SAVING LIVES
CHANGING LIVES

Corporate Emergency Evaluation of the WFP Regional Response to the Syrian Crisis

(January 2015-March 2018)

Evaluation Report: Volume II - Annexes

Prepared by Konterra: Julia Betts, Team Leader; Steven Zyck, Jaqueline Frize, Lorenzo Trombetta, Rida Azar, Volker Hüls, Kristin Olsen, François De Meulder, Covadonga Canteli.

Commissioned by the

WFP Office of Evaluation

October 2018

WFP
World Food Programme

Acknowledgements

The evaluation team offer our sincerest thanks to all who contributed to this evaluation. In particular, we are grateful to those who shared their experience of the regional crisis, from many different perspectives. We hope they see their voices reflected in these pages.

We express our gratitude also to the WFP regional bureau Cairo, sub-regional office and six involved country offices, particularly WFP Syria, Lebanon, Jordan and Turkey, for being willing to host an evaluation team amid intensive and fast-moving operational responses; and to the WFP Office of Evaluation, for their constant guidance and support.

Disclaimer

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

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

Evaluation Management

Evaluation Manager	Elise Benoit
Evaluation Officer	Mari Honjo
Director of Evaluation	Andrea Cook

Table of Contents

Annex I: Summary Terms of Reference 1
Annex II: Methodology 4
Annex III: Evaluation Matrix 22
Annex IV: Conditions for Refugees in Host Countries 30
Annex V: WFP Programming in Relation to the Main Events of the Crisis 39
Annex VI: Alignment with Strategic Frameworks/Participation in United Nations Country Coordination Mechanisms 41
Annex VII: Whole of Syria Structures and Coordination Mechanisms 47
Annex VIII: Coordination with Government 48
Annex IX: Maps of Retailers for Lebanon and Jordan 50
Annex X: Cost-Efficiency and Cost-Effectiveness 51
Annex XI: Supply Chain 55
Annex XII: International Humanitarian Principles 62
Annex XIII: Gender in Human Resourcing 64
Annex XIV: Fieldwork Tools 65
Annex XV: Risk Management 82
Annex XVI: List of Stakeholders Interviewed 83
Annex XVII: Bibliography 91
Acronyms 136

List of Boxes

Box 1: Humanitarian protection 5
Box 2: Inception – stakeholder engagement 13
Box 3: Commentary on the international humanitarian principles 62

List of Figures

Figure 1: The context of the response 5
Figure 2: Theoretical basis: evaluation design 6
Figure 3: Intervention logic 10
Figure 4: Evidence pillars 11
Figure 5: Egypt. Evolution of exchange rate (USD/EGP) and food inflation 33
Figure 6: Iraq. Evolution of exchange rate (USD/IQD) and food inflation 34
Figure 7: Jordan. Evolution of exchange rate (USD/JD) and food inflation 35
Figure 8: Lebanon. Evolution of exchange rate (USD/LBP) and food inflation 36
Figure 9: Turkey. Evolution of exchange rate (USD/TRY) and food inflation 37
Figure 10: Syria. Evolution of exchange rate (USD/SYP) and food inflation 38
Figure 11: Whole of Syria coordination 47
Figure 12: Analysis of deliveries 59

List of Tables

Table 1: Operating principles for the evaluation 4
Table 2: Contextualized evaluation criteria 7
Table 3: Revised evaluation questions 7
Table 4: Field study (February to April 2018) 13
Table 5: Field data collection 14
Table 6: Focus group discussions by activity 14
Table 7: Focus group discussions by gender 14
Table 8: Focus group discussions by status/nationality 15
Table 9: Interview respondents 15
Table 10: External interview respondents - breakdown 15
Table 11: Supplementary studies 16
Table 12: Specific methods applied for the evaluation 16
Table 13: Analytical methods/approaches 18
Table 14: Risks and assumptions 19
Table 15: Ethical standards 20
Table 16: Regulatory conditions for refugees 30
Table 17: Humanitarian needs of refugees 31
Table 18: Egypt. Country context indicators 33
Table 19: Iraq. Country context indicators 34
Table 20: Jordan. Country context indicators 35
Table 21: Lebanon. Country context indicators (2016, except when specified differently) 36
Table 22: Turkey. Country context indicators 37
Table 23: Syria. Country context indicators 38
Table 24: Portfolio description 40
Table 25: Alignment with Syria's humanitarian response plan 41
Table 26: Alignment with Syria United Nations Strategic Framework (2016-2018) 42
Table 27: Alignment with regional strategic overviews 42
Table 28: Alignment with country chapters of the regional refugee and resilience plan (3RP) 43
Table 29: Alignment with humanitarian response plans in Iraq 44
Table 30: Alignment with other United Nations frameworks 45
Table 31: Engagement in United Nations regional/country coordination mechanisms 46
Table 32: Partnerships with government 48
Table 33: Alignment with government strategies and plans 49
Table 34: Indicators used for cost-efficiency analysis 53
Table 35: Costs for cash-based transfers 54

Annex I: Summary ToR[1]

SUMMARY TERMS OF REFERENCE

Evaluation of WFP's Regional Response to the Syrian Crisis (2015– 2017)

Over the past seven years, the Syria regional crisis has impacted the lives of millions. In 2017, 13.5 million are in need of humanitarian assistance in Syria and more than 5 million are registered as refugees in neighbouring countries.

It is estimated that four decades of human development economic and social gains have been lost in Syria since the begining of the conflict in 2011. Refugees struggle to meet their basic needs in neighbouring countries. A multitude of humanitarian organisations are engaged in the resposne (more than 300 national NGOs, Red Cross/Crescent Movement and 13 UN agencies operate in Syria) yet safe, unimpeded and sustained access remains a challenge within Syria. This is a complex regional crisis that combines major refugee and internal displacements; competing and divided international, regional and national interests; and by challenges of the operational environment, which is fast-moving, volatile, high-profile, sensitive, and politicised.

Subject and Focus of the Evaluation

The evaluation will have a regional focus. It will include the entirety of WFP's emergency work in the Syria+5 countries in response to the Syrian crisis: Syria, Egypt, Iraq, Jordan, Lebanon, and Turkey. The OEV evaluation of WFP's response to the Syrian crisis was presented to the Executive Board and covered the 2011-2014 period.[2] The period under review for this subsequent evaluation is 2015-2017.

The Syria+5 evaluation offers an opportunity for learning from the organizational adaptations and innovations that may be relevant for future regional emergency responses of such a scale, complexity and length. It is also expected to provide evidence to the Syria+5 Country Offices strategic programming as most of the Transitional Interim-Country Strategic Plans (T-ICSP) run until December 2018 (except Lebanon).

The evaluation will cover the following WFP operations over 2015-2017: Country specific PRRO 200988 and EMOP 200339 in Syria, Regional PRRO 200987 and EMOP 200433.

Objectives and Users of the Evaluation

The Evaluation serves the dual objectives of accountability and learning. It will: i) Assess and report on the relevance/ appropriateness, efficiency, effectiveness, coherence (internal and external), coverage, coordination, connectedness as well as on the performance and results of WFP's regional response to the Syrian crisis **(accountability);** ii) Determine the reasons for observed results and draw lessons to inform WFP's management decisions with respect to strategic positioning, efficiency and sustainability **(learning).**

The expected users are WFP Country Offices (COs), Regional Bureau in Cairo (RBC), RBC Sub-Regional Office (SRO) and WFP management and the members of the WFP Executive Board.

Key Evaluation Questions

The evaluation will address the following three key questions:

Question 1: To what extent has WFP strategically positioned itself in its regional response, and aligned with the six countries' needs?

In particular, to what extent;

1.1 WFP's response was strategically positioned with respect to national level policies, institutions and processes and regional partners & agenda;

[1] Note: Evaluation questions updated at Inception stage.

[2] WFP/EB.A/2015/7-C. See also: http://www.wfp.org/content/evaluation-wfp%E2%80%99s-regional-response-syrian-crisis-terms-reference for related documents, management response and briefs.

1.2 WFP's response and activities were in line with the identified needs of the populations, priorities and capacities; and its programmes designed based on a good quality context analysis (including conflict, gender, protection and market analyses)? Were there any trade-offs (e.g. between depth and scale of assistance or between humanitarian principles, donor expectations, WFP mandate, national policies, and assessed needs);

1.3 WFP' has positioned itself where its recognised competitive advantages are optimised;

1.4 How has WFP engaged with collective decision-making within the UN system to promote a principled approach to the humanitarian response.

Question 2: What are the factors that drive WFP's strategic decision making in the region, and in a particular country?

Specifically, to what extent:

2.1 WFP has analysed the food security, market and nutrition situation, including gender and protection, adequately covering vulnerable groups and sub-groups (gender, ethnicity), and used it for its targeting approach and implementation (including choice of transfer modalities, selection of activities and arrangement of supply chain) over time;

2.2 WFP has contributed to placing these issues on the national and/or regional agenda, analysed appropriate response strategies, including developing national/regional or partner capacity on these issues;

2.3 WFP has analysed and managed - strategic, operational, programmatic, organisational, reputational - risks (including sustained funding) adequately to respond to the needs identified?

2.4 WFP has generated and applied learning from previous evaluations, reviews, assessments, monitoring systems to improve its programmes and management systems (including region bureau architecture, human resource) along time.

Question 3: To what extent the portfolio objectives were achieved, at which cost, and whether the actual/expected results are in support of transition planning?

In particular, what are and to which extent:

3.1 WFP interventions' main results (including positive/ negative, and intended/ unintended outcomes) for affected populations, by sub-groups (such as by country, refugee/host populations, gender, ethnicity);

3.2 Humanitarian guiding principles, and specifically that of "do no harm" were used for programme decisions and implementation;

3.3 Cost efficiency/effectiveness was taken into account for programmatic choices and the response delivered timely and efficiently;

3.4 The results achieved are likely to contribute to resilience of the populations targeted within the constraints of the different contexts. In this regard, what was the level of synergy and multiplying effect between the activities in the portfolio/with activities of other stakeholders?

Scope and Methodology

The evaluation will give attention to gender, humanitarian principles, protection and accountability to affected populations of WFP's response, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

The evaluation will use secondary qualitative and quantitative data complemented with primary data collection as necessary and feasible. The methodology should demonstrate impartiality and lack of bias by relying on a cross-section of information sources and using a mixed methods approach to ensure triangulation of evidence.

Roles and Responsibilities

Evaluation Team: from the KonTerra Group has been contracted to conduct the evaluation.

OEV Evaluation Manager: will be Elise Benoit, Senior Evaluation Officer, supported by Mari Honjo, Evaluation Officer. The Evaluation Manager will be responsible for the design, follow-up and quality assurance, and 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 Country Offices (COs), Regional Bureau in Cairo (RBC), RBC Sub-Regional Office (SRO) and Headquarters (HQ) levels are expected to provide information necessary to the evaluation and facilitate the evaluation team's contacts with stakeholders and field visits.

Communications

Two advisory groups will be established for the evaluation in order to ensure appropriate technical and strategic input, review and follow-up: (a) an Internal Reference Group (IRG) with key representatives from RBC, SRO, COs and relevant technical units of WFP HQ team; (b) an Internal Advisory Group (IAG) with executive managers of relevant offices and divisions of L3 response. Interactive briefings will be organised throughout the evaluation process.

Timing and Key Milestones

Main Phases	Timelines	Tasks and Deliverables
Initial Briefing and Inception Mission	December 17 – Mid February 18	HQ briefing in Rome. **Inception Mission** to Cairo/Amman - inception report.
Evaluation Mission and data collection	Mid February – March 18	**Evaluation Mission** (Field Work) by Evaluation Team. **Exit briefs** for RBC/COs.
Evaluation Report	April – August 18	Reort Drafting: A **workshop** with RBC/RCO/COs on preliminary conclusions and recommendations.
Disemmination	November 18 onwards	Presentation of report to WFP's Excecutive Board (**EB.2/2018**). Public Disemmination.

Findings will be actively disseminated and the final evaluation report and management response will be publicly available on WFP's website.

Full Terms of Reference are available at

http://www.wfp.org/evaluation as are all Evaluation Reports and Management Responses.

Annex II: Methodology

This Annex sets out the methodology for the evaluation. In the main, the methodology was implemented as planned, with the exception of an extended fieldwork leg inside the Syrian Arab Republic in March 2018 to ensure sufficient coverage following a truncated first phase of fieldwork, and an additional fieldwork leg to Turkey, also unanticipated by the terms of reference. The following description explains the rationales for these choices, and the process and conduct of the evaluation overall.

1. Overall Design

The evaluation's design recognised the challenging operating conditions and sought to mitigate these through a highly systematic and structured approach, which at the same time recognized the fluidity of the context and built in the need to adapt. Consequently, the evaluation adopted the following six "operating principles":

Table 1: Operating principles for the evaluation

Principle	Explanation	How built into evaluation's design & implementation
Flexibility	The need to adapt not just to the fluid conditions of the response but also so that the evaluation design responds appropriately to its object	Woven into/adopted by the evaluation approach e.g. in the revision of evaluation questions for greater contextual sensitivity; additional fieldwork to the Syrian Arab Republic and Turkey; adaptation of methods based on findings from inception phase
Minimal footprint	To reduce pressures on busy staff, the evaluation needs to maximise coordination and information sharing	The design made considerable effort to ensure that existing data was shared/made maximum use of, and that field time spent with hard-pressed staff was maximized for its value (e.g. high levels of preparation, to ensure that fieldwork did not cover ground already available from documentation)
Prioritizing independence & impartiality	Critical to uphold the international standards of evaluation and ensure this study's credibility	Specific section within the inception report with a statement on how independence and impartiality would be ensured, including through the transparency and traceability of evidence (within the boundaries of ethical standards, below)
Systematic approach	To ensure methodological rigour, but also to reinforce the evaluation's credibility amid a wide range of stakeholders	Adopted a fully systematic approach, prioritizing the use of structured tools for data gathering and analysis. Section 13 provides further detail and individual tools are presented at Annex XIV
Communicating throughout	To maximize utility, the evaluation process needs to be treated as a substantive part of the exercise	The evaluation team made efforts to remain engaged with stakeholders e.g. by offering teleconferences around the production of country notes produced after the three main field missions to Jordan, Lebanon and Syria. A workshop was held in Amman in June 2018 to validate findings and consult on recommendations. The team remain committed to supporting the Office of Evaluation's communication and learning plan for the evaluation and will engage in its implementation as required
Ethical standards	To ensure, particularly when conducting interviews and fieldwork in highly sensitive contexts, that informed consent is secured: interviewees and focus group participants are assured of their ability to speak in confidence, and that no harm	Section 18 contains a full statement on the ethical standards of the evaluation

	comes to those who provide information	

2. Conceptual Framework

The evaluation's conceptual framework was guided by three fundamental features, namely: (i) WFP 2004 Policy Statement on Humanitarian Principles; (ii) the five principles underlying its humanitarian protection policy; and (iii) the context of humanitarian action. These informed the evaluation in the following ways:

I. WFP 2004 Policy Statement on Humanitarian Principles states that "WFP is driven by the need to respond to human suffering and assist fellow human beings when they have nowhere else to turn." The evaluation positions this statement as the fundamental driver for the WFP Syria plus five response – and consequently, the founding reason for the evaluation. The policy also states that WFP adheres to the core humanitarian principles of humanity, impartiality, independence and neutrality, as well as five "foundations of effective humanitarian action". These are: respect, self-reliance, participation, capacity-building and coordination.

II. The five important principles of the WFP Humanitarian Protection Policy (Box 1) also provided a useful framework for assessing humanitarian action.

Box 1: Humanitarian protection

i) WFP recognizes the state's primary responsibility to protect all the people within its jurisdiction and will work with governments to seek solutions for safe and dignified food assistance programming.

ii) The chief accountability of WFP is to crisis-affected, food-insecure people, who are the primary actors in their own survival and protection. WFP will therefore seek ways of empowering these people and increasing the space for them to ensure their own protection.

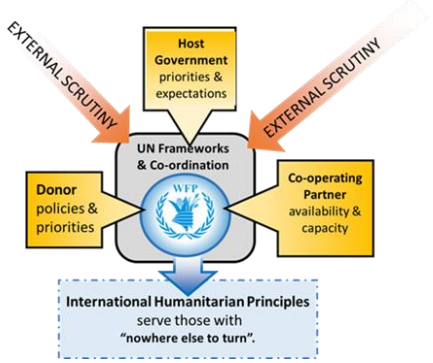
iii) Food assistance activities will be based on context and risk analysis, including an understanding of how protection gaps contribute to food insecurity and hunger, and vice versa, and how WFP interventions can help close these gaps.

iv) WFP food assistance processes – including negotiations for humanitarian access, advocacy, partnerships, and delivery mechanisms – will be pursued in accordance with humanitarian principles and international law.

v) WFP food assistance will be provided in ways that aim to support the protection of conflict-affected and disaster-affected populations and, at the very least, will not expose people to further harm.

III. The context of humanitarian action. The evaluation recognised that, like all humanitarian action, the WFP Syrian regional response has been implemented amid a complex set of pressures and forces. It consequently sought to set the WFP response in context, in Figure 1 (also represented in the evaluation report as Figure 4: Surrounding pressures).

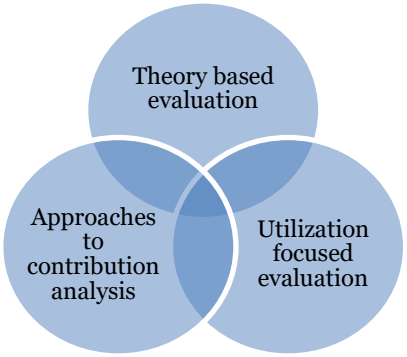
Figure 1: The context of the response



3. Theoretical Basis

Overall, the evaluation design sought to create a model that was sufficiently contextually sensitive to be able to evaluate a complex crisis, as well as speaking to the WFP operating model and culture. To achieve this, the design combined theory-based evaluation with elements of contribution analysis and a utilization-focused approach (Figure 2).

Figure 2: Theoretical basis: evaluation design



These comprised:

- Theory-based evaluation**,** which focuses on context, and the highlighting of causal mechanisms – i.e. understanding why events happened as they did.[3] This approach was considered appropriate for an evaluation that comprised multiple operations, but where an aggregate level overview was required, and where the political features of the crisis and the humanitarian response required attention.
- Approaches to contribution analysis.[4] While full contribution analysis was recognised as unfeasible for this evaluation, the design noted that linking results to WFP interventions – particularly in humanitarian settings – could be supported through the use of contribution analysis, which helps map out the pathways from interventions to results, particularly where contexts are fluid and dynamic, through 'contribution stories'. This approach was considered appropriate for an evaluation where context plays such a powerful role in shaping humanitarian action.

- Utilization-focused evaluation*.* Utilization-focused evaluation stresses that evaluations should be conducted in a way that promotes the use and operationalization of findings.[5] It is reflected in the operating principle of "communicating", above. For this evaluation, it also implied focusing on forward-looking analysis that can contribute to future planning.

4. Evaluation Criteria

The ToR identified a set of evaluation criteria to guide the overall enquiry. In line with the tailored approach proposed, the evaluation design contextualized these, informed by the inception phase, for the evaluation (Table 2).

[3] Chen, R (1991) *Theory Driven Evaluations* London: Sage.
[4] Mayne, J (2001) *Addressing Attribution through Contribution Analysis: Using Performance Measures Sensibly* The Canadian Journal of Programme Evaluation Vol.6, No. 1, Canadian Evaluation Society.
[5] Quinn Patton, M (2000) Utilisation-focused Evaluation London: Sage.

Table 2: Contextualized evaluation criteria

Criterion	Interpretation for the evaluation
Relevance/ appropriateness	The extent to which the WFP response to the regional crisis was tailored to local needs, and adapted to meet needs over time
Coverage	The extent to which WFP assistance met the humanitarian needs of key target groups (including vulnerable groups) facing life-threatening suffering in the region
Coherence	The extent to which WFP response to the crisis was aligned with regional strategic United Nations and national responses
Complementarity	The extent to which WFP interventions were delivered in coordination with other actors' interventions in the crisis (particularly United Nations)
Effectiveness	The extent to which WFP assistance achieved its intended results, and/or contributed to wider results beyond its original intentions.
Efficiency	The extent to which WFP assistance was delivered in a timely way, within reasonable cost parameters
Sustainability	The extent to which relevant aspects of the assistance were planned and delivered with a view to ensuring continuity after WFP departs

These definitions prove appropriate and were applied at analysis stage to prepare the evaluation report.

5. Evaluation Questions

The initial set of evaluation questions is available at Annex I, Summary ToR for the evaluation. These were subsequently refined during the inception phase of the study to ensure that the evaluation was "asking the questions that matter" (Table 3).

Table 3: Revised evaluation questions

Question	Evaluation criteria
Q1: To what has the WFP response been aligned to best respond to needs?	Relevance/appropriateness Coverage
1.1 To what extent did WFP interventions target the needs of the affected populations in the six countries? 1.2 To what extent were WFP choices of activities and modalities in line with the needs of the affected populations in the six countries? 1.3 To what extent was WFP programming informed by the available evidence base and by key corporate guidance? 1.4 How swiftly and effectively has the response adapted in response to needs (including use of innovation)?	
Q2: To what extent has WFP maximized the use of partnerships and synergies to improve its response?	Coherence/Complementarity
2.1 To what extent was WFP response well aligned with national/regional responses to the crisis? 2.2 How effectively has WFP engaged with collective decision-making within the United Nations system to promote a principled and coherent approach to the humanitarian response? 2.3 To what extent has WFP seized opportunities for joint implementation/collective operational action within the humanitarian response? 2.4 To what extent has the WFP choice of a regional "Syria + 5" model for its humanitarian response supported synergies across countries/programmes?	
Q3: How efficient has the response been?	Efficiency

3.1 To what extent has the response been implemented in a timely way? 3.2 To what degree has the response been delivered cost efficiently?	
Q4: What results have been delivered?	Effectiveness/sustainability
4.1 To what extent did WFP interventions in the region meet their intended results and serve the population in need (including by vulnerable group)? Were any unintended effects created? 4.2 To what extent did WFP interventions succeed in delivering additional results to affected populations/governments/other partners (e.g. national capacity-strengthening, policy influencing etc)? 4.3 To what extent were humanitarian principles of humanity, impartiality, neutrality and independence – and a Do No Harm commitment – applied in programming? 4.4 To what extent were gender/protection/AAP considerations taken into account? 4.5 To what extent did WFP analyse and manage strategic, operational, programmatic (including funding), organisational, reputational risks to ensure continuity of programming? 4.6 How likely are the results achieved to contribute to sustainable gains for communities within the constraints of the different contexts (social cohesion, resilience, peacebuilding etc)?	

The questions were subsequently tested during enquiry. In the main, they continued to be relevant and appropriate, with one exception: 1. Q1.4 on "agility" demonstrated overlap in analysis with Q1.2 on appropriateness / Q3.1 on timeliness. It was therefore subsequently absorbed into reporting on these areas.

6. Intervention Logic

Constructing an overarching intervention logic for the Syria plus five response proved challenging for several reasons. Firstly, none of the key documentation contained a clearly articulated strategic vision for the response. Specifically:

- The WFP Vision 2020 (2016), the main strategic vision for the regional response, reflected a shift from lifesaving interventions to longer-term approaches. However, it did not provide an explicit theory of change/logic model for the response. Moreover, interviews during the inception phase indicated that Vision 2020 has not provided the main strategic steer for the response.
- Project documents for the two EMOPs and two PRROs, understandably, reflect mainly operational aims.

The intervention period also crosses two WFP strategic plan periods – 2014-2017 and 2017-2021, which have different strategic objectives (although Strategic Objective 1: Save lives and protect livelihoods in emergencies (2014-2017) and End hunger by protecting access to food (2017-2021) remains consistent in its emphasis on emergency response).

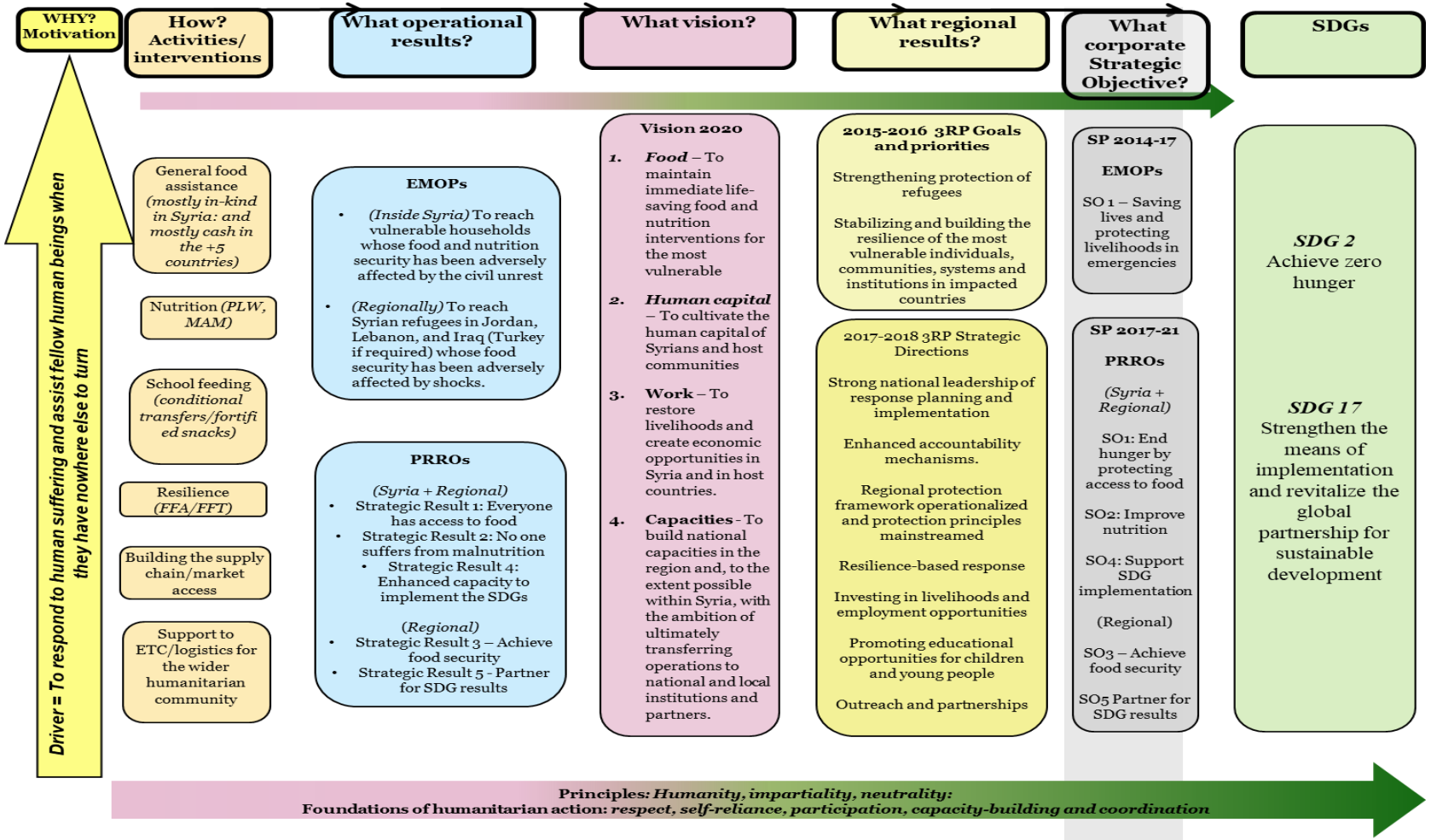
It remained important, however, to consider the underlying logic of the portfolio as far as it could be feasibly reconstructed. The intervention logic at Figure 3, accordingly captured this logic as far as possible. It applies:

- The three elements of the conceptual framework for the evaluation
- The objectives of Vision 2020 – since, although this lacked institutional traction, its strategic objectives do resonate with intended achievements set out in operational documentation/interviews conducted during the inception phase
- The relevant goals of the two WFP strategic plans for the relevant period
- Intentions set out in operation design documents budget revisions (2015-2017)

The intervention logic was tested and refined throughout the process of the evaluation. Overall, it was found to stand up conceptually, although the highly devolved nature of the WFP response to

the country level meant that any overarching presumed logic would lack resonance at country level.

Figure 3: Intervention logic[6]



[6] Note that under 'SDGs', the Turkey programme aligned to SDG 1: 'End poverty, in all its forms, everywhere.'

7. Evaluation Matrix

The Evaluation matrix is supplied at Annex III. It was geared to the intervention logic above and formed the main analytical 'spine' of the evaluation, against which all data was gathered and analysed. Its design was shaped around the evaluation questions, and it embeds the contextualized evaluation criteria above.

The evaluation matrix includes:

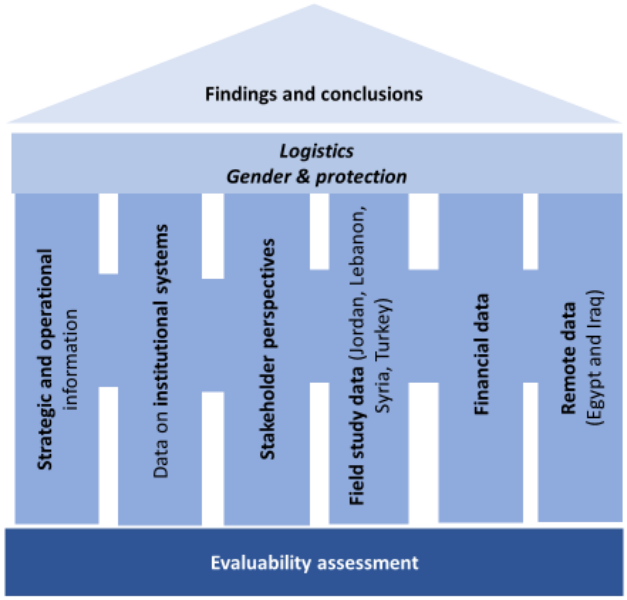
- The three elements of the conceptual framework
- The revised evaluation questions aligned against the contextualized evaluation criterion
- The intended methods to be applied
- Data sources identified during the inception phase
- Proposed indicators for judgement
- Disaggregation by gender and vulnerable group (refugee populations, host communities, etc.)
- "Do No Harm" and accountability to affected population concerns as well as gender and protection concerns.

All other enquiry tools, such as structured tools for data gathering and analysis, (see Annex XIV) were geared towards the evaluation matrix. The matrix was applied at analysis stage to generate and shape findings; its indicators and forms of evidence were found to be appropriate ones for analysis (though with some additional forms of evidence emerging from country offices, such as financial and annual performance plan data).

8. Evidence Pillars

The evaluation design was built on six "evidence pillars" (Figure 4), which were combined through a mixed-methods approach. This model combined quantitative and qualitative data, set against the backdrop of the conceptual framework above, to answer the evaluation questions. Procedures for analysis are explained in Section 15 below. The six pillars (plus three supplementary studies) are as follows:

Figure 4: Evidence pillars



Pillar 1: Strategic and operational documentation. This included a wide range of sources, from strategic planning information (both broad frameworks such as United Nations and country-

specific strategic planning for the response, to WFP-specific information such as Vision 2020, country strategic plans and (T-I) CSPs and wider corporate policies and strategies, including the two strategic plans over the period) to operation- and activity-specific information including analysis, budget revisions, standard project reports and other performance data, resource situations and other information. Results data, as reflected in the WFP standard corporate reporting form, were analysed (outputs and outcomes) against structured tools. Other results, which were not always captured through standard corporate performance reporting, such as policy influencing/contributions to social cohesion, were also sought. Humanitarian access inside the Syrian Arab Republic transpired to be such an "other" result.

Pillar 2: Institutional systems data. This pillar researched the WFP strategic planning processes for its regional response, as well as its operational decision-making/choices, availability of corporate systems and guidance to support the design and implementation of the response, and knowledge management systems. It considered how, why and on what basis WFP has made its strategic and operational choices, drawing partly on documentation but also on staff interviews, below.

Pillar 3: Stakeholder perspectives. This was particularly important to capture diverse views and understandings regarding how and why WFP made its decisions for the response; the constraints it faced, and opportunities seized and/or missed. Where face-to-face interviews proved unfeasible, data was gathered remotely, for example, from former staff employed in the response, many of whom were accessible since they had rotated in the region. It was also a priority to gain external perspectives from key WFP partners – including government, United Nations agency, cooperating and business partners, such as local and international NGOs, the Red Cross/Red Crescent Movement, and corporate partners involved in the voucher system (e.g. Mastercard), to understand their views on the strengths and weaknesses of the response, and their suggestions for future directions.

Pillar 4: Field study data. The evaluation planned three two-week field missions to three countries: Jordan, Lebanon and Syria. Although not anticipated in the terms of reference, a three-day mission to Turkey was also scheduled, given the scale of the Emergency Social Safety Nets programme (ESSN) and its ground-breaking nature for WFP. For Syria, given late receipt of government permissions to access field sites, a subsequent additional fieldwork leg of two weeks was added, enabling coverage of five fieldwork sites (see Section 9). Fieldwork included primary data collection with focus groups and interviews with government stakeholders, United Nations partners, cooperating partners, school principals and other engaged parties, as well as observation of WFP activities.

Pillar 5: Financial data. This pillar supported cost-efficiency and cost-effectiveness analysis (Evaluation Question 3). It attempted to conduct analysis on a unit-cost benchmarking for cost-efficiency and cost-effectiveness, though cost-effectiveness subsequently proved unfeasible. More information on the specific methodology for analysing cost-efficiency, and efforts to assess cost-effectiveness, is available at Annex X.

Pillar 6: Remote data – Egypt and Iraq. Due to lower caseloads of Syrian refugees (see Table 2 of the main evaluation report), data for Egypt and Iraq was gathered remotely. The process applied structured tools for the analysis of documentary data and was supported by interviews with key WFP stakeholders.

9. Inception Mission (December 2017 to January 2018)

An inception mission to Rome on 12-15 December 2017 and 8-19 January 2018 enabled meetings with key WFP stakeholders in Regional Bureau Cairo and WFP Lebanon, Jordan and Syria (via a two-day meeting in Beirut). Coverage is detailed in Box 2.

Box 2: Inception – stakeholder engagement

- Rome HQ (12-15 December 2017; and 31st January – 2nd February (supply chain & logistics))
- Lebanon Country Office (8,9 and 12 January 2018)
- Syria Country Office (10 and 11 January 2018)
- Jordan Country Office (14th and 15th January 2018)
- Amman Sub-Regional Office (16th January 2018)
- Egypt Country Office (18th January)
- Regional Bureau in Cairo (17th and 18th January 2018)
- Teleconferences (and one in-person meeting)[7] with the Turkey and Iraq Country Offices.[8]
- Additional telephone and in-person interviews with key relevant actors such as the Assistant Executive Director, WFP Geneva Office, UNHCR Geneva and former staff from the WFP Syria Country Office.

10. Field Study (February to April 2018)

Field study for the evaluation was consequently implemented as follows:

Table 4: Field study

	Desk study	Phone interviews	Fieldwork WFP country office/regional bureau	Fieldwork Sub-offices/Beneficiary locations
RBC	√	√	√	
Egypt	√	√		
Iraq	√	√		
Turkey	√	√	√ (limited	
Syria	√	√	√	Damascus, Rural Damascus, Homs, Tartous, Aleppo
Jordan	√	√	√	Amman, Mafraq, Azraq, Zarqa city, Madaba, Irbid
Lebanon	√	√	√	Beirut/ South/Mount Lebanon, Zahle and Akkar

Fieldwork encompassed:

- Two weeks' fieldwork respectively in Jordan and Lebanon. Visits included travel to sub-offices and activity locations, and the sub regional office in Amman, and included a dedicated supply chain mission
- Nineteen days' fieldwork in the Syrian Arab Republic in total (including initial plus extension phases), including visits to sub offices (Homs/Tartous/Aleppo/Damascus/Rural Damascus) and activity locations
- A three-day mission to Ankara (Turkey), to visit WFP, key government stakeholders, United Nations partners and the Turkish Red Crescent.

Data gathered at field level consisted of the following:

[7] With the Deputy Country Director of the Turkey country office, held in Amman on 15th January.
[8] Two teleconferences: one with all involved country offices on 13th December 2017, and two follow-ups with the Iraq country office on 11th January 2018, and the Turkey country office on 15th January 2018.

Table 5: Field data collection

Regional bureau /sub regional office Amman	37 interviews with WFP staff
Jordan CO	83 key informant interviews including national government actors (10); United Nations agencies (22); cooperating partners (14); donor agencies (9); ICRC (1); financial service providers (2); WFP staff (25) 17 WFP-contracted shop visits and observation of three healthy kitchen/school feeding/snack activities Observation of three healthy kitchen/school feeding/snack activities Visit to Mafraq & Azra sub-offices
Lebanon CO	85 key informant interviews including national government actors (3); United Nations agencies (9); cooperating partners (15); donor agencies (4); ICRC (1); others (5); WFP staff (48) Visits to/interviews with 12 WFP partner retailers Visits to sub-offices in Beirut/ South/Mount Lebanon, Zahle and Akkar
Syria CO	66 key informant interviews including with national government representatives (8); United Nations agencies (9) and cooperating partnerys (13); SARC (1); other (2); plus WFP staff (34) including heads/OICs and staff of 5 sub-offices (Qamishli, Homs, Tartous, Aleppo,Rural Damascus) 4 WFP-contracted shop visits/interviews with retailers Observation of 6 activities (GFD, nutrition and FFA) in Homs, Tartous and Aleppo
Turkey	27 key informant interviews including with national government representatives (4); the Turkish Red Crescent (1); United Nations partners (4); 1 donor, plus WFP staff (17). Meeting with head of Ankara area office
Egypt / Iraq	Desk studies complemented with key informant interviews with WFP staff (10 in Egypt, and 6 in Iraq)

Focus group discussions (FGDs): Additionally, 35 focus groups were held in total, comprising just over 300 beneficiaries in total (an average of ten people per focus group; no group was larger than 12 individuals, and none smaller than 8). Coverage by activity, gender, and beneficiary nationality/status was categorized. One focus group was held with ex-beneficiaries, and one with non-beneficiaries, in Jordan. Tables 6 to 8 provide the breakdown.

Table 6: Focus group discussions by activity

	GFA	Resilience (FFT/FFA)	School Feeding	Nutrition	Total
Lebanon	7	2			9
Jordan	9	4			13
Syria	4	2	1	6	13
	20	8	1	6	35

Table 7: Focus group discussions by gender

	Men	Women	Mixed	Totals
Lebanon	3	4	2	9
Jordan	2	6	5	13
Syria		7	6	13
	5	17	13	35

Table 8: Focus group discussions by status/nationality

	Syrian	Host population	Combined refugee/host	Totals
Lebanon	6	1	2	9
Jordan	7	2	4	13
Syria	13			13

Statements made by focus group discussions were calibrated in terms of their relative consensus among the group of participants; where they represented a majority view (two thirds of participants or more) or full agreement among participants, they were retained for use in the evaluation report.

Interview respondents: Stakeholders interviewed in total are detailed in Table 9.

Table 9: Interview respondents

Internal		External	
Rome (HQ)	55	Geneva	1
RB + SRO	37	Syria	32
Syria	34	Lebanon	37
Lebanon	48	Jordan	58
Iraq	6	Turkey	10
Jordan	25	Member States	7
Egypt	10	**Total**	**145**
Turkey	17		
Total	**232**		

Table 10: External interview respondents - breakdown

External – United Nations		**External - government**		**External –cooperating partners[9]**		**External - donors**		**External – Red Cross/Crescent Movement**	**External - other[10]**
Syria	9	Syria	8	Syria	12	Syria	0	2	1
Lebanon	9	Lebanon	3	Lebanon	15	Lebanon	4	1	5
Jordan	22	Jordan	10	Jordan	14	Jordan	9	1	2
Turkey	4	Turkey	4	Turkey	0 (see Red Cross/Crescent Movement)	Turkey	1	1	0
Geneva	1					Member states	7		
Total	45	Total	25	Total	41	Total	21	5	8

Lists of stakeholders interviewed are available at Annex XVI.

[9] Cooperating partners here include those with field level agreements, memoranda of understanding or other contractual arrangements with WFP, excluding the Red Cross/Crescent movement, categorized separately here. In Turkey, the Turkish Red Crescent is the only cooperating partner of WFP; in Syria, the Syrian Arab Red Crescent is a significant cooperating partner for WFP.

[10] Including for example representation of the NGO forum in Gaziantep; financial service providers in Lebanon and Jordan; and others. See Annex XVI for more details.

11. Supplementary Studies

Finally, three supplementary studies (Table 11) comprising supply chain (including logistics), gender and protection were also conducted. These did not form mini-evaluations in themselves, but were rather additional evidence streams to further contribute to the wider evidence base of the evaluation.

Table 11: Supplementary studies

Area	Rationale
Supply chain & logistics	A key dimension of efficiency and effectiveness, particularly for the Syria operations, which provide largely in-kind responses. Strongly mediated by the complexities of context, particularly for cross-line/cross-border operations
Gender & protection	Required by the ToR; confirmed by the inception mission as key areas for enquiry in terms of the appropriateness of the response particularly, but also in terms of its effectiveness

12. Data-Collection Methods

The evaluation design applied a mixed-method approach. The use of structured tools was prioritized, to maximize validity and reliability. Specific methods and data sources are provided in more detail in the evaluation matrix (Annex III), but are included in Table 12.

Table 12: Specific methods applied for the evaluation

Pillar	Methods
1. **Strategic and operational information**	
● Timeline construction, including of key decision points in relation to contextual change (undertaken during the inception phase) ● Systematic analysis using structured tools of strategic and operational documentation, applying structured tools (Annex XIV) geared to the evaluation matrix ● Desk studies (Egypt and Iraq, gender and protection)	
2. **Institutional systems data**	
● Systematic analysis using structured tools of corporate systems and guidance including that on technical areas and modalities (e.g. Food assistance for assets/training, vulnerability analysis and mapping, cash-based transfers etc.). ● Semi-structured interviews, in-person or by phone of WFP current and former staff, partners and other relevant stakeholders	
3. **Stakeholder perspectives**	
● Semi-structured interviews, in-person or by phone of WFP current and former staff, partners and other relevant stakeholders, using structured tools. Particular effort was made to seek out former members of WFP staff and partners involved in the response. Executive Board members were also included (see list of interviewees at Annex XVI).Strong emphasis was placed on triangulation by including the perspectives of those outside WFP	
4. **Field observation/consultation**	
Turkey, Lebanon, Jordan, Syria ● Focus groups/interviews were held with beneficiary groups including host/refugee populations, disaggregated by gender and, in Jordan, with a group of ex-beneficiaries (Jordan, Lebanon, Syria) ● Semi-structured interviews with key field-based partners including cooperating partners, United Nations partners/officials, civil society partners, retailers, local authority officials (Jordan, Lebanon, Syria, Turkey) ● Primary observation of WFP operational activity in three countries (Jordan, Lebanon and Syria)	

• Semi-structured interviews/observation re: logistics aspects of WFP operations for inside the Syrian Arab Republic (Amman and Beirut)
5. **Financial data**
• Quantitative data analysis of WFP budgets, costs and expenditure, as well as monitoring data for outputs and outcomes to facilitate cost-effectiveness analysis
6. **Remote data (Egypt and Iraq)**
• Systematic documentary analysis using structured tools (and relevant software) of key documentation for the two countries, including project documents and budget revisions, standard project reports, vulnerability assessment and mapping analyses, monitoring and evaluation data etc. • Semi-structured interviews, in-person or by phone of WFP current and former staff, partners and other relevant stakeholders

These methods proved suitable for the evaluation because:

- They provided a suitable level of systematization for a complex evaluation across diverse contexts
- Combined, and when set against the conceptual framework described above, they allowed for a relatively effective means of triangulation and therefore supported validity and credibility (see Section 15)
- Triangulating documentary evidence through stakeholder perspectives proved critical for ensuring validity, particularly since some of the WFP documentation reflected "statements of intent" rather than actual realisation.

Other methods that were considered and discarded included:

- An electronic survey, due to concerns raised during the inception phase (experience of low response rates on other evaluations, high time pressures on staff, data protection concerns in several countries)
- Primary data collection in each of the six countries (unfeasible due to time and resource pressures).

13. Using Structured Tools

To ensure the fully systematic approach described under "operating principles' above, data gathering applied the use of structured tools across all data streams (in the form of Excel). Data from each pillar of evidence was plotted into the relevant tools, so that findings are based on sound and transparent evidence.

These tools –available at Annex XIV - were fully geared to the intervention logic and evaluation matrix, above. They were also context-specific, to recognize the variations in operating context/political economies identified. They were translated into Arabic for use in relevant countries; tested by the full evaluation team in Lebanon; and data collection teams were trained in their use.

This approach helped ensure that data was collected transparently and systematically, but also in a manner which was sensitive to context. It also supported later systematic analysis to facilitate its synthesis.

14. Gender and Protection

The evaluation placed a strong emphasis on the integration of gender and protection issues in its design, reflecting their centrality to beneficiary needs in the regional response. This was reflected in:

- Undertaking specific desk studies on gender protection
- The mainstreaming of gender/protection throughout the evaluation matrix
- Embedding gender- and protection-related questions into enquiry tools (analytical frameworks, interview and focus group tools)
- Ensuring that the methodology contained a gender-sensitive approach, for example, separate focus groups for women
- Embedding gender and protection concerns into analysis and reporting.

15. Analysis and Validity/Reliability

Ensuring validity and credibility of findings requires a systematic approach to analysis, with findings from diverse evidence streams consolidated in a structured way. The evaluation applied this in three ways:

- Through the application of the evaluation matrix, as the main analytical spine for the evaluation. Gearing all data-collection tools and instruments to the same central instrument ensured systematic data collection, and that any gaps were identifiable and transparent
- Through the use of structured tools, above, geared in turn to the evaluation matrix, with data from different sources captured, cross-referenced and tracked within these. Through extensive use of triangulation mechanisms and meta-level analysis.

Specific analytical processes are detailed in Table 13.

Table 13: Analytical methods/approaches

Individual evidence pillars:	Meta-level analysis
• When all the data is plotted into the analytical tools, common patterns, contradictions and areas of difference were sought out and explored • Patterns of contribution were identified in relation to the intervention logic e.g. WFP contribution to system-wide results as reflected in 3RPs, and to SDG2 and 17 intentions in the region • Explanatory factors were identified, particularly as they related to results • Findings were calibrated to the strength of the evidence, with limitations or gaps transparently reported	The evaluation team came together at regular points during the analysis stage to ensure full consolidation of evidence against the evaluation matrix; and to confirm/debate emerging analytical themes. The Office of Evaluation also participated in a joint team analytical meeting Findings at the different levels of the intervention logic were identified and tracked; and evidence gaps reported Triangulation methods included: • Investigator triangulation, or the use of different team members to explore the same aspect of the evaluation, to ensure that findings were fully endorsed by all team members rather than being the "province" of one particular area of specialism • Methodological triangulation (the use of different methods to explore the same aspect, and the use of multiple sources of data) Validation also took place through dialogue with key stakeholders as part of the validation process, with findings tested, nuanced and discussed with the evaluation's interlocutors throughout the evaluative process, and particularly through telephone debriefs around the production of country notes for Lebanon and Jordan (one was offered for Syria, but was not required). A validation meeting took place in Amman on 25 June 2018 to validate findings with stakeholders

16. Safeguards for Independence and Impartiality

Ensuring independence and impartiality of the evaluation was critical in substantive terms, to ensure validity, but also for the evaluation's credibility. Mechanisms for ensuring this, implemented in the evaluation, included:

- Conducting the evaluation through an independent and external team
- Prioritizing the systematic approach above, including the use of structured tools
- Prioritizing triangulation approaches above
- Ensuring transparency and traceability, with the use of structured tools ensuring that findings were directly traceable to evidence, and any tensions/contradictions within the evidence were transparently recorded, so that they could be explored and assessed through the analytical process
- The use of robust quality assurance by a KonTerra specialist and through the Office of Evaluation's own internal quality assurance processes.

