

Evaluation Terms of Reference



THE REPUBLIC OF IRAQ

AN EVALUATION OF WFP'S PORTFOLIO (2010 TO JUNE 2015)

SUMMARY TERMS OF REFERENCE

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. Findings from the CPE can be used by Country Offices to prepare new Country Strategic Plans and provide lessons that can be used in the design of new operations.

Background and Context

WFP Iraq's first Country Strategy (2010-2014) was developed in 2009 when Iraq was experiencing political stability and economic recovery after years of conflict. The strategy focused on supporting this middle-income country in using its resources to effectively support long-term food security solutions with a focus on efficient supply chain management and to design and implement safety net programmes for poor and vulnerable groups. However with the renewed onset of conflict and insecurity in 2013, the type and level of assistance provided by WFP has changed from a focus on capacity development to emergency response. In 2015 alone, more than 8 million people were in need of humanitarian assistance (UN Humanitarian Response Plan, 2015).

Subject and Focus of the Evaluation

The evaluation's strategic analysis will cover the period from 2010 to June 2015. However the operational data collection will cover the 2012 to 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. The Evaluation will review the WFP Country Strategy (2010-2014) and will assess overall performance of the portfolio of seven operations, including 3 Emergency Operations (EMOPs), 1 Protracted Relief and Recovery Operation, 1 Development Programme and 2 Special Operations. The Regional EMOP was evaluated in 2015 under WFP's Regional Response to the Syrian Crisis, and will not be part of the evaluation scope.

The evaluation will also cover the USD 17 million contribution received from the Iraq Ministry of Education in November 2012 for the distribution of imported high energy biscuits (HEB) for the school feeding programme, and lessons that can be drawn from that partnership.

The evaluation will also complement a WFP Internal Audit which will be taking place around the same

time and an Inter-agency Humanitarian Evaluation of the collective humanitarian response to the situation in Iraq.

Objectives and Users of the Evaluation

Evaluations serve the dual objectives of accountability and learning. The primary user of the evaluation findings and recommendations will be the WFP Iraq Country Office in the refinement of current operations and partnerships and design of the next Country Strategic Plan (CSP). The Regional Bureau (RB) in Cairo will also use the evaluation findings to strengthen its role in providing strategic guidance and to ensure regional integration of operations.

Key Evaluation Questions

The Evaluation will address three questions which collectively aim at highlighting the key lessons from the WFP country presence and performance in Iraq, and can inform future strategic and operational decisions.

Question 1: What has been the strategic alignment of WFP's Country Strategy & portfolio of operations in Iraq? To what extent have WFP's objectives and activities been: (i) relevant to Iraq'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) designed to position WFP where it can make the biggest difference?

Question 2: What have been the factors driving strategic decision making? To what extent has WFP: (i) analysed the national hunger, nutrition and food security issues including from a gender perspective, in order to understand the key hunger challenges in Iraq; (ii) contributed to developing related national or partner strategies and national capacity on these issues; and (iii) identified the factors determining existing programmes (perceived comparative advantages, corporate

strategies, resources, organisational structure, etc.), to understand the drivers of the WFP CS and how those drivers must be considered when developing a new CSP.

Question 3: What have been the WFP portfolio performance and results? Reflect on: (i) performance alignment with the Humanitarian Principles and Common Humanitarian Standards; (ii) the effectiveness, efficiency and sustainability of the main WFP programme activities in Iraq; (iii) the extent to which WFP operations 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 control over food, resources, and decision-making; (v) the level of synergy and multiplying effects 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 levels.

This evaluation, will not evaluate each operation individually, but focus on the portfolio as a whole, its evolution over time, its performances, and the strategic role played by WFP in Iraq, including the relationship of WFP’s CS with its portfolio of operations and with WFP corporate policies. The field work will focus on a sample of project sites.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants with relevant expertise for the Iraq portfolio.

OEV Evaluation Manager: This evaluation is managed by the WFP Office of Evaluation (OEV) with Mr Eric Kenefick as the Evaluation Manager (EM). The EM will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

Stakeholders: WFP stakeholders at the country, regional and headquarters levels are expected to provide necessary information to the evaluation team and facilitate their contacts with stakeholders in the country. The CO in particular will organize meetings and field visits, including logistic support.

The Government of Iraq also has a direct interest in knowing how well WFP’s operations are strategically aligned to their priorities and are harmonized with other agencies in order to provide appropriate types and levels of assistance to the people of Iraq. Lastly the donors, UN agencies and national and international cooperating partners also have an interest in strategic alignment and harmonisation of WFP operations in the country.

Communications

WFP stakeholders are invited to engage with the evaluation process and provide feedback on the Terms of Reference (TOR) and the Evaluation Report.

At the end of the field mission there will be an internal exit debrief with the evaluation team and the CO. After the fieldwork, WFP stakeholders will be briefed on the initial evaluation findings and conclusions. There will be a Learning Workshop held in Baghdad during the reporting phase of the evaluation for both internal and external stakeholders (see table below).

Timing and Key Milestones

Main Phases	Timeline	Tasks and Deliverables
1.Preparation	Sept/ Dec 2015	Draft and Final TOR Evaluation team selection & contract Compiling e-library
2. Inception	January to March 2016	Evaluation Team briefing at HQ Document review Inception mission and report
3. Evaluation, including fieldwork	April 2016	Evaluation mission, data collection Exit debriefing Analysis
4. Reporting	May to July 2016	Report drafting In-country learning workshop Comments process Final Evaluation Report
5. Dissemination	Aug to Nov 2016	Summary Evaluation Report finalisation Management Response and Executive Board Preparation Publication

The Summary Evaluation Report 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.



Full Terms of Reference are available at <http://www.wfp.org/evaluation>, as are all WFP Evaluation Reports and Management Responses.

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org