



World Food
Programme

SAVING
LIVES
CHANGING
LIVES

Evaluation of South Sudan WFP Interim Country Strategic Plan 2018-2021

Terms of reference

June 2021

Table of Contents

Table of Contents	2
1. Background	1
1.1. INTRODUCTION	1
1.2. Context	1
2. Reasons for the evaluation	10
2.1. Rationale.....	10
2.2. Objectives	10
2.3. Stakeholder Analysis	10
3. Subject of the evaluation	11
3.1. Subject of the Evaluation	11
3.2. Scope of the Evaluation	17
4. Evaluation approach, methodology and ethical considerations	17
4.1. Evaluation Questions and Criteria	17
4.2. Evaluation Approach and Methodology.....	19
4.3. Evaluability assessment	22
4.4. Ethical Considerations.....	23
4.5. Quality Assurance.....	24
5. Organization of the evaluation	25
5.1. Phases and Deliverables	25
5.2. Evaluation Team Composition	26
5.3. Roles and Responsibilities	27
5.4. Security Considerations	27
5.5. Communication	28
5.6. Budget.....	28
Annexes	29
Annex 1: South Sudan, Map with WFP Offices in 2021	29
Annex 2: South Sudan Fact Sheet	30
Annex 3: Timeline	36
Annex 4: Preliminary Stakeholder analysis	38
Annex 5: Evaluability assessment	43
Annex 6: WFP South Sudan presence in years pre-Interim Country Strategic Plan	45
Annex 7: South Sudan ICSP - Line of sight	49
Annex 8: Overview of Significant Budget Revisions to the South Sudan ICSP	51
Annex 9: Key information on beneficiaries and transfers	52
Annex 10: Communication and Knowledge Management plan	56
Annex 11: Template for evaluation matrix	60

Annex 12: Approved Interim Country Strategic Plan document	65
Annex 13: Terms of Reference and Composition of the Evaluation's Internal Reference Group (IRG)	66
Annex 14: Bibliography	69

1. Background

1.1. INTRODUCTION

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
2. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.
3. For countries where a country-led strategic review cannot be completed, WFP operations in-country are delivered through an Interim Country Strategic Plan (ICSP) that is based on existing strategies, studies, assessments, analysis and data.

1.2. CONTEXT

General overview

4. The Republic of South Sudan became an independent state in 2011 after decades of war, but armed conflicts have been renewed and become increasingly complex since. Revived civil conflicts in December 2013 and July 2016 have only recently subsided with the formation of a new government in February 2020 following the Revitalized Peace Agreement of September 2018. The landlocked country, which occupies a total area of 633,907 km² is situated in East-Central Africa, and bordered to the east by Ethiopia, to the north by Sudan, to the west by the Central African Republic, to the southwest by the Democratic Republic of the Congo, to the south by Uganda and to the southeast by Kenya.
5. As of 2019, the country had a total population of 11.06 million, growing at an annual rate of 0.8%.¹ The fertility rate is 4.5 births per woman (2020)² while life expectancy at birth is 57.9 (2019).³ South Sudan is considered one of the most oil-dependent countries worldwide, with oil accounting for more than one-third of its gross domestic product (GDP), 90% of revenue, and almost the totality of its exports. The GDP per capita dropped from \$1,111 in 2014 to less than \$200 in 2017.⁴ The country ranks 185th out of 189 countries in the 2019 Human Development Index.⁵ Poverty remains high with roughly 76.4% of the population reported to be living below the international poverty line (\$1.90 per day, 2011 PPP) in 2016.⁶
6. As of January 2021, nearly 70% of the population (8.3 million) —an increase of 800,000 persons since 2020⁷ — need humanitarian assistance due to intensified subnational conflict and violence, climatic shocks, a collapsing economy, ongoing Coronavirus disease 2019 (COVID-19) pandemic, and historically high levels of hunger and malnutrition levels.⁸

¹ The source of this figure is the World Bank World Development Indicators (<https://databank.worldbank.org/>, accessed on 30 March 2021). Population figures for 2021 provided by other sources range from 11.4 million (Source: UNFPA State of World Population 2021) to 13.3 million (South Sudan National Bureau of Statistics, <https://ssnbs.org/>).

² UNFPA. <https://www.unfpa.org/data/world-population-dashboard> (accessed on 30 March 2021)

³ UNDP. [Human Development Report 2020](#)

⁴ World Bank. <https://www.worldbank.org/en/country/southsudan/overview> (accessed on 30 March 2021)

⁵ UNDP. [Human Development Report 2020](#)

⁶ World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 30 March 2021)

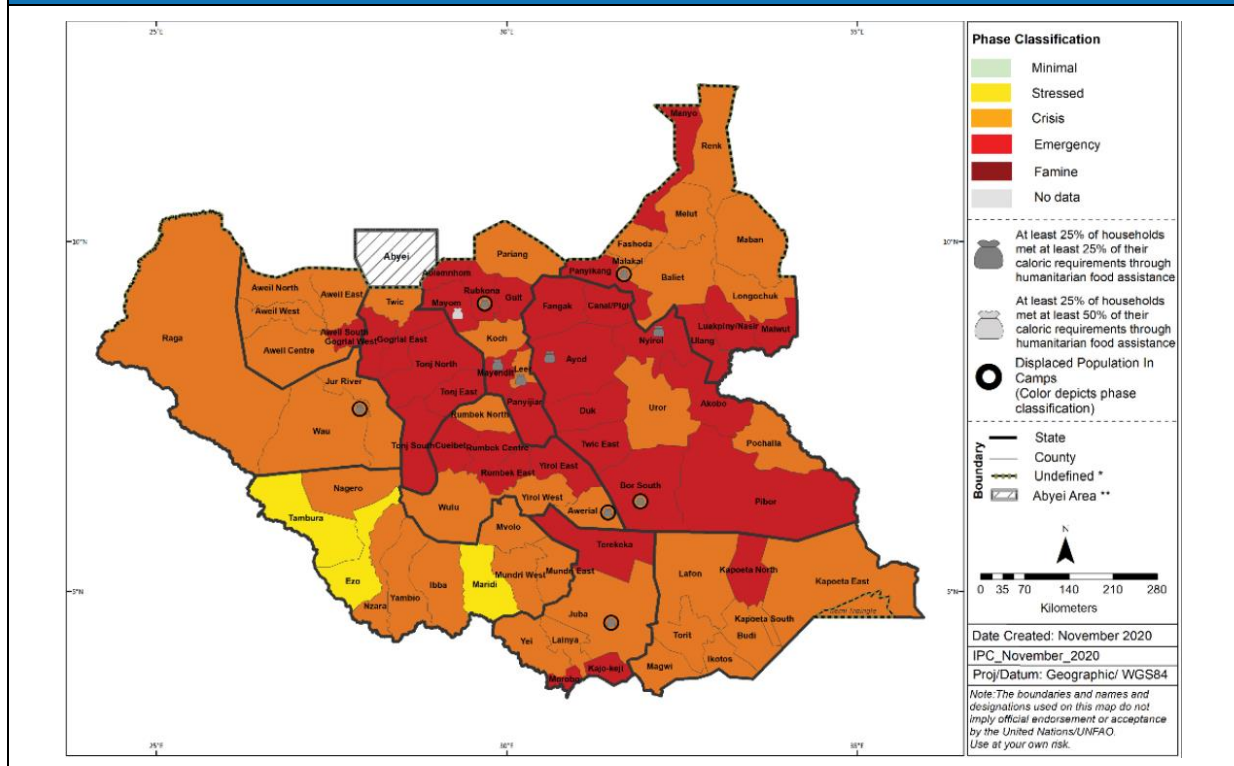
⁷ [WFP Country Brief Report of South Sudan, January 2021](#)

⁸ [WFP South Sudan Annual Country Report \(ACR\) 2020](#)

Food and nutrition security and healthcare

- The Integrated Food Security Phase Classification (IPC) Technical Working Group estimated that 6.35 million people (52.6% of the population) faced high levels of acute food insecurity (IPC Phase 3 or above) during the period of October to November 2020. An estimated 24,000 people were classified in Catastrophe (IPC Phase 5) acute food insecurity. The most food insecure states are Jonglei, Unity, Upper Nile, Lakes, Warrap and Northern Bahr el Ghazal where more than 50% of their respective populations are facing Crisis (IPC Phase 3) or worse acute food insecurity. The situation is expected to further deteriorate in the projected period of April to July 2021, with 7.24 million people (60% of the population) projected to face high levels of acute food insecurity.⁹

Figure 1: South Sudan, IPC acute food insecurity situation (Oct-Nov 2020)



- Around 1.4 million children under five years are expected to suffer from acute malnutrition in 2021, which is the highest caseload for acute malnutrition since the start of the crisis in December 2013.¹⁰ The United Nations Children's Fund (UNICEF) reports that during the 2013-2018 period, 31% of children under five were stunted, 24% suffered moderate or severe wasting, and 6% were overweight, while anaemia among women was recorded at 34% in 2016.¹¹
- The status of healthcare services especially outside the state capitals is extremely rudimentary with basic to no services. The Government relies heavily on support from international donors through major United Nations (UN) agencies and international non-governmental organizations (NGOs) to support the healthcare system.

⁹ South Sudan IPC Technical Working Group. 2020.

¹⁰ Ibid

¹¹ UNICEF. [The State of the World's Children 2019](#)

Agriculture

10. Livelihoods are highly concentrated in low productive subsistence farming and pastoralism.¹² Agricultural land covers 45.2% of the entire land area.¹³ In 2015, agriculture activities contributed to 10.4% of the GDP. More than 80% of the cultivated area is dedicated to cereals and cassava, but at least 20% is lost in post-harvest handling.¹⁴ Crop production is largely characterized by smallholder farming. Prolonged conflict also severely affects agricultural activities, constraining access to fields. Cultivated area remains low in the most productive lands of the Greenbelt and Western Bahr el Ghazal due to large-scale displacements.¹⁴ Livestock rearing is also increasingly highlighted as a critical livelihood source with some 49.8% of households estimated to own livestock and 56.7% relying on livestock for milk and dairy products in December 2019.¹⁴ Rainfall variability plays a major role in production, with frequent and widespread floods and water-logging in low-lying areas and prolonged dry periods in southeastern areas and along the Sudanese border causing significant losses in both crops and livestock.¹⁴

Climate change and vulnerability

11. The country is highly susceptible to climate risks, including floods, droughts, and climate-related epidemics. The Global Climate Risk Index 2021 ranked South Sudan the 8th most affected by extreme weather events among 180 countries in 2019.¹⁵ Flooding mainly occurs between July and September, oftentimes leaving many parts of the country under water, including Jonglei, Unity State, Upper Nile, Warrap, Northern Bahr el Ghazal, and parts of Western Equatoria and Eastern Equatoria. Droughts are common throughout the country during the dry season.¹⁶ Infrastructure assets including roads and bridges deteriorate each year due to insufficient maintenance and extreme climate conditions. Most rural roads, especially in the northern part of the country, are reportedly impassable during the rainy season. The country experienced unprecedented flooding in 2019 and 2020, and much of the flood waters have not receded to date, with many villages and farmlands remaining submerged in water.
12. The Ministry of Environment is the central agency for climate change related policies and has formulated the Environment Policy Framework and Environmental Bill that is expected to regulate the exploitation of natural resources in the country. Both the policy and the bill are yet to be operationalized. South Sudan has yet to ratify the Paris Agreement, but the country submitted its Intended Nationally Determined Contribution in 2015.¹⁷

Education

13. Despite the efforts of national plans to emphasize a high demand on education, South Sudan's education system is characterized as one of low capacity and low investment. The country has the world's highest proportion of out-of-school children in the world, with 64% and 72% of primary-aged male and female children out of school respectively.¹⁸ 2.8 million children were out of school in 2020, increased from 2.2 million in 2018, and a third of all schools have been reported to be either damaged, destroyed, occupied or closed.¹⁹ Expenditure on education as a percentage of total government expenditures only reached 0.9% in 2018.²⁰
14. In 2015, primary school enrolment rate was 73% and only reached 11% for secondary school.²¹ 30% of male children and 18% of female children complete primary education, and only 13% and 4% of male and female children complete upper secondary education respectively.²² The mean years of schooling for girls is only 3.9 years compared to 8.4 years for boys.²³ Low levels of

¹² World Bank. <https://www.worldbank.org/en/country/southsudan/overview> (accessed on 30 March 2021)

¹³ FAO. <http://www.fao.org/faostat/en/#data> (accessed on 31 March 2021)

¹⁴ FAO-WFP Crop and Food Security Assessment Mission to the Republic of South Sudan. 2019

¹⁵ Germanwatch. 2020. [Global Climate Risk Index 2021](https://www.germanwatch.org/en/global-climate-risk-index-2021)

¹⁶ World Bank. Climate Knowledge Portal (accessed on 30 March 2021)

¹⁷ Ibid

¹⁸ UNICEF. [The State of the World's Children 2019](https://www.unicef.org/stateofthechildren)

¹⁹ UNICEF. [South Sudan Education Briefing Note for 2020 Q4](https://www.unicef.org/southsudan/education-briefing-note-2020-q4)

²⁰ World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 31 March 2021)

²¹ Ibid

²² UNICEF. [The State of the World's Children 2019](https://www.unicef.org/stateofthechildren)

²³ UNDP. [Human Development Report 2020](https://www.humandevelopmentreport.org/)

educational attainment is reflected in the high adult illiteracy rate of 73%.²⁴ All schools were closed in March 2020 due to COVID-19, and only re-opened in May 2021, which is expected to have had an impact on drop-out rates.

Gender

15. In 2020, the Gender Development Index (GDI) of South Sudan was 0.842 and the country was grouped into GDI group 5, furthest from gender parity.²⁵ While labor force participation rates for men and women are virtually equal (71.0% per women and 73.8% per men), there is a significant difference in educational attainment and other socioeconomic indicators between females and males.²⁶ An estimated 80% of women are illiterate.²⁷ Only 4.7% of women own an account at a financial institution or with mobile money-service providers.²⁸ Men control most productive assets. As of February 2019, 28.5% of parliament seats in South Sudan are held by women.²⁹ According to UN Women, only 17.4% of indicators needed to monitor the Sustainable Development Goals (SDGs) from a gender perspective are available in the country.²⁹
16. Women in South Sudan face considerable barriers regarding their sexual and reproductive health and rights, with only 5.6% of women declaring to have their needs for family planning satisfied with modern methods.²⁹ The maternal mortality ratio is the world's highest³⁰, with 1,150 deaths per 100,000 live births³¹. For the 2005-2019 period, child marriage by age 18 was at 52% and 9% by age 15³² while the adolescent birth rate was 62 births per 1,000 women between the ages of 15 and 19.³³
17. Gender-based violence (GBV) is a widespread problem in South Sudan. According to the 2010 Household Health Survey, GBV affected one fifth of women in South Sudan but significant obstacles to reporting were identified (e.g. fear, social stigma, victim-blaming attitudes and beliefs, and limited availability of trusted service providers). Women and girls are disadvantaged in both customary and statutory systems of justice, and perpetrators of GBV are rarely brought to justice. On top of this, sexual violence including rape as a weapon of war has been one of most extensive forms of violence during the ongoing conflict.

Disability and Inclusion

18. A 2016 household survey carried out by the Food Security and Livelihood Cluster in South Sudan found that around 15% of households has at least one disabled family member.³⁴ Most persons with disabilities have limited access to basic social services such education, health as well as employment, information hence unable to realize their rights. They are also disproportionately affected by humanitarian emergencies and face particular barriers in accessing life-saving relief and recovery support. Persons with disabilities often suffer from multiple forms of discrimination. During crises, they may be particularly exposed to targeted violence, exploitation and abuse, and women and girls with disabilities are at high risk to experience GBV.