17. Risks and Assumptions

The terms of reference identified a range of potential risks to the evaluation. These were reviewed during the inception phase of the study; how they transpired in practice is reported in Table 14.

Table 14: Risks and assumptions

Risk	Mitigating measure
Incompleteness/unreliability of data	In fact, relatively comprehensive datasets were available, though with some internal limitations e.g. SPR data. The main gap was in financial data, where WFP internal data systems did not permit for a robust analysis of cost-effectiveness, and in data-protection considerations in some countries e.g. Turkey (which was managed through use of secondary data)
Inconsistent availability of data across countries, restricts ability to evaluate results on regional level	Data were variable across countries, but many WFP central systems – e.g. WINGS and SPR data – were common. The use of a fully systematic and structured approach helped reduce inconsistency. However, very considerable contextualization was needed for the diversity of context
Different evaluation objects, with the regional EMOP/PRRO highly distinct from the Syrian Arab Republic PRRO and EMOP	This has been the major risk and challenge to the evaluation. OEV opted for a regional evaluation, and as such the evaluation design sought an integrated approach across evidence streams. A key mitigation measure has been managing expectations and ensuring that analysis took place at a strategic and overarching level. Additionally, evaluation analysis and reporting aimed to highlight the distinct context and features of the Syria-specific operation, and the report has ensured that (e.g. recommendations are appropriately disaggregated to target respective country offices/the regional bureau). Overall, however, the identification of common themes and patterns across six highly diverse operating contexts constituted a significant barrier
Inability to secure visas for international team members for Syria travel	WFP provided strong administrative support and visas were secured
Political challenges, instability or deteriorating security conditions in any of the countries targeted for field work	This challenge did not arise, though the major blockage inside the Syrian Arab Republic was the securing of access permissions, which delayed the team's departure for the field outside Damascus. This was compensated for by an additional two-led fieldwork leg by the national team
Change in country directors throughout the evaluation period	This remains a risk, though it is hoped that the validation workshop in Amman in June, with new Country Directors, supported orientation and ownership

Limited meaningful engagement by stakeholders	This was mitigated by ongoing communication throughout, by OEV and the evaluation team, to ensure that opportunities for consultation and engagement were provided (from OEV/evaluation team as required), including consultation/opportunities for comment on the evaluation design (inception report), the emerging narrative (e.g. post-fieldwork) and the draft evaluation report/conclusions and recommendations. The validation workshop in Amman in June 2018 also provided an opportunity for engagement

One risk that transpired during the evaluation was the perception by stakeholders that the speed of the response – particularly inside Syria - would outpace the period of the evaluation, which closes with a presentation to the Executive Board in November 2018. The finalization of the evaluation report at the end of August 2018 helped to mitigate this, and the validation workshop in June 2018 also supported dissemination of learning emerging from the evaluation.

Finally, an expectation that needed to be managed was that of meeting country office expectations while conducting a regionally focused evaluation. The evaluation does not comprise a specific "country office"-focused evaluation, nor does it report in detail on individual activities at country level. Instead, its focus is on the regional and strategic aspects of the response, as the evaluation questions reflect. This was mitigated by clear communication during the evaluation process but and required the involvement of the Office of Evaluation at reporting and validation stage. The Amman validation meeting also helped to address this.

18. Ethical Standards

The evaluation took place amid highly sensitive environments, and its design included focus groups with vulnerable beneficiaries. Accordingly, ethical concerns required particular consideration. The evaluation was conducted in full adherence to the "UNEG Ethical Guidelines for Evaluation in the United Nations System", and all evaluation team members had full access to, and applied, the guidelines. Table 15 provides information on the standards applied.

Table 15: Ethical standards

Conflict of interest	The evaluation avoided conflicts of interest by using a fully independent team, and by ensuring that evaluation team members had no connection with the design or implementation of the WFP Syria+5 response
Honesty and integrity	Evaluation team members committed to adherence to the UNEG Code of Conduct for evaluators in the United Nations system, and to accurately presenting procedures, data and findings, including ensuring that the evaluation findings are transparently generated, have full integrity and are unbiased
Respect for dignity and diversity	The evaluation team respected differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, whilst evaluation instruments (e.g. the structured tools created) were designed to be appropriate to the cultural setting (and cleared as such by local consultancy partners)
Rights of participants	Prospective interviewees/participants in focus groups were treated as autonomous agents and were given the time and information to decide whether or not they wished to participate. Informed consent was sought in all cases. The evaluation team requested of WFP, who arranged the focus groups, that participants were selected fairly in relation to the aims of the evaluation, not simply because of their availability, or because it was relatively easy to secure their participation. Efforts were made to ensure that relatively powerless, "hidden", or otherwise excluded groups are represented (e.g. ex-beneficiaries)
Anonymity and confidentiality	All those providing information for this evaluation – whether interviewees, beneficiaries or others – were informed how that information would be used and how their participation would be reflected (e.g. how their anonymity would be ensured) through a standard text provided to introduce focus groups at the start. Evaluation team members respected people's right to provide information in confidence and made participants aware of the scope and limits of confidentiality. The evaluation team ensured that sensitive information could not be traced to its source (e.g. from focus groups) so that the relevant individuals are protected from reprisals

Avoidance of harm	The evaluation team sought to minimize risks to, and burdens on, those participating in the evaluation; for example, by ensuring that focus group attendees/c0-operating partners did not face physical or other risks in agreeing to provide data for the evaluation
Data protection	All data generated by the evaluation team, including that collected from focus groups, remains internal to the evaluation, and will not be shared without the express consent of participants, other than being governed by Annex 9 of the long-term agreement regarding confidentiality, internet and data security statement. The evaluation team, through its contracting by KonTerra, committed to act in accordance with Annex 9 of the long-term agreement regarding confidentiality, internet and data security statement. This includes information on the evaluation process as well as its data and outputs

19. Quality Assurance

WFP has developed its Evaluation Quality Assurance System (EQAS) based on the United Nations Evaluation Group (UNEG) norms and standards and good practice of the international evaluation community. EQAS was applied during the course of this evaluation. In addition, each phase of the evaluation was subject to quality assurance processes from the contracting company, KonTerra.

In addition, the Office of Evaluation formulated two formal reference groups for the evaluation. These included an internal reference group (IRG) with key representatives from Regional Bureau Cairo, relevant country offices and technical units of WFP Headquarters (including Supply Chain Division (OSC), Emergency Preparedness and Support Response Division (OSE), Nutrition Division (OSN), Policy and Programme Division (OSZ), Performance Management and Monitoring Division (RMP), Enterprise Risk Management Division (RMR), IT Beneficiary Service (RMTB), Security Division (RMQ), Government Partnerships Division (PGG), Private Sector Partnerships Division (PGP), Gender Office (GEN) and Office of Internal Audit (OIGA))[11] and an internal advisory group (IAG), comprising executive managers of relevant divisions and offices including members of the Executive Management group. They also provided quality assurance and validation for the evaluation.

[11] Amended to Cash-based Transfers (CBT), Human Resources Division (HRM), Technology Division (TEC) GEN, OSC, OSE, OSN, OSZ, PGG, PGP & RMR in 2018 due to a change in WFP corporate structure in 2017.

Annex III: Evaluation Matrix[1]

Question 1: To what has WFP's response been aligned to best respond to needs? (Relevance/coverage)				
Sub-questions	**Progress markers**	**Methods/analysis**	**Data sources**	**Analysis/triangulation**
1.1 To what extent did WFP interventions target the needs of the affected populations in the six countries?	Availability and use of comprehensive needs assessments to identify affected populations & vulnerable groups (as far as feasible given access constraints e.g. in Syria) Targeting criteria applied reflect affected populations & vulnerable groups (including gender) as identified in needs assessments, and recognise urban/rural contexts Prioritization criteria available and applied for all activities	Systematic documentary analysis of needs assessments, vulnerability analysis and mapping, humanitarian needs overviews, etc. Semi-structured interviews with WFP CO and RB programme staff, particularly VAM and M&E Focus groups with affected populations Interviews with key partners (United Nations agencies, donors, government, CPs)	Project documents & budget revisions Needs-assessment reports FSOM reports VAM data Datasets on nutritional and food security status of population UNHCR information to WFP on caseloads, and data sets (if available to the team) FAO reports such as CFSVA, IPC data sets/reports UNCT and UNOCHA datasets e.g. HNOs Datasets on vulnerability and targeting (VASyR, VAF, REACH etc.)	Feedback from affected populations, partners, private sector service providers & local authorities in fieldwork locations Triangulation across data, including interview sources
1.2 To what extent were WFP choices of activities and modalities in line with the needs of the affected populations in the six countries?	Availability and use of relevant data and analysis to identify beneficiary needs and preferences re activities/modalities. Disaggregation by vulnerable group, including gender and host-refugee population Evidence of appropriate differentiation in activities/modalities according to different needs and contexts (e.g. gender and camp vs community, host population vs refugee) Evidence that modalities (choice of food, in-kind, CBT etc.) are appropriate for the contextual conditions of the country (e.g. market conditions, livelihoods options etc.) Evidence that beneficiaries (by group, gender) feel that activities and modalities have met their needs	Systematic documentary analysis of needs assessments, vulnerability analysis and mapping, humanitarian needs overviews, 3RP targeting, host government regulatory programming environment etc. Analysis of beneficiary complaints data Semi-structured interviews with key CO and RB programme staff including GFA (including cash and voucher), school feeding, livelihoods and nutrition Interviews with key partners (United Nations agencies, donors, government, CPs) including food security working group and cash working group coordinators	Project documents & budget revisions Needs assessment reports FSOM reports VAM data Data on market prices and minimum expenditure baskets Datasets on nutritional and food security status of population UNCT and OCHA datasets UNHCR information to WFP on caseloads, and data sets (if available to the team) FAO reports such as CFSVA, IPC data sets/reports Beneficiary complaint data	Feedback from affected populations, partners, private sector service providers & national and local authorities in fieldwork locations Triangulation across data, including interview sources

[1] Revised version, following analysis.

		Focus groups with affected populations		
1.3 To what extent was WFP programming informed by the available evidence base and to what extent has it been able to apply relevant corporate guidance and systems?	Evidence that activity choice is based on robust analysis of contextual conditions (feasibility studies, market analysis etc.) and outcome data Evidence of direct application of findings/learning from evaluations/other assessments (including gender analyses) Use/attempted use of corporate guidance/systems where available/relevant Utility of available corporate guidance/systems	Systematic documentary analysis of evaluations, assessments and other reports presenting learning on the Syria + 5 response Analysis of WFP corporate guidance in key areas e.g. cash and vouchers, FFA etc. Review of WFP corporate and country level systems for beneficiary management e.g. SCOPE Interviews with key CO and RB programme staff including GFA (including cash and voucher), school feeding, livelihoods and nutrition Interviews with key partners (United Nations agencies, donors, government, CPs)	2015 evaluation of Syria + 5 and management response Available assessments/evaluations from WFP and other agencies Project documents & budget revisions Key corporate guidance on e.g. nutrition, VAM, FFA, school feeding, cash and voucher transfers SCOPE and other relevant databases/systems	Triangulation across data, including interview sources
1.4. How swiftly and effectively has the response adapted in response to needs (including innovative approaches)?	Evidence of strategic evolution in response to the evolving nature of the crisis Evidence of operational evolution over time in response to the evolving nature of the crisis Evidence of programmatic adaptation over time to changing needs of target groups	Systematic analysis of available strategic documentation including Vision 2020 Systematic analysis of operational documentation over the period, including project documents, budget revisions and log frames (timeline) Systematic analysis of programmatic data over time (timeline) including post distribution monitoring reports Focus groups with affected populations Beneficiary feedback data Semi-structured interviews with key humanitarian partners and cooperating partners as well as donors and government representatives	Vision 2020 CSPs and (T-I) CSPs Project documents, budget revisions and revised log frames Activity-level data VAM/monitoring information	Analysis of programmatic evolution against VAM and monitoring data Feedback from affected populations, partners, private sector service providers & local authorities in fieldwork locations Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

Q2 – To what extent has WFP maximised the use of partnerships and synergies to improve its response? (Coherence/complementarity)				
Sub-questions	**Progress markers**	**Methods**	**Data sources**	**Analysis/triangulation**
2.1 To what extent did the WFP response align with national/regional responses to the crisis?	Alignment with the 3RP for the reference years of the evaluation and relevant other United Nations country-level strategies and plans e.g. the United Nations Syria Strategic Framework (2016–2017) Alignment with associated national strategies such as the Jordan National Resilience Plan (2014-2016) and Response Plan for the Syria Crisis (2017-2019); Lebanon Crisis Response Plans (2015-2016) and (2017-2020); etc. Alignment with relevant national sector strategies and plans e.g. in food security, social safety nets, education, nutrition and agriculture; and gender strategies and plans (for in-kind delivery in Syria) Alignment with the complex in-country and cross-border conditions/requirements for food delivery to the affected population (United Nations Security Council, Syrian Government, various parties to the conflict, etc.).	Systematic documentary analysis of key United Nations strategies and frameworks for the response Systematic analysis of national policies and frameworks relating to basic needs and food assistance for refugee populations and vulnerable host communities Systematic analysis of documentation relating to in-kind food delivery in the Syrian Arab Republic (UNSC, agreement process for cross-line deliveries, etc.) Interviews with key partners (United Nations agencies, donors, government, CPs) on WFP engagement in/contribution to national/regional responses to the crisis Interviews with WFP CO and RB management on engagement with broader strategic frameworks and national policies and plans Semi-structured interviews with key humanitarian partners, and particularly UNOCHA, UNICEF and UNHCR, as well as WFP staff, donors, cooperating partners and government representatives	Key joint frameworks and strategies e.g. 3RP plus national response plans for the five affected countries (Egypt, Iraq, Jordan, Lebanon, Turkey) Joint United Nations Syria Strategic Framework (2016–2017) UNSC-UNSCR renewal November 2017 Relevant national sector strategies and plans including: national sector strategies in food security, social safety nets, education, nutrition and agriculture; and gender strategies and plans CSPs and (T-I) CSPs for the concerned countries, and their related processes (consultations etc.) Cross-line and cross-border delivery documentation	Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)
2.2 How effectively has WFP engaged with collective decision-making within the United Nations system to promote a principled and coherent approach to the humanitarian response?	Evidence of engagement in strategic planning for the response (regional coordination mechanisms/WoS; country level UNCT/sector working groups etc.) Evidence of positive contribution to collective decision-making within United Nations coordination mechanisms Evidence of consultation with other key actors on strategic choices and programmatic decisions (rather than "go it alone")	Systematic documentary analysis of inter-agency humanitarian coordination processes (including response plans and joint assessments) and their relation to IHPs Systematic analysis of documentation relating to the WoS approach, including as it relates to IHPs Interviews with WFP CO and RB management on engagement with the regional response/United Nations country	Sample minutes/meeting records of regional and country-level coordination mechanisms (UNCT, clusters, sector working groups, etc.) IASC CCA update 2015	Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

	Evidence of advocacy on the IHPs within the humanitarian system both as part of programming (including partner selection and management and geographical focus) as well as through engagement with parties to the conflict in Syria	teams, including on strategic planning and operationalization of the IHPs (including a discussion of how trade-offs were assessed and addressed) Semi-structured interviews with key United Nations partners (particularly UNOCHA and UNHCR) on engagement in collective decision-making, particularly in relation to the IHPs Semi-structured interviews with WFP HQ staff and management, Semi-structured interviews with key donors and Member States Semi-structured interviews with key humanitarian partners, and particularly UNOCHA and UNHCR, as well as WFP staff, donors and government representatives		
2.3 To what extent has WFP seized opportunities for joint implementation/collective operational action within the humanitarian response?	Evidence of efforts to engage in joint programming/collective operational action in key programmatic areas such as food security, livelihoods, school feeding and nutrition, particularly in areas that pose access challenges Evidence of engagement in multi-agency and cross-sectoral collaborations to address the protracted nature of the crisis e.g. through resilience programming Presence of harmonized approaches to programming, e.g. on targeting and GFA (cash/voucher modalities and values) Efforts made to avoid duplication/fill emerging gaps where feasible and appropriate	Systematic documentary analysis of programmatic documentation (for evidence of coordination with other actors) Semi-structured interviews with WFP CO and RB staff on engagement with the regional response/United Nations country teams, including on strategic planning and use of the IHPs Semi-structured interviews with WFP HQ staff and management Semi-structured interviews with key donors and Member States Semi-structured interviews with key operational partners on cross-line/cross-border interventions Semi-structured interviews with key humanitarian partners, and particularly UNOCHA, FAO, UNICEF and UNHCR, as well as WFP staff, donors and government representatives on engagement in collective decision-making	Programmatic documentation in key intervention areas (GFA, including cash and voucher; school feeding, livelihoods and nutrition) Documentation relating to operational implementation of cross-line/cross-border convoys	Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

2.4 To what extent has the WFP choice of a regional "Syria + 5" model for its humanitarian response supported synergies across countries/programmes?	Evidence of a regionally coherent approach to strategic planning for/management of the response Evidence of opportunities seized for operational synergies/learning across relevant countries in key activities/modalities (e.g. cash/voucher modalities, livelihoods, nutrition etc.) Evidence of operational synergies within the concerned countries e.g. linking GFA transfers to livelihoods activities	Systematic analysis of key operational and programmatic documentation (for evidence of synergies, cross-learning etc.) Semi-structured interviews with WFP CO and RB staff on the role of the regional model (advantages and disadvantages, evolution over time) Semi-structured interviews with key partners, including United Nations, donor and government representatives Semi-structured interviews with WFP HQ staff and management, Semi-structured interviews with key donors and Member States	Key operational and programmatic documentation (PRRO plus EMOPs, programmatic activity) CSPs and (T-I) CSPs and their processes for the concerned countries Lessons-learning materials and documentation of regional cross-fertilisation opportunities (e.g. workshops etc.) OTF meeting minutes	Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)
Q3: How efficient has the response been? (Efficiency)				
Sub-questions	**Progress markers**	**Methods**	**Data sources**	**Analysis/triangulation**
3.1 To what extent has the response been implemented in a timely way?	Evidence of needs met in a timely manner (including for in-kind delivery in Syria; and for cash and voucher in the "+ 5" countries) Evidence of limited delays in processing new beneficiaries and appeals processes	Systematic analysis of the project cycle activities in concerned countries, specifically time periods between beneficiary identification, registration, first disbursement and subsequent regularity or disbursement Analysis of timeliness of delivery for food commodities in the Syrian Arab Republic including lead times; time elapsed between request and delivery; etc. Review of records of appeals processes following targeting decisions/changes (especially in Lebanon and Jordan) Semi-structured interviews with key supply chain staff at HQ/RBC/CO level Semi-structured interviews with key humanitarian partners and cooperating partners as well as donors and government representatives Focus groups with affected populations	Project cycle information for activities (GFA (including in-kind and cash and voucher), nutrition, school feeding, livelihoods etc.). Analysis of payment cycles by financial service providers Logistics data and information, including lead times, pipeline breaks, end distribution point analysis etc.	Feedback from affected populations, private sector service providers partners & local authorities in fieldwork locations Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

3.2 To what degree has the response been delivered cost-efficiently and cost-effectively?	Extent to which the response (allowing for contextual variation e.g. inside Syria) shows efforts at/achievements in cost-efficiency over the evaluation period Extent to which the response (allowing for contextual variation e.g. inside Syria) shows efforts at/achievements in cost-effectiveness over the evaluation period	Cost-efficiency analysis applying unit-cost benchmarking Cost-effectiveness analysis applying a cost effectiveness ratio	Actual costs provided by country offices (WINGS data) Standard project report data on beneficiaries served, outputs and outcomes	Interviews with WFP CO and RB management and staff to verify the contextual conditions under which costs were incurred. Evidence from focus groups with affected populations and interviews
Question 4 Results - What results have been delivered? (Effectiveness, sustainability)				
Sub-questions	**Progress markers**	**Methods**	**Data sources**	**Analysis/triangulation**
4.1 To what extent did WFP interventions in the region meet their intended results and serve the population in need? (including vulnerable groups)? Were any unintended effects created?	Achievement against target (outputs, outcomes)including by vulnerable group (gender/disability/other identified vulnerable group, and if feasible by rural/urban) Unanticipated effects (positive, negative) particularly for vulnerable groups	Analysis of SPR and M&E data on outputs and outcomes Disaggregation by vulnerable group, where feasible Semi-structured interviews with WFP staff and management at HQ/RB/CO level Interviews with key private sector service providers	SPR data for the reference years of the evaluation Post distribution monitoring reports and beneficiary feedback mechanisms Outcome reports (e.g. M&E, FSOM, etc.) FGDs with affected populations	Interviews with WFP CO and RB management and staff to verify the contextual conditions under which results were created Evidence from focus groups with affected populations and interviews
4.2 To what extent did WFP interventions succeed in delivering additional results to affected populations/governments/other partners (e.g. national capacity-strengthening, policy influencing etc)?	Identified contributions (as context permits) in areas such as: a) Building national partner capacity to manage and implement the humanitarian response b) Supporting, influencing or enhancing national policies/strategies for the humanitarian response and for national governmental safety nets c) Generating knowledge and learning to inform WFP and wider humanitarian responses d) Contributing to market/economic development in concerned countries e) Other	Evidence from evaluations, assessments and other reports (e.g. on the capacity strengthening of NGO partners) SPR data Semi-structured interviews with WFP CO and RB management and staff to identify results uncaptured in documentation Focus groups with affected populations Semi-structured interviews with key humanitarian partners and cooperating partners as well as donors and government representatives to understand the wider effects of WFP interventions	Evaluations and assessments e.g. Evaluation of the Iraq Country Portfolio (2010-2015); Decentralized evaluation of the Turkey ESSN programme SPRs and outcome reports Programme documentation and reports Materials relevant to the WFP role in national social safety net systems (e.g. NPTP in Lebanon) CP trainings	Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

4.3 To what extent were humanitarian principles of humanity, impartiality, neutrality and independence – and a Do No Harm commitment applied in programming?	Evidence that the assistance and its delivery, including targeting and assistance levels within and between countries, has reflected to the greatest degree possible the four key humanitarian principles: ● Neutrality ● Humanity ● Impartiality ● Independence (or efforts to ensure this in the context) Evidence that any required trade-offs between principles, including in partner selection and the geographical allocation of assistance, have been explored, tested and appropriately managed for the context Evidence on adherence to Do No Harm approaches in planning and delivery of assistance	Systematic analysis of independent evaluations, assessments and other reports as they relate to the IHPs and Do No Harm approaches within the Syria regional response Systematic analysis of operational and activity-level documentation, including records of decisions and choices made and data demonstrating the role of need alongside other factors in allocating WFP assistance Systematic analysis of inter-agency documentation, including records of decisions and choices made Interviews with WFP CO and RB management and programme staff on adherence to the IHPs and Do No Harm approaches Semi-structured interviews with key humanitarian partners, including cooperating and United Nations partners, as well as donors and government representatives Focus groups with affected populations	WFP Policy on Humanitarian Principles (2004) Available independent evaluations, assessments and other reports as they relate to WFP response to the Syria regional crisis Available evaluations, assessments and other reports as they relate to the wider United Nations response to the crisis (e.g. those collated by the Syria synthesis exercise) Operational and programmatic documentation including project documents and budget revisions Post distribution monitoring and process monitoring information, including beneficiary feedback mechanisms.	Feedback from affected populations, partners & local authorities in fieldwork locations Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)
4.4 To what extent were gender/protection/AAP considerations taken into account?	Evidence of analysis conducted/commissioned to inform programming that reflects gender and protection concerns Evidence of activity designs that reflect gender and protection concerns (including those identified by available analysis) e.g. collection process, transfer modality design, etc. Evidence of implementation that take into account gender and protection concerns e.g. ensuring safety in the collection process, etc.	Systematic analysis of independent evaluations, assessments and other reports as they relate to gender/protection/AAP approaches within the Syria regional response Systematic analysis of operational and activity-level documentation, for gender/protection/AAP concerns Interviews with WFP HQ, CO and RB management and programme staff on approaches to gender, protection and AAP Semi-structured interviews with key humanitarian partners, including cooperating and United Nations partners,	WFP humanitarian protection policy and associated documentation; Gender policy and action plan and associated documentation; and AAP strategy and associated documentation Evaluations of WFP Protection Policy (2017) and WFP Gender Policy (2015) Operational and programmatic documentation including project documents and	Feedback from affected populations, partners & local authorities in fieldwork locations Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

	Evidence of strategies implemented to ensure AAP concerns are met e.g. communication on entitlements, complaints mechanisms etc. Evidence of management demand for reporting on gender/protection/AAP, beyond standard corporate requirements	as well as donors and government representatives Focus groups with affected populations Interviews with retailers Analysis of beneficiary feedback and complaint data	budget revisions, PDMs and beneficiary feedback data Sample minutes of senior management meetings at CO and RB level Beneficiary feedback and complaint data	
4.5 To what extent did WFP analyse and manage strategic, operational, programmatic (including funding), organisational, reputational risks to ensure continuity of programming?	Appropriate risk identification measures in place and regularly updated for: ● Operational risks ● Programmatic (including funding) risks ● Organisational risks ● Reputational risks Appropriate risk mitigation measures in place and applied for: • Operational risks • Programmatic (including funding) risks • Organisational risks • Reputational risks	Systematic analysis of documentation relating to risk identification, mitigation and management systems for the concerned countries/RB as relates to the Syria crisis response Semi-structured interviews with WFP HQ, CO and RB management and programme staff on approaches to risk Semi-structured interviews with key humanitarian partners, including cooperating and United Nations partners, as well as donors and government representatives	Country office risk registers for the reference period Programmatic documentation in key intervention areas i.e. GFA, school feeding, livelihoods and nutrition APP/APRs for the concerned countries	Systematic analysis of operational and activity-level documentation, to check that risk identification, mitigation and management procedures are in place and being applied Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)
4.6 How likely are the results achieved to contribute to sustainable gains for communities within the constraints of the different contexts (e.g. social cohesion, resilience, peacebuilding etc.)?	Evidence that activity designs have considered, and built in, approaches for sustainability, including handover Evidence of handover of activities/sub-activities to governments or other parties Evidence of results in terms of: • Building social cohesion at community levelling/decreasing social tensions • Building resilience • Contributing to peacebuilding aims • Other	Systematic analysis of programmatic documentation relating to sustainability, including potential results in social cohesion, resilience-building and peacebuilding, as it relates to the Syria crisis response Interviews with WFP HQ, CO and RB management and programme staff on approaches to sustainability/potentially sustainable results produced Semi-structured interviews with key humanitarian partners, including cooperating and United Nations partners, as well as donors and government Focus groups with affected populations	Programmatic documentation in key intervention areas (GFA, including cash and voucher; school feeding, livelihoods and nutrition) SPR and outcome reports Annual evaluations of CPs Post distribution monitoring reports and beneficiary feedback mechanisms	Feedback from affected populations, private sector service providers partners & local authorities in fieldwork locations Triangulation across data, including interviews with key partners (United Nations agencies, donors, government, CPs)

Annex IV: Conditions for Refugees in Host Countries

Table 16: Regulatory conditions for refugees

	Living conditions	Residency/access to services	Access to employment
Egypt	Refugees dispersed in urban and peri-urban centres, with the majority in Cairo and Giza[1]	Refugees and asylum-seekers registered with UNHCR can acquire a one-year renewable residency permit. A 2012 presidential decree equated the treatment of Syrians refugees with Egyptian citizens, so that refugees have full access to services including subsidized services such as energy, transportation and food	Syrians are not allowed to work legally in Egypt
Iraq	Refugees are hosted by the Kurdistan Regional Government. Just under 40% reside in eight camps, and the remainder live in urban peri-urban and rural areas[2]	Residency permits granted by the Kurdish authorities allow freedom of movement within Kurdish provinces, right to education and health free of charge on par with Iraqi nationals. For those without residency permits, services are available in camps	Residency permits also provide the right to work anywhere in the three Kurdish provinces, though economic conditions mean that work opportunities are scarce in 2018[3]
Jordan	Twenty one percent of refugees live in camps and 79% in urban, peri-urban and rural areas[4]	Under an MoU with UNHCR (renewed 2014), Syrians can acquire a temporary six-month residence permit (often extended), which provides the right to food assistance, subsidized healthcare, and limited access to state educational institutions for an initial six months	Signing of the Jordan Compact of 2016 allowed Syrians in camps to access jobs in host communities, providing pathways for refugees working in construction and agriculture to obtain work permits.[5] A total of 87,141 work permits were granted from January 2016-January 31, 2018.[6] However, challenges in the Jordanian economy mean that insufficient jobs and economic opportunities are available[7]
Lebanon	Refugees are dispersed mostly in urban and peri-urban locations, though concentrated in four main areas: the Beka'a, Beirut, North Lebanon and South Lebanon	The 2017 Waiver of annual residency fees for some Syrian refugees, enabling access to legal residency status, improved freedom of movement and better	Work permits are available in three sectors: environment, agriculture and construction

[1] https://data2.unhcr.org/en/documents/download/63178
[2] 3RP Iraq 2017-2018.
[3] 3RP Iraq 2017-2018.
[4] 3RP Progress Report 2017.
[5] JRP 2018-2010.
[6] https://www.alnap.org/system/files/content/resource/files/main/MonthlyreportJan2018.pdf.
[7] 3RP Progress Update 2017.

		access to livelihoods (though not yet fully enforced across the country)[8]	
Turkey	Just under 8% of refugees are housed in refugee camps: over 92% are dispersed in urban and peri-urban areas, mainly in the south east of the country. Seventy percent of refugees in Turkey are women and children	Under the Temporary Protection Regulation, within the scope of the Law on Foreigners and International Protection (No. 6458), Syrian refugees are issued with an identification document that grants the right to stay in Turkey and gives access to main public services, including free access to state health and education services, and access to social assistance for vulnerable cases	As of January 2016, Syrian refugees can apply for work permits to access formal employment within their province of residence, six months after acceptance of temporary protection status. In 2017 21,000 work permits were issued. Challenges remain, including language barriers, the fees associated with obtaining work permits and quota limits for refugees.[9] Work permit fees for Syrian refugees reduced in 2017 for employers

Table 17: Humanitarian needs of refugees

	Food security and basic needs	**Education**	**Health**
Egypt	Refugees face risk in terms of rising inflation in food and non-food prices. National safety nets are overstretched after more than two years of economic slowdown[10]	Whilst 37,000 Syrian students were enrolled in Egyptian public schools in academic year 2016/2017, challenges include financing within Egypt's education sector, and barriers including overcrowded classrooms, depleted resources, dialect barriers and long distances to schools[11]	Whilst Syrian refugees can access healthcare on the same terms as Egyptians, the required 70 % contribution to the cost of secondary and tertiary health referral care services are covered by UNHCR. Access to specialized medical services, such as cancer and chronic renal failure care is only provided based on a decision by an independent "exceptional care" committee[12]
Iraq	KRI experienced challenges in wider food security, which affects Syrian refugees. The presence of Syrian refugees is placing a greater strain on resources inside Iraq, including the public distribution system, which struggles to keep pace with need[13]	Although in Iraq, every fourth Syrian refugee is of school-going age, the KRG lacks resources to provide education services to refugee children, especially given the presence of Iraqi displaced children. Barriers include parental financial constraints, the language of instruction, insufficient teachers and overcrowded classrooms	The health system in the KRI suffers from shortages in human resources, interruption in supply chains, and limited funds to maintain and expand health facilities.[14] Other barriers include inability to afford fees or transport to health facilities

[8] 3RP Progress Report 2017.
[9] Within a given workplace, employees under Temporary Protection may only comprise 10 per cent of the workforce (3RP Progress Report 2017).
[10] Egypt 3RP 2017-2018.
[11] Ibid.
[12] Ibid.
[13] 3RP Iraq 2017-2018.
[14] 3RP Iraq 2017-2018.

Jordan	Over 70% of Syrian refugee households in host communities are either food insecure or vulnerable to food insecurity and are almost completely dependent on food assistance. Increased demand on food has led to an increase in the consumer food price by 15.56 points between 2009 and 2016[15]	Forty percent of Syrian school-age children remain out of school in Jordan. The Jordanian school system has struggled to expand to include Syrian children, with effects on the quality of education[16]	More than half of Syrian households have severe or high health vulnerability, while around one third of the Jordanian population does not have access to universal health insurance coverage. Supply-side challenges include financial barriers[17]
Lebanon	Ninety-one percent of the Syrian refugee population is now food insecure to some degree. Overall, 58% of households could not cover their household survival minimum expenditure per month. A total of 66% of households adopted crisis or emergency coping strategies such as begging or reducing non-food essential expenditure[18]	Fifty-four percent of school-aged Syrian refugees are still out of school. Demand-side barriers include economic barriers, language difficulties, challenges with access to secondary education, and supporting boys' education over girls. Supply side challenges include increasing enrolment, strengthening demand, and improving infrastructure[19]	Eighty-nine percent of those requiring access to medical care could not access it in 2017, with barriers including the cost of medications or treatment and the doctors' consultation fees, not being accepted at the facility, the distance to the health facility and associated transportation costs, not knowing where to obtain the services as well as a feeling of inadequate welcoming or treatment at facility level[20]
Turkey	Primary source of income is wages from casual labour and external assistance. Average earnings of refugee households estimated to be significantly lower than the minimum expenditure basket, with households struggling to meet essential needs such as fuel, utilities, hygiene, and clothing[21]	Over 40% of Syrian refugee school-aged children remain out of school. Enrolment rates decrease for those in secondary school. Lack of access to technical and vocational skills training, language classes and higher education[22]	Despite the right of access to healthcare, there is a gap between demands and the capacity of the national health infrastructure to respond. Additional complexities include local system variances, cultural norms, language difference and administrative challenges

[15] JCRP 2018-2020.
[16] Ibid.
[17] JCRP 2018-2020.
[18] VaSYR 2017.
[19] LCRP 2017-2020, 2018 Update.
[20] Ibid.
[21] 3RP Regional Strategic Overview 2017-2018.
[22] Ibid.

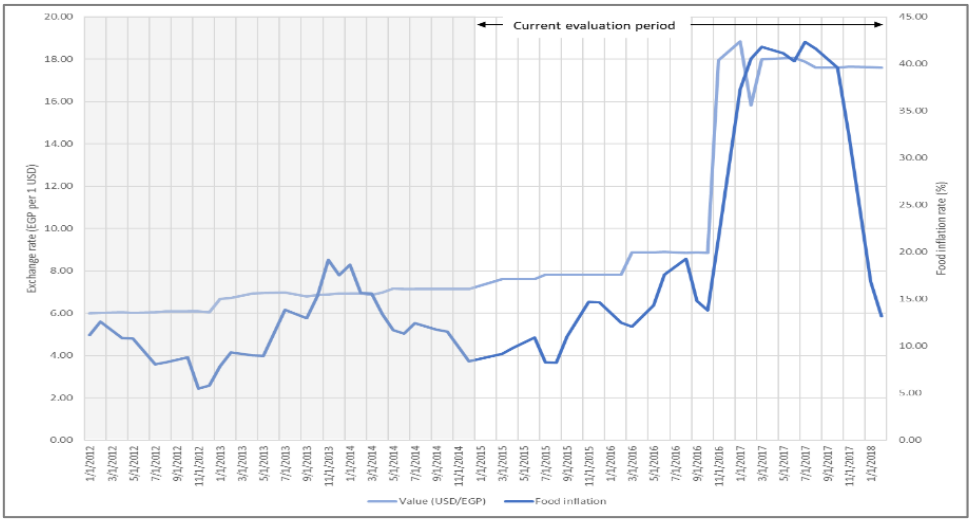
Country Social and Economic Conditions

Egypt

Table 18: Egypt. Country context indicators

Population (millions)	95.7	Literacy rate[35] (%, 2013)	75.1	Poverty line[36] (%, 2015)	27.8
GDP per capita (current USD)	3,478	Unemployment[37] (%)	12.1	Syrian refugees influx (2015)	117,635
GDP per capita growth (annual %)	2.2	Youth unemployment[38] (%)	33.2	Syrian refugees influx (2016)	116,013

Figure 5: Egypt. Evolution of exchange rate (USD/EGP) and food inflation[39]



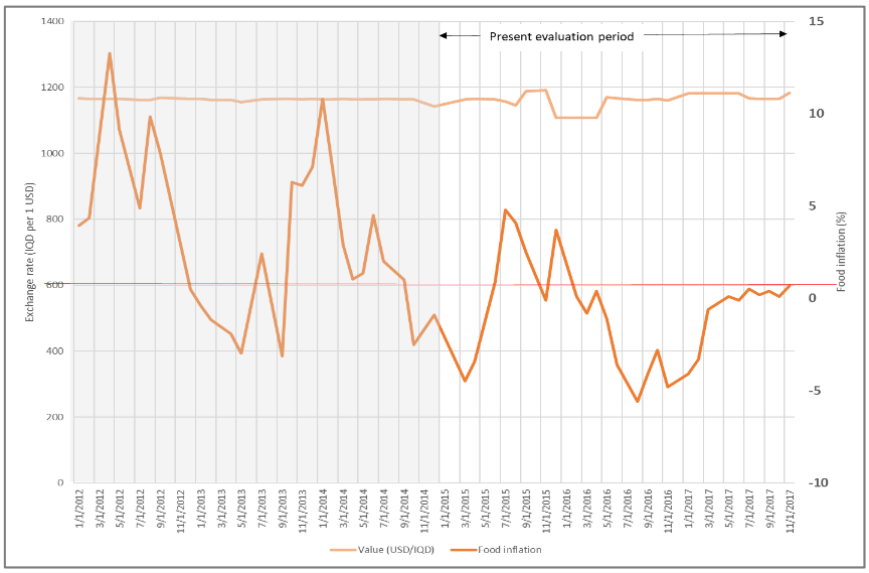
[35] Adult total, % of people ages 15 and above.
[36] Estimate based on National Poverty Line.
[37] Total, % of total labour force. Modeled ILO estimate.
[38] Youth total, % of total labour force ages 15-24. Modeled ILO estimate.
[39] VAM data, dataviz.org.

Iraq

Table 19: Iraq. Country context indicators

Population (millions)	37.2	Literacy rate[40] (%, 2013)	43.7	Poverty line[41] (%, 2012)	18.9
GDP per capita (current USD)	4,610	Unemployment[42] (%)	15.1	Syrian refugees influx (2015)	244,642
GDP per capita growth (annual %)	7.8	Youth unemployment[43] (%)	33.7	Syrian refugees influx (2016)	230,836

Figure 6: Iraq. Evolution of exchange rate (USD/IQD) and food inflation



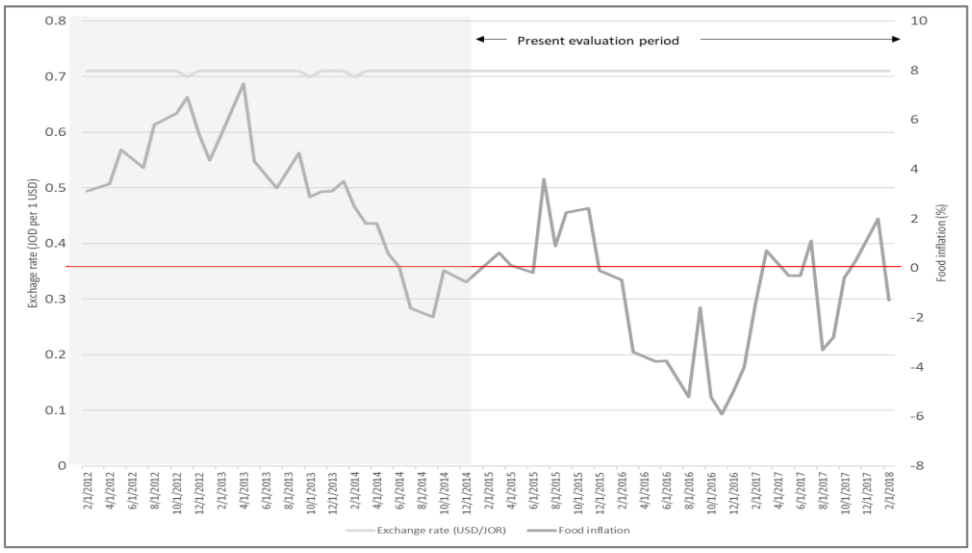
[40] Adult total, % of people ages 15 and above.
[41] Estimate based on National Poverty Line.
[42] Total, % of total labour force. Modeled ILO estimate.
[43] Youth total, % of total labour force ages 15-24. Modeled ILO estimate.

Jordan

Table 20: Jordan. Country context indicators

Population (millions)	9.5	Literacy rate[44] (%, 2012)	97.9	Poverty line[45] (%, 2010)	14.4
GDP per capita (current USD)	4,088	Unemployment[46] (%)	15.3	Syrian refugees influx (2015)	628,223
GDP per capita growth (annual %)	-1.2	Youth unemployment[47] (%)	38.4	Syrian refugees influx (2016)	648,836

Figure 7: Jordan. Evolution of exchange rate (USD/JD) and food inflation



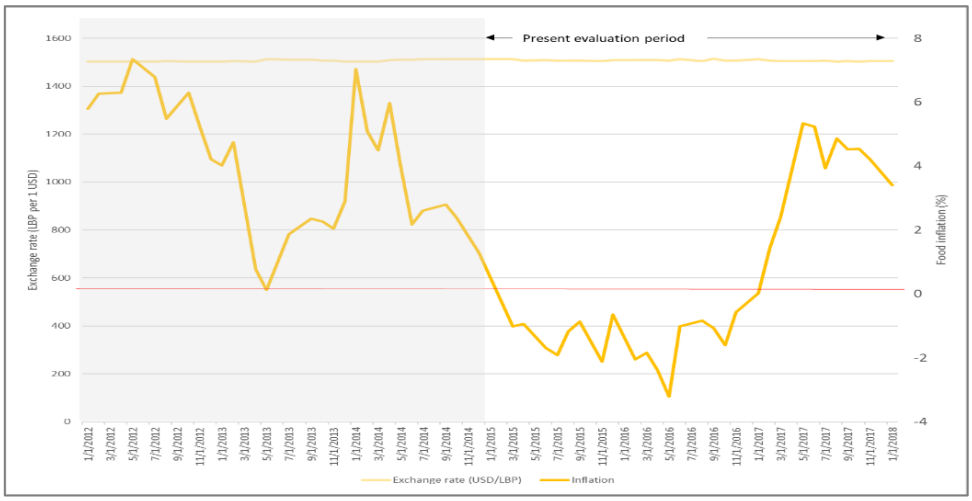
[44] Adult total, % of people ages 15 and above.
[45] Estimate based on National Poverty Line.
[46] Total, % of total labour force. Modeled ILO estimate.
[47] Youth total, % of total labour force ages 15-24. Modeled ILO estimate.

Lebanon

Table 21: Lebanon. Country context indicators (2016, except when specified differently)[52]

Population (millions)	6	Literacy rate[48] (%)	-	Poverty line[49] (%, 2012)	27.4
GDP per capita (current USD)	8,257	Unemployment[50] (%)	6.5	Syrian refugees influx (2015)	1,062,690
GDP per capita growth (annual %)	-0.6	Youth unemployment[51] (%)	20.7	Syrian refugees influx (2016)	1,005,503

Figure 8: Lebanon. Evolution of exchange rate (USD/LBP) and food inflation



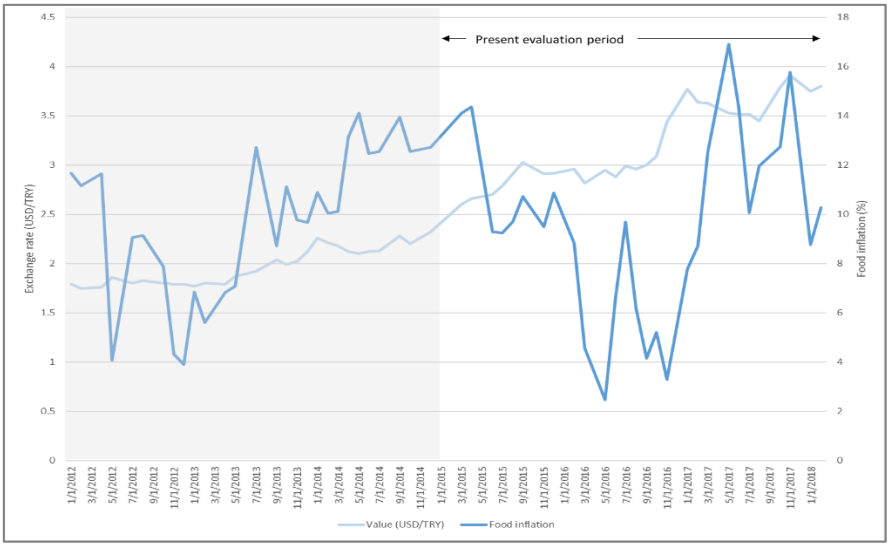
[48] Unavailable.
[49] Estimate based on National Poverty Line.
[50] Total, % of total labour force. Modeled ILO estimate.
[51] Youth total, % of total labour force ages 15-24. Modeled ILO estimate.
[52] Source: World Bank's World Development Indicators database, as of April 2018. Syrian refugees influx data from UNHCR database of Persons of concern (http://popstats.unhcr.org/en/persons_of_concern).

Turkey

Table 22: Turkey. Country context indicators

Population (millions)	79.5	Literacy rate[53] (%, 2015)	95.6	Poverty line[54] (%, 2014)	1.6
GDP per capita (current USD)	10,863	Unemployment[55] (%)	10.8	Syrian refugees influx (2015)	2,503,549
GDP per capita growth (annual %)	1.6	Youth unemployment[56] (%)	19.5	Syrian refugees influx (2016)	2,823,987

Figure 9: Turkey. Evolution of exchange rate (USD/TRY) and food inflation



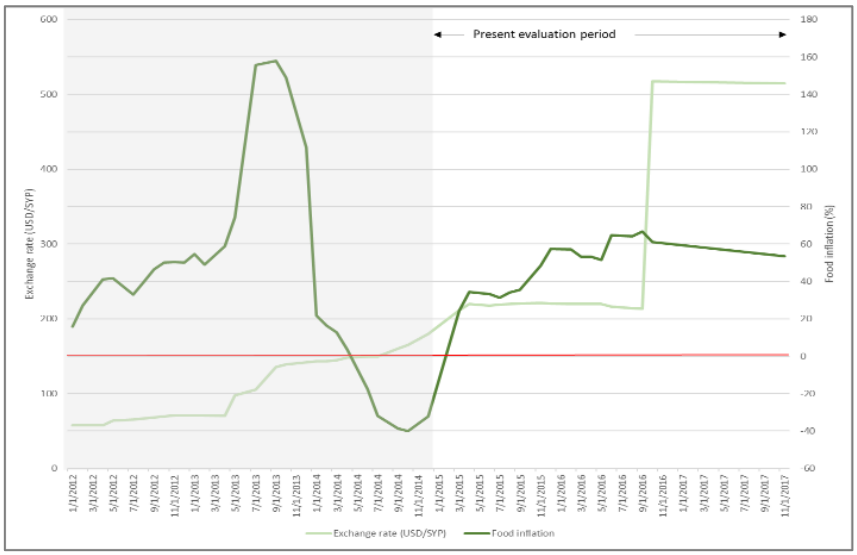
[53] Adult total, % of people ages 15 and above.
[54] Estimate based on National Poverty Line.
[55] Total, % of total labour force. Modeled ILO estimate.
[56] Youth total, % of total labour force ages 15-24. Modeled ILO estimate.

