



## EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation  
*Measuring Results, Sharing Lessons*

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### TERMS OF REFERENCE SOMALIA: AN EVALUATION OF WFP'S PORTFOLIO 2006-2010

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## 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: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the key issues; Section 5 spells out the evaluation approach; and Section 6 indicates how the evaluation will be organized. The annexes provide additional information as indicated in the relevant sections.

### 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. CPEs help Country Offices in the preparation of Country Strategies and provide lessons that can be used in the design of new operations.

3. For the CPE in Somalia the typical parameters of a CPE must be adjusted to reflect the lack of a functioning, fully recognized government and the different approaches to humanitarian operations in the distinct, semi-autonomous regions of the country. Typical questions of alignment with government strategies and policies, etc. must thus be adjusted to fit the context. The WFP in Somalia works with many other humanitarian actors (UN agencies, donors, NGOs, etc.) and, in the absence of government functions, these actors alone make significant strategic decisions about activities in Somalia. Additionally, there are a number of armed non-state actors, e.g. Al-Shabab, other clan or ethnic groups, with whom the WFP must cooperate in order to implement activities. Finally, in Somaliland and Puntland, the semi-autonomous governments are not officially recognized by the UN but are informally supported by donors and humanitarian agencies.

### 1.2. Country Context

4. Somalia has not had a fully functioning government since 1991 and, prior to the collapse of the Bierre government in January 1991, went through a prolonged period of civil war that resulted in the breakdown of the entire administrative system throughout most of the country. Since 1991, Somaliland, in the north-west<sup>1</sup>, has declared itself an independent entity (the Somaliland Republic) and has established governance and administrative structures within its boundaries. Puntland, in northern Somalia, similarly is more stable than other regions to the south and has established political and administrative systems based in Garowe. Puntland, by contrast to Somaliland, has not declared its independence from Somalia<sup>2</sup>.

5. A transitional federal government (TFG) was formed in 2005 after a multi-year process of negotiation and accord signing between key clan leaders. Since then, several key

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<sup>1</sup> see Somalia map Annex 1

<sup>2</sup> Recently the government of Puntland declared a break from Somalia's transitional government until a legitimate federal authority was established in Mogadishu. This could be partially in reaction to recent donor interest and commitment in northern Somalia. The Puntland statement reads, 'welcomes, supports and endorses the new US dual-track policy which is based on realities on the ground in Somalia'. (AFP 2011).

agreements have been signed with the objective of ending the cycle of violence in the country, particularly in the south-central regions, and establishing a stable government based in Mogadishu. The Djibouti agreement of 2008 resulted in the withdrawal of Ethiopian troops from the country and establishment of a UN peacekeeping force (Amisom). The Djibouti peace process also led to the formation of a new and expanded parliament, extending the mandate of the TFG for an additional period<sup>3</sup>. Despite this on-going process of reconciliation and peace building, the situation in Somalia remains very fragile and there is not yet effective administration or institutional structures throughout most of the country.

6. The recent commitment of 4000 extra troops to the Amisom mission may assist the TFG in maintain control over the capital, Mogadishu, and nearby areas. However, Al-Shabab, and other rebel groups, are likely to maintain control over much of the territory. This results in the need for very complex negotiations to access vulnerable communities in humanitarian relief efforts<sup>4</sup>. The accepted consensus in the international community is that the TFG must be supported<sup>5</sup> to deal with lawlessness, insecurity, refugees and IDPs, piracy, and humanitarian and economic crises, but the TFG currently is operating only in some parts of Mogadishu. Additionally, foreign governments are increasingly also engaging with the regional administrations in Somaliland and Puntland<sup>6</sup> in a two-track process that is seen to be more practical given the situation on the ground.

7. Within the Somali region, private trade and businesses are quite active. It is estimated the private remittances are over one billion dollars annually<sup>7</sup> and contribute to a large number of commercial enterprises in transport, telecommunications, education, health, hotels, etc. The export of live animals is also a significant economic activity, particularly with Kenya and the Gulf states. The dollarization of the economy has happened in reaction to the non-function of public banking, counterfeiting of currency, and inflation. Essentially, most transactions in Somalia are cash-based and there is little regulation or tax collection. The distribution of economic gains is also highly inequitable, although very little data is reliable enough to make accurate analyses.

8. Somalia is a food-deficit country and is among the poorest and most food insecure countries in the world. High levels of cereal imports are a fixture of the economy and cereal prices, especially in urban and poor pastoral areas, are very high. Good harvests, when available, provide only 40-50% of per capita cereal needs<sup>8</sup> and approximately 25% of the population are regularly in need of emergency food assistance<sup>9</sup>. It is estimated that 2.4 million people are facing food crises after the short rain (Deyr) period of 2010/11. The

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<sup>3</sup> see African Development Bank (2010). Somalia Country Brief. accessible at <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/SOMALIA%20-%20Country%20Brief.pdf>

<sup>4</sup> Humanitarian agencies face severe access constraints throughout Somalia. The major factor is interference by armed groups, both in terms of posing a security threat and through informal taxation of all implementing partners. Access to the Al-Shabab controlled regions must be negotiated with Al-Shabab and this carries many risks for international organizations. Access is very restricted for southern and parts of central Somalia and Mogadishu. See <http://ochaonline.un.org/Default.aspx?alias=ochaonline.un.org/somalia> for more information.

<sup>5</sup> The position of the African Union and most foreign governments supports a single Somali state (EIU 2011).

<sup>6</sup> In February 2011, the UK government announced a tripling of aid to Somalia, with 40% allocated to Somaliland. France and Denmark have discussed cooperation with Somaliland and US policy shifts are favourable to Somaliland and the Puntland region as part of anti-piracy efforts (EIU 2011).

<sup>7</sup> ABD 2010.

<sup>8</sup> WFP Standard Project Report 108120 2010.

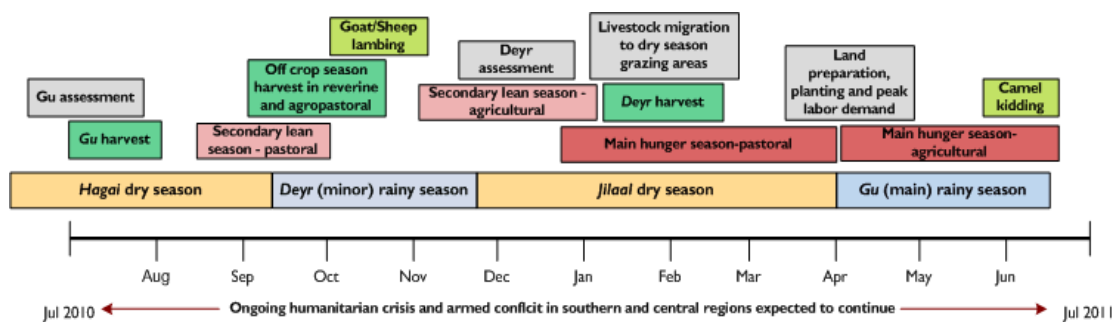
<sup>9</sup> A large percentage of this population are internally displaced people with disrupted livelihoods and whom are reliant on external assistance.

regional breakdown illustrates the extent of the crisis caused by the combined effects of drought and conflict; 57% of the population in southern Somalia and 30% in the central regions are considered to be in acute food and livelihood crisis (AFLC) or humanitarian emergency (HE) situations compared to just 7% in the north-east and 6% in the north-west<sup>10</sup>. Additionally, prices of locally produced cereals have increased, since 2010, 23-33 percent across the main markets of all regions apart from Lower Juba. Over the past year, it is estimated that food costs for the average household have increased from 21-27% throughout the country, with a peak of 37% in the south<sup>11</sup>.

