



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE IRAQ: AN EVALUATION OF WFP'S PORTFOLIO (2010 – JUNE 2015)

TABLE OF CONTENTS

1. Background	2
1.1. Introduction	2
1.2. Country Context	2
2. Reasons for the Evaluation.....	7
2.1. Rationale.....	7
2.2. Objectives	7
2.3. Stakeholders and Users of the Evaluation.....	7
3. Subject of the Evaluation.....	9
3.1. WFP's Portfolio in Iraq.....	9
3.2. Scope of the Evaluation	13
4. Evaluation Questions, Approach and Methodology	13
4.1. Evaluation Questions	13
4.2. Evaluability Assessment	14
4.3 Methodology	15
4.4 Quality Assurance	15
5. Organization of the Evaluation.....	16
5.1. Phases and Deliverables	16
5.2. Evaluation team/expertise required.....	16
5.3. Roles and Responsibilities	17
5.4. Communication.....	18
5.5. Budget.....	18
Annexes	19
Annex 1: Map – WFP Iraq Overview as of September 2015	19
Annex 2: Detailed timeline - Evaluation process steps	20
Annex 3: WFP Strategic Plan and Objectives 2008-2013 and 2014-2017	21
Annex 4: WFP's operations in Iraq since 1964	22
Annex 5: Iraq additional core standard indicators	24
Annex 6: Communication and Learning Plan.....	25
Annex 7: Main contributions to the Portfolio	26
Annex 8: Library list (documents are available on dropbox)	27

1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the scope of the evaluation; Chapter 4 identifies the evaluation approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline and the core indicators for Iraq.

1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and about strategic partnerships, programme design, and implementation. Country Portfolio Evaluations help Country Offices in the preparation of Country Strategies and provide lessons that can be used in the design of new operations.

1.2. Country Context

3. *Economy and Development.* In the 1990s, Iraq was highly regarded in the region for its public sector management capabilities, its growth strategy for an emerging economy and its social welfare programmes. Years of war since 2003 and international isolation severely damaged Iraq's economic institutions and infrastructure. The sharp drop in global oil prices in 2015 and the regional security crisis resulted in a large decline of Iraq's oil revenue with repercussions for the country's budget deficit¹.

4. In 2014, the gross national income (GNI) per capita was USD 6,320 classifying Iraq as an upper-middle-income country². Although Iraq reached the middle-income country status in 2011, by 2013 the country's development profile was characterized by significant spatial and demographic inequalities, many of which were outlined in the Iraq National Development Plan (NDP), 2010-2014. The new NDP (2013-2017) is complementary to the previous plan, with the additional aims to reduce these gaps between rural and urban areas and to promote the private sector. Deprivation of education is the most important contributor to non-income poverty, while other contributors are strongly influenced by access to public goods and services. Women fare poorly across all multidimensional poverty indicators, particularly women in rural areas or who have lower levels of education.

5. According to the 2013 Millennium Development Goals (MDG) report, Iraq achieved MDG 1 - eradicating extreme poverty and hunger, however some concerns remain regarding the prevalence of underweight children³. Goal 6 has also been achieved (combatting HIV&AIDS, malaria and other diseases). The main development challenge for the country is to strengthen national capacity concerning use of substantial resources, and to diversify the economy away from an over-reliance

¹ Iraq's Fiscal and Economic Situation, UNAMI Joint Analysis Unit, September 2015

² For GNI per capita between \$4,126 and \$12,745. The State of the World's Children 2015, UNICEF

³ UNDP and the CSO, 2015 MDG, and UNDP Iraq Country Office, 2013.

on oil. It is also to move from a country-centric development agenda to a more open and competitive stance⁴.

6. However, the 2015 Humanitarian Response Plan (HRP) reports that 20% of the Iraqi population (6.6 million) lives under the national poverty line, but in the poorest districts this number rises to almost 80% (26.4 million). Iraq ranks 120 out of 187 countries in the 2014 UNDP Human Development Index and 170 out of 175 countries in the 2014 Corruption Perceptions Index of Transparency International.

7. Despite its middle income status and having the world's fifth largest oil reserves, Iraq faces enormous socio-economic challenges. The quality and delivery of essential services including health, education, water, electricity, housing, sanitation and food has deteriorated significantly following the imposition of sanctions, and on-going sectarian violence, and remains a high priority for a significant portion of the Iraqi population.

8. *Humanitarian situation and principles.* The current humanitarian crisis in Iraq is one of the most rapidly unfolding in the world. The relative calm period from 2008 to 2012 in terms of security allowed humanitarian actors to provide assistance and relief combined with development and capacity building support.

9. In April 2013, a raid on the protest camp in the city of Hawija by security forces sparked a renewed wave of violence. Attacks against security forces and civilians revived fears of a return to the all-out civil strife witnessed from 2005 to 2008. According to the United Nations Assistance Mission in Iraq (UNAMI), the total number of non-military casualties in 2013 was the highest since 2008. At the same time, the Islamic State of Iraq and the Levant (ISIL), al-Qaeda's local affiliate, became resurgent.

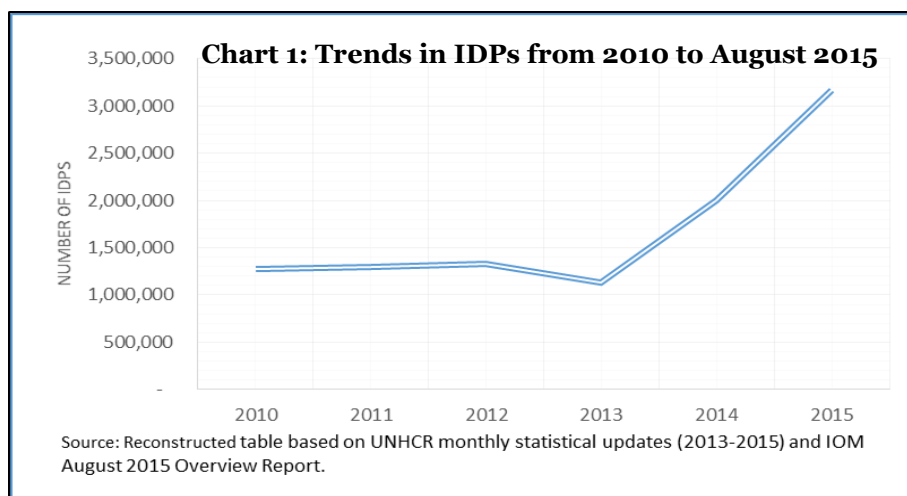
10. In December 2013, rising tensions in Al-Anbar governorate in the western part of Iraq resulted in an eruption of fighting after Iraqi Security Forces (ISF) broke up a protest camp in the capital, Ramadi. The violence spread to Fallujah, and militants from ISIL moved in and seized the city and parts of Ramadi after security forces withdrew. The Iraqi military and the allied tribesmen tried to dislodge the militants, unleashing airstrikes and besieging the regional capital in fighting that resulted in casualties including amongst the civilian population.

11. Tensions between and among the religious and ethnic groups in Iraq prevents national cohesion. The country is currently controlled by three main groups: the Kurds, the Arabs and the ISIL with control changing regularly in many areas in the conflict zones.

12. In early 2014 actors across the region worried that a failure to deal with Iraq's humanitarian emergency would result in further internal fragmentation and contribute to deepening regional instability. The exponential growth in displacement was of great concern to the humanitarian community.

⁴ Country Partnership Strategy for Iraq 2013-2016, The World Bank, November 2012

13. From January 2014 through August 2015, the surge in violence between armed groups and government forces has resulted in the displacement of nearly 3.2 million⁵ Iraqis. Chart 1 shows the trends in internal displacement as recorded by UNHCR and IOM from January 2010 to August 2015.



14. As a direct consequence of violence and prolonged conflict, 8.2 million people require

humanitarian assistance⁶ out of 36 million people living in Iraq, with around 29% women and 47% children. The overall summary of affected people is outlined in the table below:

Table 1: Numbers of people in need by type and location⁷

Affected group	People in need in areas under Government control	People in need in areas not under Government control	Total people in Need
IDPs in camps	200,000	-	200,000
IDPs not in camps	2 million	500,000	2.5 million
Affected people in host communities	2.5 million	700,000	3.2 million
Other highly vulnerable (not IDP, non-host)	-	1.1 million	1.1 million
Returns and newly accessible	900,000	-	900,000
Syrian refugees	250,000	4,600	254,600
TOTAL	5.9 million	2.3 million	8.2 million

15. Given the scale of the humanitarian situation and its linkages with the crisis in Syria, in August 2014 the Inter Agency Standing Committee (IASC) activated the highest level (Level 3) system-wide emergency in Iraq to scale up the emergency response. At the same time, the WFP emergency operation was also categorized as a WFP Level 3 Emergency Response. In November 2015, WFP Level 3 Emergency Response has been further extended until February 2016.

16. *International Assistance.* The country is currently being assisted through both humanitarian and development frameworks. The current United Nations Development Assistance Framework (UNDAF) was launched in 2015 and goes through 2019. The previous UNDAF cycle covered the period 2011-2014.

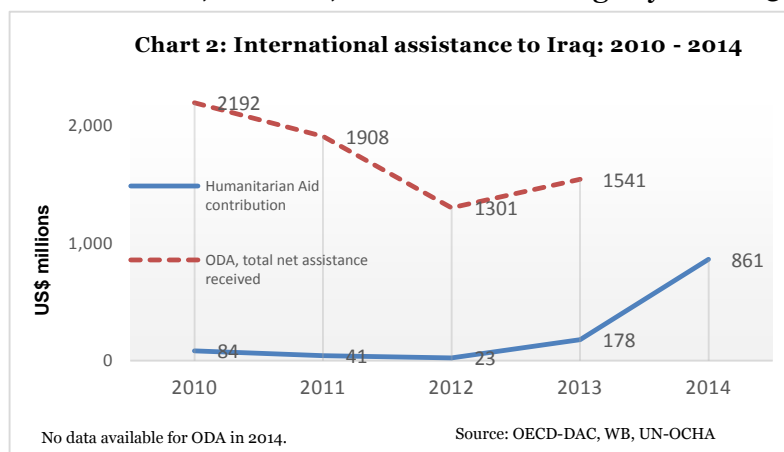
17. Chart 2 compares the trends of Overseas Development Assistance (ODA) and Humanitarian Aid from 2010 and 2014. Notably ODA was decreasing between 2010

⁵ IOM Iraq Displacement Tracking Matrix DTM Round XXVIII September 2015

⁶ OCHA: Iraq Humanitarian Needs Overview, 2015

⁷ OCHA: Iraq Humanitarian Needs Overview 2015

and 2012, signalling that the Government of Iraq was gradually taking over the task of financing its development needs. However, in 2012, this increased slightly to 2013 while the levels of humanitarian assistance increased nearly 4000% by 2014. Despite the increased humanitarian assistance since 2012, it is still insufficient to cover the needs.



