkages across disaster risk management, resilience and sustainable development. The objective is to strengthen national capacities for effective disaster preparedness and thereby reduce the level of vulnerability among populations at risk.¹⁷

47. The National Development Plan 9 (2020-2024) is aligned to the Strategic Development Goals (SDGs). The Voluntary National Review Report of 2022 shows that the country has made significant progress towards the achievement of the SDGs. GDP growth is on an upward trajectory despite the effects of the COVID-19 pandemic, droughts and floods, and the ICT sector flourished under a self-regulated private sector system. The proportion of the population using basic drinking water services increased from 29 percent in 2006, to 66 percent in 2019; open defecation reduced from 35 percent in 2015 to 18 percent in 2019; maternal mortality reduced from 732 in 2015 to 692 per 100,000 live births in 2019; and literacy levels have increased. Limited progress was, however, recorded in the reduction of hunger (SDG 2), improvement of gender equality (SDG 5) and access to affordable and clean energy (SDG 7).¹⁸

48. Guided by United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025, the United Nations in Somalia is supporting the government priorities set out in the NDP 9, namely: 1) inclusive politics and reconciliation; 2) security and rule of law; 3) economic development; and 4) social development. These are supported by a set of integrated and mutually reinforcing outcomes designed to advance

¹¹ Ministry of Education, Culture and Higher Education, 2020. National Education Policy.

¹² Federal Government of Somalia, 2022. Ministry of Labour and Social Affairs. Somalia Social Protection Policy.

¹³ Federal Government of Somalia. 2018. Draft Gender Policy.

¹⁴ Somalia Disaster Management Agency, 2024. Gender Strategy.

¹⁵ <https://unfccc.int/resource/docs/napa/som01.pdf>.

¹⁶ <https://napglobalnetwork.org/wp-content/uploads/2022/11/napgn-en-2022-somalia-nap-framework.pdf>.

¹⁷ MoHADM. 2020. National Disaster Risk Management Policy.

¹⁸ Federal Republic of Somalia, Somalia National Bureau of Statistics. 2022. Voluntary National Review Report.

progress towards the SDGs. All priorities and outcomes of the cooperation framework are underpinned by human rights principles and the central objective of leaving no one behind. The United Nations support is delivered through harnessing the capacities, expertise and resources of all United Nations agencies operating in Somalia.

Annex 9: ICSP and CSP strategic outcomes and activities and financial overview

49. This annex describes the ICSP strategic outcomes and activities and financial overview as well as the CSP strategic outcomes and activities.

Table 2: ICSP strategic outcomes and activities

Outcome	Activities
SO1: Food-insecure and nutrition-insecure people in areas affected by natural or human-caused disasters have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutrition needs during and in the aftermath of shocks.	Act 1: Provision of unconditional food or cash-based food assistance, specialized nutritious foods and gender transformative nutrition messaging and counselling to crisis-affected people through well-coordinated food security and logistics during humanitarian responses.
SO2: Food-insecure people in targeted areas are better able to withstand shocks and stresses throughout the year.	Act 2: Provision of conditional and unconditional food or cash-based food assistance and nutritional messaging to food-insecure people through reliable safety nets, including school meals. Act 7. Provision of unconditional cash transfers in rural areas to targeted poor and vulnerable households.
SO3: Malnourished and food-insecure children, adolescent girls, pregnant or breastfeeding women and girls (PBWG) and antiretroviral (ART)/tuberculosis directly observed therapy TB-DOT) clients in areas with persistently high rates of acute malnutrition have improved nutritional status throughout the year.	Act 3. Provision of specialized nutritious foods and nutrition messaging to children, adolescent girls, PBWG and ART/TB DOT clients to systematically treat and prevent malnutrition and to stimulate positive behaviour change.
SO4: National institutions, private sector actors, smallholder farmers, and food-insecure and nutritionally vulnerable populations benefit from more resilient, inclusive and nutritious food systems by 2021.	Act 4: Provision of services, skills, assets and infrastructure for the rehabilitation and strengthening of food supply chains.
SO5: National institutions have strengthened policies, capacities and systems for supporting food-insecure and nutritionally vulnerable populations by 2021.	Act 5: Provision of technical support for the strengthening of national policies, capacities and systems.
SO6: The humanitarian community is better able to reach vulnerable people and respond to needs throughout the year.	Act 6: Provision of air services for the humanitarian community. Act 8: Provision of on-demand services for the humanitarian community. Act 9: Provision of common services through the logistics sector (or logistics cluster, if activated), for the humanitarian community.

Table 3: ICSP Somalia 2019-2021 cumulative financial overview

Focus Area	Strategic Outcomes	Activities	2019 - 2021 (ICSP)							
			Original approved NBP	NBP as per BR01	% of total	Allocated Resources	% of NBP BR01 funded	Expenditures	% of allocated resources spent	% of NBP BR01 spent
Crisis Response	01 food and nutrition security during crisis	01 nutritional activities	\$293,302,153	\$1,086,674,007	54,83%	\$676,053,819	62,21%	\$596,456,533	88,23%	54,89%
	Total strategic outcome 1		\$293,302,153	\$1,086,674,007	54,83%	\$676,053,819	62,21%	\$596,456,533	88,23%	54,89%
Resilience Building	02 human capital social protection	02 technical support	\$243,987,788	\$291,266,111	14,70%	\$131,990,250	45,32%	\$121,580,488	92,11%	41,74%
	07 mandated logistics services		\$0	\$111,636,472	5,63%	\$49,935,957	44,73%	\$48,663,435	97,45%	43,59%
Resilience Building	Total strategic outcome 2		\$243,987,788	\$402,902,583	20,33%	\$181,926,207	45,15%	\$170,243,923	93,58%	42,25%
	03 climate-smart food systems	03 support to smallholder farmers	\$183,680,458	\$150,485,215	7,59%	\$81,593,713	54,22%	\$74,753,859	91,62%	49,68%
Resilience Building	Total strategic outcome 3		\$183,680,458	\$150,485,215	7,59%	\$81,593,713	54,22%	\$74,753,859	91,62%	49,68%
	04 institutional capacity strengthening	04 technical support to national & subnational actors	\$30,926,781	\$30,926,780	1,56%	\$10,437,178	33,75%	\$7,085,355	67,89%	22,91%
Crisis Response	Total strategic outcome 4		\$30,926,781	\$30,926,780	1,56%	\$10,437,178	33,75%	\$7,085,355	67,89%	22,91%
	05 institutional capacity strengthening	05 enforcement of policies and legislation	\$17,983,341	\$17,983,341	0,91%	\$6,765,883	37,62%	\$5,501,642	81,31%	30,59%
06 humanitarian air and logistics services	Total strategic outcome 5		\$17,983,341	\$17,983,341	0,91%	\$6,765,883	37,62%	\$5,501,642	81,31%	30,59%
	06 air transport services	\$67,393,384	\$67,392,158	3,40%	\$51,119,159	75,85%	\$41,561,061	81,30%	61,67%	
	08 on-demand services	\$0	\$1,008,863	0,05%	\$3,629,310	359,74%	\$2,558,165	70,49%	253,57%	
	09 emergency telecoms services	\$0	\$10,976,768	0,55%	\$4,084,223	37,21%	\$3,967,059	97,13%	36,14%	
Total strategic outcome 6		\$67,393,384	\$79,377,789	4,01%	\$58,832,692	74,12%	\$48,086,285	81,73%	60,58%	
Non Specific Activities		\$0	\$0		\$4,696,022		\$0		0,00%	
Total Transfer and Implementation		\$837,273,905	\$1,768,349,715	89,23%	\$1,020,305,514	57,70%	\$902,127,597	88,42%	51,02%	
Direct Support Cost (DSC)		\$64,722,645	\$92,649,174	4,67%	\$66,427,015	71,70%	\$59,126,037	89,01%	63,82%	
Indirect Support Cost (ISC)		\$58,629,776	\$120,896,241	6,10%	\$65,715,738	54,36%	\$65,715,738	100,00%	54,36%	
Total ICSP		\$960,626,326	\$1,981,895,130	100,00%	\$1,152,448,267	58,15%	\$1,026,969,372	89,11%	51,82%	

Source: ACR1-A Standard Country Report SO01 as at December 2021. Data extracted on 23/06/2024.

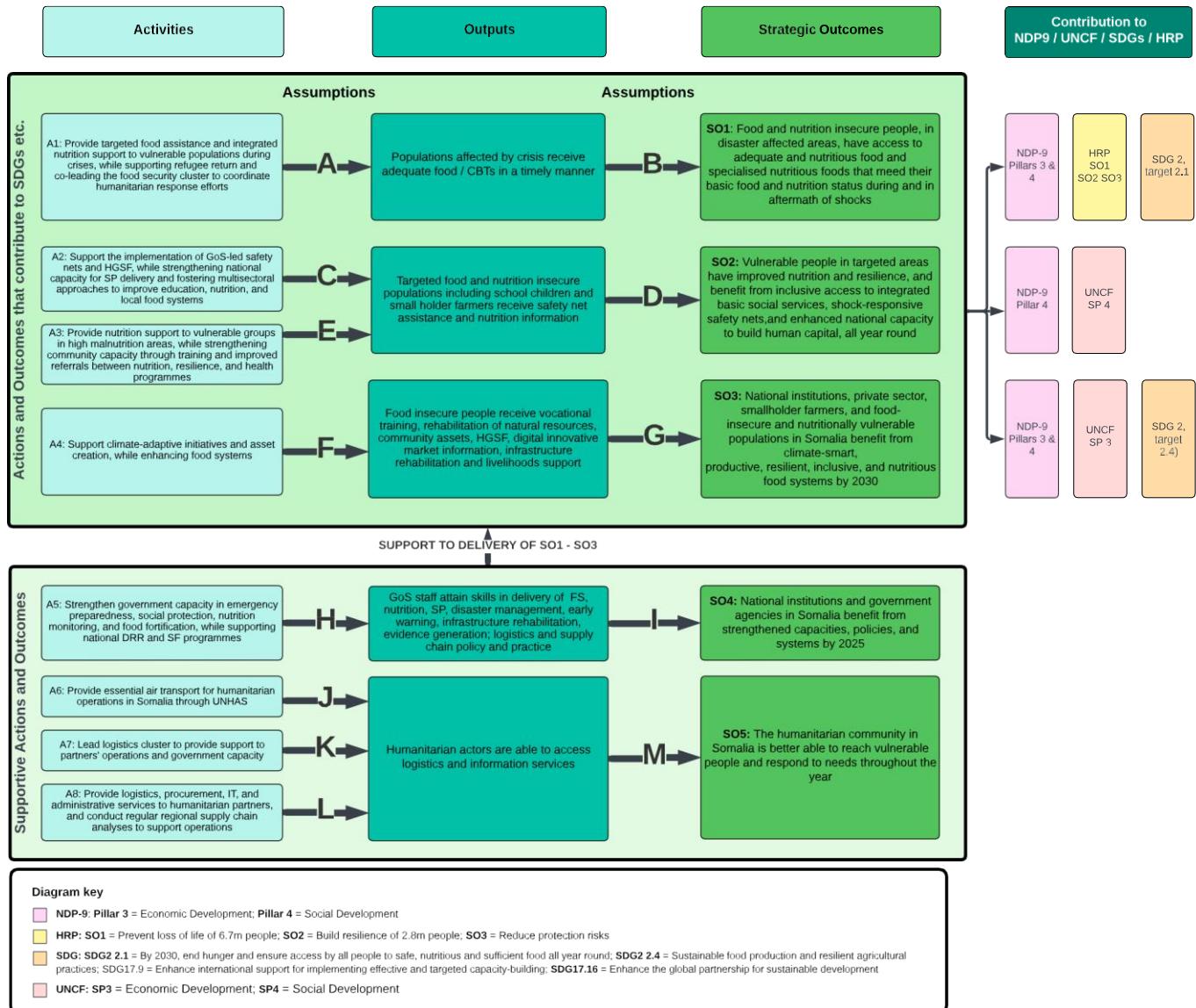
Table 4: Somalia CSP 2022-2025 strategic outcomes and activities (based on BR 03)