9. Reliable statistics on a range of social and demographic indicators are difficult to obtain in Somalia<sup>12</sup>. Conducting household surveys for basic demographic information is not feasible in most regions and population projections, essential to further analysis, are problematic, with the last survey done in 1989<sup>13</sup>. Likely the best source of data is collected and compiled by the UN agencies and through the jointly funded Food Security and Nutrition Analysis Unit (FSNAU). Through these efforts there are significant data on the nutrition and food security situations over time. A wide network of enumerators and supervisors collect different data on a regular basis. The FSNAU produces integrated food security phase classification (IPC)<sup>14</sup> and nutrition situation<sup>15</sup> data and maps on a regular basis and this is central to humanitarian decision-making.

10. The livelihoods for the majority of people in Somalia revolve around agriculture; from agri-pastoral to pastoral with a mixture of livestock and cereal and vegetable crops. A small percentage of people are involved in fishing. The seasonality of agriculture is important in Somalia; The Gu and Deyr rains are the major seasonal events and good predictors of food security and associated hunger periods. Figure 1 shows the associated seasonal events in Somalia. Table 1 shows a summary of natural disasters, including these seasonal droughts and floods that have affected people in Somalia over the past 7 years.

11. Figure 1: Seasonal calendar and critical events calendar - Somalia<sup>16</sup>



<sup>10</sup> EIU 2011. see also FSNAU website at [www.fsnau.org](http://www.fsnau.org) for current reports.

<sup>11</sup> Somalia Humanitarian Overview May 2011.

<sup>12</sup> See CAP 2011 for an overview of basic humanitarian and development indicators for Somalia.

<sup>13</sup> Population estimates vary, from 7.5 million people (CAP 2011) to 9.1 million (EIU 2011). Generally a figure of 7.5 million is used in current UN agency documents.

<sup>14</sup> see Annex 2

<sup>15</sup> see Annex 3

<sup>16</sup> Source: FEWSNET. <http://www.fews.net/pages/timelineview.aspx?gb=so&tln=en&l=en>

12. Table 1: natural disasters in Somalia 2004 – 2010

**Main natural disasters in Somalia and estimation of people affected**

Year	Natural disasters	People affected
2004	Drought	200,000
2004	Earthquake (seismic activity)	105,083
2006	Flood	30,000
2006	Flood	155,500
2006	Flood	299,000
2007	Epidemic	35,687
2008	Drought	3,300,000
2008	Flood	52,000
2010	Flood	16,000
2010	Drought	2,400,000

Source: EM-DAT: The OFDA/CRED international disaster database

13. A significant amount of humanitarian funding has gone into Somalia since 2006. The annual Consolidated Appeal (CAP) prioritizes funding across the humanitarian sectors and is complemented by the Central Emergency Response Fund (CERF), the Humanitarian Response Fund (HRF) and the new Common Humanitarian Fund (CHF). According to the UNOCHA financial tracking service<sup>17</sup>, funding requests under the CAP peaked in 2009 averaging about USD 500,000,000 per year between 2006 – 2010, with anywhere from 30 to 110 different humanitarian agencies requesting funding each year. Table 2 shows these data.

14. Table 2: Somalia Consolidated Appeal (CAP) 2006 – 2011

	Total required under CAP \$USD	WFP required \$USD	WFP % of total	total # agencies
2011	529,520,029	210,207,307	39.7	105
2010	689,008,615	364,669,268	52.9	87
2009	918,844,550	449,541,386	48.9	109
2008	406,235,651	152,000,000	37.4	77
2007	237,112,824	65,549,561	27.6	54
2006	174,116,815	33,390,000	19.2	31

15. As shown in table 2, the WFP is a major recipient of humanitarian funding in Somalia (indeed is the largest single recipient) concomitant with the scale of need for food aid throughout the country. Since 2003 the WFP itself has budgeted over US\$ 1 billion and expenditures are over \$US 850 million, with funding coming a variety of multilateral, bilateral, and private donors as well as UN common funds. The WFP is a leading agency in the overall humanitarian response in Somalia.

## 2. Reasons for the Evaluation

### 2.1. Rationale

16. In Somalia, the WFP provides vital humanitarian assistance for over two million people each year and, in terms of size and scale, is a major part of WFP's global humanitarian efforts. General food distribution remains the major component of this effort and the WFP Country Office and cooperating partners face considerable risks in implementing operations, targeted at those populations most in need, throughout the

<sup>17</sup> <http://fts.unocha.org>

country. Since the last WFP Office of Evaluation (OE)-led evaluation in 2005/6, the WFP Somalia operations have increased substantially in scale. The complementary increase in partnerships, logistics, coordination and security, has come with an increased demand for risk management, strategic decision-making, and engagement with transitional government and non-government actors. This CPE thus comes at an important and relevant time in the evolution of WFP operations in Somalia.

17. The rationale for this country portfolio evaluation (CPE) is to review the comparative advantage and positioning of the WFP Somalia operations vis-à-vis the situation on the ground, good practices in humanitarian response, and in view of the long term stability and governance of Somalia. In addition, the CPE will evaluate the internal/external factors driving strategic decision-making and the relative performance of the operations against expectations to determine lessons learned over the 2006 – 2010 period. Importantly, this CPE is timed to provide results and recommendations for the design of a new WFP Somalia operation (EMOP or PRRO) in late 2012.

## **2.2. Objectives**

18. This evaluation serves 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 challenges in Somalia (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 Somalia, form strategic partnerships, and improve operations design and implementation whenever possible (learning).

19. The major emphasis of this evaluation will be upon the learning objectives<sup>18</sup>. In addition, the evaluation design (see section 5) and security access issues are such that the evaluation of results against objectives will likely rely on secondary data and key informant interviews. There is indeed a wealth of data on certain operational indicators (see section 5), which will contribute to evaluating results. The evaluation will particularly add value in its assessment of risk management, due diligence, contribution to governance, stability and institutional development, where there have been limited data.

## **2.3. Stakeholders and Users**

20. The WFP works with a large number of cooperating partners (CP) on the ground in Somalia. WFP also funds several international NGOs operating within Somalia and these in turn have their own cooperating partners. Additionally, at community level, there are many community based organizations with different affiliations that are engaged in activity implementation. Given the scale and scope of humanitarian operations, there is a necessary degree of cooperation and coordination at all levels; the degree to which this is successful and can be improved is a subject of this evaluation.

21. There are also many bilateral and multilateral donors with a high degree of involvement in Somalia, not only in humanitarian issues but also geo-political aspects. *It*

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<sup>18</sup> There have been a number of assessments and audits over the past five years, generally for the purposes of accountability; the CPE is different both methodologically and in its purpose.

*will be important for the evaluation team to conduct a thorough stakeholder analysis at the initial stages of the evaluation<sup>19</sup>. Understanding the key strategic and operational partners, the priority issues, and the various interests at stake will be of fundamental importance to answering the evaluation questions and indeed for planning the fieldwork.*

### **3. Subject of the Evaluation**

#### **3.1. WFP's Portfolio in Somalia**

22. The evaluation will cover WFP operations over the 2006 – 2010 period. Table 3 graphically shows these operations, their timeframes, budgets and expenditures.

23. Since 2003, there have been three large operations (aside from the supporting special operations, which are large investments themselves) that cover a range of humanitarian activities<sup>20</sup>. The first major operation (PRRO 10191.0) covered the 2003 – 2006 period and was focused on saving lives and improving the nutritional status of vulnerable populations. As a protracted relief and recovery operation, emphasis was put upon creating productive assets for vulnerable populations in a more stable livelihood context. The subsequent operation (PRRO 10191.1) continued many of these activities, albeit scaled up considerably. Despite the recovery and transition objectives of these operations, a significant percentage of the expenditures were focused upon emergency general food distribution. The third major operation (EMOP 10182) was designed to reflect the increasingly insecure context and fragile humanitarian situation and again scaled up the planned budget and number of beneficiaries from the previous operation. Table 4 summarizes the distribution of portfolio activities by operation. Table 5 summarizes the planned versus actual expenditures from 2006 – 2010.