18. Some 97 international humanitarian actors are working in support of a Government-led response to the current crisis as well as more than 60 national NGOs. The UN HRP⁸ has been elaborated by the Iraq Humanitarian Country Team and presents cluster responses in 13 fields such as Food Security, Health, Logistics, etc. (see details in the TOR section 2.3 – Stakeholders).

19. *Nutrition and Food Security.* As shown in Table 2 below, the national prevalence of underweight is 9%, stunting 23% and wasting 7 percent⁹. The 2015 UNICEF report also indicates a 12% overweight, which indicates that Iraq suffers from the double burden of undernutrition and overweight. The two major factors commonly cited are a slow progress in the development of sound public health systems, and the adoption of Western diets combined with a more sedentary lifestyle, often arising from unemployment and security concerns.

Table 2. Percentage of malnourished children < 5 years of age compared to WHO classification

IRAQ			WHO Classification		
Underweight	Stunting (Chronic malnutrition)	Wasting (Acute malnutrition)	Underweight	Stunting (Chronic malnutrition)	Wasting (Acute malnutrition)
9%	23%	7%	< 10% is classified as : Poor	20-29% is classified as: Medium	5-9% is classified as: Medium

Source: Data from the State of the World Children, UNICEF 2015, and the WHO classification.

20. Iraq, a country with an ancient agricultural history, can no longer feed itself. Farmers have had their equipment destroyed and in 2015 wheat/rice supplies and stocks were not adequate to meet Public Distribution System (PDS)¹⁰ requirements. Crop production has fallen and markets are ruined. Price fluctuations, reduced water supply and insecurity have devastated overall food production across the 18 governorates of the country. Food security is of particular concern for areas that were directly affected by the displacement in April 2015. According to the May 2015 Food Security Monitoring System (FSMS¹¹), the highest rates of poor and borderline food

⁸ The HRP targets populations in critical need throughout Iraq but does not cover the refugee response in Iraq (this is covered in the Regional Refugee and Resilience Plan, launched in 2014)

⁹ Prevalences of malnutrition in children disaggregated by sex were not available.

¹⁰ The PDS is a government social assistance scheme that aims to provide all Iraqis with monthly food rations.

¹¹ The monthly FSMS began in March 2015.

consumption (20-33%) and the highest rate of negative coping, are found in Anbar, Duhok and Ninewa governorates (see map in Annex 1).

21. Some 4.4 million people¹² are estimated to need food security assistance in Iraq. Preliminary results from a REACH needs assessment¹³ indicate that 22% of displaced households interviewed in host communities were unable to meet their basic needs. Of this, food (74%) was the most unfulfilled need amongst households unable to afford their basic needs.

22. There is a gap between social protection requirements and the state's ability to address them. As Iraq's vulnerable populations expands across demographic, economic and political lines, social protection institutions remain limited in their ability to respond to these increases.

23. Several sources¹⁴ announced the launch in November 2012 of the first National Nutrition Strategy (2012-2021) by the Iraq Ministry of Health (MoH). The strategy focuses on a number of goals, including increasing political commitment and inter-sectoral collaboration on nutrition between various ministries, reviewing and updating national policies and legislations, and reducing the prevalence of stunting from 21% to less than 10% by 2021. The development of this strategy was led by the National Food & Nutrition Committee (within the MoH) and guidance provided by UNICEF, WHO, WFP and FAO.

24. Education. UNESCO reports that prior to the first Gulf War in 1991 Iraq had one of the best educational performances in the region with a 100% primary school gross enrolment rate and high levels of literacy¹⁵. Due to the current conflict, economic stagnation and displacement of millions of people, the quality of education in Iraq has deteriorated significantly¹⁶. Today the literacy rate among Iraqis above 12 years old is 79.4% with 7 out of 10 young women between the ages of 15-24 being literate¹⁷. Nationally 90% of all primary school-aged children attend school, compared to only 77% amongst the poorest children. One third of girls drop out primary school before completing six years of schooling compared to only 8% of boys.

25. The Ministry of Education, with the support of UNICEF, works to improve access to quality education, including the implementation of a Child Friendly Schools strategy to ensure primary schools adopt minimum standards that enable children to learn in a healthy and happy environment. Child-friendly school standards are being adopted in hundreds of pilot schools across Iraq's 18 governorates with plans to expand to more schools.

26. Gender, Protection. The 2014 UNDP Human Development Report ranks Iraq at 121 out 152 on the gender inequality index, and reports that the percentage of women and men ages 15-49 who consider a husband to be justified in hitting or beating his wife is high: 51.2 % . The 2013-2017 NDP reports that the government does not expect to achieve gender equality in the near term due to cultural and social factors.

¹² OCHA , Humanitarian Needs Overview, June 2015

¹³ Present in Iraq since November 2012, REACH (the NGO) has contributed to inform the humanitarian response to the refugee and IDP crises, conducting household and community-level assessments. In May 2015 WFP commissioned the NGO to conduct an assessment in support of a programmatic shift to food assistance.

¹⁴ UNAMI Newsletter 10 November 2012, UNICEF November 2012. However, still seeking the strategy.

¹⁵ The most updated primary gross enrolment ratio is 107 (2007-2010 data). Source UNICEF report, 2015

¹⁶ In particular for secondary school age children: only 52 % attendance for boys and 44% for girls. Barriers to secondary school attendance, IOM, May 2013.

¹⁷ UNICEF official website, August 2015

27. The protection of civilians from violence and grave violations of both human rights and international humanitarian law is an immediate and overarching concern in the Iraq crisis. Iraq's protection crisis is characterised by targeted attacks on civilians, restricted access to basic services, sexual and gender-based violence and grave violations of child rights. Improving and advocating for the protection of civilians in this conflict must therefore underpin all humanitarian efforts¹⁸.

2. Reasons for the Evaluation

2.1. Rationale

28. The evaluation is an opportunity for the Country Office (CO) to benefit from an independent assessment of its 2010-2014 Country Strategy (CS) and portfolio of operations in line with WFP's Strategic Plans (2008-2013 and 2014-2017). The CPE findings are intended to inform the CO for its future operation(s) design and strategic orientation.

29. Since there has not been any previous evaluation of WFP's portfolio of activities in Iraq carried out by the Office of Evaluation (OEV)¹⁹, the CPE is an opportunity for the CO to benefit from an independent assessment of its operations.

2.2. Objectives

30. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Iraq (accountability); and
- determine the reasons for observed success/failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in Iraq, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

2.3. Stakeholders and Users of the Evaluation

The primary user of the evaluation findings and recommendations will be the WFP Iraq CO in the refinement of current operations and partnerships and design of the next Country Strategic Plan (CSP). The Cairo Regional Bureau is also expected to use the evaluation findings to strengthen its role in providing strategic guidance and regional integration of operations. Executive Management and other Managers based in Rome will use the findings for accountability and strategic advocacy. In particular in the divisions of Programme and Policy, Performance Management and Monitoring, and Emergency Preparedness and Response.

31. Table 3 below provides a preliminary list of other stakeholders and a thorough analysis²⁰ will be done by the evaluation team during the inception phase.

¹⁸ OCHA, Humanitarian Needs Overview, June 2015

¹⁹Information on Iraq was however collected remotely during the regional evaluation on WFP's Regional Response to the Syrian Crisis (2011-2014).

²⁰ The analysis should take account of Who, Why, How and When the stakeholders will be involved in the evaluation process. During data collection all groups (gender, age) should be included.

Table 3. Other Stakeholders

Other stakeholders	
Executive Board (EB)	As the governing body of the organisation, the EB has a direct interest in being informed about the effectiveness of WFP operations and their harmonisation with strategic processes of government and partners as well as a harmonised response to the regional crisis.
Beneficiaries (women, men boys and girls)	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.
Government (including partner Ministries)	<p>The Government of Iraq (GoI) has a direct interest in knowing whether WFP operations in Iraq are aligned with their priorities and harmonized with other agencies in order to provide the right kind and levels of assistance to the people of Iraq. The main GoI counterparts are the Ministries of Education, Health, and Labour and Social Affairs for the PRRO. For the EMOP they are the Ministries of Displacement & Migration (Baghdad) and Planning (Kurdish region). The Ministry of Displacement and Migration is leading the humanitarian response.</p> <p>The humanitarian crisis is coordinated through the Supreme Committee for IDPs and Shelter, formed in 2014. The Crisis Unit supports the Supreme Committee and is charge of providing humanitarian assistance, primarily of food rations and cash allocations.</p> <p>Iraq is the 2nd largest donor providing 18% of the total contributions.</p>
Donors	WFP activities are supported by donors' contributions. They have an interest in knowing whether their funds have been spent effectively and efficiently. They also have an interest in knowing to which extent the WFP strategy complement their own strategies and supported-programmes.
UN agencies, and the Cluster Response	<p>UN agencies have a shared interest with WFP in ensuring that the ensemble of UN support is effective and complementary in support of the population's needs, gender equality and human rights.</p> <p>The main UN partners for WFP's portfolio in Iraq are UNICEF, FAO and OCHA. IOM, having a wide field presence, is responsible for registering IDPs and also supported distribution of food and non-food items (NFIs).</p> <p>The Humanitarian Country Team endorsed the priorities identified by each of the 13 clusters that were active by mid-2015 and coordinated by OCHA. They are listed below along with cluster lead agencies:</p> <ul style="list-style-type: none"> - Protection: UNHCR - Food security: FAO and WFP co-leads - Health: WHO - Water, Sanitation & Hygiene: UNICEF - Shelter and Non-Food Items: UNHCR - Camp coordination & management: UNHCR - Education: UNICEF - Social Cohesion and Sustainable Livelihoods: UNDP - Multi-purpose cash assistance: UNHCR - Rapid Response mechanism: UNICEF and WFP co-leads - Logistics: WFP - Emergency Telecommunications: WFP
NGO partners and other organizations	NGOs are WFP's partners in programme implementation and design and as such have a stake in the WFP assessment of its portfolio performance as well as an interest in its strategic orientation. WFP works with some 15 partners covering GFD, vouchers and rapid response mechanism programme interventions; such as Muslim Aid, NRC, Acted and ISHO (national NGO). IRCS is a major provider of food and non-food assistance to the displaced people.