²⁴ UNDP. https://www.ss.undp.org/content/south_sudan/en/home/countryinfo.html (accessed on 31 March 2021)

²⁵ UNDP. [Human Development Report 2020](#)

²⁶ UNDP. <http://hdr.undp.org/en/countries/profiles/SSD> (accessed on 30 March 2021)

²⁷ Ibid

²⁸ Ibid

²⁹ UN Women. <https://data.unwomen.org/country/south-sudan> (accessed on 30 March 2021)

³⁰ UNDP. https://www.ss.undp.org/content/south_sudan/en/home/gender-equality.html (accessed on 30 March 2021)

³¹ UNDP. [Human Development Report 2020](#)

³² WHO. <https://apps.who.int/gho/data/node.main.CHILDMARRIAGE?lang=en> (accessed on 30 March 2021)

³³ UNDP. [Human Development Report 2020](#)

³⁴ WFP. [South Sudan Food Security and Nutrition Monitoring Bulletin – Round 19](#)

Migration, refugees and internally displaced people

19. In addition to the civil war that has caused widespread destruction, death and displacement,³⁵ recent extreme climate events, especially floods over the last two years, have further exacerbated displacement. The resulting refugee crisis is Africa's largest and the world's third largest.³⁶ As of February 2021, 2,205,036 South Sudanese people were refugees in neighboring countries.³⁷ Women and children account for 83% of this figure.³⁸ In 2020, and despite COVID-19 restrictions, some 28,000 South Sudanese refugees obtained asylum in neighboring countries.³⁹ The 2021 South Sudan Regional Refugee Response Plan (RRRP), of which WFP is one of the 93 partners, aims to cater for the needs of at least 2 million South Sudanese refugees in the five main asylum countries, prioritizing national child protection and education systems and a strong engagement with development and peacebuilding partners.⁴⁰ The overall top five host countries are Uganda (40.7%), Sudan (34.5%), Ethiopia (16.5%), Kenya (5.8%), and the Democratic Republic of Congo (2.5%).⁴¹
20. In addition, about 1,615,000 internally displaced persons (IDPs) are mainly located in Warrap, Jonglei, Central Equatoria, the Upper Nile, Unity, Lakes regions.⁴¹ An estimated 75% are residing with host communities, whilst 125,000 people are in Protection of Civilians (PoC) sites and the remaining stay in camps or camp-like settings.⁴² On September 2020, the United Nations Mission in South Sudan (UNMISS) declared its intention to withdraw from PoC sites, redesignating the sites in Bor, Juba and Wau as traditional camps for IDPs under the primary responsibility of the government.
21. In parallel, South Sudan hosts 316,298 refugees and 3,789 asylum seekers, as the government has maintained its open-door policy for refugees, particularly for Sudanese, Ethiopian, and Congolese people.⁴³ As of 31 December 2020, the country also records 357,450 spontaneous refugee returnees.⁴⁴ The signing of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) in late 2018 has led WFP and other humanitarian actors to review preparedness measures for potential mass population movements of both IDPs and refugee returnees to areas of origin or other locations of their choice.

Humanitarian protection

22. The situation in South Sudan and neighboring countries has quickly escalated into a complex and unpredictable humanitarian emergency encompassing multiple protection challenges.⁴⁵ Although the R-ARCSS was signed in September 2018 and the Transitional Government of National Unity was formed in February 2020, subnational conflict continues.⁴⁶ In 2020, armed violence incidents increased by 60% compared to 2019 levels and grave human rights abuses, including sexual abuse, continue to be perpetrated by armed groups.⁴⁷ Recently, the country has seen a shift from nationwide civil war to more localized communal violence.
23. Child soldiers are also a protection concern in South Sudan. In December 2017, UNICEF estimated that over 19,000 children had been recruited into armed forces by both sides in the conflict and an estimated 900,000 children suffer from psychosocial distress.⁴⁸ In February 2020, the Government and the UN signed a comprehensive action plan to end all grave violations against children.⁴⁹

³⁵ WFP Country Brief Report of South Sudan, January 2021

³⁶ UNHCR. <https://data2.unhcr.org/en/country/ssd> (accessed on 30 March 2021)

³⁷ UNHCR. <https://data2.unhcr.org/en/country/ssd> (accessed on 30 March 2021)

³⁸ UNHCR. <https://www.unhcr.org/south-sudan-emergency.html> (accessed on 30 March 2021)

³⁹ 2021 UNHCR South Sudan Regional Refugee Response Plan

⁴⁰ 2021 UNHCR South Sudan Regional Refugee Response Plan

⁴¹ UNHCR Overview of Refugees and Asylum-seekers in Sudan, Dashboard as of 28 February 2021

⁴² 2021 UNHCR South Sudan Regional Refugee Response Plan

⁴³ UNHCR. <https://data2.unhcr.org/en/country/ssd> (accessed on 30 March 2021)

⁴⁴ Ibid

⁴⁵ UNHCR. <https://www.unhcr.org/south-sudan-emergency.html> (accessed on 30 March 2021)

⁴⁶ 2021 UNHCR South Sudan Regional Refugee Response Plan

⁴⁷ Ibid

⁴⁸ UNICEF. 2017. *South Sudan Briefing Note. Childhood Under Attack.*

⁴⁹ UN. <https://childrenandarmedconflict.un.org/where-we-work/south-sudan/> (accessed on 30 March 2021)

24. Difficulties in accessing affected populations due to logistical challenges, security concerns and COVID-19 mitigation measures, as well as underfunding further limit the reach of humanitarian action in many areas. The number of reported incidents on humanitarian access in 2020 (580) rose from 2019 (535).⁵⁰ In terms of its physical environment, 60% of the country remains inaccessible during the rainy season (July to December). This percentage includes most areas hosting refugees as well as the conflict prone states of Jonglei and Warrap. Such context makes effective planning and timely and predictable funding essential.⁵¹
25. Co-led by the UN High Commissioner for Refugees (UNHCR) and the Norwegian Refugee Council (NRC), the Protection Cluster coordinates humanitarian protection activities for IDPs on community protection, child protection, gender-based violence, protection of civilians, rule of law, mine concerns, and land issues across South Sudan.⁵²
26. The statal and judicial structures lack capacity and have failed to bring to justice human rights violations taking place in the country since its birth. The judiciary power also lacks independence and has been interfered from both political leaders and security forces.⁵³ The 2015 and 2018 peace agreements (ARCSS and the R-ARCSS) provided for three important mechanisms to deal with past human right violations in South Sudan: the Commission for Truth, Healing and Reconciliation (CTRH), the Hybrid Court for South Sudan (HCSS), and the Compensation and Reparations Authority (CRA).⁵⁴ However, the legislation to create the CTRH remains outstanding, and no progress has been made to establish either the HCSS nor the CRA.

National policies and the SDGs

27. At independence, the government developed the South Sudan Development Plan (2011–2016), focusing on governance, economic development, social and human development, and conflict prevention and security. In 2017, the government identified its priority SDGs, with its first priority being SDG 16 on peace, justice and strong institutions, followed by SDG 2 on zero hunger, and SDG 5 on gender equality. The National Development Strategy (NDS) from 2018 to 2021, focusing on consolidating peace and stabilizing the economy, is under review and extension. The NDS specifies three main outcomes: the population should feel safe to go about its business; enjoy stable prices (food, currency and labor); and have access to basic services (health, education and rule of law). To achieve these goals, the NDS outlines six strategic deliverables: i) create enabling conditions for and facilitate the voluntary return and integration of displaced South Sudanese; ii) develop appropriate laws and enforce the rule of law; iii) ensure secure access to adequate and nutritious food; iv) silence the guns by facilitating a permanent cessation of hostilities; v) restore and expand the provision of basic services at all levels of government; and vi) restore and maintain basic transport infrastructure such as roads and bridges.

International development assistance

28. During the period 2016 to 2019, South Sudan received a yearly average 1.8 billion United States Dollars (USD) in net official development assistance (ODA) and 1.4 billion USD in humanitarian aid (Figure 2). The top average ODA funding source between 2016 and 2019 was the United States, followed by the United Kingdom, European Union Institutions, Germany, and Norway (Figure 3). Similarly, the top donors of humanitarian assistance comprised of the United States, the United Kingdom, Germany, the European Commission, and Canada (Figure 4).

⁵⁰ OCHA South Sudan Humanitarian Access Overview. January to December 2020.

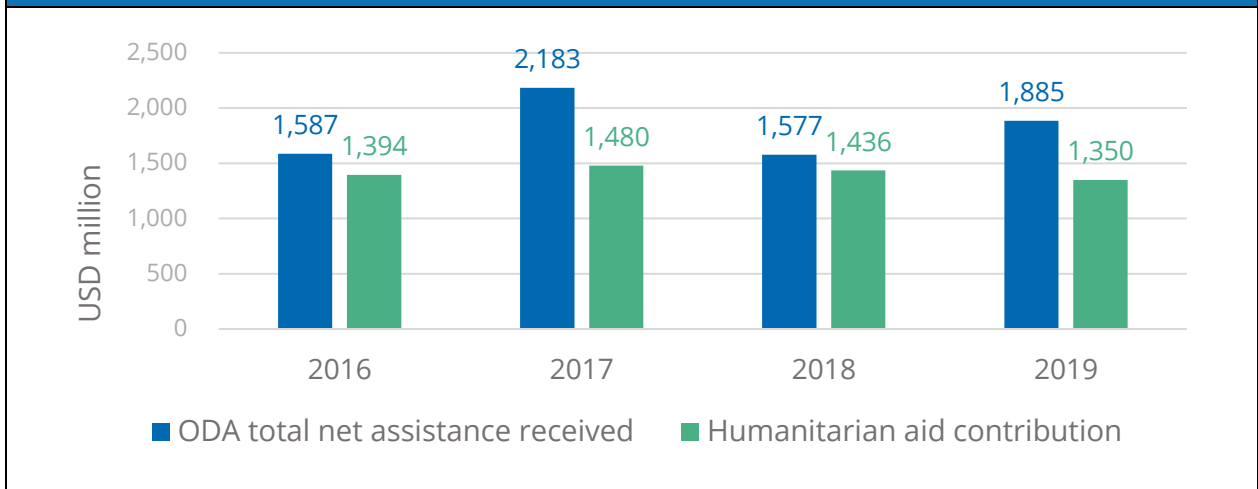
⁵¹ <https://odihpn.org/magazine/humanitarian-access-in-south-sudan/> (accessed on 30 March 2021)

⁵² <https://www.humanitarianresponse.info/es/operations/south-sudan/protection> (accessed on 30 March 2021)

⁵³ https://www.hrw.org/news/2020/08/24/qa-justice-war-crimes-south-sudan#_Could_the_International

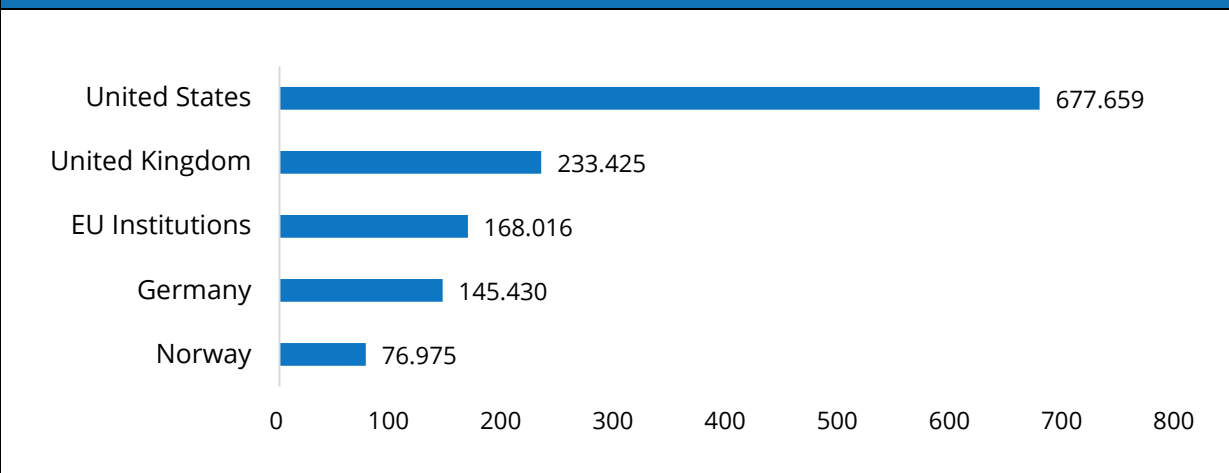
⁵⁴ Ibid

Figure 2: International assistance to South Sudan (2016-2019)



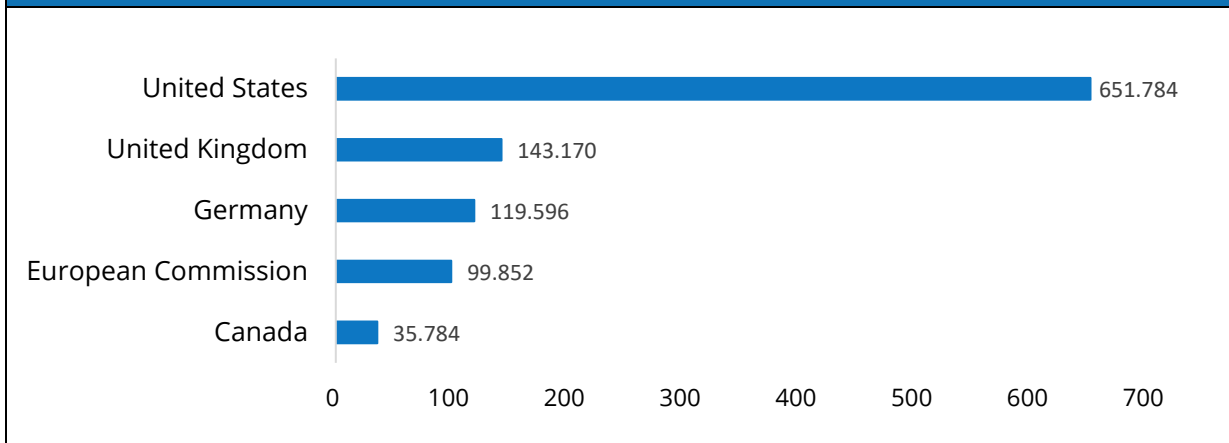
Source: Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC), United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA), extracted on [24/03/21]

Figure 3: Top five donors of gross official development assistance for South Sudan, 2016-2019 average, USD million