24. An operational evaluation was conducted in 2006 and covered the first of the three large operations (PRRO 10191.0). The conclusions and recommendations were used in part to design the subsequent operation (PRRO 10191.1). This CPE thus will cover the portfolio of operations since the last evaluation was completed. Within the 2006-2010 period, there are two large humanitarian operations (PRRO 10191.1 and EMOP 10812), one of which is on-going, and four supporting special operations, two of which are on-going.

25. The operational activities covered by the evaluation link to the WFP's current Strategic Plan objectives (see Annex 5). The majority of WFP activities are focused on saving lives (Strategic Objective 1) and rebuilding livelihoods (Strategic Objective 3). This is done through emergency general food distributions, emergency school feeding, targeted nutrition interventions in emergency-affected populations. Rebuilding livelihood activities include institutional feeding programmes, and food for assets or food for training interventions. The special operations (SOs) generally support Strategic Objective 1.

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<sup>19</sup> WFP will provide details for the various partners with whom it works. This includes over 30 international agencies and over 500 cooperating partners on the ground throughout Somalia. However, the evaluation team will have to use their expertise and the process of stakeholder analysis to identify other partners with whom there may not be a specific partnership agreement but are nonetheless key stakeholders to the humanitarian response in Somalia.

<sup>20</sup> See Annex 4 for more details of these operations.

26. Table 3: timeline and funding of Somalia portfolio

Timeline and funding level of Somalia portfolio 2006 - 2010												
Operation	Title	Time Frame	2006		2007		2008		2009		2010	
PRRO 101910	Food Aid for Relief and Recovery in Somalia	Jan 03 Mar 07	Req: \$122.0 Contrib: \$101.6									
PRRO 10191.1	Food Aid for Relief and Protection of Livelihoods	Aug 06 Mar 09			Req: \$507.9 Contrib: \$367.4							
EMOP 10812	Food Aid for Emergency Relief and Protection of Livelihoods	Apr 09 Jun 11							Req: \$638.1 Contrib: \$338.3		2011	
SO 10801	Targeted Augmentation of Security Requirements in Somalia	Dec 08 Apr 09					Req: \$2.9 Contrib: \$2.9					
SO 10681	Humanitarian Air Service Support Relief Operations in Somalia	Aug 07 Jul 11					Req: \$56.1 Contrib: \$46.1				2011	
SO 10619	Somalia Inter-Agency Security Telecommunications	Jun 07 Jan 08			Req: \$0.9 Contrib: \$0.4							
SO 10578	Emergency Rehabilitation Works Logistics Infrastructure Somalia	Feb 07 Dec 11					Req: \$32.6 Contrib: \$16.7				2011	
Food Distributed (MT)			78,089		93,952		217,539		334,569		106,726	
Direct Expenses (US\$ millions)			53.5		67.7		178.8		267.9		n.a.	
% Direct Expenses: Somalia vs. World			2%		2%		5%		7%		n.a.	
Beneficiaries (actual)			M	F	M	F	M	F	M	F	M	F
Total of Beneficiaries (actual, thousands)			673,000	798,000	724,850	801,150	1,267,815	1,516,715	1,570,410	1,634,510	988,421	1,039,551

Source: last SPR available, Resource Situation (29 March 2011), APR 2007 - 2009  
Requirements (Req.) and Contributions (Contrib.) are US\$ millions

27. Table 4: distribution of portfolio activities by operation

	Education	Nutrition	GFD	Cash	FFW/FFA/FFT	HIV
PRRO 10191.1	X	X	X		X	X
PRRO 101910	X	X	X		X	X
EMOP 10812	X	X	X		X	X
SO 10801	-	-	-	-	-	-
SO 10681	-	-	-	-	-	-
SO 10619	-	-	-	-	-	-
SO 10578	-	-	-	-	-	-
<b>Planned % of beneficiaries</b>	6%	15%	74%		4%	1%
<b>Actual % of beneficiaries</b>	5%	8%	82%		4%	1%

Source: WFP Dacota

28. Table 5: planned versus actual expenditures 2006 – 2010.

Requirements vs. Direct Expenses - Somalia (USD, millions)					
	2006	2007	2008	2009	2010
Gross Requirements	138.6	109.8	285.0	498.5	117.2
Direct Expenses*	53.4	67.7	178.8	276.8	n.a.
Gap	85.2	42.1	106.2	221.7	n.a.
D. Exp. Vs. Requirements (%)	39%	62%	63%	56%	

Source: WFP ODXR Unit (2010 figures from ODXR PoW 13 March 2011); APR 2009 and 2007 (\*).  
Gross Requirements: Needs (USD, millions); Direct Expenses (USD, millions): Excludes PSA costs.  
\*2008 & 2009 expenses are according to IPSAS and not comparable to 2007 & previous years' values based on UNSAS.

### 3.2. Scope of the Evaluation

29. The country portfolio evaluation covers the 2006 – 2010 period of the WFP operations in Somalia, picking up where the prior 2006 evaluation finished, and all relevant operational and analytic work therein. In light of the strategic nature of the evaluation, it is not the intent to evaluate each operation individually but to focus broadly on the portfolio as a whole. The evaluation thus focuses on questions of alignment with humanitarian needs, priorities and good practices, strategic and operational decision making, and overall results and performance.



30. The evaluation will cover all operational activities within the two food assistance operations (PRRO 101911; EMOP 10812) and the special operations (SO 10801; SO 10681; SO 10619; SO 10578), insofar as they contribute to the implementation of the food assistance operations. The main technical areas of the evaluation focus will be food security, nutrition, humanitarian relief and response, monitoring and evaluation, and conflict/fragile state assistance. The food security and nutrition objectives are the major focus of all activities within these two operations, with a minor focus on targeted feeding for health and education objectives.

31. The management of the humanitarian response operations, including such issues as coordination, IASC cluster leadership, building/re-building infrastructure, and managing the security, reputational and partnership risks are an important component of the overall portfolio and will be a focus of the evaluation. Monitoring and evaluation systems, insofar as they contribute to operational implementation, strategic decision-making, and partnership cooperation are an additional focus. Finally, the extent to which the operations support state actors, including the TFG, according to international good practices for non-state providers (NSP) working in conflict and fragile states, is a cross-cutting aspect of the evaluation. Table 6 cross-references the technical areas of the evaluation with the operations and operational activities.

32. Table 6: main technical areas of focus for Somalia CPE

Technical area	Relevant operations	Relevant operational activities
<b>Food security</b>	PRRO 10191.1; EMOP 10812	General food distribution, Food for work/assets/training, School feeding
<b>Nutrition</b>	PRRO 10191.1; EMOP 10812	General food distribution, Food for work/assets/training, School feeding, Maternal & child health, supplementary and therapeutic feeding, feeding for HIV and AIDS and TB patients
<b>Management of humanitarian response</b>	PRRO 10191.1; EMOP 10812; SO 10801; SO 10681; SO 10619; SO 10578	Emergency logistics / cluster-lead, rebuilding essential infrastructure, reestablishing community-level food infrastructure, managing risks
<b>M&amp;E</b>	PRRO 10191.1; EMOP 10812; SO 10801; SO 10681; SO 10619; SO 10578	Emergency needs assessments / analytic work, vulnerability analysis and mapping,
<b>Conflict/fragile state support</b>	PRRO 10191.1; EMOP 10812; SO 10801; SO 10681; SO 10619; SO 10578	Policy and programme advisement, Capacity building, advocacy, building infrastructure

33. WFP's work is guided, corporately, by its strategic plan. The current 2008 – 2013 strategic plan organizes all WFP activities according to five strategic objectives. The strategic plan provides an important window into the organization of WFP's work and prioritization for funding, activities, etc<sup>21</sup>. The operations covered by this evaluation were designed both prior and since the current strategic plan was developed; however, the activities and operational modalities remain mostly consistent from one strategic plan period to another.

34. The analytic work done by WFP during the time period is also covered under the evaluation. Within Somalia there are a number of agencies that contribute to collecting situational data (see paragraphs 41 and 42 below). In addition, the WFP collects a significant amount of operational data that assist in targeting interventions, making decisions, etc. The quality, use and systems for collection of this data are subject to this evaluation, especially as contributing factors to the various results. WFP's collaboration with other agencies to implement, maintain and use joint data collection systems will also be a focus of the evaluation.