Focus area	Strategic outcomes	Activities	Modality	Budget (US\$)
Crisis response	SO1: Food-insecure and nutrition-insecure people, in disaster-affected areas, have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutritional needs, during and in the aftermath of shocks.	Activity 1: Provide integrated food and nutritional assistance including school feeding in emergency as well as early recovery and emergency livelihood support to crisis-affected people such as returning refugees, internally displaced people and people living with HIV.	Food Cash-based transfer Capacity strengthening	3,444,718,943
Resilience building	SO2: Vulnerable people in targeted areas have improved nutrition and resilience, and benefit from inclusive access to integrated basic social services, shock-responsive safety nets, and enhanced national capacity to build human capital, all year round.	Activity 2: Provide conditional and unconditional food or cash-based food assistance and nutrition-sensitive messaging to food-insecure people through reliable safety nets, including home-grown school feeding (HGSF). Activity 3: Provide an integrated nutrition support and malnutrition prevention and treatment package to targeted vulnerable people.	Food Cash-based transfer Capacity strengthening	405,743,176
Resilience building	SO3: National institutions, private sector, smallholder farmers, and food-insecure and nutritionally vulnerable populations in Somalia benefit from climate-smart, productive, resilient, inclusive and nutritious food systems by 2030.	Activity 4: Provide an integrated package of livelihood support activities, anticipatory actions and services, skills, assets and infrastructure to households and communities to strengthen their resilience and food systems.	Food Cash-based transfer Capacity strengthening	224,586,805
Resilience building	SO4: National institutions and government agencies in Somalia benefit from strengthened capacities, policies and systems by 2025.	Activity 5: Provide technical support to national and subnational actors that strengthens their capacities to develop and implement peacebuilding, hunger-reducing national policies.	Capacity strengthening	25,017,419
Crisis Response	SO5: The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs, throughout the year.	Activity 6: Provide air transport services (passengers and light cargo) to the humanitarian community. Activity 7: Provide mandated logistics services to the humanitarian community through the coordination mechanism of the logistics cluster. Activity 8: Provide on-demand services to the humanitarian community. Activity 9: Provide mandated emergency telecommunications services to the humanitarian community through the coordination mechanism of the emergency telecommunications cluster (added in December 2022 through BR 01).	Service delivery	112,775,250

Source: Somalia CSP BR 03 Narrative 09 July 2024.

Annex 10. Reconstructed theory of change for the CSP

50. The reconstructed CSP theory of change, key assumptions and CSP activities and beneficiaries referred to in Section 1.3 are described in this annex.



Key assumptions for the theory of change

Key assumptions for cross-cutting issues		Extent to which these held through
1	Principle of "leaving no one behind" applies to all actions	Partly
2	All actions aim for gender-transformative outcomes	Yes
Overarching assumptions		
1	Political: Stability improves; Increased government ownership of and commitment to WFP strategic outcomes.	Yes
2	Resources: Donor funds are available.	Partly
3	Partnerships: Partnerships with the Government, other United Nations bodies and cooperating partners are functional.	Yes
4	Data: Availability of accurate and timely data inform decision making.	Partly
5	Coordination: Effective coordination across and between strategic outcomes.	Partly
Activity / output-specific assumptions		
A	Gender norms, clan affiliations and cultural practices do not impact on women's and girls' access to food and nutrition assistance and in making decisions on targeting of cash-based transfers.	Partly
	Markets function in an efficient manner.	Yes
	WFP principles for humanitarian assistance are cascaded and applied by cooperating partners on the ground to target and protect vulnerable people (men, women, girls and boys) with disabilities and internally displaced people.	Yes
	Food assistance is not hijacked by power brokers or diverted away from targeted populations.	Partly
	Donor funding is sufficient.	Partly
	WFP is able to access remote and insecure areas.	Partly
	Food production disrupted temporally by conflict or natural disasters resumes in the aftermath of shock.	Partly
B	Beneficiaries consume and utilize food or cash appropriately.	Yes
	Beneficiaries adopt better nutrition practices.	Partly
	Transfers are of sufficient duration and size to impact on food consumption score and nutrition indicators.	Partly
C	Gender, disability and protection issues do not affect delivery of assistance.	Yes
	Cooperating partners have the requisite capacity to deliver assistance on the ground as per WFP expectations.	Yes
	Donor funding is sufficient.	Partly
	Food production disrupted temporally by conflict or natural disasters resumes in the aftermath of shock.	Partly
D	Beneficiaries adopt improved nutrition practices.	Partly
	Farmers adopt new agricultural approaches.	Yes
	Relevant sector agencies are able and willing to collaborate and effectively coordinate efforts for service provision and livelihood enhancement.	Partly
	Referral mechanisms function in a way that enables "joined-up" programming.	Partly
	Food consumption and internal market mechanisms are stable during shock.	No
	Capacity building support to the Government (MoLSA) results in effective delivery of the Baxnaano safety net programme.	Yes
E	Gender, disability and protection issues do not affect delivery of assistance.	Partly
	Cooperating partners have the requisite capacity to deliver assistance on the ground.	Yes
F	The Government has the requisite number of staff on the ground, and they are available for and amenable to training.	Partly
	Donor funding is available.	No
	The Government enforces food quality and safety standards.	Partly
	Assets created are appropriate to community needs.	Yes
G	Beneficiaries have sufficient access to digital technologies and digital literacy.	Partly
	E-commerce technology is adopted.	Partly
	Security situation in target areas will prevail to support sustainability and safety of: (i) installed infrastructure; and (ii) ability of beneficiaries to access markets.	Yes
	Climatic conditions are conducive to crop performance.	Partly
	Smallholder farmers are willing to join cooperatives and attend trainings.	Yes
	Community asset management structures are established and functional.	Partly
H	WFP and cooperating partner staff have the necessary skills and resources to strengthen government staff capacity at field, state and federal levels.	Partly
	Availability and willingness of government staff for training (daily allowance etc.).	Yes
	Thorough assessment of capacity needs has been undertaken to inform capacity building actions.	No
	Thorough stakeholder analysis of other capacity building actions has been undertaken to avoid duplication of effort.	No
I	National and subnational institutions have financial capacity and systems to utilize the strengthened capacity.	No
	Capacity is utilized to benefit vulnerable populations.	Partly

	National and subnational institutions are able and willing to collaborate and coordinate response efforts where necessary.	Partly
	Necessary policies, guidelines and action plans at the national level are in place, and cascaded down and adopted at federal member states levels.	Partly
J, K, L	Donor funding is received.	Partly
	Other humanitarian actors are receptive to WFP leadership in this area.	Yes
	WFP has the staff in place to provide efficient and timely support.	Yes
M	Other humanitarian actors have the funds to provide assistance to affected populations.	Partly

51. The following table provides details of the CSP activities that were expected to lead to the outputs outlined in the theory of change above.