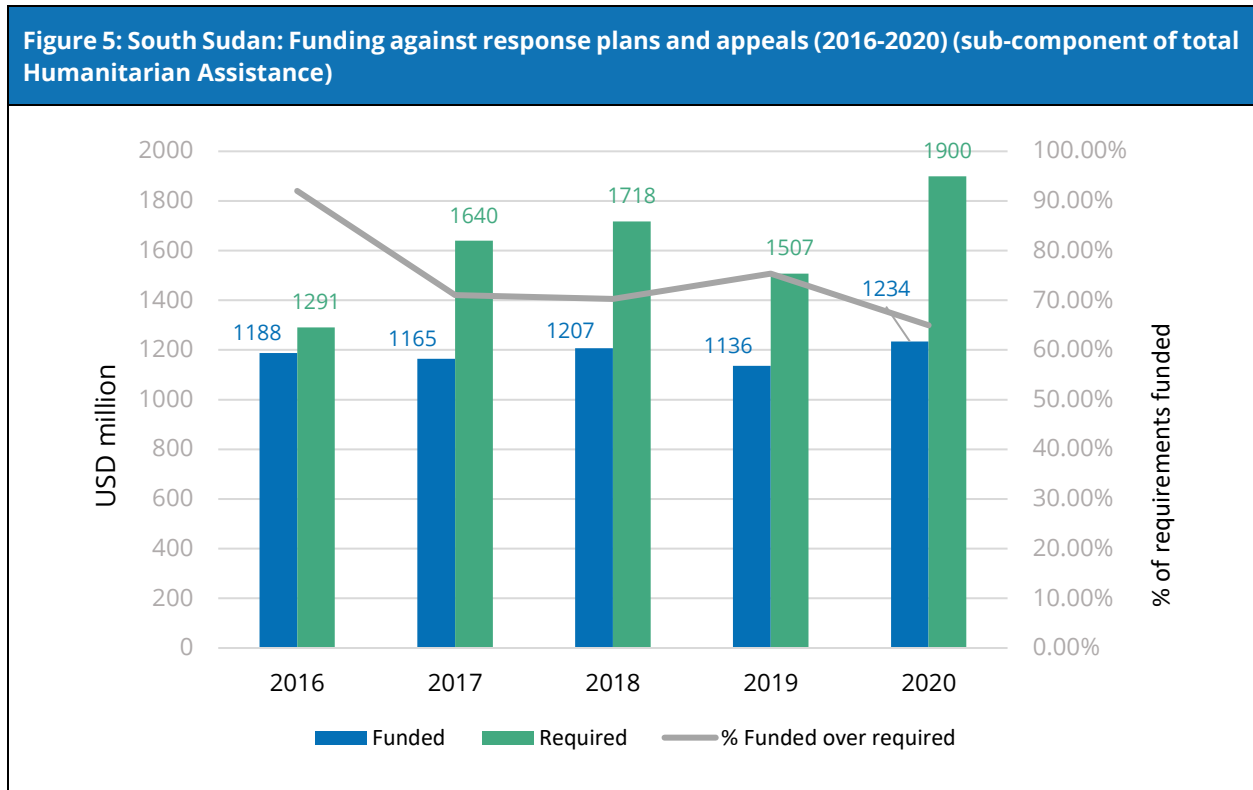
Source: OECD/DAC, extracted on [22/03/21]

Figure 4: Top five donors of humanitarian assistance for South Sudan, 2016-2020 average, USD million



Source : UN OCHA – Financial Tracking Service, extracted on [22/03/21]

29. Although funding for humanitarian assistance increased from 1.188 billion USD to 1.234 billion USD from 2016 to 2020, the percentage of actual funding over required funding decreased from 92% to 65%. This indicates that the rate of increase in actual contributions did not match that of appealed funds in the same period.



Source: OCHA Financial Tracking Service, data extracted on [24/03/21]

30. In the absence of a United Nations Sustainable Development Cooperation Framework (UNSDCF), the United Nations Cooperation Framework (UNCF) and Humanitarian Response Plan⁵⁵ are the basis of humanitarian and development assistance. A roadmap for the new UNSDCF as of 2023 is currently being developed. The UNCF (2019-2021), which replaced the Interim Cooperation Framework (2016-2018), has been extended to the end of 2022 and focuses on the following thematic areas: (1) Building peace and strengthening governance; (2) Improving food security and recovering local economics; (3) Strengthening social services; (4) Empowering women and youth. The defining features of the United Nations Country Team (UNCT) strategic approach under the UNCF is to increase all efforts to build resilience at community and higher levels of society and across priority areas, and to build capacities and strengthen institutions. The UNCF takes into account the strategic objectives of the NDS as well as the priorities outlined in the South Sudan's inaugural SDG report, notably SDG 16 and its focus on building a peaceful, just and inclusive South Sudan.
31. The total resources required to implement the UNCF over the initial 3-year period was estimated as 650 million USD. By mid-2020, UNCT's overall development funding delivery stood at 171.8 million USD against the 2020 budget of 332.3 million USD representing a 52% funding delivery. More funding went into the delivery of social services and improving food security compared to building peace and strengthening governance.⁵⁶
32. The current mandate of UNMISS entrusted by the Security Council with its resolution 2567 dated March 2021 includes a three-year strategic vision to prevent a return to civil war, build a durable

⁵⁵ South Sudan 2021 Humanitarian Response Plan. March 2021

⁵⁶ South Sudan UNCT. UNCF 2020 Mid-Year Implementation Update.

peace, support inclusive and accountable governance and free, fair and peaceful elections in line with the R-ARCSS.

2. Reasons for the evaluation

2.1. RATIONALE

33. CSPEs were introduced by the WFP Policy on CSPs in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. At the discretion of OEV, ICSPs can also be selected for an evaluation to be carried out by OEV under the same quality assurance system used for CSPEs. In the case of South Sudan, the decision to undertake an evaluation was made on the basis of the extension of the ICSP to a 5-year duration and its classification as a Level 3 corporate emergency. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its entire portfolio. The timing will enable the CO to use the CSPE evidence on performance in the design of the new CSP or ICSP – scheduled for Executive Board (EB) approval in November 2022.

2.2. OBJECTIVES

34. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing WFP's future engagement in South Sudan; and 2) provide accountability for results to WFP stakeholders. The evaluation will also assess the progress towards gender equality and women's empowerment (GEWE) through the ICSP in South Sudan.

2.3. STAKEHOLDER ANALYSIS

35. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning.
36. Internally, key evaluation stakeholders comprise WFP's CO in South Sudan, Regional Bureau in Nairobi (RBN), Headquarters (HQ) divisions, including OEV for synthesis and feeding into other evaluations, and WFP's Executive Board. A selection of WFP staff will be providing inputs on learning needs, the evaluation process and its deliverables as part of an Internal Reference Group (IRG). Annex 13 presents the role and composition of the IRG.
37. Externally, the evaluation will seek to engage with crisis-affected populations and refugees and give special attention in hearing the voices of women and girls, and other potentially marginalised population groups. The Government at national and sub-national level is an important partner for the ICSP implementation (specific ministries are listed in annex 4). Other key stakeholders include international development and humanitarian actors present in the country, including UN system (see para 47), International Financial Institutions, key donors as well as a range of national and international NGOs, local interlocutors in areas where WFP operates, civil society and academic institutions as relevant.
38. To seek their views, selected stakeholders will be consulted during the inception and data collection phases as applicable and will be invited to participate in a Learning Workshop during the reporting phase. A matrix of stakeholders with their respective interests and roles in the CSPE is included in Annex 4. It will be further refined by the evaluation team during the inception phase.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

39. WFP ICSP for South Sudan was approved by the EB in November 2017 for an initial duration of 3 years (2018-2020). It was subsequently extended until December 2021 and will be further extended until December 2022 to align with the UNCF (through budget revision 7 currently underway). The impossibility at the time to conduct a full strategic review of government priorities for achieving the SDGs given the ongoing conflict and instability led WFP to opt for an ICSP as opposed to a country strategic plan.
40. The ICSP design was informed by a country portfolio evaluation (CPE) conducted by OEV in 2017 covering the period 2011-2016. The evaluation found that WFP portfolio of operations was of high relevance, coherent with national needs and policies. It also noted the effectiveness of the portfolio's outputs considering the complex environment and access restrictions but found outcome monitoring to be weak. At the time, the CO's experience in building resilience activities was found to be limited. The evaluation recommended that WFP should: set a strategic vision and design a medium-term strategy for responding to a multi-year acute crisis; maximize the humanitarian – development synergies by addressing the underlying constraints for expanding cash based transfers (CBT); and refine an inter-agency approach on resilience; further increase efficiency by working with partners for upfront investments in improved transport infrastructure; develop a strategy for a digital identity of beneficiaries; and food pipeline management; innovate to improve programme quality by investments in food and nutrition assessments; and adjust the corporate processes for emergency deployment and regular reassignment to ensure appropriate and timely CO staffing capacity.
41. The ICSP formulation was also informed by an inter-agency humanitarian evaluation (IAHE) conducted in 2015⁵⁷, the Substantive Dialogue on Reframing the Approach to Food Assistance in South Sudan (2015), a country evaluation brief produced by NORAD⁵⁸ as well as the South Sudan 2017 Inaugural SDG Report.⁵⁹ The ICSP was based on the most likely scenario including increased conflict throughout the country spreading to new areas and groups, political instability, displacement and economic collapse with a resulting fall in household purchasing power and reduced crop production. Although the Inter-Agency Standing Committee (IASC) Level 3 (L3) emergency response was activated by the Emergency Relief Coordinator (ERC) from February 2013 to May 2016, WFP has maintained its internal classification of the South Sudan response as a L3 emergency since 2012 given the complexity and magnitude of the crisis.
42. Through its ICSP, WFP aims to address emergency response, providing life-saving assistance with civil society engagement and community empowerment that leads to increasing resilience and self-reliance. In more stable areas, WFP endeavours to transition to recovery activities and strengthen local capacities. Activities were to be designed as being nutrition-sensitive and gender-transformative, taking into account the protection needs of people with disabilities or chronic illnesses, pregnant women and other individuals at risk with the goal of "leaving no-one behind". A combination of unconditional resource transfers and resilience building activities addressing root causes of food and nutrition insecurity was intended to respond in a flexible way to the diverse needs of the population and enable the continuum of the humanitarian-development-peace nexus. Through the provision of common services, WFP aims to support humanitarian actors in the areas of supply chain and information technology (IT) in line with SDG 17. The ICSP is intended to be anchored in the South Sudan NDS (July 2018 – June 2021) and the UNCF (2019–2022).

⁵⁷ <https://interagencystandingcommittee.org/evaluations/content/south-sudan-inter-agency-humanitarian-evaluation>

⁵⁸ https://www.norad.no/contentassets/8bbce9a79c8d44959a07de10caa2d1dc/6.16-ceb_south_sudan.pdf

⁵⁹ <https://ss.one.un.org/wp-content/uploads/2019/10/South-Sudan-SDG-Report.pdf>

43. The ICSP is articulated around four strategic outcomes (SOs) and associated activities, presented in Table 1:

Table 1: South Sudan ICSP (2018-2021), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food	Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations
	Activity 2: Provide food, nutrition and school meals assistance to refugees
SO 2: People at risk of malnutrition in crisis-affected areas, especially young children, pregnant and lactating women and elderly (POC's only), are able to meet their basic nutrition requirements all year round	Activity 3: Provide nutrition assistance to populations at risk of malnutrition
SO 3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year	Activity 4: Provide livelihood support and build resilience of targeted households
	Activity 11: Provide infrastructure development services for humanitarian access and community <i>[new activity included through BR06]</i>
SO 4: The humanitarian community has access to reliable common services until satisfactory alternatives are available	Activity 5: Provide air services for the humanitarian community
	Activity 6: Coordinate and facilitate access to common logistics services and information management in support to the humanitarian community
	Activity 7: Provide bilateral logistics services on cost recovery basis for humanitarian actors to achieve their objectives <i>[new activity included through BR02]</i>
	Activity 8: Provision of Security Emergency telecommunication services to the humanitarian community <i>[new activity included through BR02]</i>
	Activity 9: Provide a digital beneficiary and transfer management service using corporate system SCOPE to humanitarian and development partners <i>[new activity included through BR04]</i>
	Activity 10: Provision of IT data communication services to the humanitarian community <i>[new activity included through BR04 and later deactivated through BR06]</i>

Source: IRM analytics, data extracted on 15/03/2021

44. The ICSP underwent six budget revisions (BRs),⁶⁰ with the major ones as follows: BR#02 (January 2019) increased the number of targeted beneficiaries for CBT interventions under activities 1 and 4 while reducing the transfer value and introduced activities 7 and 8. BR#04 (January 2019) extended the changes introduced in BR#02 for 2018, to cover 2019 and 2020 and planned to reach an additional 407,000 beneficiaries to respond to the deteriorating food security and nutrition situation. It also introduced activities 9 and 10. BR#05 (October 2019) introduced a resilience oriented home-grown school feeding programme under activity 4 in areas of relative peace and stability but high food insecurity. BR#06 (August 2020) extended the duration of the ICSP for one year until December 2021 in a context of unprecedented levels of acute food insecurity and malnutrition resulting from the cumulative effects of conflict, record flooding, prolonged years of asset depletion and the COVID-19 pandemic. It introduced activity 11 and deactivated activity 10.
45. Most BRs also provided an opportunity to reduce supply chain costs in light of the increased use of overland deliveries by road and river over air transport and readjust operational costs under various costs categories and activities, resulting at times in a budget decrease (see Annex 8 for more information).

Beneficiaries

46. The South Sudan ICSP originally planned to reach 4,366,254 beneficiaries on a yearly basis, of which 3,238,114 under SO1 (nutrition-sensitive assistance to crisis-affected populations), 628,140 for SO2 (nutrition assistance for populations at risk of malnutrition) and 500,000 under SO3 (livelihood and resilience-building activities). Following BR6, WFP has been targeting 4,909,688 beneficiaries per year. In 2020, WFP assisted 5.3 million beneficiaries, including 422,000 people living in areas at risk of or with pockets of famine. This represents 8 percent more than planned.⁶¹ A more detailed breakdown of beneficiaries of WFP ICSP in South Sudan is found in Annex 9.

Partnerships

47. To implement the activities, WFP closely collaborates with numerous partners, including the Government, UN agencies, and NGO cooperating partners. Under the UNCF, WFP implements joint analysis and programmes in collaboration with multiple agencies, including the Food and Agriculture Organization (FAO), the International Migration Organization (IOM), the Joint UN program on AIDS/HIV (UNAIDS), the United Nations Development Programme (UNDP), UNICEF, and the World Bank among others. Those joint programmes primarily relate to food and nutrition security, agricultural support, resilience building and safety net systems. In areas that are hard to reach, WFP deploys mobile teams through the inter-agency Integrated Rapid Response Mechanism to reach the most vulnerable and geographically isolated communities. WFP has also been partnering with the Conflict Sensitivity Resource Facility to strengthen its institutional capacity on conflict sensitive programmes. Further information on partners is presented in Annex 4.

Financial overview

48. The original approved ICSP budget was USD 3,182,700,929; it was revised upwards to USD 3,885,285,798 through six BRs. Table 2 provides a budget overview for the ICSP. As can be seen, food assistance to crisis-affected populations, assistance to refugees and the provision of common services to the humanitarian community (which are classified under the "Crisis response" focus area in Table 2) have received the largest resource allocation (93%). Donor allocations have been predominantly earmarked at activity level (81.1%), with earmarking also on the geographical areas, which caused implementation challenges, particularly in the context of the depreciation of the South Sudanese Pound and the resulting increase of the cost of CBT programmes.⁶² In April 2021, resource constraints forced WFP to reduce rations for nearly 700,000 refugees and internally displaced people who will now

⁶⁰ BRs 1 and 3 were purely technical aiming at aligning with a corporate budget simplification exercise and revising the indirect support costs.