Syria

Table 23: Syria. Country context indicators[61]

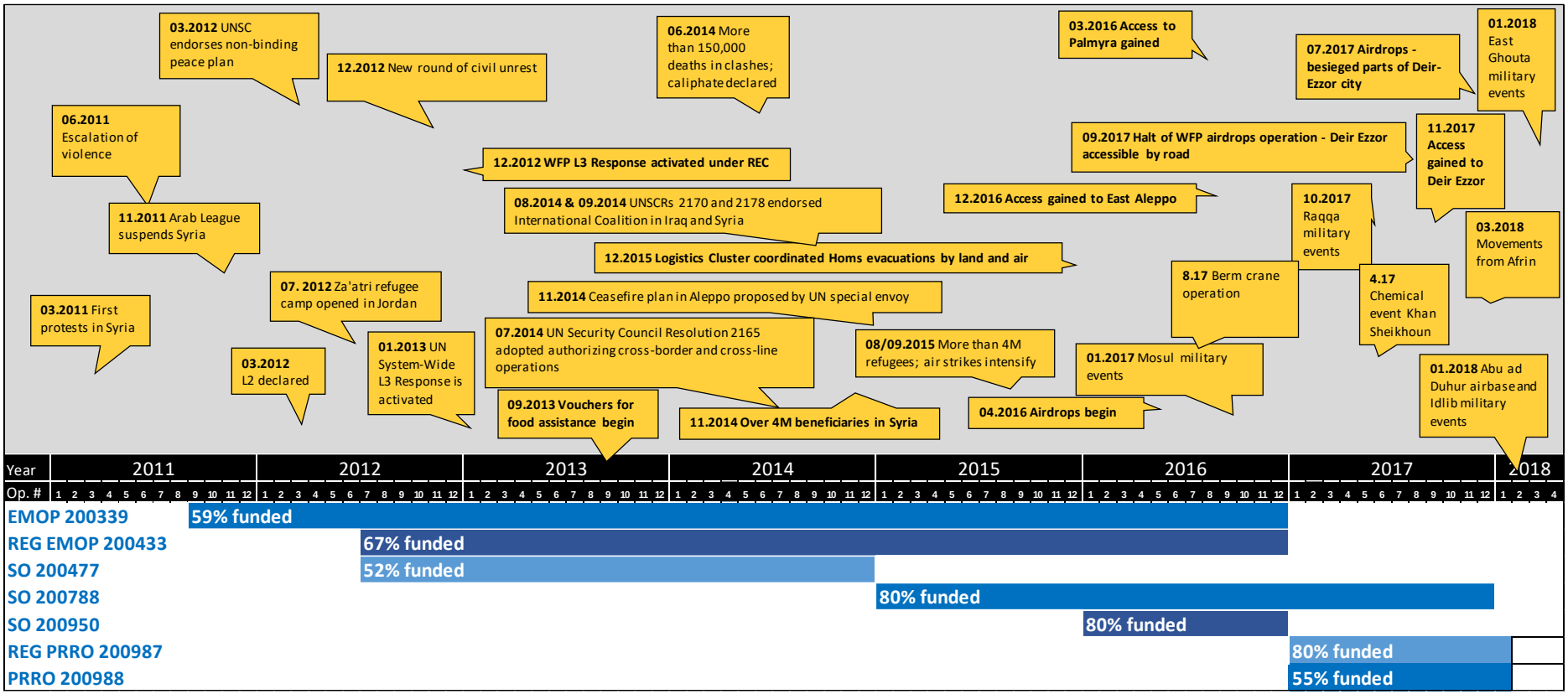
Population (millions)	18.4	Literacy rate[57] (%, 2012)	-	Poverty line[58] (%, 2010)	-
GDP per capita (current USD)	-	Unemployment[59] (%)	14.5 (50)	Syrian IDPs (2015)	6,563,462
GDP per capita growth (annual %)	-	Youth unemployment[60] (%)	31.9	Syrian IDPs (2016)	6,325,978
				Syrian, returned (2016)	600,000

Figure 10: Syria. Evolution of exchange rate (USD/SYP) and food inflation



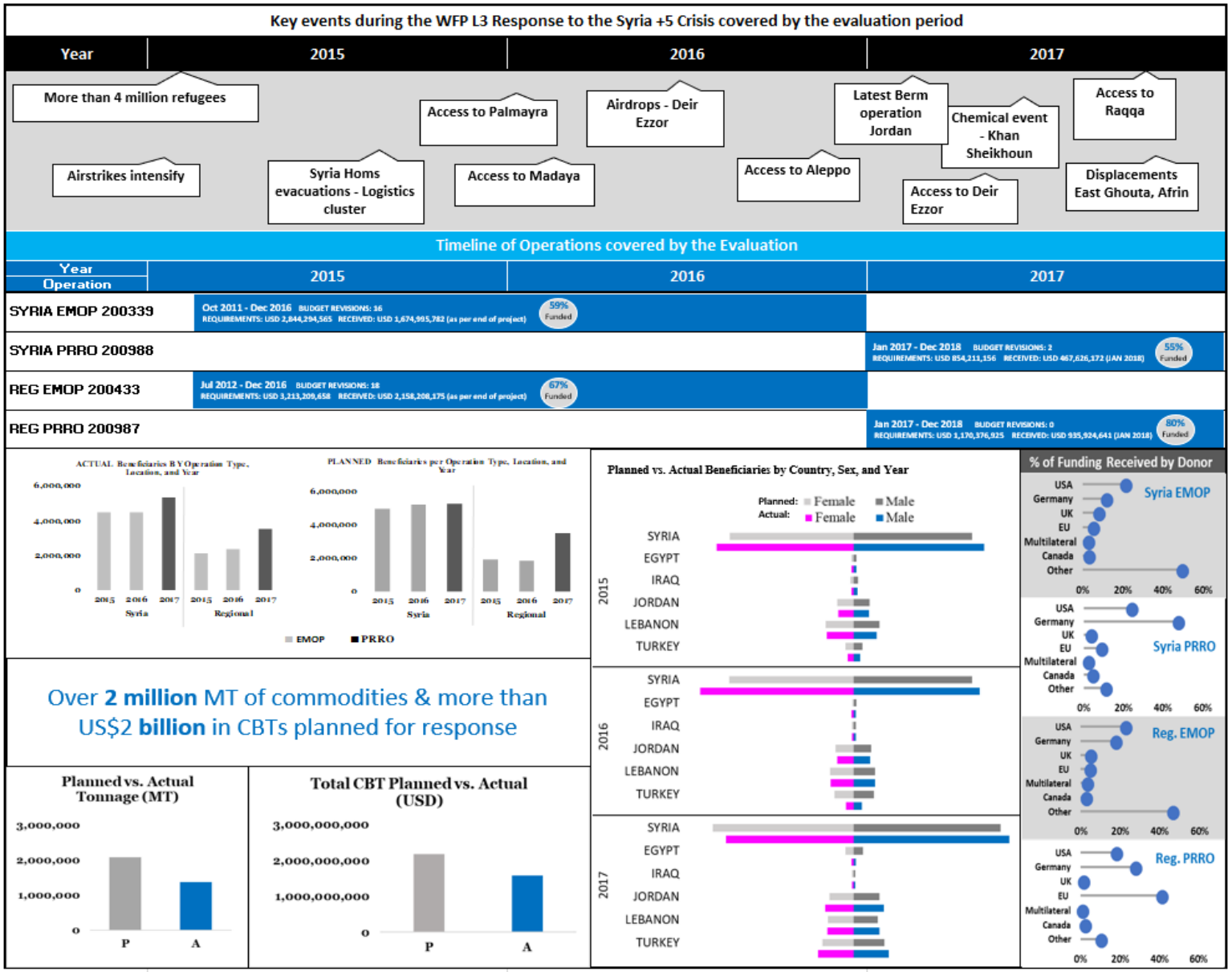
[57] Adult total, % of people ages 15 and above.
[58] Estimate based on National Poverty Line.
[59] Total, % of total labour force. Modeled ILO estimate. Other sources fix it at 50% (WFP).
[60] Youth total, % of total labour force ages 15-24. Modeled ILO estimate.
[61] Source: World Bank's World Development Indicators database, as of April 2018. Syrian refugees influx data from UNHCR database of persons of concern (http://popstats.unhcr.org/en/persons_of_concern).

Annex V: WFP Programming in Relation to the Main Events of the Crisis



Source: Adapted from Terms of Reference

Table 24: Portfolio description



Annex VI: Alignment with Strategic Frameworks/Participation in United Nations Country Coordination Mechanisms

Table 25: Alignment with Syria's Humanitarian Response Plan

	Lifesaving	Resilience	Protection
2015 SRP/HRP	Objective 2: Provide life-saving and life-sustaining humanitarian assistance to people in need, prioritizing the most vulnerable	Objective 3: Strengthen resilience, livelihoods and early recovery through communities and institutions	Objective 1: Promote protection of, and access to, affected people in accordance with international law, international humanitarian law (IHL) and international human-rights law (HRL)
WFP EMOP	Large-scale GFA; small-scale nutrition activities implemented	School snacks in six governorates livelihoods projects attempted but experienced implementation constraints	Little evidence of protection mainstreaming within activities or reference to protection concerns in reporting. No country office statement or guidance on protection
2016 HRP	Objective 1: Support saving lives, alleviate suffering and increase access to humanitarian response for vulnerable people and those with specific needs	Objective 3: Support the resilience of affected local communities, households and individuals within the humanitarian response	Objective 2: Enhance protection by promoting respect for international law, International Humanitarian Law and International Human Rights Law through quality principled assistance, services and advocacy
WFP EMOP	Large-scale GFA; nutrition initiatives scaled up	School meals: Fortified date bars provided plus small-scale cash-based education support with UNICEF. Six types of livelihoods interventions launched in four governorates, though beneficiary target low (100,000)	Some limited actions on enlarging food distribution points (Final Distribution Points) and improving crowd management mechanisms plus safety measures reported, but still no clear statement/programmatic guidance on protection
2017 HRP	Objective 1: Provide life-saving humanitarian assistance to the most vulnerable people	Objective 3: Increase resilience and access to services	Objective 2: Ensure protection
WFP PRRO	Large-scale GFA; nutrition activities continued expansion	Continuation of school snacks programme and joint cash for education programme with UNICEF; 15 different livelihoods (FFA/FFT) projects implemented in nine governorates, targeting an ambitious 400,000 beneficiaries	Protection workshop summer 2017; trainings with CPs on protection measures; statement of intent on programmatic mainstreaming

Table 26: Alignment with the Syria United Nations Strategic Framework (2016-2018)

United Nations Focus Area 1: Capacity development and support for institutions	Support to the Central Bureau of Statistics for food security information systems and to national nutrition programming
United Nations Focus Area 2: Restoring and expanding more responsive essential services and infrastructure	Scaling up of nutrition and school feeding activities in 2017
United Nations Focus Area 3: Improving socio-economic resilience of the Syrian people	Through gradual scale up (though still limited) of livelihoods activities since 2017 and use of FFA activities to address natural resource management

Table 27: Alignment with regional strategic overviews

Strategic objectives/directions	3RP Regional Strategic Overview (2015-2016)	3RP Regional Strategic Overview (2016-2017)	3RP Regional Strategic Overview (2017-2018)
Humanitarian/refugee protection component	62% of response[1]	62% of response	59% of response
	Protection and assistance needs of refugees/vulnerable members of host communities		
	EMOP Budget Revision 14 (January 2015) focused on relief: "the resilience component will, for the time being, be implemented through different existing operations"	BR 16 (Feb 2016) and 18 (Oct 2016) continues to contain a relief element, through GFA given as CBT in the five countries	Regional PRRO 2017-2018 retains a strong relief capacity – "The majority of PRRO programming will be relief activities in the form of GFA to meet basic food and nutrition needs"
Resilience/livelihoods and social cohesion	38% of response	38% of response	41% of response
	Includes "stabilizing and building the resilience of the most vulnerable individuals, communities, systems and institutions in impacted countries"	Building on the Dead Sea Resilience Agenda to inform a more robust resilience-based response and investing in livelihoods and employment opportunities	Building on the Dead Sea Resilience Agenda, including integration of humanitarian and development planning, increased localization, and social cohesion. enhancing economic opportunities including livelihoods
	EMOP Budget Revision 14 (Jan 2015) prioritizes humanitarian responses rather than livelihoods	EMOP BRs 16 (Feb 2016) and 18 (Oct 2016) proposes livelihood activities in Lebanon, Jordan, and Egypt in line with "Vision 2020" (BR 18)	Regional PRRO 2017-2018: strong emphasis on resilience and livelihoods, committing to self-reliance activities focused on improving food supply chains and FFA and FFT activities

[1] In terms of USD appeal.

Table 28: Alignment with country chapters of the regional refugee and resilience plan (3RP)

	2015-2016	2016-2017	2017-2018
Egypt 3RP	Egypt 3RP 2015-2016: Applies an area-based approach. Refugee component: targeted assistance in food, health, education, livelihood and basic needs. Resilience on livelihoods	Egypt 3RP 2016-2017: Refugee component: targeted assistance to the most vulnerable; resilience strengthening national services/basic needs and livelihoods	Egypt 3RP 2017-2018: Refugee component: targeted assistance to the most vulnerable. Resilience: support to national systems for service delivery, plus area-based approach to employment and livelihoods
WFP Egypt	Vulnerability targeting for GFA implemented, and complementary SF programme started, though not yet resilience activities	Vulnerability-based targeting completed for GFA; school feeding in three governorates with high concentrations of Syrian refugees; efforts to implement FFT activities (delayed due to security clearances/CP sourcing)	Continued GFA: small-scale implementation in of FFT activities. National school meals programme suspended in 2017
Iraq 3RP	Iraq 3RP 2015-2016: Humanitarian assistance with pilot resilience projects in two refugee camps and one urban area. Aiming to increase cash-based interventions/improve targeting	Iraq 3RP 2016-2017: Combining targeted humanitarian assistance to the most vulnerable with resilience though scaling up livelihoods programmes	Iraq 3RP 2017-2018: Continued targeted humanitarian assistance prioritizing cash-based interventions. Resilience focused on social cohesion and self-reliance
WFP Iraq	Continuation of GFA in camps; modality changed to SCOPECARD electronic vouchers (mostly) and unrestricted cash in one camp. No resilience activities	Continued GFA though SCOPECARD and cash in camps; retail strategy begun. In-kind distributions for 7,000 people (June-August, 2016) as temporary mitigation measure for new arrivals and to mitigate food losses (surplus commodities procured 2015)	Continued GFA though SCOPECARD and cash in camps: small-scale piloting of tech for food initiative (100 beneficiaries). Planned school meals programme could not be implemented
Jordan 3RP	JRP 2015 Bringing together humanitarian and development interventions through a two-pillar approach	JRP 2016-2018: Two pillars, linking short-term coping solutions with longer-term initiatives aimed at strengthening the resilience of national systems and institutions	JRP 2017-2019: Continued focus on resilience but emphasis on capacity strengthening/social protection. Emphasis on including host populations with quota of 70 Syrian:30 Jordanian for relief and 30 Syrian:70 Jordanian for resilience
WFP Jordan	Continued CBTs for the vulnerable. Resilience introduced in the form of FFA through a partnership with the Ministry of Agriculture; FFT partnership with UNDP. Targeting of Syrians plus vulnerable Jordanians. School meals inside camps	Continued CBTs; retail strategy implemented. School meals continue inside camps including Healthy Kitchen. Resilience (FFA/FFT) continued and expanded, targeting Syrians plus vulnerable Jordanians	CBTs continued; "choice" modality in some areas. School meals (including Healthy Kitchen) in camps continued & rolled out into communities (complementing national school feeding programme). FFA and FFT continued for Jordanians & Syrians
Lebanon	LCRP 2015-2016 Integrated humanitarian and stabilization strategy, focusing on humanitarian assistance for the most vulnerable (Syrian and Lebanese) and strengthening national capacities to address long-term poverty and social tensions, including through livelihood measures		LCRP 2017-2020: Focus on protection, humanitarian assistance for the most vulnerable (Syrian/Lebanese), service provision through national systems (e.g. education); strengthening productive sectors to expand economic and livelihood opportunities

WFP Lebanon:	CBTs through the common United Nations LOUISE platform; support to NPTP for vulnerable Lebanese in 2016; retail strategy begun. Resilience/livelihoods piloted in 2016. School meals for Syrian and vulnerable Lebanese children introduced in 2016		CBTs continued using three modalities. Support to the NPTP. Resilience activities expanded; school feeding through cash for education and primary school snack programme
Turkey	3RP Turkey (2015-2016): Supporting access to services available; enhancing refugees' self-reliance. Shift towards cash-based interventions	Turkey Response Plan (2016-2017): Continued focus on direct food assistance for the most vulnerable, alongside access to education, health, water and sanitation and shelter	Turkey Response Plan (2017-2018): Continued focus on humanitarian assistance for the most vulnerable Syrians, as well as strengthening medium to long-term resilience interventions
WFP Turkey	Food assistance through e-vouchers provided to refugees in camps. ESSN Basic Needs pilot programme started late 2016	E-voucher assistance in camps continues. ESSN gaining momentum throughout 2017, reaching 1 millionth beneficiary in Sept 2017	E-vouchers in camps continue; ESSN continues to expand; Resilience activities under consideration in 2018

Table 29: Alignment with Humanitarian Response Plans in Iraq

	HRP 2015	HRP 2016	HRP 2017	HRP 2018[2]
Iraq	Massive internal displacement meant a strong focus on emergency response, with the HRP consequently focused on lifesaving assistance, expanding access, ensuring safe returns and providing specialized protection support. Groundwork for a cash-based social protection strategy also planned	Continued massive displacement, with a consequent HRP focus on emergency response and humanitarian access. Cash for work activities envisaged in areas of the KRI where Syrian refugees were present	Continued emphasis on emergency response but also a focus on expanding resilience and social cohesion programmes in hard-hit, unstable communities (including the KRI). Cash support envisaged in return for agriculture rehabilitation-related work in areas of the KRI where Syrian refugees were present	Humanitarian operation envisaged to significantly contract given the ending on combat operations; focus on resettlement. Continued focus on emergency food assistance especially for those in camps; also cash for work programmes
WFP Iraq	Continuation of GFA in camps; modality changed to SCOPECARD electronic vouchers (mostly) and Cash (< 1,000 beneficiaries in one camp) by February 2016. No resilience activities	Continued GFA though SCOPECARD and cash in camps; retail strategy begun. In-kind distributions for 7,000 people (June-August, 2016) as a temporary mitigation measure to cover gaps in assistance for new arrivals and to mitigate food losses with surplus commodities procured in 2015	Continued GFA though SCOPECARD and cash in camps: small-scale piloting of tech for food initiative (100 beneficiaries). Planned school meals programme could not be implemented	Continued GFA though SCOPECARD and cash in camps: intention to expand tech for food initiative

[2] Executive Summary, available at https://reliefweb.int/report/iraq/iraq-2018-humanitarian-response-plan-advance-executive-summary-enar

Table 30: Alignment with other United Nations frameworks

United Nations Development Cooperation Strategy for Turkey 2016-2020	WFP is a signatory but not a participating agency under any of the four pillars (1. Sustainable, inclusive growth and development; 2. Democracy and human rights; 3. Gender equality and women's empowerment; 4. Migration and international protection.) with the agreed focus on contribution to the 3RP under the ESSN
(UNDAF Lebanon (2010-2014) – succeeded by Lebanon Crisis Response Plan) **UNSF for Lebanon (2017-2020)**	WFP contributed to UNSF Pillar 3, Reducing poverty and promoting sustainable development while addressing immediate needs in a human rights/gender-sensitive manner, co-leading with UNICEF
Jordan UNDAF (2013-2017) **Successor United Nations Partnership Framework (UNPF) 2018-2022.**	UNDAF: WFP contributed to Outcome 2: Jordan has institutionalized improved social protection and poverty alleviation mechanisms for vulnerable people at national and sub-national levels through resilience and school feeding activities. There is potential to contribute to Outcome 5, Government and national institutions have operationalized mechanisms to develop and implement strategies and plans targeting key cultural, environmental and disaster risk reduction issues through its livelihoods activities (but unrealized as yet) Aligned around outcomes related to people, prosperity, planet, peace and justice as well as strong institutions and partnerships. WFP contributes mostly through people and partnerships elements.
Egypt UNDAF (2013-2017) **UNSF (2018-2022)**	Aligned with Outcomes 4.1-4.4. on food security and nutrition WFP contributes under Outcome 1: Equitable economic development with particular focus on value chain development and improving the access of youth and women to livelihood opportunities; and Outcome 4, on women's empowerment (promoting formal and informal education for girls and women, and strengthening the capacity of women to engage in productive economic activity*)*
Iraq UNDAF (2015-2019)	WFP's Syrian refugee-specific response contributes to the broad aim of reduced vulnerabilities for women, youth, children and the displaced

Table 31: Engagement in United Nations regional/country coordination mechanisms

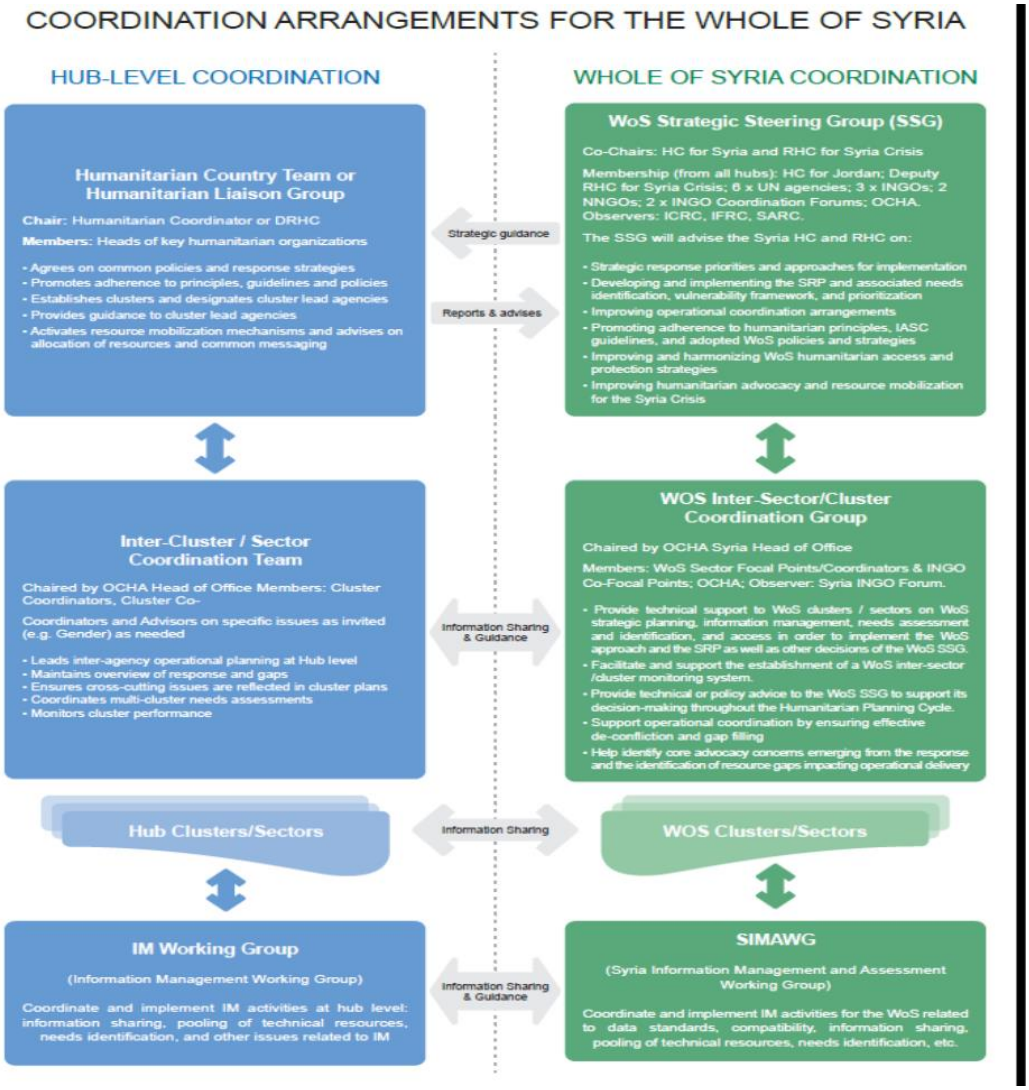
Food security working group/sector (food security and agriculture working group in Turkey)	Co-leads in all six countries along with FAO
Basic assistance working group[1]	Co-chairs in Lebanon; participates in Jordan and Turkey (but leads the cash based initiatives technical working group in Turkey)
Education working group	Participates in Jordan, Syria
Nutrition platform	Leads in Lebanon; participates in the Syrian Arab Republic (member of the national steering committee on iodine-deficiency disorders plus technical nutrition groups)
Livelihoods (livelihoods and social stability in Lebanon; basic needs and livelihoods in Egypt)	Participates in Lebanon, Egypt and Jordan[2]
Protection	Participates in Turkey, the Syrian Arab Republic
Gender	Participates in the Syrian Arab Republic, Lebanon, Jordan
Other	Regional technical committee for the 3RP: Durable solution and social protection regional working groups

[1] Note that cash working groups were subsumed under the basic needs working groups in Lebanon and Jordan.
[2] Though participation in Jordan was indicated by partners as irregular.

Annex VII: Whole of Syria Structures and Coordination Mechanisms

Under the United Nation's Whole of Syria coordination mechanism, coordination "hubs" have been established in Damascus, and mirrored in Amman, Jordan and Gaziantep, Turkey.[1] Leadership is shared between the regional humanitarian coordinator (RHC) based in Amman and the humanitarian coordinator (HC) for Syria, based in Damascus. Coordination is guided by the highest function in the response, the strategic steering group (SSG). The delivery of assistance through United Nations convoys takes place under these arrangements.

Figure 11: Whole of Syria coordination



[1] Source: UNOCHA (2015) Inter-Cluster Coordination for the Whole of Syria response, available at https://www.humanitarianresponse.info/en/operations/whole-of-syria/document/coordination-arrangements-whole-syria.

Annex VIII: Coordination with Government

The following government partnerships were identified during the course of the evaluation. They are detailed in Table 32.

Table 32: Partnerships with government

Syrian Arab Republic	Ministry of Foreign Affairs and Expatriates, Ministry of Local Administration, the Ministry of Social Affairs and the Planning and International Cooperation Commission	Strategy, planning and access; GFA
	Ministry of Education	Education
	Ministry of Health	School feeding
	Ministry of Agriculture and Agrarian Reform, the Directorate of Rural Women's Development, chambers of agriculture, and the Ministry of Internal Trade and Consumer Protection	Livelihoods
	Central Bureau of Statistics	Food security assessments
Lebanon	Ministry of Agriculture	Livelihoods
	Ministry of Education and Higher Education	School feeding
	Ministry of Social Affairs	NPTP
	Council of Ministers	GFA and strategic issues
Jordan	Ministry of Interior, Ministry of Planning and International Cooperation (MOPIC)	Strategic partnerships/camp management
	Ministry of Labour Ministry of Agriculture	Livelihoods
	Ministry of Planning and International Cooperation	GFA
	Ministry of Education	School feeding
Turkey	Disaster and Emergency Management Presidency (AFAD), Ministry of Family and Social Policies, Directorate General of Migration Management and the Directorate General of Population and Citizenship	Cash assistance (GFA)

The following alignment with government strategies and plans was also identified, as presented in Table 33.

Table 33: Alignment with government strategies and plans

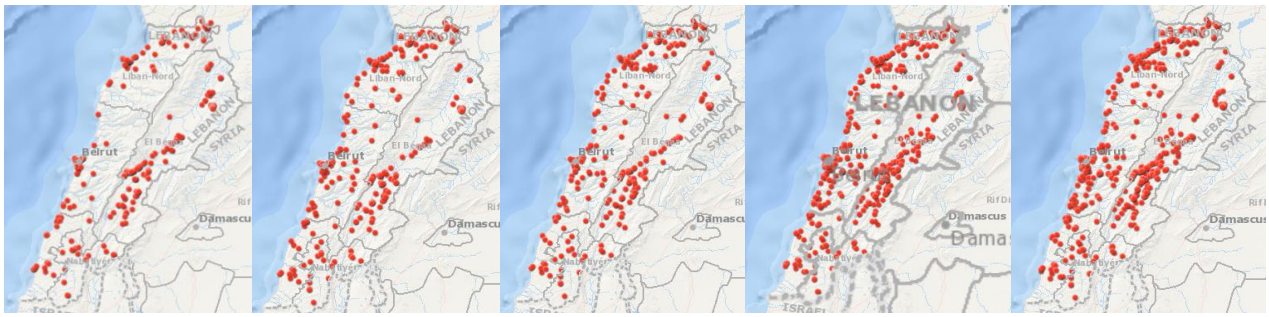
Syrian Arab Republic	2017 "Syria after the Crisis" programme – WFP resilience work contributes to pillars on human development and social, educational and cultural development (though comparatively small scale currently). The first Syria National Sustainable Development Goal (SDG) report (for issue in 2018) will outline the country's priorities to achieve all the SDGs
Jordan	Jordan Response Plan (JRP): Under the leadership of the Ministry of Agriculture, WFP is secretariat of the food security sector group, which constitutes the main strategic partnership mechanism for the JRP Jordan National Resilience Plan (2014-2016): Aligned through food security, school feeding and livelihoods work Jordan 2025 National Vision and Strategy (issued 2015): WFP contributes through emphasis on poverty reduction and improvement in social protection
Lebanon	Full alignment with the Lebanon Crisis Response Plan (LCRP). Alignment with the Ministry of Agriculture strategy for 2015-2019[1] Supporting the National Poverty Targeting Programme with the Ministry of Social Affairs
Turkey	Full alignment with Turkish Government refugee policies under the 2013 Law on Foreigners and International Protection (IP). ESSN is anchored in Turkey's national social assistance policy and institutions, under the regulatory framework of Law No. 3294
Egypt	Alignment with the commitment to "ensuring that no one will be left behind" under Egypt's National Voluntary Review Report on SDGs (2016) Contribution to Egypt's Sustainable Development Strategy (SDS)/Vision 2030, and particularly its social justice pillar
Iraq	Poverty Reduction Strategy (PRS) (2018-2022) – the WFP Syria-specific response contributes mainly under social protection and emergency response

[1] Though this was finalized in 2014, before WFP began its livelihoods activities. See: http://www.agriculture.gov.lb/Arabic/NewsEvents/Documents/MoA%20Strategy%202015-19%20-%20English-for%20printing.pdf.

Annex IX: Maps of Retailers for Lebanon and Jordan

Lebanon:

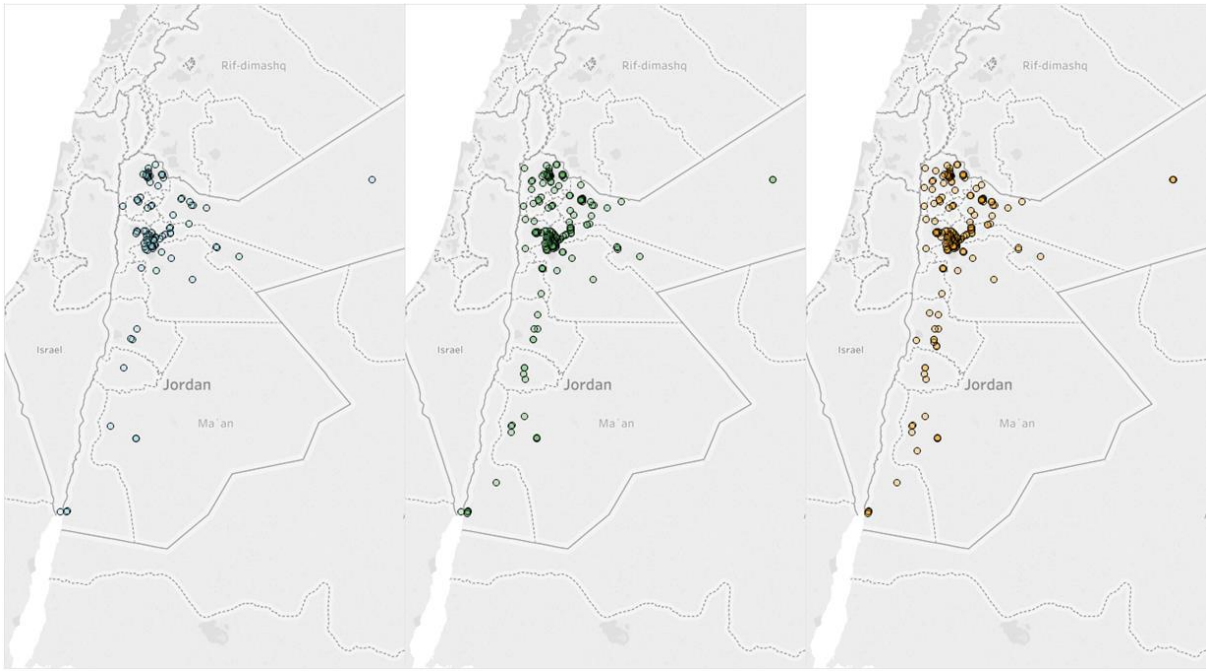
WFP-Contracted retailers in Lebanon[1]



2013 – 246 shops 2014 – 402 shops 2015 – 410 shops 2016 – 480 shops 2017 – 495 shops

Jordan (as of March 2018)[2]

2015 **2016** **2017**



The number of shops/retailers as service providers expanded from 2013 to 2017, as illustrated by the three maps above, with the number of shops contracted in March 2018 standing at 191.

[1] Source: http://unwfp.maps.arcgis.com/apps/MapSeries/index.html?appid=0fd90da3213148c6a05cf37b67ef78e9.
[2] Source: Supplied by WFP Jordan, including list of retailers as of March 2018.

Annex X: Cost-Efficiency and Cost-Effectiveness

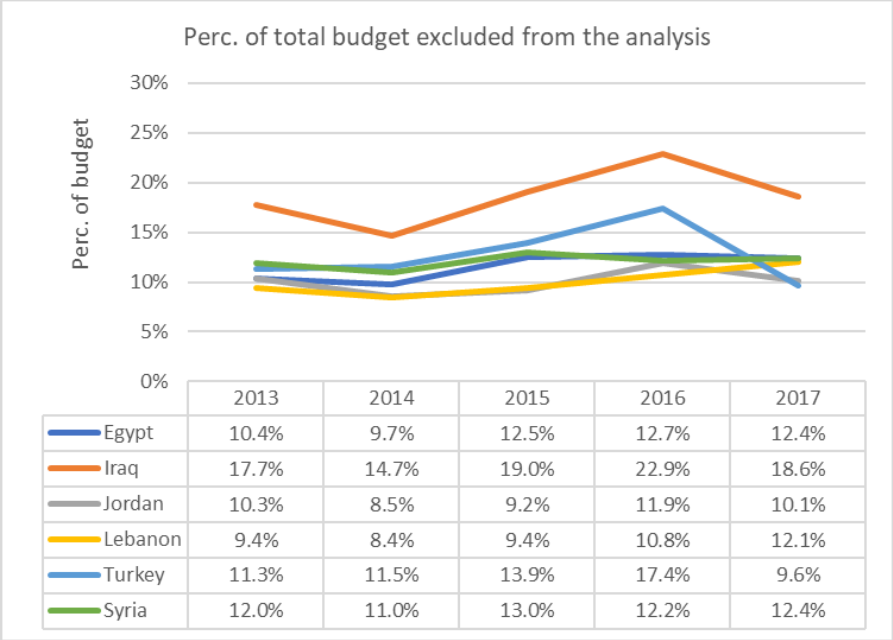
Cost-efficiency: Methodological approach

The cost-efficiency analysis presented in the evaluation analyses the evolution of the costs of assisting Syrian refugees with a monthly ration (and host populations where applicable) in different countries. Assistance modalities have included cash and voucher (C&V) transfers and in-kind food assistance. However, these have been implemented within the framework of different activities. While the main activity across the different countries was general food assistance (GFA), resilience, nutrition and school feeding activities were also implemented, using modalities such as cash-based transfers (CBTs) and in-kind distributions. Available data does not allow disaggregating costs by activity. Therefore, analysis was conducted by modality (cash-based transfers versus in-kind distribution), regardless of the kind of activity under which each was implemented. Interpretation of indicator values must therefore be viewed in this light, as one metric ton of distributed food may be food rations in some cases and supplementary nutritional food in other.

Cost-efficiency was explored through unit cost indicators for amounts distributed (whether amounts of money transferred or amounts of in-kind food). Formulas are based on data provided by WFP as follows:

i. Output data on distributed amounts comes from Wings data for the e-voucher modality (lines labelled as “cash and voucher transfers” in actual expenses). For the in-kind food, data is extracted from SPR data
ii. Data on costs are actual expenses extracted from Wings data:
    - Lines labelled as “cash and voucher transfers” and “cash and voucher-related costs ” are costs associated to the cash and voucher transfer modality. For costs associated to in-kind food distributions, lines commodity, external transport, LTSH and other direct operational cost (ODOC) food are used
    - Available data does not allow disaggregating direct support costs by programme modality. Direct support costs are therefore excluded from the analysis. For the same reason capacity development and augmentation is excluded from this first level
    - Indirect support costs (ISC) could be more easily incorporated in the analysis as they are fixed at 7 percent of programme costs (direct operational and direct support costs), so the problem of its disaggregation by modality would not be posed. However, as direct support costs and capacity development and augmentation are excluded from the analysis, so are indirect support costs.

The percentage of costs excluded from the analysis varies from 10 percent to 20 percent. In the cases of the Syrian Arab Republic, Egypt, Jordan and Lebanon, they always remain below 13 percent, while in Turkey they reached 17 percent in 2016, and in Iraq they are higher than elsewhere, ranging between 15 percent and 23 percent.



	2013	2014	2015	2016	2017
Egypt	10.4%	9.7%	12.5%	12.7%	12.4%
Iraq	17.7%	14.7%	19.0%	22.9%	18.6%
Jordan	10.3%	8.5%	9.2%	11.9%	10.1%
Lebanon	9.4%	8.4%	9.4%	10.8%	12.1%
Turkey	11.3%	11.5%	13.9%	17.4%	9.6%
Syria	12.0%	11.0%	13.0%	12.2%	12.4%

It is important to note that this exercise does not look at efficiency from the beneficiaries' perspective. It does not include costs incurred by beneficiaries to access the assistance such as transportation costs, time costs, costs due to not being able to do other activities. Large household surveys would have been required to estimate such costs. Food inflation is considered at national level and not at specific WFP designated shops or at specific geographical areas where refugees live. Translating distributed commodities into Kcal or local market prices has not been possible due to the fact that some commodities are in standard project report data as "Rations", without specifying the amount of each food type contained in each metric ton of "Rations"

Cost-effectiveness: Approaches attempted and limitations

Cost-effectiveness analyses systematically compare outcome level data with actual costs incurred. Outcomes considered in this case would be those under three relevant outcome areas: coping strategy index (CSI), dietary diversity score (DDS) and the food consumption score (FCS, percentage of households with acceptable FCS).

The evaluation attempted to estimate programme cost-effectiveness for each country, following the above rationale, using indicators' data from the standard project report system and food security outcome monitoring. In both cases, important limitations prevented the team from producing adequately robust analyses of cost-effectiveness.

Attempt 1: Standard project report data

Based on the above indicators, applying dietary diversity score and food consumption score records from WFP standard project reports (the coping strategy index being excluded due to data gaps),[70] cost-effectiveness measurements were built to assess level of improvement since baseline and level of target achievement. However, a considerable number of methodological barriers were encountered within the data, including:

i. Target values were often fixed at the same level as baseline values, according to standard project report data. This leads to the use of the indicator "level of achievement against target", instead of using the indicator "level of coverage of gap between baseline and target achieved", which would have provided measurable results. Target values being equal to

[70] CSI was excluded for two reasons: (1) SPR reports do not include CSI data for Jordan and (2) the evolution of CSI indicators in Iraq was negative, which constrains analysis.

baseline values, the indicator measuring outcome as "level of achievement against target" would have a zero in its denominator very often

ii. Targets were written in the form of < or >, sometimes simply "greater than baseline", preventing analysis for the same reason

iii. Analysis periods differ by country. While some have baseline reports dating from September 2014 (Jordan and Lebanon country offices), others date from 2015 (August in the case of Iraq[71] and December in the case of Turkey)

iv. Concerns arose regarding reliable beneficiary counting, for example, some beneficiaries may have been included despite non-completion of the intervention, and there were some risks of double-counting in some cases

v. Contradictions or internal errors were encountered in output or outcome data.

Attempt 2: Food security outcome monitoring

Subsequently, therefore, the evaluation team attempted to apply FSOM data to assess cost effectiveness, which contains quarterly follow-up figures on key target indicators (food consumption scores, dietary diversity scores and coping strategy index) for both beneficiaries and non-beneficiaries. However, whilst the resulting data proved more reliable, and also showed differentials in, for example, food consumption scores between beneficiaries and non-beneficiaries of WFP interventions, attempting to allocate diverse costs to the results did not provide reliable data.

Additional concerns

Finally, an additional concern that arose was that of attribution. While indicators of costs over improvements at outcome level can be produced, the assumption that those improvements have arisen solely due to the intervention is doubtful. Moreover, it is impossible to determine through quantitative methods whether improvements made have arisen from a consequence of one modality or activity, or another.

Table 34: Indicators used for cost-efficiency analysis

Modality	Cost-efficiency indicator	Formula	Comments
C&V	Unit Cost per USD transferred	$UCUSD = \frac{C\&V\ tranfers + C\&V\ related\ costs}{C\&V\ tranfers}$	Lower values indicate better cost-efficiency
In-kind food	Unit cost per metric ton distributed	$UCMT = \frac{Commodities + LTSH + External\ transport + ODOC\ food}{Number\ of\ MT\ distributed}$	Lower values indicate better cost-efficiency. This indicator could be misleading if used to compare in-kind distributions of very different types (and/or qualities) of commodities
	Operational costs per metric ton distributed	$OCMT = \frac{LTSH + External\ transport + ODOC\ food}{Number\ of\ MT\ distributed}$	Lower values indicate better cost-efficiency. Actual cost associated to buying distributed food is excluded from cost calculations. As above, this indicator is blind to different types (and qualities) of commodities

Note: components in blue font are budget components (Wings data) on actual expenses.

[71] In the case of Iraq, a baseline was built in August 2013. However, midline is considered for this exercise, as baseline does not fall within the evaluation period.

Costs incurred for cash-based transfers

Table 35 lists amounts expended on cash-based transfers as a proportion of the overall available budget; cash-based transfer-related costs incurred (mainly bank fees) in each country; and costs per USD 100 delivered.[72]

Table 35: Costs for cash-based transfers

	Amount expended on CBTs as a proportion of total actual budget (ISC excluded)		Specific cash and voucher related costs		Costs per USD 100 delivered (USD)		
Country	2013-2014	2015-2017	2013-2014	2015-2017	2015	2016	2017
Egypt	95%	92%	2%	2%	3	1	1
Iraq	71%	76%	3%	6%	10	9	4
Jordan	83%	85%	2%	4%	5	4	4
Lebanon	91%	91%	3%	4%	6	4	2
Turkey	93% (camp)	91% (camp/ ESSN)	2%	5%		7	5

In Turkey, as part of the agreement between WFP and its EU donors, a minimum of 85 percent of the total ESSN programme costs was required to reach beneficiaries. Actual expenditure until December 2017 indicates that WFP achieved a transfer ratio of 86 percent for the period 2016-2017.[73]

[72] Analysis based on SPR reporting. Additional costs listed in SPRs/budgets include: commercial transactions (C&V delivery: commercial serv./ transaction charges); communications & IT Services; field level agreements and MoUs (distribution: FLA (NGO) expenses distribution: MOU -GOV/UN Agency- expenses); other (other distributions costs, local Staff working on C&V, TC/IT equipment; other equipment & supplies).

[73] Source: WFP Turkey. This figure includes indirect support costs (ISC). If ISC were excluded from the total programme costs, the ESSN transfer ratio would be 92%, close to the 91% obtained through this evaluation's methodology 2015-2017.

Annex XI: Supply Chain

Methodology: Analysis of the supply chain included the following items:

- Systematic review of WFP project and other relevant data, including: purchase order data; Commodity Movement Processing and Analysis System (COMPAS) and Logistics Execution Support System (LESS) records; WINGS data comprising funds consumption reports and project management overviews (see Bibliography)
- A three-day fact-finding mission at the WFP Headquarter Supply Chain Department with the close support of the Office of Evaluation department
- Interviews with key stakeholders (see Annex XVI: List of stakeholders interviewed)
- A six-day mission to Amman and Beirut, to conduct interviews with partners and stakeholders.

Limitations: The analysis does not present a full evaluation of the supply chain, which would be a far more comprehensive exercise. It is also limited to the evaluation period, namely January 2015 to March 2018.

A unique environment

Location: For WFP, the Syrian regional crisis provided several characteristics that challenged but also enabled the set-up of a highly efficient and functional supply chain. The geographical location of the Syrian Arab Republic in the heart of well-established trade routes provided for numerous entry points, including two international sea ports in Tartous and Latakia, and the international sea port in Beirut, as well as numerous land routes from Turkey, Lebanon, Jordan, and Iraq. Commercial shipping routes into the three sea ports are active, and port facilities can handle bulk, break bulk, and containerized cargo. Countries in the region produce or import a significant proportion of food items that were appropriate for the Syrian food basket. This allowed a steady increase of regional procurement throughout the crisis, reducing shipping times and shipping costs.

Conditions: The protracted nature of the conflict challenged WFP to set up a flexible supply chain that sought opportunities of access whenever possible. Comparatively high expectations on food basket composition from beneficiaries and high food quality standards that required full compliance at the ports of entry demanded close attention to quality and diversity of food in the supply chain.

Systems and mechanisms: A well-designed and flexible supply chain

Maximising contextual opportunities: In 2015, at the beginning of the evaluated period, WFP set up a supply chain that matched the challenges but also the opportunities of the unique environment. It maximized the opportunities from existing trade links and made flexible and sometimes alternate use of the three major ports in Tartous, Latakia, and Beirut, each of which in 2017 handled about one third of the WFP cargo into the Syrian Arab Republic. WFP chose to supply the food rations to beneficiaries as “kits”, in boxes or bags, which required packaging facilities. It was decided early on in the response that, where possible, these would be packaged in-country, and WFP set up in-country warehouses where access permitted (i.e. in government-controlled areas) as combined storage and packaging facilities. Break bulk commodities would be delivered to these warehouses, where they were divided into appropriate ration sizes and packaged for delivery to cooperating partners, who would distribute them.