<sup>21</sup> Annex 5 provides further details on the specific goals and main tools under each strategic objective.

35. The geographic scope of the evaluation will cover all 2006 – 2010 operations and their implementation areas (northeast, north, central and southern Somalia), but not all areas will be visited. Access to southern and central Somalia is quite limited and it is unlikely the evaluation will cover these areas for field visits. Throughout the rest of the country, security remains a priority and access is as per the designated UN security regulations. It is anticipated that multiple field site visits will be possible in the north-east (Somaliland), north (Puntland), part of central Somalia and perhaps Mogadishu. Secondary data will be used to fill in the gaps for areas that cannot be visited.

#### 4. Key Questions

36. The CPE will be addressing the following three key questions, which will be further detailed in the evaluation matrix to be developed by the evaluation team during the inception phase. Collectively, the questions aim at highlighting the key lessons from the WFP country presence and performance, which will inform future strategic and operational decisions. It should be noted that question three will constitute the largest part of the inquiry and evaluation report.

37. **Question one:** What has been the *strategic alignment* of the WFP portfolio, including the extent to which:

- its main objectives and related activities have been in line with Somalia's humanitarian and developmental needs;
- its objectives and strategies have been aligned with international good practice in humanitarian response;
- its objectives and strategies have been aligned with and supportive of those of the TFG, other state actors, and international good practices for non-state providers (NSP) working in conflict and fragile states;
- its objectives and strategies have been coherent with those of relevant humanitarian partners operating in Somalia?

38. **Question two:** What have been the *factors driving strategic decision-making*, including the extent to which the WFP:

- has analysed the national hunger, food security and nutrition issues, or used existing analyses to understand the key hunger challenges in the country;
- has developed and implemented appropriate monitoring and evaluation systems with which to make evidence-based and strategic decisions;
- has made appropriate risk management decisions<sup>22</sup> in responding to the scale of humanitarian need and the security and partnership risks;
- has been driven by external factors to make operational decisions, and to what extent this has affected the overall performance and results?

39. **Question three:** What have been the performance and results of the WFP portfolio including:

- the performance and results of the food security and nutrition activities against the standard Development Assistance Committee (DAC) evaluation criteria<sup>23</sup> (relevance, efficiency, effectiveness, impact, and sustainability)<sup>24</sup>;

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<sup>22</sup> A substantial part of M&E is de facto risk management and thus these two sub-questions overlap.

<sup>23</sup> See Beck 2006, pgs. 20-62, and OECD DAC 2010, pgs 13-14, for a more detailed description of these criteria.

- the performance and results of the food security and nutrition activities against two expanded DAC evaluation criteria<sup>25</sup> in humanitarian operations (connectedness and coverage<sup>26,27</sup>)?

## 5. Evaluation Approach

### 5.1. 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.*

40. The EMOP and PRRO operations in Somalia implemented between 2006 – 2010 have both life-saving and early recovery outcomes. These outcomes are detailed in the planning and reporting documents for each operation and utilize indicators from WFP’s strategic results framework. To this extent, these operations are evaluable against stated outcomes. The special operations (SOs) are generally supportive of the outcomes from the EMOP and PRRO and are evaluable at the output level.

41. The CPE will build upon the range of secondary data available on the humanitarian situation and operations in Somalia. The WFP Somalia, through its M&E and VAM units collects regular data on operational indicators and maintains a village database that provides significant information on WFP interventions and beneficiaries. WFP has also implemented a number of assessments<sup>28</sup> over the past five years that complement its operational activities. The WFP, with other UN and donor agencies, support the Food Security and Nutrition Analysis Unit (FSNAU), which regularly collects data on a range of nutrition and food security indicators. The FSNAU analyzes these data and produces regular reports for use by all agencies. In Somaliland and Puntland a UNICEF-led household survey<sup>29</sup> has been recently done.

42. A constraint in Somalia is a lack of population based social and demographic data. Most of the information available is focused on food security and nutrition indicators, reflecting the humanitarian focus of operations in the country. Thus, it’s difficult to make inferences on contribution to outcomes in the broader areas of health, education, migration and settlement patterns, local economies, etc. However, a significant quantity of data does exist in the areas of most concern to this evaluation; in addition, there are a large number of

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<sup>24</sup> The focus of this evaluation is upon the portfolio as a whole, rather than the individual operations or sub-components of the operations. The challenge in this exercise is to move beyond a review of outputs (for which there is usually relatively good data) to their contribution to outcomes and impacts. (See Proudlock, Ramalingam, and Sandison 2009 for more discussion on how to emphasize outcomes in humanitarian evaluations).

<sup>25</sup> See Beck 2006, pgs. 20-62, for a more detailed description of these expanded criteria.

<sup>26</sup> These two criteria cover issues of synergy between humanitarian partnerships and institutional structures, the link between short and long term strategies, and coverage of humanitarian needs.

<sup>27</sup> The final DAC criterion, ‘coherence’, is largely covered by the first two evaluation questions and thus not addressed here.

<sup>28</sup> These assessments include food commodity acceptability studies, usage and post-distribution follow-up, school feeding attendance, etc.

<sup>29</sup> A 4<sup>th</sup> round multiple indicators cluster survey (MICS).

stakeholders who have detailed tacit knowledge on the past and present situation in different regions of Somalia. *A key preparatory task for the evaluation team is to review and analyze the existing secondary data and determine the data and information gaps that need to be addressed in order to fully answer the evaluation questions.*

43. A second constraint in this evaluation is the shifting and seasonal nature of the humanitarian situation on both an annual and multi-year basis. While the evaluation covers a five year period of time, the ‘results’ of the WFP operations in the initial years will be difficult to evaluate in any quantitative manner. It is thus hard to reconcile the WFP contribution to improved outcomes over time in such a context. Implementing a retrospective evaluation (covering five years) is also challenging in this humanitarian context because most of the activities, partners, data, staff and results come from the more recent period rather than the early period. There is an inherent temporal bias in this respect.<sup>30</sup>

44. The security and access issues, especially for expatriate consultants, will mitigate the extent to which the evaluation team can observe or assess relevant operational issues over an extended period of time<sup>31</sup>. Thus field visits will be limited to selected sites and indeed at these locations there may also be limited access to food assistance recipient communities. It will not be possible to do surveys. Given these realities, it is anticipated that much of the evaluation data will be gathered in the form of qualitative methods from key stakeholders. That is the intent of this evaluation and most appropriate for evaluation questions 1 and 2. Regarding evaluation question 3, the secondary data will greatly assist in establishing a clear picture of the changing humanitarian situation over time and allow for the team to make informed conclusions on the WFP contribution to those changes. *It may be possible to use local partners or local researchers already present in Somalia to collect data that may not be already available.*

45. Finally, the framing of the WFP suite of operations as a ‘portfolio’ does not necessarily reflect how the WFP and partners view the WFP operations, nor is it a term commonly used. Generally, each operation is managed relatively independently; however, within the 2005 – 2010 timeframe in Somalia, the large food assistance operations have run consecutively, with only one operation being the focus of the offices at any one times, along with the supporting special operations. Within that large operation, several sub-components are managed and coordinated under the general operational objectives; thus, for the evaluation purposes, the concept of a ‘portfolio’ is close to reality.

## **5.2. Methodology**

46. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence, efficiency, effectiveness, impact, sustainability, connectedness, and coverage. The standards for these criteria should be familiar to the evaluation team and used to guide the methodology and data analysis.

47. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report. The methodology should:

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<sup>30</sup> It is important for the evaluation team to make efforts to understand the early, e.g. 2005 – 2008, period and associated operational strategies, activities, decision-making, etc. This may necessitate talking to former staff and especially to national staff who may have longer tenure with the offices.