⁶¹ WFP. *South Sudan Annual Country Report (ACR) 2020, 2021.*

⁶² South Sudan ACR 2020. 2021

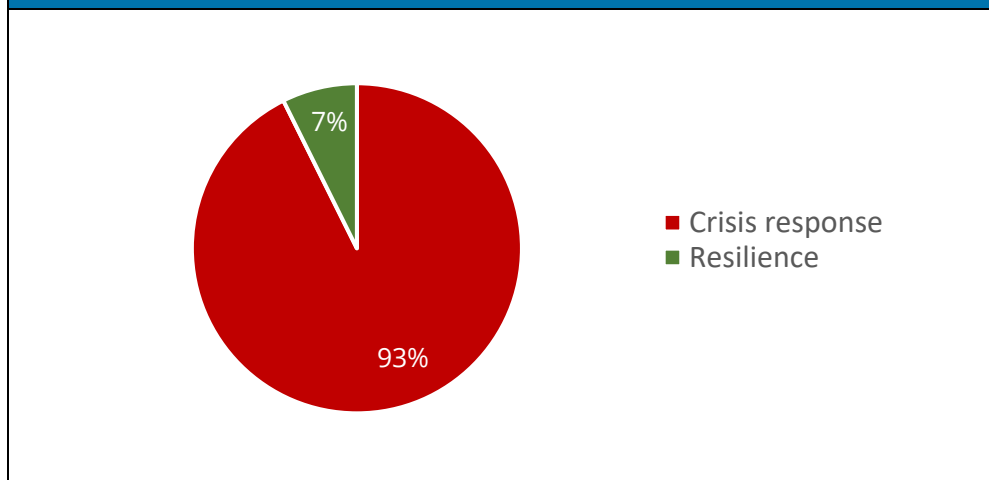
receive 50 percent of a full ration, down from 70 percent. As of May 2021, the funding level over the total ICSP budget was 57.87% of the total Needs Based Plan, equivalent to 2.2 billion USD funded.⁶³

⁶³ Resource Situation for WFP ICSP South Sudan (2018-2022) as of 11/05/21.

Table 2: Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original ICSP (2018-2020) USD	% on total	Needs-based plan as per last BR (2018-2021) USD	% on total	Actual allocated resources as of 31 Jan 2021 USD	% on total
Crisis response	SO 1	Act. 1	561,416,372	52.8%	1,958,463,566	50.4%	1,026,069,481	48.1%
		Act. 2	101,743,548	9.6%	428,583,741	11.0%	217,587,277	10.2%
		Non Activity Specific	-	-	0	0.0%	136,872	0.0%
	Sub-total SO1		663,159,921	62.4%	2,387,047,307	61.4%	1,243,793,631	58.3%
	SO 2	Act. 3	160,078,920	15.1%	492,940,871	12.7%	249,668,197	11.7%
		Non Activity Specific	-	-	0	0.0%	5,048,213	0.2%
	Sub-total SO2		160,078,920	15.1%	492,940,871	12.7%	254,716,411	11.9%
Resilience building	SO 3	Act. 4	58,062,393	5.5%	247,157,195	6.4%	165,361,199	7.7%
		Act. 11	-	-	9,458,589	0.2%	4,333,981	0.2%
		Non Activity Specific	-	-	0	0.0%	5,921,023	0.3%
	Sub-total SO3		58,062,393	5.5%	256,615,784	6.6%	175,616,203	8.2%
Crisis response	SO 4	Act. 5	52,280,216	4.9%	186,928,268	4.8%	145,102,103	6.8%
		Act. 6	25,991,465	2.4%	87,635,092	2.3%	68,327,608	3.2%
		Act. 7	-	-	20,435,952	0.5%	9,592,599	0.4%
		Act. 8	-	-	8,624,127	0.2%	5,096,961	0.2%
		Act. 9	-	-	48,091,928	1.2%	20,615,887	1.0%
		Act. 10	-	-	1,152,166	0.0%	0	0.0%
	Sub-total SO4		78,271,681	7.4%	352,867,533	9.1%	248,735,159	11.7%
Non SO Specific		-	-	0	0.0%	2,516,878	0.1%	
Total operational costs			959,572,915	90.3%	3,489,471,495	89.8%	1,925,378,281	90.2%
Total direct support costs			34,080,438	3.2%	159,989,828	4.1%	87,958,183	4.1%
Total indirect support costs			69,555,735	6.5%	235,824,474	6.1%	121,616,530	5.7%
Grand total cost			1,063,209,088	100%	3,885,285,798	100%	2,134,952,994	100%

Source: IRM analytics, data extracted on 15/03/2021

Figure 6: South Sudan ICSP (2018-2021): breakdown of needs-based plan by focus area



Source: IRM analytics, data extracted on 15/03/2021

Note: The figure reflects the needs-based plan as of 31/01/2021

Table 3: South Sudan ICSP (2018-2021): directed multilateral contributions⁶⁴ by earmarking level

Donor earmarking level	Multilateral directed contributions (USD)	Percentage
Country level	150,290,181	7.7%
Strategic result level	8,237,963	0.4%
Strategic outcome level	209,831,621	10.8%
Activity level	1,582,591,813	81.1%
Sum	1,950,951,579	100%

Source: FACTory (data extracted on 12/04/21).

Staffing

49. As of April 2021, the CO had 1,266 staff, of which 27 percent were female, 85 percent were short-term, and 84% were national.⁶⁵ In addition to the main office in Juba, WFP operates through 15 field-offices in Abyei, Aweil, Bentiu, Bor, Juba, Kapoeta, Kuajok, Maban, Malakal, Mingkaman, Rumbek, Torit, Wau, Yambio and Yida. Annex 1 presents a map with WFP field-offices.

⁶⁴ Directed Multilateral Contributions (also known as earmarked contributions) refer to those funds, which donors request WFP to direct to a specific country, SO, or activity.

⁶⁵ WFP Dashboard. <https://qa.dashboard.wfp.org/countries/SSD/operation> (accessed on 01/04/2021)

3.2. SCOPE OF THE EVALUATION

50. The evaluation will cover WFP strategy and activities (including cross-cutting results) for the period 2018-mid 2021, with a cut-off date for performance and financial data at the end of the data collection phase (October 2021). The main unit of analysis is the ICSP, understood as the set of strategic outcomes, outputs, activities and inputs as approved by WFP EB, and revised through subsequent budget revisions. The evaluation will also look at how the ICSP builds on or departs from the two main previous operations (PRRO 200572 and EMOP 200859); it will also assess if the strategic shift envisaged since the 2016 CPE has taken place and, if so, what the consequences are. Finally, the evaluation will assess WFP activities in South Sudan not explicitly included in the ICSP documents (if any) during the period covered by the evaluation.
51. In connection to this, the evaluation will focus on assessing WFP contributions to the ICSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse WFP's partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as it relates to the government and the international community.
52. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in South Sudan. In doing so, it will also consider how BRs and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the ICSP.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

53. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team will further develop and tailor the sub-questions as relevant and appropriate to the South Sudan ICSP and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the ICSP relevant to national policies, plans, strategies and goals, including national SDGs?
1.2	To what extent did the ICSP plan address the needs of the most vulnerable people in the country to ensure that no one is left behind? Was the design of the ICSP grounded on a relevant context analysis and informed by the perspectives of affected people?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the ICSP implementation considering changing context, national capacities and needs in South Sudan – in particular in response to the COVID-19 pandemic?

1.4	To what extent is the ICSP coherent and aligned with the wider United Nations and humanitarian sector's response plans or strategies and include appropriate strategic partnerships based on the comparative advantage of WFP in South Sudan?
EQ2 – What is the extent and quality of WFP's specific contribution to ICSP strategic outcomes in South Sudan?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected ICSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and wider equity considerations)? Did the response to Covid-19 change the degree of contribution in any of these areas?
2.3	To what extent are the achievements of the ICSP likely to be sustainable – in particular from an institutional, environmental and socio-cultural point of view?
2.4	To what extent did the ICSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP used its resources efficiently in contributing to ICSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance? ⁶⁶
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the ICSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the ICSP?
4.3	To what extent did the ICSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the ICSP provide greater flexibility in dynamic operational contexts and how did it affect results in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the ICSP?

54. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage.

⁶⁶ When assessing efficiency, it is important to consider potential trade-offs with gender equality, protection and other cross-cutting aims considered under evaluation sub-question 2.2.

Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Populations (AAP) of WFP's response.

55. During the inception phase, the evaluation team in consultation with OEV and the CO will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the ICSP and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
56. Themes / lines of enquiry of particular interest to this ICSP identified at ToR stage are:
 - What were the effects of COVID-19 and other shocks on the implementation of the ICSP and how relevant, effective and efficient was WFP's response to these crisis/shocks?
 - How effective are the targeting mechanisms in identifying and reaching people facing food and nutrition insecurity?
 - In a context of unprecedented levels of acute food insecurity and under-resourcing, were the trade-offs between depth and scale of assistance appropriate? To which extent was WFP able to contribute to an enhanced inter-agency approach to resilience building as recommended by the CPE? Should WFP consider targeting fewer communities but providing them a more comprehensive resilience building support package?
 - To what extent are humanitarian protection principles operationalized through WFP interventions?
 - To what extent WFP has contributed to peacebuilding through conflict sensitive programming?
 - What have been specific contributions of WFP in the context of inter-agency humanitarian coordination in the country?
 - What are opportunities – including in terms of strategic, technical and financial partnerships to make a strategic shift from saving lives to creating conditions to change lives?

4.2. EVALUATION APPROACH AND METHODOLOGY

57. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the interconnected economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2). In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
58. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In this context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
59. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.
60. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews,

surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. At inception phase, the evaluation team should explore with the CO the possibility of embedding some of the data collection in upcoming post-distribution monitoring (PDM) surveys or existing feedback mechanisms.

61. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these ToRs and based on a thorough evaluability assessment.
62. Considering the ongoing COVID-19 pandemic, the inception phase will be conducted remotely, whereby briefings and interviews will be held virtually. However, because of the complexity of the situation, the nature of WFP's programme in South Sudan and likely significant connectivity issues with national stakeholders, in-country fieldwork during the main data collection phase is considered indispensable. In case of international travel restrictions, at a minimum, there should be in-person interviews and field visits conducted by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations.
63. In light of the above, technical and financial offers for this evaluation should consider two scenarios for the main data collection phase: a) a minimum 3-week in-country mission conducted by the full team; b) a mixed approach the national consultants conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team. In any case, should the contextual and security situation allow it, the aim would be to hold the final learning workshop in Juba by latest March 2022.
64. The evaluation's methodology will need to fully consider the complexity and fluidity of the context, adopting a systematic approach. An overarching theory of change should be reconstructed drawing from the ICSP line of sight to inform data gathering and analysis and validated with the CO during the inception phase. To minimize pressure on WFP and partners' staff, the evaluation will need to maximize coordination and information sharing, drawing from available data and use fieldwork only to cover additional ground. Finally, the evaluation should be conducted in a way that promotes the use of findings. This will require the evaluation team to regularly communicate with stakeholders and focus on forward-looking analysis that can contribute to future planning.
65. A key annex to the inception report will be an evaluation matrix that spells out for each evaluation question and sub-question, the relevant lines of inquiry and indicators, with corresponding data sources and collection techniques (see template in Annex 11). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions.
66. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling.
67. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the ICSP was designed
 - Whether the results of the gender analysis were properly integrated into the ICSP implementation.
68. The gender dimensions may vary, depending on the nature of the ICSP outcomes and activities being evaluated. The CSPE team should apply the Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the ICSP. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis and evaluation matrix. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

69. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and AAP in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

70. The CO collects a range of food security and nutrition data to facilitate strategy development and decision-making, including through the inter-agency and multi-sectoral Food Security and Nutrition Monitoring System (FSNMS), IPC, market assessments, PDM surveys (which measure process, outcome and cross-cutting indicators). Nutrition programmes performance indicators are collected by cluster partners through a Nutrition Information system (NIS). The CO also undertook refugee livelihoods analyses and ad-hoc studies of the causes of food insecurity and malnutrition such as the Integrated Food and Nutrition Security Causal Analysis. In addition, a number of evaluations and other internal and external studies currently underway are expected to generate useful evidence to inform the CSPE, including:
- A decentralized evaluation of the Food Assistance for Assets (FFA) covering the period 2016-2019, which is expected to be completed by May 2021.
 - Two Local Economy-wide Impact Evaluation (LEWIE) of the FFA and Juba Urban Programmes.
 - A study on WFP's contribution to improving the prospects for peace undertaken by the Stockholm International Peace Research Institute (SIPRI) (ongoing)
71. UNICEF and WFP are also jointly undertaking an impact evaluation of the Joint Resilience Programming in South Sudan for which the data collection for the baseline is underway.
72. Yet, several issues could have implications for the conduct of the CSPE. Common evaluability challenges may relate to:
- Although the ICSP follows a line of sight (Annex 7), analysis on the contribution of WFP activities and their outputs to the outcomes set out in the ICSP can be a challenge. Relatively vague definitions of the expected outcomes and outputs can also pose as a challenge.
 - No systematic study or evaluation of the efficiency, sustainability of WFP outputs and results, humanitarian principles and protection issues have been conducted.
 - Since the start of the ICSP, 7 versions of the ICSP logical framework have been entered in the corporate system. As of March 2021, 232 indicators (53 outcome indicators, 11 cross-cutting indicators and 168 output indicators) are present in the ICSP logical framework.⁶⁷ Of these, 35 outcome indicators, 7 cross-cutting indicators and 12 output indicators were included across all logical framework versions. In addition, some of the indicators listed in the ICSP logical framework have not been systematically reported on in the 2018, 2019, 2020 ACRs, which will pose a challenge to trends analyses. Annex 5 provides an overview of data availability at outcome and output level. A preliminary desk review and analysis on availability of WFP monitoring data will be provided at the start of inception phase and will be elaborated in the inception report.
 - While targets, baseline and follow-up data disaggregated by sex is generally available for reporting, availability and regularity of disaggregated data such as per locality or other categories including residential status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution. Collection of data at household - rather than individual - level and disaggregation by sex limited to disaggregation of data by sex of the household head might represent another analytical challenge for a number of indicators, such as the Food Consumption Score, Livelihood-based Coping Strategy Index, Consumption-based Coping Strategy Index, among others.

⁶⁷ COMET report CM-L010 (accessed 24.03.2021)

- Availability of national level data in some thematic areas may also be limited. South Sudan scored 43.3 out of 100 in the 2020 World Bank Statistical Capacity Index.⁶⁸ Availability of national statistical data is markedly low, with the most recent population and housing census conducted in 2008 by the National Bureau of Statistics. Other nationally representative surveys include the 2006 and 2010 rounds of the Sudan Household Healthy Survey and the 2009 National Baseline Household Survey. South Sudan has not presented its voluntary national review of progress on the SDGs.
 - Restricted access caused by insecurity, floods, long distances and poor infrastructure will limit the coverage of field visits during the main mission. Such challenges are likely to be exacerbated by the ongoing COVID-19 pandemic and related restrictions or specific arrangements, including interpersonal distancing. Other unforeseen developments and events in the country may affect data collection.
 - Sensitivities for primary data collection at community level and access to beneficiary households and certain implementation sites, e.g. schools should also be taken into consideration. It is worth noting that, in 2017, the CPE found that "Outcomes were difficult to measure owing to limitations on access to sites outside the main cities and a lack of reliable data".
73. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV (see Annex 5).
74. The evaluation team will need to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's contribution to the higher-level results as set in the ICSP.
75. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and AAP.