Table 5: Mapping of CSP outcomes, main activities, sub activities and target populations

CSP Strategic outcome	Activity	Sub activity	Target populations
Strategic outcome 1: Food-insecure and nutrition-insecure people, in disaster-affected areas, have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutritional needs, during and in the aftermath of shocks (Crises response)	Activity 1: Provide integrated food and nutritional assistance including emergency home-grown school feeding to crisis-affected people	1.1. Relief assistance (unconditional food or cash-based food assistance) 1.2. Drought anticipatory action 1.3. Treatment and prevention of acute malnutrition and referral to the relief programme 1.4. Emergency home-grown school feeding 1.5. Social and behavioural change communication (SBCC)	<ul style="list-style-type: none"> Vulnerable people affected by crises - men, women, boys, girls, newly internally displaced people, refugees, asylum seekers, marginalized populations and minorities Children 6-59 months and 6-23 months and PBWG School children (boys and girls) HIV and TB patients
Strategic outcome 2: Vulnerable people in targeted areas have improved nutrition and resilience, and benefit from inclusive access to integrated basic social services, shock-responsive safety nets, and enhanced national capacity to build human capital, all year round	Activity 2: Provide conditional and unconditional food or cash-based food assistance and nutrition-sensitive messaging to food-insecure people through reliable safety nets, including HGSF	2.1 Government-led Shock Responsive Safety Net for Human Capital Project 2.2 Home-grown school feeding programme	<ul style="list-style-type: none"> Households with children under 5 years and headed by women School children (boys and girls)
	Activity 3: Provide an integrated nutrition support and malnutrition prevention and treatment package to targeted vulnerable people	3.1 Malnutrition prevention and treatment (joint resilience programme; MAM treatment 3.2 Social and behavioural change communication (SBCC)	<ul style="list-style-type: none"> Children 6-59 months PBWG
Strategic outcome 3: National institutions, private sector, smallholder farmers, and food-insecure and nutritionally vulnerable populations in Somalia benefit from climate-smart, productive, resilient, inclusive, and nutritious food systems by 2030	Activity 4: Provide an integrated package of livelihood support activities, services, skills, assets and infrastructure to households and communities to strengthen their resilience and food systems	4.1 Strengthening climate smart food systems (agriculture inputs, post-harvest loss management, village savings and loans associations, training, SBCC, product marketing) 4.2 Community and household asset creation (food assistance for assets (FFA) and food assistance for training (FFT)) 4.3 Anticipatory action programme	<ul style="list-style-type: none"> Smallholder farmers Farmer cooperatives Aggregators
Strategic outcome 4: National institutions and government agencies in Somalia benefit from	Activity 5: Provide technical support to national and subnational actors that strengthens capacities to	5.1 Improving capacity in emergency preparedness and response, vulnerability analysis and mapping, sector assessments, social	<ul style="list-style-type: none"> Government institutions

<p>strengthened capacities, policies and systems by 2025</p>	<p>develop and implement peacebuilding, hunger-reducing national policies</p>	<p>protection instruments and nutrition monitoring 5.2 Reinforce the national platform for disaster risk reduction and support implementation of the risk mitigation strategy 5.3 Facilitation of the development and implementation of the national food fortification policy and strategy 5.4 Support strategy, policy and legislative frameworks, financial management, institutional coordination and programme design and implementation for HGSFP 5.5 Capacity strengthening of government institutions in logistics and supply chain</p>	
<p>Strategic outcome 5: The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs throughout the year</p>	<p>Activity 6: Provide air transport services to the humanitarian community Activity 7: Provide mandated logistics services to the humanitarian community through the coordination mechanism of the logistics cluster Activity 8: Provide on-demand services to the humanitarian community Activity 9 Provide mandated emergency telecommunications services to the humanitarian community through the coordination mechanism of the emergency telecommunications cluster</p>	<p>6.1 Provision of UNHAS transport services 7.1 Provision of mandated logistics services 8.1 Provision of on-demand services 9.1 Provision of mandated emergency telecommunication services</p>	<ul style="list-style-type: none"> • Humanitarian and development community

Annex 11: ICSP and CSP budget revisions

52. Annex 11 shows the changes in the ICSP and CSP needs-based plan (budget) as a result of the budget revisions approved during the implementation period.

Figure 1: ICSP budget revisions

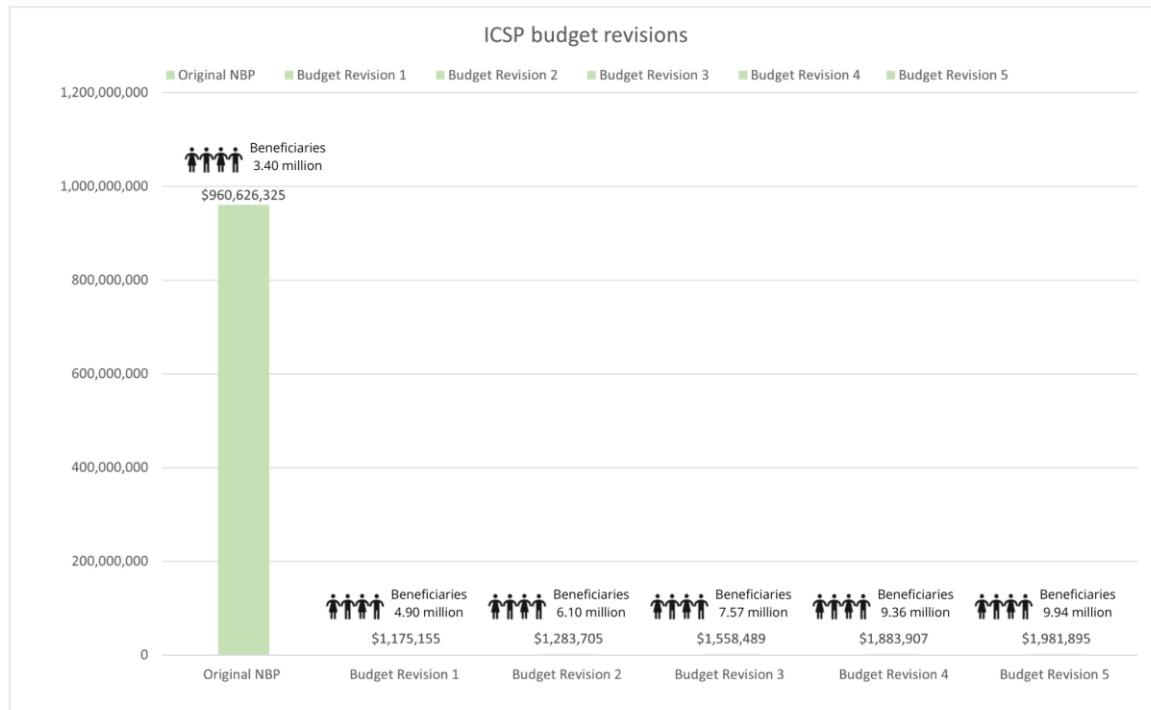
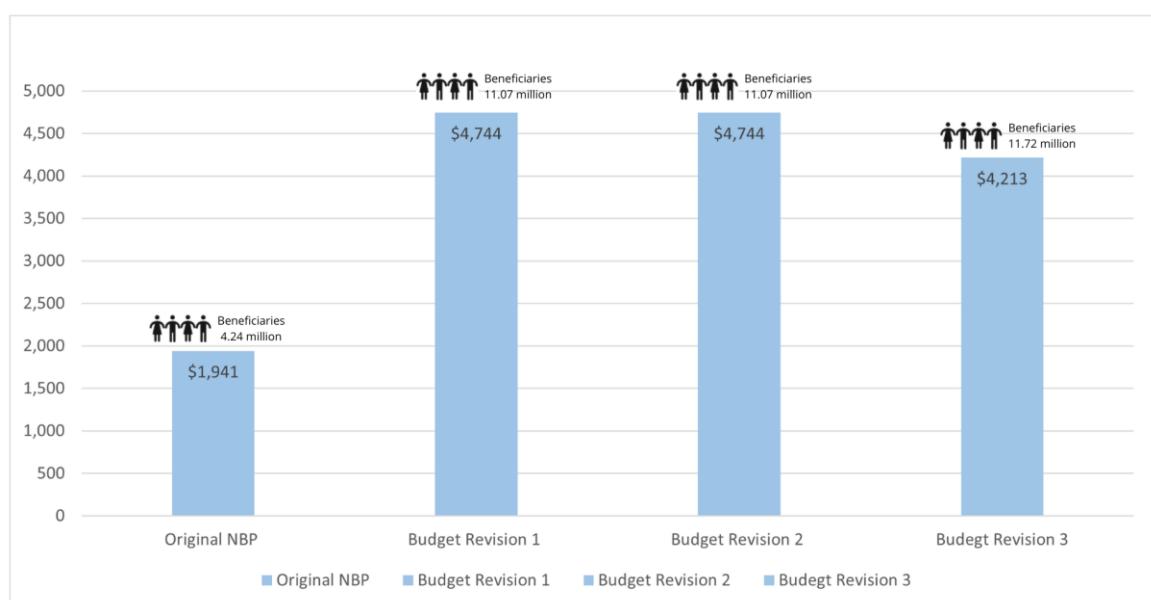


Figure 2: CSP budget revisions 2022-2024 (USD millions)



Source: Somalia CSP BR 03 narrative June 2024.

Annex 12: CSP support to state-level priorities

53. The CSP support to national priorities set by the federal government does not automatically translate to implementation at the state level. During implementation, WFP engages with the states and even with local authorities to align to their needs. There were however reservations expressed by officials in Somaliland about alignment to their own priorities, which were more focused on resilience building, and a lack of adequate consultations.

54. There is evidence of WFP engagement with state-level ministries in various sectors. For example, the KOBCIYE project involved collaborations with ministries of agriculture and irrigation, livestock, forestry and range, and energy and water resources at both federal and state levels. This indicates an effort to work directly with state authorities on projects relevant to their needs.

55. WFP activities also responded to different state priorities. In Galmudug State, the Ministry of Humanitarian Affairs and Disaster Management (MOHADM) was supported in developing and endorsing a three-year strategic plan (2023-2025), as well as in developing a disaster management model, which guided revisions to the ministry's disaster management policy. In Somaliland, WFP supported the Government in implementing its gender policy and developing its social protection policy. WFP provided financial assistance to enhance the capacity of the Ministry of Humanitarian Affairs and Disaster Management at a federal level and in South-West State, and support for flood anticipatory actions was provided for several states, including Jubaland, South-West State and Hirshebelle.¹⁹ WFP engaged state governments in planning processes such as the seasonality analysis and response planning, allowing for alignment with state-level priorities during those exercises.²⁰

¹⁹ Annual country report 2023.

²⁰ Interviews with WFP staff and government officials.

Annex 13: ICSP alignment with National Development Plan 8 and CSP alignment with National Development Plan 9

56. The tables below detail the alignment of the ICSP and CSP to NDP8 and NDP9 respectively as referred to in EQ1.2 findings.

Table 6: ICSP alignment with National Development Plan 8

NDP8 pillars	ICSP alignment
Building effective and efficient institutions	S05 of the ICSP sought to work with the Government on strengthening the policies, capacities and systems of their national institutions to improve the ability of the Government to support the country's food and nutrition needs. ²¹ This was evidenced through the role of WFP in social protection interventions and contribution to the Somalia Nutrition Strategy (2020–2025) under the Ministry of Health. ²² WFP also provided technical assistance to the Scaling Up Nutrition (SUN) movement and contributed to the development of national food systems policy.
Social and Human Development	The ICSP under SO3 aimed and contributed to social and human capital development through strengthening nutrition programmes, empowering communities through social behaviour change and communications (SBCC), and building the capacity of national institutions.
Economic development	Under SO4 of the ICSP, WFP supported local production, storage, fortification, food quality and safety standards and market access through the provision of cold storage solutions for producers and retailers as well as climate-smart production technologies and direct linkages to WFP demand through their retailer network and the e-shop e-commerce solution.
Infrastructure	The ICSP under SO4 contributed to key infrastructure projects including rehabilitation of the Kismayo Port, Hobyo Jetty in Galmadug, and a skills training centre in Puntland, thereby enhancing food supply chains, economic opportunities and contributing to food security.
Building resilience capacity	All strategic outcomes under the ICSP supported the strengthening of capacity of national institutions.