3. Subject of the Evaluation

3.1. WFP's Portfolio in Iraq

32. WFP has been present in Iraq since 1964, totalling 46 operations valued at USD 2.6 billion – see Annex 4.

33. The first Country Strategy document (2010-2014) was developed by the CO in 2009, when Iraq was then at a crossroads to political stability and socio-economic recovery²¹. The central guiding principle of the WFP vision and strategy in Iraq was that Iraq is a rich country and the main role of WFP is to support Iraq to use its resources for food insecurity solutions more effectively and transparently. The overall goal of WFP response during that period was to support the Government of Iraq to improve the efficiency of the supply chain management of the PDS and strengthen their capacity at the institution and local level to design and implement safety nets to protect vulnerable groups and integrate them in the society and the economy at large. The CS developed a framework linking social protection to productive activities. However, this shift has been overshadowed by drastically increased need for emergency response activities as described above.

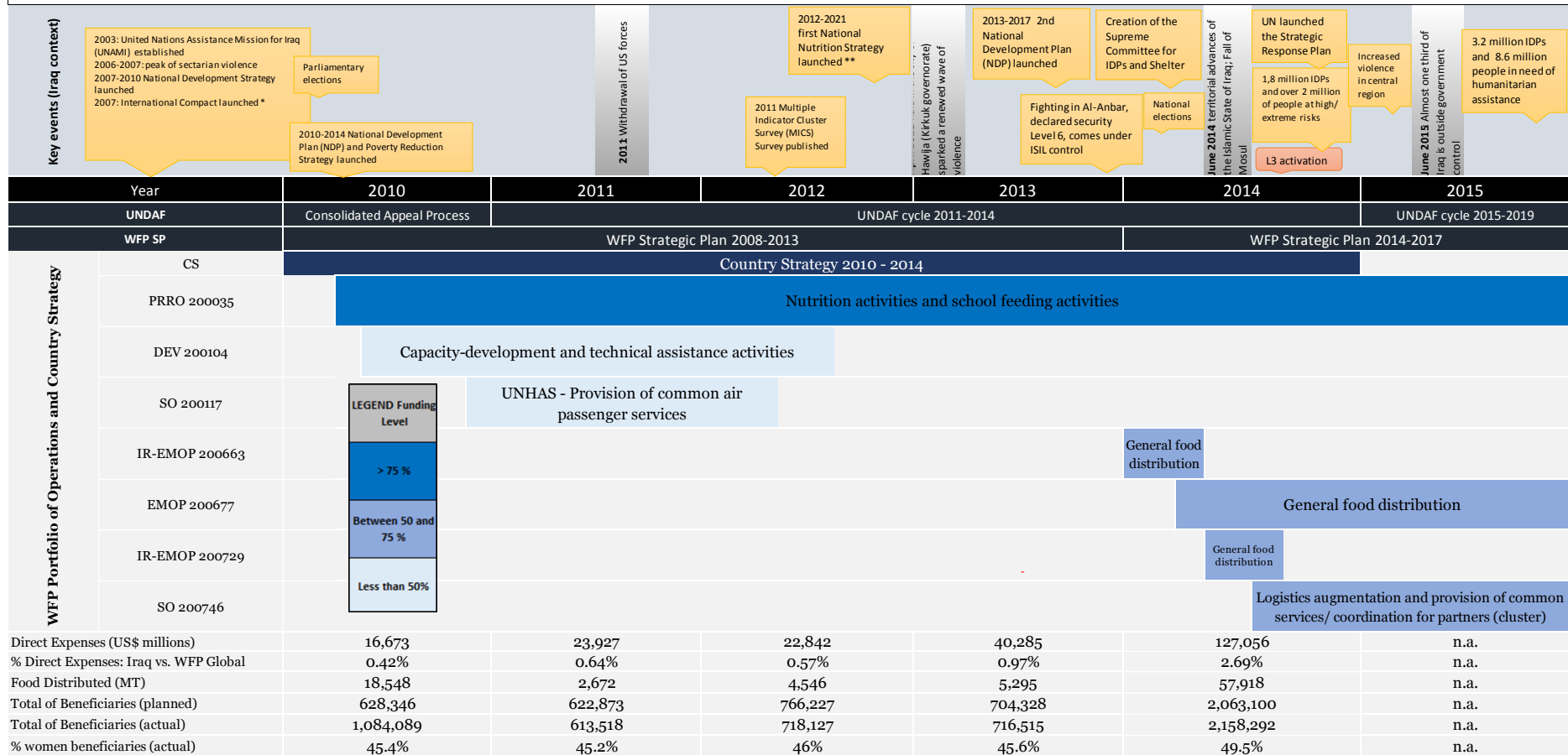
34. Following the Al-Anbar crisis in January 2014, WFP Iraq launched an emergency operation (EMOP) to respond to the needs of newly displaced people. Continued conflict has resulted in the extension of the EMOP in time and scope several times to meet the changing needs. Humanitarian action in conflict areas is extremely difficult as the escalating violence impacts both the humanitarian assistance and the private sector, disrupting the move of merchandise and humanitarian missions between the northern regions and the rest of the country

35. Since January 2012, there have been five WFP operations and two Special Operations (SOs) in Iraq. The portfolio is composed of three EMOPs, one Protracted Relief and Recovery Operation (PRRO), one Development Project (DEV) and two SOs as an air service, and logistics & telecommunication responses. Table 3 illustrates the timeline and the funding level of the Iraqi portfolio. The EMOP 200677, PRRO 200035 and the SO 200746 were categorized as Level 3 in August 2014. A budget revision for EMOP 200677 was prepared to extend the operation through 2016 while including some strategic shifts in the portfolio of activities to better position the response for early recovery when the situation allows.

36. Figure 1 below summarizes key events taking place during the period under evaluation along with the timeline of WFP Iraq's operations and funding levels.

²¹ Improvements in the overall security situation since 2008 and a successful provincial election in January 2009.

Figure 1: Timeline of Key Events and Operations Covered in WFP Iraq Portfolio Evaluation



Source: APR 2013-2014, SPR 2010-2014, WFP Resource Situation Updates as of August 2015.

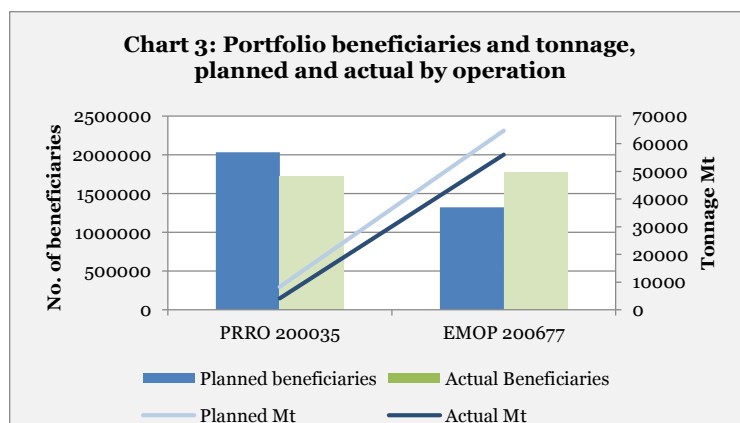
Requirements (Req.) and Contributions Received (Rec.) are in US\$. * An initiative of the Government of Iraq for a new partnership with the international community. **Announced, but document not available.

37. The three emergency operations were relatively well funded (64%), compared to the development project (12 % only) and the first SO (37%) – which both started in 2010 during a transition period from crisis to recovery. As of August 2015, the current EMOP (200677) has received 63% of its total requirement and is one of the top five best funded emergency operations globally. However, due to the current funding constraints, the CO has made adjustments to the distribution cycles. As of August 2015, the portfolio’s top five donors are: Saudi Arabia (48%), Iraq (18%), Japan (6%), Canada (5%), and Australia (4%). See Annex 7.

38. The Protracted Relief and Recovery Operation (PRRO 200035) was launched in April 2010 and has been extended until December 2015²². Through the PRRO, WFP Iraq aimed to improve the social protection and food security of vulnerable groups most affected by prolonged instability. School Feeding was the main component but was suspended in January 2014²³ due to an issue related to the use of imported high energy biscuits (see below). A July 2014 budget revision refocused the PRRO activities on school feeding capacity development.

39. The Development Project (DEV) started in June 2010 and continued through August 2012²⁴. In line with the CS, the overall goal of this operation was to support the GoI to strengthen social protection for vulnerable groups through reform of the PDS and development of a more diversified system of social safety nets linked to the productive sector. The CS and the above mentioned two operations (PRRO and DEV) were designed in 2009/2010 i.e. before the security situation worsened and assistance had to focus on life-saving activities.

40. The 3 EMOPs. Two EMOPs were Immediate Response EMOPs (IR-EMOP), one launched in January 2014, the other in June 2014. The first one aimed to provide critical food assistance to 45,000 IDPs and vulnerable households in Anbar governorate. The second IR-EMOP (200729) aimed to provide emergency food assistance to 43,500 people displaced internally by the sudden onset of fighting in Mosul city in Ninewa governorate. The current EMOP 200677²⁵ was originally planned to respond to the urgent needs of 240,000 people displaced due to the Anbar crisis. The 2014 Standard Project Report (SPR) indicates that WFP planned to meet the food assistance needs of 1.3 million IDPs in all 18 governorates of Iraq. The June 2015 HRP targets 2.2 million IDPs in camps in host communities in Government-controlled



Source: DACOTA, 2015

22 The PRRO 200035 was originally planned to cover a 2-year period (April 2010-March 2012). The PRRO had 8 Budget Revisions. On 19 August 2015 a Concept Note has been endorsed for a Development project 200855 as a continuation of WFP’s development activities currently implemented under the PRRO. The new DEV project is expected to be presented to the Executive Board in February 2016.

23 Although school feeding continued in some locations using food commodities that were carried over from 2013.

24 DEV 200104 was extended for 5 months (Extension in Time only) due to the slow pace in the implementation of the project activities.

25 EMOP 200677 was initially planned to cover April - September 2014, and was extended until December 2015 to respond to the growing needs. The EMOP has undergone five Budget Revisions mainly for evolving needs.

areas across the country as the conflict continued to intensify, and the current EMOP was revised to align to this target.