4.4. ETHICAL CONSIDERATIONS

76. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
77. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the South Sudan ICSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

⁶⁸ World Bank. <https://databank.worldbank.org/source/world-development-indicators> (accessed on 6 April 2021)

4.5. QUALITY ASSURANCE

78. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
79. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to OEV.
80. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

81. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and regional bureau (RB) have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 3: Summary timeline – key evaluation milestones		
Main Phases	Tentative key dates	Tasks and Deliverables
1. Preparatory	14 April 2021 14 April-10 May 2021 27 May 2021 30 May 2021 2 July 2021	Draft ToR CO comment process Final ToR Summary ToR Evaluation Team contracting
2. Inception	18 July 2021 19-26 July 2021 23 Aug-3 Sep 2021 25 Sep 2021	OEV remote briefing CO/RB/HQ remote briefings CO comment process Final inception report
3. Data collection	3-24 Oct 2021	In country/remote data collection and exit debriefing
4. Reporting	Oct-Dec 2021 Nov 2021 10 Feb 2022 11-24 Feb 2022 1-2 Mar 2022 1 June 2022 May-June 2022	Report drafting Presentation of preliminary findings Draft evaluation report shared with IRG IRG comments process Learning workshop Final evaluation report Summary evaluation report ⁶⁹
5. Dissemination	June-November 2022 June-October 2022 November 2022	Management response EB preparation Wider dissemination

⁶⁹ The Summary Evaluation Report is drafted by the evaluation manager.

5.2. EVALUATION TEAM COMPOSITION

82. The CSPE will be conducted by a gender balanced team of 3-4 international (including a researcher) and 2 national consultants (1 female, 1 male) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of expertise listed in Table 4 below. All team members must be fluent in English. The national evaluators should speak at least two national languages (e.g. Dinka, Nuer). The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in complex protracted humanitarian contexts and knowledge of the WFP food and technical assistance modalities.

Table 4: Summary of evaluation team and areas of expertise required⁷⁰

Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems and deliver on time • Evaluations of strategic plans and CO positioning in complex emergency and early transition situations • Evaluations in lower-income countries with key players within and outside the UN System • Experience in humanitarian contexts, preferably in Eastern Africa • Skills to oversee cross-cutting themes such as gender, protection, humanitarian principles and accountability to affected populations. • Analysis and synthesis of findings • Strong communication and presentation skills • Fluency and excellent writing skills in English • Prior experience in WFP evaluations is strongly preferred
Humanitarian Assistance	<ul style="list-style-type: none"> • Complex emergency and humanitarian assistance design, vulnerability and needs assessments, targeting, implementation, monitoring, outputs, outcome and partnerships • Refugee, IDP assistance including host community's relation and social cohesion • Humanitarian, development and peace nexus (including conflict-sensitive programming)
Food security, livelihoods, resilience building and climate change	<ul style="list-style-type: none"> • Livelihood and resilience building programmes • Climate change impact on food security and livelihoods • Food security and nutrition monitoring, targeting and assessments
Nutrition	<ul style="list-style-type: none"> • Nutrition interventions (treatment and prevention of moderate acute malnutrition), social behaviour change and communication • Nutrition-sensitive programmes
School meals	<ul style="list-style-type: none"> • School based programmes
Gender, Protection and AAP	<ul style="list-style-type: none"> • Gender aspects of multilateral organisations' programme including gender analysis and gender transformative programming. • Protection aspects of multilateral organisations' programme in complex emergency. • Accountability to affected populations, humanitarian principles and protection.

⁷⁰ Includes both knowledge and experience in evaluating a given topic.

Cost Efficiency, Effectiveness, CBT and Supply chain	<ul style="list-style-type: none"> • Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations. • Ability and experience in assessing supply chain related matters, including logistics, infrastructure programmes, Emergency Telecommunications Cluster (ETC) and common services. • Inter-agency coordination and service/platforms provisions • Ability and experience in evaluating CBT and innovative approaches in humanitarian setting
Research assistance	Relevant understanding of evaluation and quantitative and qualitative research methods, ability to analyse M&E data

5.3. ROLES AND RESPONSIBILITIES

83. This evaluation is managed by WFP Office of Evaluation. Julie Thoulouzan, Senior Evaluation Officer has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Anne-Claire Luzot, Deputy Director of Evaluation (DDoE) will provide second-level quality assurance, approve the final evaluation products and present the CSPE to the WFP EB for consideration in November 2022.
84. An internal reference group composed of selected WFP stakeholders at CO, RB and headquarters levels will be expected to be available for interviews with the evaluation team, provide feedback during evaluation briefings and review and comment on the draft evaluation report. The CO will facilitate the evaluation team's contacts with stakeholders in South Sudan; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Wilson KaiKai, Monitoring and Evaluation (M&E) Officer has been nominated as CO focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the stakeholders' responses.

5.4. SECURITY CONSIDERATIONS

85. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or security reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training such as BSAFE and Safe and Secure Approaches in Field Environments (SSAFE), and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

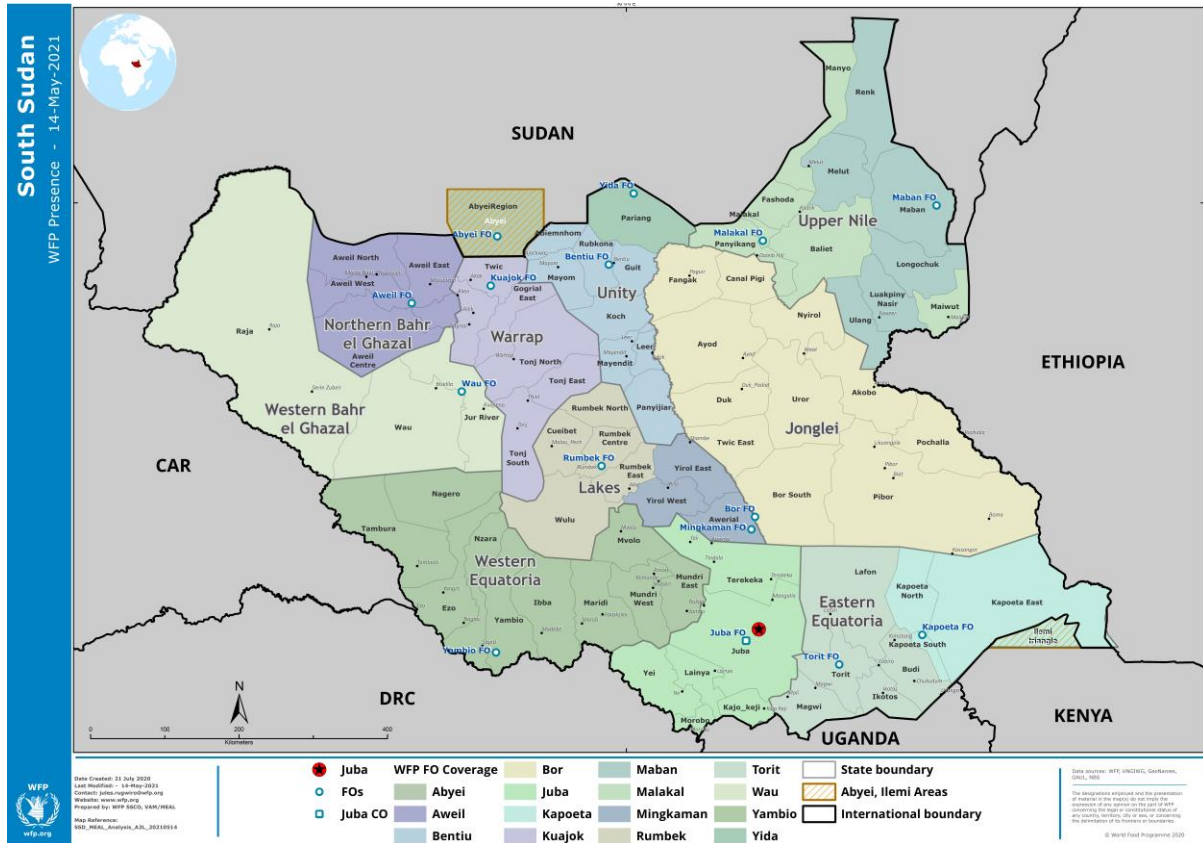
86. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 10) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to WFP EB in November 2022. The final evaluation report will be posted on the public WFP website. While OEV will ensure dissemination of lessons through the annual evaluation report, the CO will lead dissemination activities at country level.
87. To fulfill its commitment to enhance its accountability towards affected populations, WFP with inputs from the evaluation team will share back the results from the evaluation to communities; the modalities for doing so will be explored at inception phase and may include dissemination of key messages through radio, mobile phones, posters, leaflets, community meetings and helpdesks.

5.6. BUDGET

88. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: South Sudan, Map with WFP Offices in 2021



Source: South Sudan Country Office MEAL Unit

Annex 2: South Sudan Fact Sheet

	Parameter/ (source)	2018	2019	2020	Data source	Link
General						
1	Human Development Index (1)	0.413	0.433		UNDP Human Development Report 2019 & 2020	http://hdr.undp.org/en/2019-report http://hdr.undp.org/en/2020-report
2	Asylum-seekers (pending cases) (5)	2,535	3,675	3781	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
3	Refugees (incl. refugee-like situations) (5)	291,838	298,309	302,132	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
4	Returned refugees (5)	-			UNHCR	http://popstats.unhcr.org/en/persons_of_concern
5	Internally displaced persons (IDPs)	1,878,154	1,665,815	1,600,254	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
6	Returned IDPs (5)				UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography						
7	Population total (millions) (2)	10,975,920	11,062,113	not reported	World Bank	https://data.worldbank.org/country
8	Population, female (% of total population) (2)	49.90	49.90	not reported	World Bank	https://data.worldbank.org/country
9	Percentage of urban population (1)	19.6	19.9	not reported	UNDP Human Development Report 2019 & 2020	http://hdr.undp.org/en/2019-report http://hdr.undp.org/en/2020-report

10	Total population by age (0-4) (millions) (6)	2,583,635 (2010-2019)			United Nations Statistics Division (UNSD)	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	2,063,286 (2010-2019)			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	1,283,328 (2010-2019)			UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
13	Total fertility rate, per women (9)	4.7		4.5	World Bank United Nations Population Fund (UNFPA)	https://databank.worldbank.org/source/world-development-indicators https://www.unfpa.org/data/world-population-dashboard
14	Adolescent birth rate (births per 1,000 women ages 15-19)	59.4			World Bank	https://databank.worldbank.org/source/world-development-indicators
Economy						
15	GDP per capita (current USD) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
16	Income inequality: Gini coefficient (1)	46.3 (2010-2017)	46.3 (2010-2018)	not reported	UNDP Human Development Report 2019 & 2020	http://hdr.undp.org/en/2019-report http://hdr.undp.org/en/2020-report
17	Foreign direct investment net inflows (% of GDP) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (USD million) (4)	1,577	1,885	not reported	OECD/DAC	https://public.tableau.com/views/OECDACaidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no

19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (8)	9.5 (2015)	not reported	not reported	SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	10.4 (2015)	not reported	not reported	World Bank	https://data.worldbank.org/country
Poverty						
21	Population near multidimensional poverty (%) (1)	6.3	6.3	not reported	UNDP Human Development Report 2019 & 2020	http://hdr.undp.org/en/2019-report http://hdr.undp.org/en/2020-report
22	Population in severe multidimensional poverty (%) (1)	74.5	74.3	not reported	UNDP Human Development Report 2019 & 2020	http://hdr.undp.org/en/2019-report http://hdr.undp.org/en/2020-report
Health						
23	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	18 (2017)	not reported	not reported	UNICEF State of the World's Children (SOWC) 2019	https://www.unicef.org/sowc/
24	Healthy life expectancy at birth (2)	57.60	not reported	not reported	World Bank	https://data.worldbank.org/country
25	Prevalence of HIV, total (% of population ages 15-49) (2)	2.5	2.5	not reported	World Bank	https://data.worldbank.org/country
26	Current health expenditure (% of GDP) (2)	6.40	not reported	not reported	World Bank	https://data.worldbank.org/country
Gender						

27	Gender Inequality Index (rank) (1)	not reported	not reported	not reported	UNDP Human Development Report 2019 & 2020	http://hdr.undp.org/en/2019-report http://hdr.undp.org/en/2020-report
28	Proportion of seats held by women in national parliaments (%) (2)	28.46	28.46	28.46	World Bank	https://data.worldbank.org/country
29	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	70.86	70.93	not reported	World Bank	https://data.worldbank.org/country
30	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	73.71	73.16	not reported	World Bank	https://data.worldbank.org/country
Nutrition						
31	Prevalence of moderate or severe food insecurity in the total population (%) (7)	not reported	84.9 (2017-2019)	not reported	The State of Food Security and Nutrition report 2019 and 2020	http://www.fao.org/publications/sofi/en/
32	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	24 (2013-2018)			UNICEF SOWC 2019	https://www.unicef.org/sowc/
33	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	31 (2013-2018)			UNICEF SOWC 2019	https://www.unicef.org/sowc/

34	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	6 (2013-2018)			UNICEF SOWC 2019	https://www.unicef.org/sowc/
35	Mortality rate, under-5 (per 1,000 live births) (2)	96.2	96.2	not reported	World Bank	https://data.worldbank.org/country
Education						
36	Adult literacy rate (% ages 15 and older) (1)	34.5 (2008-2018)			UNDP Human Development Report 2019	http://hdr.undp.org/en/2019-report
37	Population with at least secondary education (% ages 25 and older) (1)	33 (2006-2017)	not reported	not reported	UNDP Human Development Report 2018	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Government expenditure on education, total (% of government expenditure) (2)	0.9	not reported	not reported	World Bank	https://data.worldbank.org/country
39	School enrolment, primary (% gross) (2)	73 (2015)	not reported	not reported	World Bank	https://data.worldbank.org/country
40	Attendance in early childhood education - female (%) (3)	6 (2010-2018)			UNICEF SOWC 2019	https://www.unicef.org/sowc/
41	Gender parity index, secondary education (2)	0.7 (2009-2019)			UNFPA	https://www.unfpa.org/data/world-population-dashboard

Source⁷¹: (1) UNDP Human Development Report – 2018, 2019, 2020; (2) World Bank World Development Indicators; (3) UNICEF SOWC; (4) OECD/DAC; (5) UNHCR; (6) UN Stats; (7) The State of Food Security and Nutrition report – 2019, 2020; (8) SDG Country Profile; (9) UNFPA

⁷¹ It is suggested that the evaluation team also reviews data from Food Security and Nutrition Monitoring Reports.