Table 7: CSP alignment with the National Development Plan 9

NDP9 pillars	CSP alignment
Pillar 3: Economic development	The CSP was designed to contribute to economic development through livestock development, agricultural production, water resources management and infrastructure development (feeder roads) supported under SO3.
Pillar 4: Social development	The CSP design reflects the NDP9 priorities in social development in the areas of nutrition, social protection, education and strengthening disaster risk management. These were supported through: <ul style="list-style-type: none"> Improving social protection (SO2) – WFP in partnership with UNICEF and the Federal Government, delivered cash transfers as part of the safety net programme and the development of the Social Protection Policy²³ Malnutrition prevention and treatment (Activities 1 and 3 of CSP) Contributing to education outcomes through the school feeding programme (SO2) Increased food security (SO1, 2, 3) – The CSP was designed to address food insecurity needs for crisis-affected people through unconditional food and cash transfers, providing safety nets to food-insecure households, meet nutritional needs of affected populations and, contribute to food security by

²¹ ICSP Narrative EB Approved.

²² Ibid. (Source 3).

²³ Ibid.

	<p>strengthening food systems^{24²⁵}</p> <ul style="list-style-type: none"> • Strengthening disaster management capacity of the Government by providing technical support to SoDMA on the development of its strategic plan (2024-2029) as well as disaster management model, the national flood anticipatory action framework (SO4).²⁶
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²⁴ Ibid.

²⁵ Somalia country strategic plan 2022–2025; Line of Sight.

²⁶ Ibid.

Annex 14: CSP alignment with the United Nations Sustainable Development Cooperating Framework (2021-2025)

57. The CSP is aligned with strategic outcomes 3 and 4 of the UNSDCF. The alignment with Strategic Priority 3: economic development is outlined below:

1. **Outcome 3.1:** Economic governance institutions are strengthened and an enabling environment established for inclusive, sustainable and broad-based economic growth driven by the emerging small and medium-sized enterprise sector. The CSP contributes to this outcome through capacity building of the Government while seeking to progressively hand over safety net, nutrition and education activities to the relevant authorities as their capacity develops. This is evidenced through collaboration with ministries to develop policies and strategies that support economic growth, particularly in agriculture and infrastructure. An example is support to the Ministry of Ports and Maritime Services through assessments of port capacity, development of strategic plans and human resources capacity building.²⁷
2. **Outcome 3.2:** Natural resources are sustainably managed and binding constraints addressed in key productive sector value chains, leading to enduring productivity gains, increased value addition and enhanced opportunities for decent work. The CSP support to smallholder farmers and farmer cooperatives is aligned with this outcome. The CSP supports sustainable livelihoods, particularly in agriculture, through interventions like rehabilitation of key infrastructures under SO3 food assistance for asset activities, which support trade, improve food supply chains and enhance food availability. The CSP also promotes the adoption of climate-smart agricultural practices to improve crop production and enhance farmers' resilience to climate change.
3. **Outcome 3.3:** An integrated national programme for human capital development is established, increasing access to market-based skills for all – including the most marginalized and vulnerable groups – and safeguarding their rights. The CSP supports vulnerable populations through social protection programmes and capacity-building initiatives enabling them to participate in economic activities and improve their livelihoods. This includes conditional cash-based transfers for vocational training and the rehabilitation of natural resources and community assets, which contributes to supporting livelihoods and enhancing self-reliance among food-insecure people.²⁸

58. Alignment with Strategic Priority 4: Social development

1. **Outcome 4.1:** The outcome states that by 2025 more people in Somalia, especially the most vulnerable and marginalized, benefit from equitable and affordable access to government-led and -regulated quality basic social services at different state levels. The CSP supported human capital development by expanding access to basic social services, supporting education and improving health and nutrition outcomes (strategic outcomes 1 and 2).^{29,30}
2. **Outcome 4.2:** By 2025, the number of people impacted by climate change, natural disasters and environmental degradation is reduced. CSP support for climate change adaptation and disaster risk reduction solutions and capacity building of federal and state level institutions is aligned to strategic outcomes 3 and 4.

²⁷ KII with government, ministry and WFP staff.

²⁸ Ibid.; (Annual country report 2023).

²⁹ Annual country reports 2022, 2023.

³⁰ Ibid.

3. Outcome 4.3: By 2025, the proportion of vulnerable Somalis with scaled-up and sustained resilience against environmental and conflict-related shocks is increased, based on better management of life cycle risk, food security and better nutrition outcomes. CSP support for local production and nutrition-sensitive crop and livestock production, enhancing resilient and environmentally sustainable food systems and supporting households to access improved, safe, good quality and healthy diets and reduce vulnerability and malnutrition and increase resilience, is aligned to this outcome.

Annex 15: Outcome indicator data for Activity 1: Relief

59. The data referred to in the Strategic Outcome 1 findings is shown in this annex.

Table 8: Consumption-based coping strategy index

Outcome indicator	Sex	Baseline	2022 Year-end target	2022 Follow-up	Performance compared to baseline	2023 Year-end target	2023 Follow-up	Performance based on targets	2024 Year-end target	2024 Follow-up	Performance based on targets
Consumption-based coping strategy index (Average)	M	10.8	≤10,8	12.94	Target not met	≤10,8	9	Target Met	≤10,8	11.67	Target not met
	F	9.2	≤9,2	12.33	Target not met	≤9,2	11	Target not met	≤9,2	15.28	Target not met
	Total	10.4	≤10,4	12.67	Target not met	≤10,4	10	Target Met	≤10,4	13.1	Target not met

Table 9: Livelihood-based coping strategies

Outcome indicator	Sex	Baseline	2022 Year-end target	2022 Follow-up	Performance-against targets	2023 Year-end target	2023 Follow-up	Performance-against targets	2024 Year-end target	2024 Follow-up	Performance against Targets
Percentage of households using crisis coping strategies	M	31.7	≤11,3	6.4	Targets met	≤ 6,4	13.6	Target not met	≤ 6,4	15.2	Target not met
	F	21.8	≤12	12.3	Targets not met	≤12,3	14.4	Target not met	≤12,3	20.6	Target not met
	Total	26	≤11,7	9.3	Targets met	≤9,3	14	Target not met	≤9,3	18.3	Target not met
Percentage of households using emergency coping strategies	M	13.5	≤16,7	30.1	Targets not met	≤30,1	26.6	Targets met	≤ 30,1	16,3	Targets met
	F	25.3	≤8,7	16.4	Targets not met	≤16,4	34.8	Target not met	≤16,4	19,8	Targets not met
	Total	20.3	≤12,7	13	Targets not met	≤13	30	Target not met	≤13	18,3	Targets not met
Percentage of households using stress coping strategies	M	35.3	≤35,3	35.3	Target met	≤35,3	48.3	Targets not met	≤ 35,3	51,4	Targets not met
	F	58.2	≤58,2	58.2	Target met	≤58,2	36.9	Targets met	≤58,2	41,4	Targets met
	Total	46.2	≤46,4	46.4	Targets met	≤46,4	43.4	Targets met	≤46,4	45,8	Targets met
Percentage of households	M	28.2	≥28,2	28.2	Target met	≥28,2	11.5	Target not met	≤ 28,2	17,1	Targets met
	F	13	≥13	13	Target met	≥13	13.9	Target met	≤13	18,2	Targets not met

not using livelihood-based coping strategies	Total	20.9	≥20,9	20.9	Target met	≥20,9	12.6	Target not met	≤20,9	17,7	Targets met
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Table 10: Number of beneficiaries receiving specialized nutritious foods to treat malnutrition

Beneficiaries receiving targeted nutritious foods for malnutrition treatment			2022			2023		
Type of beneficiaries			Planned	Achieved	% Achieved	Planned	Achieved	% Achieved
ART clients - food transfers			3,000	1,766	58.87%	3,000	2,028	67.60%
Activity supporters (treatment of moderate acute malnutrition) - food transfers			24,206	11,071	45.74%	24,206	10,744	44.39%
Children (treatment of moderate acute malnutrition) - food transfers			897,251	857,628	95.58%	1,222,161	1,179,231	96.49%
Pregnant and breastfeeding women (treatment of moderate acute malnutrition) - food transfers			295,301	280,953	95.14%	382,659	430,451	112.49%
TB treatment clients - food transfers			7,794	8,427	108.12%	3,000	4,815	160.50%

Table 11: Number of beneficiaries receiving specialized nutritious foods for malnutrition prevention

Beneficiaries receiving targeted nutritious foods for malnutrition prevention			2022			2023		
Type of beneficiaries			Planned	Achieved	% Achieved	Planned	Achieved	% Achieved
All (prevention of stunting) capacity strengthening transfers			572,000	0	0%	572,000	0	0%
All (prevention of stunting) - (cash-based transfers)			57,200	0	0%	572,000	0	0%
Children (cash-based transfers) - prevention of acute malnutrition			19,200	0	0%	2,112,574	738, 537	34.96%
Pregnant and breastfeeding women (prevention of acute malnutrition) - cash-based transfers			17,200	0	0%	1, 193,261	440, 824	36.94%
Pregnant and breastfeeding women (prevention of acute malnutrition) - capacity strengthening transfers						1, 193,261	440, 824	36.94%
Pregnant and breastfeeding women (prevention of stunting) - cash-based transfers			20,000	0	0%			
Pregnant and breastfeeding women (prevention of stunting) - capacity strengthening transfers						99,631		
All (prevention of stunting) - food transfers			514,800	17, 759	3.45%	572,000	0	0%
Children (prevention of acute malnutrition) - food transfers			357,217	209,898	58.75%	2,112,574	738, 537	34.96%
Children (prevention of stunting) - food transfers			294,535	131, 213	44.55%	155,983	0	0%
Pregnant and breastfeeding women (prevention of acute malnutrition) - food transfers			127, 162	67,963	53.45%	1,193,261	440, 824	36.94%
Pregnant and breastfeeding women (prevention of stunting) - food transfers			126,500	60,973	48.20%	99,631		

