

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

## Summary Terms of Reference

*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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders*

### Subject and focus of the evaluation

The WFP Interim Country Strategic Plan (ICSP) for South Sudan was approved for three years (2018-2020); it is being extended until December 2022 to align with the United Nations Cooperation Framework. The ICSP centres around four Strategic Outcomes focusing on crisis response and resilience building. A combination of unconditional resource transfers and resilience building activities addressing root causes of food and nutrition insecurity is aimed at responding in a flexible way to the diverse needs of the population and enabling 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 in line with SDG 17.

The overall budget of the South Sudan ICSP approved by the Executive Board in November 2017 was US\$3,183 million to reach on a yearly basis over 4,366,000 beneficiaries. Six budget revisions brought the overall budget to US\$3,885 million and the planned yearly number of beneficiaries to approximately 4,909,700.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, sustainability as well as connectedness, and coverage.

### Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new CSP. The evaluation report will be presented at the Executive Board session in November 2022.

### Key evaluation questions

The evaluation will address the following four key questions:

#### **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?**

The evaluation will assess the extent to which the ICSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the ICSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the ICSP in light of changing context, national capacities and needs in particular in response to the COVID-19 pandemic; and to what extent the ICSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

#### **QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in South Sudan?**

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the ICSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the ICSP are likely to be sustainable; and whether the ICSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

**QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?** The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

**QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?**

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts in particular as regards adaptation and response to the COVID-19 and other unexpected crisis and challenges; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

### Scope, methodology and ethical considerations

The unit of analysis is the ICSP, approved by the WFP Executive Board November 2017, as well as subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from January 2018 to September 2021. The evaluation will also look at how the ICSP builds on or departs from the two main previous operations (PRRO 200572 and EMOP 200859) to better assess the extent to which the strategic shifts envisaged with the introduction of the ICSP have taken place.

The evaluation will adopt a mixed methods approach and a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of the COVID-19 pandemic, the inception phase will be conducted remotely. Depending on how the country and global contexts evolve, the data collection phase will be conducted through either fully or partially in-country fieldwork. A final stakeholder workshop will be held either remotely or in South Sudan.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

### Roles and responsibilities

**EVALUATION TEAM:** The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the South Sudan CSPE (complex humanitarian and early recovery interventions, food and nutrition security, food security, livelihoods and resilience-building, school meals, gender, humanitarian protection and accountability to affected populations, cost efficiency, effectiveness, cash-based transfers and supply chain).

**OEV EVALUATION MANAGER:** The evaluation will be managed by Julie Thoulouzan, Senior Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Anne-Claire Luzot, Deputy Director of Evaluation.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

**STAKEHOLDERS:** WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

### Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in November 2021 to inform the new CSP design process. A country stakeholder workshop will be held in March 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

---

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

### Timing and key milestones

**Inception Phase:** July-September 2021

**Remote/In-country data collection:** October 2021

**Remote Debriefing:** November 2021

**Reports:** December 2021- June 2022

**Stakeholder Workshop:** March 2022

**Executive Board:** November 2022