<sup>31</sup> Indeed, these same security restrictions have mitigated the extent to which operational M&E can collect data during the portfolio period.

- build on the logic of the portfolio<sup>32</sup> and on the common objectives arising across operations;
- be geared towards addressing the evaluation questions/sub-questions with a limited number of well-focused key questions and methodological tools;
- take into account the limitations to evaluability pointed out in 5.1 as well as budget and timing constraints.

48. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, etc.) and focus on relevant options for triangulation (data triangulation, source triangulation, evaluator triangulation, etc). The technique to impartially select field sites to be visited and stakeholders to be interviewed should be specified.

### **5.3. Quality Assurance**

49. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community. It sets out processes with 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 systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while the OE 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.

50. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. It is expected that the evaluation report shall be written in an evidence-based manner such that all observations, conclusions, recommendations, etc. are supported by evidence and analysis.

## **6. Organization of the Evaluation**

### **6.1. Phases and Deliverables**

51. The evaluation is structured into four separate phases of relevance to the evaluation team. Annex 6 provides a detailed breakdown of the proposed timeline for each phase over the full 8 month timeframe, including the preparation and management response activities that are the responsibility of the evaluation manager.

52. Phase 1 – Preparation: The key components of the preparation phase are the selection of an evaluation team with the expertise sufficient for the evaluation, contract signing, agreement of timelines and deadlines and finalization of the TOR. The evaluation manager has had preparatory consultations with the WFP Somalia office and established agreement on key details for the evaluation.

53. Phase 2 - Inception phase: The inception phase follows WFP's EQAS quality assurance system and consists of an evaluation team briefing in WFP Rome, followed by a document

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<sup>32</sup> A logic model shall be designed by the evaluation team. The logic model should build upon the common objectives, activities / outputs and inputs of the different operations. Specific attention should be paid to the food security and nutrition objectives and the assumptions therein.

review and writing of the inception report. An inception mission to the WFP Somalia office with the evaluation team leader and the evaluation manager will establish key contacts, gather relevant secondary data, and finalize a detailed timeline for the fieldwork. An inception report will be delivered by the evaluation team, following agreed standards and templates. The purpose of the inception report is to finalize the detailed evaluation matrix<sup>33</sup>, evaluation sub-questions (including any changes to those in the TOR), data collection tools, data sources, secondary literature review, etc. The inception report is then formally approved by the Office of Evaluation before field work begins.

54. Phase 3 – Fieldwork and data collection phase: The fieldwork will take place over a 3-4 week period and follow the methodology and detailed timeline developed by the evaluation team. An internal (WFP) informal debriefing session will be held at the end of the fieldwork and supported by an aide-memoire providing initial findings and highlighting key issues. A second debriefing workshop with external partners will also be held at the end of the fieldwork, using the same aide-memoire and a presentation. Both debriefing sessions should be used by the evaluation team to gather further input and feedback for the final reporting.

55. Phase 4 – Reporting: The reporting will take place over a two month period. The evaluation team leader is responsible for drafting the evaluation report and for ensuring quality control of the data, analysis, and presentation. The evaluation team is responsible analyzing all data collected and presenting this in the evaluation report. The Office of Evaluation will gather feedback on the draft report from internal and external stakeholders and provide final approval. In addition, the Office of Evaluation will ensure a management response is provided to key recommendations.

56. The evaluation team are responsible for the deliverables in Table 8. The detail of each expected deliverable is available in the EQAS system and will be specified in the signed contract.

57. Table 8: Timetable of key evaluation team deliverables

<b>Deliverables</b>	<b>Date (tentative)</b>
Draft inception report	November 2011
Final inception report <sup>34</sup>	December 2011
Aide memoire and presentation <sup>35</sup>	February 2011
Draft evaluation report	April 2012
Final evaluation report <sup>36</sup>	May 2012

## 6.2. Evaluation Team

58. The evaluation will be conducted by a team of independent consultants with relevant experience and expertise for the WFP Somalia country portfolio. The evaluation team will

<sup>33</sup> The evaluation matrix is considered a key detail in the inception report. Guidance and assistance on developing the evaluation matrix according is available from the Office of Evaluation.

<sup>34</sup> A template for the inception report is available from WFP.

<sup>35</sup> The aide memoire may be a short narrative summary (2-3 pages) of initial findings / key issues, etc. The presentation is intended to a summary of major findings and an opportunity for discussion and thus should be limited to 10-15 slides maximum.

<sup>36</sup> A template for the final report is available from WFP. This includes an executive summary that is presented to WFP's Executive Board.

consist of a team leader who has technical expertise in one area and overall team leadership and management duties. The team leader will be responsible for the deliverables, including organizing the team such that sufficient data and contribution to those deliverables is made. In addition to the team leader, 3-4 technical specialists will be required to address all relevant areas of the evaluation<sup>37</sup>. Table 6 summarizes the main technical areas of this evaluation.

59. Some familiarity and experience with the Somalia context will be important for this evaluation. It is not necessary, nor necessarily desired<sup>38</sup>, for *all* members of the team to be familiar with the various stakeholders and operating context in Somalia, but all team members should be familiar with emergency humanitarian contexts. The following specific skill sets are required:

60. Team leader

- Post-graduate degree in a relevant area with preferred specialty knowledge and experience in either humanitarian/relief operations or food security or nutrition.
- At least 10 years experience managing research and evaluations, either as an independent consultant or within an organization.
- At least 10 years (consecutive with above) leading teams of people in a multi-stakeholder, multi-cultural environment and a track record of producing results therein.
- Demonstrable skills (through prior work and professional education or accreditation) in evaluation methodology and design relevant to food security and development country contexts.
- A track record of publication and excellent English language writing and presentation skills
- Ability to work in difficult and insecure conditions

61. Subject specialists

- Significant (at least 5 years) demonstrable expertise (through work experience and education) in at least one of the areas of food security, nutrition, humanitarian response, conflict/fragile state governance, and monitoring and evaluation.
- at least 5 years experience in research and or evaluation, either as an independent consultant or as part of this function in an organization
- A track record of written work on similar assignments
- Ability to work in difficult and insecure conditions

62. In addition to the core evaluation team, it may be possible to utilize Somali-based researchers or local institutions that have access to local communities in order to gather specific information not readily accessible to expatriate consultants and given the security issues. The WFP OE would be interested to see potential options in this regard.

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<sup>37</sup> It is expected that the technical specialists may bring experience and expertise in more than one area. Particularly in the area of humanitarian response and conflict/fragile state governance, it's feasible that one individual may have the knowledge and experience to cover both areas. In addition, technical skills in monitoring and evaluation may be complementary to the expertise/experience of either the team leader or another technical specialist.

<sup>38</sup> It is preferred that some members of the team have not worked in Somalia in the past but are familiar with fragile state and conflict situations from other countries. This broader perspective will be valuable to the overall analysis of the results and recommendations in for the WFP Somalia portfolio.

### **6.3. Roles and Responsibilities**

63. This evaluation is managed by WFP's Office of Evaluation with Mr. Ross Smith is the evaluation manager. The evaluation manager (EM) is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various evaluation products. 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.

64. WFP stakeholders at CO, RB and HQ levels are expected to provide information necessary to the evaluation; be available to the evaluation team to discuss the programme, its performance and results; facilitate the evaluation team's contacts with stakeholders in Kenya and Somalia; set up meetings and field visits, organise for interpretation if required and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

65. 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.

### **6.4. Communication**

66. In order for this evaluation process to be an effective learning process, the evaluation team will emphasize transparent and open communication with evaluation stakeholders. The evaluation terms of reference and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and the expectations of them. The Office of Evaluation will assist in translation of summary documents as needed, including the terms of reference, aide-memoire, etc. in order to facilitate dissemination to stakeholders.

67. The Office of Evaluation will make use of data sharing software to assist in communication and file transfer with the evaluation team and the WFP country office. In addition, regular tele-conference and one-on-one telephone communication between the evaluation team, the evaluation manager, and the WFP country office focal point will assist in discussing any issues.