Table 12: Quantity and value of assistance for malnutrition treatment and prevention programmes

No planned targets for 2022		2023		
		Planned	Achieved	% Achieved
Quantity of food provided to nutritionally vulnerable people through malnutrition treatment and prevention programmes (mt)		24,444	18,085	74%
Total Value of cash transferred to people (USD)		2,616,221	0	0%
Total value of vouchers transferred to people disaggregated by type (value voucher or commodity voucher)		4,864,498	991,327	5%
Quantity of specialized nutritious foods provided to treat or prevent malnutrition		62,884	4,700	8%

Table 13: Number of people reached through social and behavioural change communication

Activity tag	Detail indicator	Unit	2022			2024
			Planned	Actual	% achieved	Actual
			Total	Total		
Prevention of stunting	Number of people reached through interpersonal Sbcc approaches (male)	Number	29,328	29,440	100.38%	22,167
Prevention of acute malnutrition		Number	49,088	48,072	97.93%	16,840
HIV/TB care & treatment		Number	4,450	4,412	99.15%	2,502
Treatment of moderate acute malnutrition		Number	55,858	56,519	101.18%	30,644
Prevention of stunting	Number of people reached through interpersonal Sbcc approaches (female)	Number	160,460	7,754	4.83%	235,405
Prevention of acute malnutrition		Number	108,800	106,321	97.72%	140,288
HIV/TB care & treatment		Number	7,402	7,422	100.27%	3,510
Treatment of moderate acute malnutrition		Number	219,478	219,897	100.19%	217,604

Annex 16: Outcome indicator data for Activity 2: Safety Net for Human Capital Project

60. The data referred to in the strategic outcome 2 findings is shown in this annex.

Table 14: SO2 Outcome indicators

Outcome indicator	Sex	Baseline	2022 Year-end target	2022 Follow-up	2023 Year-end target	2023 Follow-up	CSP End of Target	Performance against CSP target
Consumption-based coping strategy index (Average)	M	11.4	≤11,4	7.9	≤7.9	10	≤14,9	Target met
	F	17.7	≤17,7	12.8	≤12,8	12	≤13	Target met
	Total	15	≤15	10.3	≤10,3	11	≤14	Target met
Economic capacity to meet essential needs (new)	M	96	≥66,7	86,7	≥86,7	44,2	≥66,7	Target not met
	F	90,8	≥62	90,7	≥90,7	44,8	≥62	Target not met
	Total	93	≥64,3	88,7	≥88,7	44,5	≥64,3	Target not met

Table 15: Performance on SO2 coping strategies

Outcome indicator	Sex	Baseline	2022 Year-end target	2022 Follow-up	2023 Year-end target	2023 Follow-up	2024 Year-end target	2024 Follow-up	CSP End Target	Performance against CSP Target
Percentage of households using crisis coping strategies	M	31,7	≤11,3	6,4	≤ 6,4	13,6	≤ 6,4	15,2	≤ 11,3	Target not met
	F	21,8	≤12	12,3	≤12,3	14,4	≤12,3	20,6	≤12	Target not met
	Total	26	≤11,7	9,3	≤9,3	14	≤9,3	18,3	≤11,7	Target not met
Percentage of households using emergency coping strategies	M	13,5	≤16,7	30,1	≤30,1	26,6	≤30,1	16,3	≤ 16,7	Target not met
	F	25,3	≤8,7	16,4	≤16,4	34,8	≤16,4	19,8	≤8,7	Target not met
	Total	20,3	≤12,7	13	≤13	30	≤13	18,3	≤12,7	Target not met
Percentage of households using stress coping strategies	M	35,3	≤35,3	35,3	≤35,3	48,3	≤ 35,3	51,4	≤ 35,3	Target not met
	F	58,2	≤58,2	58,2	≤58,2	36,9	≤58,2	41,4	≤58,2	Target met
	Total	46,2	≤46,4	46,4	≤46,4	43,4	≤46,4	45,8	≤46,4	Target met
Percentage of	M	28,2	≥28,2	28,2	≥28,2	11,5	≥28,2	17,1	≥28,2	Target not met

households not using livelihood-based coping strategies	F	13	≥ 13	13	≥13	13.9	≥13	18,2	≥13	Target met
	Total	20.9	≥20,9	20.9	≥20,9	12.6	≥20,9	17,7	≥20,9	Target not met

Table 16: SO2 Performance on food consumption score

Outcome indicator	Sex	Baseline	2022 Year-end target	2022 Follow-up	2023 Year-end target	2023 Follow-up	2024 (CSP) Year - end target	2024 Follow-up	Performance
Percentage of households with acceptable food consumption score	M	90.5	≥90,5	21.8	≥90,5	53.7	≥90,5	56.8	Target not met
	F	79.3	≥79,3	26.7	≥79,3	45.2	≥79,3	42.8	Target not met
	Total	84	≥84	24.2	≥84	50.2	≥84	49	Target not met
Percentage of households with borderline food consumption score	M	7.1	≤7,1	21.2	≤7,1	23.5	≤7,1	22	Target not met
	F	13.2	≤13,2	39.7	≤13,2	31.2	≤13,2	32.5	Target not met
	Total	10.7	≤10,7	30.1	≤10,7	26.8	≤10,7	27.9	Target not met
Percentage of households with poor food consumption score	M	2.4	≤2,4	57.1	≤2,4	22.8	≤2,4	21.2	Target not met
	F	10.7	≤10,7	33.6	≤10,7	23.6	≤10,7	24.6	Target not met
	Total	5.3	≤5,3	45.7	≤5,3	23.2	≤5,3	23.1	Target not met

Annex 17: Capacity strengthening initiatives under each capacity outcomes

61. A detailed outline of the achievements (outputs) of the WFP support to capacity strengthening of government ministries in the CSP period is outlined below.

62. Capacity outcome 1 – An effective, efficient and comprehensive humanitarian response architecture involving all stakeholders. At the federal level, WFP supported the Somalia Disaster Management Agency (SoDMA) to develop its 2024-2029 strategic plan that prioritizes integrated disaster risk management and institutionalizes disaster mainstreaming into development programmes. The agency further tailored the strategic plan to the needs and priorities of communities. Support to SoDMA enabled the agency to conduct multi-hazard assessments and mapping, develop human resources capacity in early warning and emergency preparedness and response, and continue the ongoing development of the emergency response coordination mechanisms and a data management system expected to be finalized in 2025.³¹ At the state level, WFP supported the humanitarian affairs and disaster management ministries to organize monthly humanitarian coordination meetings and drought task force meetings, bringing together stakeholders to review emergency response activities, triangulate drought-related information and identify gaps. WFP also conducted joint monitoring of project sites with the ministries, which improved coordination, targeting and timely beneficiary identification. Through this support, the capacity of government to coordinate and monitor humanitarian response was improved. WFP also delivered disaster risk reduction training to communities to strengthen resilience to shocks. In Galmudug, WFP supported the State Ministry of Humanitarian Affairs and Disaster Management to develop its strategic plan 2023-2025, disaster management model. In Puntland, the WFP supported the Ministry of Interior, Federal Affairs and Democratization to develop a disaster risk management strategy, establish a disaster risk management database and establish disaster risk management committees in two districts.³² The support has contributed to improved coordination of humanitarian response at federal and state levels.

63. Capacity outcome 2 – Enhance logistics and supply chain capacity for improved access to quality healthcare and nutrition. The key output has been the finalization of the maritime sector capacity assessment with the introduction of a modern system for managing port operations and ongoing process for development of the strategic plan for the Federal Government, Ministry of Ports and Maritime Transport (MPMT).

64. Capacity outcome 3 – The Government of Somalia at the federal and member state levels has an effective mechanism to plan, implement and monitor a comprehensive approach to social protection. With WFP support, the Federal Ministry of Labour and Social Affairs (MoLSA) populated the unified social registry, which contributed to the establishment of the data repository of poor households necessary for scaling-up response at times of crisis. The support: strengthened the grievance reporting mechanism of the safety net programme to ensure beneficiaries are aware of the payment purpose, schedule and use of the cash transfers; enabled MoLSA to establish a poverty analysis unit to advise on evidence-based policy, programmes and advocacy; and enabled MoLSA to generate evidence on the contribution of cash-based transfers to digital financial inclusion and women's economic empowerment to inform integration of these components into the safety net programme.³³ In Somaliland, WFP support enhanced the knowledge of the Ministry of Employment, Social Affairs and Family and the private sector mobile service provider, Telesom on social assistance programmes and existing systems architecture

³¹ Interviews with government officials and WFP staff, and annual country reports 2022 and 2023.

³² Interviews with government officials and WFP staff; review of letters of understanding and annual country reports for 2022 and 2023.

³³ Interviews with government officials, WFP staff and review of annual country reports.

through a study tour to Kenya to improve the efficiency of the safety net programme.³⁴ Although MoLSA at the federal level is set to take up direct implementation of Phase 2 of the World Bank-funded safety net programme, a comprehensive approach to social protection has not evolved.³⁵

65. Capacity outcome 4 – Federal member states have effective mechanisms to plan, implement and monitor home-grown school feeding as an important contribution to human capital development.

