

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

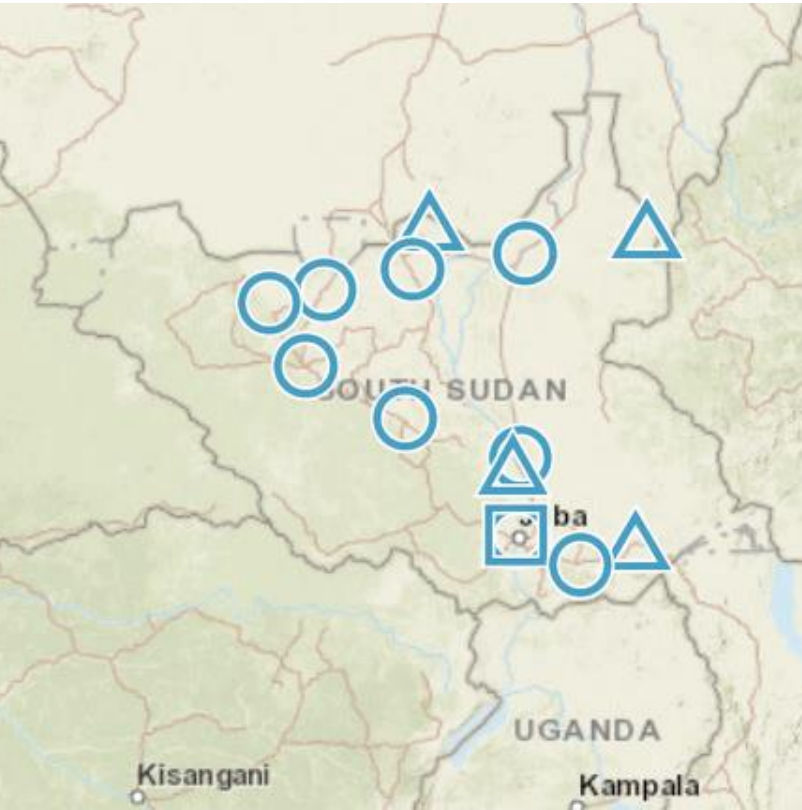
*WFP Office of Evaluation*

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**World Food Programme**

# 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

A horizontal banner with a dark teal background. On the right side, there is a faint, light-colored world map showing the continents. The text "Evaluation Findings" is written in white serif font on the left side of the banner.

# Evaluation Findings

# WFP Portfolio Timeline - South Sudan (2011-2016)



Portfolio was realigned in 2012, 2014 and 2016

**2011**

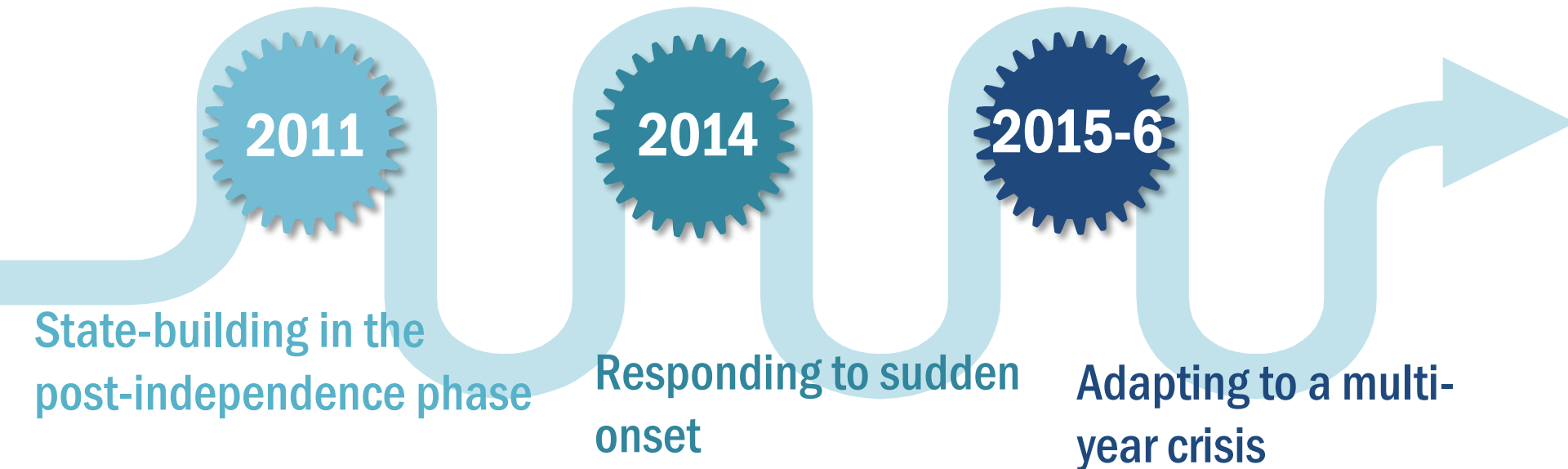
State-building in the post-independence phase

**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

## Q3: Performance and Results



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



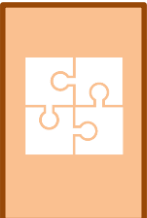
WFP's performance required recognition of challenging and complex operating context



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



# Recommendations



- 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