68. The evaluation inception report and final reports shall be written in English. It is expected that the evaluation team, with the team leader providing quality control, produce written work that is of very high standard, evidence-based, and free of errors.

69. The final evaluation will be presented to WFP's Executive Board, along with the official management response to key recommendations. Thereafter it will be posted on WFP's internet, both internally and externally, and incorporated into the Office of Evaluation's annual report. In addition the EM and the WFP Country Office will produce appropriate dissemination products, such as summarized presentations, lessons learned briefs, and other products that can be extracted from the collected data, e.g. case studies.

### **6.5. Budget**

70. The evaluation will be financed from OE's Programme Support and Administrative budget. Based on the team composition presented in section 6.2., the associated



remuneration (daily fees), the cost of international and domestic travel, etc. the total cost of the evaluation is expected to be US\$ xxx.

71. The WFP Somalia office has agreed to cost sharing of the evaluation and will provide support for the evaluation team's travel and security arrangements during the fieldwork in Somalia. In addition, the WFP office will support the cost of any necessary security training prior to travel to Somalia. Any daily allowances while in Kenya and Somalia will be the responsibility of the evaluation team and local travel incurred while in Kenya will also be the responsibility of the evaluation team.

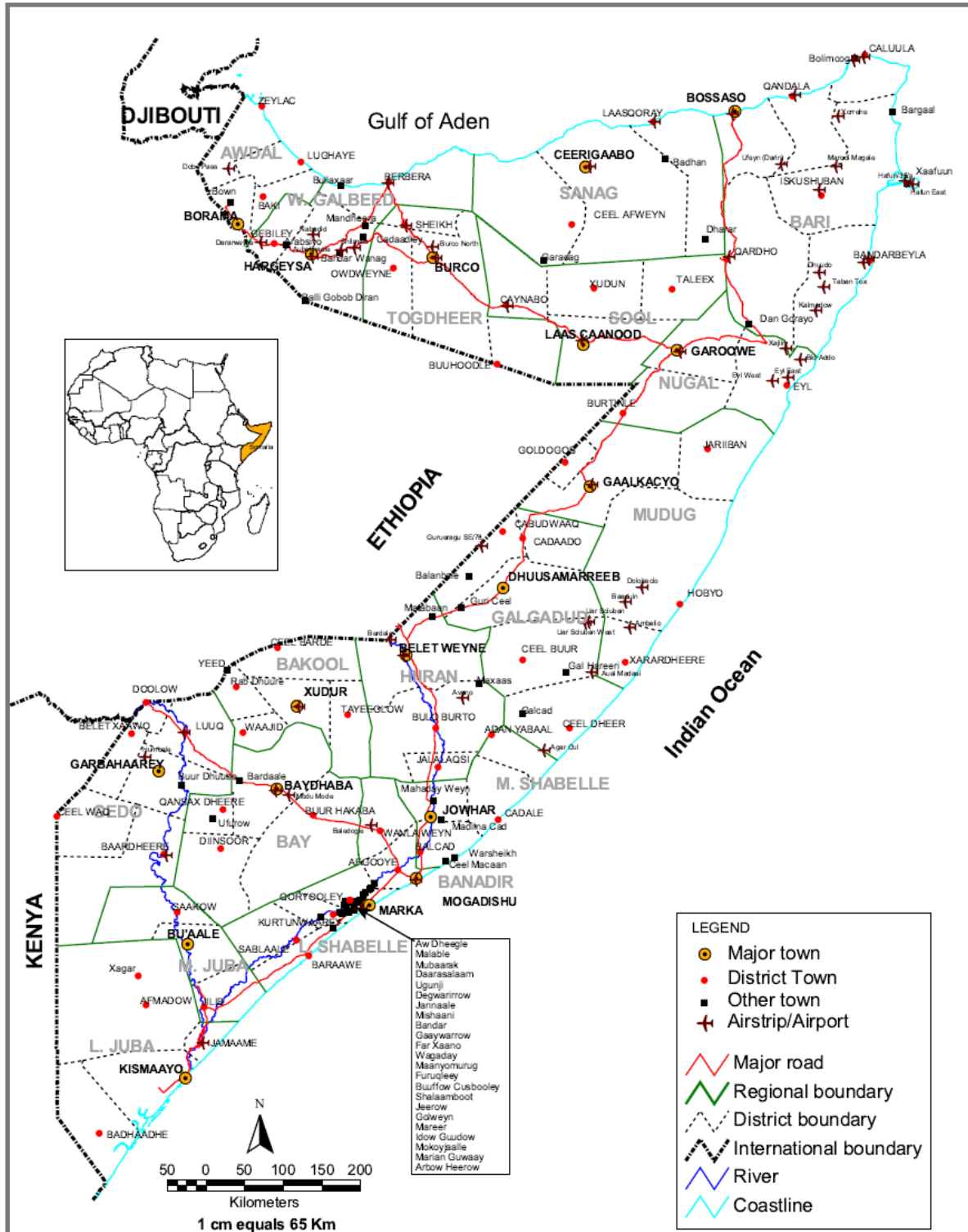
72. The evaluation team must also budget for travel and daily expenses for the team briefing in Rome (approximately 3 days) and for the team leader's inception mission to Nairobi (approximately 1 week). It is likely that a brief security training will be required prior to UN-assisted travel to Somalia (approximately 1-2 days) and this should be accommodated in the schedule and hence daily allowance budget.