WFP supported the Ministry of Education, Culture and Higher Education (MoECHE) at the federal level to finalize the school feeding policy, participate in the school meals coalition activities and coordinate and monitor the school feeding programme,³⁶ while at the state level, WFP trained and supported the ministries in charge of education to oversee and undertake school monitoring visits to track process and identify implementation challenges.³⁷ The school feeding programme has, however, not been integrated into the education sector plans and budget, neither has it brought on board new partners, including the private sector, and WFP remains the key partner supporting school feeding in the country.³⁸

66. Capacity outcome 5 – The Government of Somalia has effective mechanisms to plan, implement and monitor progress towards sustainable food systems in the country. County capacity strengthening investments were made in the Ministry of Agriculture and Irrigation (MoAI), which saw the generation of evidence around crop type mapping, seasonal monitoring, assessment of agricultural livelihoods recovery to inform planning, development of the agricultural sector strategic plan 2022-2026 and establishment of fit-for-purpose organization structure for the ministry. In the water sector, the Ministry of Energy and Water Resources (MoEWR) generated evidence to inform the water resources governance reform, develop district water management plans and enhance staff skills, while in Ministry of Livestock, Forestry and Range (MoLFR) it implemented activities to improve livestock production systems through raising community awareness on climate variability and adaption, particularly in Jubaland. The Ministry of Environment and Climate Change (MoECC) had its staff skills enhanced to implement the Greenbelt Initiative activities such as land afforestation and also established an environmental legal framework.³⁹ The Ministry of Commerce and Industry (MoCI) established an online micro, small and medium enterprise support centre with WFP support.⁴⁰ At the state level, the MoAI, Ministry of Energy and Water Resources, and Puntland Highways Authority were supported to utilize their mandate and technical expertise to facilitate implementation of the WFP food systems programme in areas such as agricultural extension, farmer training, construction of feeder roads and improvement of water resources infrastructure.⁴¹

67. Capacity outcome 6 – Federal member states have effective mechanisms to plan, implement and monitor progress towards improving nutrition of young children, pregnant and breastfeeding women and adolescent girls. At the federal level, WFP support to the Ministry of Health (MoH) enhanced staff skills and improved its leadership of the nutrition programme, enabling the Ministry of Health to develop an action plan for implementation of the nutrition strategy. WFP supported the training of social mobilizers, facilitators and SBCC staff in the Ministry of Health under the joint resilience programme to improve infant and young children feeding behaviours. WFP also enabled the ministry to generate evidence on SBCC and conduct supervision of a nutrition programme in the Benadir area. A multisectoral approach to addressing malnutrition was also strengthened through support to the SUN movement including finalizing a feasibility study, a road map and SBCC strategy and establishing a food systems and nutrition council. WFP, in collaboration with the regional bureau logistics team enabled the Ministry of Health to develop and implement a warehouse management system (health inventory tracking system) at the federal level. At the state level, ministries of health were supported to coordinate, monitor and review the nutrition programme delivered through cooperating partners. In Puntland there has been a move towards piloting

³⁴ Interviews with private sector, government officials and WFP staff, and annual country reports and letters of understanding.

³⁵ Interviews with WFP staff, government officials and donors.

³⁶ Review of letters of understanding.

³⁷ Review of letters of understanding and government officials' interviews at state, district and school levels.

³⁸ Interviews with WFP staff and government officials and review.

³⁹ Interviews with government officials and review of letters of understanding and annual country reports.

⁴⁰ Interviews with government officials and review of letters of understanding.

⁴¹ Interviews with government officials and WFP staff.

direct implementation of the programme by the Ministry of Health on a pilot basis. In Somaliland, the Ministry of Health was supported to develop a road map for transition towards national ownership and implementation of the malnutrition treatment programme outlining a gradual handover of nutrition sites to the Government.

68. Other results include the strengthening of the MoPIED at the federal level to coordinate NDP9 across line ministries and between federal and state governments through extensive human resources support and support for the National Development Council activities. MoPIED also facilitated implementation of the WFP joint resilience programme through interministerial coordination. The Ministry of Planning in Puntland established a similar coordination mechanism for line ministries, WFP, cooperating partners and other partners. The Somalia National Bureau of Statistics undertook food security monitoring, established a geographic information system (GIS) system, and conducted market monitoring and analysis with WFP support.

69. In line with the whole-of-society approach to capacity building, WFP has entered into an agreement with the Somalia NGO Consortium to build the capacity of national NGOs. This initiative targets NGOs that include cooperating partners and non-cooperating partners. This agreement was signed in 2024 and the approach to national NGO capacity building is at design stage and, if implemented according to plan, this support will enhance strategic engagement between WFP and NGOs.

Annex 18: CSP Strategic Outcome

5 achievements

WFP air transport contributed to the timely delivery of assistance by the humanitarian community in Somalia to respond to crises and deliver much-needed assistance to vulnerable people

70. UNHAS serves as a last bridge between the humanitarian community and people in need of humanitarian assistance, especially in areas that cannot be reached by road due to conflict or poor road conditions, security concerns or lack of reliable air transport. The services enabled humanitarian actors to deliver assistance in a timely manner during the drought and flood emergencies in 2022 and 2023, and all year round. For instance, the users of UNHAS service increased from 89 in 2022 to about 114 in 2024. It also serves 31 locations (14 regular and 17 ad hoc locations). The number of people transported monthly was about 1400 in 2022, increasing to about 19,400 in 2023, and metric tons (mt) of cargo transported was about 1000 in 2022 and 800 in 2023. UNHAS also transported 15 boats and ambulances to remote areas during the response to floods. The increase in demand for UNHAS was due to the humanitarian community response to the drought and floods emergencies in 2023 and 2024.⁴² UNHAS also responded to all medical and security evacuation requests, which included one medical evacuation, two security relocations and 76 special flight requests including inter-agency missions and diplomatic missions. UNHAS fulfilled almost all the on-demand service requests, which included cargo transportation and air transport service. WFP was able to deploy adequate assets (aircraft) to meet this increased demand.

71. Besides air service, UNHAS also built capacity in aviation, including by training 200 staff from other organizations to serve as coordinators in locations with no WFP presence, providing aviation equipment and vehicles, rehabilitating runways especially in Galkayo and Luuq, and it supported the Government of Somalia in drafting an Aviation Security Programme. Overall, the humanitarian community appreciates the UNHAS service with over 90 percent of users reporting to be highly satisfied.

WFP support to the logistics cluster enabled the humanitarian community to coordinate and deliver humanitarian assistance to people in need at various locations in Somalia

72. About 90 percent of the logistics service requests were fulfilled in 2022. Logistics information was shared among all users and about 1700 mt of cargo was transported to 31 locations on behalf of 16 organizations in 2022, and about 3,300 mt of cargo to 30 locations on behalf of 24 organizations in 2023 through the logistics cluster. The logistics cluster also held coordination meetings at subnational levels in Baidoa, Mogadishu and Beletweyne where logistical constraints were discussed and resolutions reached. The cluster also advocated for the temporary opening of the Mandera border, which was essential for effective delivery of lifesaving and nutritious foods to key drought-affected areas. The cluster further contributed to a crucial decision-making forum on behalf of the humanitarian community, including about 25 drought operations centre and inter-cluster coordination group meetings. The cluster also produced over 113 contextual and operational updated information products to support the humanitarian community.

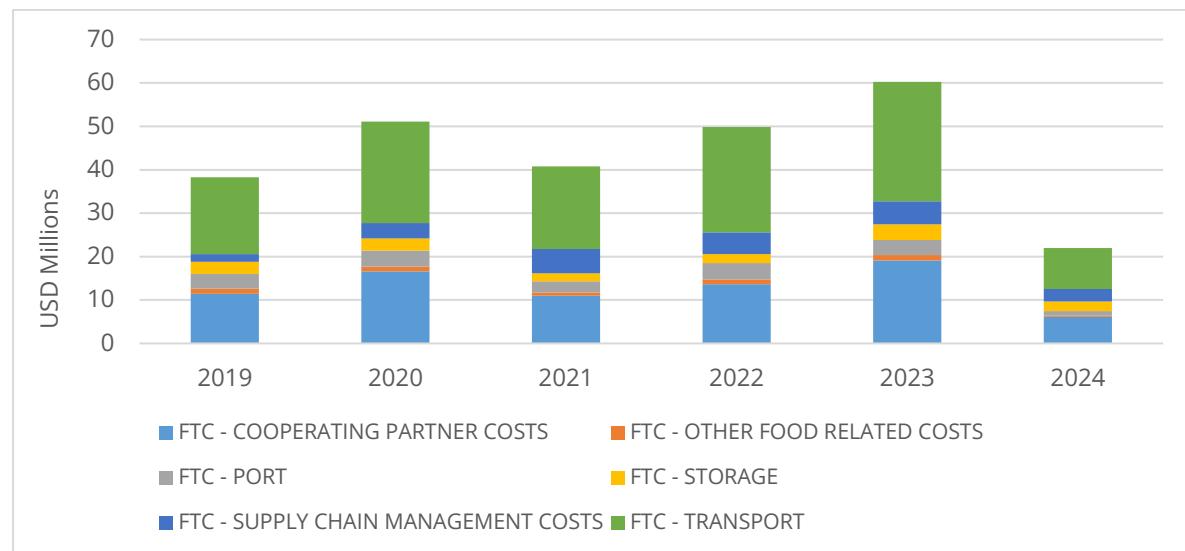
73. Another key contribution of the cluster was the establishment of the import and customs clearance technical working group in collaboration with importation and customs clearance together (IMPACCT), facilitating bi-weekly discussion on improving the import and customs clearance process and developing an action to enhance clearance processes in 2024. The cluster monitored the road and airstrip accessibility and boat movements to identify gaps and prioritize areas for the deployment of humanitarian boats during the flooding crisis. The cluster also offered training on transport, procurement, inventory management and warehouse management to 39 partners in 2023. Overall, the satisfaction level of 95 percent of logistics cluster users was rated high.

⁴² Review of ACRs and interviews with WFP staff and government officials.