41. The 2 SOs. The first SO (2011-May 2012) provided air transport services in Iraq. In 2011 WFP established the United Nations Humanitarian Air Services (UNHAS) to provide air transport to remote and insecure locations in Iraq for the entire humanitarian community. Given the scale of the emergency and the scope of the humanitarian needs in 2014, the current Special Operation (SO200746) aims to provide a coordinated logistics response and augmentation of emergency telecommunications (ETC) capability to ensure efficient delivery of assistance. This SO covers the work of two WFP led clusters: Logistics and ETC.

42. Illustrated by the below table, the two interventions in the portfolio with the most with beneficiaries receiving direct assistance include general food distribution (GFD) with 52% of total and school feeding (SF) with 47 percent. Some 10% of the beneficiaries received WFP assistance through cash-based transfers, mainly through the current EMOP. The PRRO included a Mother & Child Health Nutrition activity (MCHN). During 2012 and 2014, the Standard Project Reports indicate that a total of 67,800 MT of food have been distributed to over 3.6 million beneficiaries.

43. General Food Distribution. The emergency response provides life-savings food assistance through GFD²⁶ to IDPs, host communities and population in conflict zones. GFD was the sole WFP activity for the 3 EMOPs.

44. School feeding is a major part of the Government's strategy for poverty reduction and education. In 2012 WFP and the Ministry of Education (MoE) renewed a Partnership Agreement. MoE and WFP were to provide high energy biscuits (HEB) to 512,000 primary school children in 1,860 schools in the 18 most vulnerable districts in central and southern governorates.

Capacity development was a component of this project. MoE donated USD 17 million to WFP Iraq for the school feeding programme for the 2012/2013 academic year. A Trust Fund was established in 2013 to register this contribution²⁷ but an issue surrounding the use of imported high energy biscuits led to the suspension of the school feeding programme in late 2013. Restoring cooperation, a small-scale school feeding project started in February 2015 in Thi Qar governorate (South of Iraq), distributing daily meals from local manufacturers to 20,000 school children across 74 schools.

Table 4. Food assistance planned & actual beneficiaries, by activity and by operation

Activity Operation		School feeding	Nutrition	GFD	Cash/ Vouchers
PRRO 200035	Planned	1,957,200 96.3%	75,859 3.7%		89,896 4%
	Actual	1,680,339 97%	44,352 3%		101,010 6%
EMOP 200677	Planned			1,322,200 100%	341,000 26%
	Actual			1,771,671 100%	242,746 14%
IR- EMOP 200663	Planned			45,000 100%	
	Actual			58,072 100%	
IR- EMOP 200729	Planned			43,500 100%	
	Actual			46,806 100%	
Planned % of beneficiaries		1,957,200 50%	75,859 1.9%	1,860,171 47.8%	430,896 11.1%
Actual % of beneficiaries		1,680,339 46.7%	44,352 1.2%	1,876,549 52.1%	343,756 9.5%

*The table covers 2012-2014. DEV 200104 is composed of capacity-building and technical advisory activities. SO are non-food operations and are not included here.

Source: DACOTA, 2015

26 Via Family Food Parcel (FFP)

27 There were issues around the quality/shelflife of the imported biscuits which deteriorated the partnership between WFP and the MoE in late 2013. As a result the USD 17 million has been frozen.

45. Early 2014, C&V transfer modalities were considered inappropriate²⁸ due to lack of access to conduct market assessments and set up a monitoring system. WFP examined the possibilities again to respond to major displacements in June and August 2014 and started to use food vouchers to assist displaced families by October 2014. The food vouchers can be redeemed at selected local shops, empowering families to choose the food they prefer. During September and December 2015, some 450,000 IDPs are planned to receive assistance in the forms of vouchers and WFP will begin the transition to cash.

3.2. Scope of the Evaluation

46. The strategic scope of the evaluation will cover the period January 2010 – June 2015 which includes the period of the CS. However the operational focus will cover the 2012 – June 2015 period which is when the nature and scope of the operations in Iraq changed dramatically in response to the crisis in the region and the country. Thus the CPE will review the WFP Iraq CS 2010-2014, and will assess overall performance of the portfolio of seven operations, including 3 EMOPs²⁹, 1 PRRO, 1 DEV and 2 SOs³⁰. The Regional EMOP 200433 was evaluated in 2015 by OEV under the WFP's Regional Response to the Syrian Crisis, and will not be part of the evaluation scope per se, but will be used to consider regional coherence and regional strategic management in the Iraq operations.

47. The evaluation will also cover the USD 17 million contribution received from the Iraq Ministry of Education in November 2012³¹ for the distribution of imported high energy biscuits (HEB) for the school feeding programme, and lessons that can be drawn from that partnership.

48. In light of the strategic nature of the evaluation, it is not intended to evaluate each operation individually, but to focus broadly on the portfolio as a whole. Following the established approach for WFP CPEs, the evaluation focuses on three main areas detailed in the below key evaluation questions (Section 4.1).

49. In addition, the evaluation will be coordinated with and complementary to an Internal Audit which will be taking place around the same time and plans are also being made for an Inter-agency Humanitarian Evaluation (IAHE) of the Iraq response in 2016.

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

50. The CPE will address the following three key questions common to the CPE model, which will be further tailored and detailed in a realistic matrix of evaluation questions to be developed by the evaluation team during the inception phase and consider the different needs of various age group, gender, etc. The evaluation will make forward-looking strategic recommendations.

²⁸ Emergency Operation Iraq 200677, Project Document.

²⁹ Two are Immediate Response EMOPs. EMOP 200677 has been categorized level 3 (L3).

³⁰ SOs will be evaluated to the extent that they contributed to WFP's operational results.

³¹ Registered in 2013 as a Trust Fund. In December 2013 a second tranche of USD 17 million had been transferred to WFP to finance a second round of school feeding. However the money has been frozen because of a dispute between WFP and the MoE around the quality of the biscuits. This element of the operation was subject to a investigation from WFP Office of Inspections and Investigations.

51. Question one: What has been the Strategic Alignment of WFP's country strategy & portfolio in Iraq? Proposed sub-questions will include the extent to which the CO main objectives and related activities have been:

- i. relevant to Iraqi's humanitarian and developmental needs;
- ii. coherent with the national agenda and policies;
- iii. coherent and harmonized with those of other partners and UN system, including UN-SWAP; and
- iv. Reflect on the extent to which WFP has been strategic in its alignments and positioned itself where it can make the biggest difference.

52. Question two: What have been the factors driving strategic decision making? Reflect on the extent to which WFP :

- i. has analysed the national hunger, nutrition and food security issues including from a gender perspective, and appropriately used this analysis to understand the key hunger challenges in Iraq;
- ii. contributed to developing related national or partner strategies and to developing national capacity on these issues; and
- iii. to identify the factors that determined existing choices (perceived comparative advantages, corporate strategies, resources, organisational structure, etc.) to understand the drivers of a WFP Iraq CS and how they need to be considered when developing a new CS.

53. Question three: What have been the WFP portfolio Performance and Results? Reflect on:

- i. the performance against the Humanitarian Principles and Common Humanitarian Standards;
- ii. the level of effectiveness, efficiency and sustainability of the main WFP programme activities in Iraq;
- iii. the extent to which WFP operations in Iraq have met the changing needs of the Iraqi people as per the UNDAF and the Humanitarian Response Plans as well as future perspectives with special focus on cash-based transfers and national social protection and also considering the specific needs of women, men, girls and boys.
- iv. the extent of WFP's contribution to the reduction of gender gaps in relation to and control over food, resources, and decision-making;
- v. the level of synergy and multiplying effect between similar activities in different operations, and between the various main activities regardless of the operations; and
- vi. the level of synergies and multiplying opportunities with partners at operational level.

4.2. Evaluability Assessment

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

54. The CPE will benefit from the OEV commissioned evaluation report on WFP's response to the crisis in Syria and the surrounding region³².

55. The CO faces contextual and operational challenges, such as a volatile political context, funding, and major security and access constraints³³, particularly in the Western part of the country. The CO uses third part monitoring (TPM) in many areas as well which may result in some data availability constraints. This will be taken into account by the evaluation team when developing their data collection strategy.

56. Requests to visit Ministries and other counterpart offices must be submitted two days in advance for approval, and are at risk of cancellation if violence arises in the city. Due to mobility constraints and the general difficult working environment in the country, it is possible that fieldwork will require more time than for most CPEs.

57. The WFP Iraq CS developed in 2009 guided the design of two operations covered by the CPE (the PRRO and the DEV). However the CS is not a results-based management document. Thus the primary benchmarks for assessing performance will be a combination of the operation project documents, standard project reports (SPR) as well as qualitative assessment of WFP's work.

4.3 Methodology

58. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence, efficiency, effectiveness, sustainability and connectedness – appropriately linked to the three key evaluation questions.

59. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report³⁴. The methodology will:

- Examine the logic of the portfolio based on the Country Strategy and its relationship to the objectives of the operations comprising the portfolio;
- Addressing the evaluation questions using triangulation of information from diverse sources and analysis of both quantitative and qualitative data³⁵. A model looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.
- Take into account the limitations to evaluability (including security and mobility challenges) as well as budget and timing constraints.

60. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, Monitoring reports, etc.) and following a systematic process to answering the evaluation questions with evidence.

4.4 Quality Assurance

61. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be

³² Regional EMOP 200433 presented to the June Board in 2015

³³ Given the security limitations, field visits may require armed escorts, advance planning, etc.

³⁴ The evaluation matrix – presented in the inception report - will be a crucial organizing tool for the evaluation. The matrix will identify the possible efficiency sub questions and the appropriate techniques of efficiency analysis.

³⁵ To ensure that diverse perspectives and voices of both males and females are heard and used. The team should develop data collection methods ensuring integration of gender considerations.

systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The OEV evaluation manager will conduct the first level quality assurance, and the OEV Director will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

62. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the Evaluation

5.1. Phases and Deliverables

63. The evaluation is structured in five phases summarized in Table 5 below. The three phases involving the evaluation team are: (i) The *Inception phase* with a briefing of the evaluation team in Rome, followed by an inception mission to the CO Iraq (team leader and evaluation manager), then by the inception report providing details for conducting the evaluation fieldwork; (ii) The *Fieldwork phase*: primary and secondary data collection and preliminary analysis with at least 3 weeks in the field; (iii) the *Reporting phase* concludes with the final evaluation report (a full report and an EB summary report) that is planned to be presented to WFP's Executive Board in November 2016. A more detailed timeline can be found in Annex 2.

