South Sudan: An evaluation of WFP’s Portfolio (2011 - 2016)

WFP Office of Evaluation

November 2017
Overview of Evaluation

The first WFP evaluation in South Sudan 2011-2016

- Covered WFP operations 2011 to 2016
- Assessed strategic positioning, quality of strategic decision-making and results
- Evaluative evidence informs design of the interim country strategic plan
- Learning on WFP’s work in fragile and complex political contexts
Evaluation Findings
Portfolio was realigned in 2012, 2014 and 2016

- **2011**: State-building in the post-independence phase
- **2014**: Responding to sudden onset
- **2015-6**: Adapting to a multi-year crisis
Q2: Quality of Strategic Decision Making

Influenced by

1. WFP’s mandate, strategy and policies
2. Analysis of humanitarian and development needs, national capacities and priorities
3. WFP’s comparative advantages
4. Declaration of Level 3 Emergence February 2014
5. Staffing shortfalls
Q2: Quality of Strategic Decision Making

CO’s strategic decision-making included strong analysis of gender and protection issues: integrated into strategic decision-making.

CO adhered to WFP humanitarian principles and protection policy.

Opportunities to build coherence and connectedness by capitalizing on internal synergies were identified but unrealized.
WFP performance was relevant and effective

General Food Assistance made significantly contribution to preventing severe food insecurity from deteriorating further
Q3: Performance and Results

EFFICIENCY
Logistics was the dominant cost factor
CBT: more cost efficient, predictable and timely than in-kind transfers
Frequent pipeline breaks affected timeliness of food delivery

SUSTAINABILITY
Maintenance plans assumed government responsibility

STAFFING
Disproportionate reliance on short-term personnel
Conclusions
Conclusions – Part 1

WFP’s performance required recognition of challenging and complex operating context

- WFP demonstrated ability to work across emergency and development spheres. Strong synergies with other UN agencies

- Strategy and portfolio not fully adapted to multi-year acute crisis

- High relevance and effectiveness of portfolio results

- Attention to safeguarding against protection risks
Conclusions – Part 2

- Solid awareness of managing costs and introduction of innovations
- Outlook of declining resources and increasing needs required further cost-saving
- WFP capitalized on comparative advantage incl. vulnerability assessment skills, logistics capacity
- Deeper analyses of causes of food insecurity needed for better programme quality
- Persistent delays in staffing undermined performance
Recommendations
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1. Set strategic vision and design a medium-term strategy for responding to multi-year acute crisis

2. Maximize humanitarian-development synergies; and refine an inter-agency approach on resilience

3. Further increase efficiency by working with partners (transport, technology and pipeline)

4. Innovate to improve programme quality: investments in food and nutrition assessments

5. Adjust human resources processes to ensure appropriate and timely CO staffing capacity