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# Annexes

## Annex 1: Administrative map of Somalia



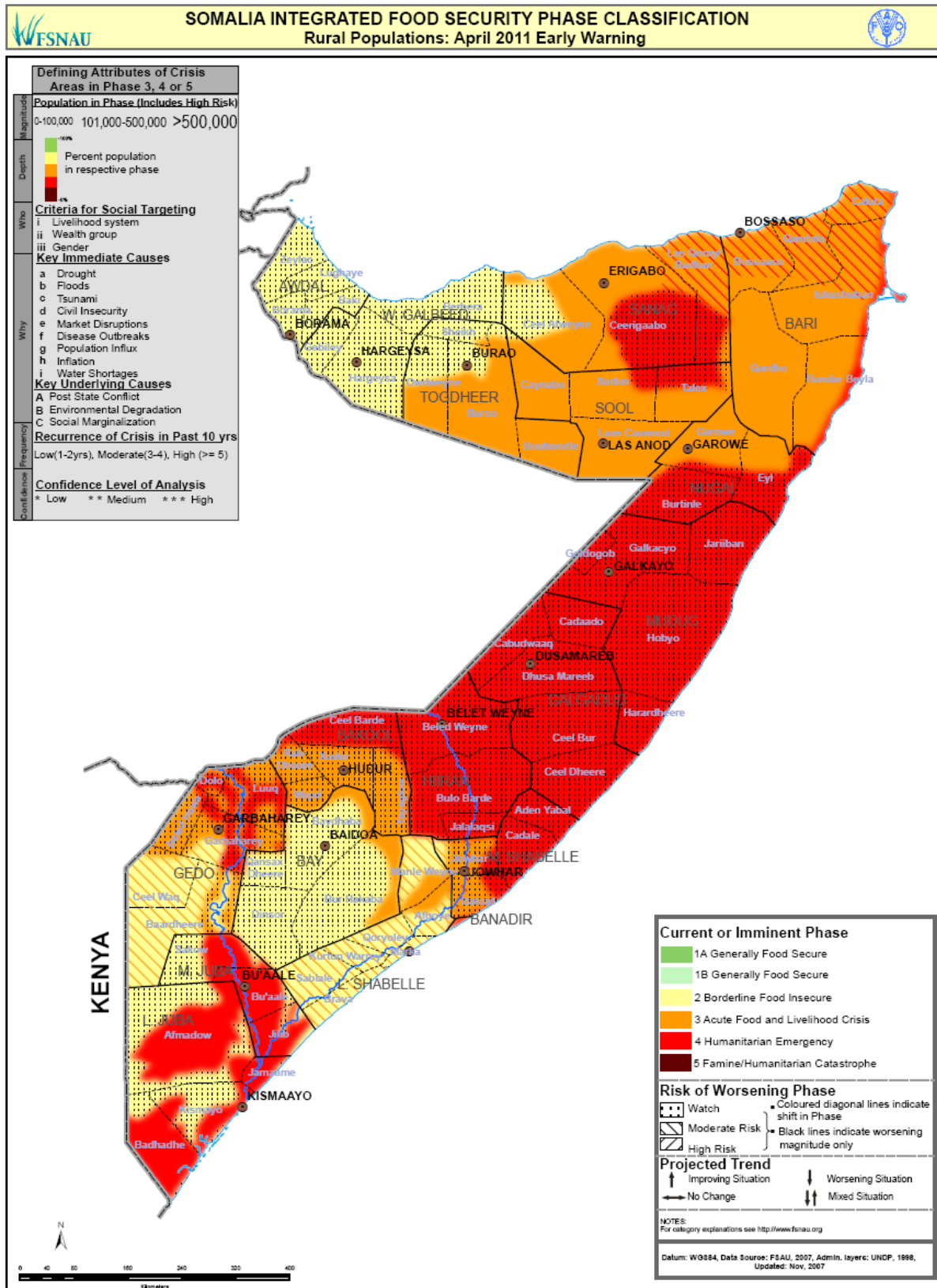
Produced: January, 2005



Food Security Analysis Unit - Somalia  
 P.O. Box 1230 Village Market, Nairobi, Kenya Email: fsauinfo@fsau.or.ke tel: 254-20-3745734 fax:254-20-3740598  
 FSAU is managed by FAO, funded by EC and USAID-Somalia FSAU Partners are FEWS, WFP, FAO, UNOCHA SCF-UK, UNICEF, CARE, UNDP  
 The boundaries and names on these maps do not imply official endorsement or acceptance by the United Nations. The regional & District boundaries reflect those endorsed by the Government of the Republic of Somalia in 1986.



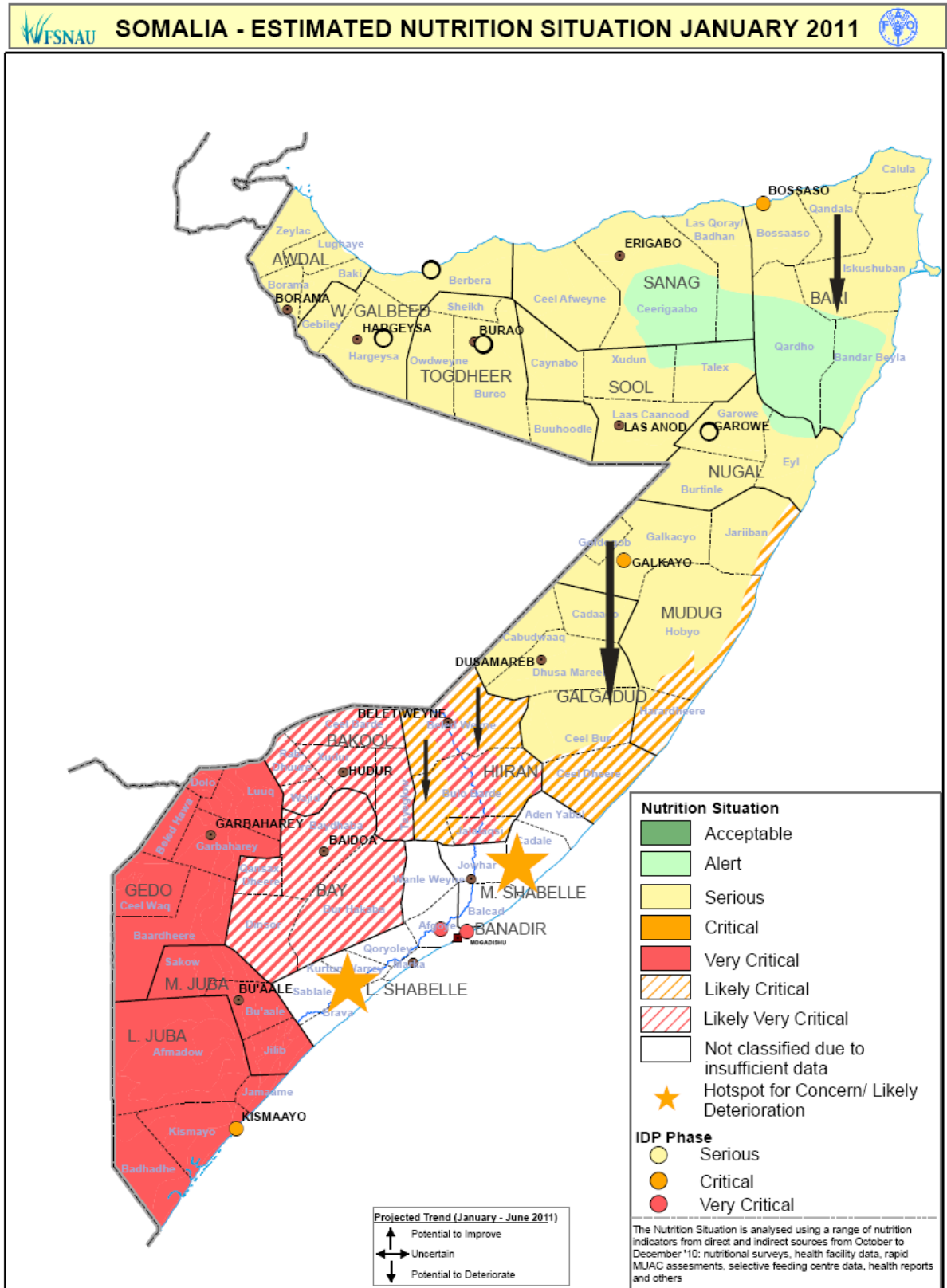
## Annex 2: IPC classification map



**Technical Partner** **Funding Agencies**

Food Security and Nutrition Analysis Unit - Somalia <http://www.fsnau.org>  
 P.O. Box 1230 Village Market, Nairobi, Kenya Email: [fsaunf@fsnau.org](mailto:fsaunf@fsnau.org) tel: 254-20-4000000 fax: 254-20-4000555 FSNAU is managed by FAO  
 The boundaries and names on these maps do not imply official endorsement or acceptance by the United Nations. The regional & District boundaries reflect those endorsed by the Government of the Republic of Somalia in 1996.

### Annex 3: Nutrition security classification map



## Annex 4: WFP Somalia operations 2006 – 2010

Operation	Operation Title	Time Frame	Annual Average				Totals by project				% funded	Food Cost/ Total Cost	Objectives	SO's	Activities
			MT (thousands)		Beneficiaries (thousands)		Food cost (USD, millions)		Total WFP Cost (USD, millions)						
			P	A	P	A	P	A	P	A					
PRRO 10191.1	Food Aid for Relief and Protection of Livelihoods	Aug 06 Mar 09	199,062	142,787	1,971,945	2,094,923	214,049,624	176,088,662	507,915,071	367,385,621	82%	72%	Save the lives of conflict- and disaster-affected people; protect and help restore the livelihoods and enhance the resistance to shock of vulnerable households; improve the nutrition and health status of children, mothers, tuberculosis (TB) patients, people living with HIV/AIDS (PLWHA) and other groups at risk; and support access to basic education, particularly for girls.	1,2,3,4	FFW/FFT, GFD, HIV/AIDS and TB, School Feeding, MCH, Supplementary and Therapeutic Feeding
EMOP 10812	Food Aid for Emergency Relief and Protection of Livelihoods	Apr 09 Jun 11	326,874	187,094	3,186,805	2,616,446	257,080,185	102,004,640	638,106,161	338,321,213	40%	53%	Save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels; protect livelihoods and enhance self-reliance in emergencies and early recovery; and reach IDPs and other vulnerable groups whose food and nutrition security has been adversely affected by shocks. To support the return of IDPs through food and nutrition assistance; and to support the reestablishment of the livelihoods and food and nutrition security of communities and families affected by shocks	1,3	FFW/FFT, GFD, HIV/AIDS and TB, School Feeding, MCH, Supplementary and Therapeutic Feeding
SO 10801	Targeted Augmentation of Security Requirements in Somalia Vital to the Continuity of Relief Assistance	Dec 08 Apr 09	-	-	-	-	-	-	2,972,300	2,614,006	-	88%	To contract and set-up the necessary infrastructure to guarantee a 24/7 aerial relocation and medical evacuation capability within Somalia; and to contribute to the overall improvement of the security environment in Somalia to facilitate the continuation of UN operations in the country	-	-