Warehouses with packaging facilities inside the Syrian Arab Republic were strategically located to serve wider areas where needs had been identified. They were assigned transport corridors from one or more ports, providing a network to supply programmes in targeted areas. The build-up in flexibility allowed supplies to be provided from an alternative warehouse, were a shortage of

commodities or a break in a transport corridor to occur. If previously besieged or conflicted areas opened up, new warehouses with packaging facilities could be set up in a short period of time.[1] Similarly, shipments to ports could be rerouted to alternative ports if necessary. This flexibility significantly contributed to WFP risk management in the supply chain, successfully avoiding major supply problems. The data analysed for the evaluation show that no significant overall pipeline break occurred (see Efficiency, below).

Procurement: Over the evaluation period, Turkey became the predominant source of commodities (both traded and produced). This was in line with the efforts to reduce lead times by procuring in the near region. Consequently, regional procurement during the period 2015–2017 exceeded the volumes of international procurement, increasing by almost 14 percent and representing 55 percent of the total volume of food commodities procured. In addition to procurement opportunities, Mersin port in Turkey also offered the shortest shipment turnaround to the two Syrian ports in the region.

While regional procurement in the reviewed period dominated, WFP made a dedicated effort to increase procurement inside the Syrian Arab Republic; the share of local procurement between 2015 and 2017 increased from 1.27 percent to 3.61 percent.[2] Locally procured goods would be delivered to WFP warehouses and items added to the packed kits together with imported content.

From 1st January 2018 onwards, any goods originating from, or transiting through, Turkey were no longer permitted to enter the Syrian Arab Republic, and the supply chain had to source from other international origins, increasing lead times. As a consequence, the share of regionally procured food had already decreased in 2017, to 42 percent. At this point, WFP made strategic use of the global commodity management facility (GCMF), a pre-financing mechanism for food procurement wholly operated by OSC (Rome), which provides scope to purchase commodities and store these in strategically located warehouses in anticipation of future needs. Volumes procured through it more than doubled between 2015 and 2017 to 66.841 MT (or 15 percent of total procurement).[3]

Ensuring access: Although the largest part of the operation was located in government-controlled areas, WFP also set up mechanisms for reaching beneficiaries in opposition-held areas where possible. Two cross-border operations from Turkey and Jordan sustained food shipments to non-government areas. These were covered by United Nation Security Council Resolutions and were managed through the logistics cluster and UNOCHA as inter-agency operations. Due to the requirement to cross-load all cargo at trans-shipment points at the border points, preference was given to procuring pre-packed rations from suppliers in Turkey and Jordan. From Turkey, rations were taken through the trans-shipment process by offloading from Turkish trucks and loading onto Syrian trucks. The trucks on the Syrian side were operated by the WFP partner SARC for distribution in Northern Syria. From Turkey, these shipments were not affected by the ban on Turkish-origin products, as they were shipped into non-government areas. From Jordan, a similar operation trans-shipped pre-packed rations onto trucks managed by the International Organization for Migration (IOM), delivering to WFP partner warehouses in Southern Syria for distribution.

The cross-border operations required stringent planning and coordination; in both locations the number of trucks that could cross the border per day, and the days they could cross, were strictly regulated by the respective governments. This instilled a strong system managed closely by the logistics cluster under WFP leadership, with truck space allocation overseen by OCHA. Food commodities on average were 80 percent of the available space.

To serve opposition-held areas in the Syrian Arab Republic that had no border access, the logistics cluster also coordinated cross-line convoys. It further coordinated the use of available space in WFP airlifts into besieged areas, and the airdrops into Deir Ezzor when it was under siege. While these

[1] Source: interviews with WFP logistics and supply chain staff and management; review of project reports.
[2] Source: The Syrian Arab Republic Procurement POs 2015-2018 supplied to evaluation team.
[3] Ibid.

operations were not in the scope of this evaluation, they underline the level of diversity and flexibility of the WFP supply chain.

Transportation: Ground transport inside the Syrian Arab Republic at the beginning of the evaluation period was in the hands of a small number of transport brokers who worked with individual truck owners to provide larger fleets. The individual owners were not well placed to be working directly with WFP, a relationship that required a substantial level of administrative work. At the same time, transport volume dictated larger fleets. Consequently, at the beginning of the evaluation period, WFP had little choice of contractors for transport services. In accordance with corporate guidelines,[4] WFP introduced a tariff system that ran until 2017. Under this system, following a tender for services, the best tendered transport rate was used and offered to all bidders. When needed, it was adjusted upwards to include an additional number of companies. This appears to have levelled the playing field, and allowed multiple companies, including smaller ones, to operate throughout Syria, albeit on different routes. By the end of 2017, this had increased the capacity of more transporters and hence the diversity of the transport market. From the second half of 2017, WFP returned to competitive bidding for ground transport.

Warehousing and packaging: Similarly, for warehousing and packaging facilities, WFP worked with existing service providers in their respective locations, in the process also increasing contractor capacity and quality.

Ensuring food quality*:* The food basket for the Syrian Arab Republic was very different from other WFP operations, and included processed food such as canned goods. Furthermore, the strict food standards of the Government of the Syrian Arab Republic required fine-tuning of food basket items and their quality, with application of the same standards required for both shipments into government controlled-areas and deliveries through cross-border operations. For the latter, where pre-packaged rations were procured directly from suppliers and delivered to implementing partners without the ability to check the packaged food in transit, food quality checks were equally vital and had to be moved to the level of the supplier. From 2015, therefore, WFP installed a comprehensive quality assurance system that worked on ensuring quality at the source, especially for processed food. This involved factory inspections and food testing, for which specific capacity was built up in Mersin, Turkey in accordance with Turkey being the main origin of food commodities for the period 2015-2017.

Food baskets: The food basket was optimized, including introducing alternative components (commodity swap) if acceptable in terms of beneficiary feedback and nutritional value. From 2015 to 2017, WFP started piloting an in-house software solution for food basket optimization ("OPTIMUS"), which allowed for precise adaptation of the contents of the food basket based on parameters such as acceptance of foods, nutritional value of food, prices and availability of commodities, and overall cost. Overall, feedback from partners (both external and cooperating partners) indicates high levels of appropriateness of the food basket and sound management of changes in food basket composition. A "food safety and quality unit" under the responsibility of the head of supply chain was established to strengthen quality assurance.

Food supply agreements: WFP also introduced food supply agreements, effectively outsourcing pre-positioning to suppliers. These agreements would guarantee suppliers a minimum tonnage to be purchased and required suppliers to have certain quantities available within a defined lead time. The agreements would have a defined lifespan, and usually had the provision of a penalty if WFP did not take a "floor" minimum quantity as defined from the supplier. These agreements made transit storage almost redundant, and increased flexibility and consequently functionality of the supply chain. This to an extent relied on the origin of Turkey, and while it remains to be seen how the revised sourcing affects the overall functionality of the supply chain into 2018/2019, first

[4] WFP Transport Manual – 3.2 Surface Transport; extracted from WFP internal systems as of 3 March 2018.

indications indicate the established systems, processes, and commitments so far have handled shipments from other origins as well as previously.

Ensuring stocks: The volume of the monthly food effectively delivered to the cooperating partners was generally aligned with the volumes set out in implementation plans. Observed differences reflect the effects of operational constraints on the ground. Stocks at the onset of each monthly implementation plan were not always sufficient, but these shortages were covered by tonnages which were correctly anticipated to arrive within the same month. Nevertheless, the general food stocks on hand combined with the scheduled arrivals were sufficient to cover the supply of two consecutive monthly distribution rounds. Although overall this left the pipeline unbroken, gaps occurred in the availability of nutrition products.

Organizational systems: WFP also instigated a number of specific organizational systems to help improve the management of the supply chain including: weekly supply chain meetings across all units and offices (both vertical – incorporating CO-RO-HQ and horizontal – incorporating relevant units); the generation of a real-time supply chain dashboard; and a regularly updated, visual concept of operations (CONOPS) instrument., These systems all facilitated the close collaboration of involved organizational units for the Syria response. Close engagement between staff also allowed ad hoc problem-solving without resorting to bureaucratic processes. Headquarters involvement was reportedly close and supportive; and the Syria country office structure, with staff out-posted to key hubs in Gaziantep, Mersin, Beirut, but also Rome, while supporting the Whole of Syria (WoS) approach, integrated the Syria country office into the wider supply chain.

Whilst formal links between programme and supply chain management were not established, OPTIMUS (see paragraph on food baskets, above), the software used to link programme needs with supply chain options, provided a mechanism for feeding needs-based data into supply planning. Close interaction between staff in supply chain management and programmes also created practical, if not always formal, linkages.

Approvals and clearances: The Syria country office invested in dedicated staff that facilitated interactions on approvals and clearance procedures related to the supply chain. This significantly contributed to managing risks from non-compliance with national standards. A specific post for this purpose was established in Beirut, and the Syria team in Beirut, apart from liaising with government interlocutors at the border and inside the Syrian Arab Republic, produced regularly updated information on customs and other importation requirements, including those required at the origin (such as for legalization). Restrictions on cargo vessels permitted to dock in Syrian and Lebanese ports were similarly well managed and prepared, effectively pre-empting any obstacles to shipping and importation in these areas. These measures for managing importation and approval processes complement the investments made in food quality assurance and general compliance at the time of procurement.

Logistics cluster leadership: The WFP role as logistics cluster lead appears to be universally well regarded and appreciated. External partners pointed consistently to overall strong leadership and management of the cluster; and many examples were provided where WFP had effectively and efficiently acted as provider of last resort, filling sudden gaps in partners' capacity due to unforeseen circumstances. Partners also referenced the strong technical capabilities of WFP in supply chain and logistics capacity and its willingness and generosity in making its assets available to the wider humanitarian response, citing examples of providing access to airlifts/airdrops that WFP operated, as well as the use of warehouse facilities and fuel at cost. These examples exemplify the strong link between WFP cluster lead role and its supply chain management for the Syrian Arab Republic, which enabled it to step in with additional capacity when needed. Partners also referenced WFP efforts to maintain relationships with government stakeholders and other parties in Syria and Turkey, as such relations proved their value when WFP advocated on behalf of the cluster for humanitarian access, for example, for cross-line convoys. The WFP relationship with donors was equally appreciated when it fundraised for the cluster budget.

In cross-border operations, where balancing of interests was required due to limited space, partners unequivocally expressed appreciation of the leading but not dominating role that WFP played. WFP adopted a neutral approach to cluster coordinator, taking all interests into account, while maintaining strong planning frameworks and deadline management for cross-border convoys. If anything, for some partners, the strength of WFP planning was difficult to match. While WFP was the main user of transport space over the period (consuming around 80 percent),[5] the demeanour of WFP when space was insufficient for all goods was generally described as flexible, understanding, and supportive. Although decisions on space allocation in cross-border convoys were made by an inter-agency process led by UNOCHA, this constructive interpretation by WFP of its role appears to have been universally appreciated. None of the interview partners referred to any overlap or similar duplications between WFP and other partners. The vision of the Whole of Syria approach for cross-border and cross-line modalities, under WFP leadership of the logistics cluster, appears to have been met.

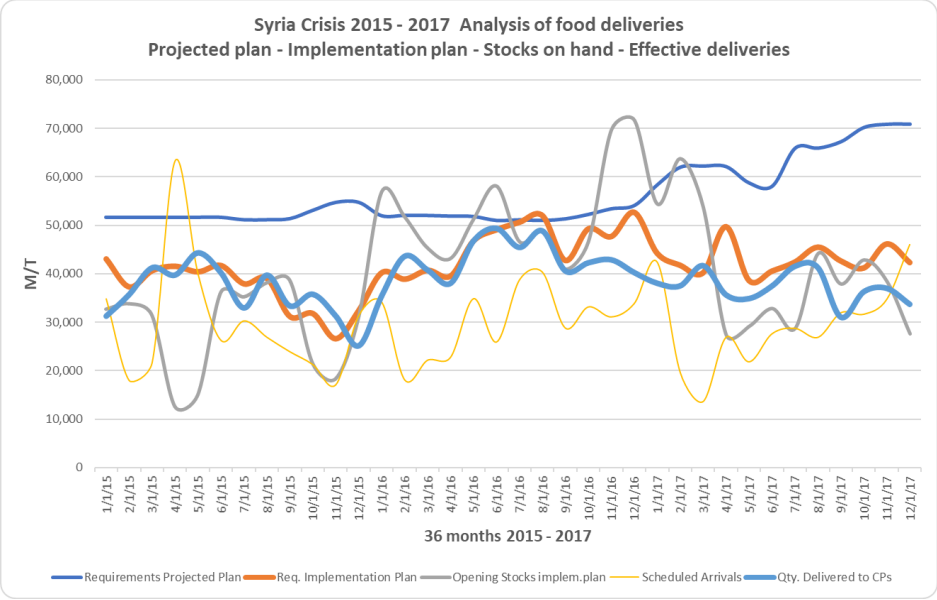
Efficiency and Effectiveness of the supply chain

As a result of the conditions and mechanisms set in place above, WFP has delivered a high level of efficiency and effectiveness in its supply chain response, reflected in timely delivery of supplies, and high levels of cost-efficiency achieved.

Timely delivery of supplies: Despite a four-month lead-in time for commodities to be delivered at source, and the exceptionally challenging operating terrain, no major pipeline breaks arose. WFP successfully managed pipeline cessation from Turkey, which closed as of December 2017, with no noticeable effects as of March 2018 in lead times (Figure 11).

Interviews with partners[6] provided examples where WFP used warehoused supplies to act as provider of last resort when gaps occurred amongst cluster partners, and re-routed supplies to avoid a shortage in a certain location. This points to the commitment to ensure consistent availability of supplies.

Figure 12: Analysis of deliveries



Cost-efficiency: WFP also achieved a very high level of cost-efficiency in the supply chain. Overall, with 72.9 percent and 67.9 percent of the total project costs in EMOP 200339 and PRRO 200988,

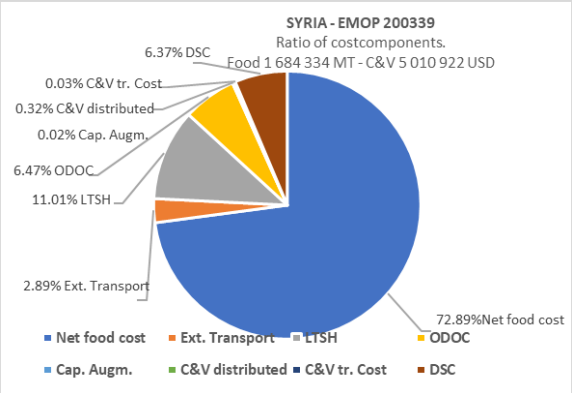
[5] WFP Syria Reports Team Syria IA convoys 2014 – 2017 (as at 14/12/2017).
[6] Interviews with cooperating and partner agency staff in Beirut, Amman and Gaziantep.

respectively, for the purchase of food commodities, WFP appears to have achieved a sound balance between cost components, as set out in Figures 13 and 14 below.

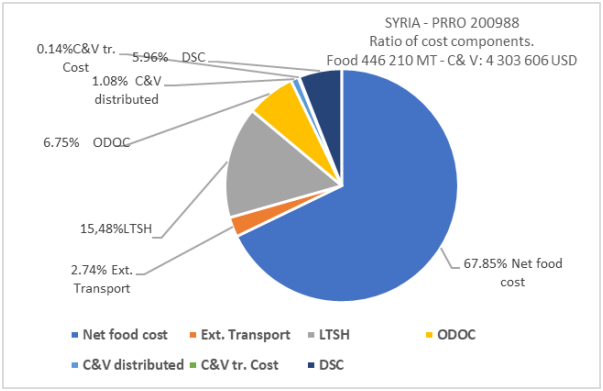
Figure 13: Funds Consumption Report EMOP 200339 as at 31/12/2017

Figure 14: Funds Consumption Report PRRO 200988 as at 31/12/2017

Funds consumption report EMOP 200339 as at 31/12/2017



Funds consumption report PRRO 200988 as at 31/12/2017



Key features include:

- Between 2015 and 2017 the food transfer cost (direct operational costs less the food cost) continued to decrease, a trend recorded since 2013, pointing to gradual efficiency gains in the supply chain. The food transfer cost per net USD 100 food value delivered to the beneficiaries ranges over the period 2015-2017 between USD 27 (under the Syrian Arab Republic -specific EMOP) and USD 37 (under the PRRO). The increase under the PRRO in 2017 was due to two main reasons: adjustment of procurement channels during the second half of the year following the closure of the pipeline from Turkey; and the inclusion of airlift and airdrop costs into the PRRO from the first quarter of 2017
- Despite a comparatively diversified and elaborate food basket, the net average cost price for food still remains well within the corporate bracket of USD 550 USD/MT – USD 750/MT for the 2015–2017 period[7]
- Direct support costs represent only 6 percent of the total project costs of the EMOP and PRRO. The direct supply costs (overheads) per USD 100 direct operational cost are USD 6.83 for the EMOP: and USD 6.37 for the PRRO. Even allowing for economies of scale this reflects a high degree of internal efficiency
- One other direct operational cost (ODOC) rate of some USD 60 per MT reflects the costs incurred by WFP to acquire rations, packing material, equipment and well secured storage space; this is justifiable under the operating conditions
- LTSH costs were retained throughout the period at a level of USD 100-140 per metric ton. This is well below levels elsewhere in WFP and reflects efficient organization of inland transport, warehousing and distribution despite often-critical situations on the ground. From 2017, air operations were included in the PRRO budget, appearing to reverse this trend. However, when excluding them in calculations, LTSH costs for surface transport continued to decline also in 2017.[8] As an example, logistics expenditure (port operations, transport, warehousing, and

[7] Yearly average cost prices for food: USD 658 (2015): USD 644 (2016) and USD 583 (2017). Source: Budget and SPR data. Data from other evaluations has shown net average cost prices as net average cost price food commodities as USD 577/MT (Ebola crisis W. Africa Reg 2014–2016); USD 535/MT (Central African Republic – 2015–2017): USD 753/MT EMOP 200650: USD 403 MT: Reg. EMOP 200565.

[8] Logistics expenditure trends for years 2013 to 2017, provided by WFP OEV in February 2018 as Excel file, interviews with WFP staff, SPRs for 2015, 2016, and 2016.

packaging, excluding airlifts and airdrops) per metric ton reduced from USD 117 in 2015, to USD 102 in 2016, and USD 73 in 2017

- The drive to procure food commodities as far as feasible within the region during the evaluation period helped to reduce the need for external transport
- Post-delivery losses in the Syria operation were minimal to negligible, ranging from 0.31 percent of total quantities handled in 2015, to 0.15 percent in 2017,[9] well below the corporate threshold of 2 percent.[10] Such low losses are likely due to the specific conditions of delivery inside the Syrian Arab Republic, including the tracing system for each individual box of commodities, and high levels of scrutiny of distributions by local authorities.

[9] SPR reports 2015-2017.

[10] WFP (2006) *Review of the Arrangements for Reporting Post-Delivery Losses to the Executive Board*, which indicates that losses that are equal to, or greater than, two per cent of the total net cost (price, insurance and freight value) of commodities handled in any country and greater than USD 20,000 in absolute value are reported to the Executive Board individually on an annual basis, as are significant but proportionally smaller losses in countries where large programmes are being implemented (para 30).

Annex XII: International Humanitarian Principles

Box 3: Commentary on the international humanitarian principles

CORE HUMANITARIAN PRINCIPLES	Implications of the principle	Adherence in the response
Humanity WFP will seek to prevent and alleviate human suffering wherever it is found and respond with food assistance when appropriate. It will provide assistance in ways that respect life, health and dignity.	This principle, in seeking to address human suffering "wherever it is found", sets a high bar. In reality food assistance is constrained by available finances, requiring a prioritization even amongst those in need.	The main WFP interventions (in operational terms) were through the two EMOPs and two PRROs. With high proportions of the population inside the Syrian Arab Republic and refugees/host populations in the region requiring food assistance, the operations sought to reduce hunger, support early recovery, rebuild livelihoods and stabilize or reduce the prevalence of moderate acute malnutrition. The PRROs, particularly, also progressively moved from GFD to interventions such as FFA and FFT aiming to help rebuild livelihoods and dignity. However, partly as a consequence of limited financial resourcing, and partly due to access restrictions inside the Syrian Arab Republic, WFP has not been able to address suffering "wherever it is found", including: 1. Inside the Syrian Arab Republic, security and other restrictions have limited access to hard-to-reach and besieged areas – though WFP has done much to seize opportunities for humanitarian access as soon as it became available; 2. Shortcomings in AAP have prevented assistance being consistently provided in ways that fully respect the dignity of beneficiaries. 3. Transfers to beneficiaries have not always responded to assessed needs, due to shortcomings in funding.
Neutrality WFP will not take sides in a conflict and will not engage in controversies of a political, racial, religious or ideological nature. Food assistance will not be provided to active combatants	The demands and potential tensions of this principle are greater in periods of conflict. A potential tension arises if donors and the presiding government have different political priorities; in effect, WFP becomes caught in the middle	Neutrality has been tested in the Syrian context particularly, given high levels of politicization of the crisis. WFP has targeted its assistance to all areas of the Syrian Arab Republic, access permitting, including to beneficiaries in both government and opposition-held areas, including through airdrops. Attempts to carve out access have required dialogue with many parties to the conflict. WFP has utilized the mandate given by the United Nations Security Council to deliver assistance by crossing international borders into the Syrian Arab Republic, thereby reaching areas not under government control. Efforts to expand the CP base in the Syrian Arab Republic, in order to avoid over-dependence on a single CP, also reflect efforts to ensure neutrality. Robust due diligence is conducted on new CPs; these are selected by a list approved by the Syrian authorities. Systems are not consistently in place to track and ensure full adherence to neutrality by CPs at local level

CORE HUMANITARIAN PRINCIPLES	Implications of the principle	Adherence in the response
Impartiality WFP assistance will be guided solely by need and will not discriminate in terms of ethnic origin, nationality, political opinion, gender, race or religion. In a country, assistance will be targeted to those most at risk, following a sound assessment that considers the different needs and vulnerabilities of women, men and children	This principle both overlaps with and complements those of neutrality and humanity	Inside the Syrian Arab Republic, WFP has worked within the limitations of the context to identify differential needs of men, women and children, as well as different beneficiary categories, including IDPs, pregnant and lactating women, out of school children and others. In the surrounding "+ 5" countries, WFP has led or participated in extensive vulnerability assessments, including the VASyr in Lebanon, and VAF in Jordan and others. Inside the Syrian Arab Republic, WFP has applied strict needs-based criteria to reach beneficiaries, with support explicitly targeted to the most vulnerable, with a focus on IDPs, out-of-school children and those meeting identified vulnerability criteria (including women and children). It also sought to address nutrition needs. Externally, WFP support has been focused on vulnerable refugees as well as host populations, with vulnerability targeting tools encompassing dimensions such as gender, single-headed household, etc.
Operational independence WFP will provide assistance in a manner that is operationally independent of the political, economic, military or other objectives that any actor may hold with regard to areas where such assistance is being provided	This principle seeks to ensure that there is no bias or interference in the provision of assistance. The wording of this principle is based on a presumption that humanitarian assistance will not intersect with the intentions of political/economic/military forces in areas being assisted. Arguably, strict operational independence may also run counter to principles of coordination (alignment, harmonization and sustainability) and participation	This was the most difficult to navigate principle of the response, given WFP dependence on a comparatively small pool of donors for its response, whilst also set against the strong leadership by involved governments over humanitarian assistance on their territories. Inside the Syrian Arab Republic, WFP efforts to strike an appropriate balance between maintaining relationships with national stakeholders to facilitate the delivery, whilst seeking out opportunities for humanitarian advocacy, has delivered tangible results in terms of increased access. For all involved countries, WFP has also worked through local authorities at the governorate level, and through CPs at all levels. It has also applied independent monitoring to try to ensure that independence in provision of assistance has not been compromised. However, as for neutrality, tracking and ensuring full operational independence at local level encountered challenges, particularly when working through cooperating partners

Annex XIII: Gender in Human Resourcing

Trend by Region, Title and Gender	31-Dec-15			31-Dec-16			31-Dec-17			31-Mar-18		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
Grand Total	**58**	**91**	**149**	**62**	**89**	**151**	**63**	**88**	**151**	**63**	**90**	**153**
RBB	**13**	**16**	**29**	**13**	**15**	**28**	**12**	**17**	**29**	**12**	**16**	**28**
Regional Director		1	1		1	1		1	1		1	1
Deputy Regional Director	1		1	1		1	1		1	1		1
Country Director	6	7	13	6	7	13	6	7	13	6	6	12
Deputy Country Director	6	8	14	6	7	13	5	9	14	5	9	14
RBC	**11**	**18**	**29**	**10**	**22**	**32**	**10**	**21**	**31**	**10**	**23**	**33**
Regional Director		1	1		1	1		1	1		**1**	**1**
Deputy Regional Director		2	2		2	2	1	2	3	**1**	**2**	**3**
Country Director	7	7	14	4	10	14	3	10	13	**3**	**12**	**15**
Deputy Country Director	4	8	12	6	9	15	6	8	14	**6**	**8**	**14**
RBD	**11**	**20**	**31**	**13**	**18**	**31**	**15**	**19**	**34**	**16**	**18**	**34**
Regional Director	1		1		1	1		1	1		1	1
Deputy Regional Director				1	1	2	1	1	2	1	1	2
Country Director	5	11	16	6	11	17	7	10	17	9	9	18
Deputy Country Director	5	9	14	6	5	11	7	7	14	6	7	13
RBJ	**7**	**14**	**21**	**8**	**12**	**20**	**8**	**11**	**19**	**8**	**11**	**19**
Regional Director		1	1		1	1				1		1
Deputy Regional Director	1		1	1		1	1		1			
Country Director	3	8	11	4	7	11	3	8	11	3	8	11
Deputy Country Director	3	5	8	3	4	7	4	3	7	4	3	7
RBN	**6**	**14**	**20**	**7**	**13**	**20**	**8**	**12**	**20**	**7**	**13**	**20**
Regional Director	1		1	1		1	1		1		1	1
Deputy Regional Director		1	1		1	1		1	1		1	1
Country Director	2	5	7	2	5	7	4	4	8	4	4	8
Deputy Country Director	3	8	11	4	7	11	3	7	10	3	7	10
RBP	**10**	**9**	**19**	**11**	**9**	**20**	**10**	**8**	**18**	**10**	**9**	**19**
Regional Director		1	1		1	1		1	1		1	1
Deputy Regional Director	1		1	1		1	1		1	1		1
Country Director	7	4	11	7	4	11	7	4	11	7	4	11
Deputy Country Director	2	4	6	3	4	7	2	3	5	2	4	6

Source: WFP human resource statistics

RBB = WFP Regional Bureau for Asia and the Pacific

RBC = WFP Regional Bureau for the Middle East, North Africa, Eastern Europe and Central Asia

RBD =WFP Regional Bureau for West Africa

RBJ = WFP Regional Bureau for Southern Africa

RBN = WFP Regional Bureau for East and Central Africa

RBP = WFP Regional Bureau for Latin America and the Caribbean

Annex XIV: Fieldwork tools

As noted in Annex II, Methodology, the evaluation design adopted a systematic approach, prioritizing the use of structured tools. This Annex includes specific tools for data recording/analysis. All tools are fully geared to the evaluation matrix (Annex III).

1. Analytical tools applied for field and desk study (adapted for gender/protection)

2. Interview guides for individual stakeholder groups

- Interview guide 1: WFP staff and management
- Interview guide 2: United Nations partners
- Interview guide 3: Government partners
- Interview guide 4: Donor partners
- Interview guide 5: Cooperating partners
- Interview guide 6: Retailers/traders for cash-based assistance

3. Structured tools for focus groups (by activity)

Notes:

- Interview guides for WFP national partners in the Syrian Arab Republic and Turkey were separately developed. These were shared with the respective country offices to review for appropriateness to context.

1. Analytical tools applied for field and desk study (adapted for gender and protection)

	Areas of analysis	Evidence 1	Evidence 2	Evidence 3	Analysis
Evaluation questions and indicators		Document review - Cite all sources/references	Interview	Focus groups	

Humanitarian needs	Main features of operating context for WFP - food security; localized conflict; etc.				
	Primary humanitarian issues facing WFP in the country (refugee flows 2015-2017; IDPs 2015-2017; other)				
	Food security and nutrition indicators relevant to the target population (as relevant to the operation)				
	Other indicators relevant to the target population (education, health, etc.)				
	Gender indicators among the target population				
Political economy	Legislative context relevant to refugee populations e.g. in relation to employment, access to services etc.				
	Scope for dialogue/extent of shared vision & partnership on food security and nutrition aspects of humanitarian response with government				
	Scope for dialogue/extent of shared vision & partnership on food security and nutrition aspects of humanitarian response with United Nations partners				
	Scope for dialogue/extent of shared vision & partnership on food security and nutrition aspects of humanitarian response with other partners (CP, food security working group, etc.)				
	Availability & capacity of CPs				
Q 1.1 To what extent did WFP interventions target the needs of the affected populations?	Were comprehensive needs assessments available to identify affected populations & vulnerable groups (as far as feasible given access constraints e.g. in Syria)?				
	Did needs assessments include gender and protection concerns?				
	Did targeting criteria applied reflect affected populations and do they reflect vulnerable groups as identified in needs assessments?				
	Were prioritization criteria available and applied where/when necessary?				
Q1.2 To what extent were WFP choices of activities and	Was there any evidence of data and analysis generated/used to identify beneficiary needs and preferences re: activities/modalities?				

modalities in line with the needs of the affected populations?	Was there evidence of appropriate differentiation in activities/modalities according to different needs and contexts (e.g. gender and camp vs community)?				
	Was there evidence that modalities (choice of food, in-kind, CBT etc.) were appropriate for the contextual conditions of the country (e.g. market conditions, livelihoods options etc.)?				
	Did beneficiaries feel that the modalities and activities meet their needs?				
Q 1.3 To what extent was the programme informed by available evidence and corporate guidance?	Was there evidence that designs were based on analysis of contextual conditions (e.g. feasibility studies, market analysis etc.) and outcome data?				
	Were findings/learning from evaluations/other assessments referenced in design documents/SPR reports?				
	Have corporate guidance/systems been applied (e.g. technical guidance for FFA, FFT, CBT, SCOPE) where available/relevant? How relevant/successful have these been?				
	Have other localised systems/approaches been applied to replace any unsuited corporate guidance/systems?				
Q1.4 How swiftly and effectively has the response adapted in response to needs (including innovative approaches)?	What have been the main changes/evolutions in strategic decisions in response to changes in the context/crisis? Were the decisions made appropriate/timely?				
	What operational changes have taken place in response to changes in the context/crisis? Were these appropriate/timely?				
	What programmatic changes (e.g. changes in response to beneficiary needs) have taken place in response to changes in the context/crisis? Were these appropriate/timely?				
2.1 To what extent did the WFP response align with national/regional responses to the crisis?	To what extent did WFP activities align with the 3RP for 2015-2017?				
	To what extent did the WFP response align with relevant other (UN) country-level strategies and plans e.g. the UN's Syria Strategic Framework 2016 – 2017?				
	To what extent did WFP activities align with national strategies to manage the crisis such as the Jordan National Resilience Plan				

	(2014-2016) and Response Plan for the Syria Crisis (2017-2019); Lebanon Crisis Response Plans (2015-2016) and (2017-2020); etc.?				
	To what extent did WFP activities align with national sector strategies and plans including e.g. food security, social safety nets, education, nutrition and agriculture; and gender strategies and plans?				
	Syria: To what extent did WFP delivery modalities inside Syria align with the complex in-country and cross-border conditions/requirements for food delivery to the affected population?				
2.2 How effectively has WFP engaged with collective decision-making within the United Nations system to promote a principled and coherent approach to the humanitarian response?	To what extent has WFP engaged in joint United Nations strategic planning for the response (regional coordination mechanisms/WoS; country level UNCT/sector working groups etc.)?				
	What evidence was there of positive contribution to collective decision-making within United Nations coordination mechanisms e.g. sector working groups, etc.?				
	To what extent did WFP consult with other key actors on its strategic choices and programmatic decisions (rather than "go it alone") in the country?				
	Was there any evidence of WFP advocacy to ensure adherence to the IHPs within the humanitarian system - e.g. within programming (including partner selection and management and geographical focus) and/or engagement with parties to the conflict in Syria?				
2.3 To what extent has WFP seized opportunities for joint programming/collective operational action within the humanitarian response?	To what extent has WFP made efforts to engage in joint programming/collective operational action in the country, in key programmatic areas such as food security, livelihoods, school feeding and nutrition (particularly in areas that pose access challenges)?				
	To what extent has WFP engaged in multi-agency and cross-sectoral collaborations to address the protracted nature of the crisis e.g. through resilience programming?				

	What evidence exists that WFP has engaged in harmonized approaches to programming in the country, e.g. on targeting and GFA (cash/voucher modalities and values)?				
	What effort has WFP made to avoid duplication/fill emerging gaps where feasible and appropriate for the country response?				
2.4 To what extent has the WFP choice of a regional "Syria + 5" model for its humanitarian response supported synergies across countries/programmes?	What have been the main areas of engagement with the regional bureau over the period 2015-2017 on the response? Have any gaps or omissions been uncovered, the identification of which may benefit the country office?				
	Has any learning been collectively generated and/or synergies created with other countries in the "+ 5" response in key activities/modalities (e.g. cash/voucher modalities, livelihoods, nutrition etc.)?				
	To what extent has WFP applied internal synergies within the six countries of the response e.g. linking GFA transfers to livelihoods activities?				
3.1 To what extent has the response been implemented in a timely way?	Have beneficiaries' needs been met in a timely manner (including for GFA - in-kind/cash and voucher)?				
	Was there evidence of limited delays in processing new beneficiaries and appeals processes?				
4.1 To what extent did WFP interventions in the region meet their intended results and serve the population in need (including by vulnerable group)?	What was the level of achievement against target (outputs, outcomes) including by vulnerable group (gender/disability/other identified vulnerable group)?				
	What were any unanticipated effects (positive, negative)?				
4.2 To what extent did WFP interventions succeed in delivering additional benefits to affected populations/governments/other partners? (E.g. national capacity-strengthening, policy influencing etc.)?	What were any identified contributions (as context permits) in areas such as: a) Building national partner capacity to manage and implement the humanitarian response b) Supporting, influencing or enhancing national policies/strategies for the humanitarian response and for national governmental safety nets c) Generating knowledge and learning to inform WFP and wider humanitarian responses				

	d) Contributing to market/economic development in concerned countries e) Other?				
4.3 To what extent were humanitarian principles of humanity, impartiality, neutrality and independence – and a "do no harm" commitment – applied in programming?	Has the assistance and its delivery, including targeting and assistance levels, reflected to the greatest degree possible the four key humanitarian principles: • Neutrality • Humanity • Impartiality • Independence (or efforts to ensure this in the context)?				
	Have there been any required trade-offs between principles (eg. in partner selection and the geographical allocation of assistance)? How were these explored, tested and managed in the context?				
	Were "do no harm" approaches applied in the planning and delivery of assistance?				
4.4 To what extent were gender/protection/AAP considerations taken into account?	What resources (human capacity i.e. gender focal point or other staff time) were available for gender/protection mainstreaming in the country office?				
	To what extent did senior management show evidence of engagement in gender- and protection-focused actions (raising issue at SMT etc.)?				
	Have any specific gender/protection analyses been undertaken and applied to inform programming?				
	Have gender/protection concerns been integrated into programming across activities (GFA, school feeding, nutrition, livelihoods) beyond "including women" as numbers?				
	Have any studies or assessments been conducted to review the gender/protection effects of WFP programming (e.g. gender effects of cash transfers)?				
4.5 To what extent did WFP analyse and manage strategic, operational, programmatic (incl. funding), organisational, and	Were appropriate risk identification measures in place and regularly updated for: • Operational risks • Programmatic (including funding) risks				

reputational risks to ensure continuity of programming?	• Organisational risks • Reputational risks?				
	Were appropriate risk-mitigation measures in place and applied for: • Operational risks • Programmatic (including funding) risks • Organisational risks • Reputational risks?				
4.6 How likely are the results achieved to contribute to sustainable gains for communities within the constraints of the different contexts (e.g. social cohesion, resilience, peacebuilding etc.)?	Have activity designs considered, and built in, approaches for sustainability, including handover?				
	Was there any evidence of preparation for, or actual handover of, activities/sub-activities to governments or other parties?				
	Is there any evidence of results in terms of: • Building social cohesion at community level • Building resilience • Contributing to peacebuilding aims • Other?				
Any other themes/findings emerging?	Strengths				
	Weaknesses				
Implications for the CO / RB	Key implication areas identified				

2. Interview guides for individual stakeholder groups

Questions applied selectively for/tailored to individual interviewees.

All interviews were conducted in accordance with the evaluation's ethical standards. Specifically:

- Informed consent was secured before interviews could take place
- Interviewees were informed that all information provided was kept strictly confidential/anonymised.

Interview guide 1: WFP staff and management	
Context:	i. To what extent does WFP share a vision with government on addressing the refugee/IDP crisis [in programme areas]? Would you say there is common ground? ii. To what extent does WFP share a vision with its United Nations partners on addressing the refugee/IDP crisis [in programme areas]? Would you say there is common ground? iii. How do you find the availability & capacity of CPs in the country to serve the WFP refugee/IDP response [in programme areas]? Have you experienced any challenges in finding capable and experienced CPs?
Planning and strategizing	i. Have corporate guidance/systems been applied to inform the response [in your programme area]? [Prompt: technical guidance for project cycle especially assessment and monitoring; FFA, FFT, CBT, SCOPE.] How relevant/useful has this been? ii. Have you needed to develop other localized systems/approaches where corporate guidance/systems were not appropriate/useful? [Prompt for examples.] iii. What do you consider to have been the three main operational decisions taken over the period 2015-2017 in response to changes in context? With hindsight, did WFP make the right choices at the time? iv. Have any opportunities been missed, in your opinion?
Partnerships	i. How have the World Food Programme's relationships changed with its United Nations partners over time? How would you characterise relationships with key United Nations partners now? ii. To what extent has WFP engaged in joint United Nations strategic planning for the refugee/IDP response? (country level UNCT/sector working groups etc.) How well has this worked? iii. Have you seen WFP work to advocate within partners – including with government - to ensure that humanitarian action adheres to the IHPs in [country name]? Where/how? iv. Has WFP undertaken joint programming or worked jointly with other United Nations partners on food security, livelihoods, school feeding, nutrition and resilience etc.? Has it worked on harmonized approaches to programming, e.g. on targeting and GFA (cash/voucher modalities and values)?
The regional model	i. What have been the main areas of engagement with the regional bureau over the period 2015-2017 on the response? How well would you say the relationship has worked? ii. Has any learning been generated/shared with colleagues in other countries in the "+ 5" response from [programme areas e.g. cash/voucher modalities, livelihoods, nutrition etc.]? How/where? iii. To what extent has WFP applied internal synergies e.g. linking GFA transfers to livelihoods activities? iv. [Jordan] To what extent did WFP synergize EMOP activities with the existing national programme?
Results	i. To what extent do you feel targeting of WFP beneficiaries accurately identifies those in need? Are there population groups or areas they are not sufficiently covering? ii. Are there any groups which have benefited less or more than others from WFP assistance? [Prompts: women, the elderly, PWDs, etc.]

	iii. Beyond the core outputs and outcomes, what were the main achievements of WFP assistance in [country name]? [Prompts: building national partner capacity; helping develop national policies/strategies for the humanitarian response; generating knowledge and learning; contributing to market/economic development; social cohesion etc.] iv. Have there been any unanticipated effects of the assistance (positive, negative)? [Prompt: why would you say these have arisen?] *v.* In your opinion, what have been the key innovations that WFP should take from the response and apply elsewhere?
IHPs/Do No Harm	i. What challenges has WFP experienced in implementing the IHPs? Were any trade-offs experienced (e.g. in partner selection and the geographical allocation of assistance)? How were these explored, tested and managed in the context? ii. Were Do No Harm approaches applied in the planning and delivery of assistance?
Gender/protection/AAP	i. What resources (human capacity i.e. gender/protection focal point or other staff time) are available for gender & protection mainstreaming in the country office? And for AAP? ii. To what extent does senior management show evidence of engagement in gender-/ protection/AAP-focused actions (raising issue at SMT etc.)? iii. Have any specific gender and protection analyses been undertaken and applied to inform programming? iv. Have gender/protection/AAP concerns been integrated into programming across activities (GFA, school feeding, nutrition, livelihoods) beyond "including women" as numbers? v. Have any studies or assessments been conducted to review the gender/protection effects of WFP programming (e.g. gender effects of cash transfers)?
Sustainability	i. Was any national capacity index designed/used in the design, or any other capacity assessments? ii. How is sustainability planned for and implemented in WFP activities? (Prompts: handover to government or other actors; planning for transition; shift to resilience.) iii. What is the potential for handover to government/have any activities already been handed over? iv. Is there any evidence of sustainable results at community level? (Prompts: building social cohesion at community level; building resilience; contributing to peacebuilding aims; or other sustainable gains.)
Overall	Finally, is there anything else you would like to add or emphasize about the work of WFP in [country]?

Interview guide 2: United Nations partners	
Context:	i. What have been your main areas of collaboration with WFP since 2015? What are the main areas currently?
Partnerships	i. To what extent has WFP engaged in joint United Nations strategic planning for the refugee/IDP response (country level UNCT/sector working groups etc.)? How well has this worked? ii. [How] have WFP relationships changed with its United Nations partners over time? How would you characterize relationships with key United Nations partners now? iii. Has WFP undertaken joint programming or worked jointly with United Nations partners on food security, livelihoods, school feeding, nutrition and resilience etc.? Has it worked on harmonized approaches to programming, e.g. on targeting and GFA (cash/voucher modalities and values)? iv. How would you characterize the relationship of WFP with government in the country? (How) has this changed over time?
Results	i. What have been the main strengths/achievements of WFP assistance in [country]? [Prompts: building national partner capacity; helping develop national policies/strategies for the humanitarian response; generating knowledge and learning; contributing to market/economic development etc.] ii. To what extent do you feel targeting of WFP beneficiaries accurately identifies those in need? Are there population groups or areas they are not sufficiently covering? iii. Are there any groups that have benefited less or more than others from WFP assistance? [Prompts: women, the elderly, PWDs, etc.] iv. What have been the main weaknesses/limitations? v. Have there been any unanticipated effects of the assistance (positive, negative)?
IHPs/Do No Harm	i. How well do you feel WFP has implemented the IHPs [humanity, impartiality, neutrality and independence]? Have you found any tensions or challenges in implementing them? [Prompt: partner selection and the geographical allocation of assistance.] ii. How well do you feel that WFP has ensured that Do No Harm approaches are applied in the planning and delivery of its assistance? [Explain] iii. Have you seen WFP work to advocate within partners – including with government - to ensure that humanitarian action adheres to the IHPs in [country name]? Where/how?
Gender/ protection/AAP	i. Do you consider that WFP takes a sufficiently proactive approach in terms of gender/protection mainstreaming? Where/how? ii. What are the gaps or weaknesses, if any, in its work on gender/protection? iii. Do you consider that WFP has sufficient safeguards in place to ensure adherence to AAP requirements? Please could you describe these?
Sustainability	i. As the crisis continues, do you envision WFP programming continuing largely in its current form? ii. Are there any changes you think WFP should make and have you proposed these? What reaction have you received? iii. Does WFP plan for sustainability in its activities? What actions does it take to ensure that at least some of its efforts are sustainable? iv. Is there any evidence of WFP generating results in terms of: building social cohesion at community level; building resilience; contributing to peacebuilding aims; or other sustainable gains?
Overall	Finally, is there anything else you would like to add or emphasize about the World Food Programme's work on the Syria + 5 response?

Interview guide 3: Government partners	
3.i National government	
Context	i. What have been your main areas of collaboration with WFP since 2015? What are the main areas currently?
Relevance/appropriateness	i. Which government policies or priorities have influenced what WFP can and cannot do here in this country? ii. Do you feel that WFP is adhering sufficiently to national policies and frameworks surrounding the refugee/IDP crisis that you have experienced? iii. To what extent do you feel targeting of WFP beneficiaries accurately identifies those in need? Are there population groups or areas they are not sufficiently covering? [Mindful of feasibility concerns, such as requiring government permits or clearances for access.]
Partnerships	i. To what extent do you feel WFP has engaged with government planning for the refugee/IDP response? Has this planning process worked well? ii. Does WFP consult with you regularly on its activities in the response? Do you feel you have enough engagement in its planning? iii. Does WFP share enough information with you, with enough frequency? Does WFP respond swiftly to requests for information? iv. Are WFP staffs responsive in addressing any queries or concerns you may have? v. How well do you see WFP cooperating within the United Nations system? How would you characterize its relationships with other United Nations agencies? *vi.* Overall, how open and cooperative do you find WFP as a partner? Is there anything you would change in the way WFP works with you? [Prompt: How does your collaboration with WFP compare with that for other United Nations agencies?]
Results	i. What have been the main strengths/achievements of WFP assistance in [country name]? [Prompts: building national capacity; helping develop national policies/strategies for the humanitarian response; generating knowledge and learning; contributing to market/economic development etc.] ii. What have been the main weaknesses/limitations of its work? iii. Are there ways that WFP has helped you to shape longer term government priorities (e.g. in how to help refugees in the future or poorer people in your own population)? iv. Do you feel that WFP presence has benefited parts of the economy in the country? Do you feel any parts of the economy have been hurt by WFP food assistance? Please explain.
Sustainability	i. In the event that the refugee/IDP situation continues in the coming years, do you think WFP food-assistance work can or should continue in its current form? Or do you think that any adaptations are necessary? Please explain. ii. Has WFP helped build social cohesion at community level in your country, or any other sustainable gains?
Overall	Finally, is there anything else you wanted to add or emphasize about your partnership/engagement with WFP?
3.ii Local government	
Context:	i. What have been your main areas of collaboration with WFP since 2015? What are the main areas currently?
Relevance/appropriateness	i. What local government policies or priorities have influenced what WFP can and cannot do here in your governorate/area? ii. Do you feel that WFP respects the governorate's/area's priorities and policies for the refugee/IDP crisis? Why/not? iii. To what extent do you feel targeting of WFP beneficiaries accurately identifies those in need? Are there population groups or areas they are not sufficiently covering?
Partnerships	i. To what extent do you feel WFP has engaged with local government planning for the refugee/IDP response? Has this planning process worked well? ii. Does WFP consult with you regularly on its activities in the response? Do you feel you have enough engagement in its planning? iii. Does WFP share enough information with you, with enough frequency? Does WFP respond swiftly to requests for information?

	iv. Are WFP staff responsive in addressing any queries or concerns you may have? *v.* Overall, how open and co-operative do you find WFP as a partner? Is there anything you would change in the way WFP works with you? [Prompt: How does your collaboration with WFP compare with that for other United Nations agencies?]
Results	i. What have been the main strengths/achievements of WFP assistance in [the governorate/area]? [Prompts: building national capacity; helping develop national policies/strategies for the humanitarian response; generating knowledge and learning; contributing to market/economic development etc.] ii. What have been the main weaknesses/limitations of its work? iii. Are there ways that WFP has helped you to shape longer term priorities (e.g. in how to help refugees in the future or poorer people in your own population)? iv. Do you feel that WFP presence has benefited parts of the economy in [the governorate/area]? Do you feel any parts of the economy have been hurt by WFP food assistance? Please explain.
Sustainability	i. In the event that the refugee/IDP situation continues in the coming years, do you think WFP food-assistance work can or should continue in its current form? Or do you think that any adaptations are necessary? Please explain. ii. Has WFP helped build social cohesion at community level in your [governorate/area] or any other sustainable gains?
Overall	Finally, is there anything else you wanted to add or emphasize about your partnership/engagement with WFP?