Annex 3: Timeline

Phase 1 - Preparation			
	Draft TOR cleared by DDoE and circulated for comments to CO and to Long Term Agreement (LTA) firms	DDoE	14 April 2021
	CO reviews/comments on draft TOR	CO	14 April - 10 May
	Proposal deadline based on the Draft TOR	LTA	12 May
	Final revised TOR sent to WFP Stakeholders	EM	27 May
	LTA Proposal Review	EM	13-30 May
	Contracting evaluation team/firm	EM	2 July
Phase 2 - Inception			
	Team preparation, literature review	Team	4-15 July
	Remote Inception Briefing with OEV	EM & Team	18 July
	Inception Briefings with CO, RB, HQ Divisions	EM + Team Leader (TL)	19-26 July
	Submit draft Inception Report (IR)	TL	2 Aug
	OEV quality assurance and feedback	EM/QA2	3-8 Aug
	Submit revised IR	TL	16 Aug
	Share draft IR with CO	EM	23 Aug
	Review 2 nd draft IR	EM/QA2/CO	23 Aug-3 Sept
	Consolidate WFP comments and share with Team	EM	4 Sept
	Submit revised IR	TL	12 Sept
	Review 3 rd draft IR	EM/DDoE	13-22 Sept
	IR DDoE Clearance	DDoE	24 Sept
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	25 Sept
Phase 3 - Data Collection, including Fieldwork			
	In country / Remote Data Collection	Team	3-24 Oct
	Exit Debrief (ppt)	TL	24 Oct
	Preliminary Findings Debrief	Team	8 Nov
Phase 4 - Reporting			
D r a f t	Submit high quality draft Evaluation Report (ER) to OEV (after the company's quality check) (D0)	TL	14 Dec
	OEV quality feedback sent to TL	EM	23 Dec
D R A F T	Submit revised draft ER to OEV (D1)	TL	10 Jan 2022
	ER QA1 review	EM	17 Jan
	ER QA2 review	QA2	14 Jan
	Submit revised draft ER to OEV	TL	31 Jan
	Draft ER clearance by DDoE	DDoE	9 Feb
	OEV shares draft ER with IRG	EM/IRG	10 Feb
	IRG reviews/comments on draft ER	IRG	11-24 Feb
	Consolidate WFP comments and share with Team	EM	25 Feb
	Learning workshop (Juba)	IRG/TL/EM	1-2 March

D r a f t 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	13 March
	Review D2	EM	22 March
D r a f t 3	Submit final draft ER to OEV (D3)	TL	2 March
	Review D3	EM	3-9 March
	Seek final approval by DDoE	DDoE	10-17 April
S E R	Draft Summary Evaluation Report (SER)	EM	16 April
	SER QA2 review	QA2	24 May
	Seek DDoE clearance to send SER	DDoE	30 May
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	1 June
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	15 June
	Tail end actions, OEV websites posting etc.	EM	30 June
	Presentation and discussion of SER at EB Round Table	DDoE & EM	Oct 2022
	Presentation of Summary Evaluation Report to the EB	DDoE	Nov 2022
	Presentation of management response to the EB	RD RBN	Nov 2022

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	As primary stakeholder and being responsible for country level planning and implementation of the ICSP, the CO has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next (I)CSP.	CO management and staff will be involved in planning, briefing and feedback sessions. They will be key informants during the main mission and have an opportunity to review and comment on the draft evaluation report. They will be invited to actively participate in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Director, Deputy Directors, Head of Programmes, Heads of Units including Security Team, UNHAS, and Heads field offices and field office staff</i>
Regional Bureau in Nairobi and HQ Divisions	RBN and HQ Divisions are expected to have an interest in the evaluation results because of the complexity and size of the country portfolio, uniqueness of the challenges encountered in South Sudan, and the scale and acuteness of the crisis in the country. The fact that the ICSP took place within a L3 emergency also implied a higher degree of support from RB and HQ. The CSPE is expected to strengthen RB and HQ Division's strategic guidance and technical support to the South Sudan CO, and to provide lessons with broader applicability across the region and globally.	As part of the IRG, relevant RBN and HQ staff will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the draft evaluation report. Selected RB and HQ staff might be interested in participating in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Senior advisors at RB level in the following areas: Senior Regional Programme Advisor, Supply Chain, EPR, Gender, Protection, VAM Monitoring, Resilience & Livelihoods, Nutrition, School Based Programming, Partnerships, CBT, Social Protection, and Risk Management</i> <i>Appointed staff from the following HQ Divisions: Emergency Operations, Supply Chain, Emergency and Transition</i>
WFP Senior Management	WFP Senior management is expected to have an interest in	WFP Senior Management will have an opportunity to review the SER and will	<i>Members of the Oversight and Policy Committee (OPC)</i>

	learning from the evaluation results because of the classification of the South Sudan crisis as a L3 corporate emergency requiring continuous senior management attention and surge capacity from HQ.	provide a Management Response to the CSPE.	
Executive Board (EB)	EB members are expected to have an interest in the evaluation results because of the importance and uniqueness of the South Sudan programme in the region.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response during an informal round-table session preceding the EB.2 2022 meeting, as well as at the EB.2 2022 meeting itself.	<i>Board Delegates</i>
Office of Evaluation (OEV)	OEV will use evaluation findings and recommendations for synthesis and feeding into other evaluations, as well as to provide comments on the new (I)CSP.	OEV is responsible for managing the evaluation.	
External stakeholders			
Affected communities	As the ultimate recipients of WFP assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	The CSPE will seek to engage with WFP target beneficiary groups to learn directly from their perspectives and experiences with WFP support. Special attention will be given in hearing the voices of women and girls of diverse groups, and other potentially marginalised population groups. Special arrangements will have to be made to meet children ensuring that consent forms are in place. During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey. With support from the CO,	WFP target population groups under different WFP activities

		evaluation findings will be reported back to target population groups through appropriate media (posters, radio etc.)	
National and local government institutions	The Government of South Sudan has major influence on how WFP operates and engages in the country, and will be interested in CSPE findings and recommendations to help it give direction to WFP in terms of policy, strategy and operations.	Key Ministries will be briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation. All relevant Ministries will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in South Sudan. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	High-level decision makers in the Ministry of Agriculture and Food Security; Ministry of Health; Ministry of General Education and Instruction; Ministry of Animal Resources and Fisheries; Ministry of Humanitarian Affairs and Disaster Management; Ministry of Foreign Affairs and International Cooperation; Ministry of Gender, Child and Social Welfare; Ministry of Peace Building; Ministry of Roads; the Relief and Rehabilitation Commission (RRC); and relevant State and local-level government institutions including the Ministry of Health Lakes State; Ministry of Health Jonglei State; Ministry of Health Warrap State; Ministry of Health Rumbek State
UN Country Team, Humanitarian Country Team (including Food Security Cluster and Protection Coordination Group)	WFP works closely with other United Nations and humanitarian actors. These organizations might be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in shaping the new CSP.	Key international partners will be briefed and consulted during the inception phase, so that their particular interests could potentially be covered by the evaluation. All relevant international partners will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in South Sudan. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	UN agencies: UNICEF, UNDP, FAO, IOM, UNFPA, UNHCR, UNIDO, UNEP, UNMAS, UNESCO, UN Women, UNAIDS, UNOPS, OHCHR, WHO, UN Habitat, UNDSS, UNOCHA UNMISS IFIs: World Bank, African Development Bank
Cooperating partners	Cooperating partners are critical for supporting the implementation of WFP activities. They might be interested in evaluation findings,	A selection of cooperating partners will be met during the main data collection phase to seek their perspectives on their collaboration with WFP in South Sudan.	WFP works with about 80 cooperating partners including international and national NGOs. Main international cooperating partners include among others

	<p>lessons and recommendations related to the management of technical partnerships. Their views will be valued in shaping the new CSP.</p>	<p>They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>Agency for Technical Cooperation & Development, Catholic Relief Services, Joint Aid Management, Norwegian People's Aid, Norwegian Refugee Council, Oxfam International South Sudan, Plan International South Sudan, Samaritan Purse South Sudan, Welthungerhilfe, World Vision International. Main national cooperating partners include among others Abyei Community Agency for Development, Action for Development, Nile Hope Development Forum, Organization for Peace Relief & Development, Rural Community Development Initiative.</p>
<p>Donors</p>	<p>As an organization fully funded by voluntary contributions, WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of people who are most at risk. WFP has an obligation to report on financial and programmatic matters to its donor partners.</p>	<p>Involvement in interviews and feedback sessions as applicable, and report dissemination.</p>	<p>Representatives from main bilateral donors to the CPB: United States of America, United Kingdom, Germany, Canada and the European Commission.</p>
<p>Private sector, academia, civil society</p>	<p>Current or potential partners from the private sector, academia or civil society may have an interest in learning about the implications of the evaluation results.</p>	<p>Interviews with other current or potential partners from the private sector, academia or civil society during the data collection phase as applicable.</p>	<p>Key staff from other current or potential partners as relevant, including from the Conflict Sensitivity Resource Facility and the Partnership for Recovery and Resilience (PfRR) among others</p>
<p>Other interlocutors at local level</p>	<p>As not all parties have signed the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan in September 2018, WFP may be interacting with other interlocutors</p>	<p>Other interlocutors at local level to be identified at inception phase based on review of secondary data and studies and consultations with the CO</p>	<p>TBD</p>

	in some of the areas where it operates.		
--	---	--	--

Key WFP UN partners and areas of collaboration in South Sudan

Organization	Areas of collaboration with WFP in South Sudan
FAO	Joint food and seeds distributions, crop and food security assessments, reinforcing the capacity of local institutions to accompany smallholders in increasing and diversifying their production.
OCHA	Joint assessments, coordination of humanitarian activities
UNICEF	Malnutrition treatment programme implemented under the CMAM approach, WASH activities, school-based interventions on health, hygiene and nutrition whereby WFP delivers complementary modules on broader food quality, safety and preparation.
IOM	Shelter and disaster risk reduction initiatives and biometric beneficiary management system
UNFPA	Sexual and reproductive health and initiatives for combatting gender-based violence
IFAD	Facilitating access to microcredit for smallholder farmers and improve production inputs and techniques
UNAIDS	As a member of the Joint UN Network for Technical Assistance (JUNTA), WFP cooperates closely with UNAIDS on the periodical Stigma Index study and the Nutrition Assessment, Counselling and Support (NACS) programme.
UNDP	Resilience building activities (building and restoring assets)
UNEP	Mitigate the environmental impact of school feeding by sensitizing communities to sustainable practices.
WHO, UNICEF, UNDP, World Bank	Providing upstream and system-level technical assistance in social protection programmes
UNHCR	food assistance for refugees and biometric registration of beneficiaries
UNMISS	POC management, security training, and force protections

Annex 5: Evaluability assessment

Table 1: Interim Country Strategic Plan South Sudan 2018-2021, Logframe Analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 May 2017	Total nr. of indicators	36	7	77
v 4.0 Sep 2018	New indicators	6	3	149
	Discontinued indicators	-	-	80
	Total nr. of indicators	42	10	146
v 6.0 Sep 2019	New indicators	8	-	29
	Discontinued indicators	-	-	3
	Total nr. of indicators	50	10	172
v 7.0 Mar 2020	New indicators	4	1	16
	Discontinued indicators	1	-	20
	Total nr. of indicators	53	11	168
Total number of indicators that were included across all logframe versions		35	7	12

Source: COMET report CM-L010 (accessed 24.03.2021)

Note: 2018 ACR was based on Logframe version 4.0; 2019 ACR was based on Logframe version 6.0 and 2020 ACR was based on Logframe version 7.0



Table 2: Analysis of results reporting in South Sudan annual country reports 2018-2020				
		ACR 2018	ACR 2019	ACR 2020
Outcome indicators				
	Total number of indicators in applicable logframe	48	61	56
Baselines	Nr. of indicators with any baselines reported	48	53	56
	Total nr. of baselines reported	418	353	253
Year-end targets	Nr. of indicators with any year-end targets reported	48	60	56
	Total nr. of year-end targets reported	418	331	259
CSP-end targets	Nr. of indicators with any CSP-end targets reported	48	59	56
	Total nr. of CSP-end targets reported	418	332	259
Follow-up	Nr. of indicators with any follow-up values reported	45	46	37
	Total nr. of follow-up values reported	278	249	118
Cross-cutting indicators				
	Total number of indicators in applicable logframe	7	8	9
Baselines	Nr. of indicators with any baselines reported	7	8	9
	Total nr. of baselines reported	67	91	53
Year-end targets	Nr. of indicators with any year-end targets reported	7	8	9
	Total nr. of year-end targets reported	67	103	56
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	8	9
	Total nr. of CSP-end targets reported	67	103	54
Follow-up	Nr. of indicators with any follow-up values reported	5	4	7
	Total nr. of follow-up values reported	43	40	49
Output indicators				
	Total number of indicators in applicable logframe	97	155	174
Targets	Nr. of indicators with any targets reported	96	127	153
	Total nr. of targets reported	96	179	217
Actual values	Nr. of indicators with any actual values reported	97	138	139
	Total nr. of actual values reported	97	214	219

Source: ACR 2018, ACR 2019, ACR 2020

Annex 6: WFP South Sudan presence in years pre-Interim Country Strategic Plan

		2014	2015	2016	2017	
South Sudan relevant events		In 2013, civil war erupts after a power struggle within the governing Sudan People's Liberation Movement. Rival army units clash in Juba and the fighting spreads beyond the capital, fuelled by rivalries between the ethnic groups Dinka and Nuer. Thousands are killed and many more flee.	The country descends into civil war marked by ethnic massacres, widespread rape, the recruitment of child soldiers and other atrocities. Peace talks take place throughout the year but fail to end the violence that displaces a large portion of the population.	The UN estimates that the number of South Sudanese displaced by violence reached 2.2 million. Forced migration crisis also begins to cause food shortages and increasing rates of disease. A peace accord is signed after months of mediation from the Intergovernmental Authority on Development (IGAD), providing for the reappointment of Riek Machar as the Vice President.	Machar returns to Juba and is sworn in, but fighting between supporters of Machar and President Salva Kiir Mayardit breaks out again shortly after. Machar goes into exile. Concerned by the ongoing conflict, the UN warns that South Sudan is at risk of "outright ethnic war."	UN High Commissioner for Refugees says that number of refugees who have fled South Sudan tops 1.5 million, making it one of the world's largest refugee crises. A famine is declared in parts of South Sudan, described by the UN as a man-made catastrophe caused by civil war and economic collapse
	WFP interventions	PRRO 200572 (2014-2018)	<i>Activity type:</i> General distribution, School feeding, Food assistance for assets, Nutrition, HIV/TB <i>Total requirements</i> 958,543,590 USD <i>Total contributions received</i> 646,287,568 USD <i>Funding</i> 67.4%			
	EMOP 200859 (2015-2018)		<i>Activity type:</i> General distribution, School feeding, Nutrition, HIV/TB <i>Total requirements</i> 1,413,036,663 USD <i>Total contributions received</i> 1,103,358,120 USD <i>Funding</i> 78.1%			

	IR-EMOP 201007 (2016)			<i>Activity type: Immediate food assistance</i> <i>Total requirements 282,236 USD</i> <i>Total contributions received 282,236 USD</i> <i>Funding 100%</i>	
	EMOP 200659 (2014-2015)	<i>Activity type: General distribution, Nutrition</i> <i>Total requirements 1,058,701,498 USD</i> <i>Total contributions received 599,309,535 USD</i> <i>Funding 56.6%</i>			
	SO 200379 (2011-2018)	<i>Activity type: Construction of feeder roads</i> <i>Total requirements 144,423,459 USD</i> <i>Total contributions received 62,766,105 USD</i> <i>Funding 43.5%</i>			
	SO 200778 (2015-2017)		<i>Activity type: Logistics Cluster</i> <i>Total requirements 90,949,469 USD</i> <i>Total contributions received 89,761,433 USD</i> <i>Funding 98.7%</i>		
	SO 201029 (2017)				<i>Activity type: UNHAS</i> <i>Total requirements 58,397,512 USD</i> <i>Total contributions received 47,200,451 USD</i> <i>Funding 80.8%</i>
	SO 200775 (2015-2016)		<i>Activity type: Food Security and Livelihoods Cluster</i> <i>Total requirements 1,953,768 USD</i> <i>Total contributions received 570,815 USD</i> <i>Funding 29.2%</i>		