Table 5: Summary Timeline – key evaluation milestones

Main phases	Timeline	Tasks (Team deliverables in BOLD)
1. Preparatory	Oct – Dec 2015	Draft and Final TOR Evaluation company selected & contracted
2. Inception	Jan – Feb 2016	Document review Team briefing at WFP HQ Inception mission and Inception Report
3. Evaluation	Mar-Apr 2016	Evaluation mission and data collection Teleconference (Debriefing PPT) Analysis
4. Reporting	Apr – July 2016	Report drafting Comments & process reviews In-country learning workshop Final evaluation report (including SER)
5. Executive Board and follow-up EB 2/2016 (Nov session)	Aug-Nov 2016	Summary Evaluation Report Editing Evaluation Report formatting Management Response and Executive Board preparation

5.2. Evaluation team/expertise required

64. The evaluation will be conducted by a team of independent consultants with relevant expertise for the Iraqi portfolio. It is anticipated that a core team of minimum four evaluators (including the team leader), will be required for the evaluation. It is expected that the evaluation will be conducted by a gender-balanced, geographically and culturally diverse team with appropriate skills to assess the gender dimensions as specified in the TOR.

65. The team leader (TL) will have the additional responsibility for overall design, implementation, reporting and timely delivering of all evaluation products. The TL should also have a good understanding of the 2012-2015 Iraqi context, food security issues in a humanitarian crisis, and familiarity with the relevant portfolio issues. He/she will have excellent synthesis and reporting skills in English.

66. The evaluation team - composed of at least two national consultants - should combine between its various members the following competencies and expertise:

- Strong experience in strategic and political economy analysis related to humanitarian assistance, relevant to the complexity of the Iraqi context;
- Knowledge of WFP work modalities, WFP types of programmes, and the UN clusters operating in Iraq (in particular the Food security, Rapid Response mechanisms, Logistics, and Emergency Telecommunication clusters);
- Expertise in strategic issues specifically related to WFP operational areas of: Safety nets/social protection, School Feeding, Capacity Building, Cash & Voucher transfers, Logistics and Humanitarian Response Management;
- Deep understanding of the Humanitarian Principles and challenges faced in a conflict crisis when access is constrained; and
- Ability to conduct a complex evaluation with a strong strategic dimension, and to design an appropriate and realistic methodology for a difficult working environment.

5.3. Roles and Responsibilities

67. This evaluation is managed by the WFP Office of Evaluation (OEV). Eric Kenefick has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. He is responsible for conceptualizing and drafting the evaluation TOR; selecting and contracting the evaluation team (via contracting a consultant firm); managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field mission; conducting the first level quality assurance of the evaluation products and soliciting WFP stakeholders feedback on the evaluation report. The EM will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

68. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation and engaged with the evaluation team to discuss the portfolio's performance and results. The CO will facilitate the organisation of the two missions³⁶ in Iraq; facilitate the evaluation team's contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork. The Country Office should nominate a focal point to communicate with the evaluation team. A detailed consultation schedule will be presented by the evaluation team in the Inception Report. The CO will also organise a learning workshop in Iraq for both internal and external stakeholders with support from the Team Leader and Evaluation Manager.

69. The contracted company will support the evaluation team in providing quality checks to the draft evaluation products being sent to OEV for its feedback. Particularly, the company will review the draft inception and evaluation reports, prior to submission to OEV.

70. 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.

³⁶ The Inception Mission and the Evaluation Mission.

5.4. Communication (see also the Communication Plan in Annex 6).

71. WFP stakeholders at CO, RB and in HQ will engage with the evaluation process and will be invited to provide feedback on the TOR and the Evaluation Report, which are the two core draft evaluation products.

72. During the last day of the fieldwork there will be an internal exit debrief with the evaluation team and the CO. After the fieldwork, the initial evaluation findings and conclusions will be shared with WFP stakeholders in CO, RB and HQ during a teleconference debriefing session.

73. All evaluation products will be written in English.

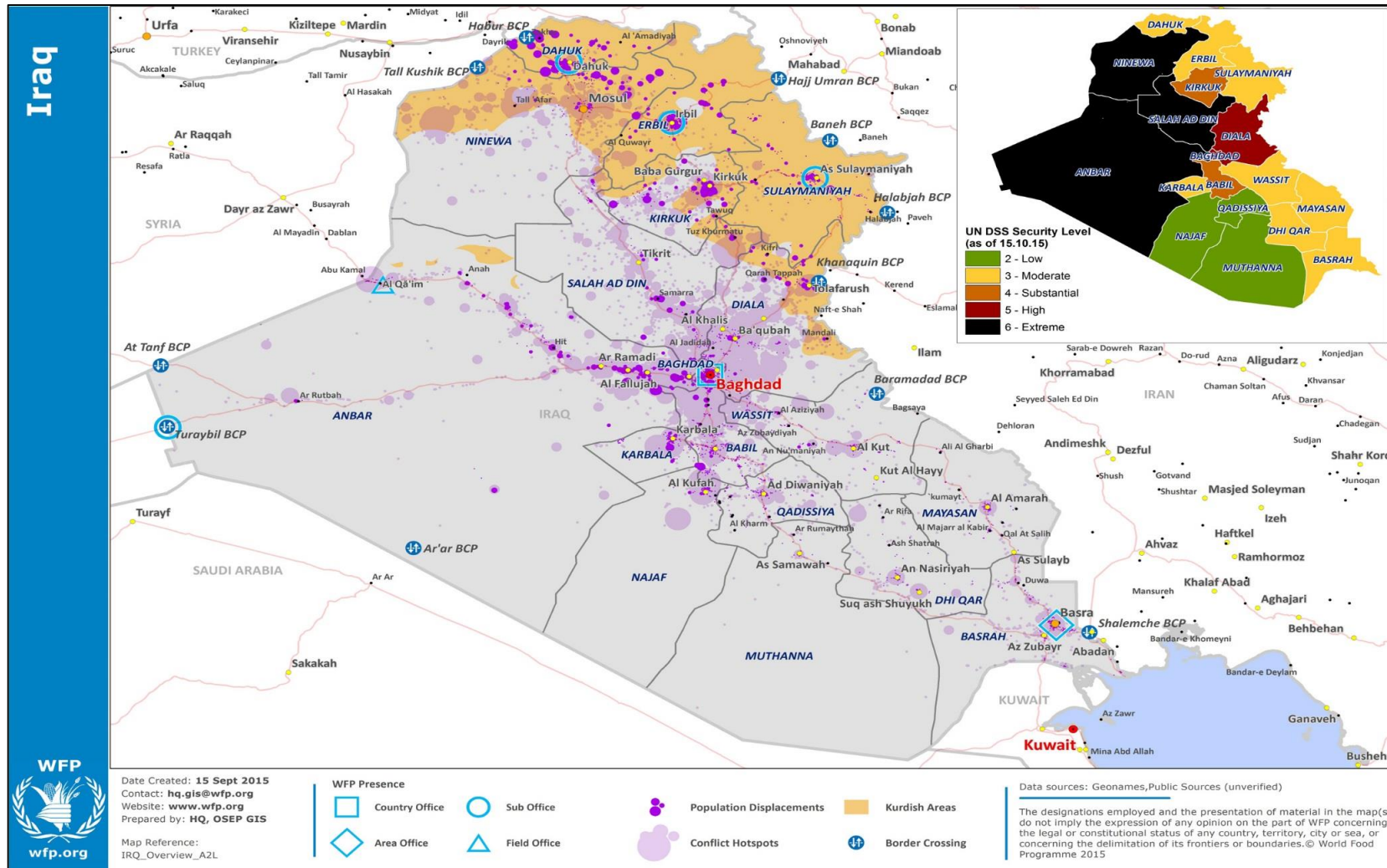
74. The SER along with the Management Response to the evaluation recommendations is planned to be presented to the WFP Executive Board in November 2016. The final evaluation report will be posted on the public WFP website.

5.5. Budget

75. The evaluation will be financed from the Office of Evaluation's budget at a *total* estimated cost of USD 270,000. The total budget covers all expenses related to consultant/company rates, international travels, and OEV staff travel. The evaluation team will be hired through an institutional contract with a consultant company.

Annexes

Annex 1: Map – WFP Iraq Overview as of September 2015



Annex 2: Detailed timeline - Evaluation process steps

IRAQ COUNTRY PORTFOLIO EVALUATION (CPE)	By whom	Key Dates
Phase 1 - Preparation		
Desk review. Draft TOR + clearance for sharing to WFP	EM	Sept-Oct 2015
Review draft TOR considering WFP feedback + seek OEV/D approval	EM	Nov 2015
Final TOR sent to WFP stakeholders + team selection	EM	Nov/Dec 2015
Contracting evaluation team/consulting company (2015 OEV budget)	EM	Dec 2015
Phase 2 - Inception		
Team preparation prior to HQ briefing (EQAS,TOR, project documents)	Team	Jan 2016
HQ Team briefing & initial interviews (WFP Rome) – 3 days	EM &Team	Late Jan 2016
Inception mission in Baghdad (some 4 days + travel)	EM + TL	Mid-Feb 2016
Submit Draft Inception Report to OEV (after company's quality check)	TL	Feb 16
OEV quality assurance and feedback	EM	Feb 16
Submit revised Inception Report (IR)	TL	Early Mar 16
Circulate final IR to WFP key stakeholders for their information + intranet	EM	Mid-March 16
Phase 3 - Evaluation Mission - Fieldwork in Iraq		
Field work (at least 3 weeks) & Desk Review. Field visits in Iraq, including internal/exit debrief with the CO presenting initial findings.	Team	March/April 2016
Debriefing via teleconference with the CO, RB and HQ staff. Preliminary findings (PPT) presented by the TL	EM &TL	April 2016
Phase 4 - Evaluation Report (ER) – high quality report from draft 'o' onwards		
Submit Draft 'o' Evaluation Report (ER) to OEV (after internal company's quality check and review)	TL	Early May 2016
OEV quality feedback sent to the team	EM	Mid-May 16
Submit revised Draft 1 ER to OEV	TL	Mid-May 16
OEV reviews & seeks D/OEV's clearance for circulating the ER to WFP stakeholders, for comments (2 weeks).	EM	Late May 2016
OEV consolidates all WFP's comments (matrix) and share them w/ team	EM	Early June 2016
Learning Workshop (Baghdad) – 2 days	TL & EM	Early June 2016
Submit revised Draft 2 ER to OEV based on WFP's comments, and team's comments on the matrix.	TL	June 2016
OEV reviews ER & matrix (clarification w/ team if needed)	EM	June/July 2016
Seek Director's clearance for SER circulation to EMG for comment.	EM	July 2016
OEV sends the EMG comments on the SER to the team for revision	EM & TL	July 2016
Submit final Draft 3 ER (with the revised SER) to OEV	TL	End July 2016
Final Approval by OEV Dir. Last clarification by team, if necessary	EM &TL	Early Aug 2016
Phase 5 Executive Board (EB) and follow-up		
Submit SER to EB Secretariat for editing & translation + SER recommendation to RMP for management response	EM	Aug 2016
Tail end actions, including Ev. Brief, websites posting, EB Round Table,	EM	Sept/Oct 2016
Presentation of Summary Evaluation Report to the EB	D/OEV	Nov 2016
Presentation of management response to the EB	D/ RMP	(EB.2/2016)

Legend: TL = Team Leader. EM= OEV Evaluation Manager. OEV= Office of Evaluation. ER = Evaluation Report. EQAS: Evaluation Quality Assurance System. SER = Summary Evaluation Report. EB = WFP's Executive Board. RMP= Performance and Accountability Management.