Interview guide 4: Cooperating partners	
Context	i. How long have you been a partner of WFP in the context of the Syrian regional crisis? What have been your main areas of collaboration with WFP since 2015? What are the main areas currently?
Partnerships	i. How has your relationship – with regards to activities, funding, etc. – with WFP evolved over time? Are you happy with the way it has evolved? ii. To what extent is your work – your programme activities – determined independently, or to what extent are you delivering a pre-determined set of activities for WFP? iii. Does WFP share enough information with you, with enough frequency? Does WFP respond swiftly to requests for information? iv. If you encounter difficulties, how do you report these to WFP? Do you find WFP responsive in trying to address any queries and concerns? v. Overall, how open and cooperative do you find WFP as a partner? Is there anything you would change in the way they work with you? [Prompt: did WFP provide the necessary support and guidance/tools?]
Results	i. How do you monitor and evaluate the work you are undertaking with WFP? Do you find WFP reporting demands appropriate for the work you are doing? ii. What are the main achievements or successes you have achieved in your work funded through WFP? iii. What have been the main weaknesses/limitations? iv. To what extent do you feel targeting of WFP beneficiaries accurately identifies those in need? Are there population groups or areas they are not sufficiently covering? v. Are there any groups which have benefited less or more than others from WFP assistance? [Prompts: women, the elderly, PWDs, etc.] vi. Have there been any unanticipated effects of your assistance (positive, negative)? Why do you think these have arisen? vii. Do your activities work on social cohesion or resilience at community level? If so, what have been your main achievements in this area?
IHPs/Do No Harm	i. How do you ensure adherence to the IHPs? Does WFP monitor/require you to report on how you adhere to them?

	ii. What challenges do you experience in implementing the IHPs? Do you find that you encounter tensions between different IHPs? How do you manage these? iii. Does WFP require you to ensure that Do No Harm approaches are applied in the planning and delivery of your work? Does WFP monitor/require you to report on how you adhere to Do No Harm approaches? iv. Have you seen WFP work to advocate with partners – including with government - to ensure that humanitarian action adheres to the IHPs/Do No Harm in [country name]? Where/how?
Gender/protection/AAP	i. Does WFP require you to ensure that gender issues are applied in the planning and delivery of your work (gender analysis, planning, implementation)? Does WFP monitor/require you to report on how you address gender concerns? ii. Does WFP require you to ensure that protection issues are applied in the planning and delivery of your work (protection analysis, planning, implementation)? Does WFP monitor/require you to report on how you address protection concerns? iii. Does WFP require you to ensure that AAP issues are applied in the planning and delivery of your work? Does WFP monitor/require you to report on how you address AAP concerns?
Sustainability	i. Does WFP ask that you plan for sustainability in its activities? What actions does it take to ensure that the activities that you implement are sustainable? [Prompt: transition planning, handover to national actors.] ii. What is your main planning for crisis in the short and medium term currently? How do you feel WFP response should change if the crisis continues for several additional years?
Overall	Before we conclude, is there anything else you wanted to add or emphasize about your partnership/engagement with WFP?

Interview guide 5: Donor partners (country level)	
Context:	i. How has [donor] supported WFP in [country] currently in response to the Syrian regional crisis, and in recent years? ii. What has led to any fluctuations in [donor's] support (between 2015 and now)? iii. Has [donor] support for WFP in [country] been the same as in neighbouring countries responding to the Syria crisis? What are the main reasons for any differences in approach? iv. What other donors would you say [donor] in [country] has been most closely aligned to in terms of supporting the WFP response?
Partnerships	i. How would you characterize [donor's] relationship with WFP in the country? [How] has this changed over the period of the response? ii. In your opinion, does WFP share enough information with you, with enough frequency? Does it respond swiftly to requests for information? iii. Is WFP responsive in addressing any queries or concerns you may have? iv. How would you characterize the relationship of WFP with government in the country? (How) has this changed over time? v. To what extent does WFP share a vision with its United Nations partners on addressing the refugee/IDP crisis? Would you say there is common ground? vi. How well do you feel that WFP engages in strategic and operational coordination with United Nations partners in the country? vii. Overall, how open and cooperative do you find WFP as a partner? Is there anything you would change in the way it works with you? [Prompt: How does your relationship with WFP compare with your collaboration with any other United Nations agencies?]
Results	i. How satisfied are you with WFP reporting on results achieved? [Prompt: Does this focus sufficiently on the effects of the assistance, rather than just delivery of assistance?]

	ii. What have been the main strengths/achievements of WFP assistance in [country name]? [Prompts: building national partner capacity; helping develop national policies/strategies for the humanitarian response; generating knowledge and learning; contributing to market/economic development etc.] iii. What have been the main weaknesses/limitations? iv. To what extent do you feel targeting of WFP beneficiaries accurately identifies those in need? Are there population groups or areas WFP is not sufficiently covering? v. Are there any groups that have benefited less or more than others from WFP assistance? [Prompts: women, the elderly, PWDs, etc.] vi. How satisfied do you feel with the different modalities WFP has adopted for its assistance in [country]? Do you feel that these are appropriate for the context? vii. Have there been any unanticipated effects of the assistance (positive, negative)? viii. Is there any evidence of WFP generating results in terms of: building social cohesion at community level; building resilience; contributing to peacebuilding aims; or other sustainable gains?
IHPs/Do No Harm	i. How effectively do you feel that WFP has implemented the IHPs? Have you observed any challenges or tensions in their efforts to adhere to these (e.g. in partner selection and the geographical allocation of assistance)? ii. Do you feel that WFP explored and managed any tensions/challenges appropriately in the context? iii. Do you consider that WFP adequately ensured that Do No Harm approaches were applied in the planning and delivery of its assistance? [Explain] iv. Have you seen WFP advocate within partners – including with government - to ensure that humanitarian action adheres to the IHPs in [country name]? Where/how?
Gender/protection/AAP	i. Do you consider that WFP takes a sufficiently proactive approach in terms of gender/protection mainstreaming? Where/how? ii. What are any gaps or weaknesses in its work on gender/protection? iii. Do you consider that WFP has sufficient safeguards in place to ensure adherence to AAP requirements? Please could you describe these?
Sustainability	i. As the crisis continues, do you envision WFP programming continuing largely in its current form? ii. Are there any changes you think WFP should make and have you proposed these to WFP? What reaction have you received? iii. Does WFP plan for sustainability in its activities, and is [donor agency] pushing for WFP to move towards a new model that might be more sustainable?
Overall	Finally, is there anything else you would like to add or emphasize about your partnership/engagement with WFP?

Interview guide 6: Retailers/traders for cash-based assistance
1. How were you invited to take part in this programme? Are other retailers in your area working on it? 2. Were the programme, its rules and your commitments fully explained to you? Did you have enough information about type and quantities of commodities you had to stock and the duration of the programme? 3. How has the cash/voucher system worked for you? Have you found any difficulties? 4. Have you encountered any challenges with the beneficiaries in respect of quantities and entitlements they were to receive? 5. Have you found that you received reimbursement from WFP for the vouchers? Have you been paid on time? 6. Do you find that mostly women or men collect the commodities? What items are the most popular? 7. What worked well for you? What do you like about the programme? 8. What challenges do you face? What can be done to improve the programme in the future?

3. Structured tools for focus groups (by activity)

Factual Information ● Location/Activity ● How many people present (m/f) ● Where from? (Syria/Lebanon/Jordan/other) ● How long in location? ● Ages	
GFA (cash/voucher/in-kind)	
1. What assistance have you received? How often do you receive this?	
2. Who receives the entitlement in your family? [Prompt: men, women] For C&V - Who actually spends the transfer at the retailers?	
3. [For C&V] What do you buy? [Prompt: list most frequently-purchased items]	
4. Do you think the entitlement is given to the right people? [Prompt: men/women] Did anyone not receive the support that they should have done?	
5. Do you receive your entitlement on time, usually? Or have you experienced any delays?	
6. Have you experienced any gaps when you didn't receive your entitlement? [When?]	
7. Were you always aware of your entitlement (amount of transfer and regularity of transfer)? Did you have any times when you didn't have enough information?	
8. [For C&V] Did you receive enough information about how the process worked (which retailers you could use, which commodities you could purchase etc.)?	
9. Do you have a choice of retailers, or is there only one you can use?	
10. [For C&V] Do you have enough choice of commodities to buy? Is there any item you would like to be available that is not?	
11. [For C&V] Do you prefer voucher/cash (in Syria /food) transfers? Why?	
12. [For in-kind] Did the transfers contain items you normally consume? Is there anything you could not use/consume?	
13. [For in-kind] Were you happy with the quality of the items you received? Did you experience any problems with them?	
14. Would you have preferred to receive another type of transfer (than voucher/cash/food) – if so why?	
15. Did the transfer (food, voucher, or cash) help you meet your needs, either wholly or partially? (N.B. Ration entitlement varies by population group targeted.)	
16. Do you feel generally safe when you collect/spend your entitlement? [Prompt men, women] Have you experienced any problems?	
17. Is there a complaints process you can use, if you don't receive your entitlements, or if you have a problem? Have you used this? What was your experience?	
18. What are the main advantages of the programme for you? Are there more advantages for men/women?	
19. How do you think this programme could be improved?	
Resilience/livelihoods programmes	
1. What assistance have you received? How often do you receive this?	

2. Did you participate in the selection of beneficiaries? Please describe	
3. Do you think that the right people have been selected to participate in the programme? [Prompt: men/women] Is there anyone who should have been able to participate but could not?	
4. Has the programme run on time? Have there been any delays?	
5. Have you received your entitlements in a timely way?	
6. Have you experienced any gaps when you didn't receive your entitlement? [When?]	
7. Were you always aware of your entitlement (amount of transfer and regularity of transfer)? Did you have any times when you didn't have enough information?	
8. [For C&V transfers] Did you receive enough information about how the process worked (which retailers you could use, which commodities you could purchase etc.)?	
9. [For C&V transfers] Do you have a choice of retailers, or is there only one you can use?	
10. [For C&V] Do you have enough choice of commodities to buy? Is there any item you would like to be available that is not?	
11. [For C&V] Do you prefer voucher/cash (in Syria /food) transfers? Why?	
12. [For in-kind] Did the transfers contain items you normally consume? Is there anything you could not use/consume?	
13. [For in-kind] Were you happy with the quality of the items you received? Did you experience any problems with them?	
14. Would you have preferred to receive another type of transfer (than voucher/cash/food) – if so why?	
15. Did the transfer (food, voucher, or cash) help you meet your needs, either wholly or partially? (N.B. Ration entitlement varies by population group targeted.)	
16. Was the choice of [household/community assets] the right one for you locally, in your view? Was it created at the right time?	
17. Do you feel generally safe when you participate in the programme? Have you experienced any problems? [Prompt: men/women]	
18. Is there a complaints process you can use, if you don't receive your entitlements, or if you have a problem? Have you used this? What was your experience?	
19. Who will maintain the asset after the programme closes?	
20. What are the main advantages of the programme for you? Are there different advantages for men/women?	
21. How do you think this programme could be improved?	
School feeding	
1. What assistance has your child received (take home rations, date bars, hot meal, etc.)? How often do you receive this?	
2. How frequently has your child received the entitlement? Was the frequency the same as what you were told?	
3. Has your child experienced any gaps when he/she didn't receive their entitlement? [When?]	
4. Were you always aware of your entitlement (amount of transfer and regularity of transfer)? Did you have any times when you didn't have enough information?	

5. [For C&V transfers] Did you receive enough information about how the process worked (which retailers you could use, which commodities you could purchase etc.)?	
6. [For C&V transfers] Do you have a choice of retailers, or is there only one you can use?	
7. [For C&V] Do you have enough choice of commodities to buy? Is there any item you would like to be available that is not?	
8. [For C&V] Do you prefer voucher/cash (in Syria /food) transfers? Why?	
9. [For in-kind] Did the transfers contain items you normally consume? Is there anything you could not use/consume?	
10. [For in-kind] Were you happy with the quality of the items you received? Did you experience any problems with them?	
11. Would you have preferred to receive another type of transfer (than voucher/cash/food) – if so why?	
12. Did the transfer (food, voucher, or cash) help you meet your needs, either wholly or partially? *(*N.B. Ration entitlement varies by population group targeted.)	
13. Has the entitlement made any difference to whether or not your child attends school? Or would he/she attend anyway?	
14. Has he entitlement made any difference to what your child eats at home? [NB: unintended effects]	
15. Is there a complaints process you can use, if your child doesn't receive their entitlements, or if you have a problem? Have you used this? What was your experience?	
16. What are the main advantages of the programme for you? Are there different advantages for boys/girls?	
17. How do you think this programme could be improved?	
Nutrition	
1. What programmes have you/your child participated in (CMAM, MAM etc.)?	
2. For how long did you participate?	
3. Did you always attend the programme, or did you sometimes have to skip attendance and why?	
4. Do you think that the right people have been selected to participate in the programme? Is there anyone who should have been able to participate but could not?	
5. Did the programme run in a timely way? Did you receive your entitlements in a timely way?	
6. Were you always aware of what the programme involved? Did you have any times when you didn't have enough information?	
7. Did the entitlements contain items you normally consume? Is there anything you could not use/consume?	
8. Were you happy with the quality of the items you received? Did you experience any problems with them?	
9. Did the items you received help you meet your needs, either wholly or partially?	
10. Was the programme useful for you? What did you gain most from it?	
11. Is there a complaints process you can use, if you don't receive your entitlements, or if you have a problem? Have you used this? What was your experience?	
12. What are the main advantages of the programme for you?	
13. How do you think this programme could be improved?	

Annex XV: Risk Management

1. The evaluation was asked to consider risk management as part of its evaluation questions (see Summary ToR, Annex I and Methodology, Annex II). The available assessment is presented below.

2. **Mature and robust risk management:** The particular features of the crisis mean that WFP faces a wide variety of risks - operational, strategic, institutional (including reputational) and political. The high stakes of the response, and its high level of scrutiny by external actors such as donors, means that the WFP approach to risk identification, mitigation and management needs to be commensurately well developed. The evaluation finds both mature and robust risk management, reflected in rigorous procedures and extensive internal (and external) auditing.

3. **Rigorous procedures:** Corporate procedures require country offices to specify these in a risk register each year within annual performance plans (APP).[1] Systematic analysis of annual performance plans in the period 2015-2018 indicate appropriate diversity of risks across involved countries and at the regional level (i.e. in Regional Bureau Cairo's risk register) in WFP seven standard categories, and regular updating of risks.[2] Regional Bureau Cairo's recent appointment of a risk and compliance officer has also intensified the focus on risk in the region more broadly. Involved countries in the response have also been heavily audited.[3] Under its corporate systems, WFP is required to respond to audit recommendations before they are closed.

4. **Need for contingency planning:** However, while WFP has put in place specialized budgeting and planning units to avoid financial pipeline breaks and Regional Bureau Cairo conducts weekly planning meetings to advise country offices on the pipeline situations, full contingency plans for potential financing shortfalls (for example, how shortfalls will be explained to beneficiaries, government officials, partners, etc. and how their impact will be mitigated) do not appear comprehensively in place. Contingency plans presented, including from Regional Bureau Cairo, were concerned with fundraising rather than contingency measures. Interviewees at country level confirmed the lack of a contingency plan for a financial pipeline break.

[1] Annual performance plans, including risk registers, for Syria+5 countries, 2015-2017.
[2] Political, environmental, financial, economic/markets, operational, organizational, stakeholders.
[3] From 2015-2017, country offices in Egypt, Iraq, Jordan, Lebanon, The Syrian Arab Republic and Turkey (specifically on the ESSN) all underwent internal audit. WFP Turkey and Lebanon also underwent external audit in 2017. Audit themes have included gender, CP selection in Syria, CBT in Jordan and Lebanon, emergency food procurement for Syria, and food quality and safety in Lebanon, Jordan and Syria.

Annex XVI: List of stakeholders interviewed[1]

Total Internal: 232	Total External: 138	Executive Board: 7	Grand Total: 377

WFP HQ – Rome (55)

Amir Abdullah	Deputy Executive Director
Alain Jaffre	Internal Auditor, OIGA
Bezuayehu Tefera	Programme Officer Resilience, OZSPR
Brian Lander	Senior External Partnerships Officer, Geneva Office
Bruno Vandemeulebroecke	Deputy Coordinator Global Logistic Cluster, OSCC
Carlos Botta	Deputy Chief Aviation, OSCA
Carolina Barreto	Programme Officer, RMRR
Carolyne Ngaca	Internal Auditor, OIGA
Caterina Kireeva	M&E Officer Programme Officer, RMPP
Cesar Arroyo	Deputy Director, Supply Chain, OSC
Chaya Nursinghdass	Internal Auditor, OIGA
Claudia Ah Poe	Head of Assessment Team (VAM), OSZAF
Corinne Fleischer	Director of Supply Chain, OSC
Cristina Vicuna	Logistic Cluster Officer, OSCC
Daniel Stolk	Senior Logistics Officer (Shipping), OSCSO
Davor Janjatovic	Food Technology Consultant, OSCQ
Denise Brown	Director of Emergencies, OSE
Donna Favorito	Finance Officer, RMRR
Eric Perdison	Chief of Aviation, OSCA
Erwan Rumen	Senior Security Officer, RMQ
François Buratto	Senior Procurement Officer, OSCSF
Gelsa Catarcione	Logistics Assistant, OSCE, LESS
Hardy Gunawan	Commodity Accounting (Focal Point), COMPAS
Isabelle Mballa	Chief Food Quality & Safety Unit, OSCQ
Jacqueline Paul	Senior Gender Adviser, GEN
Jimi Richardson	Policy/Programme Officer, OSZPH
John Crisci	Chief of Food Procurement & Ocean Transport, LESS, OSCSF
Jonathan Rivers	Programme Policy Officer (VAM), OSZAF
Julie Vanderwiel	Logistics Cluster Coordinator, OSC
Julien Marchaix	Logistic Officer RITA, OSCC
Kenji Yamagishi	Logistics Officer -Fleet, OSCL
Laura Cellente	Logistics Consultant, OSCE, LESS
Lauren Lepage	Special Assistant to the Director of Supply Chain, OSC
Louis Bosschof	Head of Logistics Cluster, OSCC
Mahadevan Ramachandran	Chief, Supply Chain Planning and Retail Supply Chains, OSCP
Mark Gordon	Chief, Asset Creation and Livelihoods, OSZPR
Marina Garcia Real	Government Partnerships Officer, PGG
Natasha Nadazdin	Programme Officer, RMPP
Nicolas Joanic	Nutrition Officer, OSN
Nora Hobbs	Nutrition Office, OSN
Paulo Oliviera	Procurement Officer, OSCSF
Peter Koen	Optimus Coordinator, OSCP
Rebecca Richards	Chief, OSZPH
Richard Bellin	Director of External Audit, External Audit
Rie Ishii	Logistics Officer, OSCL

[1] Additional details available in Annex II, Table 9 and Table 10.

Ryan Beech	Programme Policy Officer, OSZIC
Sheela Matthew	SCOPE Service Support Manager, RMTB
Sinan Ali	Logistic Officer, OSCP
Suvrat Bafna	Food Technologist, OSCQ
Rasmus Egendal	Deputy Director, PGG
Stephanie Savariaud	Communications Officer, PGP
Sheila Grudem	Deputy Director of Emergencies, OSE
Tobias Fleming	Programme Policy Officer, VAM
Yvonne Forsen	Deputy Head, VAM
Zlatan Milisic	Deputy Director, OSZ

Regional Bureau Cairo (33)

Muhannad Hadi	Regional Director
Nicolas Oberlin	Deputy Regional Director (Emergency Coordination and Supply Chain)
Abeer Etefa	Head of Communications & Partnership
Ahmed Javed Yousifi	Programme Policy Officer (Livelihood)
Amina Malik	Budget & Programming Officer
Amira Zarif	Programme Associate
Bahodur Khoddjaev	Resource Management and Planning
Carlo Scaramella	Deputy Regional Director (Programme Coordination and Support)
Ekram El Huni	Programme Policy Officer - CBT
Eliana Favari	VAM Officer
Emma Khachatryan	Emergency Officer for Syria +5 Operations / Evaluation FP
Enas Ali El Majeed	Senior Programme Associate (M&E - Emergencies)
Filippo Minozzi	VAM Officer (Economic & MKT Analysis CST)
Gordon Craig	Risk Management and Compliance Officer
Khaled Chatila	Procurement and CBT Services
Khatuna Epremidze	Programme Policy Officer - CBT
Maria Tsvetkova	Programme Policy Officer (School Meals)
Marianna Barsoum	Programme Policy Officer
Marta Dabbas	Business Transformation Officer (SCOPE)
Matthew Dee	Head of Supply Chain
Noha El Azhary	Business Support Associate (Admin/IT)
Omar Aboulela	Resource Management and Planning
Rebecca Lamade	Senior Programme Policy Officer - IRM Coordinator
Rossella Fanelli	Government Partnerships Officer
Ruth Ferreras	Regional Humanitarian Policy Adviser
Shahan-Ara Quadir	Info & Communications Tech Officer (ETC Cluster)
Sherifa Said	Programme Policy Officer
Syed Fawad Raza	Regional Information Management and GIS Officer
Waheed Habib	Senior Regional ICT Officer
Xuering Liu	Programme Policy Officer - Programme Cycle
Yein Kim	Special Assistant to DRD Emergency
Yoko Honda	OIM & Performance Reporting Officer
Youssef Yassin	Senior Regional Security Officer

Sub-Regional Office (4)

Ralf Suedhoff	Head of the Amman Sub-Regional Office
Leila Meliouh	Head of Cross-Border Team
Marah Khayyat	Communications (Government Partnerships Senior Advisor)
Matthew Hochbrueckner	External Partnerships Officer (Senior Officer Partnership Management)

Egypt Country Office (10)

Simone Parchment	Deputy Country Director
Alaa Aldoh	Programme Policy Officer

Amira Zarif	Programme Associate
Bahodur Khoddjaev	Resource Management and Planning
Hans Vikoler	Programme Policy Officer
Khaled Chatila	Procurement and CBT Services
Mai Elgammal	Programme Policy Officer
Marianna Barsoum,	Programme Policy Officer
Omar Aboulela,	Resource Management and Planning
Sherifa Said	Programme Policy Officer & Activity Manager

Iraq Country Office (6)

Amin Alhillo	M&E Officer
Asif Niazi	M&E VAM Officer
Chad Martino	Programme Policy Officer (by Audio Conf)
Douglas Jennings	Protection/AAP Officer
Michael Huggins	Emergency Coordinator / Evaluation FP (by Audio Conf)
Raul Cumba	VAM Officer

Jordan Country Office (25)

Mageed Yahia	Country Director
Claire Conan	Deputy Country Director
Ali Al-Hebshi	Head of Sub-office - Mafraq
Amina Asfour	Programme Policy Officer (Resilience and School Meals)
Boster Shibande	Application Developer BAU Unit
Cinzia Cruciani	Head of Sub-Office -Amman
Erin Carey	M&E Officer (Head of VAM & M&E, / Evaluation FP)
Ghazi Juma	Head of Security - Security Officer
Haitham Al-Taweel	Finance Officer
Jacqueline De Groot	Head of Programme
Joan Sherko	Programme Associate (M&E/COMET)
Lama Almajali	Programme Policy Officer (Resilience and School Meals)
Leila Tazi	Protection Advisor
Lina Alsayyd	IT Operations Officer
Lindita Bare	Head of Support Services Unit
Manal Al Khateeb	Hotline Manager
Mohammed Ismail	Head of Programme Planning and Implementation
Natasha Frosna	Programme Officer CBT
Omar Al-Khalidi	Business Analyst - Business Analysis Unit
Oscar Lindow	Programme Officer VAM / M&E
Rabab Mosleh	Programme Associate (M&E/COMET)
Rawan Soudi	Report Officer (Gender Focal Point)
Sherif Georges	Head of Supply Chain
Stefano Santoro	Head of CBT
Warda Wannous	Senior Procurement Associate (Retail Management)

Jordan external stakeholders (58)

(Government of Jordan=10; UN=22; CPs=14; Donors=9; ICRC=1; Other=2)

Ahed Aladah	Representative of Ministry of Agriculture
Ahmad Aqrabawi	Project Manager, Save the Children
Ahmed Kafaween	Director of Refugees Affairs Department, Ministry of Interior SRAD
Ahmed Mohamed Ahmed Al-Fayad	Head of Quality and Marketing Facilities, Ministry of Agriculture
Alia Ahmed	Logistics-Cross-Border, IOM
Aliya Khan	Commodity Officer - Jordan Office, World Vision
Amal Irfeji	Director of Programmes, Royal Health Awareness Society
Anders Pedersen	United Nations Resident Coordinator/Humanitarian Coordinator UNDP Resident Representative, UNRC/HC

Aslan Bzhikharlov	EcoSec Coordinator, ICRC
Bashar Ghonaimat	Monitoring and Evaluation Advisor, NAJMAH / Juhud
Bastien Vigneau	Whole of Syria Senior Adviser, UNICEF
Bilal Khaleel Alasali	Cross-Border Logistics Officer, FAO
Cecilia Pietrobono	Regional Food Security, Cash and Markets Adviser, ECHO
Cindy Isaac	Deputy Head of Office, Regional Office for the Syria Crisis, UNOCHA
Deema Al Hamdan	MEAL Manager, Save the Children
Dr Gabriela Schuetz	First Secretary Head of Refugees and Migration, Embassy of the Federal Republic of Germany, Amman
Elias Jourdi	Shelter Specialist, NRC
Elie Diab	Supply Chain Director, World Vision
Emily Lewis	LLH Sector Co-Coordinator, DRC Jordan LLH Coordinator
Enrico Ponziani	Chief of Mission to Jordan, IOM JORDAN
Fadi Al-Mua'qat	Humanitarian Officer, Australian Embassy (Donor)
Feda'a Gharaibeh	Director of International Cooperation, Ministry of Planning and International Cooperation
George Tannous	Project Owner, Jordan Ali Bank
Harry Brown	CBI - VAF/RAIS Coordination, UNHCR JORDAN
Hiroshi Seto	Second Secretary and WFP Focal Point, Japan (Donor)
Irfan Hameed	Operations Officer, IOM
Irina Conovali	Protection, UNHCR JORDAN
Jamal Rifai	AFAK, Syrian NGO
Joel Thorpe	Syria Programme, World Vision
Khalid Al-Heesa	Food Security Coordinator, Ministry of Agriculture
Laura Buffoni	LLH Sector Co-Coordinator, UNHCR LLH Coordinator
Leila Tomeh	Senior Emergency Coordinator, IOM Jordan
Majed Zakaria	Secretary -General Assistant of Agricultural Projects, Ministry of Agriculture
Mario Udo	Head of Livelihoods Support, German Embassy
Matteo Paoltroni	Technical Assistant, ECHO
Melanie Mason	Food for Peace Officer, USAID (Donor)
Moath Jafar	FSL Project Coordinator-Azraq Camp, ACTED
Mohamed Al-Adwan	Senior Project Assistance LLH and Employment, UNDP
Mohamed El Ghadafi	Associate Supply Officer, UNHCR
Mohammad Alhamwan	Humanitarian Affairs Specialist, UNICEF
Mohammad Al-Kiswani	WFP Focal Point, Ministry of Education
Mohammad Hajali	Accountant, Jordan Ali Bank
Mohammed Al-Okour	Secretary-General, Ministry of Education
Mutaz Sunna	Logistics Cluster Focal Point, World Vision
Omar Hamzeh	Secretary-General, Ministry of Social Development
Paul Molinari	Regional Supply Adviser, UNICEF
Reine Elwir	Business Development Advisor, NAJMAH/Juhud
Rene Verduijn	Chief Technical Advisor, Regional Food Security Analysis Network, FAO
Robin Ellis,	Deputy Regional Director, UNHCR MENA
Robert Jenkins	Country Director, UNICEF
Sam Brett	Head of Reach Jordan, ACTED/ REACH
Shauna Flanagan & Guillaume Lergos	First Secretary (Development), Canadian Embassy
Stefano Severe	UNHCR Jordan Representative, UNHCR Jordan
Suhair Afaneh	AFAK, Syrian NGO
Susana Boudon	Senior Inter-Agency Coordination Officer, UNHCR
Tamara Rabah	M&E Officer, IOM
Viola Caracci	Senior Syria Focal Point, UNHCR JORDAN

Lebanon Country Office (48)

Dominik Heinrich	Country Director

Paul Skoczylas	Deputy Country Director
Admad Jaafar	Livelihood Focal Point, Zahle Sub-Office
Agnes Semaan	Logistics Cluster Information Management Officer
Ahmad Abou Tahoun	Area Manager
Amal Abou Hamdan	Livelihood Focal Point, Zahle Sub-Office
Astrid Harbo	Head of Sub-Office, Qobayat
Bashar Shehadeh	WFP Logistics Officer, Beirut
Bassel Dabous	Deputy Head of Sub-Office, Qobayat
Carole Chedid	Budget & Programming Officer
Catherine Saiid	VAM Unit
Charbel Habib	Programme Policy Officer (CBT)
Charbel Matar	Programme Assistant, School Feeding
Cyril Noujeim	WFP Mount Lebanon and South Programme Policy Officer, Deputy Head of Sub-Office, Acting Head
Duncan Oyando	ICT Officer (Head of IT - SCOPE)
Emily Fredenberg	Donor Relations Officer / Gender Focal Point
Emmanuel Sevrin	Consultant Innovation & Change Management (DELILI Apps)
Farah Chaaban	Programme Policy Officer (Partnerships)
Field Monitor Assistants (3)	Beirut, Mount Lebanon and the South Sub-Office
Fouz Kobeissi	Programme Policy Officer (MoSA)
Hiba Audi	Programme Policy Officer, SCP (M&E, Food Sector)
Kenneth Nichols	Security Officer (Security Briefing)
Kenzo Kawaseki	Head of Finance Unit
Lea Soubra	Field Monitoring Assistant, Qobayat Sub-Office
Liam Kincaid	Programme Policy Officer (Livelihoods)
Maria Rehaime	Deputy Head of Sub-Office, Zahle
Marion Cezard	Programme Policy Officer (Livelihoods)
Maya El Hage	Programme Policy Officer (Livelihoods & Innovation)
Mira Ghaddar	Programme Policy Officer (Livelihoods & Resilience)
Mireille Makhlouf	Retail Manager (Logistics/Supply Chain - Retail)
Mustafa Aydin	WFP Shipping Officer, Beirut Unit, WFP Syria
Nancy Hammad	Livelihoods Focal Point, Qobayat Sub-Office
Nassif Ksayr	Procurement Officer (Logistics/Supply Chain - Procurement)
Nisrime Rizk	Field Monitoring Assistant, Qobayat Sub-Office
Racha Tarraf	Hotline Focal Point
Raquel Moreno	Head of Programme / Evaluation FP
Rawad Assaad	Finance Officer
Razane Ibrahim	Field Monitoring Assistant, Qobayat Sub-Office
Riad El Ahmad	Security Associate
Riham Miri	Field Monitor Assistant (M&E - on the Agenda)
Rouba El-Dirani	Field Monitoring Assistant, Zahle Sub-Office
Samantha Oura	Field Monitoring Assistant, Qobayat Sub-Office
Shrin El Zuhairi	Information Management & Reporting (M&E, Food Sector, GIS)
Soha Moussa	Programme Policy Officer (School Meals)
Yasmine Al Kara	External Partnerships Officer (Donor Relations, APP, RR FP)
Zeinab Shurman	School Feeding Focal Point, WFP Zahle Sub-Office

LEBANON external (37)

[Government of Lebanon=3; UN=9; CPs=15; Donors=4; Red Cross=1; Other=5]

Ali Kray Kov	SHIELD
Aly-Khan Rajani	Head of Cooperation, Embassy of Canada in Lebanon
Ayman El-Roz	Executive Director, SHIELD
Ben Nixon	Deputy Country Director, DRC Lebanon
Bernard Gerdy	"Transporters" transport company, Beirut
Brooke Atherton	Digital Skills Project Manager, AUB Lebanon

Elaa Jaber	Lebanese Red Cross, Tripoli, Lebanon
Elie Sakis	Hotline Manager, ITG Lebanon
Enguerrand Roblin	Livelihoods Project Manager, PU-AMI, Lebanon
Fadi Fares	Deputy Chief, Relief, UNRWA Lebanon
Farah Bashir	School Snack Focal Point, Central Beka'a, IOCC
Ghassan Akkary	Director of Programmes, IOCC
Head of Municipality	Akkar Governorate, Lebanon
Imad Nahal	Project Manager, FAO Lebanon
Isabel Ordonez	Deputy Country Director, ACF Lebanon
Jamale Chedrawi	ECHO Lebanon
Jon Hedenstrom	Senior Planning and Coordination Advisor, Resident Coordinator's Office, Lebanon
Loreto Palmaera	Cash Unit, UNHCR Lebanon
Madame Marie	Principal, Sahle Al-Jadida School, Zahle, Lebanon
Madhuri Severgnini	Project Support, UNWRA Lebanon
Maria Pia	Food Security and Livelihood Coordinator, ACF Lebanon
Maxime Bazin	Programme Specialist (Cash and Voucher Programming), UNICEF Lebanon
Mazen Khadi	Grants Manager, World Vision Lebanon
Michel Kiwan	Head of Cards, Banque Libano-Française
Mirdza Abele	Portfolio Manager for Cash and Livelihoods, World Vision, Lebanon
Myriam Lindsay	PU-AMI Antoine Head of Mission
Ola Kobeisi	Cash Unit, UNHCR Lebanon
Pietro De Nicolai	Head of Mission, InterSOS Lebanon
Ramzi Fanous	Statistician, Central Management Unit, Presidency of the Council of Ministers, Lebanon
Robin Saghbini	Advisor to the Minister of Social Affairs on the NPTP, Ministry of Social Affairs, Lebanon
Roger H	Livelihood Focal Point, ACF Lebanon
Saher Al-Nouri	Director Programmes, Mercy Corps Lebanon
Sami Hweidi	Donor Relations Officer, UNRWA Lebanon
Stafanie Schaaf	Embassy of Germany, Lebanon
Tayseer Darger	Project Manager and Head of Beka'a Base, INTERIORS Lebanon
Thomas Russell	Humanitarian Affairs Officer, DFID Lebanon
Tom Thorogood	Chief Technical Advisor of Stabilization and Recovery Programme, UNDP Lebanon

Syria Country Office (34)

Jakob Kern	Country Director
Abdirahman Meygag	Deputy Country Director
Robert Kasca	Deputy Country Director
Abdulaziz Noman	Head of Qamishli Sub-Office
Ahmed Zakaria	Head of Programme
Bernard Mrewa	Food Security Sector
Claudia Adriani	Targeting Coordinator
Christine Clarence	Gender/Protection Focal Point
Dorte Jessen	Monitoring & Evaluation Officer
Ellen Hynes	Logistics Cluster Coordinator, Gaziantep
Emmanuel Tusiime	Procurement Officer
Firuz Jalilov	Logistics Officer
Isam Ismail	Programme Policy Officer (Emergency Coordinator)
Isra Wishah	M&E Officer
Jan Michiels	VAM Officer
Kayo Takenoshita	Partnerships
Leila Meliouh	Head Cross Border Operation (South Syria Corridor)
Luca Lodi	Head of Finance
Marwa Awad	Head of Communications
Mohammed Krimeed	Programmes, Damascus Field Office

Mona Shaikh	Head of School Feeding & Nutrition
Noemi Vorosbak	Gender & Protection
Peggy Pedre	Head of Human Resources
Rikke Kasse	Donor and Operational Information Management
Salim Moussa	Head of Sub-Office, Homs
Salma Zaky	Syria Cross Border Coordination
Samantha Chattaraj	Syria Food Security Sector Coordinator
Samuel Clendon	Livelihoods Officer
Samuel Terefe	Logistics Cluster
Sidi Mohammad Babah	Budget and Programming
Susanne Alfares	Head of Programmes, Homs
Tariq Awan	Programme Policy Officer, Cash-Based Transfers
Walid Ibrahim	Head of Supply Chain Damascus
Wissam Ahmad	Head of Damascus Field Office

Syrian Arab Republic external stakeholders (32)

(Government of the Syrian Arab Republic =8; UN=9; CPs=13; ICRC=1; Other=1)

Ahamed Tijjani Remawa	Administrative Officer, WHO
Bounena Sidi Mohamed	Deputy Head of OCHA
David Akopyan	UNDP Country Director
Gianluca Buono	UNICEF Chief of Field Operations
Govinda Parasad Dahal	Economic Security Coordinator, International Committee of the Red Cross (ICRC)
Jahangir Durrani	UNHCR Operations Manager
Laura Sunnen	Programme Support Office, UNRWA
Mohamed Mukalid	Head of UNCHR, Homs Sub-Office
Mohannad Othman	Director of Planning, Al Sham Foundation and Humanitarian NGO Forum Focal Point, Gaziantep
Stephanie Khoury	Head of the Office of the Special Envoy
Adam Yao	Representative (a.i.) Food and Agriculture Organization
Government of the Syrian Arab Republic (8)	Representatives of PICC, MOFA, Ministry of Education, Ministry of Agriculture, Central Bureau of Statistics
Syrian Arab Red Crescent	Head of Damascus Branch
Other cooperating partners (12) (Damascus, Rural Damascus, Homs, Tartous, Aleppo)	Jameiat Hefz al Nemaa Al Khiria; Tantheem Al-Osra; Institut Europeen de Cooperation et de Developpement; Al-Kisweh Charity; Jameiya Men Ajel Halab; Al-Taalouf Charity; Ahl Al-Kheir Charity; Syrian Arab Red Crescent; Al-Ihsan Charity; Al-Batoul charity; Federation of Syrian Chambers of Agriculture; Orthodox Association for Helping the Poor

Turkey country office (17)

Jonathan Campbell	Deputy Country Director
Andrea Markham	Programme Policy Officer and Former Gender Focal Point, CBT Unit
Aysha Twose	Head of VAM/M&E Unit
Silvia Biondi	Head of Programme
Ceren Gocke	AAP Officer
Dina Morad	Head of Coordination Unit
Ebru Selcuk	Finance Unit, WFP Turkey
Gizem Koc	Business Planning Unit
Homaira Sikandary	Programme Policy Officer, Protection & Social Safety Nets
Isabella Bianchi	Resilience Researcher
Johanna Green	Partnerships Unit
Maud Biton	Head of Partnerships and Operational Information Management
Merve Yurtcan	Programme Policy Officer (Data Verification)
Nozomi Hashimoto	Head of Ankara Area Office

Onyango Makogango	Gender Specialist
Sara Fowler	Programme Policy Officer, AAP
Selim Barkan	CBT Officer

Turkey –external stakeholders (10)

(Government of Turkey=4; UN=4; CPs=0; Embassies=1; TRC=1; Other=0)

Dher Hayo	CCCM Focal Point, Gaziantep, UNHCR Turkey
Iraz Soyalp	CCTE Programme, UNICEF
Jean-Marie Garelli	Deputy Representative, UNHCR Turkey
Kaya Alp	Expert Officer in Department of Foreign Relations, AFAD (Disaster and Emergency Management Presidency)
Munir Tireli	Coordinator for International Projects, Ministry of Family and Social Policy, Government of Turkey
Osman Güleşen	Specialist, AFAD (Disaster and Emergency Management Presidency)
Qimti Paienjton	CCTE Programme, UNICEF
Rifat Karadunam	Expert, Directorate-General for Migration Management, Government of Turkey
Sabah Fara	Technical Assistant, ECHO Turkey
Serhat Saylan	KizilayCard Cash Assistance Programmes Coordinator, Turkish Red Crescent

Executive Board representatives (7)

Yusuf Juhail	Counsellor, Permanent Representative of Kuwait to FAO & WFP
Laurie Thompson	UK Government, Department for International Development, Head United Nations Team, Syria Programme Hub
Evgeny Vakulenko	First Secretary and Alternate Permanent Representative, Russian Federation
Jan-Artur Sieńczewski	Minister Counsellor and Alternate Permanent Representative
William Berger	USAID Senior Humanitarian Adviser (collated responses on behalf of Capitol)
Peer Kölling	Humanitarian Aid Officer, Syria and Neighbouring Countries, German Humanitarian Assistance
Akiko Muto	First Secretary, Embassy of Japan in Italy

Other (1)

Craig Sanders	Deputy Director, Division of Programme Support and Management, UNHCR, Geneva

Annex XVII: Bibliography

WFP Strategic Plan (2014–2017)

WFP. 2013. *Strategic Plan (2014 – 2017).* Internal report, unpublished
WFP. 2013. *Strategic Results Framework (2014 – 2017).* Internal report, unpublished
WFP. 2014. *Management Results Framework (2014 – 2017) Brief.* Internal report, unpublished
WFP. 2014. *Perf Management Policy (2014 – 2017)*. Internal report, unpublished
WFP. 2014. *Perf Management Policy Memo.* Internal report, unpublished
WFP. 2015. *Indicator Compendium (2014 – 2017)*. Internal report, unpublished
WFP. 2016. *MT Review – Strategic Plan (2014 – 2017).* Internal report, unpublished

WFP Integrated Roadmap to Zero Hunger

WFP. 2016. *Corporate Results Framework (2017 – 2021).* Internal report, unpublished
WFP. 2016. *Financial Framework Review.* Internal report, unpublished
WFP. 2016. *Policy on Country Strategic Plans.* Internal report, unpublished
WFP. 2016. *Strategic Plan (2017 – 2021).* Internal report, unpublished
WFP. 2017. *Corporate Results Framework Indicator Compendium (2017 – 2021).* Internal report, unpublished
WFP. 2017. *Policy Compendium for Strategic Plan (2017 – 2021).* Internal report, unpublished

WFP management plans

WFP. 2013 – 2015. *WFP Management Plan (2013 – 2015).* Internal report, unpublished
WFP. 2014 – 2016. *WFP Management Plan (2014 – 2016).* Internal report, unpublished
WFP. 2015 – 2017. *WFP Management Plan (2015 – 2017).* Internal report, unpublished
WFP. 2016 – 2018. *WFP Management Plan (2016 – 2018).* Internal report, unpublished

WFP annual performance reports

WFP. 2010. *Annual Performance Report.* Internal report, unpublished
WFP. 2011. *Annual Performance Report.* Internal report, unpublished
WFP. 2012. *Annual Performance Report.* Internal report, unpublished
WFP. 2013. *Annual Performance Report.* Internal report, unpublished
WFP. 2014. *Annual Performance Report.* Internal report, unpublished
WFP. 2015. *Annual Performance Report.* Internal report, unpublished
WFP. 2016. *Annual Performance Report.* Internal report, unpublished

WFP Zero Hunger Challenge Advocacy Framework

WFP. October 2015. *Zero Hunger Challenge Advocacy Framework*. Internal report, unpublished
WFP. March 2016. *Zero Hunger Challenge Advocacy Framework – Brief.* Internal report, unpublished
WFP. February 2016. *Zero Hunger Challenge Advocacy Framework*. Internal report, unpublished
WFP. July 2016. *Zero Hunger Challenge Advocacy Framework*. Internal report, unpublished
WFP. 2013. *Indicator Compendium (2014 – 2017).* Internal report, unpublished
WFP. 2013. *Management Results Framework (2014 – 2017).* Internal report, unpublished
WFP. 2013. *Strategic Results Framework (2014 – 2017).* Internal report, unpublished
WFP. 2014. *Performance Management Policy in WFP (2014 – 2017).* Internal report, unpublished
WFP. 2014. *Performance Management Policy Memo.* Internal report, unpublished
WFP. 2016. *Mid-Term Review – Strategic Plan (2014 – 2017).* Internal report, unpublished
WFP. 2017. *Policy Compendium for SP (2017 – 2021).* Internal report, unpublished

Access & principles

WFP. 2001. *PPI Info Pack – WFP Role in Access Negotiations.* Internal report, unpublished
WFP. 2004. *WFP Humanitarian Principles.* Internal report, unpublished
WFP. 2006. *WFP Note Humanitarian Access and Its Implications for WFP.* Internal report, unpublished
WFP. 2015. *OSZ Adv Group Access – Strategy Paper.* Internal report, unpublished
WFP. 2015. *OSZ Adv Group Access ToR.* Internal report, unpublished
WFP. 2017. *OSZPH Humanitarian Access – Operational Guidance Manual.* Internal report, unpublished

Emergencies and transition

WFP. 2013. *OEV HCR Synthesis IE-FARPS Response.* Internal report, unpublished
WFP. 2013. *OEV HCR Synthesis IE-FARPS SER.* Internal report, unpublished
WFP. 2013. *Peace-Building and Transition Setting Policy.* Internal report, unpublished
WFP. 2014. *Update on Peace-Building Policy.* Internal report, unpublished
WFP. 2015. *WFP OSZ Emergency and Transition Programming Framework – Brief.* Internal report, unpublished
WFP. 2016. *HCR WFP Joint Strategy Enhancing Self-Reliance in Protracted Refugee Situations.* Internal report, unpublished
WFP. 2016. *HCR WFP Joint Strategy Self-Reliance in FSN in Protracted Refugee Situations - Brief.* Internal report, unpublished
WFP. 2017. *WFP Emergency Preparedness Policy.* Internal report, unpublished
WFP. 2017. *WFP OSZPH Refugee Assistance Guidance Manual.* Internal report, unpublished

Protection & accountability to affected populations

WFP. 2011. *Accountability in Affected Populations in WFP – Brief.* Internal report, unpublished
WFP. 2012. *WFP Humanitarian Protection Policy.* Internal report, unpublished
WFP. 2013. *Protection in Practice – Guidance for Food Assistance with Safety and Dignity.* Internal report, unpublished
WFP. 2014. *Fact Sheet on PSEA.* Internal report, unpublished
WFP. 2014. *Circular – Protection from Sexual Exploitation and Sexual Abuse.* Internal report, unpublished
WFP. 2014. *Update on WFP Humanitarian Protection Policy.* Internal report, unpublished
WFP. 2015. *Minimum Standards for Implementing a CFM.* Internal report, unpublished
WFP. 2015. *Accountability in Affected Populations in WFP – ToC.* Internal report, unpublished
WFP. 2015. *Guide to Personal Data Protection and Privacy.* Internal report, unpublished
WFP. 2015. *OSZPH Accountability in Affected Populations – WFP Baseline Survey.* Full Report
WFP. 2015. *OSZPH Accountability in Affected Populations – WFP Baseline Survey – Summary CFM Reporting.* Internal report, unpublished
WFP. 2016. *OSZPH Protection Guidance Manual.* Internal report, unpublished
WFP. 2016. *WFP's Accountability in Affected Populations Strategy Brief*. Internal report, unpublished
WFP. 2017. *OSZPH Accountability in Affected Populations Guidance Manual.* Internal report, unpublished