	SO 200786 (2015-2016)		<i>Activity type: UNHAS</i> <i>Total requirements 117,920,606 USD</i> <i>Total contributions received 91,002,761 USD</i> <i>Funding 77.2%</i>		
	SO 200931 (2016)			<i>Activity type: Emergency Telecommunications Cluster</i> <i>Total requirements 663,080 USD</i> <i>Total contributions received 663,373 USD</i> <i>Funding 100%</i>	
	SO 200791 (2015)		<i>Activity type: Emergency Telecommunications Cluster</i> <i>Total requirements 4,474,806 USD</i> <i>Total contributions received 1,221,687 USD</i> <i>Funding 27.3%</i>		
Outputs at country office level	Food distributed (MT) 	n/a	190,311	226,539	272,987
	Cash distributed (USD) 	n/a	-	Cash: 4,102,201 Value Voucher: 9,562,581	Cash: 32,479,778
	Actual beneficiaries (number)	n/a	2,908,637	4,016,874	4,831,817

Source: SPR 2015, SPR 2016, SPR 2017, data compiled on 31/03/2021

Annex 7: South Sudan ICSP - Line of sight

Interim country strategic plan South Sudan 2018-2021, Line of sight					
South Sudan ICSP Line of Sight/ Country Portfolio Budget (January 2018 to Dec 2021)					
WFP Strategic Results / SDG Targets	SR 1 – Access to food (SDG Target 2.1)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 3 – Smallholders have improved food security and nutrition (SDG Target 2.3)	SR 8 – Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)	
WFP Strategic Outcomes	1. Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food.	2. People at risk of malnutrition in crisis-affected areas, especially young children, pregnant and lactating women and elderly (POC's only), are able to meet their basic nutrition requirements all year round.	3. Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year	4. The humanitarian community has access to reliable common services until satisfactory alternatives are available	
Focus Area	CRISIS RESPONSE	CRISIS RESPONSE	RESILIENCE BUILDING	CRISIS RESPONSE	
Key Outputs	<p>1.1 Caregivers of inpatients (kala-azar, HIV/TB and severely acute malnourished) receive nutrition sensitive conditional in-kind transfers in order to meet their basic food needs, in urban and rural settings (A3, Output categories A, E).</p> <p>1.2 Households with HIV and TB patients enrolled in treatment programmes receive nutrition sensitive conditional in-kind transfers in order to meet their basic food need, in urban and rural settings (A3, Output categories A).</p> <p>1.3 Targeted crisis affected populations in rural and urban settings receive conditional or unconditional general distributions in order to improve food security (A4, Output categories A).</p> <p>1.4 Vulnerable primary school children in rural and urban settings receive nutrition-sensitive hot meals or take-home rations in order to meet basic food needs (A4, Output categories A, E, N).</p> <p>1.5 Targeted communities have improved market access through home grown school feeding initiatives and the stimulation of small-scale local agricultural production (A3, Output categories F, N).</p> <p>1.6 Partner organizations increase their capacity, to harmonize tools and capacity building strategies to implement efficient and effective cash based programmes (A4, Output categories K).</p> <p>2.1 Crisis-affected refugees receive nutrition sensitive unconditional general distributions in order to meet basic food needs (A2, Output categories A, E).</p> <p>2.2 Moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A2, Output categories A, E).</p> <p>2.4 Moderately acute malnourished refugee children 6-59 months and pregnant and lactating women and girls (PLW/G) receive specialized nutritious foods and nutrition counselling to improve their nutritional status (A3, Output categories A, B, E).</p> <p>2.5 School aged-children in refugee camps receive hot meals or take-home rations in order to meet basic food needs (Output categories A, N).</p> <p>2.6 Caregivers of inpatients (kala-azar, HIV/TB and severely acute malnourished) receive nutrition sensitive conditional in-kind transfers in order to meet their basic food needs (A2, Output categories E).</p> <p>2.7 Targeted refugee children 6-59 months and PLW/G receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A2, Output categories B, E).</p> <p>2.8 Vulnerable communities receive coordinated humanitarian and development services to improve food security and livelihoods (A2, Output categories K).</p>	<p>3.1 Moderately acute malnourished children aged 6-59 months and PLW/G receive specialized nutritious foods and nutrition counselling to improve their nutritional status (A3, Output categories A, B, E).</p> <p>3.2 Moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A3, Output categories A, B, E).</p> <p>3.3 Targeted children 6-59 months, PLW and elderly (POC's only) receive specialized nutritious foods and nutrition education to prevent acute malnutrition (A3, Output categories A, B, E).</p> <p>3.4 Nutritionally vulnerable populations benefit from improved access to nutrition and health services through capacity development and strengthening of health and nutrition delivery systems (A3, Output categories C).</p> <p>3.5 Moderately acute malnourished HIV, TB patients receive special nutritious food and nutrition counselling to support nutritional recovery (A2, Output categories A, E).</p>	<p>4.1 Targeted beneficiaries receive nutrition sensitive food or cash transfers through participation in building and maintaining assets and through training activities in order to build resilience to shocks (A4, Output categories A, D, E).</p> <p>4.2 Smallholder farmers have improved market access through government official capacity building on extension and quality assurance services (A4, Output categories A, F).</p> <p>4.3 Communities have improved access to assets, transport, markets and services, through feeder road and bridge construction (A4, Output categories L).</p> <p>4.4 Targeted communities have improved market access through home grown school feeding initiatives and the stimulation of small-scale local agricultural production (Sub Activity 4, Output categories N*).</p> <p>4.5 Vulnerable primary school children in rural and urban settings receive nutrition-sensitive hot meals or take-home rations in order to meet basic food needs (Sub Activity 4, Output categories N*).</p> <p>11.1 Community members in targeted project sites receive training on basic road and infrastructure maintenance techniques for sustainability and ownership of the projects (A11, Output categories C).</p> <p>11.2 Government and partner staff are trained in road and infrastructure development and rehabilitation for enhanced skills and sustainable support to the communities (A11, Output categories C).</p> <p>11.3 Communities in targeted areas have improved access to markets, basic social services and project sites among others (A11, Output categories L).</p>	<p>5.3 The humanitarian community benefits from the provision of air services in order to provide more efficient and effective responses to affected populations (A5, Output category H).</p> <p>5.2 The humanitarian community benefits from the provision of air services in order to provide more efficient and effective responses to affected populations A5, Output category K).</p> <p>6.3 The humanitarian community benefits from common logistics services to improve the efficiency and the effectiveness of the logistics response and avoid duplication of efforts (A6, Output categories H, K, M).</p> <p>7.1 The humanitarian community benefits from efficient and effective transportation services of WFP (logs on road, river and air) to provide humanitarian assistance on cost recovery (A7, Output categories H, K, L).</p> <p>7.2 The humanitarian community benefits from efficient storing and warehousing services to meet storage needs in all the areas where WFP operates on cost recovery (A7, Output categories H,K,L).</p> <p>7.3 The humanitarian community benefits from the provision of WFP Fleet workshop facilities in various locations in South Sudan on cost recovery basis, (risk-based, cost-efficient and effective vehicle maintenance service to provide more efficient and effective response to affected populations (A7, Output categories H, K).</p> <p>8.3 The humanitarian community benefits from the provision of security emergency telecommunication services to comply with mandatory safety and security requirements (A8, Output categories H, K, L).</p> <p>9.1 UN agencies and partners increase their capacity to register, analyze and manage digital population data to strengthen accountability and support planning and coordination for assistance provision to the most vulnerable (A9, Output categories H, K, L).</p>	
Country Activities	<p>ACTIVITY 1: Provide nutrition-sensitive food assistance to crisis-affected populations (Activity category 1, modality: food/cash/capacity strengthening)</p> <p>ACTIVITY 2: Provide food, nutrition assistance and school meals to refugees (Activity category 1, modality: food/cash)</p>	<p>ACTIVITY 3: Provide nutrition assistance to populations at risk of malnutrition. (Activity category 3, modality: food/capacity strengthening)</p>	<p>ACTIVITY 4: Provide livelihood support and build resilience of targeted households Sub Activity 4: School Feeding Programme (Activity category 2, modality: food/cash/capacity strengthening)</p>	<p>ACTIVITY 11: Provide infrastructure development services for humanitarian access and community (Activity category 11, modality: Capacity strengthening)</p>	<p>ACTIVITY 3: Provide air services to the humanitarian community (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 6: Coordinate and facilitate access to common logistics services and information management in support to the humanitarian community (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 7: Provide bilateral logistics services on cost recovery basis for humanitarian actors to achieve their objectives. (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 8: Provision of Security Emergency telecommunication services to the humanitarian community (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 9: Provide a digital beneficiary and transfer management service using corporate system SCOPE to humanitarian and development partners (Activity category 10, modality: service delivery)</p> <p>ACTIVITY 10: Provision of IT data communication services to the humanitarian community (Activity category 10, modality: service delivery) - DEACTIVATED</p>

Source: WFP SPA website

Annex 8: Overview of Significant Budget Revisions to the South Sudan ICSP

The ICSP underwent six budget revisions (BRs). The most significant changes introduced by the six revisions are presented below:

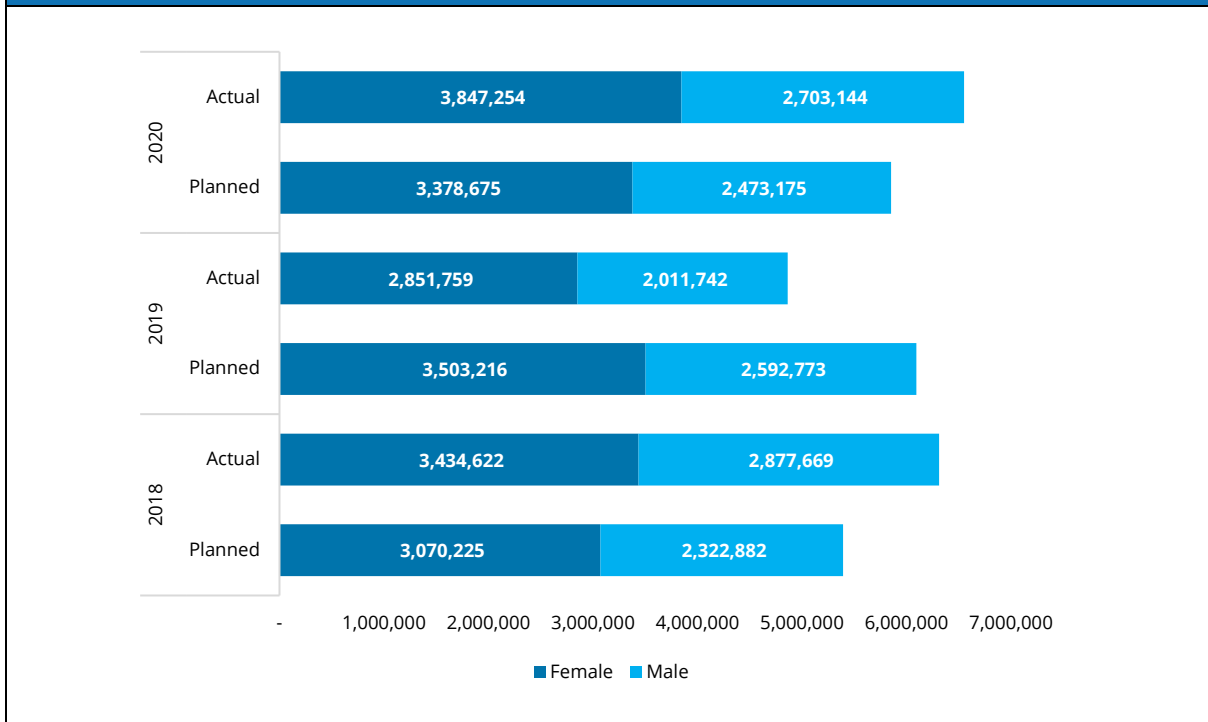
- BR#02 (January 2019) aimed to scale-up CBT interventions under activities 1 and 4 in areas where deemed feasible. While the number of targeted beneficiaries increased, the transfer value which was found to have been originally overestimated was reduced; this resulted into a reduction of the resources needed for CBT interventions. The budget revision also added capacity strengthening transfer costs related to building and maintaining feeder roads under activity 4 as well as introduced two new activities: Provision of Supply Chain Services (activity 7) and Inter-agency IT Communication Services (activity 8) in line with SDG 17.
- BR#04 (January 2019) which covered the period January 2019 to December 2020 was undertaken to respond to the deteriorating food security and nutrition situation as evidenced by the IPC projections and multiple county level nutrition surveys. It aimed to: i) reduce supply chain costs following the adoption of more efficient delivery modalities; ii) extend the changes introduced in BR 2 for 2018, to cover 2019 and 2020; iii) expand the CBT programmes under activities 1, 2 and 4; iv) increase the number of beneficiaries under activities 2 and 3; v) and introduce activity 9 (Digital beneficiary registration, verification and transfer management services) and activity 10 (Provision of IT data communication services to the humanitarian community). Although BR #04 resulted in a reduction of the total budget from 3,186 million USD to 2,996 million USD, WFP planned to reach an additional 407,000 beneficiaries.
- BR#05 (October 2019) further reduced supply chain costs in light of the increased use of overland deliveries by road and river over air transport, which were enabled by improvements in the operating environment. While maintaining the ICSP overall strategic orientation, it introduced a resilience oriented home-grown school feeding programme under activity 4 of SO3 in areas of relative peace and stability but high food insecurity. The budget revision also provided an opportunity readjust the requirements between CBT and food for 2020; and readjust operational costs under various costs categories and activities. This resulted in an overall budget decrease from approximately 2,996 million USD to 2,967 million USD and in a slight increase of 34,000 planned beneficiaries.
- BR#06 (August 2020) extended the duration of the ICSP for one year until 31 December 2021 in a context marked by increase in subnational conflict and large-scale violence and unprecedented levels of acute food insecurity and malnutrition resulting from the cumulative effects of record flooding, prolonged years of asset depletion and the COVID-19 pandemic. Recognizing both the need for continued large-scale humanitarian food and nutrition assistance, as well as opportunities to invest in resilience building, this budget revision introduced the following adjustments: i) gradual expansion of social protection initiatives such as the home-grown school feeding programme and general food distributions combined with complementary activities that can help the most vulnerable beneficiaries in protracted and sudden onset crisis situations gradually shift to more durable solutions to improve resilience and tackle structural inequality; ii) introduced a new activity (activity 11) "Provide infrastructure development services for humanitarian access and community" under SO3 in hard-to-reach locations, seeking synergies with other activities, such as farmers selling to the Rural Aggregation Centres under activity 4; iii) Deactivated activity 10 "Provision of IT data communication services to the humanitarian community" under SO4. The total number of planned beneficiaries remained at 4,909,688, however the budget increased from 2,967 million USD to 3,885 million USD.