Annex 3: WFP Strategic Plan and Objectives 2008-2013 (links to the CS included) and 2014-2017

Strategic Plan 2008 - 2013	
WFP Strategic Objectives	
Strategic Objective 1	Save lives and protect livelihoods in emergencies.
Strategic Objective 2	Prevent acute hunger and invest in disaster preparedness and mitigation measures.
Strategic Objective 3	Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations.
Strategic Objective 4	Reduce chronic hunger and undernutrition.
Strategic Objective 5	Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

Source: WFP Strategic Plan 2008 - 2013

The WFP Country Strategy in IRAQ (2010-2014) is linked with Strategic Objectives 3, 4 and 5

Strategic Plan 2014 - 2017	
WFP Strategic Objectives	
Strategic Objective 1	Save lives and protect livelihoods in emergencies.
Strategic Objective 2	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
Strategic Objective 3	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
Strategic Objective 4	Reduce undernutrition and break the intergenerational cycle of hunger.

Note: Capacity development (previously under Strategic Objective 5) is mainstreamed into the four Strategic Objectives

Source: WFP Strategic Plan 2014 - 2017

Annex 4: WFP's operations in Iraq since 1964

Project Type and Number	Title	Approval Date	Food Budget (dollars)	Total WFP project budget (dollars)
D 031	Urban Improvement In Erbil	11/02/1964	306,976	401,955
D 032	Cooperative Action For Community Development	16/03/1964	304,067	393,549
D 345	Afforest & Forest Improvement In Selected Areas	12/09/1966	415,747	527,998
D 359	Assistance To Social Institutions	21/02/1967	614,809	768,687
D 373	Improv.& Maintenance of Irr.Scheme,Nasiriyah	31/03/1967	701,527	838,483
E 853	Assist.For Euphrates Flood Victims (Phase I)	31/05/1967	94,110	116,154
D 383	Maize Production And Poultry Feeding	13/10/1967	1,235,508	1,530,885
D 031PX	Urban Improvement In Erbil	09/02/1968	309,702	364,414
D 032PX	Community Development In Greater Mussarab Region	19/02/1968	524,158	633,452
D 442	Assist.To Voc. And Teach.Training Institutions	24/04/1968	1,084,732	1,309,917
D 451	Rural Housing & Rural Road Construction In The North	24/04/1968	2,405,860	2,929,136
D 452	Reconstruction Of Euphrates Flood Damaged Areas	24/04/1968	1,069,771	1,290,925
E 853E1	Assist.For Euphrates Flood Victims (Phase II)	14/06/1968	147,646	174,872
E 853E2	Assist.For Euphrates Flood Victims (Phase III)	01/08/1968	384,405	459,470
D 486	Land Reclam.& Village Dev.in Central & South Iraq	13/05/1969	954,846	1,113,495
D 452P1	Reconstruction of Euphrates Flood Damaged Areas	17/10/1969	948,651	1,205,572
D 562	Improv. And Mainten. Of The Irrigation Scheme	17/10/1969	6,299,170	7,743,519
E 941E1	Drought/Victims	23/12/1971	420,545	507,640
E 941EM	Drought/Victims	23/12/1971	857,142	1,039,399
D 345PX	Reaffor.& Soil Conserv.In Selected Areas (Expan)	22/01/1973	1,321,226	1,927,590
D 751	House Construction in selected Irr. Schemes (Exp)	04/05/1973	1,850,884	2,553,588
E 0469800	Emergency Food Assistance To War Affected Vulnerable Groups	25/03/1991	10,369,881	14,084,798
E 0469801	Emergency Food Assistance For Displaced Persons	30/04/1991	14,957,549	22,706,447
E 0469802	Food Assistance To War-Affected Vulnerable Groups And Displaced Persons	30/10/1991	9,386,596	12,655,859
E 0500100	Emergency Food Assistance For Conflict-Affected Vulnerable Groups & Displaced Persons	20/11/1992	7,845,607	10,383,028
E 0531100	Food Assistance To Seriously Affected Groups And Destitutes	01/07/1993	18,650,076	29,488,837
E 0531101	Food Assistance To Seriously Affected Groups And Destitutes	19/10/1993	6,276,128	8,073,379
E 0531102	Food Assistance To Seriously Affected And Destitute Groups In Iraq	12/09/1994	7,809,245	15,225,711
EMOP 0531103	Food Assistance To Seriously Affected People And Destitute Groups	31/03/1995	9,847,724	13,218,778
EMOP 0531104	Food Assistance For Destitute And Vulnerable Persons	21/12/1995	39,777,592	58,721,073
EMOP 0531105	Food Assistance To Destitute And Vulnerable Persons	03/01/1997	7,562,154	14,814,019
EMOP 0531106	Emergency Food Assistance For Vulnerable Groups	09/04/1997	10,292,053	15,433,475
PRRO 6085.00	Assistance to malnourished children and their families patients in hospitals and residents in social institutions	21/01/1999	13,120,880	18,050,987
EMOP 10259.0	Expanded Emergency Assistance to the Public Food Distribution System of Iraq and to Iraqi Refugees IDPs and Vulnerable Groups	24/12/2002	988,769,672	1,489,080,839
SO 10257.1	Logistics Preparedness and Augmentation in Support of Regional EMOP 10259.0	20/03/2003	-	28,085,754
SO 10272.0	Provision of a United Nations Humanitarian Air Service (UNHAS) for Iraq and surrounding countries	20/03/2003	-	20,186,115
SO 10273.0	Establishment of a UN Joint Logistics Centre Providing Logistics Coordination to Humanitarian Agencies Working in Iraq	20/03/2003	-	5,429,573
EMOP 10360.0	Assistance to Primary School Children and Vulnerable Groups	20/07/2004	26,864,201	55,558,720

EMOP 10717.0	Regional Emergency Operation (EMOP) 10717.0, Assistance to Displaced Iraqis in Iraq and Syria	27/12/2007	107,164,804	197,808,209
PRRO 200035	Protracted Relief and Recovery Operation - Iraq 200035	10/02/2010	49,072,480	96,624,986
DEV 200104	Development Operation Iraq 200104 - Capacity development to reform the Public Distribution System (PDS) and Strengthen Social Safety Nets for Vulnerable Groups in Iraq	18/06/2010	-	25,391,910
SO 200117	Special Operation Iraq 200117 - Provision of Humanitarian Air Services in Iraq	10/12/2010	-	17,071,954
IR-EMOP 200663	Emergency Food Assistance for IDPs in Iraq	18/01/2014	1,315,357	1,497,731
EMOP 200677	Emergency Assistance to Populations Affected by the Al-Anbar Crisis	01/04/2014	20,096,868	449,609,081
IR-EMOP 200729	Emergency Food Assistance for IDPs in Iraq	13/06/2014	1,302,367	1,490,252
SO 200746	Logistics Cluster and Emergency Telecommunications Support in Iraq	01/07/2014	-	10,404,922
Total	46 Operations		1,371,430,349	2,658,927,137

Source: WFP Historical database, WFP The Factory, SPR's

D= Development; Q= Quick-Action; E= Emergency; X= Protracted Refugee and Displaced Person Projects/Operations

Annex 5: Iraq additional core standard indicators

Indicator		Year	Value		Source	
General	Population (total, millions)	2013	33,417,476		World Bank. WDI.	
		2005	27,377,045			
	Average annual growth (%)	2010 - 2015	2.9		UNDP HDR 2014	
		2000 - 2005	2.8			
	Urban Population (% of total)	2013	66,4			
Human Development Index	2013	0.642				
	Rank	120 / 187				
Gender	Gender- Inequality index	2013	0.542		UNDP HDR 2014	
		Rank	120 / 152			
	Maternal Mortality ratio (per 100,000 live births)	2010	63		UNDP HDR 2014	
	Seats in national parliament (% female)	2013	25.2		UNDP HDR 2014	
	Population with at least some secondary education, female, male (% aged 25 and above)	2005 - 2012	M	F		UNDP HDR 2014
			42.7	22		
	Births attended by skilled health personnel (% of total)	2011	90.9		World Bank. WDI.	
	Labour force participation rate (%)	2012	M	F		UNDP HDR 2014
69.7			14.7			
Employees, agriculture, female (% of female employment)	2008	50.7		World Bank. WDI.		
Primary School Enrolment, female (%)	2007	98.1		World Bank. WDI.		
Economic	Income Gini Coefficient	2003 - 2012	30.9		UNDP HDR 2014	
	GDP per capita (current US\$)	2013	6,863		World Bank. WDI.	
		2005	1,825			
	Foreign direct investment net inflows (% of GDP)	2013	1.2		World Bank. WDI.	
2005		1				
Net official development assistance received (% of GNI)	2012	0.6		World Bank. WDI.		
Poverty	Population living below \$1.25 a day (%)	2007	2.82		UNDP HDR 2014	
	Population vulnerable to poverty (%)	2007	7.4		UNDP HDR 2014	
	Population in severe poverty (%)	2007	2.5		UNDP HDR 2014	
Nutrition	Weight-for-height (Wasting), prevalence for < 5 (%)	2009 - 2013	Moderate & Severe		UNICEF SOWC 2015	
			7			
	Height-for-age (Stunting), prevalence for < 5 (%)	2009 - 2013	Moderate & Severe		UNICEF SOWC 2015	
			23			
Weight-for-age (Underweight), prevalence for < 5 (%)	2009 - 2013	Moderate & Severe		UNICEF SOWC 2015		
		9				
< 5 mortality rate	2000	45		UNICEF SOWC 2015		
	2013	34				
Health	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2013	340		UNICEF SOWC 2015	
	Life expectancy at birth	2013	69			
	Estimated HIV Prevalence (%)	2001	n.a.		UNAIDS 2013	
		2012	n.a.			
	Public expenditures on health (% of GDP)	2011	8.3		UNDP HDR 2014	
Youth Literacy Rate (15-24 y) (%)	2009-2013	M	F		UNICEF SOWC 2015	
		84	81			
Education	Public expenditures on education (% of GDP)	2005 - 2012	n.a.		UNDP HDR 2014	
	Net attendance ratio, primary school (%)	2013	M	F		UNICEF SOWC 2015
			93	87		
		2011	M	F		
		93	85		MICS 2011	
School enrolment, primary (% gross)	2007	107		UNICEF SOWC 2015		