Gender

WFP. 2015. *WFP Gender Policy.* Internal report, unpublished
WFP. 2016. *Gender Action Plan.* Internal report, unpublished
WFP. 2017. *EB Update on Gender Policy.* Internal report, unpublished

2017 Gender Transformation Programme

WFP. 2017. *Office Guide English.* Internal report, unpublished
WFP. 2017. *Presentation English.* Internal report, unpublished

Anti-fraud and anti-corruption

WFP. 2015. *WFP Anti-Fraud and Anti-Corruption Policy.* Internal report, unpublished

Cash and vouchers

WFP. 2007. *Cash and Food Transfers – a Primer.* Internal report, unpublished
WFP. 2008. *Cash and Voucher Policy.* Internal report, unpublished
WFP. 2009. *OPERDIR – CV Financial Accounting.* Internal report, unpublished
WFP. 2011. *Cash and Voucher Policy Update.* Internal report, unpublished
WFP. 2012. *WFP Cash for Change Initiative Distribution Models.* Internal report, unpublished
WFP. 2014. *OEV PE Cash and Voucher – Management Response.* Internal report, unpublished
WFP. 2014. *OEV PE Cash and Voucher ER.* Internal report, unpublished
WFP. 2014. *OEV PE Cash and Voucher SER.* Internal report, unpublished
WFP. 2015. *Internal Audit – CV Modalities in the Field – Management Response.* Internal report, unpublished
WFP. 2015. *Internal Audit – CV Modalities in the Field – Project Design and Set-up.* Internal report, unpublished
WFP. 2015. *Internal Audit – CV Modalities in the Field – Distribution cycle & Closure.* Internal report, unpublished
WFP. 2017. *Interim Guidance for CBT Reconciliation & Transaction Monitoring.* Internal report, unpublished
WFP. 2017. *RMTB Personal Data Privacy Policy (Scope CBT).* Internal report, unpublished
WFP. 2009. *WFP Cash and Vouchers Manual Edition 1.* Internal report, unpublished
WFP. 2014. *WFP Cash and Vouchers Manual Edition 2.* Internal report, unpublished

Partnerships

WFP. 2005. *How to Work with WFP Handbook – About WFP 2005.* Internal report, unpublished
WFP. 2005. *How to Work with WFP Handbook – Creating a Partnership.* Internal report, unpublished
WFP. 2005. *How to Work with WFP Handbook – WFP Activities Principles and NGO Involvement.* Internal report, unpublished
WFP. 2012. *FLA 2012 Memorandum on Revised FLA.* Internal report, unpublished
WFP. 2012. *FLA 2012 Template – Annex 1A Food Distribution Activities.* Internal report, unpublished
WFP. 2012. *FLA 2012 Template – Annex 1B Cash Activities.* Internal report, unpublished
WFP. 2012. *FLA 2012 Template – Annex 1C Vouchers Monetization.* Internal report, unpublished
WFP. 2012. *FLA 2012 Template – Annex 1D CV Impl & Monitoring.* Internal report, unpublished
WFP. 2012. *FLA 2012 Template – Annex 6 Protection, Gender, AAP.* Internal report, unpublished
WFP. 2012. *FLA 2012 Template – General Conditions.* Internal report, unpublished
WFP. 2012. *PowerPoint Presentation.* Internal report, unpublished
WFP. 2010. *Key Figures.* Internal report, unpublished
WFP. 2011. *Key Figures.* Internal report, unpublished
WFP. 2012. *Key Figures.* Internal report, unpublished
WFP. 2013. *Key Figures.* Internal report, unpublished
WFP. 2014. *Key Figures.* Internal report, unpublished
WFP. 2015. *Key Figures.* Internal report, unpublished
WFP. 2015. *Mapping Partnerships at Country Office Level.* Internal report, unpublished
WFP. 2014. *WFP Corporate Partnership Strategy (2014 – 2017).* Internal report, unpublished
WFP. 2015. *PG Partnership – Tools and Guidelines Booklet.* Internal report, unpublished

WFP. 2015. *WFP and Stand-by Partners Report.* Internal report, unpublished
WFP. 2015. *WFP Partnerships Agreements – List of Templates.* Internal report, unpublished

Vulnerability assessment and monitoring assessments

WFP. 2009. *EFSA Handbook.* Internal report, unpublished
WFP. 2016. *RBC Emergency Monitoring and Evaluation Package (EMEP).* Internal report, unpublished
WFP. 2017. *Remove Technology for Monitoring.* Internal report, unpublished

Risk management

WFP. 2012. *Circular on Corporate Risk Register.* Internal report, unpublished
WFP. 2012. *Paper Linking Risk Register and EPR.* Internal report, unpublished
WFP. 2015. *Enterprise Risk Management Policy.* Internal report, unpublished
WFP. 2015. *Risk Management Definitions.* Internal report, unpublished
WFP. 2016. *Circular Critical Incident & Crisis Management.* Internal report, unpublished
WFP. 2016. *Corporate WFP Risk Register.* Internal report, unpublished
WFP. 2016. *Global Risk Profile Report.* Internal report, unpublished
WFP. 2016. *Risk Appetite Statement.* Internal report, unpublished
WFP. 2016. *EB PPT on Risk Appetite Statement.* Internal report, unpublished
WFP. 2017. *EB Informal Consultation PPT Enterprise Risk Management.* Internal report, unpublished

Security

United Nations Security Management System. 2015. *Security Policy Manual*.
WFP. 2011. *Guidelines for Security Reporting.* Internal report, unpublished
WFP. 2016. *Brief – WFP Field Security.* Internal report, unpublished
WFP. 2017. *EB Report – WFP Field Security.* Internal report, unpublished

Monitoring and third-party monitoring

WFP. 2013. *SOPs for ME Final.* Internal report, unpublished
WFP. 2014. *Third Party Monitoring Guidelines.* Internal report, unpublished
WFP. 2017. *Third Party Monitoring Guidelines.* Internal report, unpublished
WFP. 2017. *Beneficiaries, Targeting and Distribution Guidance.* Internal report, unpublished
WFP. 2017. *Beneficiary Definition Counting.* Internal report, unpublished
WFP. 2017. *Chapter 2 – Country Office ME Strategy (APR14).* Internal report, unpublished
WFP. 2017. *Chapter 3 – Data Collection, Preparation and Analysis (APR14).* Internal report, unpublished
WFP. 2017. *Chapter 4 – Process Monitoring (APR14).* Internal report, unpublished
WFP. 2017. *Chapter 5 – Output Monitoring (APR14).* Internal report, unpublished
WFP. 2017. *Chapter 6 – Outcome Monitoring (30Jun2014).* Internal report, unpublished
WFP. 2017. *COMET Design Modules – Logframe Design & Results.* Internal report, unpublished
WFP. 2017. *Counting Beneficiaries in WFP 2012.* Internal report, unpublished
WFP. 2017. *Project Structure.* Internal report, unpublished

Nutrition

WFP. 2012. *WFP Nutrition Policy.* Internal report, unpublished
WFP. 2017. *WFP Minimum Standards for Nutrition in Emergency Preparedness and Response.* Internal report, unpublished
WFP. 2017. *WFP Nutrition Policy.*

Resilience & safety nets

WFP. 2012. *WFP's Social Net Policy – the Role of Food Assistance in Protection – Update.* Internal report, unpublished
WFP. 2015. *WFP Policy on Building Resilience for FS & Nutrition.* Internal report, unpublished
WFP. 2016. *Food Assistance for Asset Guidance Manual – Annex.* Internal report, unpublished
WFP. 2016. *Food Assistance for Asset Guidance Manual – Core Document.* Internal report, unpublished

WFP Level 3 Response to the Syria Crisis

WFP. 2016. *RBC WFP Regional Gender Policy (2015-2020) Implementation Strategy*. Internal report, unpublished
WFP. 2016. *RBC Regional Strategy - DRAFT - 13 April 2016.* Internal report, unpublished
WFP. 2017. *RBC Template CO Capacity Mapping 2017 - DRR resil CCA SPSN*. Internal report, unpublished
WFP. 2014. *RBC VAM Strategy Paper 2014-2017* Internal report, unpublished
WFP. 2017. *Syria Country Office - Livelihoods Resilience Strategy (2015-2017)*. Internal report, unpublished
WFP. 2014. *The promise to Amal - Syria Legacy Report 2010-2014*. Internal report, unpublished
WFP. 2017. *Vision2020 - Key Advocacy Comms messages*. Internal report, unpublished
WFP. 2017. *Vision2020 - Key Advocacy Comms message*. Internal report, unpublished
WFP. 2017. *Vision2020 - Key Features Brochure*. Internal report, unpublished
WFP. 2016. *Vision2020 - Donor Brochure - May 2016*. Internal report, unpublished

The Syrian Arab Republic EMOP 200339 (2011 – 2016)

WFP. *BR 1 EMOP 200339.* Internal report, unpublished
WFP. *BR 11 EMOP 200339.* Internal report, unpublished
WFP. *BR 12 EMOP 200339.* Internal report, unpublished
WFP. *BR 13 EMOP 200339.* Internal report, unpublished
WFP. *BR 15 EMOP 200339.* Internal report, unpublished
WFP. *BR 16 EMOP 200339*. Internal report, unpublished
WFP. *BR 2 EMOP 200339.* Internal report, unpublished
WFP. *BR 3 EMOP 200339.* Internal report, unpublished
WFP. *BR 4 EMOP 200339*. Internal report, unpublished
WFP. *BR 5 EMOP 200339.* Internal report, unpublished
WFP. *BR 6 EMOP 200339.* Internal report, unpublished
WFP. *BR 7 EMOP 200339*. Internal report, unpublished
WFP. *BR 8 EMOP 200339.* Internal report, unpublished
WFP. *EMOP 200339 project doc.* Internal report, unpublished
WFP. 2017. *Resource Update EMOP 200339 June 2017*. Internal report, unpublished

The Syrian Arab Republic PRRO 200988 (2017 – 2018)

WFP. *BR 1 PRRO 200988*. Internal report, unpublished
WFP. *BR 2 PRRO 200988*. Internal report, unpublished
WFP. *PD PRRO 200988*. Internal report, unpublished
WFP. 2017. *RS PRRO 200988as of 03.07.2017*. Internal report, unpublished
WFP. 2017. *RS PRRO 200988as of 08.10.2017*. Internal report, unpublished

Regional EMOP 200433 (2012 – 2016)

WFP. *EMOP 200433 BR 11*. Internal report, unpublished
WFP. *EMOP 200433 BR 12*. Internal report, unpublished
WFP. *EMOP 200433 BR 13*. Internal report, unpublished
WFP. *EMOP 200433 BR 14*. Internal report, unpublished

WFP. *EMOP 200433 BR 15*. Internal report, unpublished
WFP. *EMOP 200433 BR 16*. Internal report, unpublished
WFP. *EMOP 200433 BR 18*. Internal report, unpublished
WFP. *EMOP 200433 BR 2*. Internal report, unpublished
WFP. *EMOP 200433 BR 3*. Internal report, unpublished
WFP. *EMOP 200433 BR 4.* Internal report, unpublished
WFP. *EMOP 200433 BR 5*. Internal report, unpublished
WFP. *EMOP 200433 BR 6*. Internal report, unpublished
WFP. *EMOP 200433 BR 9*. Internal report, unpublished
WFP. *EMOP 200433 Project Document*. Internal report, unpublished
WFP. *Milestones EMOP 200433 (2012 - 2016)*. Internal report, unpublished
WFP. 2017. *Resource Update EMOP 200433 - May 2017*. Internal report, unpublished

Regional PRRO 200987 (2017 – 2018)
WFP. 2016. *Regional+PRRO+200987+Approved+by+EB+17.Nov.16*. Internal report, unpublished
WFP. 2017. *RS PRRO 200987 as of 03.07.2017*. Internal report, unpublished
WFP. 2017. *RS PRRO 200987 as of 08.10.2017*. Internal report, unpublished

SO 200477 the Syrian Arab Republic (2012 – 2014)
WFP. *BR 1 SO 200477.* Internal report, unpublished
WFP. *BR 2 SO 200477*. Internal report, unpublished
WFP. *BR 3 SO 200477.* Internal report, unpublished
WFP. *Resource Sit SO 200477 - 0215.* Internal report, unpublished
WFP. *SO 200477 project doc.* Internal report, unpublished

SO 200788 the Syrian Arab Republic (2015 – 2017)
WFP. *BR 1 SO 200788*. Internal report, unpublished
WFP. *BR 2 SO 200788.* Internal report, unpublished
WFP. *Resource Update SO 200788 - 081017*. Internal report, unpublished
WFP. *Resource Update SO 200788 - 270617.* Internal report, unpublished
WFP. *SO 200788 project doc.* Internal report, unpublished

SO 200950 the Syrian Arab Republic (2016)
WFP. *Syria SO 200950 Pro Doc.* Internal report, unpublished

Country strategy papers
1 Egypt
WFP. *CM-L006 Country Strategy Paper Summary Logframe v1.05(1) Egypt HQ+Validated 20171103*. Internal report, unpublished
WFP. *Egypt+T-ICSP+Narrative*. Internal report, unpublished
2 Iraq
WFP. *Country Strategy Paper +Summary+Logframe+Iraq+HQ+Validated 20171012*. Internal report, unpublished
WFP. *Iraq T-ICSP CN comments*. Internal report, unpublished
WFP. *Iraq T-ICSP CN Final*. Internal report, unpublished
WFP. *Iraq+T-ICSP+Narrative+Approved*. Internal report, unpublished
3 Jordan
WFP. 2017. *CM-L006 CSP Summary Logframe v1.04(4) Jordan HQ +Validated 20171011*. Internal report, unpublished
WFP. 2017. *Jordan T-ICSP CN sPRPcomments 050517*. Internal report, unpublished
WFP. *Jordan+T-ICSP+Narrative+Approved+by+ED*. Internal report, unpublished

WFP. 2017. *T ICSP 2018 - CN Final 230517.* Internal report, unpublished

4 Lebanon CSP 2018–2020

WFP. *CM-L006 CSP Summary Logframe v1.05 Lebanon*. Internal report, unpublished
WFP. *Lebanon Country Strategy Paper Concept Note Final*. Internal report, unpublished
WFP. *Lebanon+CSP+2018+-+2020*. Internal report, unpublished

5 Syria

WFP. 2016. *CM-L006 CSP Summary Logframe v1.04+(7) Syria HQ+Validated 20171016*. Internal report, unpublished
WFP. *Syria+T-ICSP+Final*. Internal report, unpublished
WFP. 2017. *T-ICSP CN Syria 0217*. Internal report, unpublished

6 Turkey

WFP. 2017. *CM-L006 CSP Summary Logframe v1.03 Turkey HQ+validated+06.09.2017.* Internal report, unpublished
WFP. 2017. *T-ICSP CN Turkey 0217.* Internal report, unpublished
WFP. *Turkey+T-ICSP+Narrative.* Internal report, unpublished

7 2017 WFP Syria Prioritization Strategy

WFP. 2017. *Syria Livelihood Expansion Strategy 7.10.2017.* Internal report, unpublished
WFP. 2017. *Syria Prioritisation Strategy 26.9.2017.* Internal report, unpublished
WFP. 2017. *WoS Integration Strategy DRAFT HUBS 24.5.2017.* Internal report, unpublished

SPRs

1 The Syrian Arab Republic SPRs

WFP. 2011. *SPR EMOP 200339*. Internal report, unpublished
WFP. 2012. *SPR EMOP 200339*. Internal report, unpublished
WFP. 2012. *SPR SO 200477*. Internal report, unpublished
WFP. 2013. *SPR EMOP 200339*. Internal report, unpublished
WFP. 2013. *SPR SO 200477*. Internal report, unpublished
WFP. 2014. *SPR EMOP 200339*. Internal report, unpublished
WFP. 2014. *SPR SO 200477*. Internal report, unpublished
WFP. 2015. *SPR EMOP 200339*. Internal report, unpublished
WFP. 2015. *SPR SO 200477*. Internal report, unpublished
WFP. 2015. *SPR SO 200788*. Internal report, unpublished
WFP. 2016. *SPR EMOP 200339*. Internal report, unpublished
WFP. 2016. *SPR PRRO 200988*. Internal report, unpublished
WFP. 2016. *SPR SO 200788.* Internal report, unpublished
WFP. 2016. *SPR SO 200950*. Internal report, unpublished

2 Regional SPRs

WFP. 2012. *EMOP 200433 SPR*. Internal report, unpublished
WFP. 2013. *EMOP 200433 SPR*. Internal report, unpublished
WFP. 2014. *EMOP 200433 SPR*. Internal report, unpublished
WFP. 2015. *EMOP 200433 SPR*. Internal report, unpublished
WFP. 2016. *EMOP 200433 SPR*. Internal report, unpublished
WFP. 2016. *PRRO 200987 SPR*. Internal report, unpublished

Briefs, factsheets, dashboards, situation reports

1 country briefs

WFP. Aug 2017. *Country Brief Egypt*. Internal report, unpublished
WFP. Oct 2017. *Country Brief Egypt*. Internal report, unpublished
WFP. Aug 2017. *Country Brief Iraq*. Internal report, unpublished

WFP. Oct 2017. *Country Brief Iraq*. Internal report, unpublished
WFP. Jul 2017. *Country Brief Jordan*. Internal report, unpublished
WFP. 2017. *Country Brief Lebanon*. Internal report, unpublished
WFP. Oct 2017. *Country Brief Lebanon*. Internal report, unpublished
WFP. Aug 2017. *Country Brief Syria*. Internal report, unpublished
WFP. Oct 2017. *Country Brief Syria*. Internal report, unpublished
WFP. Aug 2017. *Country Brief Turkey*. Internal report, unpublished
WFP. Oct 2017. *Country Brief Turkey*. Internal report, unpublished

2 Dashboards 2015

WFP. Feb 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. Jan 2015. *Dashboard – Internal.* Internal report, unpublished
WFP. Jul 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. June 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. March 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. May 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. Nov 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. Oct 2015. *Dashboard - Internal*. Internal report, unpublished
WFP. Sep 2015. *Dashboard- Internal*. Internal report, unpublished
WFP. Apr 2015. *Reg Dashboard.* Internal report, unpublished
WFP. Aug 2015. *Reg Dashboard.* Internal report, unpublished
WFP. Dec 2015. *Reg Dashboard - Internal*. Internal report, unpublished

3 Dashboards 2016

WFP. Feb 2016. *Reg Dashboard External*. Internal report, unpublished
WFP. Jan 2016. *Reg Dashboard External.* Internal report, unpublished
WFP. May 2016. *Reg Dashboard External.* Internal report, unpublished
WFP. Nov 2016. *Reg Dashboard External.* Internal report, unpublished
WFP. Oct 2016. *Reg Dashboard External.* Internal report, unpublished
WFP. Sep 2016. *Reg Dashboard External.* Internal report, unpublished
WFP. Jun 2016. *Syria Dashboard External*. Internal report, unpublished

4 Dashboards 2017

WFP. Apr 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. Apr 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. Feb 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. Jan 2017. *Reg Dashboard External*. Internal report, unpublished
WFP. June 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. March 2017. *Reg Dashboard External*. Internal report, unpublished
WFP. May 2017. *Reg Dashboard External*. Internal report, unpublished
WFP. Nov 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. Oct 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. Sep 2017. *Reg Dashboard External.* Internal report, unpublished
WFP. April 2017. *Syria Dashboard - Internal.* Internal report, unpublished
WFP. Aug 2017. *Syria Dashboard External*. Internal report, unpublished
WFP. May 2017. *Syria Dashboard - Internal*. Internal report, unpublished
WFP. Nov 2017. *Syria Dashboard External*. Internal report, unpublished
WFP. Oct 2017. *Syria Dashboard External.* Internal report, unpublished
WFP. Sep 2017. *Syria Dashboard - External.* Internal report, unpublished

5 Hard-to-reach areas' dashboards

WFP. Jan 2016. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. Oct 2016. *Syria Hard-to-Reach Dashboard - Internal*. Internal report, unpublished
WFP. April 2016. S*yria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. April 2017. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. August 2016. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. February 2016. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. February 2017. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. July 2016. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. June 2016. *Syria Hard-to-Reach Dashboard - Internal*. Internal report, unpublished
WFP. March 2016. *Syria Hard-to-Reach Dashboard - Internal*. Internal report, unpublished
WFP. May 2016. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. May 2017. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. Nov 2016. *Syria Hard-to-Reach Dashboard - Internal.* Internal report, unpublished
WFP. Sept 2016. *Syria Hard-to-Reach Dashboard - Internal*. Internal report, unpublished
WFP. Dec 2015. *WFP Syria Hard-to-Reach Dashboard.* Internal report, unpublished
WFP. Nov 2015. *WFP Syria Hard-to-Reach Dashboard.* Internal report, unpublished
WFP. Sept 2015. *WFP Syria Hard-to-Reach Dashboard.* Internal report, unpublished
WFP. Oct 2015. *WFP Syria Hard-to-Reach Dashboard.* Internal report, unpublished

Situation reports the Syrian Arab Republic

2015

WFP. Aug 2015. *Situation Report Syria.* Internal report, unpublished
WFP. Feb 2015. *Situation Report Syria.* Internal report, unpublished
WFP. Jan 2015. *Situation Report Syria.* Internal report, unpublished
WFP. Jul 2015. *Situation Report Syria.* Internal report, unpublished
WFP. June 2015. *Situation Report Syria.* Internal report, unpublished
WFP. March 2015. *Situation Report Syria.* Internal report, unpublished
WFP. May 2015. *Situation Report Syria.* Internal report, unpublished
WFP. Nov 2015. *Situation Report Syria.* Internal report, unpublished
WFP. Oct 2015. *Situation Report Syria*. Internal report, unpublished
WFP. Sep 2015. *Situation Report Syria.* Internal report, unpublished

2016

WFP. Apr 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Aug 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Dec 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Feb 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Jan 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Jul 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Jun 2016. *Situation Report Syria*. Internal report, unpublished
WFP. March 2016. *Situation Report Syria*. Internal report, unpublished
WFP. May 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Nov 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Oct 2016. *Situation Report Syria*. Internal report, unpublished
WFP. Sep 2016. *Situation Report Syria*. Internal report, unpublished

2017

WFP. Apr 2017. *Situation Report Syria*. Internal report, unpublished
WFP. Aug 2017. *Situation Report Syria*. Internal report, unpublished
WFP. Feb 2017. *Situation Report Syria*. Internal report, unpublished
WFP. Jan 2017. *Situation Report Syria.* Internal report, unpublished
WFP. Jul 2017. *Situation Report Syria*. Internal report, unpublished
WFP. June 2017. *Situation Report Syria*. Internal report, unpublished

WFP. March 2017. *Situation Report Syria*. Internal report, unpublished
WFP. May 2017. *Situation Report Syria*. Internal report, unpublished
WFP. Oct 2017. *Situation Report Syria*. Internal report, unpublished

Evaluations, lessons-learned reviews

1 Evaluations

WFP. 2013. *OEV HCR Synthesis IE-FARPS MResponse.* Internal report, unpublished
WFP. 2013. *OEV HCR Synthesis IE-FARPS SER*. Internal report, unpublished
WFP. 2014. *OEV PE Cash and voucher - MResp.* Internal report, unpublished
WFP. 2014. *OEV PE Cash and voucher SER*. Internal report, unpublished
WFP. 2015. *OEV L3 Syria Emerg Resp - ER*. Internal report, unpublished
WFP. 2015. *OEV L3 Syria Emerg Resp - MR*. Internal report, unpublished
WFP. 2015. *OEV Synthesis ERP - MResponse.* Internal report, unpublished
WFP. 2015. *OEV Synthesis ERP SER.* Internal report, unpublished
WFP. 2015. *OEV Synthesis ERP.* Internal report, unpublished
WFP. 2016. *OEV CPE Iraq (2010-2015) - ER vol.I*. Internal report, unpublished
WFP. 2016. *OEV CPE Iraq (2010-2015) - ER vol. II.* Internal report, unpublished
WFP. 2017. *Turkey DE - ESSN - TOR 0217.* Internal report, unpublished
WFP. 2017. *Turkey DE - ESSN IR 2nd Draft 120917*. Internal report, unpublished
WFP. 2018. *OEV PE Protection ER Vol. I - Draft 2*. Internal report, unpublished
WFP. 2018. *OEV PE Protection ER Vol. II - Draft 2*. Internal report, unpublished
WFP. *MngResponse Tracking Syria Evaluation [MR00083]*. Internal report, unpublished

2 Reviews and lessons learned

WFP. 2014. *OSE Lessons Learned Dec 2012-Jul 2014*. Internal report, unpublished
WFP. 2016. *RBC M&E Impact Review I - SRR Outcome Mon Jan 2016*. Internal report, unpublished
WFP. 2016. *RBC M&E Impact Review II - SRR Protection Feb 2016*. Internal report, unpublished
WFP. 2016. *RBC M&E Impact Review III - SSR Healthy Kitchens Initiative March 2016.* Internal report, unpublished
WFP. 2016. *HPG WFP - Capacity Strengthening of NGOs - Syria case study.* Internal report, unpublished
WFP. 2017. *Joint WFP UNDP ILO Study - Jobs Make the Difference Syrian Refugees & host communities.* Internal report, unpublished
WFP. 2017. *ODI UNICEF UNCHR effect of CT JORD report.* Internal report, unpublished

Non-WFP Evaluations (UN)

1 IASC IAHE Syria CALL

IASC. 2015. *Whole of Syria OPR - Final.* Internal report, unpublished
IAHE. 2015. *Syria CALL CCA update*. Internal report, unpublished
IAHE. 2016. *Syria CALL Evaluation Synthesis Gap Analysis*. Internal report, unpublished

2 UNHCR refugee evaluations

UNHCR. 2015. *Response to refugees in Lebanon and Jordan.* Internal report, unpublished
UNHCR. 2016. *Emergency Response to Syrian Refugees in Turkey*. Internal report, unpublished
UNHCR & UNICEF. 2017. *Cash Effect on Syrian refugees in Jordan*. Internal report, unpublished

3 UNOCHA Syria

UNOCHA. 2016. *Syria Evaluation Report Final.* Internal report, unpublished

VAM & assessments

1 Iraq-VAM

WFP. 2012. *Joint Rapid Needs Assessment of Syrians in the Kurdish Region.* Internal report, unpublished
WFP. 2014. *UNHCR Iraq - Assessment SyrRef in&out camps KRI Factsheet.* Internal report, unpublished
WFP. 2014. *UNHCR Iraq – Multi Sector Assessment Syr Ref Camps KRI.* Internal report, unpublished
WFP. 2014. *WFP Iraq Rapid Food Security Assessment*. Internal report, unpublished
WFP. 2014. *WFP UNHCR Iraq Assessment - Kurdistan*. Internal report, unpublished
WFP. 2016. *CFSVA Iraq*. Internal report, unpublished
WFP. 2017. *East Mosul Rapid Market Assessment 2017*. Internal report, unpublished

2 Flash appeal Anbar 2016

WFP. April 2016. *Flash Update Anbar*. Internal report, unpublished
WFP. February 2016. *Flash Update Anbar.* Internal report, unpublished
WFP. March 2016. *Flash Update Anbar.* Internal report, unpublished

3 Iraq-Market monitoring

WFP. September 2015. *Bulletin 10 Price increases resume in Anbar*. Internal report, unpublished
WFP. October 2015. *Bulletin 11 Food security indicators continue to be poor in Anbar and Ninewa*. Internal report, unpublished
WFP. November 2015. *Bulletin 12 Food insecurity persists among IDPs*. Internal report, unpublished
WFP. December 2015. *Bulletin 13 Food security indicators continue to be poor in Ninewa and Duhok*. Internal report, unpublished
WFP. January 2016. *Bulletin 14 Household food security - High food prices ensue in parts of Anbar*. Internal report, unpublished
WFP. February 2016. *Bulletin 15 Conflict-disrupted supply lines in parts of Anbar*. Internal report, unpublished
WFP. March 2016. *Bulletin 16 PDS access has improved*. Internal report, unpublished
WFP. April 2016. *Bulletin 17 Concerns over rising food prices in Fallujah and Ninewa*. Internal report, unpublished
WFP. May 2016. *Bulletin 18 Food security worsens in Ninewa and food prices soar in Fallujah*. Internal report, unpublished
WFP. July 2016. *Bulletin 19 Food insecurity increases across the country especially among IDPs*. Internal report, unpublished
WFP. August 2016. *Bulletin 20 Food insecurity increases in districts affected by new displacement*. Internal report, unpublished
WFP. September 2016. *Bulletin 21 Food security deteriorates in Diyala*. Internal report, unpublished
WFP. October 2016. *Bulletin 22 Food insecurity on the rise for IDPs*. Internal report, unpublished
WFP. November 2016. *Bulletin 23 IDPs use more severe coping strategies*. Internal report, unpublished
WFP. January 2017. *Bulletin 24 Returnees to Telafar liberated areas face rising food insecurity*. Internal report, unpublished
WFP. February 2017. *Bulletin 25 Lack of incomes in newly liberated areas of Mosul*. Internal report, unpublished
WFP. March 2015. *Bulletin 3 Conflict disrupts food markets in Anbar Salah Al-Din and Kirkuk*. Internal report, unpublished
WFP. March 2015. *Bulletin 4 Conflict drives food insecurity in Ninewa and Anbar*. Internal report, unpublished
WFP. April 2015. *Bulletin 5 Conflict affects food security in central and northern governorates*. Internal report, unpublished

WFP. May 2015. *Bulletin 6 Food security worsens for IDPs in Anbar as conflict and displacement increase*. Internal report, unpublished
WFP. June 2015. *Bulletin 7 Food consumption deteriorates in Anbar*. Internal report, unpublished
WFP. July 2015. *Bulletin 8 Trend of increasing food insecurity persists in Anbar and Ninewa*. Internal report, unpublished
WFP. August 2015. *Bulletin 9 access to food improves but high percentage resort to negative coping*. Internal report, unpublished

4 Iraq-mVAM Mosul

WFP. November 2016. *mVAM Mosul Emergency Update 1*. Internal report, unpublished
WFP. December 2016. *mVAM Mosul Emergency Update 2*. Internal report, unpublished
WFP. January 2017. *mVAM Mosul Emergency Update 3*. Internal report, unpublished
WFP. February 2017. *mVAM Mosul Emergency Update 4*. Internal report, unpublished
WFP. February 2017. *mVAM Mosul Emergency Update 5*. Internal report, unpublished
WFP. March 2017. *mVAM Mosul Emergency Update 6*. Internal report, unpublished
WFP. April 2017. *mVAM Mosul Emergency Update 7*. Internal report, unpublished

5 Jordan-VAM

WFP. 2012. *Joint Needs Assessment of Displaced Syrians in Jordan*. Internal report, unpublished
WFP. 2013. *Jordan Food Security Assessment Sec Data Analysis*. Internal report, unpublished
WFP. 2014. *Jordan EMOP - Targeting for Food Assistance for Syrian Refugees Paper*. Internal report, unpublished
WFP. 2014. *Jordan Targeting Strategy Primary Targeting HH with Post-Secondary Education*. Internal report, unpublished
WFP. 2014. *Jordan VAF for Refugees - Sector Level Rules*. Internal report, unpublished
WFP. 2014. *Jordan VAF Proposed Tool - HCR April 2014*. Internal report, unpublished
WFP. 2014. *Jordan VAF Working Draft external*. Internal report, unpublished
WFP. 2014. *VAM Impact Study Jordan - Impact of WFP Food Voucher Programme*. Internal report, unpublished
WFP. 2015. *M&E Jordan Brief - Impact of WFP Cuts on SyrRef in Host Comm*. Internal report, unpublished
WFP. 2016. *Government of Jordan WFP - State of Food Security in Jordan 2013-2014 - Analytical Report*. Internal report, unpublished

6 Jordan - Comprehensive food security monitoring exercise

WFP. 2014. *CFSME - Jordan Comprehensive Food Security Monitoring Exercise*. Internal report, unpublished
WFP. 2014. *CFSME - PPT Launch*. Internal report, unpublished
WFP. 2015. *CFSME - Jordan Comprehensive Food Security Monitoring Exercise*. Internal report, unpublished
WFP. *WFP ACTED Comprehensive Food Security Monitoring Exercise Tool HC final*. Internal report, unpublished

7 Lebanon-VAM

WFP. 2013. *VAM 2nd Data Review Syr Ref & Food Insecurity in Lebanon*. Internal report, unpublished
WFP. 2014. *VAM Impact Study - Effects of WFP Value-Based Food Voucher Programme LEB*. Internal report, unpublished
WFP. 2015. *VAM Exploring FA Progr Evidence LEB*. Internal report, unpublished
WFP. 2016. *United Nations ESCWA Strat Review Food and Nutrition Security in Lebanon*. Internal report, unpublished

WFP. 2017. *VAM Big Data Analytics PPT Halma Flaemig Cash Based Prog LEB*. Internal report, unpublished
WFP. 2017. *VAM targeting mission 2015-2017 overview & 0417 recs*. Internal report, unpublished

8 Lebanon - Joint VASyR

WFP. 2014. *VASyR - Vulnerability Assessment of Syrian Refugees*. Internal report, unpublished
WFP. 2015. *VASyR - Vulnerability Assessment of Syrian Refugees*. Internal report, unpublished
WFP. 2016. *VASyR - Vulnerability Assessment of Syrian Refugees*. Internal report, unpublished
WFP. *VAM Bulletin - Special Focus Lebanon October 2014*. Internal report, unpublished

9 Regional Syrian Crisis

WFP. 2013. *VAM -SyrRef & Food Insecurity in Iraq Jordan and Turkey - 2nd Data Desk Review*. Internal report, unpublished
WFP. 2017. *VAM Roots of exodus - Conflict and migration*. Internal report, unpublished

10 The Syrian Arab Republic – Vulnerability Analysis and Mapping

WFP. 2012. *Joint Rapid Food Security Needs Assessment Syria*. Internal report, unpublished
WFP. 2013. *VAM Special Focus Syria - Crisis Impact on Local Markets*. Internal report, unpublished
WFP. 2014. *VAM Special Focus Syria - Drought impact*. Internal report, unpublished
WFP. 2016. *FAO Syria Food Security and Livelihoods Assessment*. Internal report, unpublished
WFP. 2017. *Syria Macro Supply Chain & Retail Log Capacity Salamiyeh*. Internal report, unpublished

11 The Syrian Arab Republic CFSAM

WFP. 2013. *CFSAM Crop and Food Security Assessment Mission Syria*. Internal report, unpublished
WFP. 2015. *CFSAM Crop and Food Security Assessment Mission Syria*. Internal report, unpublished
WFP. 2016. *CFSAM Crop and Food Security Assessment Mission Nov Syria*. Internal report, unpublished
WFP. 2017. *CFSAM Crop and Food Security Assessment Mission Syria*. Internal report, unpublished

12 The Syrian Arab Republic m-VAM

WFP. April 2016. *FSA Off-Camp Syrian Refugees in Turkey- A Food Security Report*. Internal report, unpublished
WFP. January 2016. *mVam Bulletin 1 - Worsening food security conditions in besieged areas*. Internal report, unpublished
WFP. *mVAM Bulletin 10 - Food access is severely limited in Deir-Ez-Zor City and Madaya as the conflict intensifies*. Internal report, unpublished
WFP. February 2017. *mVAM Bulletin 11 - Access to food assistance improves in Deir-ez-Zor city*. Internal report, unpublished
WFP. *mVAM Bulletin 12 - Basic food prices fall in Madaya as humanitarian assistance reaches households*. Internal report, unpublished
WFP. *mVAM Bulletin 13 - Food access improves in Homs, Hama and Madaya but is severely limited in eastern Ghouta*. Internal report, unpublished
WFP. May 2o17. *mVAM Bulletin 14 - Food prices fall in eastern Ghouta Madaya and Deir-ez-Zor*. Internal report, unpublished
WFP. July 2017. *mVAM Bulletin 15 - Ar-Raqqa city food avail & access deterioration*. Internal report, unpublished
WFP. February 2016. *mVam Bulletin 2 - Deteriorating food security in besieged Darayya*. Internal report, unpublished
WFP. April 2016. *mVAM Bulletin 3 - Food insecurity and negative coping reach alarming levels*. Internal report, unpublished

WFP. June 2016. *mVAM Bulletin 4 - Food insecurity remains high as prices increase*. Internal report, unpublished
WFP. July 2016. *mVAM Bulletin 5 - Food prices drop with first humanitarian access to Darayya since 2012*. Internal report, unpublished
WFP. August 2016. *mVAM Bulletin 6 - Food security situation deteriorates in Aleppo city*. Internal report, unpublished
WFP. September 2016. *mVAM Bulletin 7 - Eastern Aleppo city in distress*. Internal report, unpublished
WFP. November 2016. *mVAM Bulletin 8 - Severe food crisis in besieged eastern Aleppo city*. Internal report, unpublished
WFP. December 2016. *mVAM Bulletin 9 - Food distributions in east Aleppo slightly better food security*. Internal report, unpublished

13 The Syrian Arab Republic- Market Price Watch

WFP. October 2014. *Market Price Watch No. 1*. Internal report, unpublished
WFP. July – August 2015. *Market Price Watch No. 10*. Internal report, unpublished
WFP. September – October 2015. *Market Price Watch No. 11*. Internal report, unpublished
WFP. November 2015. *Market Price Watch No. 12*. Internal report, unpublished
WFP. December 2015. *Market Price Watch No. 13*. Internal report, unpublished
WFP. January 2016. *Market Price Watch No. 14*. Internal report, unpublished
WFP. February 2016. *Market Price Watch No. 15*. Internal report, unpublished
WFP. March 2016. *Market Price Watch No. 16*. Internal report, unpublished
WFP. April 2016. *Market Price Watch No. 17*. Internal report, unpublished
WFP. May 2016. *Market Price Watch No. 18*. Internal report, unpublished
WFP. June 2016. *Market Price Watch No. 19*. Internal report, unpublished
WFP. November 2014. *Market Price Watch No. 2*. Internal report, unpublished
WFP. July 2016. *Market Price Watch No. 20*. Internal report, unpublished
WFP. August 2016. *Market Price Watch No. 21*. Internal report, unpublished
WFP. September 2016. *Market Price Watch No. 22*. Internal report, unpublished
WFP. October 2016. *Market Price Watch No. 23*. Internal report, unpublished
WFP. November 2016. *Market Price Watch No. 24*. Internal report, unpublished
WFP. December 2016. *Market Price Watch No. 25*. Internal report, unpublished
WFP. January 2017. *Market Price Watch No. 26*. Internal report, unpublished
WFP. February 2017. *Market Price Watch No. 27*. Internal report, unpublished
WFP. March 2017. *Market Price Watch No. 28*. Internal report, unpublished
WFP. April 2017. *Market Price Watch No. 29*. Internal report, unpublished
WFP. December 2014. *Market Price Watch No. 3*. Internal report, unpublished
WFP. May 2017. *Market Price Watch No. 30*. Internal report, unpublished
WFP. June 2017. *Market Price Watch No. 31*. Internal report, unpublished
WFP. July 2017. *Market Price Watch No. 32*. Internal report, unpublished
WFP. August 2017. *Market Price Watch No. 33*. Internal report, unpublished
WFP. January 2015. *Market Price Watch No. 4*. Internal report, unpublished
WFP. February 2015. *Market Price Watch No. 5*. Internal report, unpublished
WFP. March 2015. *Market Price Watch No. 6*. Internal report, unpublished
WFP. April 2015. *Market Price Watch No. 7*. Internal report, unpublished

14 Turkey - VAM

WFP. 2016. *Basic Needs programming in Turkey: Establishing Targeting Criteria and a Minimum Expenditure Basket*. Internal report, unpublished
WFP. 2016. *ESSN Minimum Expenditure Basket PPT*. Internal report, unpublished
WFP. 2016. *Targeting in Turkey ESSN PPT*. Internal report, unpublished

WFP. 2016. *VAM EFSA Off-Camp Syrian Refugees Turkey April 2016*. Internal report, unpublished
WFP. April 2017. *ESSN Market Bulletin Issue No. 1*. Internal report, unpublished

Clusters & sectors

1 ETC

WFP. March 2017. *ETC Syria Factsheet*. Internal report, unpublished
WFP. October 2016. *ETC Syria Factsheet*. Internal report, unpublished
WFP. October 2014. *Syria ETC SitRep #18 - 22*. Internal report, unpublished
WFP. December 2014. *Syria ETC SitRep #19 - 9*. Internal report, unpublished
WFP. January 2015. *Syria ETC SitRep #20 - 16*. Internal report, unpublished
WFP. March 2015. WFP. *Syria ETC SitRep #21 - 22*. Internal report, unpublished
WFP. April 2015. *Syria ETC SitRep #22 - 26*. Internal report, unpublished
WFP. May 2015. *Syria ETC Sitrep #23 - 28*. Internal report, unpublished
WFP. July 2015. *Syria ETC SitRep #24 - 30*. Internal report, unpublished
WFP. August 2015. *Syria ETC SitRep #25 - 31*. Internal report, unpublished
WFP. November 2016. *Syria ETC SitRep #26 - 30*. Internal report, unpublished
WFP. February 2017. *Syria ETC SitRep #27 - 28*. Internal report, unpublished
WFP. June 2017. *Syria ETC SitRep #28 - 04*. Internal report, unpublished
WFP. *SYR ETC Services A3L 20170323*. Internal report, unpublished

2 Food security sector

WFP. 2016. *FSS Whole of Syria - Gender & AAP Report*. Internal report, unpublished
WFP. 2017. *FSS Whole of Syria - Outcome Monitoring Initiative Report*. Internal report, unpublished
WFP. June 2017. *FSS Whole of Syria Response Dashboard*. Internal report, unpublished
WFP. *NFR 040717 Damascus fa sector meeting*. Internal report, unpublished
WFP. *NFR 1101517 Damascus fa sector meeting*. Internal report, unpublished
WFP. *NFR 120117 Damascus fa sector meeting*. Internal report, unpublished

3 Logistics cluster

3(i) CONOPS

WFP. September 2017. *Logistics Cluster - Concept of Operations*. Internal report, unpublished
WFP. June 2017. *Logistics Cluster - Concept of Operations*. Internal report, unpublished
WFP. August 2017. *Map - Log CONOPS*. Internal report, unpublished

3(ii) Meeting minutes samples

WFP. *Logistics cluster Syria Antakya meeting minutes 160713*. Internal report, unpublished
WFP. *Logistics cluster Syria Amman meeting minutes 160711*. Internal report, unpublished
WFP. *Logistics cluster Syria Amman meeting minutes 160922*. Internal report, unpublished
WFP. *Logistics cluster Syria Amman meeting minutes 161123*. Internal report, unpublished
WFP. *logistics cluster Syria Amman meeting minutes 170302*. Internal report, unpublished
WFP. *Logistics cluster Syria Antakya coordination meeting minutes 161201*. Internal report, unpublished
WFP. *Logistics cluster Syria Antakya coordination meeting minutes 170116 ha*. Internal report, unpublished
WFP. *Logistics cluster Syria Antakya coordination meeting minutes 170214 0*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 160208*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 160407*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 160503*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 160525*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 160607*. Internal report, unpublished

WFP. *Logistics cluster Syria Damascus meeting minutes 160725*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 161003 gt ha*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 161110*. Internal report, unpublished
WFP. *Logistics cluster Syria Damascus meeting minutes 20170130 final*. Internal report, unpublished
WFP. *Logistics cluster Syria Gaziantep coordination meeting minutes 161214*. Internal report, unpublished
WFP. *Logistics cluster Syria Gaziantep coordination meeting minutes 170118 ha 0*. Internal report, unpublished
WFP. *Logistics cluster Syria Gaziantep meeting minutes 170216*. Internal report, unpublished
WFP. *Logistics cluster Syria Gaziantep UN coordination meeting minutes 160725*. Internal report, unpublished
WFP. *Logistics cluster Syria Gaziantep UN coordination meeting minutes 160922*. Internal report, unpublished
WFP. *Logistics cluster UN coordination meeting minutes 160617*. Internal report, unpublished
WFP. *Logistics cluster UN coordination meeting minutes 160708*. Internal report, unpublished
WFP. *Syria logistics cluster coordination meeting minutes Gaziantep 161114*. Internal report, unpublished
WFP. *Syria logistics cluster meeting minutes Damascus 160112*. Internal report, unpublished

3(iii) Operation overview

WFP. January – April 2017. *Jordan Cross-Border - Operation Overview Infographic*. Internal report, unpublished
WFP. May 2017. *Logistics cluster Syria operation overview may 20170602*. Internal report, unpublished
WFP. September 2017. *Logistics cluster Syria operation overview september 20170929*. Internal report, unpublished
WFP. January – March 2017. *Operation Overview Infographic*. Internal report, unpublished
WFP. July – September 2016. *Operation Overview Infographic*. Internal report, unpublished
WFP. January 2017. *Operation Overview*. Internal report, unpublished
WFP. January – December 2016. *Syria - Operation Overview - Infographic*. Internal report, unpublished
WFP. October – December 2016. *Syria Operation Overview Infographic - Jordan Cross-Border*. Internal report, unpublished
WFP. October – December 2016. *Syria Operation Overview Infographic*. Internal report, unpublished
WFP. October – December 2016. *Syria Operation Overview Infographic - Turkey Cross-Border*. Internal report, unpublished
WFP. April 2017. *Turkey Cross-Border - Operation Overview Infographic*. Internal report, unpublished

3(iv) Standard operating procedures (SOPs)

WFP. *Logistics cluster Syria sops transport and storage 170314*. Internal report, unpublished
WFP. February 2017. *Standard Operating Procedures (SOPs) - Airdrops to Deir Ez-Zor*. Internal report, unpublished
WFP. August 2016. *Standard Operating Procedures (SOPs) - Jordan Cross-Border Operations*. Internal report, unpublished
WFP. December 2016. *Standard Operating Procedures (SOPs) - Turkey Cross-Border Operations*. Internal report, unpublished
WFP. October 2016. *Lessons learned report Loc Cluster*. Internal report, unpublished
WFP. *Transhipment Operations Flowchart - Turkey, Bab al Salam*. Internal report, unpublished

Operational & strategic task forces

1 Operational task force key action points and notes for the record (NFR)

WFP. January 2016. *Syria Operational Task Force Action Points 14*. Internal report, unpublished
WFP. May 2016. *Syria Operational Task Force Action Points 18*. Internal report, unpublished
WFP. March 2016. *Syria Operational Task Force Action Points 23*. Internal report, unpublished
WFP. June 2016. *Syria Operational Task Force Action Points 28*. Internal report, unpublished
WFP. *Iraq (sample)*. Internal report, unpublished
WFP. May 11 2016. *Iraq Note for the Record (NFR) Operational Task Force*. Internal report, unpublished
WFP. March 16, 2017. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. July 17, 2017. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. November 18, 2015. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. February 22, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. June 23, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. May 25, 2017. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. July 27, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. October 28, 2015. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. November 3, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. January 5, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. October 6, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. March 7, 2016. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. September 7, 2017. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. February 8, 2017. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. December 9, 2015. *Iraq NFR Operational Task Force*. Internal report, unpublished
WFP. June 28, 2016. *Syria Operational Task Force Action Points*. Internal report, unpublished
WFP. September 10, 2014. *Syria NFR Operational Task Force*. Internal report, unpublished
WFP. January 14, 2016. *Syria NFR Operational Task Force*. Internal report, unpublished
WFP. May 18, 2016. *Syria NFR Operational Task Force*. Internal report, unpublished
WFP. March 23, 2016. *Syria NFR Operational Task Force*. Internal report, unpublished
WFP. February 5, 2015. *Syria Regional Operational Task Force NFR*. Internal report, unpublished
WFP. February 26, 2014. *Syria Regional Operational Task Force NFR*. Internal report, unpublished
WFP. November 26, 2013. *Syria Regional Operational Task Force NFR*. Internal report, unpublished