Annex 9: Key information on beneficiaries and transfers

Table 1: ICSP Actual beneficiaries versus planned (2018-2020) by year, strategic outcome, activity category and gender																		
Strategic Outcome/ Activity Category	2018						2019						2020					
	Planned		Actual		Actuals as a % of planned beneficiaries		Planned		Actual		Actuals as a % of planned beneficiaries		Planned		Actual		Actuals as a % of planned beneficiaries	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
SO1: Food-insecure women, men and children in crisis-affected areas and refugees have access to safe and nutritious food																		
Activity 1: Provide nutrition-sensitive food assistance to crisis-affected populations	1,570,490	1,344,370	2,272,583	2,012,474	144.7%	149.7%	1,847,935	1,470,167	1,586,498	1,256,907	85.9%	85.5%	1,826,071	1,454,795	2,193,767	1,797,310	120.1%	123.5%
Activity 2: Provide food, nutrition and school meals assistance to refugees	390,345	310,062	205,671	129,729	52.7%	41.8%	435,974	335,286	185,783	142,843	42.6%	42.6%	269,242	194,040	169,135	126,517	62.8%	65.2%
Subtotal SO1	1,960,835	1,654,432	2,478,254	2,142,203	126.4%	129.5%	2,283,909	1,805,453	1,772,281	1,399,750	77.6%	77.5%	2,095,313	1,648,835	2,362,902	1,923,827	112.8%	116.7%
SO2: People at risk of malnutrition in crisis-affected areas, especially young children and pregnant and lactating women, are able to meet their basic nutrition requirements all year round																		
Activity 3: Provide nutrition assistance to populations at risk of malnutrition	839,390	438,450	640,280	464,904	76.3%	106.0%	826,187	452,440	761,854	341,424	92.2%	75.5%	854,242	465,460	1,161,516	504,308	136.0%	108.3%
Subtotal SO2	839,390	438,450	640,280	464,904	76.3%	106.0%	826,187	452,440	761,854	341,424	92.2%	75.5%	854,242	465,460	1,161,516	504,308	136.0%	108.3%
SO3: Food-insecure smallholders and communities in non-conflict zones have enhanced livelihoods and resilience to seasonal climate shocks throughout the year																		
Activity 4: Provide livelihood support and build resilience of targeted households	270,000	230,000	316,088	270,562	117.1%	117.6%	393,120	334,880	317,624	270,568	80.8%	80.8%	429,120	358,880	322,836	275,009	75.2%	76.6%
Subtotal SO3	270,000	230,000	316,088	270,562	117.1%	117.6%	393,120	334,880	317,624	270,568	80.8%	80.8%	429,120	358,880	322,836	275,009	75.2%	76.6%
Total	3,070,225	2,322,882	3,434,622	2,877,669	111.9%	123.9%	3,503,216	2,592,773	2,851,759	2,011,742	81.4%	77.6%	3,378,675	2,473,175	3,847,254	2,703,144	113.9%	109.3%

Source: COMET report CM-R020, data extracted on [17/03/21]

Figure 1: Actual versus planned beneficiaries by gender in South Sudan (2018-2020)



Source: COMET report CM-R020, data extracted on [17/03/21]

Table 2: Actual beneficiaries by transfer modality in South Sudan (2018-2020), by strategic outcome					
Strategic objective	Activity	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (%)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (%)
2018					
SO1	Activities 1 & 2	4,369,698	138.9%	715,061	23.0%
SO2	Activity 3	1,105,185	86.5%	-	-
SO3	Activity 4	396,438	113.3%	190,212	38.0%
2018 Total		5,871,321	123.0%	905,273	25.1%
2019					
SO1	Activities 1 & 2	2,789,943	84.2%	647,582	82.0%
SO2	Activity 3	1,103,280	86.3%	-	-
SO3	Activity 4	331,698	71.2%	256,494	97.9%
2019 Total		4,224,921	83.5%	904,076	85.9%
2020					
SO1	Activities 1 & 2	3,378,230	105.2%	1,137,023	33.4%
SO2	Activity 3	1,665,823	126.2%	-	-
SO3	Activity 4	338,555	64.4%	259,290	35.6%
2020 Total		5,382,608	106.5%	1,396,313	33.8%
2018-2020 ICSP Total		15,478,850	104.0%	3,205,662	36.5%

Source: COMET report CM-R002b, data extracted on [15/03/21]

Table 3: Actual beneficiaries by residence status and year						
Residence status	Number of beneficiaries 2018	% 2018	Number of beneficiaries 2019	% 2019	Number of beneficiaries 2020	% 2020
Resident	3,376,997	63.5%	3,831,231	80.5%	4,716,282	88.3%

IDPs	1,649,750	31.0%	637,724	13.4%	373,253	7.0%
Refugees	295,027	5.5%	288,980	6.1%	253,792	4.7%
Returnees	0	0.0%	0	0.0%	0	0.0%

Source: COMET report CM-R001b, data extracted on [15/03/21]

Annex 10: Communication and Knowledge Management plan

Phase	What	Which	How & where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Summary and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		Jun 2021	Jul 2021
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo • Virtual meetings 	EM EM/ET		Sep 2021	Sep 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • IRG members 	<ul style="list-style-type: none"> • PPT • Virtual or face-to-face meeting 	EM/ET	ET	Oct 2021	Oct 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP staff members of the IRG (at country, regional and HQ level) • Local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	Mar 2022	Mar 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) • UNCF Technical Working Groups, Sector/Cluster Work Groups, UNCF reporting frameworks 	EM/EB CO	CM CO MEAL	16 Apr 2022	30 Jun 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email 	EM	CM	16 Apr 2022	30 Jun 2022

		<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 				
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • UNCF Technical Working Groups, Sector/Cluster Work Groups, UNCF reporting frameworks 	CPP CO	EM CO MEAL	Jun 2022	Nov 2022
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM		Jun 2022	Jun 2022
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		Oct 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM		Oct 2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM			Dec 2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	EM		Dec 2022
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM			Dec 2022

Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM		Dec 2022
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP partners in South Sudan • WFP country/regional office • WFP HQ staff 	<p>Presentation to the UNCF Technical Working Groups, Sector/Cluster Work Groups, UNCF reporting frameworks</p> <p>Info sessions/brown bags</p>	CO EM			
Dissemination	Video presentation	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter • Presentation 	EM/CM	CO, ET		
Dissemination	Poster/radio/help desks/community outreach (in local languages)	<ul style="list-style-type: none"> • Affected populations • 	<ul style="list-style-type: none"> • Local media channels 	CO	EM		
Follow up	Tracking of implementation of follow-up actions to the evaluation	<ul style="list-style-type: none"> • WFP staff • WFP management 	<ul style="list-style-type: none"> • R2 System 	CO & RB	CPP		

	recommendation s						
--	---------------------	--	--	--	--	--	--

Annex 11: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?					
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans • Degree of matching of CSP activities and proposed interventions set out in government policies, strategies and plans • Degree of involvement of Government in the preparation of the CSP • Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Zero Hunger Review • Government policies, plans and programmes including, among others: i) ... • ... <p>Senior government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>	
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national SDG goals and targets 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents 	Document review	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	government SDG goals and targets	<ul style="list-style-type: none"> • Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> • National SDG Framework 		
1.1.1 Alignment of strategic objectives to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational government strategies and plans • Degree of matching of CSP activities and priority interventions set out in subnational government strategies and plans • Degree of involvement of subnational governments in the preparation of the CSP • Perception of senior subnational government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Zero Hunger Review • Subnational government strategies, plans and programmes including, among others: i) ... • ... • Senior subnational government officials 	<p>Document review</p> <p>Semi-structured interviews</p>	
1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs?					
1.4 To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements of the country strategic plan likely to be sustained?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?					
4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the country strategic plan?					

Annex 12: Approved Interim Country Strategic Plan document

<https://www.wfp.org/operations/ss01-south-sudan-interim-country-strategic-plan-2018-2021>

Annex 13: Terms of Reference and Composition of the Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on the draft evaluation report and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members were carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff will also be included in the IRG, given that South Sudan has been activated as a level 3 emergency response.

The table below provides an overview of the IRG composition.

Country office	Regional bureau	Headquarters
<ul style="list-style-type: none"> • Matthew Hollingworth, Country Director • Adeyinka Badejo, Deputy Country Director (Operations) • Makena Walker, Deputy Country Director • Wilson Kaikai, CO Evaluation Focal Point/ M&E Officer • Ernesto Gonzalez, Head of Programme • Bill Nall, Head of VAM/MEAL • Jacqueline Nyirasafari, Head of Compliance. 	<ul style="list-style-type: none"> • Matthew McIlVenna, Regional Emergency Preparedness & Response Unit Officer (transitioning to Shaun Hughs from 01/08/21) • Barbara Vanlogchem, Regional Supply Chain Officer • Siddharth Krishnaswamy, Regional Head of VAM, (incoming Head of RAM) • Hiba Abouswaid, Regional Cash-based Transfer Officer • Andrea Breslin, Regional Protection Advisor <p>Keep in copy: REO and RB Management</p>	<ul style="list-style-type: none"> • Zuzana Kazdova, Gender Office • Bezuayehu Olana, Asset Creation and Livelihoods Unit (PRO-R) • Gaia Gozzo, senior conflict and peace advisor, Conflict and Peace team, Emergencies and Transitions Service, PRO-P. <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process</p>

5. Approach for engaging the IRG:

OEV Regional Unit Head will engage with the Deputy Regional Director ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), OEV Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the ICSP; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, OEV evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Annex 14: Bibliography

- FAO. <http://www.fao.org/faostat/en/#data> (accessed on 31 March 2021)
- FAO. 2020. Desert Locust Upsurge 2019-2020 in South Sudan
- FAO, IFAD, UNICEF, WFP and WHO. 2019. The State of Food Security and Nutrition in the World 2019
- FAO, IFAD, UNICEF, WFP and WHO. 2020. The State of Food Security and Nutrition in the World 2020
- FAO, WFP. 2019. Crop and Food Security Assessment Mission to the Republic of South Sudan
- Germanwatch. 2020. Global Climate Risk Index 2021.
- Humanitarian Practice Network. 2013. <https://odihpn.org/magazine/humanitarian-access-in-south-sudan/> (accessed on 30 March 2021)
- Human Rights Watch. 2020. https://www.hrw.org/news/2020/08/24/qa-justice-war-crimes-south-sudan#_Could_the_International
- Inter-Agency Standing Committee. 2015. South Sudan Inter-Agency Humanitarian Evaluation
- NORAD. 2016. Country Evaluation Brief.
- OCHA. 2020. South Sudan Humanitarian Access Overview. January to December 2020.
- OCHA. 2020. South Sudan Humanitarian Snapshot. December 2020.
- OCHA, South Sudan 2021 Humanitarian Response Plan. March 2021
- OECD/DAC. <https://stats.oecd.org/> (accessed on 24 March 2021)
- OECD/DAC. <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm> accessed on 31 March 2021)
- South Sudan IPC Technical Working Group. 2020. South Sudan: Acute Food Insecurity Situation for October - November 2020 and Projections for December 2020 - March 2021 and April - July 2021
- South Sudan UNCT. UNCF 2020 Mid-Year Implementation Update.
- South Sudan UNCT. South Sudan 2017 Inaugural SDG Report
- UN. <https://childrenandarmedconflict.un.org/where-we-work/south-sudan/> (accessed on 30 March 2021)
- UNDP. Human Development Report 2020.
- UNDP. http://www.ss.undp.org/content/south_sudan/en/home/countryinfo.html (accessed on 31 March 2021)
- UNDP. https://www.ss.undp.org/content/south_sudan/en/home/gender-equality.html (accessed on 30 March 2021)
- UNDP. <http://hdr.undp.org/en/countries/profiles/SSD> (accessed on 30 March 2021)
- UNFPA. <https://www.unfpa.org/data/world-population-dashboard> (accessed on 30 March 2021)
- UNHCR. <https://data2.unhcr.org/en/country/ssd> (accessed on 30 March 2021)
- UNHCR. <https://www.unhcr.org/south-sudan-emergency.html> (accessed on 30 March 2021)
- UNHCR. 2021. Overview of Refugees and Asylum-seekers in Sudan, Dashboard as of 28 February 2021
- UNHCR. 2021. South Sudan Regional Refugee Response Plan
- UNICEF. 2017. South Sudan Briefing Note. Childhood Under Attack.
- UNICEF. 2019. The State of the World's Children 2019.
- UNICEF. 2020. South Sudan Education Briefing Note for 2020 Q4
- UN OCHA – Financial Tracking Service
- UN Statistics Division. <https://country-profiles.unstatshub.org> (accessed on 30 March 2021)
- UN Statistics Division. <https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics> (accessed on 30 March 2021)

- UN Women. <https://data.unwomen.org/country/south-sudan> (accessed on 30 March 2021)
- WFP. <https://www.wfp.org/countries/south-sudan> (accessed on 30 March 2021)
- WFP. 2015. Evaluation Policy (2016-2021)
- WFP. 2016. Policy on Country Strategic Plan (2017-2021)
- WFP. 2017. Interim Country Strategic Plan for South Sudan (2018-2020)
- WFP. 2017. South Sudan Food Security and Nutrition Monitoring Bulletin – Round 19. WFP, FAO, UNICEF, Government of South Sudan & NGO partners from the Food Security and Livelihood cluster.
- WFP. Jan 2019. South Sudan ICSP Budget Revision #2
- WFP. Jan 2019. South Sudan ICSP Budget Revision #4
- WFP. Oct 2019. South Sudan ICSP Budget Revision #5
- WFP. Aug 2020. South Sudan ICSP Budget Revision #6
- WFP. 2016. South Sudan Standard Project Report 2015
- WFP. 2017. South Sudan Standard Project Report 2016
- WFP. 2018. South Sudan Standard Project Report 2017
- WFP. 2019. South Sudan Annual Country Report 2018
- WFP. 2020. South Sudan Annual Country Report 2019
- WFP. 2021. Country Brief Report of South Sudan, January 2021
- WFP. 2021. South Sudan Annual Country Report 2020
- WFP Dashboard. <https://qa.dashboard.wfp.org/countries/SSD/operation> (accessed on 1 April 2021)
- WHO. https://apps.who.int/gho/data/node.main.CHILD_MARRIAGE?lang=en (accessed on 30 March 2021)
- World Bank. Climate Knowledge Portal (accessed on 30 March 2021)
- World Bank. <https://databank.worldbank.org/> (accessed on 30 March 2021)
- World Bank. <https://www.worldbank.org/en/country/southsudan/overview> (accessed on 30 March 2021)

Annex 15: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual country report
ARCSS	Agreement on the Resolution of the Conflict in the Republic of South Sudan
BR	Budget revision
CBT	Cash-based transfer
CO	Country Office
COVID-19	Coronavirus disease 2019
CRA	Compensation and Reparations Authority
CSP	Country strategic plan
CSPE	Country strategic plan evaluation
CTRH	Commission for Truth, Healing and Reconciliation
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation manager
ER	Evaluation Report
ERC	Emergency Relief Coordinator
ETC	Emergency Telecommunications Cluster
FAO	Food and Agriculture Organization
FFA	Food Assistance for Assets
FSNMS	Food Security and Nutrition Monitoring System
GBV	Gender-based violence
GDI	Gender Development Index
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
HCSS	Hybrid Court for South Sudan
HQ	Headquarters
IAHE	Inter-agency humanitarian evaluation
IASC	Inter-Agency Standing Committee
IDP	Internally displaced person
IPC	Integrated Food Security Phase Classification
ICSP	Interim Country Strategic Plan
IGAD	Intergovernmental Authority on Development
IR	Inception Report
IRG	Internal Reference Group
IT	Information technology
L3	Level 3
LEWIE	Local Economy-wide Impact Evaluation
LTA	Long Term Agreement
M&E	Monitoring and Evaluation
NDS	National Development Strategy
NGO	Non-governmental organization
NRC	Norwegian Refugee Council

ODA	Official development assistance
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
OPC	Oversight and Policy Committee
PHQA	Post hoc quality assessment
QA2	Second level quality assurance
RB	Regional Bureau
RBN	Regional Bureau in Nairobi
RRRP	Regional Refugee Response Plan
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan
SDGs	Sustainable development goals
SER	Summary Evaluation Report
SIPRI	Stockholm International Peace Research Institute
SO	Strategic outcome
SPR	Standard project report
SSAFE	Safe and Secure Approaches in Field Environments
TL	Team leader
ToR	Terms of reference
UN	United Nations
UNCF	United Nations Cooperation Framework
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNEG	United Nations Evaluation Group
UNMISS	United Nations Mission in South Sudan
UNSD	United Nations Statistics Division
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollar

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 wfp.org