Annex 19: CSP cost analysis

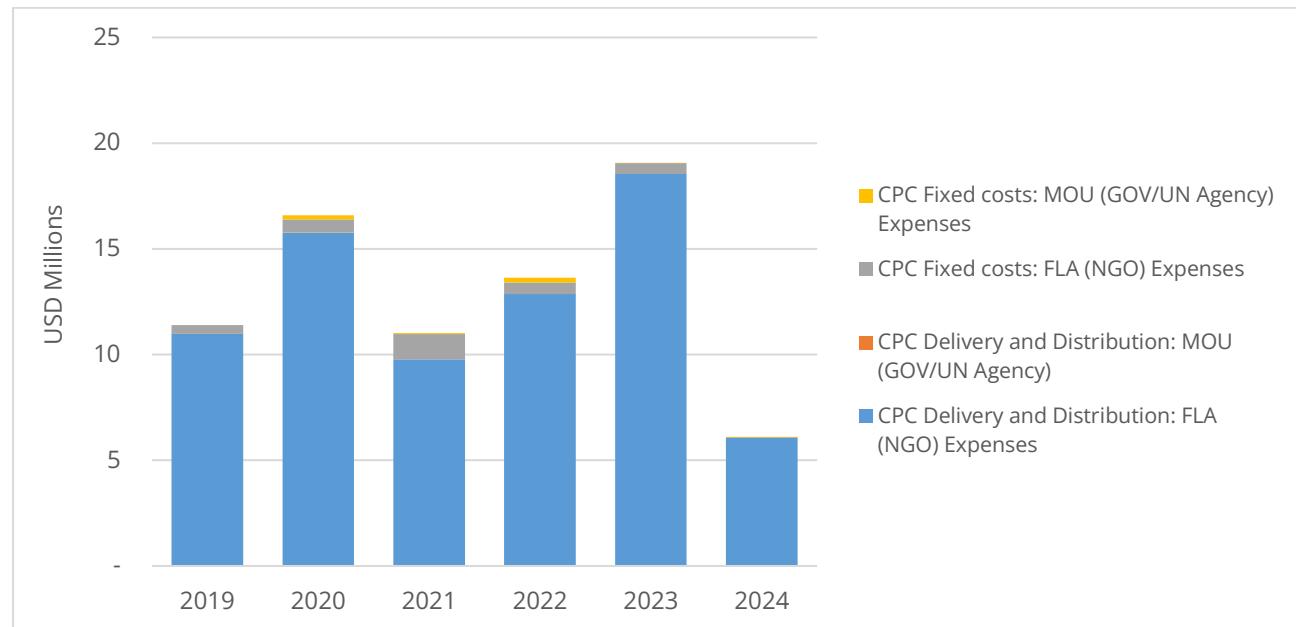
74. The major cost drivers for the implementation of the CSP are the food transfer costs, mainly transport and cooperating partner costs as shown in the figures below.

Figure 3: Food transfer costs



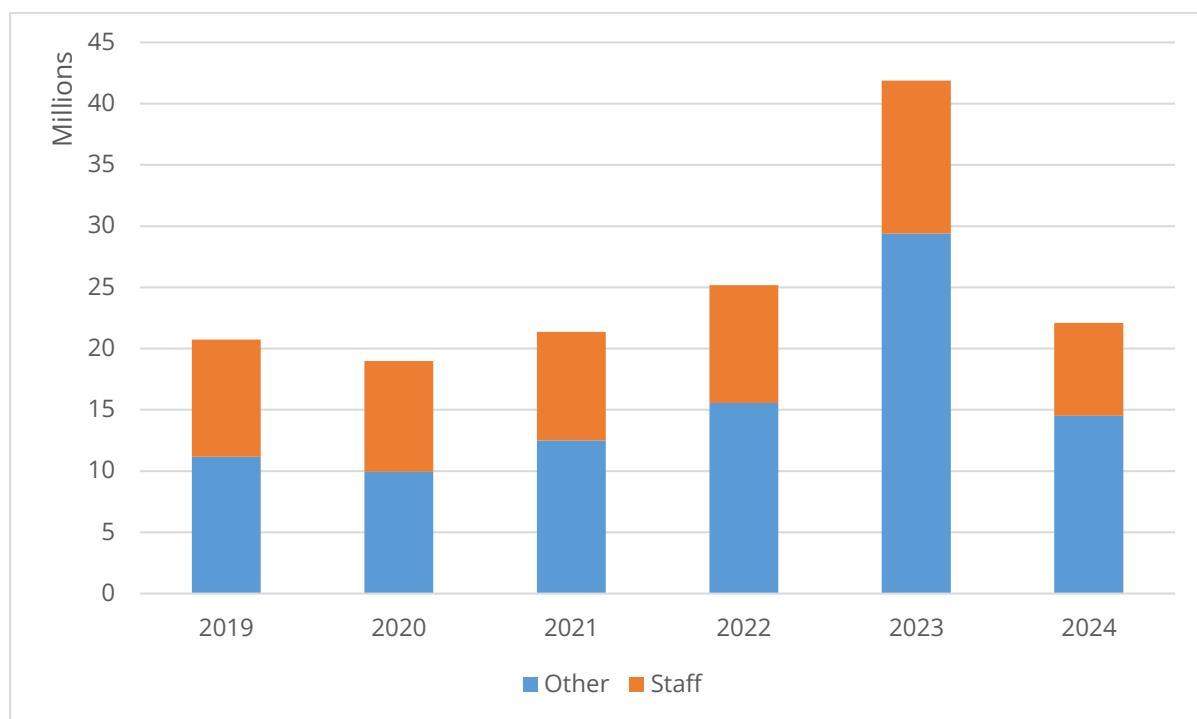
Source: WFP Office of Evaluation.

Figure 4: Food transfer costs – cooperating partners



Source: WFP Office of Evaluation.

Figure 5: Implementation costs – activity management costs (staff and other)



Source: WFP Office of Evaluation.

Annex 20: Involvement of government ministries in CSP activities

Strategic outcome	Federal and state ministry of agency	Involvement of government partner
SO1	Somalia Disaster Management Agency State ministries of humanitarian affairs and disaster management District disaster management coordinators and local authorities Ministries of Labour and Social Affairs, Ministries of Health	Involved in disaster mapping and early warning system Engaged in WFP seasonal analysis and response planning and beneficiary targeting Coordination of humanitarian actors at federal, state and district levels to review and harmonize humanitarian response for actors to share information and address arising challenges Coordinating with WFP to provide shock-responsive assistance to beneficiaries of safety net programme Coordinating with WFP to monitor prevent and treat malnutrition among populations affected by global acute malnutrition (GAM) during crisis
SO2	Federal and State Ministry of Labour and Social Affairs Ministries of education Ministries of health District-level education and nutrition officials	Engaging WFP to deliver the safety net programme on half of the Federal Government Collaboration with WFP to select schools and monitor the school feeding programme Collaborating with WFP to plan, coordinate stakeholders and jointly monitor malnutrition prevention and treatment programme Use of government system (health clinics and centres, healthcare workers, community health workers and teachers) to deliver malnutrition treatment and school feeding programmes
SO3	Federal and state ministries of planning, investment and economic development; agriculture and irrigation, energy and water resources, livestock, forest and range, environment and climate change, Puntland Highway Authority District-level officials	Coordination of line ministries to implement the joint resilience interventions that involve several sectors and multisectoral stakeholders Coordination (with WFP) of stakeholders in agriculture to plan, including identifying target locations and beneficiaries, review implementation and address emerging issues Providing technical expertise including agricultural extension services, climate-smart agricultural and livestock production practices, water resource management, land rehabilitation, feeder roads rehabilitation Joint monitoring of SO3 interventions with WFP

Annex 21: People interviewed

Somaliland - Hargeisa			
Sector (Government, WFP, NGO etc)	Organization/ Institution name	Gender	Position
WFP	WFP	Male	Head of Area Office
WFP	WFP	Male	VAM Officer
WFP	WFP	Female	Human Resources
WFP	WFP	Male	SO1 Programme Officer
WFP	WFP	Male	Logistics - Hargeisa
WFP	WFP	Female	PPO Gender and Inclusion/AAP
WFP	WFP	Female	Food Systems and (Livelihood
WFP	WFP	Male	Food Systems and (Livelihood
Government	MoHD	Female	Head of Nutrition
USAID/BHA	USAID/BHA	Female	
Government	NADFOR	Male	Acting Commissioner, Director of Administration
Private	Telsom/ZAAD	Male	Head of ZAAD
Government	MESAF	Male	Social Protection Advisor
WFP	WFP	Female	NGO Partnerships
Government	MoAD, Somaliland,	Male	Director of Planning
WFP	WFP	Female	Head of Finance
WFP	WFP	Male	Transport Focal Point and Head OIC, Berbera Field Office
WFP	WFP	Female	Logistics, Food Safety and Quality
WFP	WFP	Male	Nutrition Officers
WFP	WFP	Male	IDM/CBT
Government	Ministry Of Planning	Male	Head of Planning
WFP	WFP	Female	Nutrition Officer
Government	Ministry of Education and Science	Female	School Feeding Focal Point
WFP	WFP	Female	PMLE
Government	MoLRD	Male	Director General and Director of Planning
Cooperating partners	Action Aid	Female	Programme Manager
WFP	WFP	Male	SO2 School Meals Programme
WFP	WFP	Male	Berbera Field Office, Logistics Officer (Warehouse Management)
Cooperating partners	WVI	Male	Food and Cash, Country Director
Cooperating partners	WVI	Male	Food and Cash, Programme Officer
Cooperating partners	WVI	Female	Programme Officer, Health and Nutrition
Cooperating partners	WVI	Male	Programme Manager

Cooperating partners	Norwegian Refugee Council	Male	Country Director, Somaliland
WFP	WFP	Male	Head of Programmes
United Nations	FAO	Female	Resilience and Livelihoods,
United Nations	FAO	Female	Nutrition Officer
Cooperating Partners	General Assistance and Volunteer Organization	Male	Programme Manager
Cooperating Partners	Health Poverty Action	Male	Programme Manager
Cooperating Partners	Taakulo	Female	Project Manager
Cooperating Partners	IFEAL	Male	Programme Manager
Cooperating Partners	Welthungerhilfe	Male	Area Manager
Cooperating Partners	ACRIF	Female	Programme Assistant
Cooperating Partners	ACRIF	Female	Programme Officer
Puntland - Garowe			
Sector (Government, WFP, NGO etc)	Organization/ Institution name	Gender	Position
United Nations	IOM	Male	Emergency Coordinator
Puntland State Government	Ministry of Agriculture and Irrigation,	Male	Director General
Puntland State Government	Ministry of Livestock	Male	
WFP	WFP Garowe area office	Male	Call Centre PPO
Puntland State Government	Ministry of Environment and Climate Change	Male	
United Nations	FAO	Male	Head of Puntland Area Office
WFP	WFP Garowe area office	Male	Head of Area Office
WFP	WFP Garowe area office	Female	Aviation Officer
WFP	WFP Garowe area office	Male	Programme Associate, School feeding
Puntland State Government	Ministry of Humanitarian Affairs (MOHADMA)	Male	
Puntland State Government	Puntland Highway Authority	Male	Chief Executive Officer
WFP	WFP Garowe area office	Male	Food Systems
WFP	WFP Garowe area office	Male	Food Systems
WFP	WFP Garowe area office	Female	Head of Programmes
WFP	WFP Garowe area office	Male	Gender and Inclusion Officer
Private sector	Himilo Microfinance	Male	Executive Director
WFP	WFP Garowe area office	Female	SO2 PPO
Puntland State Government	Puntland Water Development Agency	Male	
NGO- Non-cooperating partner	KAALO	Male	Programme Director
Puntland State Government	Ministry of Education, Culture and Higher Education	Male	School Feeding Coordinator
WFP	WFP Garowe area office	Male	Head of Finance and Administration