2 Strategic Task Force (STF)

WFP. January 5, 2017. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished
WFP. November 9, 2016. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished
WFP. September 9, 2016. *Syria and Region STF Action and Discussion Points* (updated 11 Oct). Internal report, unpublished
WFP. September 9, 2016. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished
WFP. August 10, 2016. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished
WFP. October 12, 2016. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished
WFP. December 15, 2016. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished

WFP. July 26, 2016. *Syria and Region STF Action and Discussion Points*. Internal report, unpublished
WFP. April 7, 2015. *Syria STF Action and Discussion Points*. Internal report, unpublished
WFP. July 14, 2016. *Syria STF Action and Discussion Points*. Internal report, unpublished

3 L3 Syria Emergency - OED circulars on emergency activation protocols & delegation of authority

WFP. December 14, 2012. *Activation memo L3 - 14*. Internal report, unpublished
WFP. June 1, 2015. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. March 11, 2015. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. February 15, 2013. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. August 20, 2015. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. February 22, 2016. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. May 24, 2016. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. November 25, 2015. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. August 26, 2017. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. February 28, 2017. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. May 31, 2017. *Addendum to the Activation and Extension*. Internal report, unpublished
WFP. September 10, 2013. *Extension L3*. Internal report, unpublished
WFP. December 11, 2013. *Extension L3*. Internal report, unpublished
WFP. January 16, 2014. *Extension L3*. Internal report, unpublished
WFP. December 30, 2013. *Extension L3*. Internal report, unpublished
WFP. June 5, 2013. *Extension L3*. Internal report, unpublished
WFP. March 5, 2013. *Extension L3*. Internal report, unpublished
WFP. August 6, 2014. *Extension L3*. Internal report, unpublished
WFP. December 17, 2012. *Revision Activation memo L3*. Internal report, unpublished

4 Media messages

WFP. October 17, 2017. *EU Funds to Refugees in Turkey*. Internal report, unpublished
WFP. January 13, 2017. *Syria Media Messages (Aleppo)*. Internal report, unpublished
WFP. December 14, 2016. *Syria Media Messages*. Internal report, unpublished
WFP. March 14, 2017. *Syria Media Messages*. Internal report, unpublished
WFP. November 16, 2016. *Syria Media Messages*. Internal report, unpublished
WFP. May 19, 2017. *Syria Media Messages*. Internal report, unpublished
WFP. April 3, 2017. *Syria Media Messages*. Internal report, unpublished
WFP. May 3, 2017. *Syria Media Messages*. Internal report, unpublished
WFP. February 8, 2017. *Syria Media Messages*. Internal report, unpublished
WFP. February 8, 2017. *Syria Regional Refugee Crisis Media Messages*. Internal report, unpublished
WFP. May 18, 2017. *Turkey – Emergency Social Safety Net (ESSN) Media Messages*. Internal report, unpublished
WFP. January 10, 2017. *Turkey – Emergency Social Safety Net Media Messages*. Internal report, unpublished
WFP (undated). *WFP RBC MENA Social Media Strategy (Draft)*. Internal report, unpublished

5 Risk registers APPs

WFP. 2017. *RBC APP*. Internal report, unpublished
WFP. 2017. *Egypt Country Office APP with RR*. Internal report, unpublished
WFP. 2015. *Iraq - Plan APP*. Internal report, unpublished
WFP. 2016. *Iraq Country Office APP - Final*. Internal report, unpublished

WFP. 2017. *Iraq Country Office 2017 APP with RR*. Internal report, unpublished
WFP. 2016. *Jordan Country Office 2016 APP - Final*. Internal report, unpublished
WFP. 2017. *Jordan Country Office 2017 APP with RR*. Internal report, unpublished
WFP. 2016. *Lebanon Country Office 2016 APP - Final*. Internal report, unpublished
WFP. 2017. *Lebanon Country Office 2017 APP with RR*. Internal report, unpublished
WFP. 2016. *Syria Country Office 2016 APP - Final*. Internal report, unpublished
WFP. 2017. *Syria Country Office 2017 APP with RR*. Internal report, unpublished
WFP. 2016. *Turkey Country Office 2016 APP - Final*. Internal report, unpublished
WFP. 2017. *Turkey Country Office 2017 APP with RR*. Internal report, unpublished

6 Resilience programming

Bailey, Sarah and Veronique Barbelet. 2014. *Towards a resilience-based response to the Syrian refugee Crisis*. London: Overseas Development Institute.
WFP. 2015. *Dead Sea Resilience Agenda*. Internal report, unpublished
WFP. 2015. *GoJordan Resilience Strategy*. Internal report, unpublished
WFP. 2015. *Regional Factsheet Livelihoods & Resilience*. Internal report, unpublished
WFP. 2015. *Syria Factsheet Livelihoods & resilience*. Internal report, unpublished
WFP. 2017-2018. *GoTurkey Syrian Refugee Resilience Plan*. Internal report, unpublished
WFP. *Regional PRRO - proposed resilience indicators for BMZ projects in 2018*. Internal report, unpublished

Monitoring & Evaluation

1 Regional operations

WFP. 2015. *Cash Monitoring CN Draft 15 Nov*. Internal report, unpublished
WFP. 2016. *Cash Monitoring PPT Regional ME Meeting 15 June 2016 Final*. Internal report, unpublished
WFP. 2017. *Paper - M&E Evolution (2012-2016) - Feb 2017*. Internal report, unpublished
WFP. 2017. *Regional Monitoring Overview Syria Refugee - October 2017*. Internal report, unpublished

2 M&E outcome reports

Egypt

WFP. 2017. *Egypt Country Office M&E FSOMQ1 Dashboard*. Internal report, unpublished
WFP. 2017. *Egypt Country Office M&E FSOMQ2 Dashboard*. Internal report, unpublished
WFP. 2015. *Egypt EMOP M&E Q1*. Internal report, unpublished
WFP. 2015. *Egypt EMOP M&E Q2*. Internal report, unpublished
WFP. 2015. *Egypt EMOP M&E Q3*. Internal report, unpublished
WFP. 2015. *Egypt EMOP M&E Q4*. Internal report, unpublished
WFP. 2017. *Egypt M&E FSOM Q2*. Internal report, unpublished
WFP. 2016. *WFP Egypt Country Office FS Outcome Monitoring Report Q1*. Internal report, unpublished
WFP. 2016. *WFP Egypt Country Office FS Outcome Monitoring Report Q2*. Internal report, unpublished
WFP. 2016. *WFP Egypt Country Office FS Outcome Monitoring Report Q3*. Internal report, unpublished
WFP. 2016. *WFP Egypt Country Office FS Outcome Monitoring Report Q4*. Internal report, unpublished

Iraq

WFP. 2015. *Q2 Refugee PDM*. Internal report, unpublished
WFP. 2015. *Q3 Refugee PDM*. Internal report, unpublished

WFP. 2015. *Q4 Refugee PDM*. Internal report, unpublished
WFP. 2016. *Q1 Refugee PDM*. Internal report, unpublished
WFP. 2016. *Q2 Refugees FSOM*. Internal report, unpublished
WFP. 2016. *Q3 Refugees FSOM*. Internal report, unpublished
WFP. 2017. *Q1 Refugees FSOM*. Internal report, unpublished
WFP. 2017. *Iraq F2F FSOM Q2 2017*. Internal report, unpublished

Jordan
WFP. 2015. *FSOM Concept Note 12.11.15 Jordan*. Internal report, unpublished
WFP. 2017. *FSOM Q2 2017 Draft Report*. Internal report, unpublished
WFP. 2017. *Jordan Country Office July 2017 Monitoring Brief*. Internal report, unpublished
WFP. 2017. *Jordan F2F FSOM Q2 2017*. Internal report, unpublished
WFP. 2016. *Q1 2016 FSOM PILOT Report Jordan*. Internal report, unpublished
WFP. 2017. *Q1 2017 FSOM Report Jordan*. Internal report, unpublished
WFP. 2017. *Q2 2017 FSOM Report Jordan*. Internal report, unpublished
WFP. 2015. *Q3 2015 M&E Report Jordan*. Internal report, unpublished
WFP. 2016. *Q3 2016 FSOM Report Jordan*. Internal report, unpublished
WFP. 2015. *Q4 2015 FSOM Report Jordan*. Internal report, unpublished
WFP. 2016. *Q4 2016 FSOM Reach report Jordan*. Internal report, unpublished
WFP. 2016. *Q4 2016 FSOM Report Jordan*. Internal report, unpublished

Lebanon
2015
WFP. July – September 2015. *Lebanon ME Report*. Internal report, unpublished
WFP. October – December 2015. *Lebanon ME Report*. Internal report, unpublished

2016
WFP. April 2016. *WFP Lebanon Food Security Outcome Monitoring Report*. Internal report, unpublished
WFP. August 2016. *WFP Lebanon Food Security Outcome Monitoring Report*. Internal report, unpublished
WFP. November 2016. *WFP Lebanon Food Security Outcome Monitoring Report*. Internal report, unpublished
WFP. January 2016. *WFP Lebanon FSOM Report*. Internal report, unpublished

2017
WFP. January 2017. *Lebanon FSOM report*. Internal report, unpublished
WFP. April 2017. *Lebanon FSOM*. Internal report, unpublished
WFP. 2017. *Process Monitoring Fact Sheet - Q2 2017*. Internal report, unpublished
WFP. 2017. *Lebanon F2F FSOM Q2 2017*. Internal report, unpublished

Turkey
WFP. 2016. *WFP UNICEF TRC Outcome Monitoring Report*. Internal report, unpublished
WFP. *ESSN PAB Final*. Internal report, unpublished
WFP. *ESSN PDM Final*. Internal report, unpublished
WFP. 2017. *Turkey PDM F2F in-camp Q1 2017*. Internal report, unpublished
WFP. 2017. *Turkey PDM rapid M&E off-camp Q1 2017*. Internal report, unpublished

Regional +5
WFP. 2015. *Q3 2015 ME Report RBC*. Internal report, unpublished
WFP. 2015. *Q4 2015 Regional Syria Refugee ME Report*. Internal report, unpublished

WFP. 2016. *Regional Syria Refugee ME Report Q1 2016 Final*. Internal report, unpublished
WFP. 2017. *Regional Syria refugee Monitoring Report Q1 2017*. Internal report, unpublished
WFP. 2016. *Syria Refugee Q2 2016 Final Report*. Internal report, unpublished
WFP. 2016. *Syria Refugee Q3 2016*. Internal report, unpublished
WFP. 2016. *Syria Refugee Q4 2016 Final*. Internal report, unpublished
WFP. 2017. *Syria Refugee Regional Report Q2 2017*. Internal report, unpublished

3 Panel studies

WFP. 2015. *Jordan Impact Panel October 2015*. Internal report, unpublished
WFP. 2016. *Lebanon Rapid Survey Report 2212016 (Final)*. Internal report, unpublished

4 M&E process report examples

WFP. August 2016. *Iraq Process Monitoring Report*. Internal report, unpublished
WFP. 2017. *Lebanon Process Monitoring Fact Sheet - Q2 2017*. Internal report, unpublished
WFP. *PDM FSOM Tools*. Internal report, unpublished
WFP. 2017. *Egypt rapid M&E FSOM Q2 2017*. Internal report, unpublished
WFP. *ESSN PAB Final*. Internal report, unpublished
WFP. *ESSN PDM Final*. Internal report, unpublished
WFP. 2017. *Iraq F2F FSOM Q2 2017*. Internal report, unpublished
WFP. 2017. *Jordan F2F FSOM Q2 2017*. Internal report, unpublished
WFP. 2017. *Lebanon F2F FSOM Q2 2017*. Internal report, unpublished
WFP. 2017. *Syria Q2 2017*. Internal report, unpublished
WFP. 2017. *Turkey PDM F2F in-camp Q1 2017*. Internal report, unpublished
WFP. 2017. *Turkey PDM rapid M&E off-camp Q1 2017*. Internal report, unpublished
WFP. 2015. *WFP Turkey PDM Report 2015-3*. Internal report, unpublished
WFP. 2015. *WFP Turkey PDM Report 2015-4*. Internal report, unpublished
WFP. 2016. *WFP Turkey PDM Report 2016-1*. Internal report, unpublished
WFP. 2016. *WFP Turkey PDM Report 2016-2*. Internal report, unpublished
WFP. 2016. *WFP Turkey PDM Report 2016-3*. Internal report, unpublished
WFP. 2016. *WFP Turkey PDM Report 2016-4*. Internal report, unpublished
WFP. 2017. *WFP Turkey PDM Report 2017-1*. Internal report, unpublished

5 M&E plans

WFP. September 2017. *Egypt Country Office M&E Plan PRRO Sept 2017*. Internal report, unpublished
WFP. 2017. *ESSN ME Plan Matrix-20171707 TR*. Internal report, unpublished
WFP. *Iraq ME Plan PRRO 200987*. Internal report, unpublished
WFP. August 2017. *Jordan Country Office M&E Plan*. Internal report, unpublished
WFP. 2017. *Jordan M&E Plan 2017-PRRO 200987*. Internal report, unpublished
WFP. 2017. *Lebanon Monitoring Plan 2017*. Internal report, unpublished
WFP. 2014. *Regional M&E Updates Q1 2014 internal*. Internal report, unpublished
WFP. October 2017. *Regional Monitoring Overview Syria Refugee*. Internal report, unpublished

6 Syria operations

WFP. 2016. *RBC Monitoring in Conflict-Affected Settings*. Internal report, unpublished
WFP. 2017. *m-VAM rapid M&E Data-Collection Study SYR IRQ YEM (internal)*. Internal report, unpublished
WFP. 2017. *Syria TPM Review 1.10.2017*. Internal report, unpublished
WFP. 2016. *External Syria CO M&E report Q2 2016*. Internal report, unpublished
WFP. 2016. *External Syria CO ME report Q3 2016*. Internal report, unpublished
WFP. 2016. *External Syria CO ME report Q4 2016*. Internal report, unpublished
WFP. 2017. *External WFP Syria Monitoring Report Q1 2017*. Internal report, unpublished

WFP. 2015. *Q4 2015 Monitoring Report*. Internal report, unpublished
WFP. 2016. *Syria 2016 Monitoring Strategy*. Internal report, unpublished
WFP. 2017. *Syria Project Monitoring Plan 6.7.2017*. Internal report, unpublished
WFP. 2017. *Syria Q2 2017*. Internal report, unpublished
WFP. 2015. *WFP Syria 1Q 2015 ME Report*. Internal report, unpublished
WFP. 2015. *WFP Syria 2Q 2015 ME Report*. Internal report, unpublished
WFP. 2015. *WFP Syria 3Q 2015 ME Report*. Internal report, unpublished
WFP. 2017. *WFP Syria Beneficiary Selection Tool 28.5.2017*. Internal report, unpublished
WFP. *WFP Syria Beneficiary Selection Tool Guideline - English*. Internal report, unpublished
WFP. 2016. *WFP Syria Monitoring Update 2016 Q1*. Internal report, unpublished
WFP. May 2017. *RBC Mapping Report - GIS- Data Products & owners*. Internal report, unpublished

7 CBT & scope

WFP. 2014. *WFP - Macro Financial Assessment for Cash Scale Up - Syria*. Internal report, unpublished
WFP. 2015. *CBT Mapping Jordan Lebanon Iraq Turkey Syria - Nov 2015 WFP*. Internal report, unpublished
WFP. 2015. *WPF HCR Review of Targeting Lebanon Jordan Egypt Cash-and-Food Assistance*. Internal report, unpublished
WFP. 2016. *BCG PPT study on C&V Gender and Protection Jordan Lebanon*. Internal report, unpublished
WFP. 2016. *CBT Feasibility Assessment Northern Syria (Final with Annexes I-III)*. Internal report, unpublished
WFP. 2017. *BCG Comp Study - Jordan Lebanon Food Restricted Voucher or Unrestricted Cash*? Internal report, unpublished
WFP. 2017. *Syrian Response Operation PPT-ET HQ Brief*. Internal report, unpublished
WFP. 2017. *WFP CBT innovation - Blockchain Project Document V20171016 Draft*. Internal report, unpublished
WFP. 2017. *WFP Delivery Process Flow PPT- HQ Brief*. Internal report, unpublished

8 Scope

WFP. 2017. *RBC Snapshot 2017.08*. Internal report, unpublished
WFP. 2017. *RBC Snapshot 2017.09*. Internal report, unpublished
WFP. *SCOPE Beneficiary Consent Form (Global)* . Internal report, unpublished
WFP. *Syria+5 CBT Amman May Presentation v8*. Internal report, unpublished

9 Jordan CBT

WFP. 2017. *Jordan Triangulation Report April 2017* Internal report, unpublished
WFP. 2017. *Jordan WFP Blockchain Pilot Report 30.09.2017*. Internal report, unpublished
WFP. 2017. *Jordan WFP Donor Meeting 22.10.2017*. Internal report, unpublished
WFP. 2017. *WFP Jordan Choice Report October 2017*. Internal report, unpublished
WFP. 2017. *RMTB - Scope Options Framework Jordan Sudan Dec 2017*. Internal report, unpublished

Protection and gender

1 Syria operation

WFP. 2017. *Gathering of Analysis on Syria- Concept Note*. Internal report, unpublished
WFP. 2017. *Gathering of Analysts on Syria -Summary Note*. Internal report, unpublished
WFP. 2017. *PRRO 200988 Protection Status Report 2014-2017 - April*. Internal report, unpublished
WFP. 2017. *Syria - Gender Action Plan*. Internal report, unpublished

WFP. 2017. *Syria – Gender, Protection and Urban Livelihoods Study in Syria 2nd Draft Final report - 0817*. Internal report, unpublished
WFP. 2017. *Syria - Strategy Protection Vulnerability & Prioritization in 2018 v3*. Internal report, unpublished
WFP. 2017. *Syria Social Protection and Safety Nets Final Al-Qudsi*. Internal report, unpublished
WFP. 2017. *WFP Conflict-Sensitive Programming REPORT 7.8.2017*. Internal report, unpublished
WFP. 2017. *XBorder-HO Note – Recommended Next steps Humanitarian skills training for WFP Syria response partners*. Internal report, unpublished
WFP. 2017. *XBorder GDLS I Principles of engagement with C A Entities final draft 0717*. Internal report, unpublished
WFP. 2017. *XBorder GDLS II Operationalisation PoE final draft 0717*. Internal report, unpublished

2 Gender Manual/Transformation Programme

WFP. *GTP - Office Guide*. Internal report, unpublished
WFP. *GTP - Presentation*. Internal report, unpublished
WFP. *GTP - Syria Baseline*. Internal report, unpublished
WFP. 2016. *GBV Manual OSZPH 22.1.2018*. Internal report, unpublished
WFP. 2018. *WFP Gender Tip Sheet 22.1.2018*. Internal report, unpublished
WFP. 2017. *WFP Status on Gender Parity 22.1.2018*. Internal report, unpublished
WFP. 2016. *I Know Gender Competition Winners 22.1.2018*. Internal report, unpublished

3 Regional operation

WFP. 2017. *Iraq - HO note -Protection AAP August 2017*. Internal report, unpublished
WFP. 2017. *Jordan Country Office -HO Note -Rec Next Steps for Protection & AAP Aug 2017*. Internal report, unpublished
WFP. 2017. *LEB - Mission Report - CBT Risks Protection Compliance*. Internal report, unpublished
WFP. 2017. *MINOPs - Berm Operations 'Red Lines' MP*. Internal report, unpublished
WFP. 2017. *RBC - Tech Note - Gender Analysis in HHS*. Internal report, unpublished
WFP. 2017. *Syria+5 Prot&AAP strategy workshop NFR*. Internal report, unpublished
WFP. 2017. *Syria+5 Prot&AAP workshop Action Points*. Internal report, unpublished
WFP. 2017. *Turkey - Mission report - ESSN - Protection and AAP*. Internal report, unpublished
WFP. 2017. *Turkey - Mission Report - HQ OSZPH Protection RBC mission*. Internal report, unpublished
WFP. 2017. *Turkey Draft T-I-CSP Gender Comment (Sample)*. Internal report, unpublished
WFP. 2016 – 2020. *RBC Gender Policy Implementation*. Internal report, unpublished
WFP. 2016. *Vacancy Announcement Terms of Reference Humanitarian Policy Adviser RBC*. Internal report, unpublished
WFP. *- Contacts on protection and AAP*. Internal report, unpublished

4 Partnerships

United Nations. 2016. *UN Strategic Framework Lebanon* (2017-2020).
United Nations. 2015. *Strategic Framework for Cooperation between the Government of the Syrian Arab Republic and the United Nations 2016-2017*.
United Nations. 2015. *United Nations Development Cooperation Strategy Turkey 2016-2020*.
WFP. 2017. *RBC Regional Partner Presence June 2017*. Internal report, unpublished
WFP. May 2017. *Annex 2. Cash Addendum to UNHCR-WFP MOU*. Internal report, unpublished
WFP. *Annex 2. Cash Addendum to UNHCR-WFP MOU*. Internal report, unpublished
WFP. September 2017. *SRO Handover Email Peter Allen Sept 2017 & archives link*. Internal report, unpublished

Non-WFP framework documents

1 3RP

WFP. January 2017. *2-pager summary on 3RP 2017-2018 (17 January)-English*. Internal report, unpublished
WFP. June 2015. *3RP Regional Progress Report*. Internal report, unpublished
WFP. 2017 – 2018. *3RP Regional Strategic Overview 2017-2018*. Internal report, unpublished
WFP. 2016. *3RP-2016-Annual-Report*. Internal report, unpublished
WFP. June 2016. *3RP-Mid-Year-Report-Summary*. Internal report, unpublished
WFP. 2016 – 2017. *3RP-Regional-Overview-2016-2017*. Internal report, unpublished
WFP. September 2014. *3RP Roadmap-1 September 2014*. Internal report, unpublished
WFP. 2015 – 2016. *Egypt – Regional Refugee & Resilience Plan 2015-2016*. Internal report, unpublished
WFP. 2017 – 2018. *Egypt – Regional Refugee & Resilience Plan*. Internal report, unpublished
WFP. 2015 – 2016. *Iraq – Regional Refugee & Resilience Plan*. Internal report, unpublished
WFP. 2017 – 2018. *Iraq – Regional Refugee & Resilience Plan*. Internal report, unpublished
WFP. 2016 – 2018. *Jordan Response Plan*. Internal report, unpublished
WFP. 2017 – 2020. *Lebanon – LCRP 2017-2020*. Internal report, unpublished
WFP. 2015 – 2016. *Lebanon – Regional Refugee & Resilience Plan*. Internal report, unpublished
WFP. 2015 – 2016. *Regional Strategic Overview – Regional Refugee & Resilience Plan*. Internal report, unpublished
WFP. 2015 – 2016. *Turkey – Regional Refugee & Resilience Plan*. Internal report, unpublished
WFP. 2017 – 2018. *Turkey – Regional Refugee & Resilience Plan*. Internal report, unpublished

2 Humanitarian needs overviews

UNOCHA. 2015. *Humanitarian Needs Overview*. Internal report, unpublished
UNOCHA. 2016. *Humanitarian Needs Overview*. Internal report, unpublished
UNOCHA. 2017. *Humanitarian Needs Overview*. Internal report, unpublished
UNOCHA. 2018. *Humanitarian Needs Overview 2018*. Internal report, unpublished

3 Humanitarian response plans

UNOCHA. 2016. *Humanitarian Response Plan Syria Monitoring Report*. Internal report, unpublished
UNOCHA. 2017. *Humanitarian Response Plan Monitoring Report (January-June 2017)*. Internal report, unpublished
UNOCHA. 2015. *Humanitarian Response Plan*. Internal report, unpublished
UNOCHA. 2016. *Humanitarian Response Plan*. Internal report, unpublished
UNOCHA. 2017. *Humanitarian Response Plan*. Internal report, unpublished

4 Other

UNICEF (2017) No Lost Generation. 2017. *Quarter 3 Final Update*
UNOCHA. 2015. *Hum Pledging for Syria - Kuwait III Conf Report*.
WFP. 2017. *RBC (2012-2017) Reg response Report*. Internal report, unpublished
WFP. 2017. *RBC Food Security Human security paper*. Internal report, unpublished
WFP. 2015 – 2017. *Jordan Country Office (2015-2017) Overview of the operation in Jordan*. Internal report, unpublished

External documents

Syria Call

IASC. 2014. *Syria Crisis Common Context Analysis Update.*
IASC. 2015. *Syria Crisis Common Context Analysis Update*.

United Nations Agencies

1 UNHCR

UNHCR. 2016. *Evaluation of UNHCR Emergency response to influx of Syrian refugees into Turkey*.
UNHCR. *Evaluation of UNHCR Response to Influx of Refugees into Lebanon and Jordan*.
UNHCR. July 2013. *From Slow Boil to Action - Real-Time Evaluation*.
UNHCR. October 2017. *Returns from Greece to Turkey - factsheet*.
UNHCR. 2017. *The Effects of UNHCR and UNICEF Cash Assistance on Syrian refugees in Jordan*.
UNHCR. October 8, 2017. *Update on Durable Solutions for Syrian Refugees*.
UNHCR. August 7, 2017. *Update on Durable Solutions for Syrian Refugees*.

2 UNOCHA

UNOCHA. 2015. *OPR Whole of Syria*. Internal report, unpublished
UNOCHA. 2017. *UN Inter-Agency Operations 27 September 2017*.
UNOCHA. September 2017. *Map Syria - Besieged Communities Sep 2017*.
UNOCHA. July 2017. *Map Syria - IDP Movements*.
UNOCHA. August 31, 2017. *SitRep 15 - Syria - NE Syria 1- 31 August 2017*.
UNOCHA. *Third International Humanitarian Pledging Conference for Syria Kuwaiti III Conference Report*.

3 UNDP

UNDP. 2016. *365 Days of Resilience Inside Syria - UNDP Syria Annual Report*.
UNDP. *UNDP - Sustainable Livelihoods in the Syria Response*.

4 FAO

FAO. 2017. *FAO - Agri in Syria after 6 years of crisis*.
FAO. 2015. *FAO Response to the Syria Crisis*.
FAO. 2016. *FAO Response to the Syria Crisis*.

5 UNICEF

UNICEF. 2017. *UNICEF Hitting Rock Bottom-2016 the Worst Year for Syrian Children*.
UNICEF. 2017. *UNICEF Syrian Refugees Appeal*.
UNICEF. 2016. *HAC 2016 Syria*.
UNICEF. 2017. *UNICEF - ToR Back to Education Evaluation 0717*.
UNICEF. 2017. *UNICEF Syria Crisis Humanitarian Situation Report May 2017*.

5 IOM

IOM. December 2015. *IOM-2016-Syria-Crisis-Appeal-December-2015*.
IOM. 2015. *IOM-Achievements-2015*.
IOM. March 2016. *IOM-Regional-Response-to-the-Syria-Crisis-Map-March2016*.
IOM. January 2017. *IOM Regional Response to the Syria Crisis Sitrep January 2017*.

7 UNFPA

UNFPA. *Audit of the Response to the Syrian Humanitarian Crisis - Syria Office - Final report*.
UNFPA. 2017. *UNFPA 2017 - WoS eval RH ToR 0717*.

8 Other, joint

UNESCWA. 2016. *UNESCWA - 2016 Strat Review FNS in LEB - Full report*. Internal report, unpublished
UNESCWA. 2016. *UNESCWA - 2016 Strategic Review of FNS in LEB - ex summary*. Internal report, unpublished

WFP. 2015. *UNHCR UNFPA UNICEF 2015 Application of GBV in SYR response*. Internal report, unpublished

9 United Nations Security Council

UNSC. August 2015. *10 Report of the Commission of Inquiry on Syria*.
UNSC. February 2016. *11 Report of the Commission of Inquiry on Syria*.
UNSC. February 2015. *9 Report of the Commission of Inquiry on Syria*.
UNSC. 2016. *A.RES.2332 2016 Cross Border*.
UNSC. 2016. *Human Rights Council and the Commission's 16 June report on ISIL crimes against the Yazidis A HRC 32 CRP.2*.
UNSC. October 2016. *Human Rights Council - Stop Aerial Bombardments*.
UNSC. September 2016. *Human Rights Council - Condemn Aleppo Offensive*.
UNSC. February 2017. *Report of the Human Rights Council's Commission of Inquiry on Aleppo*.
UNSC. August 2016. *Report of the Independent International Commission of Inquiry on Syria*.
UNSC. 2016. *S.RES.2328 2016 Monitoring of Evaluations from Aleppo*.
UNSC. 2016. *S.RES.2336 2016*.

10 Secretary-General's Reports

UN Secretary General. December 2016. *s 2016 1131 Dec 2016 2*.
UN Secretary General. December 2016. *s 2016 1131 Dec 2016*.
UN Secretary General. February 2017. *s 2017 144 Feb 2017*.
UN Secretary General. April 2017. *s 2017 339 Apr 2017*.
UN Secretary General. May 2017. *s 2017 445 May 2017*.
UN Secretary General. June 2017. *s 2017 541 June 2017*.
UN Secretary General. January 2017. *s 2017 58 Jan 2017*.
UN Secretary General. July 2017. *s 2017 623 July 2017*.
UN Secretary General. 2015. *2015 10 Statement by President of Security Council Impact of Syria's Humanitarian Crisis on Neighbouring Countries*.
UN Secretary General. 2015. *s prst 2015 25 Security Council Presidential Statements trafficking of persons*.
UN Secretary General. *Resolution 2118 Verification and destruction of Syria's chemical weapons stockpiles*.
UN Secretary General. *s res 2139 Demand humanitarian access in Syria across conflict lines*.
UN Secretary General. *s res 2165 Authorised cross-border and cross-line access*.
UN Secretary General. *s res 2170 Condemned the recruitment of foreign fighters*.
UN Secretary General. *s res 2178 Expansion of the counter-terrorism framework*.
UN Secretary General. *s res 2191 Renewed authorisation for cross-border humanitarian access*.
UN Secretary General. *s res 2199 Illicit funding*.
UN Secretary General. *s res 2209 Condemned the use of toxic chemicals*.
UN Secretary General. *s res 2235 Establishment of UN-OPCW Joint Investigative Mechanism to determine responsibility for chemical weapons*.
UN Secretary General. *s res 2249 Prevent terrorist acts*.
UN Secretary General. *s res 2254 Political solution*.
UN Secretary General. *s res 2258 Renewed the authorization for cross-border aid delivery*.
UN Secretary General. 2016. *S RES 2268 2016 Cessation of hostilities and resumption of political talks*.
UN Secretary General. *s res 2393 Renewed the authorization for cross-border and cross-line aid delivery*.

11 Protection cluster

UNHCR. February 23, 2015. *hct-protection-strategy-23-february-2015*. Internal report, unpublished
UNHCR. September 26, 2015. *humanitarian-strategy-for-protection 26-09-2015*. Internal report, unpublished
UNHCR. 2018. *Protection Needs Overview (PNO), HNO 2018 - National Overview*. Internal report, unpublished
UNHCR. March 2017. *Whole of Syria Protection Sector "Who We Are" March 2017 1(2)*. Internal report, unpublished
UNHCR. April 2017. *Whole of Syria Protection Sector Monthly Response Analysis Apr 2017*. Internal report, unpublished
UNHCR. May 2016. *Whole of Syria Protection Sector Monthly Response Analysis-May 2016*. Internal report, unpublished
UNHCR. October 2016. *Whole of Syria Protection Needs Overview 2017 Oct 2016*. Internal report, unpublished

12 Donor evaluations

AusAid. 2014. *Australia Eval Hum resp to Syr Crisis - ER*
Danida. 2015. *DANIDA Evaluation of HUM Strategy (Syria case study)*
Danida. 2017. DANIDA Eval of RDPP (2014-2017) - TORs
DFID. 2015. *DFID Eval Syria Hum Prog - ER*
DFID. 2016. *DFID Ethics Principles Report*
DFID. 2017. DFID Assessment of Syria WFP M&E March 2017 final
DFID. 2017. DFID Eval of Syria Monitoring and Evaluation Assessment March 2017 final
DFID. 2018. UK's Humanitarian Support to Syria ICAI - TORs
ECHO. 2016. *ECHO Eval of Syria Response (2012-2014) - ER*
ECHO. 2016. *ECHO Eval of Syria response (2012-2014) - summ rep*
Norad. 2016. *NORAD Syria eval report vol I*
Norad. 2016. *NORAD Syria eval report vol II*
Danida. 2017. *DANIDA Eval of RDPP (2014-2017) - TORs*

13 National strategies and policies

Government of Jordan. *Jordan 2025 A National Vision and Strategy*
Government of Lebanon. *Lebanon Ministry of Agriculture Strategy 2015-2019*
Government of Turkey. *Turkey 2030 Agenda Turkey Report*

14 Other

2007. *Oxfam Brief June - Looking-for-safety-Syria ref*
2011-2016. *HRF-Syria-timeline*
2015. *CTDC Syrian Refugees in Turkey -Gender Analysis*
2015. *INGO - Failing Syria*
2017. *ACAPS Crisis Analysis of Syria 0917*
2017. *CARE - 7 yr impact on Urban Syria ref in Jordan*
2017. *HRW - Following the money Syria Ref EDUC*
2017. *HRW - Jordanian Deportations and Expulsions of Syrian Refugees*
2017. *ICRC - urban-warfare May*
2017. *NRC Guidance Informal Settlements in N-Syria*
2017. *NRC WB IRC Guidance Urban Cash for Work Programmes Lebanon*
2017. *Oxfam Making Aid to Jordan & Lebanon Work*
2017. *Oxfam Voices of Syria Ref in Lebanon*

Data

1 Maps

2015. SYR ETC Services A3L 20151218
2016. *Egypt dashboard 2016*
2016. *FSS Live saving activities response gap analysis*
2017. *FSS Whole of Syria Dashboard - June 2017 Response Plans Analysis*
2017. *FSS Whole of Syria Dashboard March 2017 Response Analysis*
2016. *FSS Whole of Syria HTR & Besieged Areas response analysis March 2016*
2016. *IOM-Regional-Response-to-the-Syria-Crisis-Map-March2016*
2016. *Iraq dashboard 2016*
2016. *Jordan dashboard 2016*
2016. *Lebanon dashboard 2016*
2016. Syria Regional Operation Overview A3L 20161004
2016. Turkey dashboard 2016
2017. un inter-agency operations 05 july 2017 copy
2017. *logistics cluster concept of operations map june 2017*
2017. *Syria Dashboard External 201709*
2017. *Syria Dashboard Internal 20171006*
2017. *Syria HTR Dashboard 201707*
2017. *Syria Regional DashboardMapWithShops A4 20171005*
2017. *Syria Regional Dashboard External 201706*
2017. *Syria Regional Dashboard Internal 201706*

2 Partnerships

WFP. 2015. *Partnerships data 2015*. Internal report, unpublished
WFP. 2016. *Partnerships data 2016*. Internal report, unpublished

3 SPR data

WFP. 2016. *Spring extraction Country Section and Project Section Narratives*. Internal report, unpublished
WFP. *CM-R002 Annual Project Participants and Beneficiaries v1.01 gender*. Internal report, unpublished
WFP. *Commodities 2002-2014*. Internal report, unpublished
WFP. *Country beneficiary data 2003-2014*. Internal report, unpublished
WFP. *Country beneficiary data 2015*. Internal report, unpublished
WFP. *Outcomes 2002-2014*. Internal report, unpublished
WFP. *Outcomes 2015*. Internal report, unpublished
WFP. *Outputs 2002-2014*. Internal report, unpublished
WFP. *Outputs 2015*. Internal report, unpublished
WFP. *Partnerships data 2003-2015 – DACOTA countries only*. Internal report, unpublished
WFP. *Project beneficiary data 2002-2014*. Internal report, unpublished
WFP. 2015. *Project beneficiary data 2015*. Internal report, unpublished
WFP. 2016. *SPR 2016 Full Programme Data Set*. Internal report, unpublished

4 COMET data

4(1) Regional-COMET data

Egypt

WFP. *200433 EG EXT09Nov*. Internal report, unpublished

Iraq

WFP. *200433 IQ EXT09NOV*. Internal report, unpublished

Jordan

WFP. *200433.JO EXT09Nov*. Internal report, unpublished

Lebanon

WFP. *200433.LB 09 NOV*. Internal report, unpublished

WFP. *Regional Bureau analysis for 200433 08NOV*. Internal report, unpublished

WFP. *Regional Bureau analysis for 200433 09NOV*. Internal report, unpublished

Turkey

WFP. 2017. *200433 Extracted 08Nov 2017*. Internal report, unpublished

The Syrian Arab Republic

WFP. *200339 EX 09NOV*. Internal report, unpublished

HR, organigrammes & contacts

1 The Syrian Arab Republic – WoS

WFP. *WFP Syria Country Office - Organograms SSR*. Internal report, unpublished

WFP. *WFP Syria Country Office - Supply Chain SSR*. Internal report, unpublished

WFP. *WoS - coord arrangements*. Internal report, unpublished

2 Syria+5

WFP. 2017. *HR - Staff Statistics - Jan 2015-6-7 & 30 Sep 2017*. Internal report, unpublished

WFP. *- Contacts on protection and AAP*. Internal report, unpublished

WFP. December 2015. *Syria - RBC Reporting flow Dec 2015*. Internal report, unpublished

3 Regional Bureau

WFP. *RBC 0517 - DRD Operations (Prog M&E VAM Resilience Safety Nets IRM)*. Internal report, unpublished

WFP. *RBC 0517 - DRD Support F (FinAdminBudget IT Eval Compliance)*. Internal report, unpublished

WFP. *RBC 0517 - to be 0717 DRD Emergency (Supply Chain EPR)*. Internal report, unpublished

WFP. *RBC 0517 - To Be 0717 Overall Mgt Structure - w Names*. Internal report, unpublished

WFP. *RBC 0517 - to be 0717 RD (HR Comm SRO Security)*. Internal report, unpublished

WFP. *RBC Emergency Coordination CSPICSP Matrix-04.10.2017 Syria +5 OEV*. Internal report, unpublished

WFP. *RBC tel list 0817*. Internal report, unpublished

3 Jordan Country Office

WFP. 2015. *Jordan SSR organogram Nov 2015*. Internal report, unpublished

WFP. 2016. *Jordan Country Office - 0416 updated org post SSR*. Internal report, unpublished

WFP. 2017. *Jordan Country Office - 0917 All Units w names*. Internal report, unpublished

WFP. 2015. *Jordan Country Office - 1115 Org Structure SSR*. Internal report, unpublished

WFP. 2017. *Jordan Country Office - All Units Organograms with names as of Sept 2017*. Internal report, unpublished

5 Additional corporate documents

WFP. 2017. *Corporate Risk Register 04.01.2018*. Internal report, unpublished

WFP. 2018. *mVAM for Nutrition Kenya Case Study 08.01.2018*. Internal report, unpublished

WFP. 2018. *Transfer Modality Selection Guidance Draft 29.1.18*. Internal report, unpublished

WFP. 2017. *OSC Retail Supply Chain Engagement Global Meeting 30.1.2018*. Internal report, unpublished

WFP. 2017. *WFP Retail Strategy Factsheet 9.2.18*. Internal report, unpublished

WFP. 2017. *ED Speech Pioneer Leader Team Player Oct 2017 13.1.2018*. Internal report, unpublished

Additional country office/Regional bureau documents

1 Egypt

WFP. 2018. *Egypt CP 200238 BR03 5.2.2018*. Internal report, unpublished
WFP. 2018. *Egypt CP 200238 BR04 5.2.2018*. Internal report, unpublished
WFP. 2018. *Egypt CP 200238 BR04 5.2.2018*. Internal report, unpublished
WFP. 2018. *Egypt CP 200238 ProDoc 5.2.2018*. Internal report, unpublished
WFP. 2015. *Egypt Consolidated output distributions 9.2.18*. Internal report, unpublished
WFP. 2017. *Egypt Distribution Figures 9.2.18*. Internal report, unpublished
WFP. 2016. *Egypt Consolidated Output Distributions 9.2.18*. Internal report, unpublished
WFP. 2016. *Egypt Country Office Monitoring & Evaluation Flyer 2016 1.18*. Internal report, unpublished
WFP. 2016. *Egypt Country Office FSOM FGD Q1 2016 25.1.18*. Internal report, unpublished
WFP. 2017. *Egypt Country Office M&EFSOM Q3 Dashboard 2017 25.1.2018*. Internal report, unpublished
WFP. 2016. *Egypt Country Office Monitoring & Evaluation Flyer 2016 1.18*. Internal report, unpublished
WFP. 2017. *WFP Egypt Country Office Social Cohesion Report 29.1.18*. Internal report, unpublished
WFP. 2018. *Egypt Country Office Monitoring Social Cohesion Brief 29.1.18*. Internal report, unpublished
WFP. 2018. *Egypt Country Office Livelihood Social Cohesion FGD Egyptians 1.18*. Internal report, unpublished
WFP. 2018. *Egypt Country Office Livelihood Social Cohesion FGD Syrians 29.1.18*. Internal report, unpublished
WFP. 2018. *Egypt Country Office Gender Improvement Plan 29.1.2018*. Internal report, unpublished

2 Regional Bureau

WFP. 2018. *Resource Update EMOP 200339 July2017 5.2.18*. Internal report, unpublished
WFP. 2018. *RS PRRO 200988as of 05.02.2018*. Internal report, unpublished
WFP. 2017. *Resource Update EMOP 200433 - Dec 2017 5.2.18*. Internal report, unpublished
WFP. 2018. *BR 02 PRRO 200987 Jordan 09.01.2018*. Internal report, unpublished
WFP. 2018. *RS PRRO 200987 as of 15.1.2018*. Internal report, unpublished
WFP. 2018. *200987 Resource Level Overview 05.2.2018*. Internal report, unpublished
WFP. 2017. *RBC Outcome Resilience in the Syria Crisis Response 29.1.2018*. Internal report, unpublished
WFP. 2018. *RBC Three Steps to High Data Quality 29.1.2018*. Internal report, unpublished
WFP. 2018. *RBC Monitoring Multi-Purpose Cash Guide 29.1.2018*. Internal report, unpublished
WFP. 2016. *RBC Emergency Monitoring and Evaluation Package (EMEP) 30.1.2018*. Internal report, unpublished
WFP. 2013. *Examining Protection and Gender in Cash and Voucher Transfers 25.1.18*. Internal report, unpublished
WFP. 2017. *RBC VAM Gender and FS Technical Note v.3 25.1.2018*. Internal report, unpublished
WFP. 2017. *RBC Protection Analysis Framework DRAFT 22.1.18*. Internal report, unpublished
WFP. 2016. *RBC Donor Position Unrestricted Cash Jan 25.1.2018*. Internal report, unpublished
WFP. 2017. *RBC Donor Positions on Cash May 25.1.2018*. Internal report, unpublished
WFP. 2017. *RBC Review Remote Surveys M&E mVAM in RBC 25.1.2018*. Internal report, unpublished
WFP. 2018. *RBC 3rd Line of Defence Timeline -18 January 2018 29.1.2018*. Internal report, unpublished
WFP. *RBC Agreed Actions and Recomm. 3rd line of defence bodies - 18 January 29.1.2018*. Internal report, unpublished
WFP. 2017. *RBC Oversight Work Analysis 30.1.2018*. Internal report, unpublished
WFP. 2018. *RBC Funding Strategy Memo 29.1.2018*. Internal report, unpublished
WFP. 2018. *RBC Annex B Cost Sharing Syria Crisis Scenario 30.1.18*. Internal report, unpublished
WFP. 2018. *RBC Annex A Resourcing L3 2 Scenario 30.1.2018*. Internal report, unpublished

WFP. *200433 RBC Resource Level Overview 22.1.2018*. Internal report, unpublished
WFP. *200433 Resource Level Overview Total 22.1.2018*. Internal report, unpublished
WFP. *Syria+5 Distribution Contribution and Forecast Stats 26.1.2018*. Internal report, unpublished
WFP. 2017. *Regional+PRRO+Fund+allocation+status+01-Dec-17 22.1.2018*. Internal report, unpublished
WFP. 2016. *Regional+EMOP+Fund+allocation+status+1+Dec+2016 22.1.2018*. Internal report, unpublished
WFP. 2018. *Syria+5 Money Injected 8-Jan-2018 22.1.2018*. Internal report, unpublished
WFP. *SYRIA+5-Weekly Funding Overview Report 13Dec 25.1.2018*. Internal report, unpublished
WFP. 2017. *Syria Crisis Requirements and Shortfalls Dec 2017 25.1.2018*. Internal report, unpublished
WFP. 2017. *Syria Crisis Requirements and Shortfalls Dec 2017 25.1.2018*. Internal report, unpublished
WFP. 2017. *Syria Post-Brussels-Tracking THREE 25.1.2018*. Internal report, unpublished
WFP. *RBC Overall Management Structure 25.1.18*. Internal report, unpublished
WFP. *RBC Prog M&E VAM Resilience Safety Nets IRM 25.1.18*. Internal report, unpublished
WFP. *RBC Finance and Admin Budget & Prog. IT Evaluation Compliance 25.1.18*. Internal report, unpublished
WFP. *RBC RD HR Comm SRO Security 25.1.18*. Internal report, unpublished
WFP. *RBC Supply Chain EPR 25.1.18*. Internal report, unpublished

3 Lebanon

WFP. 2018. *Lebanon Country Office Livelihood Project Map 12.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Proposed vs Achieved BMZ livelihoods 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon-Data Preparation Sheet for Partners Final version 22.1.1*. Internal report, unpublished
WFP. 2017. *Lebanon-FFA Project Implementation Manual ver 1 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon-FFA-T CP Output Monthly Reporting Template [Dec17] 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon-List-of-Programmes 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon -Livelihood Diagram 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon -Livelihood Project Map 12.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon -Livelihoods Stories 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -Commitment to Building Assets 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -Food for Asset Projects in Baalback and Hermel Districts 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -Food for Asset Projects in South Districts Process 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -Livelihood Partners 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -Livelihoods August 2017 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -Livelihoods 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -SOP Cash for Work in Lebanon 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -SOP Distribution for Lebanese participants FFA FFT 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -SOP Service and Payment List External 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon -SOP Service and Payment List Internal 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Country Office List-of-Programmes 22.1.2018*. Internal report, unpublished