Annex 6: COMMUNICATION AND LEARNING PLAN

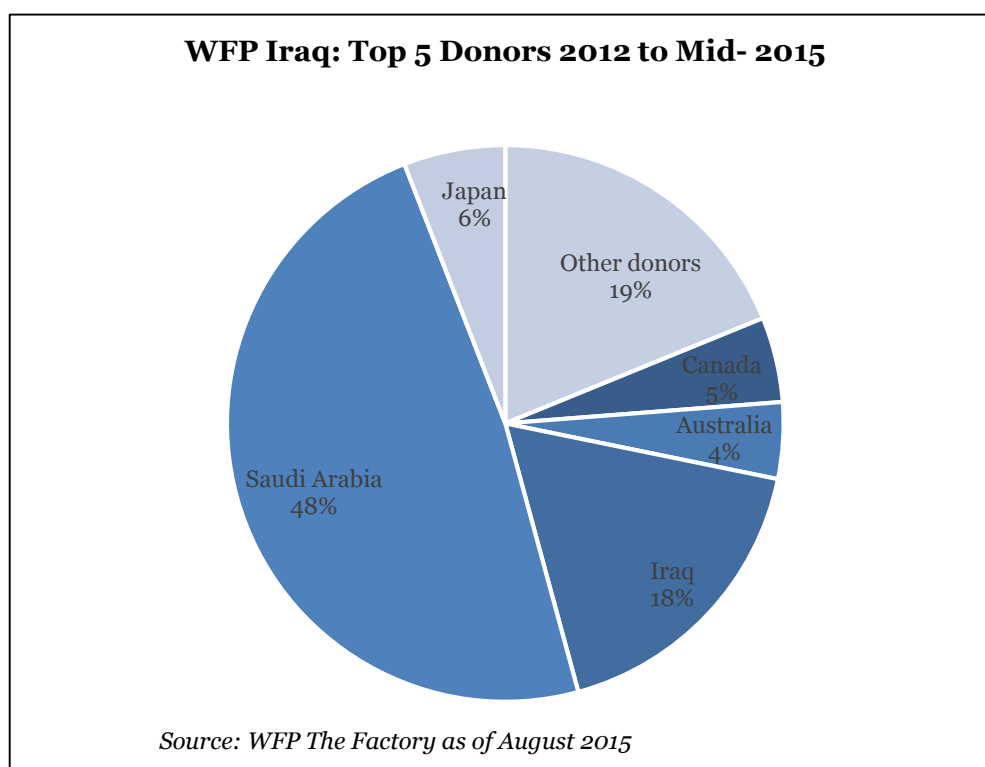
Internal (WFP) Communication Plan

When Evaluation phase with month/year	What Communication product	To whom Target group or individual	What level Organizational level of communication	From whom Lead OEV staff with name/position	How Communication means e.g. meeting, interaction, etc.	Why Purpose of communication
Preparation (Sept/Oct 2015) TOR (Nov/Dec 2015)	Full TOR TOR Summary	OEV, CO, RB, HQ (Mainly CO for feedback on the TOR)	Conceptualization & Strategic	Evaluation Manager (EM)	Consultations, meetings and written exchanges	Draft TOR for comments / Final for information
Inception (Feb-March 2016)	HQ Briefing + Inception Mission & Inception Report (IR)	CO, RB, HQ, stakeholders (IR mainly for the CO)	Operational & Informative	EM	Written exchange	Advisable to share draft IR (section 4) with CO. Final IR for information
Field work, debrief (March/April 2016)	Aide-Memoire/PPT	CO, RB, HQ, CO stakeholders	Operational	Evaluation Team Leader (TL)	Meeting / Teleconference	For information and verbal feedback
Reporting (May/August 2016)	Draft and Final Evaluation Report	EMG, CO, RB, HQ, stakeholders	All	EM + CPE Coordinator, OEV Director	Written exchanges (+ matrix of comments on request)	Draft for written comments / Final for information
Post report/EB	Evaluation Brief	EMG, CO, RB, HQ	Informative	EM + CPE Coordinator, OEV Director	Written exchange	Dissemination of evaluation findings and conclusions.

External Communications Plan

When Evaluation phase	What Communication product	To whom Target org. or individual	What level Organizational level of communication	From whom	How Communication means	Why Purpose of communication
TOR, Nov/Dec 2015	Final TOR	Public, UNEG	Strategic	OEV	Websites	Public information
Formatted ER/Translated SER, Sept/Oct 2016	Final Report (incl. SER)	Public, UNEG	Strategic & Operational	OEV, EB Secretariat	Websites	Public information
Evaluation Brief, Oct 2016	2-page Evaluation Brief	Board Member & wider public	Strategic	OEV	Website	Public information
EB, Nov 2016	SER & Mgt Resp	Board Member	All	OEV & RMP	Formal presentation	For EB consideration

Annex 7: Main contributions to the Portfolio



Top 5 Donors to the Portfolio (2012- mid 2015)	
Overall	Saudi Arabia, Iraq, Japan, Canada, Australia
DEV 200104	UN Common Funds and Agencies (excl CERF), Multilateral, Iraq, Norway
PRRO 200035	Iraq, USA, Finland, UN Common Funds and Agencies (excl CERF), Brazil
EMOP 200677	Saudia Arabia, USA, Japan, Canada, Australia
SO 200117	USA, UN CERF, Japan
SO 200746	USA, Kuwait, UK, Canada, Japan

Source: Resource Situation as of August 2015

US\$ Contributions to the Iraq Portfolio 2012 - mid 2015

Operation	Requirements US\$	Actual received US\$	% Funded
DEV 200104	25,391,910	3,082,284	12%
PRRO 200035	96,624,986	74,968,361	78%
EMOP 200677	449,609,081	285,047,032	63%
IR-EMOP 200663	1,497,731	880,949	59%
IR-EMOP 200729	1,490,252	1,056,084	71%
SO 200117	17,071,954	6,348,198	37%
SO 200746	10,404,922	6,937,690	67%
Total	602,090,836	378,320,598	63%

Source: WFP Resource Situations as of August 2015

Annex 8: Library list (documents are available on dropbox)

Folder name / File name	Author	Date
1 - EQAS & Technical Notes		
Guidance for process and content - CPE	WFP OEV	2014
1.1. Inception report		
Template & Quality Checklist for Inception Report - CPE	WFP OEV	2013-2014
Team members work plan and proposed stakeholders meeting	WFP OEV	2011
1.2. Evaluation report		
Template & Quality Checklist for Evaluation Report & SER - CPE	WFP OEV	2013-2014
1.3. Technical notes		
TN - Integrating Gender in Evaluation	WFP OEV	2014
TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
TN - Evaluation Criteria & Theory Of Change	WFP OEV	2013
TN - Efficiency	WFP OEV	2013
TN in the booklet (Formatting Guidelines, Evaluation Recommendations, Stakeholder analysis, evaluation matrix)	WFP OEV	2011-2013
1.5. Examples		
Niger and Somalia Country Portfolio Evaluations (Inception Reports, Evaluation Reports, SERs, Management Responses)	WFP OEV	2011 to 2015
2 - WFP POLICIES & DOCS		
WFP Orientation Guide	WFP	2014
2.1. Policies & Strategic Plans		
WFP evaluation policy	WFP	2008
OEV CPE Brief	WFP	2014
Strategic Plan 2008-2013 & 2014-2017	WFP	2008-2013
Consolidated framework of WFP policies	WFP	2010
WFP Policy Formulation	WFP	2011
Performance Management Policy	WFP	2014
Implementation of WFP Strategic Results Framework 2008-2012 and SRF 2014-2017	WFP	2010 & 2014
Management Results Framework	WFP	2011
WFP Annual Performance Report 2014	WFP	2014
Program Category Review	WFP	2010
WFP Organigramme	WFP	2015
2.2. Nutrition		
WFP Nutrition Policy, Update & Follow up	WFP	2012-2013
Food and nutrition handbook	WFP	2000
Food and nutrition needs in emergencies	WFP	2003
Programming for nutrition specific interventions	WFP	2012
The Right Food at the Right Time	WFP	2012
Guidelines for selective feeding - management of malnutrition in emergencies	WFP & UNCHR	2012
Moderate Acute malnutrition - A decision Tool for Emergencies	WFP	2012
2.3. Emergency		
Food aid and livelihoods in emergencies strategies for WFP	WFP	2003
Transition from relief to development	WFP	2004
WFP's role in peacebuilding in transition settings	WFP	2013
Targeting emergencies WFP policy	WFP	2006
Definition of emergencies	WFP	2005
Exiting emergencies	WFP	2005
WFP's use of Pooled Funds for Humanitarian Preparedness and Response Evaluation report & Management Response	WFP	2014-15

Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations reports & Management Response	WFP	2012-13
2.4. Gender		
WFP Gender Policy & update (2009-2014)	WFP	2009-14
WFP gender policy corporate action plan & Update on implementation	WFP	2009-12
WFP Gender Policy 2015-2020	WFP	2015
UN SWAP performance indicators	UNEG	2014
Gender Policy Evaluation report, SER & Management Response	WFP	2013-14
Gender mainstreaming from the ground up	WFP	2014
WFP Gender Marker Guide	WFP	2014
UN Women Evaluation Handbook	UN WOMEN	2015
2.5. Food security		
Food distribution guideline	WFP	2006
FSMS Indicators Compendium & Technical guideline	WFP	2010-12
The State of food insecurity in the world	WFP/FAO/IFAD	2014
Comparative Review of Market Assessments Methods Tools Approaches and Findings	WFP	2013
Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Emergency Food Security Assessment Handbook	WFP	2009
Food consumption analysis - Calculation and use of the FCS	WFP	2008
Labour Market Analysis Guidance For Food Security Analysis and Decision-Making	WFP	2013
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making	WFP	2011
Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis	WFP	2010
Technical Guidance - The Basics of Market Analysis for Food Security	WFP	2009
Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator	WFP	2014
UNHCR-WFP Joint Assessment Mission Guidelines	WFP & UNHCR	2008
VAM Standard Analytical Framework	WFP	2002
Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action & Management Response	FAO & WFP	2014
2.6. School Feeding		
A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
Rethinking School Feeding	WFP & WB	2009
School Feeding Flier	WFP	2013
Local Food for Children in School	WFP	2013
School Feeding Policy & update	WFP	2009-13
School-feeding and nutrition 2010	WFP	2010
State of school feeding worldwide	WFP	2013
Sustainable SF, Lifting school children out of the hunger trap	WFP	2011
School Feeding Policy Evaluation report & Management Response	WFP	2011-12
Overview presentation SF policy Part I & II	WFP	2012
How to develop the logic of school feeding projects	WFP	-
SABER - work in progress 2012	WFP	2012
2.7. Capacity Development		
Capacity development Policy 2009	WFP	2009
Capacity Development Kit	WFP	2012
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Guideline for Technical Assistance & Capacity Strengthening	WFP	2014

Complementary Guidelines - Capacity gaps and needs assessment	WFP	2014
2.8. Partnerships		
WFP Partnership & fundraising Strategy & update	WFP	2008-13
WFP Corporate Partnership 2014 - 2017	WFP	2014
2.9. Resilience & Safety nets		
Enabling Development policy & Implementation and Progress report	WFP	1999-2000 & 2007
WFP Programme design framework & WFP Resilience Building	WFP	2014
Policy on building resilience for food security and nutrition	WFP	2015
Policy brief on urban Food Insecurity - Strategies for WFP	WFP	2002
Programming food aid in urban areas - Operational guidance	WFP	2004
WFP and food-based safety nets - Concepts & experiences	WFP	2004
Update of WFP Safety nets policy	WFP	2012
WFP Safety Nets Guidelines - Module A to L	WFP	2014
WFP's Role in Social Protection and Safety Evaluation & Management Response	WFP	2011
2.10. Monitoring		
Beneficiaries, Targeting and Distribution Guidance	WFP	2013
Counting Beneficiaries in WFP	WFP	2012
Third Party Monitoring Guidelines	WFP	2014
SOPs for Monitoring & Evaluation	WFP	2013
COMET Design Modules - logframes design & results	WFP	-
Monitoring and Evaluation Guidance modules	WFP	2014-2015
2.11. Cash & Voucher		
Cash & voucher Policy & update	WFP	2008-11
WFP C&V Manual & update	WFP	2009-14
Cash and Food Transfers - A Primer	WFP	2007
WFP Cash for change Initiative Distribution Models	WFP	2012
Financial Directive Operations and Finance Procedures for the use of Cash and Voucher Transfers to beneficiaries	WFP	2013
Cash and voucher policy evaluation & Management response	WFP	2014
Internal Audit of Cash & Voucher Modalities in the Field & Management response & Project Design & Set up	WFP	2015
2.12. Logistics		
Global Logistics Evaluation - Evaluation report & Management Response	WFP	2012
2.13. Protection & Humanitarian Principles		
Humanitarian principles	WFP	2004
WFP's Protection Project	WFP	2008
WFP Humanitarian Protection Policy & Update	WFP	2012-2014
Note on Humanitarian Access, Humanitarian Assist. System & update	WFP	2006 & 2010-12
3 - WFP IRAQ		
Iraq Country Strategy 2010-2014	WFP	2009
3.1. Portfolio Operations		
DEV 200104		
Project document, Resource Situation, Standard Project Reports, Budget Revisions (BR)	WFP	2010-2015
EMOP 200677		
Project document, Resource Situation, Standard Project Reports, BR	WFP	2014-2015
IR-EMOP 200663		
Project document, Standard Project Reports	WFP	2014
IR-EMOP 200729		
Project document, Standard Project Reports	WFP	2014
PRRO 200035		

Project document, Resource Situation, Standard Project Reports, BR	WFP	2010-2015
SO 200117		
Project document, Resource Situation, Standard Project Reports, BR	WFP	2010-2014
SO 200746		
Project document, Resource Situation, Standard Project Reports, BR	WFP	2014-2015
3.2. Assessment Reports		
Macro financial assessment report	WFP	2013 & 2015
JAM - Kurdish Region	WFP	2012 & 2014
Food Market Monitoring	WFP	2015
CFSVA	WFP	2008
FSMS (monthly)	WFP	2015
3.3. Executive briefs (monthly)		
Executive Briefs	WFP	2013-15
3.4. Situation Reports & briefs		
SIT REP	WFP	2012-15
Country Brief	WFP	2014
Dashboards	WFP	2014-15
Global Food Security Update	WFP	2012-13
Food Market Monitoring	WFP	2015
Briefing Notes - Humanitarian Implications of Violence in Iraq	WFP	2014
3.5. Early Warning Reports (EWR)		
Early Warning Reports	WFP	2013-15
3.6. Evaluations		
Evaluation on WFP's Response to the Syrian Crisis 2011-2014 (report, SER & Management response)	WFP	2015
3.7. Task Force		
NFR Operational task force	WFP	2014-15
3.8. Logistic Cluster		
NFR Logistics cluster	WFP	2014-15
NFR Food Security Assessment Working Group	WFP	2014
3.9. Press releases		
WFP - Media messages	WFP	2013-15
3.10. Logistics		
Logistics Capacity Assessment	WFP	2015
3.11. Audit		
Audit report and management report - Syria crisis	WFP	2013
3.12. Memos		
Decision Memorandum - Activation L2 & L3	WFP	2014
3.13. Partnerships		
MOU Agreements between Ministry of Education and WFP	WFP & GoI	2012
4. MAPS		
Iraq Operational Overviews	WFP & USAID & ECHO	2011-14
IDP and Refugee Maps	IOM & WFP	2013-2014
Food Security and CCCM Clusters Maps	WFP & CCCM Cluster	2014-2015
5. IRAQ EXTERNAL DOCS		
5.1. Government docs		
International Compact with Iraq mid-year progress report 2007	GoI	2007
National Development Strategy 2005-2007	GoI	2005
National Development Plan 2010-2014 & 2013-2017	GoI	2010-3
National Strategy for Poverty Reduction	GoI	2009
Kurdistan Region of Iraq 2020 - A vision for the future	KRGoI	2013
5.2. UN docs		

UNDAF Framework 2011-2014	UNDAF	2010
UNDAF - Partnering for Development 2011-2014	UNDAF	2010
UNDAF - Annual Consolidated Report of the Iraq Fund	UNDAF	2011-13
UNDP - MDG update & Post 2015 consultations	UNDP	2013
UNDP - Integrating Women into the Iraqi Economy	UNDP	2012
FAO - Food Security Monitoring System in Kurdistan Region	FAO	2013
FAO - Socio-Economic empowerment of rule of Women in KRI	FAO	2014
FAO-ACF - Rapid Assessment of Agricultural Livelihoods	FAO&ACF	2014
FAO - Islamic Relief - Rapid Resilience Assessment of Farmers in Iraq	FAO & Islamic Relief	2014
UNAMI - Ninewa SIT REP	UNAMI	2014
UNAMI - Report on the Protection of Civilians in the Armed Conflict	UNAMI & HCHR	2015
OCHA - Situation Report & Humanitarian Snapshot	OCHA	2015
OCHA - Humanitarian Response Plan	OCHA	2015
OCHA - Strategic Response Plan 2014-2015 & revision	OCHA	2014
UNHCR - Global Appeals & Global Reports	UNHCR	2011-15
UNHCR - Operational Updates & Factsheets	UNHCR	2013-15
UNHCR - Syria Regional Response Plan	UNHCR	2014
UNHCR assessment report - Entry Point Monitoring of IDPs in Iraq	UNHCR	2014
UNICEF - Annual reports & Global Appeals	UNICEF	2010-15
UNICEF - MICS	UNICEF	2011
UNICEF - Humanitarian IDP Crisis SIT REPs	UNICEF	2014-15
UNICEF-IOM - Assessment of reintegration experiences	UNICEF&IOM	2014
UNFPA Country Programme Action Plan 2011-2014	UNFPA	-
UN Country Team - Fast-track priorities Iraq	UN Country Team	2015
WHO - Country Cooperation Profile & Strategy 2012-2017	WHO	2013-2014
WHO - Iraq country office review	WHO	2011
WHO - Iraq Health profile	WHO	2014
WHO - Public health risk assessment and interventions	WHO	2014
WHO - Iraq Situation Report	WHO	2015
IOM - Report on Ongoing displacement 2013-2014	IOM	2014
IOM - Report on the Effects of Forced Migration on Women	IOM	2013
IOM - Report on the Impact of the Syria Crisis	IOM	2013
IOM - Report on IDP Barriers to Integration	IOM	2013
IOM - Report on the Barriers to Secondary School Attendance	IOM	2013
IOM - Displacement Monitoring and Needs Assessments	IOM	2012
Resolution 2199 (2015) - Adopted by the Security Council at its 7379th meeting on 12 February 2015	UN Security Council	2015
3RP - Regional Refugee & Resilience Plan 2015-16 & Overview	UNDP & UNHCR	2014
5.3. Donors		
EU - Joint Strategy Paper 2011 2013	EU Commission	2010
USAID - Iraq Complex Emergency Fact Sheets	USAID	2014-15
5.4. Other		
WB - Nutrition at a glance	WB	2011
ACF - Exploratory mission	ACF	2013
IDMC - Report on increasing IDP demands for local integration	IDMC	2011
IFPRI - Agricultural and female-headed households report	IFPRI	2014
IFPRI - Agriculture for development in Iraq	IFPRI	2014
6 - DATA		
CPE Iraq - Tables ToR	WFP	2015