WFP	WFP Garowe area office	Male	PPO - Nutrition
WFP	WFP Garowe area office	Male	Programme Associate - VAM
WFP	WFP Garowe area office	Male	PPO SO1 & SO2
WFP	WFP Garowe area office	Male	Head of Protection, AAP and Community Engagement
Puntland State Government	Ministry of Planning and International Cooperation	Male	Director General
Cooperating partner	World Vision	Female	Technical Specialist - Food Security and Nutrition
Puntland State Government	Ministry of Health	Male	Head of Nutrition Section
Cooperating partner	Data Protection Authority	Male	Director
Puntland State Government	Office of Vice President, SUN Secretariat	Male	SUN Coordinator
Cooperating partner	Skills Development Center	Male	Executive Director
WFP	WFP Garowe area office	Male	PPO - Partnership and SO4
Puntland State Government	Jowle School	Male	School Head Teacher
WFP	WFP Garowe area office	Male	M&E Officer
WFP	WFP Garowe area office	Male	Supply Chain Officer
WFP	WFP country office	Male	Head of Social Protection (CO)
Mogadishu and others			
Sector (Government, WFP, NGO etc)	Organization/ Institution name	Gender	Position
WFP	WFP country office	Male	PPO (Agriculture Specialist) CST
WFP	WFP country office	Male	PPO (Food Systems) CST
WFP	WFP country office	Male	PPO (Market Specialist) CST
WFP	WFP country office	Male	PPO (Food Systems) NOB
WFP	WFP country office	Female	Head of Aviation (SO5)
WFP	WFP country office	Female	Head of Programme Partnerships (Field-Level Agreements (FLAs)) - Cooperating Partners
WFP	WFP country office	Male	Deputy Head of Programme partnerships (FLAs) - Cooperating Partners
WFP	WFP country office	Male	PMLE - Planning
WFP	WFP country office	Female	Lead - Communication
WFP	WFP country office	Female	Communication Officer
WFP	WFP country office	Male	PPO Anticipatory Action SC9
WFP	WFP country office	Male	Specialist in Market, Price and Economic Analysis
WFP	WFP country office	Female	HGSF Programme (SO2)
WFP	WFP country office	Male	HGSF Programme (SO2)
WFP	WFP country office	Female	Head of Budget & Programmes
WFP	WFP country office	Male	Roving Resilience & Food Systems
WFP	WFP country office	Male	Roving Resilience & Food Systems
WFP	WFP country office	Male	PPO Gender

WFP	WFP country office	Female	Digital Financial inclusion & Women's Economic Empowerment & Social Protection
WFP	WFP country office	Male	Digital Financial Inclusion & Women's Economic Empowerment & Social Protection
WFP	WFP country office	Female	Digital Financial Inclusion & Women's Economic Empowerment & Social Protection
WFP	WFP country office	Male	Senior Risk Officer
WFP	WFP country office	Male	Country Director
WFP	WFP country office	Female	Deputy Country Director
WFP	WFP country office	Male	Deputy Country Director
WFP	WFP country office	Male	Nutrition Emergency Operations
WFP	WFP country office	Male	Programme Policy Officer Nutrition
WFP	WFP country office	Male	Nutrition Information and SNF Pipeline
WFP	WFP country office	Male	Nutrition Data
United Nations	FAO	Male	School Feeding and Nutrition and Resilience
United Nations	FAO	Female	Rome- Based Agencies Food Systems Project
WFP	WFP country office	Male	Head of Supply Chain (logistics)
WFP	WFP country office	Male	Deputy Head of Logistics
United Nations	UNICEF	Male	Joint Resilience Programme phase 1 and 2
United Nations	WFP country office	Female	Staff Counsellor
Federal Government	Ministry of Planning, Investment and Economic Development	Male	Aid Coordination Director and Acting Director General
Federal Government	Ministry of Planning, Investment and Economic Development	Male	Director of Planning
WFP	WFP country office	Male	Cash-Based Transfer/ Identity Management
Federal Government	Ministry of Labour and Social Affairs	Female	Project Manager
Resident Coordinators Office	Climate and Resilience Window	Male	
Federal Government	Ministry of Ports and Maritime Services	Male	Senior Maritime Advisor
Donor	World Bank	Male	Senior Social Protection Specialist
Federal Government	Ministry of Health	Male	Nutrition Programme Manager
WFP	WFP country office	Female	Protection Officer
United Nations	UNHCR	Female	Senior Protection Specialist
Federal Government	Office of the Prime Minister- SUN Secretariat	Male	SUN Coordinator

Cash consortium	Concern Worldwide	Female	
Donor	Foreign, Commonwealth and Development Office	Female	
WFP	WFP country office	Female	Head of Human Resources
WFP	WFP country office	Male	HR Officer (Deputy HR Head)
WFP	WFP country office	Male	
United Nations	Resident Coordinators Office	Male	M&E, Data Management and Results reporting
WFP	WFP country office	Female	Head of Procurement
WFP	WFP country office	Female	Head of Capacity Strengthening (SO4)
WFP	WFP country office	Male	Head of SO1 - Relief
WFP	WFP country office	Male	Former Special Advisor to the Country Director
WFP	WFP country office	Male	Head of Partnership Unit
Donor	European Union	Female	Project Manager, Resilience
Federal Government	Somalia Disaster Management Agency (SODMA)	Male	Information Management and Analyst
Federal Government	Somalia Disaster Management Agency (SODMA)	Male	
Cooperating partner	MARDO, Baidoa	Male	Programme Coordinator
Cooperating partner	World Vision Baidoa	Male	Programme Manager
Cooperating partner	Social Environmental Agency (SEA)-Kismayo	Male	Programme Manager
Cooperating partner	MARDO, Baidoa	Female	Programme Manager
Cooperating partner	GEELO, Beletweyne	Male	Project Manager
Cooperating partner	STS	Male	Project Coordinator
Cooperating partner	AADS	Male	Nutrition Coordinator
Cooperating partner	STS	Female	M&E Coordinator
Cooperating partner	WOLDE (Lower Shabelle, Benadir)	Male	Project Officer Nutrition
Cooperating partner	GEELO, Beletweyne	Male	Programme Assistant
Cooperating partner	AADS	Female	Food Systems Lead
WFP	WFP country office	Female	Former Deputy Head of Programme
WFP	WFP country office	Male	Previous Head of Security
WFP	WFP country office	male	Head of Finance
WFP	WFP country office	Male	Deputy Head of Finance
WFP	WFP country office	Female	Former Deputy Country Director
WFP	WFP country office	Female	Former Deputy Country Director
WFP	WFP country office	Male	Head of Programme
WFP	WFP country office	Male	Head of PMLE
Federal Government	Ministry of Education	Male	

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Acronyms

Abbreviation	Definition
AAP	Accountability to affected populations
ACR	Annual Country Report
ART	Antiretroviral Therapy
CBT	Cash-based transfer
CCA	Common country analysis
CCS	Country capacity strengthening
CFM	Community feedback mechanism
CO	Country office
COVID-19	Coronavirus Disease
CP	Cooperating partner
CSP	Country Strategic Plan
DOE/DDOE	Director of Evaluation/Deputy Director of Evaluation
EB	Executive Board
EQ	Evaluation Question
ET	Evaluation team
FAO	Food and Agriculture Organization
FGD	Focus group discussion
FGS	Federal Government of Somalia
FLA	Field-level agreement
FMS	Federal Member State
FSNAU	Food Security and Nutrition Unit
GAM	Global acute malnutrition
GCMF	Global Commodity Management Facility
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GSMA	Global System for Mobile-Communication Association
HDP	Humanitarian-development-peace
HGSF	Home-grown school feeding

Abbreviation	Definition
HQ	Headquarters
HRP	Humanitarian Response Plan
ICA	Integrated Context Analysis
ICSP	Interim Country Strategic Plan
IDP	Internally displaced people
IOM	International Organization for Migration
IPC	Integrated Phase Classification
IPL	Internal Project Lending
IRA	Immediate Response Account
IRG	Internal Reference Group
KII	Key informant interview
M&E	Monitoring and evaluation
MAM	Moderate acute malnutrition
MCHC	Maternal and child health clinic
MoLSA	Federal Ministry of Labour and Social Affairs
mt	Metric ton
NBP	Needs-Based Plan
NDP	National Development Plan
NGO	Non-governmental organization
OEV	Office of Evaluation
PBWG	Pregnant and breastfeeding women and girls
PDAD	Post-distribution aid diversion
PMLE	Programme Management and Learning Evaluation
RBN	Regional Bureau of East Africa in Nairobi
SAM	Severe acute malnutrition
SBCC	Social and behavioural change communication
SFP	School feeding programme
SDG	Sustainable Development Goals
SER	Strategic Evaluation Review

Abbreviation	Definition
SGBV	Sexual and gender-based violence
SHF	Smallholder farmer
SNHCP	Safety Net for Human Capital Project
SO	Strategic Outcome
SoDMA	Somalia Disaster Management Agency
SUN	Scaling-Up Nutrition Project
TB DOT	Tuberculosis Directly Observed Therapy
ToC	Theory of change
ToR	Terms of reference
UN	United Nations
UNDSS	United Nations Department for Safety and Security
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations International Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollar
VAM	Vulnerability analysis and mapping
WFP	World Food Programme
WHO	World Health Organization

Office of Evaluation
World Food Programme
Via Cesare Giulio Viola 68/70,
00148 Rome, Italy - T +39 06 65131
wfp.org/independent-evaluation