WFP. 2018. *Lebanon SOP Targeting Livelihoods Participants in FFA-T INTERNAL 25.1.2018*. Internal report, unpublished
WFP. 2018. *ABAAD Budget Realignment 22.1.18*. Internal report, unpublished
WFP. 2017. *ABAAD FLA Letter of Intent 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *ACF 2017 FFA FLA - Amendment edits FC 22.1.18*. Internal report, unpublished
WFP. 2017. *ACF 2017 FFA FLA 22.1.18*. Internal report, unpublished
WFP. 2018. *ACF Annexes FLA Addendum Livelihoods 22.1.18*. Internal report, unpublished
WFP. 2018. *ACF Letter of Intent FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *ACF Livelihoods Addendum Cover Letter 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *ACF Livelihoods Addendum Cover Letter 2017 edits FC 22.1.1*. Internal report, unpublished
WFP. 2017. *ACS 2017 FFA FLA 22.1.18*. Internal report, unpublished
WFP. 2017. *ACTED FFA Amendment 2017 22.1.18*. Internal report, unpublished
WFP. 2018. *ACTED Letter of Intent 2017 FfA 22.1.18*. Internal report, unpublished
WFP. 2017. *ACTED 2017 FFA Letter of Intent 22.1.18*. Internal report, unpublished
WFP. 2017. *AMEL 2017 FFA Letter of Intent 22.1.18*. Internal report, unpublished
WFP. 2017. *AMEL FLA FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *ASC FLA FFA 2017 Amend1.22.18*. Internal report, unpublished
WFP. 2017. *ASC FLA FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *DRC 2017 FFA FLA 22.1.18*. Internal report, unpublished
WFP. 2017. *DRC Letter of Intent FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *Farmer's Market FLA 2017 Annex Retail 22.1.18*. Internal report, unpublished
WFP. 2017. *Farmers Market FLA CP Farmers 2017 22.1.18*. Internal report, unpublished
WFP. 2018. *FLAs Breakdown Cost Livelihoods 22.1.18*. Internal report, unpublished
WFP. 2017. *IOCC Letter of Intent 2017 FfA 22.1.18*. Internal report, unpublished
WFP. 2017. *IOCC FLA FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2018. *Lebanon Contact of FFA Partners 22.1.18*. Internal report, unpublished
WFP. 2017. *LOST 2017 FFA FLA 22.1.18*. Internal report, unpublished
WFP. 2017. *LOST FFT Extension FLA 2017 June 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *LOST FLA FFT 2017 22.1.18*. Internal report, unpublished
WFP. 2018. *LOST Letter of Intent FFA 22.1.18*. Internal report, unpublished
WFP. 2017. *PU-AMI FFA FLA 2017 22.1.2018*. Internal report, unpublished
WFP. 2017. *PU-AMI FFA FLA Amendment1 2017 22.1.2018*. Internal report, unpublished
WFP. 2017. *PU-AMI Letter of Intent FFA 2017 22.1.2018*. Internal report, unpublished
WFP. 2017. *PU-AMI Letter of Intent FFA Oct 2017 22.1.2018*. Internal report, unpublished
WFP. 2018. *PU-AMI Annex2+3+4 PoP Proposal FFA 22.1.18*. Internal report, unpublished
WFP. 2017-2017. *PU-AMI FFT Akkar Budget 2017-2018 22.1.18*. Internal report, unpublished
WFP. 2018. *Safadi Budget Realignment Letter 22.1.18*. Internal report, unpublished
WFP. 2017. *Safadi FFA FLA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *Safadi FFA Letter of Intent 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *SCI FFA FLA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *SHEILD 2017 FFA FLA 22.1.18*. Internal report, unpublished
WFP. 2017. *SHEILD Letter of Intent FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *WVI FLA FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2017. *WVL Letter of Intent FFA 2017 22.1.18*. Internal report, unpublished
WFP. 2018. *AUB-WFP-Partnership Agreement 25.1.2018*. Internal report, unpublished
WFP. 2018. *AUB Amendment-Clause 10-Equipment Liability 25.1.2018*. Internal report, unpublished
WFP. 2017. *6-DRC 22.1.18*. Internal report, unpublished
WFP. 2017. *6-PU AMI Registration FFA 22.1.18*. Internal report, unpublished
WFP. 2017. *6-PU AMI LOG-Proc-Guidelines-HQ 22.1.18*. Internal report, unpublished
WFP. 2017. *6-PU AMI-MOU Borj El Arab 22.1.18*. Internal report, unpublished

WFP. 2017. *6-PU AMI-MOU Knaisse 22.1.18*. Internal report, unpublished
WFP. 2017. *6-PU AMI-MOU Tell Meyan 22.1.18*. Internal report, unpublished
WFP. 2017. *6-SC 22.1.18*. Internal report, unpublished
WFP. 2017. *6-SCI FFA 22.1.18*. Internal report, unpublished
WFP. 2017. *7- ABAAD-Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-ABAAD-July Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-ACF- June and July report 22.1.1*. Internal report, unpublished
WFP. 2017. *7-ACF Lebanon WFP FFA Monthly Rep 22.1.18*. Internal report, unpublished
WFP. 2017. *7-ACF FFA Output Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-ACTED DBK Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-ACTED DBK FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-DRC Monthly Progress Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-DRC Bekaa FFA-T Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-DRC North FFA-T Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-LOST FFA-T Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-LOST FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-LOST-July Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-PU-AMI FFA Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-PU-AMI FFA Monthly Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-PU-AMI FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-PU-AMI Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-SCI FFA Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-SCI FFT Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-SHEILD FFA-T Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-ABAAD-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-ACF FFA Output Report 22.1.2018*. Internal report, unpublished
WFP. 2017. *8-ACF WFP FFA Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-ACS Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-ACTED DBK Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-ACTED DBK FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Outreach Plan 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Annex ToR 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex WFP CPBB Overview 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Presentation 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Report-Hawsh AH 22118*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Report-Jeb Janin 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Report-Saadnayel 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Report-Sawiri 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT CPBB Agenda 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex DT Detailed Agenda 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Annex FFA Info Tool 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex FFA Ranking Tool 22.1.1*. Internal report, unpublished
WFP. 2017. *8-DRC Annex CBPP SOP 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Annex Mapping Local Authority 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Annex Mapping NGO 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC Annex Mapping Vulnerable Groups 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC-Bekaa-CBPP Final Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC-Bekaa-CBPP Report WFP Feedback 22.1.18*. Internal report, unpublished
WFP. 2017. *8-DRC-FFT Monthly Prog Report 22.1.18*. Internal report, unpublished

WFP. 2017. *8-IOCC Bekaa-Monthly Prog Report 22118*. Internal report, unpublished
WFP. 2017. *8-IOCC North-Monthly Prog Report 22118*. Internal report, unpublished
WFP. 2017. *8-LOST-FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-LOST-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-PU AMI FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-PU AMI Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-SCI FFA-T Output Report[Jul-Aug]22.1.18*. Internal report, unpublished
WFP. 2017. *8-SCI Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-SHEILD- Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *8-SHEILD-South FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *9-ABAAD FFA-T Output report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ABAAD-BLSP-Workshop Rep 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ABAAD-BLSP-WS Schedule 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ABAAD-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACF Bekaa FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACF Bekaa Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACF South Monthly Pro Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACF South FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACF South Monthly Prog report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACS-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-ACTED-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-DRC FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-DRC-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-IOCC Bekaa Monthly Prog Report 22118*. Internal report, unpublished
WFP. 2017. *9-IOCC FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-IOCC North Monthly Prog Report 22118*. Internal report, unpublished
WFP. 2017. *9-LOST FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-LOST-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-PU AMI FFA-T Output report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-PU AMI-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-SCI FFA-T Output Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-SCI-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-SHEILD-Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *9-SHEILD-South FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10- DRC-Akkar Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10- DRC-Akkar-FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-ABAAD FFA-T Output Report 22.1.17*. Internal report, unpublished
WFP. 2017. *10-ABAAD Monthly Prog Report 22.1.18*. Internal report, unpublished
WFP. 2017. *10-ABAAD Monthly Report Annex1 22.1.18*. Internal report, unpublished
WFP. 2017. *10-ABAAD Monthly Report Annex2 22.1.18*. Internal report, unpublished
WFP. 2017. *10-ABAAD Monthly Report Annex3 22.1.18*. Internal report, unpublished
WFP. 2017. *10-ACF Bekaa FFA-T Output Report 22.1.17*. Internal report, unpublished
WFP. 2017. *10-ACF South FFA-T Output Report 22.1.17*. Internal report, unpublished
WFP. 2017. *10-ACF Bekaa Monthly Prog Report 22118*. Internal report, unpublished
WFP. 2017. *10-ACF South Monthly Prog Report 22118*. Internal report, unpublished
WFP. 2017. *10-ACS Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-ACS Monthly Prog Report WFP update23.1.18*. Internal report, unpublished
WFP. 2017. *10-ACTED- Akkar Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-ACTED- Beirut Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-ACTED- TripoliAkkarT5 Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-AMEL- Bekaa Monthly Prog Report 23.1.18*. Internal report, unpublished

WFP. 2017. *10-AMEL-FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC-Anjar Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC-FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC-Mina Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-LOST Bekaa FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-LOST Bekaa Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-PU-AMI Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-SAFADI-FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-SAFADI-Lebanon North Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-SCI FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-SCI FFT Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-SHEILD-South FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *10-SHEILD-South Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ABAAD FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ABAAD TOT Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ACF Bekaa FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ACF Bekaa Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ACF South FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ACF South Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-ACTED-Beirut Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-AMEL FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-AMEL Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-DRC FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-DRC Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC Anjar Monthly Prog Report 1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC FFA-T Output Report 1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC Mina Monthly Prog Report 1.18*. Internal report, unpublished
WFP. 2017. *11-LOST FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-LOST Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-PU-AMI Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-PU-AMI Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-SAFADI Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-SCI FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-SCI Monthly Prog Report 23.1.18*. Internal report, unpublished
WFP. 2017. *11-WV Bekaa Monthly Prog Report 1.18*. Internal report, unpublished
WFP. 2017. *11-WV FFA-T Output Report 23.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon ME Oct Report QSO 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon ME Oct Report ZSO 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon ME Oct Report BSO 22.1.18*. Internal report, unpublished
WFP. 2018. *Lebanon Monitoring Method. Livelihoods 22.1.18*. Internal report, unpublished
WFP. 2018. *Lebanon Monitoring Method. FSOM Cash 22.1.18*. Internal report, unpublished
WFP. 2015. *Lebanon ME Report Apr-Jun 2015-22118*. Internal report, unpublished
WFP. 2015. *Lebanon ME Report Jan-Mar 2015-22118*. Internal report, unpublished
WFP. 2018. *Lebanon Process MonitoringQ1 22.1.18*. Internal report, unpublished
WFP. 2018. *Lebanon FSOM August 2017 22118*. Internal report, unpublished
WFP. 2018. *WFP Blockchain - Jordan 31 Jan 2018 15.2.2018*. Internal report, unpublished
WFP. 2015. *Lebanon OneCard Evaluation Final Report 10.01.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon Food Assistance for Syrian Refugees 10.01.2018*. Internal report, unpublished
WFP. 2014. *Lebanon CWG Operational Set-Up Final Report 10.01.2018*. Internal report, unpublished

WFP. 2017. *WFP Lebanon Transaction Monitoring June 2017 10.01.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon-Louise 2 pager 13.01.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon Louise 2 pager 22.1.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon National Poverty Targeting Programme 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon Assurance Analysis-Monitoring Framework-Red Zone 22.1.18*. Internal report, unpublished
WFP. 2018. *Lebanon Retail Engagement 22.1.2018*. Internal report, unpublished
WFP. 2015. *Lebanon Retail Assessment 30.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon Retail Engagement 30.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon Shops List Dec 5.2.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Gender Action Plan 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Gender Action Plan Results Framework 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon 16 Days of Activism 2017 Guiding Interview Questions 10.01.2018*. Internal report, unpublished
WFP. 2017. *WFP Lebanon 16 Days of Activism GBV 10.01.2018*. Internal report, unpublished
WFP. 2016. *Lebanon 16 Days of Activism Activities 10.01.2018*. Internal report, unpublished
WFP. 2017. *CSP Gender Budget LBCO 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon FSS Roll Out IASC GBV Slide 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon FSS Action Plan IASC GBV 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon FSS IASC GBV Brief Draft 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon Gender WS Final Report 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon PAL-Progress Report-IDS 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon Concept Note Gender WS 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon RBC Mission GBV ppt 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon RBC Mission AAP ppt 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon RBC Mission Protection ppt 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon RBC Mission PSEA ppt 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon RBC RHPA Mission TOR 22.1.18*. Internal report, unpublished
WFP. 2017. *ABAAD FLA Letter of Intent 22.1.2018*. Internal report, unpublished
WFP. 2017. *Gender Story Published 22.1.2018*. Internal report, unpublished
WFP. 2017. *Final FLA Proposal ABAAD 22.1.2018*. Internal report, unpublished
WFP. 2017. *Final FLA Budget ABAAD 22.1.2018*. Internal report, unpublished
WFP. 2016. *Lebanon DV IPV Q3 22.1.2018*. Internal report, unpublished
WFP. 2016. *Lebanon Clinical Management of Rape Q4 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Access to Services for Survivors of GBV Q1 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Akkar Pager for Frontline Workers 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon - Protection Referral DB Reporting Guide 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon T5 Pager for Frontline Workers 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon EN AR Inter-Agency Referral Form 22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon Guidelines on Reporting Referrals -22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon Referral Tracking System Presentation Final-22.1.2018*. Internal report, unpublished
WFP. 2018. *Lebanon SOP ESGBV Prevention and Response 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Partnership Action Plan 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon CSP Donor Matrix-12 May 25.1.2018*. Internal report, unpublished

WFP. 2016. *Lebanon Country Office CP Performance Evaluation Letter DRC Sample 10.01.2018*. Internal report, unpublished
WFP. 2015. *Lebanon FLA Master Tracking Sheet 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon FLA Master Tracking Sheet Oct 10.01.2018*. Internal report, unpublished
WFP. 2018. *Lebanon FLA Template Annex 6 Gender 10.01.2018*. Internal report, unpublished
WFP. 2016. *DRC Evaluations KPI Jan-June SAMPLE 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Call for Proposal School Snacks and Nutrition Education 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Call for PRRO 10.01.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon Partnership Strategy 2017-18 10.01.2018*. Internal report, unpublished
WFP. 2017-2018. *Lebanon FLA Sample PU-AMI Ecards 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Efficiencies achieved through the Partnership Strategy 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Min Ila Programme Results-22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon No Lost Generation Brief 09.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon School Snack 09.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Summer Nutrition Camp 09.01.2018*. Internal report, unpublished
WFP. 2017. *Timeline Lebanon School Meals Scale Up 09.01.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon Education 22.1.2018*. Internal report, unpublished
WFP. 2018. *WFP Lebanon Nutrition 22.1.2018*. Internal report, unpublished
WFP. 2018. *WFP School Snack Overview 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Draft Baseline Report AIR 22.1.18*. Internal report, unpublished
WFP. 2016. *Final Monthly School Feeding Days 22.1.18*. Internal report, unpublished
WFP. 2016. *IOCC Final Narrative Report 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon Baseline Data Summary 23.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon GRASP Mobile Tool Manual 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon GRASP Export Guidelines 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon Schools 23.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon School Feeding Baseline 23.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon School Feeding Improving Nutrition Status-Attendance 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon School Feeding Iraqi Refugee Students 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon School Feeding Keeping Refugees in School 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Abra Intermediary Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Bekaa-AF Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Deddeh Mixed-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Jezzine Primary Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Kfar-Zeena Mixed School-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Miyeh w Miyeh-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Schools' Attendance 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Sid el Bouchriyeh Boys-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Sid el Bouchriyeh Girls-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Sin el Fil Third-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports in One Month-PM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports in One Month-AM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports-14 to 20 March 2016-PM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports-14 to 20 March 2016-AM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports-21 to 27 March 2016-AM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports-21 to 27 March 2016-PM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *3-Weekly Reports-28 March to 3 April-AM shift 22.1.18*. Internal report, unpublished

WFP. 2016. *3-Weekly Reports-28 March to 3 April 2016-PM shift 22.1.18*. Internal report, unpublished
WFP. 2016. *4-Abra Intermediary Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Deddeh Mixed-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Douris Mixed-Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2016. *4-Final Forecast Report-Updated 4th April 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Forecast Report (inc last day)-LU 25 April 22.1.18*. Internal report, unpublished
WFP. 2016. *4-Heri Mixed-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Hsarat Mixed-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Jdaydet-Kayteh Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Jezzine Primary-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Kfar-Zeena Mixed-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Miyeh w Miyeh-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Rayak Second Intermediary Mixed-Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2016. *4-Schools Attendance 22.1.18*. Internal report, unpublished
WFP. 2016. *4-Sid el Bouchriyeh Boys-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Sid el Bouchriyeh Girls-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Sin el Fil Third-Monthly Report 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly reports- 4 to 10 April -PM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports- 4 to 10 April-AM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports- 11 to 17 April -AM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports- 18 to 24 April-AM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports in one Month Report-PM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports One Month-AM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports-11 to 17 April-PM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports-18 to 24 April-PM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports-25 April to 1 May-AM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *4-Weekly Reports-25 April to 1 May-PM shift 23.1.18*. Internal report, unpublished
WFP. 2016. *5-Lebanon -School Feeding Report 22.1.18*. Internal report, unpublished
WFP. 2016. *5-Lebanon -School Feeding-Attendance 22.1.18*. Internal report, unpublished
WFP. 2016. *5-Lebanon -School Feeding-Meals 22.1.18*. Internal report, unpublished
WFP. 2016. *5-School Feeding Menu for May-LU25 April 22.1.18*. Internal report, unpublished
WFP. 2016. *10-Attendance 22.1.18*. Internal report, unpublished
WFP. 2016. *10- Lebanon School Feeding Starting Dates 22.1.18*. Internal report, unpublished
WFP. 2016. *10-Leftovers 22.1.18*. Internal report, unpublished
WFP. 2016. *10-Leftovers-October 22.1.18*. Internal report, unpublished
WFP. 2016. *10-School Feeding Menu -October 22.1.18*. Internal report, unpublished
WFP. 2016. *10-School Feeding-IOCC Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2016. *10-Starting Dates 22.1.18*. Internal report, unpublished
WFP. 2016. *11-Attendance Nov-Dec 22.1.18*. Internal report, unpublished
WFP. 2016. *11-IOCC Monthly Report Template 22.1.18*. Internal report, unpublished
WFP. 2016. *11-IOCC Monthly Report Template 22.1.18*. Internal report, unpublished
WFP. 2016. *11-Leftovers-November 22.1.18*. Internal report, unpublished
WFP. 2016. *11-New Schools Baseline # Replacement 22.1.18*. Internal report, unpublished
WFP. 2016. *11-School Feeding Menu -November 22.1.18*. Internal report, unpublished
WFP. 2016. *12-Attendance December 22.1.18*. Internal report, unpublished
WFP. 2016. *12-IOCC Monthly Report 22.1.18*. Internal report, unpublished
WFP. 2016. *12-Leftovers December 22.1.18*. Internal report, unpublished
WFP. 2016. *12-School Feeding Menu -December 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon IOCC Monthly Report Template 22.1.18*. Internal report, unpublished

WFP. 2016. *Lebanon IOCC ME GRASP Training 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon -SF IOCC (Final) 22.1.18*. Internal report, unpublished
WFP. 2017. *Apples Distribution Plan 22.1.18*. Internal report, unpublished
WFP. 2017. *Schedule (Liban village)-South & Bekaa 22.1.18*. Internal report, unpublished
WFP. 2017. *Schedule(Emkan)-North (2) 22.1.18*. Internal report, unpublished
WFP. 2017. *Schedule(Emkan)-North 22.1.18*. Internal report, unpublished
WFP. 2017. *Schedule (Liban village)-South & Bekaa(2) 22.1.18*. Internal report, unpublished
WFP. 2017. *2-Awareness Sessions (Jan-March) 22.1.18*. Internal report, unpublished
WFP. 2017. *2-Awareness Sessions 22.1.18*. Internal report, unpublished
WFP. 2017. *2kg Apples Distribution Report 22.1.18*. Internal report, unpublished
WFP. 2017. *2-Monitoring Overview 22.1.18*. Internal report, unpublished
WFP. 2017. *2-Situational Report-28 Feb & 1 Mar 22.1.18*. Internal report, unpublished
WFP. 2017. *2-WFP Nutrition Education Report(Jan-Feb) 22.1.18*. Internal report, unpublished
WFP. 2017. *3-Abstenteeism 16 and 20 Mar 22.1.18*. Internal report, unpublished
WFP. 2017. *3-Attendance (school records)1 3 22.1.18*. Internal report, unpublished
WFP. 2017. *3-Attendance (school records)15 3 22.1.18*. Internal report, unpublished
WFP. 2017. *3-Head count (random) 22.1.18*. Internal report, unpublished
WFP. 2017. *3-IOCC School Snacks Report 22.1.18*. Internal report, unpublished
WFP. 2017. *4-IOCC School Snacks Report 22.1.18*. Internal report, unpublished
WFP. 2017. *4-SF WFP Report 22.1.18*. Internal report, unpublished
WFP. 2017. *5-IOCC School Snacks Report 22.1.18*. Internal report, unpublished
WFP. 2017. *5-SF WFP Report 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Jdeidet el Ayteh schedule-3 to14 July 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Jdeidet el Qayteh(Akkar)-Daily Reports 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Miyeh wo Miyeh School(South)-Daily Reports 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Nutrition Summer Camps brief SM comm 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Ras Maska School(Koura)-Daily Reports 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Riyak 2nd School(Bekaa)-Daily Reports 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Sin el Fil 1st school schedule-3 to 14 July 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Sin el Fil 1st(Mount Lebanon)-Daily Reports 22.1.18*. Internal report, unpublished
WFP. 2017. *7-WFP Nutrition Summer Feedback 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Zahle el Maallaqa for Girls(Bekaa)-Daily Reports 22.1.18*. Internal report, unpublished
WFP. 2017. *7-Zahle el Maallaqa Schedule- 3 to14 July 22.1.18*. Internal report, unpublished
WFP. 2017. *9-IOCC Progress Report 22.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC Logistics Report 22.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC School Snacks Report 22.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC Annex 2- Pest Mng Schedule 22.1.18*. Internal report, unpublished
WFP. 2017. *10-IOCC Annex 3- Sizes of Storage Rooms 22.1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC Annex 2- Sizes of Storage Rooms 22.1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC Annex 1- Logistics Checklist 22.1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC Logistics Report 22.1.18*. Internal report, unpublished
WFP. 2017. *11-IOCC School Snacks Report 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS Fifth Report November 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS First Report October 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS Forth Report November 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS Second Report October 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS Seventh Report December 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS Sixth Report December 22.1.18*. Internal report, unpublished
WFP. 2017. *SGS Third Report November 22.1.18*. Internal report, unpublished
WFP. *Lebanon Business Continuity Plan - Organizational Resilience Mng Plan 10.01.2018*. Internal report, unpublished

WFP. 2017. *Country Office Lebanon EPRP Advanced Preparedness Actions 2017 10.01.2018*. Internal report, unpublished
WFP. *Country Office Lebanon 72 hours Checklist SOP 10.01.2018*. Internal report, unpublished
WFP. *Country Office Lebanon EPRP Minimum Preparedness Actions 10.01.2018*. Internal report, unpublished
WFP. 2017. *Draft Lebanon Recover Context Analysis 09.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Rapid Poverty Assess Report 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon Poverty Correlates Fact Sheet 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon General Poverty Fact Sheet 22.1.18*. Internal report, unpublished
WFP. 2014. *Lebanon VAM Pilot SoP Targeting Food Cash 22.1.18*. Internal report, unpublished
WFP. 2014. *Targeting in A Nutshell LHIF 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon VAM Technical Report Desk Formula 22.1.18*. Internal report, unpublished
WFP. 2014. *Lebanon VAM Bulletin - Special Focus Lebanon October 22.1.18*. Internal report, unpublished
WFP. *Lebanon VAM TOR UNHCR WFP Targeting Working Group 19 January 22.1.18*. Internal report, unpublished
WFP. 2016. *Lebanon VAM WFP Targeting Formula Final Report 22.1.18*. Internal report, unpublished
WFP. 2017. *Lebanon VAM WFP Targeting Strategy 22.1.18*. Internal report, unpublished
WFP. 2017. *VASyR - Vulnerability Assessment of Syrian Refugees 09.01.2018*. Internal report, unpublished
WFP. *Lebanon Beneficiary Feedback Management - hotline 22.1.18*. Internal report, unpublished
WFP. *Lebanon Beneficiary Feedback Management - hotline 22.1.18*. Internal report, unpublished
WFP. *Lebanon Beneficiary Verification Processes 22.1.18*. Internal report, unpublished
WFP. *Lebanon Beneficiary Verification Processes 22.1.18*. Internal report, unpublished
WFP. *Lebanon Retailer Contract Management 22.1.18*. Internal report, unpublished
WFP. *Lebanon Retailer Contract Management 22.1.18*. Internal report, unpublished
WFP. *Lebanon Selection and Contracting 22.1.18*. Internal report, unpublished
WFP. *Lebanon Selection and Contracting 22.1.18*. Internal report, unpublished

4 Jordan

WFP. 2015. *Jordan UNDP-WFP Agreement PRRO 29.1.2018*. Internal report, unpublished
WFP. 2017. *Jordan Livelihood and Resilience Activities May 29.1.2018*. Internal report, unpublished
WFP. 2018. *Jobs Make the Difference Agenda WFP UNDP ILO 2.2.18*. Internal report, unpublished
WFP. 2018. *School Meals Resilience Brief Activity List 5.2.2018*. Internal report, unpublished
WFP. 2018. *Jordan Resilience Nejmah Annex 1 Analytical FFT 20.2.2018*. Internal report, unpublished
WFP. 2018. *Jordan Resilience Jordan Nejmah Phase IV Report 20.2.2018*. Internal report, unpublished
WFP. 2018. *Q3 2017 FSOM Report Jordan 26.1.2018*. Internal report, unpublished
WFP. 2015. *Jordan EMOP M&E Toolkit.v3 29.1.2018*. Internal report, unpublished
WFP. 2017. *BCG-Cash-Better-Than-Food-Vouchers-Syrian-Refugees 10.01.2018*. Internal report, unpublished
WFP. 2017. *Jordan Protection Inputs Resilience Lessons Learned 26.1.2018*. Internal report, unpublished
WFP. 2018. *Jordan Shops Evaluation Scoring 23.1.18*. Internal report, unpublished
WFP. 2015. *Jordan Retail Assessment 30.1.18*. Internal report, unpublished
WFP. 2016. *Jordan Retail Engagement 30.1.18*. Internal report, unpublished
WFP. 2018. *Jordan Choice Report January 2018 14.2.2018*. Internal report, unpublished
WFP. 2017. *Jordan Country Office Gender Action Plan 26.1.2018*. Internal report, unpublished

WFP. 2018. *Jordan Country Office Gender Analysis Draft 29.1.18*. Internal report, unpublished
WFP. 2017. *Jordan FLAs list 2015 2017 26.1.2018*. Internal report, unpublished
WFP. 2018. *Jordan -UNHCR Data Sharing Agreement 15.3.2018*. Internal report, unpublished
WFP. 2018. *Jordan Country Office (2015-2017) Overview of the operation in Jordan Updated 15.2.18*. Internal report, unpublished
WFP. 2017. *Jordan School Meals Production Design 15 May 17 20.2.18*. Internal report, unpublished
WFP. 2014. *Jordan Saber-SF Template - HQ 20.2.2018*. Internal report, unpublished
WFP. 2016. *Healthy Kitchens Pilot Model Report-Final 20.2.2018*. Internal report, unpublished
WFP. 2017. *Jordan Review of the WFP Targeting of Syrian Refugees in Jordan 26.1.2018*. Internal report, unpublished
WFP. 2016. *CFSME - Jordan Comprehensive Food Security Monitoring Exercise 26.1.18*. Internal report, unpublished

5 The Syrian Arab Republic

WFP. 2017. *Syria Livelihood Projects List by RBC 29.1.18*. Internal report, unpublished
WFP. 2017. *Syria Factsheet Livelihood Activities June 29.1.2018*. Internal report, unpublished
WFP. 2018. *WFP Syria Beneficiary Selection Tool Guideline - English 2018 11.1.2018*. Internal report, unpublished
WFP. 2018. *WFP Syria Beneficiary Selection Tool 04.01.2018 11.01.2018*. Internal report, unpublished
WFP. 2017. *WFP Monitoring and Evaluation Assessment March 2017 11.1.2018*. Internal report, unpublished
WFP. 2017. *WoS Outcome Monitoring OMI Executive Summary April 2017 1.01.2018*. Internal report, unpublished
WFP. 2017. *Syria Country Office Gender Analysis Nov DRAFT 5.2.18*. Internal report, unpublished
WFP. 2015. *Syria List of CPs 13.2.2018*. Internal report, unpublished
WFP. 2016. *Syria List of CPs 13.2.2018*. Internal report, unpublished
WFP. 2017. *Syria List of CPs 13.2.2018*. Internal report, unpublished
WFP. 2018. *Syria Country Office -Diagrams of Conflict Stakeholders 22.1.2018*. Internal report, unpublished
WFP. 2017. *Population Movement Baseline Round 11 November 2017 5.2.18*. Internal report, unpublished
WFP. 2018. *NPM Factsheet - Living Conditions of Syria's Displaced 5.2.18*. Internal report, unpublished
WFP. 2017. *Ar-Raqqa Preparedness Plan 5.2.2018*. Internal report, unpublished
WFP. 2017. *Eastern Aleppo City Preparedness Plan 5.2.2018*. Internal report, unpublished
WFP. 2017. *Menbij Preparedness Plan 5.2.2018*. Internal report, unpublished
WFP. 2015. *Syria Food Security Assessment Report 10.01.2018*. Internal report, unpublished
WFP. 2017. *VAM-Kafr Batna IA Convoy Food Security Report 5.2.18*. Internal report, unpublished
WFP. 2017. *VAM - Duma IA Convoy Food Security Report 5.2.18*. Internal report, unpublished
WFP. *SYR Market Lists 5.2.2018*. Internal report, unpublished
WFP. 2018. *Syria Food Prices Data 5.2.2018*. Internal report, unpublished
WFP. 2016. *Syria Example of VAM Custom Analysis for Donor Nov 2016 (Deir Ezzor) 13.2.18*. Internal report, unpublished
WFP. 2017. *Syria FSA-FSLA Preliminary Findings 13.1.2018*. Internal report, unpublished
WFP. 2016. *Impact of Airdrops 07112016 Deir Ezzor 14.2.2018*. Internal report, unpublished
WFP. 2017. *mVAM Bulletin 16 - FS deteriorates in HTR areas Aug 2017 5.2.18*. Internal report, unpublished
WFP. 2017. *mVAM Bulletin 17 - FS deteriorates in governorate Sept 2017 5.2.18*. Internal report, unpublished

WFP. 2017. *mVAM Bulletin 18 - Dire FS in E.Ghouda as siege tightened Oct 2017 5.2.18*. Internal report, unpublished
WFP. 2017. *mVAM Bulletin 19 - FS in E.Ghouda dire but improves slightly Nov 2017 5.2.18*. Internal report, unpublished
WFP. 2017. *mVAM Bulletin 20 - FS deteriorates among returnees Dec 2017 5.2.18*. Internal report, unpublished
WFP. 2017. *Market Price Watch No. 35 Oct 2017 5.2.2018*. Internal report, unpublished
WFP. 2017. *Market Price Watch No. 34 Sept 2017 5.2.2018*. Internal report, unpublished
WFP. 2017. *Market Price Watch No. 36 Nov 2017 5.2.2018*. Internal report, unpublished
WFP. 2017. *Market Price Watch No. 37 Dec 2017 5.2.2018*. Internal report, unpublished
WFP. 2016. *Egypt Regional Economic Opportunity ECG Briefing 18.1.2018*. Internal report, unpublished
WFP. 2016. *Egypt Vulnerability Assessment of Syrian Refugees UNHCR 29.1.2018*. Internal report, unpublished
WFP. 2016-17. *OWR Syria Final High-Altitude Airdrops 23.1.2018*. Internal report, unpublished
WFP. 2013-2017. *Syria Logs Expenditure Trend 2013-2017 23.1.18*. Internal report, unpublished
WFP. 2017. *Jordan SF SC Review and Capacity Strengthening Plan Report 23.1.18*. Internal report, unpublished
WFP. 2017. *Syria Qamishli Summary*. Internal report, unpublished
WFP. *Syria airdrop OSCA report*. Internal report, unpublished
WFP. *Syria Airdrop Country Office Report*. Internal report, unpublished
WFP. *Video on Food Packaging and Shipping 2.2.2018*. Internal report, unpublished
WFP. 2014-2017. *Syria Country Office Delivery Modalities 5.2.18*. Internal report, unpublished
WFP. 2014-2017. *Syria WFP IA Convoys (as of 14 Dec 2017) 5.2.18*. Internal report, unpublished
WFP. 2017. *Syria IA-Operations End-of-Year report 5.2.18*. Internal report, unpublished
WFP. 2015. *Post Delivery Losses 5.2.18*. Internal report, unpublished
WFP. 2016. *Post Delivery Losses 5.2.18*. Internal report, unpublished
WFP. *Syria Response within 72 hours (from ECHO interim report) 5.2.18*. Internal report, unpublished
WFP. 2013-2017. *Syria Logs Expenditure Trend 23.1.18*. Internal report, unpublished
WFP. *Syria Supply Chain Presentation 5.2.2018*. Internal report, unpublished
WFP. *SC Syria Figures 5.2.2018*. Internal report, unpublished
WFP. 2017. *Food Supply Agreement-Green Peas Syria 5.2.18*. Internal report, unpublished
WFP. 2017. *NFR Food Supply Agreement Green Peas 5.2.18*. Internal report, unpublished
WFP. *L3 Tactical Sourcing Plans v8 5.2.18*. Internal report, unpublished
WFP. *WFP Transport Manual 3.2 Surface Transport 5.2.2018*. Internal report, unpublished
WFP. *Syria Convoy Facilitation letters (Jan 2015 - Dec 2017) 13.2.18*. Internal report, unpublished
WFP. 2015. *ECHO Syria Monitoring and Losses report Q4 14.2.18*. Internal report, unpublished
WFP. 2015. *ECHO Syria Monitoring and Losses Report Q2 14.2.18*. Internal report, unpublished
WFP. 2015. *ECHO Syria Monitoring and Losses Report Q1 14.2.18*. Internal report, unpublished
WFP. 2016. *ECHO Syria Monitoring and Losses Report Q1 14.2.18*. Internal report, unpublished
WFP. 2016. *ECHO Syria Monitoring and Losses Report Q2 14.2.18*. Internal report, unpublished
WFP. 2016. *ECHO Syria Monitoring and Losses Report Q3 14.2.18*. Internal report, unpublished
WFP. 2016. *ECHO Syria Monitoring and Losses Report Q4 14.2.18*. Internal report, unpublished
WFP. 2016. *ECHO Syria Monitoring and Losses Report Q1 14.2.18*. Internal report, unpublished
WFP. 2017. *ECHO Syria Monitoring and Losses Report Q2 14.2.18*. Internal report, unpublished
WFP. 2017. *ECHO Syria Monitoring and Losses Report Q3 14.2.18*. Internal report, unpublished
WFP. 2017. *ECHO Syria Monitoring and Losses Report Q4 14.2.18*. Internal report, unpublished
WFP. *Syria+5 HQ Supply Chain ppt 14.2.2018*. Internal report, unpublished
WFP. 2015. *Syria ConOps Jan-Jun 2015 Final Version 14.2.2018*. Internal report, unpublished
WFP. 2017. *Syria ConOps 2017 v9 14.2.2018*. Internal report, unpublished

WFP. *Transport Activities Reported to CCTI 23.2.2018*. Internal report, unpublished
WFP. 2017. *Country Brief Lebanon July 2017 10.01.2018*. Internal report, unpublished
WFP. 2017. *Reg Dashboard Dec 2017 -Internal 25.1.2018*. Internal report, unpublished
WFP. 2017. *Reg Dashboard Dec 2017 -External 25.1.2018*. Internal report, unpublished
WFP. 2017. *Syria HTR Dashboard Nov 2017-Internal 25.1.18*. Internal report, unpublished
WFP. 2017. *SIT REP Regional Nov 2017-Internal 25.1.2018*. Internal report, unpublished
WFP. 2107. *SIT REP Regional Nov 2017 25.1.2018*. Internal report, unpublished
WFP. 2017. *X-B Jordan Local Council Coordination SOP for Southern Syria 18.1.2018*. Internal report, unpublished
WFP. 2017. *Whole of Syria Strategic Steering Group vr5 HC+RHC 18.1.2018*. Internal report, unpublished
WFP. 2017. *WOS Functions Matrix v8 HoO-CLEAN 22.1.2018*. Internal report, unpublished
WFP. *WoS Sector-Coordinator Responsibilities v4-HoO 22.1.2018*. Internal report, unpublished
WFP. 2017. *Cluster Coordinator Performance Monitoring Oct 23.1.2018*. Internal report, unpublished
WFP. *WoS FS Sector Integration Strategy DRAFT HUBS 24May 23.1.2018*. Internal report, unpublished
WFP. *WoS Coordination Architecture Diagramme-TY-v3 23.1.2018*. Internal report, unpublished
WFP. *FS Sector Syria+5 Evaluation IM Bullet points 23.1.2018*. Internal report, unpublished
WFP. 2017. *5-NFR Damascus FA Sector Meeting 22.1.2018*. Internal report, unpublished
WFP. 2017. *1-NFR Damascus FA Sector Meeting 22.1.2018*. Internal report, unpublished
WFP. 2017. *7-NFR Damascus FA Sector Meeting 22.1.2018*. Internal report, unpublished
WFP. 2017. *7-LC Coordination SOP Rev 7 22.1.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Food Security Sector Logframe 10.01.2018*. Internal report, unpublished
WFP. 2017. *Lebanon Coordination Sector Review 10.01.2018*. Internal report, unpublished
WFP. 2017. *FSSWG Meeting Sept 2017 10.01.2018*. Internal report, unpublished
WFP. 2017. *FSSWG Meeting July 2017 10.01.2018*. Internal report, unpublished
WFP. 2017. *FSSWG Meeting March 2017 10.01.2018*. Internal report, unpublished
WFP. 2017. *FSSWG Meeting May 2017 10.01.2018*. Internal report, unpublished
WFP. 2017. *FSSWG Meeting Presentation Nov 2017 10.01.2018*. Internal report, unpublished
WFP. *Syria Organisations Logistics Cluster Selected Contact 2.2.18*. Internal report, unpublished
WFP. 2015-2017. *Syria Rita Consignment List 5.2.18*. Internal report, unpublished
WFP. 2015-2017. *Syria Rita Transport Overview 5.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Meeting Minutes Amman 180201 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Antakya Meeting Minutes 180125 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Antakya Minutes 171211 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Gaziantep Minutes 171121 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Antakya Minutes 171122 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Meeting Minutes Amman 171112 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Antakya Minutes 171025 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Gaziantep Minutes 171024 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Aleppo Meeting Minutes 170829 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Meeting Minutes Amman 170824 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Aleppo Meeting Minutes 170807 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Gaziantep Minutes 170621 final 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Antakya Minutes 170619 final 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Meeting Minutes Amman 170705 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 171218 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 180129 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 20170713 8.2.18*. Internal report, unpublished

WFP. *Logistics Cluster Syria Damascus Meeting Minutes 170316 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 170813 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 170914 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 171001 8.2.18*. Internal report, unpublished
WFP. *Logistics Cluster Syria Damascus Meeting Minutes 171114 8.2.18*. Internal report, unpublished
WFP. 2016. *GNC Cost of the Diet Analysis among Syrian Refugees in Azraq Camp, Jordan 08.01.2018*. Internal report, unpublished
WFP. 2016. *GNC Barrier-Analysis-of-Nutrition-Behaviours-Among-Syrian-Refugees 08.01.2018*. Internal report, unpublished
WFP. 2016. *GNC Syria Final-WoS-Nutrition-Presentation 08.01.2018*. Internal report, unpublished
WFP. 2016. *GNC Treatment-of-Malnutrition-in-Lebanon 08.01.2018*. Internal report, unpublished
WFP. 2016. *GNC Working-in-Hard-to-Access-and-Inaccessible-Areas-in-Syria 08.01.2018*. Internal report, unpublished
WFP. *160128 Final RTC minutes 12.2.18*. Internal report, unpublished
WFP. *160411 Agenda Meetings with RDs and Donors 12.2.18*. Internal report, unpublished
WFP. *160505 RTC minutes approved 12.2.18*. Internal report, unpublished
WFP. *160622 RTC minutes approved 12.2.18*. Internal report, unpublished
WFP. *160626 RTC minutes approved 12.2.18*. Internal report, unpublished
WFP. *160724 RTC minutes approved 12.2.18*. Internal report, unpublished
WFP. *160804 RTC minutes approved 12.2.18*. Internal report, unpublished
WFP. *160831 RTC minutes approved 12.2.18*. Internal report, unpublished
WFP. *161005 RTC minutes - draft 12.2.18*. Internal report, unpublished
WFP. *161108 Regional Directors meeting 12.2.18*. Internal report, unpublished
WFP. *161109 RTC minutes - draft 12.2.18*. Internal report, unpublished
WFP. *170202 RTC minutes - draft 12.2.18*. Internal report, unpublished
WFP. *170518 RSC Meeting Report final draft 12.2.18*. Internal report, unpublished
WFP. *170731 RTC minutes - approved 12.2.18*. Internal report, unpublished
WFP. 2015. *Syria Country Office 2015 APP - EYR 04.01.2018*. Internal report, unpublished
WFP. 2016. *Syria Country Office 2016 APP - EYR 04.01.2018*. Internal report, unpublished
WFP. 2017. *Syria Country Office 2017 APP-MYR 04.01.2018*. Internal report, unpublished
WFP. 2016-2018. *Syria Strategic Framework (2016 - 2018) 5.2.18*. Internal report, unpublished
WFP. *SYR Live Map Syria Conflict 5.2.18*. Internal report, unpublished
WFP. 2015. *Syria Map area of influence Dec 2015 14.2.2018*. Internal report, unpublished
WFP. 2016. *Syria Map area of influence Mar 2016 14.2.2018*. Internal report, unpublished
WFP. 2016. *Syria Map of Control & WFP Coverage –Sep 2016 14.2.2018*. Internal report, unpublished
WFP. 2017. *Syria Map of Control & WFP Coverage - June 2017 14.2.2018*. Internal report, unpublished
WFP. 2017. *Syria Map of Control & WFP Coverage - July 2017 14.2.2018*. Internal report, unpublished
WFP. 2017. *Syria Map of Control & WFP Coverage - September 2017 14.2.2018*. Internal report, unpublished
WFP. 2017. *Syria Map of Control & WFP Coverage - October 2017 14.2.2018*. Internal report, unpublished
WFP. 2017. *Syria Map of Control & WFP Coverage - November 2017 14.2.2018*. Internal report, unpublished

6 Turkey

WFP. 2017. *Turkey FLA ESSN 30.1.2018*. Internal report, unpublished
WFP. 2017. *Turkey FLA Amendment No2 30.1.2018*. Internal report, unpublished
WFP. 2017. *Turkey FLA Amendment No3 30.1.2018*. Internal report, unpublished

WFP. 2017. *Turkey FLA Amendment No.5 Camps 30.1.2018*. Internal report, unpublished
WFP. 2017. *Turkey FLA Amendment No.6 Camps eVoucher 30.1.2018*. Internal report, unpublished
WFP. 2017. *Turkey FLA Amendment No.7 Camps eVoucher 30.1.2018*. Internal report, unpublished

Acronyms

AAP	Accountability to Affected Populations
APR	Annual Performance Report
ATM	Automated Teller Machine
BCG	Boston Consulting Group
BR	Budget Revision
C&V	Cash and Voucher
CALL	Coordinated Accountability and Lessons Learning Initiative for Syria (Syria-CALL)
CBT	Cash-Based Transfer
CCA	Common Country Assessment
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CFSME	Comprehensive Food Security Monitoring Exercise
CO	Country Office
COMPAS	Common Performance Assessment System
CP	Cooperating Partner
CSI	Coping Strategy Index
CSP	Country Strategic Plan
DDS	Dietary Diversity Score
DNH	Do No Harm
EGP	Egyptian Pound
EMOP	Emergency Operation
ESSN	Emergency Social Safety Nets programme
EVAR	Egypt Vulnerability Assessment of Refugees
FAO	Food and Agriculture Organization of the United Nations
FCS	Food Consumption Score
FDP	Food Distribution Point
FFA/FFT	Food Assistance for Assets/Training
FGD	Focus Group Discussion
FSA	Food Security Assessment
FSOM	Food Security and Outcome Monitoring
FSP	Financial Service Providers
FSWG	Food Security Working Group
GAP	Gender Action Plan
GDP	Gross Domestic Product
GFA	General Food Assistance
HC	Humanitarian Coordinator
HNO	Humanitarian Needs Overview
HQ	Headquarters
HRL	Human Rights Law
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Person
IHL	International Humanitarian Law
IHP	International Humanitarian Principles
INGO	International Non-Government Organisation
IPC	Integrated Food Security Phase Classification
IQD	Iraqi Dinar
ISC	Indirect Support Cost

ISSG	International Syria Support Group
JD	Jordanian Dinar
KRG	Kurdistan Regional Government
KRI	Kurdistan Region of Iraq
L3	Level 3
LBP	Lebanese Pound
LOUISE	Lebanon One Unified Inter-Organizational System for E-Cards
LTSH	Land Transport, Handling and Storage
mVAM	mobile Vulnerability Assessment and Monitoring
NFR	Note for the Record
NGO	Non-Governmental Organisation
NPTP	Emergency National Poverty Targeting Program
OEV	Office of Evaluation (WFP)
OSC	Operational Support Costs
OTF	Operational Task Force
PDM	Post Distribution Monitoring
PLW	Pregnant and Lactating Women
PLWG	Pregnant and Lactating Women and Girls
PRRO	Protracted Relief and Recovery Operation
PRS	Palestinian Refugees from Syria
PSA	Project Support and Administrative budget
PSEA	Protection from Sexual Exploitation and Abuse
PWD	People with Disabilities
RB	Regional Bureau
RBC	Regional Bureau Cairo
REACH	Renewed Efforts Against Child Hunger and undernutrition
REC	Regional Emergency Coordination
RHC	Regional Humanitarian Coordinator
3RP	Regional Refugee and Resilience Plan
SARC	Syrian Arab Red Crescent
SCOPE	WFP's beneficiary and transfer management digital platform
SPR	Standard Project Report
SYP	Syrian Pound
(T-I) CSP	(Transitional-Interim Country Strategic Plan)
ToR	Terms of Reference
TRC	Turkish Red Crescent
TRY	Turkish Lira
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Education Fund
UNIDO	United Nations Industrial Development Organization
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSC	United Nations Security Council
UNSF	United Nations Strategic Framework
USD	United States Dollar
VAF	Vulnerability Assessment Framework
VAM	Vulnerability Assessment and Mapping
VASyR	Vulnerability Assessment of Syrian Refugees

WFP	World Food Programme
WINGS	World Food Programme Information Network and Global System
WoS	Whole of Syria

Photo Credit

Cover Photo: WFP/Deniz Akkus

Rome, October 2018, OEV/2017/016

Office of Evaluation

www1.wfp.org/independent-evaluation

World Food Programme

Via Cesare Giulio Viola 68/70
00148 Rome, Italy
T +39 06 6131 wfp.org