Operation	Operation Title	Time Frame	Annual Average				Totals by project				% funded	Food Cost/	Objectives	SO's	Activities
SO 10681	Humanitarian Air Service in Support of Relief Operations in Somalia	Aug 07 Jul 11	-	-	-	-	-	-	56,087,665	46,069,702	-	82%	Provision of vital humanitarian air services, including medical and security evacuations, to and within Somalia to the humanitarian community. To comply with ICAO recommendations regarding the management structure and business process of WFP Air Transport Services by converting UNCAS into a standard WFP/UNHAS operation to further enhance the safety and security levels.	-	-
SO 10619	Somalia Inter-Agency Security Telecommunications	Jun 07 Jan 08	-	-	-	-	-	-	880,634	350,001	-	40%	Ensure timely operational response and coordination of the Inter-Agency telecommunications activities;	-	-
SO 10578	Emergency Rehabilitation Works for Logistics Infrastructure in Somalia	Feb 07 Dec 11	-	-	-	-	-	-	32,599,720	16,694,209	-	51%	Augment the port infrastructure and procedures in the ports of Mogadishu and Kismayo thereby decreasing time and costs for all humanitarian operations; Prepare the port authorities of Mogadishu and Kismayo ports to apply for ISPS (International Ship and Port Facility Security Code) recognition, thereby providing the ports with the necessary status for all international shipping to utilise their services. Rehabilitate key bottlenecks in the road network in Lower Juba, Middle Juba, Bay, and Bakool regions, and prepare against the disruption caused by damaged bridges, drifts, and small stretches of road before the bi-annual rainy season; Ensure year round access for ongoing WFP interventions across South Somalia.	-	-

Source: SPR, PD, Resource Situation (29 March 2011)

% funded: Actual \$/ Planned \$ = Confirmed Contributions / Approved contrib.

## **Annex 5: WFP Strategic Plan 2008 - 2013**

### **STRATEGIC OBJECTIVE ONE: SAVE LIVES AND PROTECT LIVELIHOODS IN EMERGENCIES**

#### **Goals**

1. To save lives in emergencies and reduce acute malnutrition caused by shocks to below emergency levels
2. To protect livelihoods and enhance self-reliance in emergencies and early recovery
3. To reach refugees, internally displaced persons (IDPs), and other vulnerable groups and communities whose food and nutrition security has been adversely affected by shocks

#### **Main Tools**

- General and targeted food assistance and emergency nutrition interventions
- Emergency needs assessments
- Emergency logistics, special operations, and information and communications technology (ICT) capacity
- United Nations cluster leadership for logistics and emergency ICT

### **STRATEGIC OBJECTIVE TWO: PREVENT ACUTE HUNGER AND INVEST IN DISASTER PREPAREDNESS AND MITIGATION MEASURES**

#### **Goals**

1. To support and strengthen capacities of governments to prepare for, assess and respond to acute hunger arising from disasters
2. To support and strengthen resiliency of communities to shocks through safety nets or asset creation, including adaptation to climate change

#### **Main Tools**

- Vulnerability analysis and mapping
- Early warning products and tools
- Disaster preparedness and mitigation programmes
- Programmes to help communities reinforce their essential food and nutrition security systems and infrastructures, as well as their adaptability to climate change – including voucher, cash and food-based safety nets

### **STRATEGIC OBJECTIVE THREE: RESTORE AND REBUILD LIVES AND LIVELIHOODS IN POST-CONFLICT, POST-DISASTER OR TRANSITION SITUATIONS**

#### **Goals**

1. To support the return of refugees and IDPs through food and nutrition assistance
2. To support the re-establishment of livelihoods and food and nutrition security of communities and families affected by shocks
3. To assist in establishing or rebuilding food supply or delivery capacities of countries and communities affected by shocks and help to avoid the resumption of conflict

#### **Main Tools**

- Targeted programmes that facilitate the re-establishment of livelihoods
- Special operations to rebuild essential hunger-related infrastructure
- Food distribution programmes that facilitate re-establishment of food and nutrition security
- Voucher and cash-based programmes that facilitate food access
- Capacity strengthening for the re-establishment of community service infrastructure

### **STRATEGIC OBJECTIVE FOUR: REDUCE CHRONIC HUNGER AND UNDERNUTRITION**

#### **Goals**

1. To help countries bring undernutrition below critical levels and break the intergenerational cycle of chronic hunger
2. To increase levels of education and basic nutrition and health through food and nutrition assistance and food and nutrition security tools
3. To meet the food and nutrition needs of those affected by HIV/AIDS, tuberculosis and other pandemics

#### **Main Tools**



- Mother-and-child health and nutrition (MCHN) programmes
- School feeding programmes
- Programmes addressing and mitigating HIV/AIDS, tuberculosis and other pandemics
- Policy and programmatic advice

**STRATEGIC OBJECTIVE FIVE: STRENGTHEN THE CAPACITIES OF COUNTRIES TO REDUCE HUNGER, INCLUDING THROUGH HAND-OVER STRATEGIES AND LOCAL PURCHASE**

**Goals**

1. To use purchasing power to support the sustainable development of food and nutrition security systems, and transform food and nutrition assistance into a productive investment in local communities
2. To develop clear hand-over strategies to enhance nationally owned hunger solutions
3. To strengthen the capacities of countries to design, manage and implement tools, policies and programmes to predict and reduce hunger

**Main Tools**

- WFP's procurement activities
- Hand-over of WFP hunger tools
- Policy and programmatic advice
- Advocacy

## Annex 6: Proposed timeline of evaluation

	Policy Evaluation – Phases, Deliverables and Timeline	Key Dates
<b>Phase 1 - Preparation</b>		
	Desk review, first draft of TOR and quality assurance	
	Circulation of TOR and review	
	Preparatory mission to Country (Evaluation manager )	
	Identification and recruitment of eval team	
	<b>Final TOR</b>	June 30, 2011
<b>Phase 2 - Inception</b>		
	Briefing core team at WFP HQ	September 12-16, 2011
	Inception mission to WFP Somalia (Nairobi) (EM and team leader)	September 19-23, 2011
	Review documents and draft inception report including methodology.	
	<b>Submit draft inception report to OE</b>	<b>November 30, 2011</b>
	OE quality assurance and feedback	
	Revise inception report	
	<b>Submit revised inception report to OE</b>	<b>December 15, 2011</b>
	OE shares inception report with stakeholders for information	
<b>Phase 3 - Evaluation Mission</b>		
	Briefing	
	<b>Field work</b>	
	Debriefing	
	<b>Aide memoire/In-country Debriefing</b>	February 15, 2011
<b>Phase 4 - Reporting</b>		
	Draft evaluation report	
	<b>Submit Draft evaluation report to OE</b>	<b>April 15, 2012</b>
	OE quality feedback	
	Revise evaluation report	
	<b>Submit revised evaluation report to OE</b>	
	OE share evaluation report with stakeholders (working level)	
	OE consolidate comments	
	Revise evaluation report	
	<b>Submit revised evaluation report to OE</b>	
	OE circulates the Executive Summary to WFP's Executive Staff	
	OE consolidate comments	
	Revise Executive Summary of evaluation report	
	<b>Submit final evaluation report to OE</b>	<b>May 15, 2012</b>